



2025 EPCOR  
**Sustainability  
Performance Update**

# INTRODUCTION

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## Note to Readers

Throughout this report, "EPCOR" refers to EPCOR Utilities Inc. and its subsidiaries, without distinguishing between legal entities holding specific operations. All currency is reported in Canadian dollars unless otherwise noted.

This report outlines our sustainability performance for 2025 and reflects operations as of December 31, 2025, for EPCOR-owned businesses, unless otherwise stated.

*ON THE COVER: White Tanks Water Treatment Plant, Surprise, Arizona, United States*





## Message from the Board of Directors

Pursuing a sustainable future takes vision, commitment and care. It is what communities need, and what our shareholder and stakeholders expect. Sustainability is fundamental to how the company is governed, how risks are managed and how long term value is created for the communities in which we operate.

The Board holds a clear responsibility to ensure that sustainability is embedded in strategy and reflected in decision making. This includes overseeing material risks, strengthening accountability and guiding the company toward outcomes that are both resilient and responsible.

This Performance Update marks the close of our 2023 to 2025 reporting cycle. It reflects meaningful progress and a strong foundation built by our team, one that positions EPCOR to navigate increasing complexity while continuing to deliver on our commitments.

The Board is confident in the path ahead. With disciplined oversight and a clear strategic foundation, EPCOR is well positioned to meet the challenges before us and to advance a sustainable future with purpose.

*Janice Rennie, Board Chair*



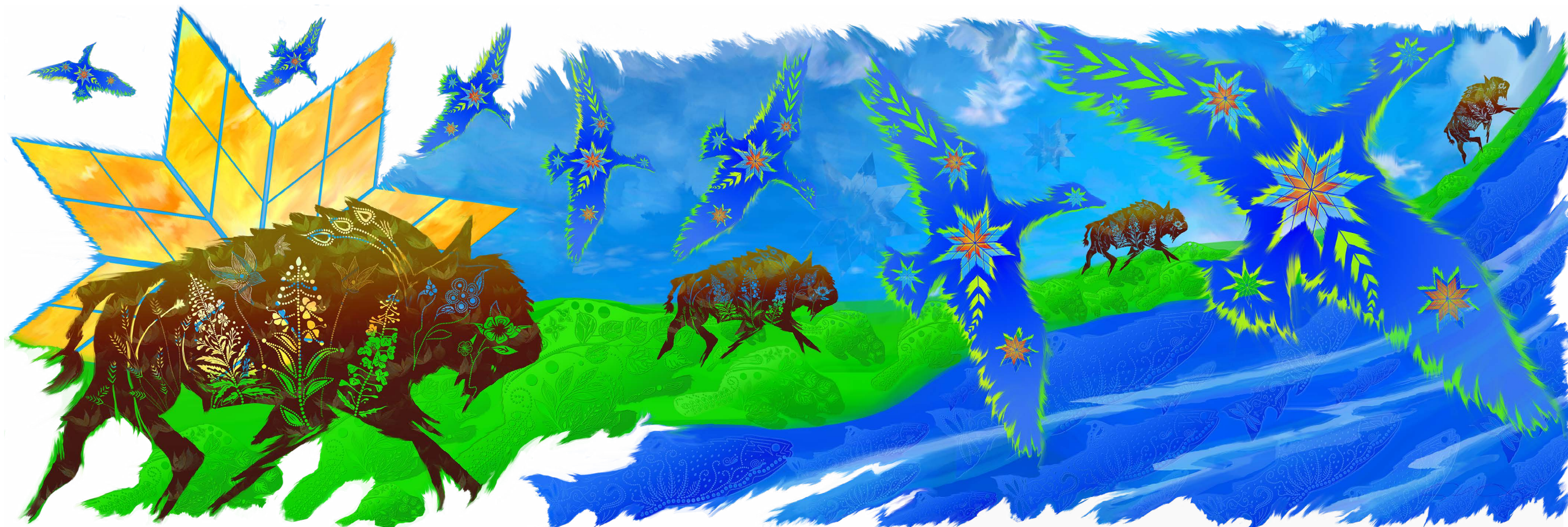
## Message from the President and CEO

This past year was defining for EPCOR. We achieved our target of reducing net greenhouse gas emissions by 50 per cent from our 2020 baseline, while also delivering record safety performance and strengthening our Indigenous Relations commitments, including exceeding our certification target with the Canadian Council for Indigenous Business. We also continued to invest in the resilience of our infrastructure, so the essential services people rely on remain strong and dependable.

Every day, Team EPCOR is working to protect water, strengthen communities against flooding and advance energy solutions that will shape a more sustainable future in the communities we serve. This work is deeply personal to us. It reflects the pride our people bring to their roles and the responsibility we feel to earn the trust placed in us.

Reaching these milestones is important, but it also reminds us that the work is never finished. We will remain focused on delivering safe, reliable and sustainable services while preparing for whatever challenges and opportunities come next. We are building on a strong foundation, and we are doing it together. That shared commitment will continue to shape the impact we have and the future we are helping to create.

*John Elford, President and CEO*



## Land Acknowledgement

Headquartered in Edmonton, Alberta, Canada, within the heart of Treaty Six Territory and the Métis homeland, EPCOR recognizes and respects the profound cultural and historical significance of the lands and waters where we operate. These territories are home to the diverse and enduring cultures and communities of First Nations, Métis and Inuit Peoples.

For over a century, EPCOR's operations across North America have taken place on traditional Indigenous lands. This long-standing presence underscores our commitment to build, nurture and sustain strong, long-term relationships grounded in listening, learning and collaboration. Indigenous perspectives inform how we approach stewardship, partnership and reconciliation and will continue to shape how we move forward.

## Carried by the Currents

Created by Crystal Lee Clark

This original artwork reflects EPCOR's Indigenous Relations Commitment and the shared understanding that our futures are interconnected through the land, water, sky and the relationships we build with one another.

Crystal Lee Clark is a Dene nêhiyaw-iskwêw (Cree) and Otipemisiwak Métis multidisciplinary artist whose work explores vibrant visual narratives and relationships with land, water, sky and community. To learn more, visit [crystalleeclarkartist.ca](https://crystalleeclarkartist.ca).

## Living Our Values

For over 130 years, EPCOR has delivered essential power and water services to communities. Our purpose is clear: *Communities count on us. We count on each other.*

Our values guide how we deliver on that responsibility. They shape how we make decisions, how we work together and how we serve communities and our customers. They are the guideposts that keep us on the right path, every single day.

In 2025, we refreshed our Values Statement to reflect who we are today, and the expectations we have of ourselves going forward. It reinforces a consistent approach and supports how we operate in practice.

