



Crystal
Clean®

Sustainability Report

Revision:
August 2022

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LETTER FROM THE CEO



At Heritage-Crystal Clean, our vision is to protect the Earth's resources by helping the business world run cleaner. From our beginning as a parts cleaning and used oil collection service, we have expanded our range of environmental solutions and continue to build upon our strong foundation to protect the environment for a brighter sustainable future.

We have engaged and empowered our employees to help develop premier environmentally conscious solutions that make a difference for our customers and our planet. Building a successful business and a better world are essential for long-term growth that benefits our stakeholders, including our employees, customers, and the communities where we live and work. Waste technologies continue

to evolve, which provides us numerous opportunities to improve sustainable operations. Alternative uses for waste have become paramount for businesses both large and small that are focusing on improving their sustainability initiatives. That is why Heritage-Crystal Clean remains committed to sustainable waste recovery operations, utilizing new ways to recycle, reduce, and reuse waste.

“Sustainability isn’t just an individual goal; it is also a collaborative effort.”

Sustainability isn’t just an individual goal; it is also a collaborative effort. Heritage-Crystal Clean values working with partners that share a similar mindset on ESG goals. This has led to several powerful partnerships in past years with like-minded organizations focused on improving not only their own sustainability, but also the sustainability of their customers and communities. These relationships allow us to continue meeting the needs of the evolving

industry and regulations, such as our partnership with Battelle to address the challenges of treating PFAS contaminated wastewaters and our investment in Cirba Solutions to support their battery recycling operations.

We are making sustainability a key part of our day-to-day business and continue to re-evaluate and identify areas where we can improve. The use of our environmental management system allows us to benchmark past efforts and provides a path that will allow us to track future ESG improvement initiatives. We remain focused on measuring, tracking and reducing our greenhouse gas emissions while becoming more energy efficient. We have met with consultants and others in our industry to develop the framework for monitoring and reporting our greenhouse gas emissions. This will continue to be important as we evaluate the proposed climate change regulations by the SEC. Part of our action to reduce emissions has already begun with fleet initiatives to reduce vehicle idling. We are also working closely with companies that will assist us in monitoring and reporting on our sustainability objectives by further developing our environmental management system.

Our company was founded

on recycling first and has been practicing ESG initiatives long before the concept became commonplace and I am confident our team will achieve our targets. In the past year, we have developed stronger leadership training methods, continued to build out our vision, mission, and values program, started an employee wellness program, and launched a scholarship program for employees and their children and grandchildren. We have also taken time to celebrate and support the needs of others, recognizing women in our company during Women’s History Month, donating time and resources to support the people of Ukraine, and have been involved with multiple non-profits on the local and national level as well.

Looking forward, our team will continue to rise to the occasion and offer exceptional service that aids our customers and communities. We will continue to drive sustainability strategies to ensure Heritage-Crystal Clean delivers sustainable growth in the years ahead, collaborating with all stakeholders to ensure we consider issues material to them.

Brian Recatto
President & CEO

LETTER FROM THE CHAIRMAN OF THE BOARD



Heritage-Crystal Clean's Board of Directors consider environmental responsibility as more than a set of principles; providing sustainable solutions is part of our business strategy. As an environmental services company, our goals are built around creating a positive impact for the environment, our employees, and the communities in which we operate. Our company was established on this idea, and we continue to focus on developing a culture where employees are empowered to build a successful career and drive change within our organization.

Forming these positive, sustainable partnerships with all stakeholders ultimately leads to improving our operational and ESG performance. This culture allows the company to continue to develop and offer environmentally friendly options to customers that ultimately improve the sustainability of both their businesses and communities they work in. This is the core of our sustainability commitment. With this approach,

we have experienced more than two decades of strong growth as the company adapts to meet our customers' evolving needs. Customers are becoming more sensitive to the environmental performance of companies they work with, and this approach has positioned Heritage-Crystal Clean as a strong partner to assist others as they improve their sustainability.

Heritage-Crystal Clean's Sustainability Report demonstrates our commitment to practices that drive sustainability forward. In this report, you will find examples of how we create long-term sustainable value through our services and operation. The report contains details on programs being introduced around ESG commitments. It also includes data that allows us to ensure all new practices, policies, and initiatives will advance the positive environmental and social impacts Heritage-Crystal Clean strives to achieve and sustain well into the future.

As a board, we will continue to address relevant sustainability and corporate social responsibility initiatives when reviewing new policies, programs, and strategies.

