



SUSTAINABILITY REPORT 2023

CRUM
TRUCKING INC.

CONTENTS

Message from the President	1
About This Report	2
About Crum Trucking	3
Our Sustainability Framework	4
Management, Governance, and Leadership	5
Materiality Assessment	6
Crum's Material Topic Management Approach	8
1. Occupational Health and Safety (OH&S)	8
Our Commitment on Occupational Health and Safety	8
Our Management Approach	9
2. Greenhouse Gas Emissions and Energy Consumption	12
Our Commitment on GHG Emissions, Energy, and Air Quality	12
Our Management Approach	12
3. Waste	16
Our Commitment on Waste	16
Our Management Approach	16
4. Local Communities	17
Our Commitment to Local Communities	17
Our Management Approach	17
5. Data Security and Privacy	20
Our Commitment to Data Security and Privacy	20
Our Management Approach	20
Content Index	21
SASB	21
Omissions and Modifications	22

TABLES & FIGURES

Figures 1 and 2	5
Figure 3 and Table 1	7
Figures 4, 5, 6, 7	9
Figure 8 and Table 2	10
Table 3, Figures 9 and 10	13
Table 4	19

MESSAGE FROM THE PRESIDENT



To our Crum Family of Employees and Stakeholders,

We are proud to release Crum's inaugural sustainability report for the reporting year 2023. Sustainability is becoming increasingly important worldwide, and through this report, Crum has made it evident to our team and our customers that we are a sustainable company that can be counted on to be a responsible and long-term partner. Crum strives to be a leader in environmental sustainability and believes that a prosperous future for our business and for the customers we serve depends on the sustainability of the environment, communities, and economies in which we operate. We plan to report through our company website annually to increase transparency around our sustainable practices.

Crum's key Environmental, Social, and Governance (ESG) priorities for 2023 included the development of a formalized sustainability policy and the implementation of a supporting materiality assessment, which was based on the concept of double materiality. Through the double materiality assessment, we determined that Crum should actively report on the Company's GHG emissions and energy consumption, further enhance Crum's waste program through recycling and reuse programs, continue investing time and resources in our local communities, continue applying cautionary measures for data security and privacy, as well as ensuring proper training and knowledge of occupational health and safety issues. All these ESG assessments are further detailed below in Crum's sustainability report.

We would like to thank you all for your continuous support and hard work throughout our years of operation. Together we have already made significant strides in building a good reputation in our industry by providing excellent service, identifying efficiencies internally as well as externally for our customers, and running our business with the utmost emphasis on integrity along with sound financial decisions. We also understand that the space in which we operate is continuously changing and evolving, and we know there are significant opportunities for Crum to improve on our sustainability strategy and material topics, and Crum stands ready for the challenge.

Thank you,

A handwritten signature in black ink that reads "Keith Crum". The signature is written in a cursive, flowing style.

Keith Crum
President, Crum Holdings

ABOUT THIS REPORT

This sustainability report applies to Crum and all its business units under the umbrella of Crum Holdings, hereinafter collectively referred to as “Crum”. This includes Crum Logistics Services, Crum Trucking, Crum Driving Academy and Crum Leasing. References to “we,” “our,” “us,” “its,” “the Company,” and “Crum” mean Crum Holdings. These business units all operate and are managed by the same Management Team out of its one physical location in Batesville, Indiana.

Crum provides transportation services with a focus on the automotive and forklift industry and is categorized under the Road Transportation industry within SASB.

Crum considered the Company’s core values, experience, stakeholder expectations and interests when determining the content for this report. In this report, Crum presents on the standards and goals relevant to its operations for the reporting year 2023. In certain instances, specifically GHG Emissions, Energy, and Air Quality, this report provides data for 2022. Crum’s fiscal year is January to December and coincides with its reporting year for sustainability.

Internal subject matter experts (SMEs) were engaged to develop the report. All data, including carbon footprint, waste, health, safety, environmental, economic, stakeholder engagement, governance, labor practice, philanthropy, and community service, included in this report, are from within the Crum corporate boundary, except if specifically noted otherwise. All dollar amounts are expressed in USD currency.

To calculate Scope 1 and Scope 2 emissions, Crum provided utility bill data, meters, Smartway reports, and estimates that were used by the Company’s third-party consultant, KERAMIDA Inc., to quantify Crum’s greenhouse gas (GHG) emissions. Emissions of carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O) were calculated using emission factors and conversions provided by the U.S. Environmental Protection Agency (EPA). Additionally, the Greenhouse Gas Protocol – Scope 2 Guidance 1 location-based method was used to calculate indirect emissions from purchased electricity.

Total GHG emissions, represented in CO₂ equivalents (CO₂e), were calculated using Global Warming Potentials from the Intergovernmental Panel on Climate Change’s Fourth Assessment. Understanding our Scope 1 and Scope 2 emissions is critical in assessing and formulating Crum’s sustainability strategies in the years to come, as GHG emissions are at the core of understanding Crum’s impact on the planet and our ability to develop solutions within the Company.

This report contains forward-looking statements relating to the manner in which we intend to conduct our activities based on our current plans and expectations. The circumstances supporting these statements, however, are subject to a variety of uncertainties and other factors, many of which are beyond our control. Therefore, the actual conduct of our activities, including the development, implementation or continuation of any program, policy or initiative discussed in this report, may differ materially in the future. The statements of intention in this report speak only as of the date of this report, and we do not intend to publicly update any statements in this report.

Your comments and insights are important to us and for questions about the report or reported information, please contact our Sustainability Lead, **Becca Crum** at beccac@crumtrucking.com

ABOUT CRUM TRUCKING

Crum is a company in the transportation industry with a modern logistics focus based in Batesville, Indiana. The family-owned company, which was founded in 1963, operates 233 trucks across North America. We offer trucking services, such as Multi-stop “Milkruns”, Just In Time (JIT)/Expedited transportation, General Truckloads and Large Less-Than-Truckloads (LTL), US and Canada operating authority, and Service to and from Mexico. The Company also offers specialized services such as Mode Conversion (LTL to TL Milkrun), Container Management, Return Container Management, Dedicated Services, Cross Docking, and Driver Relay Expedited, among other specialized services. Through responsiveness and innovation, Crum is committed to being a premier provider of competitively priced, on-time freight solutions for our customers. Crum’s primary customer base and commodity range between hospital equipment, automotive, semi-trailer parts, forklifts, food grade flour, heavy engine parts, warehouse safety, ink, and labels.