Protecting public health and the environment is central to this foundation. We work to prevent pollution, reduce our environmental impact on the ecosystems in which we operate, and strengthen infrastructure and climate resilience.

Living our values day-to-day is one of the ways we preserve the resources we rely on to deliver essential services for generations to come.

### EPCOR's Values Statement

#### Safety

We put safety first in everything we do. We care about the health and safety of each other and the public.

#### Integrity

We earn our customers' trust. We take ownership of our work. We make the right decision, even when it is difficult. We protect the environment.

#### People

People are the most important part of EPCOR. We treat everyone with respect. We learn and grow. We work as a team.

#### Results

We are driven to perform. We define success and deliver it. We solve complex problems. We create value for our customers and the community.



kísikāw pīsīm Solar Farm, Edmonton, Alberta, Canada

## Progressing with Purpose

Over the past three years, EPCOR has advanced the integration of sustainability across our operations and into how we engage with our communities and other stakeholders. This work is grounded in our purpose and focused on maintaining reliable service while improving how we operate.

This report concludes our 2023 to 2025 reporting cycle. Our [2023 Sustainability Report](#) anchored our direction under three key themes — Foundation, Progress and Next Level Performance, while our [2024 Performance Update](#) reaffirmed our commitments and provided progress updates on initiatives supporting certain performance measures and targets.

This 2025 Performance Update Report focuses on our actions taken, highlighting our achievements and initiatives across all three themes.

### Looking Ahead

EPCOR is preparing for our next sustainability cycle, including the renewal of our strategy and the development of a new Sustainability Scorecard, informed by a refreshed materiality assessment. Our 2026 to 2028 sustainability cycle will be informed by financial materiality, stakeholder input, peer benchmarking and evolving external reporting standards. This next phase will build on what we have learned, with a continued focus on measurable performance, operational reliability and long-term value.

### Foundation

We provide power, water and natural gas safely and reliably, and in a way that is mindful of our responsibilities to our people, the public and the planet.

### Progress

Our actions and commitments, and the path we choose going forward define who we are.

### Next Level Performance

We are focused on taking our business, beliefs and practices to the next level. Our expectation is to continually improve.

### Reporting References

This report references the internationally recognized Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) frameworks for Electric Utilities & Power Generators, Water Utilities & Services, and Gas Utilities & Distributors, and follows the Greenhouse Gas (GHG) Protocol guidance. The Consolidated Scorecard beginning on [page 18](#) outlines alignment with these standards.



Water Services, Edmonton, Alberta, Canada

# RESULTS

[Contributing to the Economy](#)

[Prioritizing Proactive Safety](#)

[Creating Shared Value with Indigenous Partners](#)

[Building a Flood-Resilient Future](#)

[Partnering to Protect Water Resources](#)

[Balancing Affordability and Delivering Value](#)

[Achieving Our 2025 Target](#)



Electricity Services, Genesee Substation, Edmonton, Alberta, Canada

## Foundation



Rossdale Water Treatment Plant, Edmonton, Alberta, Canada

## Contributing to the Economy

Through operations, capital investments and the essential services we provide, EPCOR created economic value for a wide range of stakeholders, across multiple geographies in 2025.

See Consolidated Scorecard on [page 24](#).

**\$1.17 billion**

**Suppliers** (capital investments)

Payments made for investments in property, plant and equipment, including acquisitions.

**\$1 billion**

**Suppliers** (operating costs)

Payments for materials and services, including energy, operating costs, contractors, materials, facilities and administration.

**\$430 million**

**Employees**

Employee wages and benefits, including payroll taxes and pension contributions.

**\$243 million**

**Bondholder Returns**

Repayment of principal on loans, and interest paid on debt and borrowing.

**\$201 million**

**Dividends**

Dividends paid to our sole shareholder, the City of Edmonton.

**\$237 million**

**Governments**

Current income tax, property tax and franchise fees to all orders of government.

**\$4 million**

**Community Investments**

Payments to non-profit organizations through EPCOR's community investment program. Funding for research, community infrastructure, and sponsorship of community events.

**In 2025, EPCOR distributed nearly \$3.3 billion in economic value to employees, suppliers, governments, our shareholder and the communities we serve.**

## Foundation

### Prioritizing Proactive Safety

At EPCOR, safety is a foundational commitment, to our employees, their families and the communities we serve. Our guiding principle is unwavering: Everyone goes home safe, every day.

In 2025, we achieved our strongest performance to date, recording our lowest-ever Total Recordable Injury Frequency (TRIF), including zero recordable injuries across our operations in the United States. We have also maintained top-quartile safety performance among North American urban utilities since 2022.

These industry-leading results reflect years of sustained focus on intentionally building a safety-first culture grounded in care, accountability and the belief that all incidents are preventable. Through continuous training, rigorous risk identification and a commitment to learning from near misses, we have built a culture where employees look out for one another and take action to prevent incidents before they occur.

#### Early Intervention: Urgent Injury Triage Program

EPCOR introduced a 24/7 virtual nurse triage program in 2025, providing immediate medical assessment and support. This initiative improved response times, reduced unnecessary medical clinic visits, helped prevent minor issues from escalating and supported faster recovery. The program has also created a safer, more trusting environment for employees to discuss health concerns, resulting in more accurate care, a quicker return-to-work and fewer unnecessary emergency room visits, recordable incidents and time-loss injuries.

### Raising the Standard for Safety in Arizona

Safety performance at EPCOR is also recognized externally. In 2025, our Northwest Valley Water Reclamation Facility earned Star-level recognition through Arizona's Voluntary Protection Program (VPP), the highest honour offered by the Occupational Safety and Health Administration (OSHA).

This is the fourth EPCOR facility in Arizona to achieve VPP Star status, reflecting years of preparation, hundreds of hours of work and a deeply embedded safety culture. Star designation is awarded to worksites that maintain injury and illness rates below national industry averages and demonstrate ongoing commitment to rigorous safety standards.

This achievement reinforces the tangible benefits of a strong safety culture: lower injury rates, enhanced morale, improved training programs and best-practice sharing across facilities. It also serves as a reminder that sustained focus and teamwork make extraordinary safety outcomes possible.

### Strengthening Safety Leadership

Strong safety performance depends on leadership at every level. In 2025, we launched a coaching program to strengthen how leaders engage teams on safety, focusing on the skills needed to lead effective conversations, foster engagement and proactively model behaviours that drive long-term results.

This work has reinforced safety as a shared responsibility and ensures that programs, recognition and initiatives continue to deliver meaningful impact across EPCOR.