From the board room to our branches and operating facilities, we are integrating sustainable considerations into our future decisions and strategy. I, along with our Board of Directors and executive team, are committed to ensuring our company's vision, mission, and values are embraced by everyone in the organization.

Fred Fehsenfeld, Jr.
Chairman of the Board

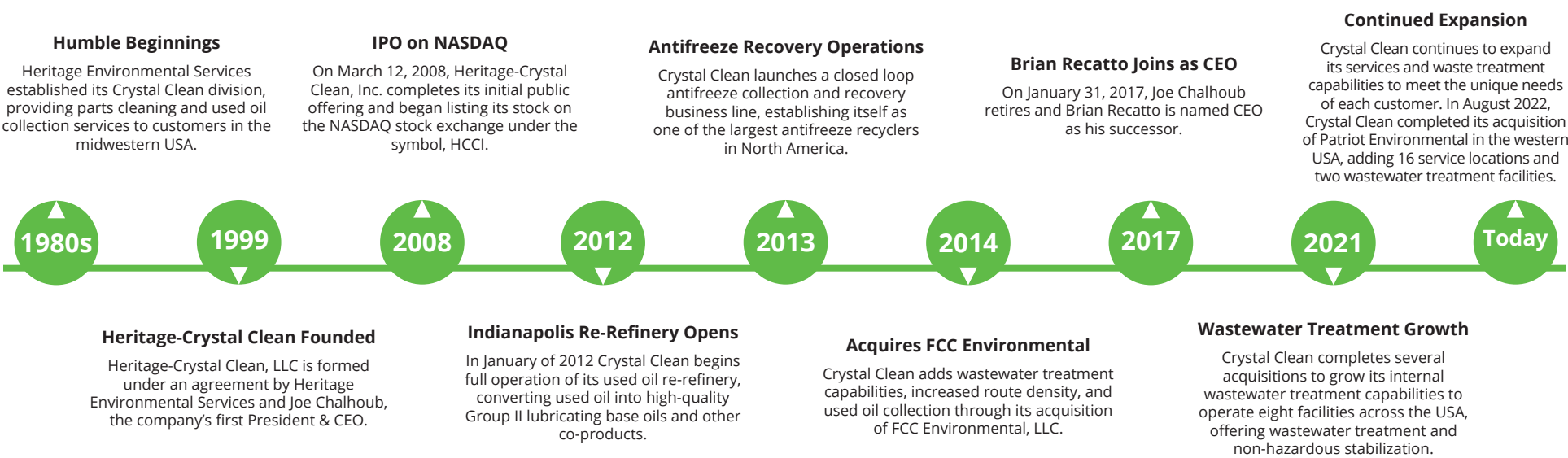
About Heritage-Crystal Clean

Heritage-Crystal Clean, LLC (Crystal Clean) is a wholly owned subsidiary of Heritage-Crystal Clean, Inc. Crystal Clean is a national leader in the environmental services market. Crystal Clean operates a nationwide network of branches across the continental United States and Ontario, Canada, serving more than 100,000 customer locations. Crystal Clean operates more than 90 service branches and multiple waste recovery centers, including an oil re-refinery, antifreeze recovery centers, and wastewater treatment facilities.

Our service offerings include parts cleaning equipment, containerized waste management, used oil collection and re-refining, field services, wastewater vacuum truck services, and closed loop antifreeze collection and recovery.



Our History



Our Vision and Mission

Crystal Clean's Vision

To Protect the Earth's resources by helping the business world run cleaner.

Crystal Clean's Mission

To continually drive an employee-empowered culture dedicated to providing premier, environmentally sustainable solutions to our customers.



Our Values and MVP Ambassador Program

Our Values:



Safety



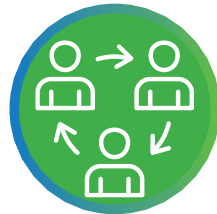
Honesty



Accountability



Respect



Relationships



Inclusive



Excellence

Crystal Clean's MVP Ambassador Program

Crystal Clean has a team of employees designated as MVP (Mission, Values Personified) Ambassadors who help integrate our values throughout our company culture as we continue to drive employee empowerment. Crystal Clean's MVP Ambassadors develop and coordinate initiatives to promote and improve employee engagement across all Crystal Clean locations. This will help drive our vision, mission, and values forward. Since the program was launched in 2021, MVP Ambassadors have coordinated senior leadership and ambassador visits to almost every Crystal Clean location, launched an employee recognition program, and developed effective meeting structure guidelines for all Crystal Clean meetings. The MVP Ambassador program continues to grow and develop additional campaigns to create engagement opportunities for all employees and increase our culture of excellence and employee empowerment.