CRUM VISION

“To be a recognized leader in the Transportation Industry and to exceed our customer’s expectations through continuous quality improvement economically.”

CRUM AT A GLANCE

Headquarters Location:

1694 Lammers Pike, Batesville, IN 47006



Operating

USA, Canada, and Mexico



Four Major Drop-lots

Seymour, Greensburg, Toyota, and Columbus.



233 Trucks

149 Company trucks
28 Independent Contractor trucks
55 Penske-leased trucks
1 Farm truck



600 53' Van Trailers

All with Samsara Satellite Tracking, and Location and Loaded Status



Safe and Reliable

Compliance, Safety, Accountability (CSA)
Good standing in all 7 “basics” – No alerts



(CTPAT) Certified

Customs Trade Partnership
Against Terrorism



SmartWay Certified



OUR SUSTAINABILITY FRAMEWORK

In 2023, Crum formalized its **Sustainability Policy and Governance Framework**. This Framework applies to Crum and all business units under the umbrella of Crum Holdings. Although we are separate entities, all businesses are under one company. Some employees are shared throughout the different entities, but we operate under one culture and a shared goal towards sustainability. The framework represents the ongoing interests of Crum and its stakeholders and serves the following purposes:

✓ Articulates Crum’s sustainability strategic priorities and aims to ensure maximum and appropriate utilization, allocation, monitoring, administration, and maintenance of Crum Trucking, Inc. resources.



✓ To set forth the organizational and management structure for the effective implementation of Crum’s sustainability agenda and clarify the roles and responsibilities of each body or officer in this structure.



✓ To formalize the Management Team’s mandate on sustainability principles, sustainability strategies, priorities, and commitments and the respective roles of the different departments in the delivery of these commitments.



✓ To embed sustainability into Crum’s risk management and strategy development processes to ensure that Crum remains relevant and responsive to the changing business environment, needs of its stakeholders and the market and industry to which it belongs.

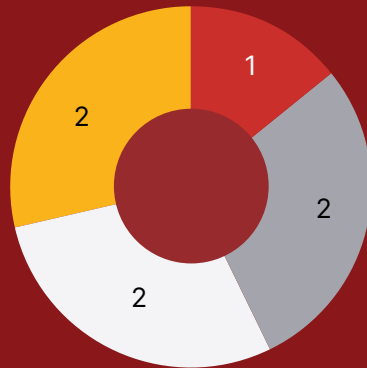


MANAGEMENT, GOVERNANCE, AND LEADERSHIP

Sustainability at Crum is deeply anchored within the Company’s leadership structure which expands Crum and its entities. The Management Team is the Company’s highest governing body and is responsible for managing sustainability-related matters within Crum. The Company has identified material topics and strategic priorities, as presented later in this report, each with their respective tactics and commitments. For each of the selected material topics, we have assigned an appropriate leader within the Management Team to be a Crum Material Topic Owner. The same structure is used for reporting performance and progress of implementation of the sustainability actions against our targets for each material topic. The Management Team consists of 7 members with the following breakdown across gender, racial, and ethnic diversity.

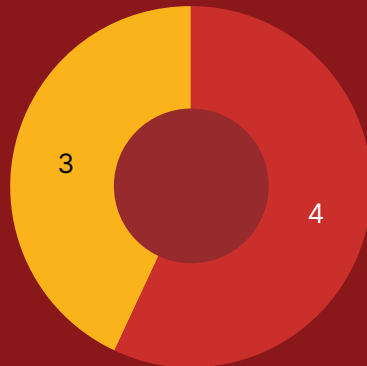
**FIGURE 1:
AGE SPREAD OF
MANAGEMENT
TEAM**

- 20-30
- 30-40
- 40-50
- 50-60



**FIGURE 2:
GENDER
BREAK-DOWN OF
MANAGEMENT
TEAM**

- Male
- Female



Note: 0 out of 7 have self-identified Gender, Racial, or Ethnic Diversity

MATERIALITY ASSESSMENT

To inform and guide our Sustainability Strategy, Crum completed a Double Materiality Assessment in 2023, with the goal of better understanding our impacts and organizational resilience. The Double Materiality Assessment process involved engagement with internal stakeholders and external stakeholders across Crum's upstream and downstream value chain.

This assessment began by compiling a long list of topics that could potentially be material to Crum using input from Sustainability Accounting Standards Transportation Standard (SASB), GRI's Standards, and research on wider social and environmental trends, impacts, and challenges. The list was refined based on feedback from our Crum Management Team, the company-specific perspective and overall corporate strategy, and a more in-depth understanding of the trends and challenges present in the industry through an industry materiality benchmarking using publicly available information. Twenty-eight material topics were consolidated into Environmental, Social and Governance categories, and internal and external stakeholders were asked to complete a survey about these topics and rank identified potential material matters according to their perceived importance (see **Figure 3** on following page).

The double materiality assessment survey reflects Crum's sustainability reporting boundary, which includes the boundary retained for financial statements. The assessment engaged upstream and downstream value chain stakeholders.