#### Scorecard S1

### TOTAL RECORDABLE INJURY FREQUENCY

Performance Update:

0.31

### recordable injuries

for every 100 full-time workers over a one-year period.

Target: A safety-first culture, driving to zero incidents.

For the complete Consolidated Scorecard see [page 22](#)

2021	<div style="width: 100%;"></div>	1.31
2022	<div style="width: 75%;"></div>	0.97
2023	<div style="width: 75%;"></div>	0.97
2024	<div style="width: 60%;"></div>	0.75
2025	<div style="width: 25%;"></div>	<b>0.31</b>

## Progress



Enoch Powwow, Enoch Cree Nation, Alberta, Canada

## Creating Shared Value with Indigenous Partners

EPCOR's work is stronger when it is done in partnership. When we collaborate with Indigenous Peoples, we build trust, strengthen relationships and reach more inclusive, sustainable outcomes.

Our approach is grounded in listening, learning and integrating Indigenous perspectives into how we plan, build and operate.

### Renewing our Commitment

In 2025, we renewed our commitment to Indigenous Relations, shaped by years of engagement, learning and collaboration with Indigenous partners. It reflects a continued focus on building trust and ensuring Indigenous perspectives are meaningfully considered in our decision-making and operations.

### Advancing Economic Reconciliation

We continue to expand opportunities for Indigenous-owned suppliers and businesses through procurement and partnerships. In 2025, this included increasing participation across our supply chain and addressing barriers to engagement.

This work supports local economic development, brings broader perspectives into how we deliver projects and strengthens long-term relationships with the communities we serve.

## Strengthening Connection Through Art

Indigenous Peoples have safeguarded the lands and waters where we operate for generations. Their knowledge, leadership and enduring connection continue to guide responsible stewardship today.

When engagement began for EPCOR's [Flood Mitigation Project](#) at the Rossdale Water Treatment Plant, we saw a unique opportunity to integrate Indigenous art into Edmonton's flood barriers to visually reflect the people who live, work and gather there.

A panel of local Indigenous and community representatives helped review and recommend artists, resulting in the selection of several Indigenous artists to reflect and honour the site's complex history and cultural significance.

Once complete, these installations will transform functional infrastructure into spaces that reflect community identity.

Through these efforts we are fostering belonging, strengthening relationships, supporting cultural understanding and building more inclusive and resilient communities — today and into the future.

## Progress

### Reconciliation Journey

Our progress in Indigenous Relations reflects years of meaningful work with Indigenous Nations, communities and partners. From our Indigenous Monitoring Program and expanding opportunities for Indigenous-owned businesses to fostering a more welcoming workplace for Indigenous employees, we are strengthening relationships that support community priorities and improve service delivery.

To help us advance this work, we have participated in the Canadian Council for Indigenous Business Partnership Accreditation in Indigenous Relations (PAIR) program since 2021. This framework provides independent validation of our progress and helps ensure accountability through ongoing assessment and community feedback.

In 2025, we achieved PAIR Silver level certification — a milestone that recognizes the meaningful progress we have made and reinforces our commitment to continuous improvement.

“How we engage with Indigenous partners is just as important as what we accomplish together.”

– Jennifer Addison, Executive Vice President, Sustainability, General Counsel and Corporate Secretary, EPCOR



#### Scorecard S11

## INDIGENOUS RELATIONS

Performance Update:

CERTIFIED  
**Silver level**

Target: Apply for PAIR “Bronze” level performance certification and set targets for higher level performance once “Bronze” level status achieved.

For the complete Consolidated Scorecard see [page 24](#).



**PAIR SILVER**  
PARTNERSHIP ACCREDITATION  
IN INDIGENOUS RELATIONS

Enoch Powwow, Enoch Cree Nation, Alberta, Canada

## Progress

### Building a Flood-Resilient Future

EPCOR integrates climate adaptation into how we plan, build and operate essential services. As extreme weather becomes more frequent, we are strengthening our ability to predict, withstand and respond, ensuring our systems remain reliable and communities are protected.

In Edmonton, flood-resilience is a priority.

#### Managing Water, Protecting Communities

We continue to advance flood-mitigation upgrades at the Rossdale and E.L. Smith Water Treatment Plants to protect critical infrastructure. We made significant construction progress in 2025, with 57 per cent of the project now complete and full flood resilience upgrades targeted for implementation by December 2027.

System-wide our approach is guided by the Stormwater Integrated Resource Plan. This long-term strategy focuses on reducing flood risk and strengthening resilience across Edmonton. The plan focuses on five key actions: slowing stormwater, moving excess water away from risk areas, securing properties, predicting stormwater movement and enabling rapid response when flooding occurs.

#### Enabling Community Action

Infrastructure alone is not enough. Reducing flood risk requires collective action across communities. We work alongside residents, businesses, industry and the City of Edmonton to identify local risks, prioritize vulnerable areas and implement practical solutions.

Through the RainWise program, we support homeowners with rebates and guidance for property-level improvements. In 2025, more than 170 households completed projects, exceeding our target and strengthening neighbourhood resilience.

We also offer free flood prevention home inspections, helping homeowners identify risks early and take preventative steps to reduce them.

Together, these efforts equip residents with the tools and knowledge to reduce risk — complementing system-wide investments and protecting the long-term quality and health of Edmonton's water resources.

#### Designing Resilience into the System

Low Impact Development (LID) is a core component of our approach. By using natural features such as vegetation, engineered soils and landscape design, LID manages rainwater by mimicking natural processes that slow and absorb runoff, reduce pressure on infrastructure and improve the quality of water returned to the river.

These features are increasingly integrated into parks, streetscapes and neighbourhood renewals, with additional uptake supported through the RainWise program.

In 2025, three projects featuring EPCOR LID elements were recognized at the Edmonton Urban Design Awards, demonstrating how climate resilience, environmental protection and urban design can work together.

Through a combination of targeted infrastructure investment, community action and natural system design, we are strengthening flood resilience and helping to build a more resilient, sustainable and climate-ready city.



Scorecard E3

## IMPLEMENTATION OF FLOOD RESILIENCE UPGRADES

Performance Update:

57%

### project completion

Target: Complete asset protection and overland flood barriers installation at our Edmonton Water Treatment Plants by December 2027.

For the complete Consolidated Scorecard [see page 21](#).

RainWise installation, Edmonton, Alberta, Canada

## Progress

### Partnering to Protect Water Resources

Water quality and long-term supply are critical environmental, social and economic priorities. Across Canada and the United States, EPCOR is focused on ensuring that water systems remain safe, reliable and sustainable — today and into the future.