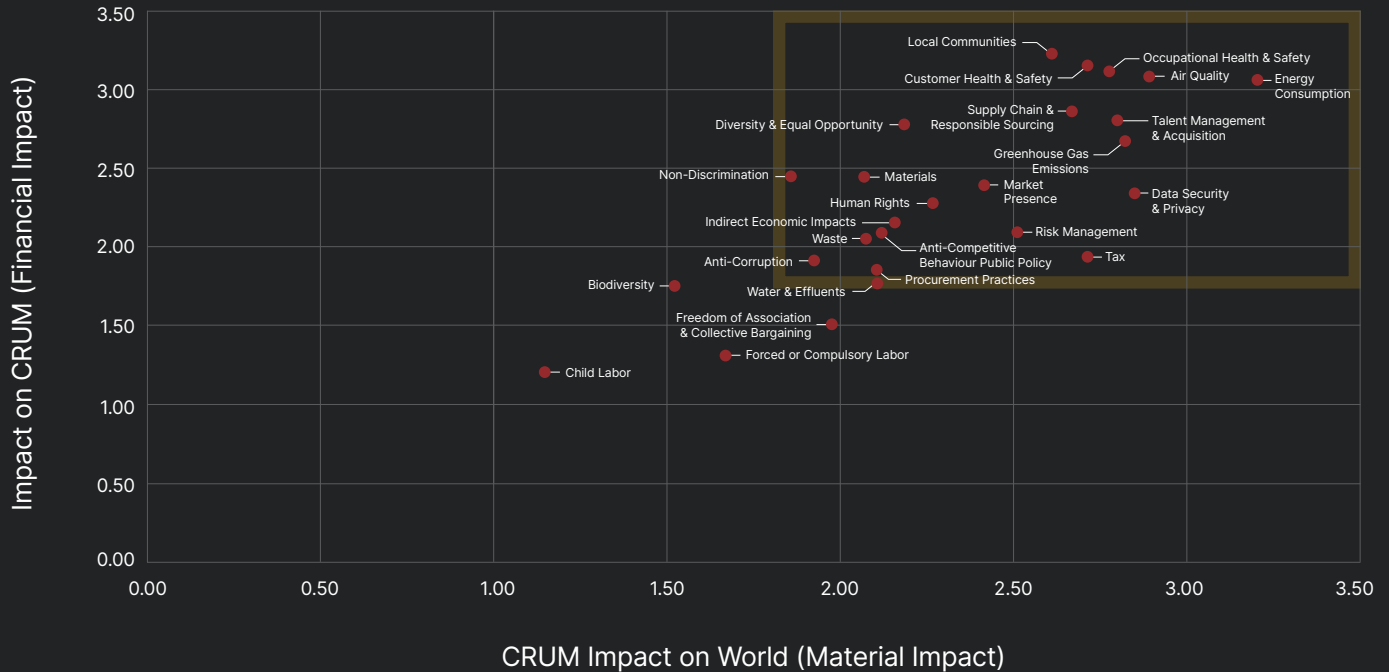
Of those asked to participate in the materiality assessment, 30 internal subject matter experts (SMEs) and 9 external stakeholders responded to the survey, for a total of 39 responses. The survey addressed both Impact Materiality and Financial Materiality and the material topics initially evaluated aligned with the definitions of GRI (Global Reporting Initiative).

- Stakeholders evaluated material impact by assessing how Crum's strategy and operations could either benefit or negatively impact the environment, society and people, and the economy.
- Stakeholders were asked to evaluate financial materiality by assessing how certain topics could have either a positive or negative fiscal impact on Crum, as well as where it can generate risks or opportunities that influence or are likely to influence the enterprise value of Crum now or in the future.
- Stakeholders were asked to consider both actual and potential impacts.

FIGURE 3:

CRUM DOUBLE MATERIALITY

Crum double materiality result shown as a matrix between material impact and financial impact scores. The topics in the yellow quadrant are the highest-ranking topics.



The output of the survey was evaluated by Crum’s Management Team and seven topics out of twenty-eight were selected and categorized in five material topics to be managed starting in 2024. These five topics signify the starting point for Crum’s sustainability program.

TABLE 1:

The seven topics chosen and organized by Crum as five material topics that the Company will start managing in 2024. Each score is an average sum, wherein the highest score could be 5. The highest score received was Local Communities Impact Materiality Score of 3.23.

ESG	Topic	Material Topic	Financial Score	Impact Score
E	1	Energy Consumption	3.21	3.08
E	1	Air quality	2.90	3.10
E	1	Greenhouse Gas Emissions	2.82	2.69
E	2	Waste	2.08	2.08
S	3	Local Communities	2.62	3.23
S	4	Occupational Health and Safety	2.77	3.13
G	5	Data Security and Privacy	2.85	2.36

CRUM'S MATERIAL TOPIC MANAGEMENT APPROACH

Members of our Management Team are assigned material topics to oversee across the organization. The Crum material topic owner is responsible for managing the strategy and projects put in place to address the Impacts, Risks, and Opportunities (IROs). To manage their respective topics, our material topic owners conducted an ESG Impact Assessment to evaluate impact-related risks, opportunities, and Human Rights considerations, and then identify appropriate mitigations and actions. This assessment was completed in Q1 2024 and will be conducted annually to ensure strategic alignment with our sustainability efforts. The ESG Impact Assessment was also used to assign appropriate ownership over the mitigation efforts and actions identified, allowing Crum to channel its limited resources into strategies and efforts that truly make an impact across its organization and society as a whole. Crum understands and maintains that sustainability is iterative, and we aim to ensure that the Company is set up for continuous monitoring and improvement. Crum plans to dedicate the remainder of 2024 to establishing targets and metrics aligned with our sustainability commitments and the material topics we are currently managing.

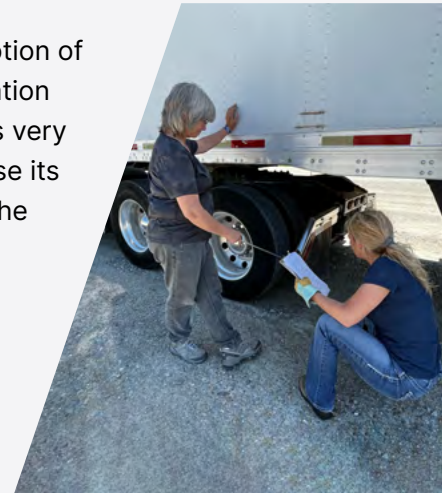
1. OCCUPATIONAL HEALTH AND SAFETY (OH&S)

Crum defines Occupational Health and Safety (OH&S) as healthy and safe work conditions that involve both prevention of physical and mental harm, and promotion of workers' health. Prevention of harm and promotion of health require an organization to demonstrate commitment to workers' health and safety, and thus this topic is very material to Crum. Without proper investment in OH&S procedures, Crum may lose its license to operate and/or fail to qualify for necessary insurance, and therefore the topic has high financial impact on the Company.

As it is, Crum maintains Occupational Health & Safety policies and procedures compliant with all licensing and regulatory requirements established by the Federal Motor Carrier Safety Administration and other state and federal governments. Our Occupational Health & Safety policies and procedures are implemented to protect not only our employees and contractors at our headquarters or storage depots but also extend to the road where drivers and support staff engage with suppliers, customers, and local communities.

OUR COMMITMENT ON OCCUPATIONAL HEALTH AND SAFETY

Crum is committed to protecting our internal and external stakeholders through ensuring the safe and secure transportation of goods, and by protecting the health and safety of all individuals within the Company. We maintain clean, orderly, and safe working spaces for our employees and contractors. Crum provides each employee with the training and support needed to ensure expected working conditions as well as to grow professionally and personally.

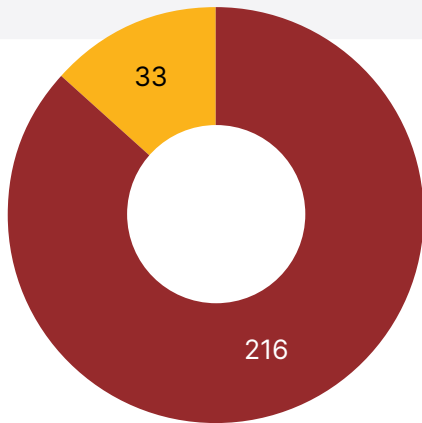


OUR MANAGEMENT APPROACH

Keeping Our People Safe and Healthy

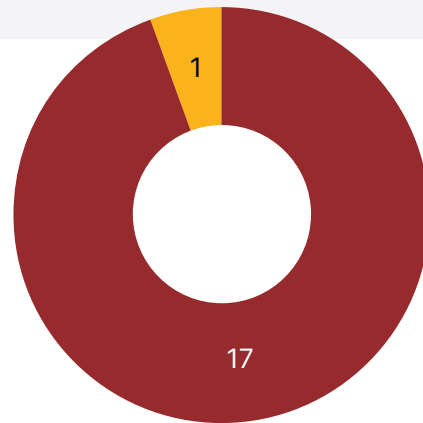
At the end of this reporting period, Crum employed 280 professional non-union workforce employees at its Batesville, Indiana location, of which 202 are drivers (FT and PT drivers as well as 33 independent contractors).

FIGURE 4:
Total number of employees broken down by gender



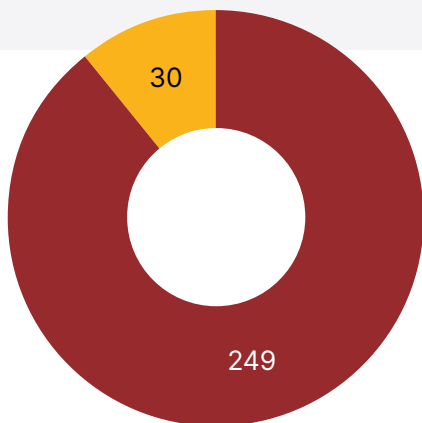
Male (87%) Female (13%)

FIGURE 5:
Total number of part-time employees, broken down by gender



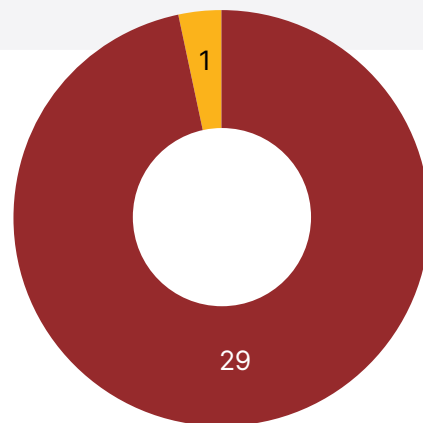
Male (94%) Female (6%)

FIGURE 6:
Ratio of permanent to temporary (contracted) employees



Permanent employees (89%) Contractors (11%)

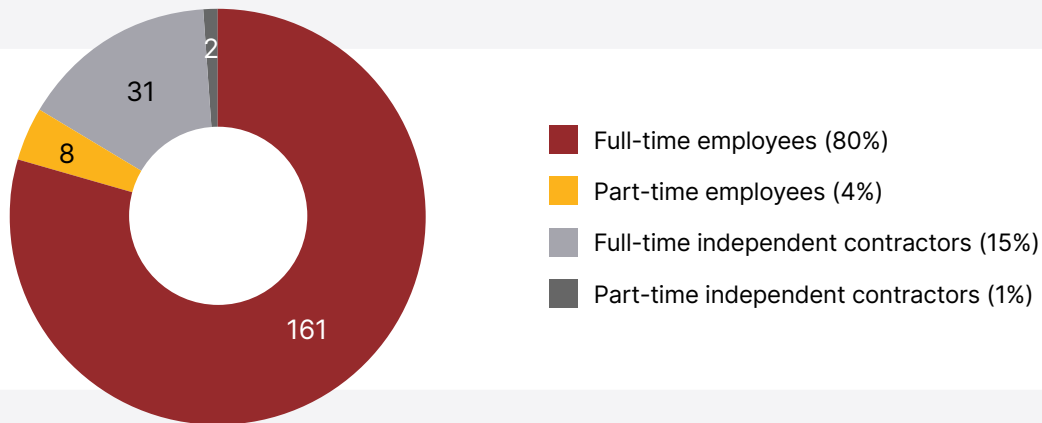
FIGURE 7:
Total number of workers who are not employees and whose work is controlled by the organization, broken down by gender



Male (97%) Female (3%)

FIGURE 8:

Total number of drivers (202) broken down by employee and contract status



Our employees and contractors are unique individuals, and we are committed to respecting and acknowledging their talents and contributions. As such, all our employees must review and sign our **Code of Conduct** and **Harassment Policy**.

Crum maintains a safe fleet and work environment by:

- Enforcing policies and measures in compliance with OSHA, the Department of Transportation (DOT), and the Federal Motor Carrier Safety Administration (FMCSA).
- Maintaining our Customs Trade Partnership Against Terrorism (CTPAT) certification.
- Utilizing McLeod software solutions to maintain up-to-date documentation, certifications, and training records, ensuring we stay in compliance with all applicable regulations.

We believe in rewarding our employees for exceptional performance and for demonstrating high productivity levels that directly contribute to Crum’s profitability and revenue growth. To reward our employees, we have implemented an Employee Incentive Bonus Program. Crum believes that as a leader in transportation safety, drivers should be rewarded for adhering to and promoting safe behavior. Quarterly Safety Bonuses are awarded based on drivers’ safety records.