#### Advancing Water Security Through Collaboration

Protecting long-term water security is central to our purpose. As extreme weather increasingly threatens water supplies, sanitation systems and critical infrastructure, advancing innovative and collaborative research is essential to safeguard the communities where we operate and beyond.

That is why in 2025, we strengthened our leadership with a \$1.4 million investment as a founding contributor to the Water Research Centre (WRC) at the University of Alberta. The WRC will accelerate innovation in water quality, wastewater treatment and resilient infrastructure. Our contribution extends beyond funding, we are also supporting applied research through access to operational systems, water and wastewater samples, and hands-on training and career opportunities, bridging academic expertise with real-world operations.

In our United States operations, we also partner with the University of Arizona Water Research Council, supporting its mission to tackle key water policy and management issues, empower informed

decision-making, and enrich understanding through engagement, education and applied research. Together, these partnerships advance knowledge and deliver practical solutions that strengthen water systems, enhance environmental protection and support the health, prosperity and resilience of communities we serve.

#### Excellence in Edmonton: Glass of the Sask Recognized in 2025

In 2025, EPCOR's *Glass of the Sask* initiative earned the Alberta Emerald Foundation's Water Award, recognizing its contributions to water protection and community engagement. Edmonton's drinking-water — the original *Glass of the Sask* — was also named the best-tasting drinking water at the 2025 Western Canada Water Conference.

Clean, safe drinking water is foundational to healthy, thriving communities. Through the *Glass of the Sask* initiative, we connect people to the North Saskatchewan River, the source of their drinking water, building awareness of its importance and the role everyone plays in protecting it.

Partnerships with local restaurants, festivals and community events help bring the river-to-tap story to life — encouraging community pride and inspiring everyday actions that support conservation and source water protection.



Glass of the Sask, Little Wolf restaurant, Edmonton, Alberta, Canada

## Progress



Wishing Well, Wastewater Treatment Plant, Fort Mohave, Arizona, United States

**Reliability: Delivering When It Matters Most**

In May 2025, a powerful storm struck Fort Mohave, Arizona. In just 40 minutes, more than 14 million litres of water poured down. Floodwaters overwhelmed EPCOR's Wishing Well Wastewater Treatment Facility, submerging critical infrastructure and resulting in a total loss of the plant.

Despite the scale of the event, for our customers, service never stopped.

Within 24 hours, our operations team, working closely with the Fort Mojave Tribal Utilities Authority, engineered an emergency bypass that ensured uninterrupted wastewater service. There were no service outages and no customer complaints.

The response extended well beyond immediate recovery. Within weeks, we secured a replacement packaged wastewater treatment plant and began construction on higher ground. By the end of 2025, a fully operational facility was brought online, an extraordinary demonstration of operational resilience and execution.

What began as a crisis became a demonstration of our ability to act quickly, coordinate effectively and deliver reliable service for people in our communities.

## Progress

### Securing Water for Generations to Come

Our commitment to providing reliable, sustainable water culminated in a landmark achievement for EPCOR in 2025 when we became the first utility to receive an Alternative Designation of Assured Water Supply in Arizona. This historic designation confirms EPCOR's ability to supply water for 100 years — enabling responsible growth in one of North America's most water-constrained regions. It is the first approval of its kind in the Phoenix Active Management Area in 25 years and reflects the strength of EPCOR's long-term planning, system management and regulatory collaboration.

This designation will support more than 140,000 residents and enable sustainable growth for tens of thousands of new homes — ensuring water supply keeps pace with community needs.

“This milestone reinforces EPCOR's role as a trusted utility and shows what's possible through long-term planning and collaboration.”

- Shawn Bradford, Executive Vice President,  
Regulated US Water, EPCOR

### Delivering Reliable Water in Arizona

Much of the work to protect clean water happens behind-the-scenes, within the networks and infrastructure that keep this essential resource flowing. It often goes unnoticed until something disrupts these systems, reminding customers how essential they are.

This situation unfolded in Rio Verde Foothills, an Arizona community that suddenly lost a guaranteed water source when hauled water service ended. Even though EPCOR was not the community's water provider at the time, state and local leaders turned to us for help and we stepped forward, partnering with regulators, community leaders and local officials to deliver a solution.

Under tight timelines, we designed, built and began operating a permanent water-filling station and dedicated pipeline. By January 1, 2026, water stability returned. This rapid response restored reliable service and demonstrated our ability to mobilize quickly, collaborate effectively and deliver long-term solutions in complex circumstances, exemplifying our purpose: *Communities count on us. We count on each other.*

### Driving Real Solutions, Together

These outcomes reflect a consistent approach — working in partnership to deliver practical solutions that protect water and strengthen communities. As we continue to collaborate with regulators, governments and local partners, we remain focused on ensuring that the essential services people rely on remain reliable and sustainable for the communities we serve.



Rio Verde Standpipe, Arizona, United States

## Progress

### Balancing Affordability and Delivering Value

EPCOR delivers essential services through disciplined investment, operational efficiency and a focus on long-term value. As affordability remains a priority for the communities we serve, we continue to identify practical ways to manage costs while maintaining safe, reliable infrastructure.

#### Rightsizing Infrastructure to Reduce Costs

As communities grow, infrastructure decisions have a direct impact on long-term affordability. In Edmonton, we are working with planners, developers and community partners to modernize water, wastewater and stormwater design standards.

Rather than defaulting to larger, higher-cost systems, we are optimizing existing assets and aligning infrastructure to actual need. This approach reduces construction requirements, lowers environmental impact and maintains performance at a lower cost.

By engaging early with developers to best meet their site-specific needs and shifting away from one-size fits all design, we expect to deliver significant cost savings for Edmontonians while supporting sustainable growth and timely development.

### Piloting New Models for Affordability and Efficiency

EPCOR is also advancing approaches that give customers greater control over their energy use and costs.

In 2025, we supported Canada's first energy storage-based Virtual Power Plant (VPP) in the Blatchford community. The system connects homes with solar and battery storage, enabling customers to buy, use and sell energy collectively.

When electricity prices are low, our system automatically charges home batteries allowing customers to use or sell stored energy back to the grid when prices are higher. With solar and battery systems integrated into home construction and included in home purchase prices, participants benefit from lower utility bills and generate an average energy cost savings of about \$300 per home annually.

This pilot lays the groundwork for broader adoption of customer-driven energy solutions that can improve affordability while supporting grid flexibility and system resilience.

### Understanding Customer Needs to Shape Future Affordability

Affordability is not only about managing costs today; it is also about understanding how customers experience electricity and what helps them manage it over time.

In 2025, EPCOR began foundational work to explore customer perspectives on electricity use and advanced pricing models. This effort continued in early 2026 when EPCOR was awarded funding from the Government of Canada to [study alternative rate structures](#) that encourage shifting electricity use away from peak periods.