TABLE 2:

Safety bonuses awarded between 2021 and 2023

	2021	2022	2023
Independent Contractors (Drivers)	\$56,175.94	\$56,862.50	\$55,115.76
Company Drivers	\$171,375.70	\$241,119.07	\$251,187.52
Mechanics	\$24,573.65	\$23,307.14	\$24,704.47

Taking Care of Our Drivers

Our success is made possible by our dedicated workers who provide excellent services. Our employees' commitment to professionalism has been instrumental in building our current customer base. In return, Crum and its Management Team are dedicated to investing in its employees. At Crum, our current driver turnover ratio is 33%, compared to the industry average of 90%.



33%

**CRUM DRIVER
TURNOVER
RATIO**

90%

**INDUSTRY
AVERAGE**

Crum drivers receive several benefits, including 6 paid holidays throughout the year with vacation time increasing over the years: 1 week after six months, 2 weeks after one year, 3 weeks after five years, and 4 weeks after 10 years. The Company also offers affordable health, dental, and vision insurance, as well as retirement options and an onsite workout room. New drivers are provided with the Company XM satellite service. Furthermore, drivers are assigned their own tractors, and there's compensation for breakdown and detention situations.

Crum Trucking, Inc. also supports independent trucking contractors. Contractors who are owner-operators allow our Company to continue to grow by providing the needed support to meet our growing customer needs.

For more information on the full set of driver benefits for employees and contractors, please visit our [Careers page](#) on our website.

**Bless Our Truckers On
The Road...**

**Keep Them Safe
With**

Every Load

CRUM



2. GREENHOUSE GAS EMISSIONS AND ENERGY CONSUMPTION

Crum defines and manages this material topic by combining three material topics into one: Greenhouse Gas Emissions, Energy Consumption, and Air Quality. The road transportation industry has an impact on both local and global communities because it consumes large amounts of fuel and introduces pollutants to the air and GHG Emissions to the atmosphere. These emissions and air pollutants from trucks can degrade air quality in local communities, posing health risks to residents. This is especially true if the trucking company operates older, less environmentally friendly vehicles. Moreover, consumption of large amounts of fuel and energy makes the industry vulnerable to fluctuations in fuel price and higher energy costs. For those reasons, it is of high interest to manage both the material and financial impacts of these three topics.

OUR COMMITMENT ON GHG EMISSIONS, ENERGY, AND AIR QUALITY

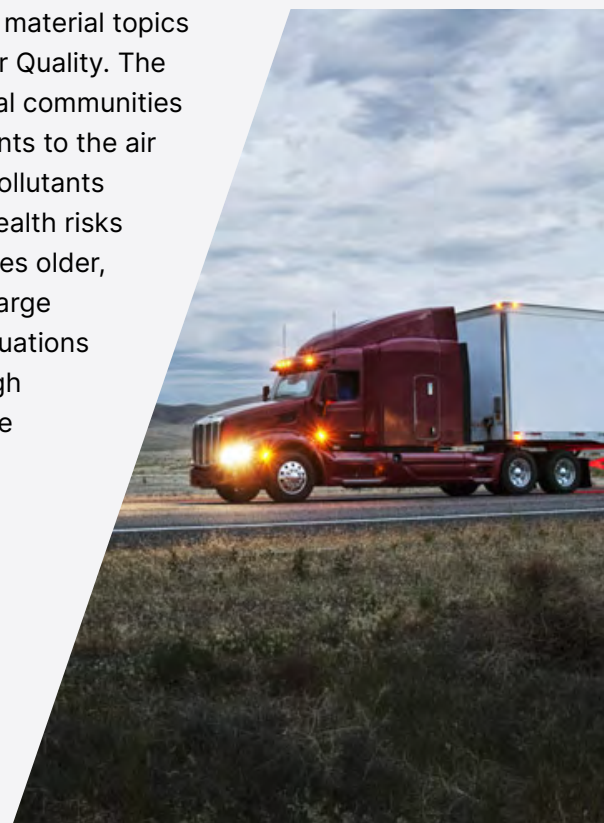
We are committed to monitoring our energy use and GHG emissions as we explore ways to minimize the impact of our operations.

OUR MANAGEMENT APPROACH

Impact and Target Setting for GHG Reduction

Crum is looking to solidify its position as a leading family-owned transportation company in the Midwest by tracking and calculating Scope 1, Scope 2, and Scope 3 emissions. In 2023, Crum completed its inaugural Greenhouse Gas baseline inventory for the reporting period FY2022 – January 1, 2022, to December 31, 2022. We followed internationally recognized protocols such as the Greenhouse Gas Protocol Corporate Reporting and Accounting Standard, Scope 2, and 3 Guidance, and used an operational control approach to encompass Crum's business operations.

- **Scope 1 Emissions** are a result of business activities Crum owns or controls, including gas and diesel combustion in Crum's vehicle fleet, natural gas and waste oil for heating Crum's facility, and refrigerants used in A.C. units in vehicles.
- **Scope 2 Emissions** are a result of purchased electricity for Crum's facility location in Batesville.
- **Scope 3 Emissions** this year was an initial Scope 3 estimation using spend-based calculations to determine which activities in our value chain are expected to be most significant in size. These activities include upstream emissions for Crum's purchased goods and services, purchased capital goods, fuel and energy related activities, upstream transportation and distribution, waste generated in operations, business travel, and employee commuting.



Based on the results, Crum will work in the coming year to prioritize data collection efforts and data quality improvements for activities that are expected to contribute significantly to our footprint. The 2022 GHG inventory provided the following important insights into Scope 1, 2, and 3 emissions:

TABLE 3:

2022 Emissions Table showing Scope 1, Scope 2 & Scope 3 Totals by Emissions Category; Sum of metric tons CO₂e, CO₂, CH₄ & N₂O

	Sum of MT CO ₂ e	Sum of MT CO ₂	Sum of MT CH ₄	Sum of MT N ₂ O
Scope 1	32,016.25	31,907.58	1.29	0.257
Scope 2	162.27	161.25	1.46 × 10 ⁻²	2.16 × 10 ⁻³
Scope 3	38,102.77	Not available	Not available	Not available
Grand Total	70,281.29	32,068.83	1.30	0.26

FIGURE 9:

Percentage of Scope 1, 2, and 3 respectively. *Scope 2 measured at 0.24% and thus shows up as 0% in this graph.

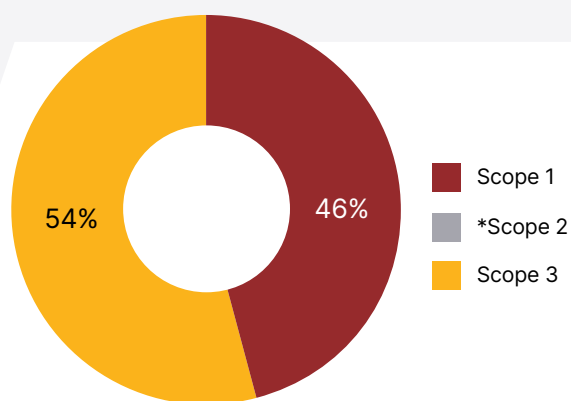
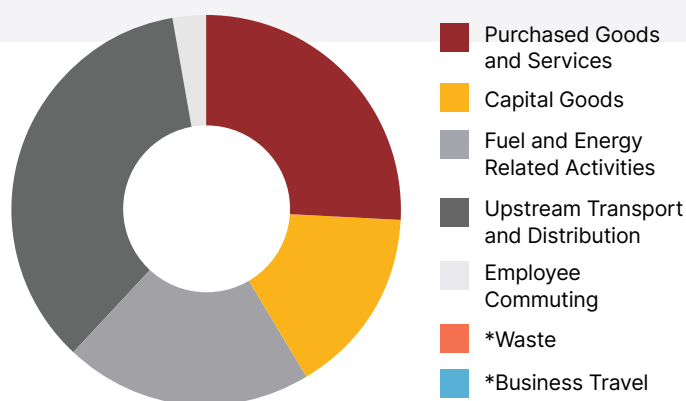


FIGURE 10:

Crum's 2022 Scope 3 emissions broken down by category. *Waste and Business Travel emissions are negligible and thus shows up as 0% in this graph.



The GHG inventory report prepared by KERAMIDA provided the following important insights into setting Scope 1, 2 and 3 reduction targets, an exercise which Crum will begin during 2024:

- **Setting Targets for Scope 1 and 2** - The vast majority of Crum's emissions stem from Scope 1 sources, specifically mobile combustion. Because Crum is a trucking company with only two stationary facilities, KERAMIDA expected Scope 1 emissions to be Crum's largest source of emissions in our GHG inventory. Aggressive targets to limit Scope 1 emissions will carry the greatest value toward reducing our GHG inventory.

- **Identifying Opportunities for Improvement in Scope 1 and 2** - The report outlined the vehicles with the highest emissions, indicating their significant potential for reducing greenhouse gas emissions beyond current levels. The T/A sleeper trucks constitute the most significant portion of the mobile combustion emissions, partially due to their annual mileage. We intend to focus our GHG reduction efforts on vehicles with the highest emissions first.
- **Addressing Scope 3** - Scope 3 emissions frequently constitute the Company's largest GHG emissions source, yet they are often the most challenging to control. After analyzing our initial Scope 3 estimation, we have determined that the most impactful starting point for reducing Scope 3 GHG emissions lies in addressing upstream transportation and purchased goods.

Keeping Our Equipment Up To Date and Running Efficiently

At Crum, we understand the importance of keeping our equipment running efficiently to reduce pollutants entering the atmosphere. Our 160+ fleet consists of Kenworth, Peterbilt, and Volvo trucks equipped with Cummins engines, and we take the following actions to keep them up to date and running efficiently:

- Remaining compliant with low emission regulations, particularly for trucks equipped with 2010 emissions standards that necessitate Diesel Exhaust Fluid (DEF)
- Implementing cutting-edge asset tracking technology to enhance efficiency while minimizing disruptions to drivers
- Implementing a capital investment plan to ensure that by 2027, no trucks in our fleet will exceed five years of age.
- Utilizing software with fail-safe functionality, preventing trucks from being driven until they have been cleared through maintenance procedures

The majority of our 600+ trailers outfitted with wind wings dramatically reduce wind drag resulting in better fuel mileage. A high percentage of trailers are Dry Van, with a few specialized trailers in the fleet to accommodate customers' needs. Moreover, our trailers have air rides with logistic posts for decking and securement and are also outfitted with SkyBitz and Samsara Satellite Tracking, which includes location and loaded status.

Proud to be SmartWay Certified



Crum is a member of the Environmental Protection Agency's (EPA) SmartWay program. Forward-thinking shippers are now establishing ambitious carbon reduction goals across their supply chains. SmartWay serves as a vital platform for carriers and logistics providers to showcase their unwavering commitment to efficient and sustainable freight practices. By leveraging SmartWay, shippers can make informed choices, opting for environmentally conscious carriers in their freight procurement processes. Crum proudly celebrates 17 years of dedicated SmartWay participation and has been honored with excellence awards for the Company's ongoing commitment to greener transportation solutions.

Crum has achieved SmartWay certification by reducing our carbon footprint in the following ways:



Purchasing SmartWay-certified Tractors and Trailers:

- All trailers are outfitted with under trailer air fairings.
- Low rolling resistance tires are used on both tractors and trailers.



Promoting fuel-efficient driving through Vnomics Fuel Optimization:

- Continuous Driver Education is provided through on-board and office communication.
- Fuel efficiency data helps the Company and driver understand how their habits affect fuel economy.



3. WASTE

Waste is generated from both internal activities and external activities. Internal activities that generate waste include production processes and delivery of services. Externally, waste is generated by entities upstream and downstream in Crum's value chain. External activities that can generate waste include supplier processing of materials used or procured by Crum or when consumers use services or discard products. By adopting sustainable practices and actively managing waste, we contribute positively to environmental stewardship, and by recycling and reusing, Crum can lower our operating costs as well as the cost to our customers.

OUR COMMITMENT ON WASTE

At Crum, we are committed to protecting our communities and environment through responsible management of our operations. We are taking steps to prevent pollution from our operations by minimizing environmental impacts generated through our waste creation and streams. We plan to reduce waste consumption and pollution in our operations by implementing recycling, having proper hazardous material disposal, and reducing waste generation. We will have future planning and investment decisions that align with this commitment.