These approaches aim to reduce grid pressure while creating opportunities for cost savings for households and businesses. By designing systems with the customer in mind, EPCOR can support affordability while maintaining a reliable and resilient electricity network.

#### Reducing Costs, Protecting Affordability

By modernizing infrastructure standards, advancing new technologies and listening to customers, we are reducing costs and delivering greater value for the communities that depend on us. Affordability must be matched with confidence that essential services will perform when needed — this balance remains central to how we plan, invest and operate.



Blatchford Neighbourhood, Edmonton, Alberta, Canada  
Image courtesy of Landmark Homes

## Next Level Performance

### Achieving Our 2025 Target

EPCOR reached a significant milestone on our sustainability journey in 2025, reducing net Scope 1 and 2 greenhouse gas (GHG) emissions by 50 per cent from our 2020 baseline. This achievement reflects years of deliberate planning and strategic investment, demonstrating that meaningful emissions reductions can be achieved while maintaining safe, reliable service in some of the fastest-growing regions in North America.

#### Supporting Renewable Energy

A key driver of this achievement has been targeted investment in renewable energy to power our operations. At the E.L. Smith Water Treatment Plant, the kīsikāw pīsim Solar Farm now supplies approximately half of the facility's electricity needs. Its integrated micro-grid and battery storage system captures and deploys surplus solar energy, reducing reliance on higher-emission sources of power from the grid.

We also secured a long-term agreement for renewable attributes from the Hilda Wind Farm in southern Alberta. Since 2023, these attributes have been banked and a portion were retired in 2025 to offset some of our operational emissions.

Together, these investments have enabled us to achieve our target while supporting the broader transition to cleaner electricity.

#### Continuing to Meet Our Commitments

Achieving our 2025 target is an important milestone — but not the endpoint. We remain committed to our longer-term sustainability goals while balancing environmental responsibility with the need to maintain reliable service and meet growing customer demand.

Meeting our long-term GHG emissions reduction targets for 2035 and 2050 will require a phased and evolving approach. We are currently developing a detailed pathway towards the achievement of our 2035 target, ensuring that today's actions lay the groundwork for tomorrow's success.

### 2025 GHG Emissions by Source (tonnes CO<sub>2</sub> e)

#### Scope 2 emissions

Scope 2 emissions are indirect emissions from purchased electricity, heating, cooling and/or steam. Most of EPCOR's electricity consumption is used to pump large volumes of drinking water through the treatment process and to customers, and to move and treat wastewater.



Electricity consumption  
kīsikāw pīsim Solar Farm  
renewable attributes applied

119,419

65%

(3,580)

#### Scope 1 emissions

Scope 1 emissions are direct emissions from financially controlled assets.



Wastewater treatment  
processes (N<sub>2</sub>O)

31,836

17%



Natural gas and propane  
consumption

12,028

7%



Vehicle fuels

9,648

5%



Sulphur Hexafluoride (SF<sub>6</sub>)  
Carbon Tetrafluoride (CF<sub>4</sub>)  
Methane (CH<sub>4</sub>)

10,591

6%



Hilda Wind Farm carbon  
offset credits retired

(76,784)

#### Annual Net GHG Scope 1 and 2 emissions

2020		206,501
2021		193,286
2022		184,982
2023		167,037
2024		176,079
2025		103,158

See Consolidated Scorecard [pages 19, 21](#) and [25](#) for additional information on GHG reporting boundaries, exclusions and restated data.

# CONSOLIDATED SCORECARD

[EPCOR's Consolidated Scorecard](#)

[Corporate Governance](#)

[Environment](#)

[Social](#)



EPCOR Water Hydrant flushing, Edmonton, Alberta, Canada

## EPCOR's Consolidated Scorecard

EPCOR introduced our second-generation Sustainability Scorecard in the [2023 Sustainability Report](#) to guide performance tracking and disclosure from 2023 through 2025. This 2025 Sustainability Performance Update Report reflects our progress against these measures, with select performance metrics, data and targets aligned with the company's most significant sustainability factors. Information on sustainability measures that influenced 2025 incentive-based pay for executives and employees is provided in EPCOR's 2025 Annual Information Form (AIF), pages 49 to 56.

### Scope of Reporting and Material Assumptions

This report, together with the scorecard footnotes, outlines the scope of data, material assumptions, assurance processes and areas of estimation uncertainty. Disclosures include governance, health and safety, workforce, community and financial data covering performance for EPCOR financially controlled operations but excluding client-operated utilities. Data reflects performance as of December 31, 2025, unless otherwise noted.

References to SASB and GRI standards indicate where the scorecard data aligns with these standards, either by disclosing specific metrics or related subject matter. Cross references guide readers to additional information in the Sustainability Performance Update, with a table in the Appendix to help locate relevant content in EPCOR's public disclosures.

### GHG Emissions

EPCOR engaged Brightspot Climate Inc. to independently review our 2025 GHG emissions data in accordance with ISO 14064 Part 3 standards, as well as retroactive restatements of 2020-2024 data. This review confirmed that reported Scope 1 and Scope 2 emissions are materially accurate. EPCOR's GHG emissions reporting aligns with the GHG Protocol Corporate Standard and GHG Protocol Scope 2 Guidance by the World Resources Institute.

We follow GHG Protocol guidance to restate historic emissions in the event of structural changes to the organization (acquisitions, divestments, mergers), calculation methodology updates, and/or in the event of the discovery of errors in previously reported data that would otherwise compromise the consistency and relevance of reported GHG emissions information.

Grid intensity values used to quantify Scope 2 GHG emissions are sourced from the United States Environmental Protection Agency and Canada's National Inventory Report. Due to reporting delays from these agencies and ongoing decarbonization of grid power supplies, retroactive adjustments have been made to historical 2020-2024 GHG emissions data resulting in past years' Scope 2 emissions being restated.

Other assumptions and methodologies include:

- Organizational boundaries for GHG emissions reporting are defined using a financial control approach.
- Nitrous oxide (N<sub>2</sub>O) emissions at the Gold Bar Wastewater Treatment Plant are calculated using National Pollutant Release Inventory methodologies prescribed by Environment Canada, based on measured nitrogen loading levels in influent and the measurement of influent and effluent volumes.