OUR MANAGEMENT APPROACH

What Gets Measured, Gets Managed

For many years, Crum has implemented initiatives to minimize, repurpose, and recycle materials from our physical waste streams. Our largest sources of waste are cardboard and paper stock, oil, aluminum, scrap metal, rubber, and hardware waste. At Crum, we have implemented recycling for all these major waste streams, with the exception of hardware waste, which is a strategic project currently under evaluation. Crum also takes care to manage and dispose of any hazardous waste resulting from our maintenance and service processes. We are currently quantifying the impacts of waste through the implementation of metrics used to measure physical waste streams and recycling efforts to better manage waste-related issues.

From Waste to Energy

When Crum re-built its facilities in 2018 and 2019, we saw an opportunity to reduce waste and energy used to heat these facilities by installing a heating system in which the Company uses waste oil from serviced trucks. Currently, the shop is fully heated through this waste-oil method while the remainder of our headquarter campus is heated using geothermal energy and gas.



4. LOCAL COMMUNITIES

An organization's activities and infrastructure can have significant economic, social, cultural, and/or environmental impacts on local communities and the individuals who live and work there. Heavy truck traffic can accelerate road deterioration, leading to increased maintenance costs for local governments and increased trucking activities can contribute to traffic congestion and noise pollution in local communities. Adopting environmentally friendly practices, such as investing in fuel-efficient vehicles or reducing emissions, can positively influence the local environment and benefit the health of community members. Moreover, establishing or expanding operations can create job opportunities for residents, contributing to economic development and improved livelihoods within the community through employment, community engagement and investment, and environmental stewardship. Crum is a top-paying transportation company in the community and one of the largest employers in our community; thus, local community scored high on both material and financial impact in our materiality assessment.

OUR COMMITMENT TO LOCAL COMMUNITIES

Crum embeds the “going beyond compliance” mindset in the culture, standards, and performance of all current and future projects. We are committed to being good citizens, supporting good works and charities, and protecting the property, environment, and natural resources we are privileged to use. As one of the largest employers in our community, we are committed to providing equal opportunity for employment, development, and advancement for those qualified.



OUR MANAGEMENT APPROACH

Making a Difference Locally and Beyond

Crum recognizes the importance of giving back and the impact it can have on those in need. We are proud to call Batesville our home and enjoy sponsoring programs that help our employees, their families, and the local community thrive. That's why we sponsor several local programs or events each year, such as our local Fire Departments, church events, and school programs. You'll also see Crum present with various local athletic programs including football, baseball, archery, aquatics, softball, cross-country, dirt track racing, etc.

Local community organizations that received Crum support in 2023:

- Adams Lutheran Church
- Batesville Community Educational Foundation BCEF
- Truckers Against Trafficking
- The Gibson Theatre
- Ripley County Chamber
- Southern Indiana Trucking Convoy Corp (continual)
- Batesville Kiwanis
- Batesville Lions Club
- Batesville Soccer Club
- Delaware Fire Department
- East Central Lady Trojans
- EC Trojan Football Boosters
- ECHS Yearbook
- Giving Hearts a Hand
- Greensburg Community
- Milan Archery Team
- Milan Youth Football
- Napoleon Volunteer Fire Department

Some of the more widely recognized benefactors that are changing lives and making a difference:



CRUM CHARITABLE CONTRIBUTIONS PER YEAR

2023

\$31,721

2022

\$22,000

2021

\$27,000



Providing Economic Opportunities

As one of the biggest employers in Batesville, we understand the impact our Company has on the local economy, and we are committed to providing equal opportunity for employment, development, and advancement for those qualified. As such, we have several programs in place.

TABLE 4:

Crum programs in place for boosting economic opportunities and development in our local Batesville community

	Description of program and its goal	Key Metric/s	2021	2022	2023
Truck Driving School	Our mission is to produce highly trained entry-level truck drivers through quality instruction in a student-focused course that gives students the keys to their own success. Students will receive the classroom lessons, range and road training needed to complete the Entry-Level Truck Driver Training requirements. This prepares the students to take the state skills test and upon passing, become a Class A Commercial Drivers Licence Holder.	Numbers graduating / year	1	29	30
Finishing Program	Crum's Finishing Program serves as a stepping stone for students that have recently graduated truck driving school and have obtained their Class A CDL but aren't ready to be on the road on their own. The Finishing Program helps build upon the skills each driver has and helps them fine tune those skills by training them to be professional truck drivers for Crum.	Numbers graduating / year	33	48	40
Mentorship Program	Crum works with local high schools and colleges to offer mentorship programs to students that may be interested in venturing into a field that corresponds with openings we may have at Crum. This includes paid or unpaid internships, mentorships, and co-op programs.	Numbers participating / year	0	2	3
Tuition Reimbursement / Sponsorship Program for CDL School	Crum only employs drivers who meet certain minimum requirements, including possession of appropriate credentials, skills, education, and licenses. This includes the successful completion of a truck-driving course offered by a professional truck-driving school and the possession of a valid Commercial Driver's License. Crum is willing to assist Students by offering financing for them to attend an affiliated or an unaffiliated truck-driving school.	Tuition amount total / year	\$64,284	\$99,000	\$150,000
Tuition Reimbursement / Sponsorship Program for Employees	Crum offers a tuition reimbursement program for employees who meet certain requirements. Crum has established this policy both to promote the employee's personal improvement and to enhance the contributions that the employee makes to Crum.	Tuition amount total / year	\$78,000	\$156,000	\$189,000
School Tours Available	Crum finds value in introducing the younger generation to the transportation industry and the types of opportunities that working for a company like Crum may have. One way we do this is by offering informational tours of our facility.	Numbers of tours / year	N/A	N/A	1

5. DATA SECURITY AND PRIVACY

The governance of Crum's cybersecurity and data privacy controls is of high material importance to Crum and is closely linked to its ability to keep CTPAT certificates and operating licenses.

OUR COMMITMENT ON DATA SECURITY AND PRIVACY

At Crum, we are committed to providing the highest standards of honesty and ethical behavior toward customers, employees, and the community. To ensure this, we have policies and procedures in place to maintain confidentiality, reliability, and accuracy of our stakeholders' data by minimizing the risks of data breaches and cyber threats.

OUR MANAGEMENT APPROACH

Crum is actively evaluating its impacts, risks, and opportunities to stay up to date and prepared for possible cybersecurity, information, and physical threats that may affect our employees, contractors, suppliers, or customers. Below are the existing policies and measures in place to protect ourselves and our clients.

FIGURE 11:

Crum's existing Data Security and Privacy Policies and Measures

- | | |
|---|--|
| <ul style="list-style-type: none"> ➤ Annual and monthly awareness training of our employees to prevent information security breaches | <ul style="list-style-type: none"> ➤ Formal policy on Information security and information |
| <ul style="list-style-type: none"> ➤ Whistleblower procedure for stakeholders to report information security concerns | <ul style="list-style-type: none"> ➤ Regular information security risk assessments |
| <ul style="list-style-type: none"> ➤ Audits of control procedures to prevent information security breaches (e.g., passwords, oversight with IT, and offboarding employees) | <ul style="list-style-type: none"> ➤ Sensitive and Non-Public Information Code of Conduct |
| <ul style="list-style-type: none"> ➤ Measures to protect third party data from unauthorized access or disclosure | <ul style="list-style-type: none"> ➤ Use of third-party IT security service |
| <ul style="list-style-type: none"> ➤ Incident response procedure (IRP) to manage breaches of confidential information | <ul style="list-style-type: none"> ➤ Third-party vendor that watches system for data insecurities |
| <ul style="list-style-type: none"> ➤ Software that watches email for threats such as malware | <ul style="list-style-type: none"> ➤ Phishing email forwarding box |
| <ul style="list-style-type: none"> ➤ Physical barriers to the premises and badged entry | <ul style="list-style-type: none"> ➤ CTPAT quarterly inspections and yearly audits |
| <ul style="list-style-type: none"> ➤ Record Retention Plan | |

CONTENT INDEX

SASB

Topic	SASB Code	Metric	Category	Unit of Measure	2023 Response
Greenhouse Gas Emissions	TR-RO-110a.1	Gross global Scope 1 emissions	Quantitative	Metric tonnes (t) CO ₂ -e	32,016.25 MT CO ₂ e
	TR-RO-110a.2	Discussion of long- 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	Short-term strategy discussed on page 12-15 of this report. Long-term strategy under development and will be disclosed for the reporting year 2024.
	TR-RO-110a.3	1) Total fuel consumed, 2) percentage natural gas and 3) percentage renewable	Quantitative	Gigajoules	Reporting year 2022 1) 453,592.525 GJ 2) 0.2261 % 3) 0%
Air Quality	TR-RO-120a.1	Air emissions of the following pollutants: 1) NO _x (excluding N ₂ O), 2) SO _x , and 3) particulate matter (PM10)	Quantitative	Metric Tonnes (t)	Data has not been collected to date. A project is underway to ensure data can be disclosed for the reporting year 2023 and 2024.
Workforce Conditions, Health & Safety	TR-RO-320a.1	1) Total recordable incident rate (TRIR) and 2) fatality rate for (a) direct employees and (b) contract employees	Quantitative	Rate	1) 2.61 2) a 0.00 b. 0.00
	TR-RO-320a.2	1) Voluntary and 2) involuntary turnover rate for all employees	Quantitative	Percentage (%)	1) Voluntary 74% or 53/72 Resigned 2) Involuntary 26% or 19/72 Terminated
	TR-RO-320a.3	Description of approach to managing short-term and long-term driver health risks	Quantitative	N/a	Described under section "Occupational Health and Safety" on page 8-11 .
Accident & Safety Management	TR-RO-540a.1	Number of road accidents and incidents	Quantitative	Number	a) 146 - crashes b) 152 - incidents
	TR-RO-540a.3	1) Number and 2) aggregate volume of spills and releases to the environment	Quantitative	Number, Cubic meters (m ³)	1) 13 fuel spills 2) 14m ³ +/-
Energy Management	EM-CM-130a.1	1) Total energy consumed, 2) percentage grid electricity, 3) percentage alternative and 4) percentage renewable"	Quantitative	Gigajoules (GJ) Percentage (%)	Complete data not available. A project is underway to ensure data can be disclosed for the reporting year 2023 and 2024.

Topic	SASB Code	Metric	Category	Unit of Measure	2023 Response
Waste & Hazardous Materials Management	EM-CM-150a.1	Amount of waste generated percentage hazardous and percentage recycled	Quantitative	Metric tonnes (t), Percentage (%)	Complete data not available. A project is underway to ensure data can be disclosed for the reporting year 2023 and 2024.
Customer Privacy	SV-PS-230a.1	Description of approach to identifying and addressing data security risks	Discussion and Analysis	n/a	Described under section "Our Material Management Approach" on page 8 , 20 .
	SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	Discussion and Analysis	n/a	Described under section "Data Security and Privacy" on page 20 .
	SV-PS-230a.3	1) Number of data breaches, 2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, 3) number of (a) customers and (b) individuals affected 1	Quantitative	Number, Percentage (%)	1) 0 number of data breaches 2) 0% 3a) 0% 3b) 0%
Human Rights & Community Relations	EM-CO-210b.1	Discussion of process to manage risks and opportunities associated with community rights and interests	Discussion and Analysis	N/A	Described under section "Our Material Management Approach" on page 8 , 17-19 .
	EM-CO-210b.2	1) Number and 2) duration of non-technical delays	Quantitative	Number, Days	1) 0 2) 0

SASB Code	Activity Metric	Category	Unit of Measure	CRUM 2023 Response
TR-RO-000.A	Revenue tonne-kilometres (RTK) ¹	Quantitative	RTK	Complete data not available. A project is underway to ensure data can be disclosed for the reporting year 2023 and 2024.
TR-RO-000.B	Load factor ²	Quantitative	Number	Complete data not available. A project is underway to ensure data can be disclosed for the reporting year 2023 and 2024.
TR-RO-000.C	Number of employees, number of truck drivers	Quantitative	Number	249 employees, 202 drivers
SV-PS-000.A	Number of employees by: 1) full-time and part-time, 2) temporary, and 3) contract	Quantitative	Number	1) 231 FTE 2) 18 PTE 3) 30 ICs

OMISSIONS AND MODIFICATIONS

The bespoke SASB index above discloses on topics material to Crum. Certain accounting metrics in Crum's SASB Transportation Industry index were infeasible to disclose in the near term for the Company. Reason for omission has been given in the SASB index.



CRUM 