- N<sub>2</sub>O emissions for United States operations are based on indexes calculated for Gold Bar Wastewater Treatment Plant and the measurement of influent and effluent volumes.
- Methane (CH<sub>4</sub>) and N<sub>2</sub>O emissions from biogas combustion from wastewater treatment processes and wastewater/sludge lagoons located in Edmonton are included; associated CO<sub>2</sub> emissions are excluded.
- Global Warming Potential (GWP) factors from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) are applied, rather than the GWP values from the 2014 IPCC Assessment that are currently referenced in GRI standard 305 and SASB Code IF-UE-110.
- Emissions from sewer systems and wastewater/sludge lagoons located in the United States remain excluded as these have not been fully assessed and may not be material or quantifiable with certainty.
- In adherence to the GHG Protocol, the electricity line losses from the distribution and transmission grids in Edmonton, Alberta and Collingwood, Ontario have been calculated and identified as part of the overall Scope 2 emissions of EPCOR as utility owner. However, as the regulatory construct does not provide sufficient control for utility investment in line loss reduction opportunities, this portion of the Scope 2 is excluded from the Scorecard and from EPCOR's emissions reduction targets.

As data quality and availability improve, additional sources may be incorporated in future disclosures. At the time of publication, EPCOR estimates reported GHG emissions are accurate within +/-5%.



Electricity Services, Edmonton, Alberta, Canada

## CORPORATE GOVERNANCE

		2021	2022	2023	2024	2025	Targets and Commentary
<b>G1</b>	<b>Board Independence</b> Percentage of Directors who are independent under National Instrument 58-101	100%	100%	100%	100%	100%	At least 67% of Directors are independent under National Instrument 58-101.
<b>G2</b>	<b>Board Gender Diversity<sup>a</sup></b> Share of board seats held by women  <i>GRI 405-1(a)(i)</i>	36%	40%	45%	42%	42%	At least 30% of board seats are held by women.
<b>G3</b>	<b>Employee Ethics Training<sup>b</sup></b> Percentage of eligible employees who have received training on EPCOR's Ethics Policy  <i>Relates to GRI 102-16 (reporting recommendation 3.1.2.) and GRI 2-24-a-iv</i>	N/A	100%	N/A	100%	N/A	EPCOR conducts ethics training every second year.
<b>G4</b>	<b>Ethics Complaints Actioned</b> Number of ethics complaints received and the percentage responded to, investigated, or otherwise resolved	97 100%	122 100%	139 100%	128 100%	116 100%	Reporting volumes are provided for context. 100% responded to, investigated, or otherwise resolved.

## ENVIRONMENT

		2021	2022	2023	2024	2025	Targets and Commentary
<b>Environmental Footprint</b>							
<b>E1</b>	<b>Net Greenhouse Gas Emissions<sup>c</sup></b> EPCOR financially controlled, company-wide Scope 1 and 2 emissions net of offsets (tCO <sub>2</sub> e)  <i>Relates to subject of SASB Code IF-EU-110a.1, GRI 305-1 and GRI 305-2</i>	193,286	184,982	167,037	176,079	103,158	2025: 50% reduction in net Scope 1 and 2 emissions compared to 2020 baseline levels of 206,501 tCO <sub>2</sub> e. Achievement of the target amount supported by the retirement of 76,784 carbon offset credits generated from the Hilda Wind Farm in 2023 and 2024.  Long-term targets for 2035 and 2050 will be supported by an evolving GHG emissions reduction plan that will be refined as conditions and data develop.  <a href="#">See page 17</a> of the 2025 Performance Update.
<b>E2</b>	<b>Protect River Water Quality<sup>d</sup></b> Annual discharges of suspended solids into the North Saskatchewan River from land drainage, Edmonton water treatment plants, Gold Bar and Arrow Utilities wastewater treatment plants, and combined sewer overflows (kg/day)  <i>Relates to SASB Code IF-WU-440a.3</i>	31,312	44,321	40,820	34,139	47,161	Performance data only.  The amount of solids carried into the river varies seasonally and annually, and is primarily based on the volume and intensity of rainfall and snow melt, and the impact that flow has on all aspects of the watershed and land drainage system.
<b>Resilient Utility Infrastructure</b>							
<b>E3</b>	<b>Implementation of Edmonton Flood Resilience Upgrades</b> Protect utility assets and critical infrastructure from river flooding to at least a 1:200 year flood event (percentage implemented)	3%	5%	10%	28%	57%	Complete asset protection and overland flood barrier installation at our Edmonton Water Treatment Plants by December 2027.
<b>E4</b>	<b>Water Loss<sup>e</sup></b> Limit the percentage of treated drinking water lost due to transmission and distribution line leaks and failures, and inaccurate meters (United States and Canada combined)  <i>Relates to SASB Code IF-WU-140a.2</i>	5.7%	6.0%	7.2%	7.3%	Not reported	Performance data only, with reporting lagging by one year.
<b>Community Resilience and Environmental Footprint</b>							
<b>E5</b>	<b>Wastewater Reuse<sup>f</sup></b> Percentage of treated effluent reused or used to recharge aquifers (United States only)  <i>Relates to SASB Code IF-WU-440a.2(1)</i>	93.1%	95.5%	95.3%	95.9%	95.4%	90% beneficial reuse and/or recharge of treated effluent by existing United States operations, and a commitment to set targets for each new, expanded, or acquired United States wastewater operation in arid regions.

## SOCIAL

		2021	2022	2023	2024	2025	Targets and Commentary
<b>Health and Safety</b>							
<b>S1</b>	<b>Total Recordable Injury Frequency (TRIF)<sup>g</sup></b> Continuous reduction in total incidents <i>Relates to SASB Code IF-EU-320a.1(1) GRI 403-9(a)(iii)</i>	1.31	0.97	0.97	0.75	0.31	A safety-first culture, driving to zero incidents. <a href="#">See page 9</a> of the 2025 Performance Update.
<b>Human Capital</b>							
<b>S2</b>	<b>Total Turnover<sup>h</sup></b> Employee departures for employee and employer-initiated reasons including retirement and excluding transfers to another organization due to asset divestitures or operations contract changes, divided by year-end headcount <i>Relates to GRI 401(b)</i>	8.2%	7.9%	6.8%	5.8%	7.8%	Performance data only.
<b>S3</b>	<b>Diverse and Representative Workforce<sup>i</sup></b> Total number of employees who are women divided by the total number of permanent full-time and part-time employees (Canada and United States) <i>Relates to GRI 405-1(b)(i)</i>	28.5%	29.0%	29.5%	29.3%	29.9%	Performance data only.

		2021	2022	2023	2024	2025	Targets and Commentary
<b>Customers</b>							
<b>S4</b>	<b>Customer Satisfaction</b> Number of customer satisfaction metrics that meet or exceed full-year satisfaction targets set by utility regulators	5 of 5	5 of 5	5 of 5	5 of 5	5 of 5	Meet or exceed regulated targets in all surveys.
<b>S5</b>	<b>Reasonable Costs<sup>i</sup></b> Operating costs per customer (rounded to nearest dollar) as defined by the EPCOR's Mid-Term Incentive Plan and approved by the Board of Directors	\$149 0.3%	\$154 1.2%	\$158 1.6%	\$161 2.5%	\$168 2.9%	See pages 55-56 of EPCOR's 2025 AIF.
<b>S6</b>	<b>Reliable Power Distribution<sup>k</sup></b> Number of minutes per year that power service is interrupted (SAIDI, all electricity operations combined)  <i>SASB Code: IF-EU-550a.2(1)</i>	57	78	35	59	58	Performance data only.
<b>S7</b>	<b>Safe Water</b> Number of acute health-based drinking water violations from EPCOR controlled activities  <i>SASB Code: IF-WU-250a.1(1)</i>	0	0	0	0	0	Zero violations.

		2021	2022	2023	2024	2025	Targets and Commentary
<b>S8</b>	<p><b>Engagement</b> The number of community participants in engagement processes conducted at the “Advise” level or higher in the IAP2 engagement spectrum</p> <p><i>Relates to GRI 102-43 and GRI 2-29</i></p>	2,606	1,279	2,316	1,910	1,942	Performance data only.
<b>S9</b>	<p><b>Economic Value Distributed</b> Direct economic value delivered to stakeholders, including suppliers, employees, providers of capital, governments, and community organizations</p> <p><i>Related to GRI 201-1</i></p>	\$2.9 B	\$3.3 B	\$4.9 B	\$3.8 B	\$3.3 B	<p>Performance data only.</p> <p><a href="#">See page 8</a> of the 2025 Performance Update for EPCOR’s direct economic value delivered to stakeholders, including suppliers, employees, providers of capital, shareholder, governments, and community organizations.</p>
<b>S10</b>	<p><b>Community Investment<sup>1</sup></b> Total contributions for Canada and United States</p>		\$3.1 M	\$3.0 M	\$4.1 M	\$3.9 M	Performance data only.
<b>S11</b>	<p><b>Indigenous Relations</b> Partnership Accreditation in Indigenous Relations (PAIR) certification with the Canadian Council for Indigenous Business and achievement levels</p>	Member	Committed	Committed	Committed	Silver level certification	<p>Recognized with PAIR Silver level certification in 2025, exceeding our target of Bronze.</p> <p><a href="#">See page 11</a> of the 2025 Performance Update.</p>

## Endnotes:

- G2<sup>a</sup>:** Five out of 12 board members are identified as women as of December 31, 2025.
- G3<sup>b</sup>:** Employee Ethics training takes place every second year. There was no training conducted in 2025.
- E1<sup>c</sup>:** Material assumptions and data limitations are listed under EPCOR's Consolidated Scorecard [page 19](#), including information on the assurance reviews of the 2025 GHG emissions data (no material discrepancies found). Future restatements will be based on final grid intensity factors used to calculate emissions from purchased electricity as they become publicly available. Scope 2 emissions from electricity line losses totaling 57,521 tonnes CO<sub>2</sub>e in 2025 are excluded from the Scorecard and from EPCOR's emissions reduction target. Electricity produced by the k̄isik̄aw p̄isim Solar Farm and exported to the grid (rather than being used on-site) has been netted against grid-purchased electricity volumes. EPCOR has utilized the GWP factors (2023) from the IPCC Sixth Assessment Report (AR6) rather than the 2014 values currently referenced in the noted SASB standards. Previously stated GHG emissions data for the reporting years of 2020-2024 have been restated in this Performance Update to improve accuracy and consistency of information. Restated information reflects updates to previously released grid intensity factors, adjustments made to align historical reporting with our organizational reporting boundaries, and consideration of GHG emissions sources that were not previously reported due to data limitations. The restated net Scope 1 and 2 GHG emissions (not including line losses) disclosed in the Scorecard are as follows:
- 2020: 193,072 tCO<sub>2</sub>e to 206,501 tCO<sub>2</sub>e
  - 2021: 203,626 tCO<sub>2</sub>e to 193,286 tCO<sub>2</sub>e
  - 2022: 213,927 tCO<sub>2</sub>e to 184,982 tCO<sub>2</sub>e
  - 2023: 191,245 tCO<sub>2</sub>e to 167,037 tCO<sub>2</sub>e
  - 2024: 183,007 tCO<sub>2</sub>e to 176,079 tCO<sub>2</sub>e
- E2<sup>d</sup>:** Improvements made to EPCOR's data monitoring system over 2024-2025 have allowed for a small portion of previously estimated input data to be replaced with actuals. This methodology change has been compared to the previous quantification approach used pre-2024 and any differences were found to be immaterial.
- E4<sup>e</sup>:** Data is sourced from a mix of regulatory filings and facility operating records. For some facility operating records, data was obtained from summary files rather than original sources. The unit of measure for water loss selected as most relevant by EPCOR (percentage) differs from the relevant SASB standard (cubic metres). Reporting lags by one year.
- E5<sup>f</sup>:** Data is sourced from a mix of regulatory filings and facility operating records. For some facility operating records, data was obtained from summary files rather than original sources. The unit of measure for wastewater reuse selected as most relevant by EPCOR (percentage) differs from the relevant SASB standard (cubic metres). Data from San Tan, Arizona full operations are included in the 2024 and 2025 percentages.
- S1<sup>g</sup>:** The injury data reported aligns with the rate statistic specified in GRI standard 403-9(a)(iii). The Sustainability Scorecard does not report on the other element of GRI standard 403-9(a)(iii), the total number of injuries in the reporting period.
- S2<sup>h</sup>:** The total turnover data reported aligns with a portion of the data specified in GRI standard 401-1(b) and does not additionally report on other data specified in that standard, including reporting of employee turnover by age group, gender, and region, by both total number and rate.
- S3<sup>i</sup>:** The S3 metric published in the 2023 report, which included a target, has been updated to report performance data only, consistent with reporting from 2020 to 2022.
- S5<sup>j</sup>:** The 2021 percentage change is a two-year average, using 2019 as the base year. The 2022, 2023, 2024, and 2025 percentage changes are three-year averages, using 2019, 2020, 2021 and 2022 respectively, as the base years. The average costs reported are a blend of changes in United States dollar costs for United States operations, and Canadian dollar costs for Canadian operations. The blended result shown is not converted into Canadian dollars. For some information, data was obtained from summary files rather than original sources. Information on the use of this metric is found in EPCOR's Annual Information Form.
- S6<sup>k</sup>:** Data incorporates performance from EPCOR's Edmonton, Alberta, and Collingwood, Ontario operations. Data from EPCOR's Collingwood operations may be subject to restatement based on annual regulatory filings which occur after the finalization of the Sustainability report.
- S10<sup>l</sup>:** In 2023, to better reflect EPCOR's operations enterprise-wide, the community investment measure was refined and is based on total contributions for Canada and the United States. Because of the increased scope of data being reported, performance data is not reported for prior periods (2021).

# APPENDICES

[Forward-Looking Information](#)

[Supplemental Data](#)

[Cross References to EPCOR Disclosures](#)



## Forward-Looking Information

Certain information in this Sustainability Performance Update is forward-looking within the meaning of Canadian securities law as it relates to anticipated performance, events or strategies. When used in this context, words such as "will", "anticipate", "believe", "plan", "intend", "target" and "expect", or similar words, suggest future outcomes. The purpose of forward-looking information is to provide readers with EPCOR's assessment of future plans and possible outcomes and may not be appropriate for other purposes.

Readers are cautioned not to place undue reliance on forward-looking statements as actual results could differ materially from the plans, expectations, estimates or intentions expressed in the forward-looking statements. You are encouraged to conduct your own analysis and review of EPCOR and of the information contained in this report. All forward-looking information contained in this report is expressly qualified by this cautionary statement.

For additional information about EPCOR's principal risks, see Risk Factors and Risk Management in EPCOR's Annual Management's Discussion & Analysis (MD&A) for the year ending December 31, 2025. The risks and materials factors identified could cause actual results to differ materially from the conclusions, forecasts or projections in the forward-looking information. Except as required by law, EPCOR disclaims any intention and assumes no obligation to update any forward-looking statement, even if new information becomes available as a result of future events or for any other reason.

## Supplemental Data

The following data is provided as additional information.

	2021	2022	2023	2024	2025
Lost-Time Injury Frequency	0.16	0.19	0.13	0.16	0.06
Visible minorities (Canada)*	17.3%	17.5%	18.5%	25.3%	26.0%
Visible minorities (United States)**	35.1%	36.8%	35.5%	38.5%	40.5%

\*Information for Canadian employees based on voluntary self-reporting.

\*\* Information for United States employees based on Equal Employment reporting



## Cross References to EPCOR Disclosures

The following table is provided to assist readers in locating information in EPCOR's public disclosures that relate to specific topics in the GRI Standards. Where information is not available in existing disclosures, the relevant standard is omitted from the table. The table primarily references three information sources:

EPCOR's 2025 AIF for the year ended December 31, 2025, dated February 26, 2026 and found at [www.sedarplus.ca](http://www.sedarplus.ca) ("2025 AIF")

EPCOR's MD&A for the year ended December 31, 2025, dated February 26, 2026 and found at [www.sedarplus.ca](http://www.sedarplus.ca) and in the Financial Information section at [www.epcor.com](http://www.epcor.com) ("2025 MD&A")

EPCOR's 2023 Sustainability Report, found at [www.epcor.com/esg](http://www.epcor.com/esg) ("2023 Sustainability Report")

### GRI Cross References Table

GRI 2: General Disclosures 2021	2-1 Organizational details	2025 AIF: Pages 3 – 31
	2-2 Entities included in the organization's sustainability reporting	2023 Sustainability Report: Pages 3 – 28
	2-3 Reporting period, frequency and contact point	2023 Sustainability Report: Pages 14 and 18
	2-4 Restatements of information	2025 Sustainability Performance Update: Consolidated Scorecard and accompanying notes, beginning at <a href="#">Page 19</a>
	2-5 External assurance	2025 Sustainability Performance Update: With respect to GHG emissions at <a href="#">Page 17</a>
	2-6 Activities, value chain and other business relationships	2023 Sustainability Report: Pages 7-9; 2025 AIF: Pages 3 – 31
	2-7 Employees	2025 AIF: Page 31
	2-9 Governance structure and composition	2025 AIF: Pages 35 – 44, and 75 – 79
	2-10 Nomination and selection of the highest governance body	
	2-11 Chair of the highest governance body	
	2-12 Role of the highest governance body in overseeing the management of impacts	
	2-13 Delegation of responsibility for managing impacts	2025 AIF: Pages 28, 71, and 77 – 79
	2-14 Role of the highest governance body in sustainability reporting	
	2-15 Conflicts of interest	2025 AIF: Pages: 40, and 77 – 79
	2-16 Communication of critical concerns	2025 AIF: Pages: 30 The number of ethics complaints received and actioned is reported in the 2025 Sustainability Performance Update at <a href="#">Page 20</a>
	2-17 Collective knowledge of the highest governance body	2025 AIF: Page 78
	2-18 Evaluation of the performance of the highest governance body	2025 AIF: Pages 77 – 79
	2-19 Remuneration policies	2025 AIF: Pages 44 – 64, and 78
	2-20 Process to determine remuneration	2025 AIF: Pages 44 – 64, and 78
	2-22 Statement on sustainable development strategy	2025 AIF: Pages 27 – 30 2023 Sustainability Report: Pages 29 – 32 2025 MD&A: Pages 1 – 3
	2-26 Mechanisms for seeking advice and raising concerns	<a href="http://www.epcor.com">www.epcor.com</a> <a href="#">Ethics Policy and Ethics Hotline</a>
	2-29 Approach to stakeholder engagement	2023 Sustainability Report: Pages 40 – 41
	2-30 Collective bargaining agreements	2025 AIF: Page 31

### GRI Cross References Table

GRI 3: Material Topics 2021	3-1 Process to determine material topics	2023 Sustainability Report: Pages 14 – 18
	3-2 List of material topics	2025 AIF: Pages 27 – 29, and 76
	3-3 Management of material topics	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2025 Sustainability Performance Update: <a href="#">Page 8</a>
	201-2 Financial implications and other risks and opportunities due to climate change	2025 AIF: Pages 29 – 30 2025 MD&A: Pages 22 – 23, and 29
	201-3 Defined benefit plan obligations and other retirement plans	2025 Consolidated Financial Statements: Page 37
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	2025 Sustainability Performance Update: <a href="#">Pages 17</a> and <a href="#">21</a>
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-5 Reduction of GHG emission	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	2025 Sustainability Performance Update: Employee turnover data is reported at <a href="#">Page 22</a>
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	2025 AIF: Pages 26 – 27
	403-9 Work-related injuries	2025 Sustainability Performance Update: <a href="#">Pages 9</a> and <a href="#">22</a>
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	2025 AIF: Page 41 2025 Sustainability Performance Update: <a href="#">Page 20</a>
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Contractor and Supplier Policies</a>