2021 Sustainable Operations Include:



of used oil processed
for re-refining



of wastewater treated
at our facilities



of waste reclaimed
for energy



of spent antifreeze
collected for recovery



of used solvent
processed in our vacuum
distillation tower



Sustainability at Heritage-Crystal Clean

Crystal Clean understands that its actions have an impact on the environment, people, and communities in which we operate. We remain on a path that continues to grow and develop our Environmental, Social, and Corporate Governance (ESG) initiatives. As we further develop our ESG framework and will be using our environmental management system to collect and calculate data, measure and monitor our findings, and communicate and report our conclusions.

Crystal Clean conducted a materiality assessment and identified emissions, health and safety, waste management, and fleet management as our material ESG initiatives. We also recognize that climate change is a global issue and believe it is critical to manage climate-related risks to support the achievement of our long-term strategic priorities and our responsibilities to all stakeholders.

Our goals are built around a framework specific to our operations and consists of an action plan that allows Crystal Clean to continue to build, implement, measure, and communicate ESG success with its stakeholders. We are committed to actions that will minimize Crystal Clean's environmental footprint and drive a more positive social impact.

Environmental

- To reduce our fleet emissions.
- To monitor, report, and decrease our greenhouse gas emissions.

Social

- To provide a safe, diverse, rewarding, and developmental workplace.
- To be an environmentally responsible member of the communities we operate in through various forms of outreach and philanthropic activities

Governance

- To operate our business with high ethical standards.
- To embrace diversity at our highest levels of corporate governance.

Sustainability at Heritage-Crystal Clean

Crystal Clean developed its sustainability program using the United Nation's 17 Sustainable Development Goals (SDGs). The 17 goals are a holistic approach to achieving sustainable development on a global scale.

Crystal Clean has focused on five areas that shape the SDGs: **Planet, People, Partnerships, Prosperity, and Peace**. These five P's will allow us to measure our progress as we move towards achieving a better and more sustainable future.



PLANET:



PEOPLE:



PARTNERSHIPS:



PROSPERITY:

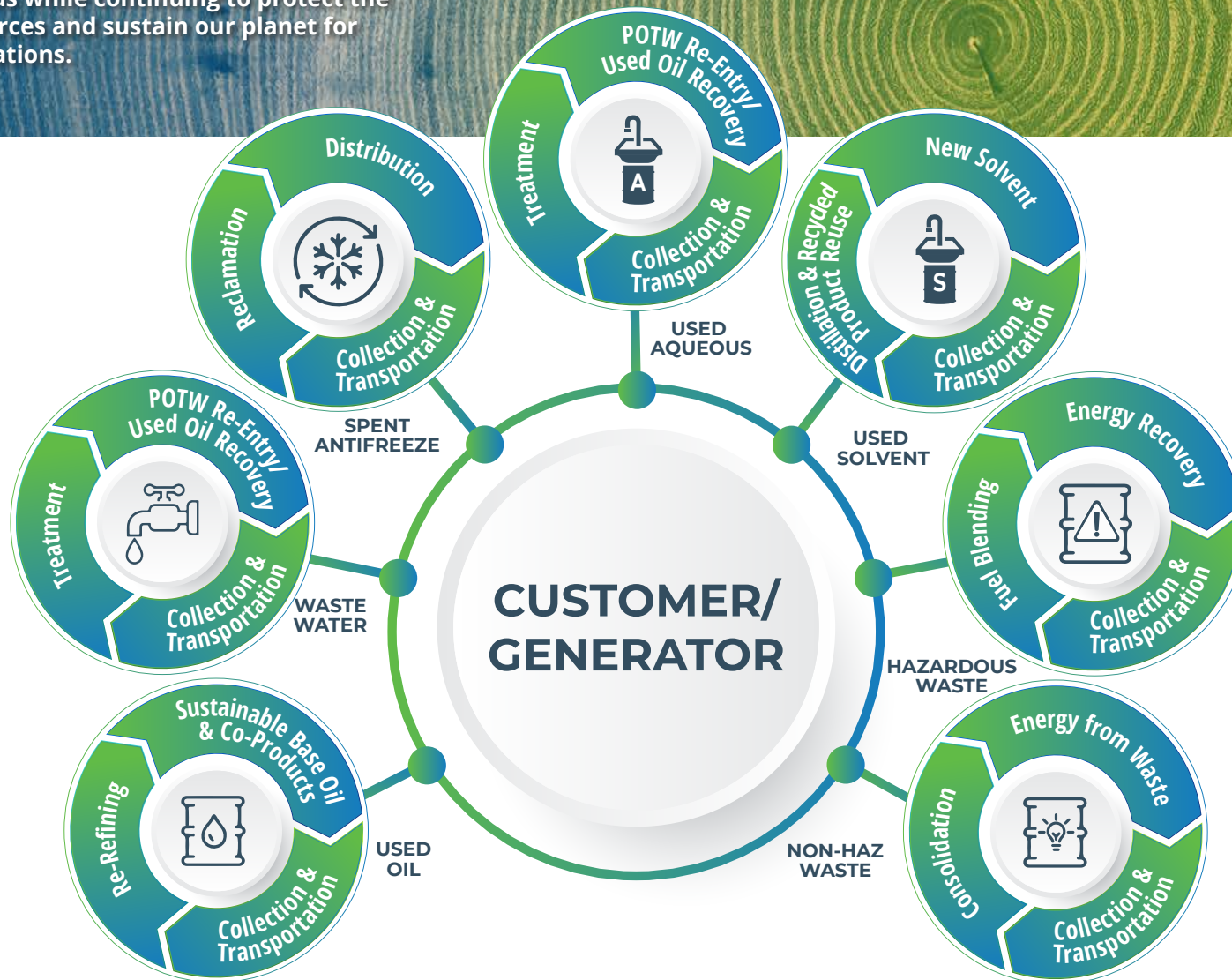


PEACE:



Sustainability and Our Planet

It matters how companies handle waste. Waste is an inevitable byproduct of everyday life. However, end-of-life materials can also be a great source of new value. Discovering alternative uses of waste has become a common concern for companies as they focus on improving their sustainability initiatives. At Crystal Clean, our mindset is to discover and recover valuable byproducts from waste streams that can be recycled or reused. We work with customers to find the right sustainable solution for their needs while continuing to protect the earth's resources and sustain our planet for future generations.



Sustainability and Our Planet

Used Oil Collection and Re-Refining

Oil has long been one of earth's most valuable resources. Thanks to advanced technology, used oil can be transformed into a renewable resource. Crystal Clean owns and operates a state-of-the-art oil re-refinery in Indianapolis, IN that is permitted to process up to 75 million gallons of used oil annually. By re-refining used oil, we are now using the oil molecule to its full potential. Oil re-refining is an environmentally responsible way to manage used oil encouraged by the EPA for its sustainability benefits, such reducing pollution and conserving energy.

In 2021, Crystal Clean collected over 71 million gallons of used oil to be recycled or re-refined at our oil re-refinery, an increase of 14% from 2020. The used oil was transformed into 50 million gallons of high-quality Group II base oils and 16.9 million gallons of by-products. 7.5 million additional gallons were distributed as recycled fuel oil through our nationwide network.



Antifreeze Recovery

Antifreeze recovery has become a cost-effective, environmentally sustainable solution for companies to recycle and reuse their spent antifreeze. Crystal Clean operates five Antifreeze Recovery Centers and has become one of the largest antifreeze recyclers in North America, creating a closed loop, sustainable distribution and recovery process.

In 2021, Crystal Clean collected and reclaimed more than 3.9 million gallons of spent antifreeze, an increase of 8% compared to 2020. The spent antifreeze is transformed into new antifreeze and heat transfer fluid products that are distributed back to customers to be used in their supply chain.



Sustainability and Our Planet

Parts Cleaning

Crystal Clean's parts cleaning services consists of parts cleaning machines using aqueous and solvent chemistries. Crystal Clean's proprietary Mirachem line of aqueous chemistries are environmentally friendly, water-based cleaning solutions that are non-flammable and contain no VOCs. As certain state regulations mandate lower VOC products, Crystal Clean is committed to continue providing effective chemistries that are both economical and sustainable.

Solvent Chemistries

In 2021, more than 2.2 million gallons of Crystal Clean's used non-hazardous solvent was processed in our solvent distillation column, recycled into new product, and returned to our customers for use.

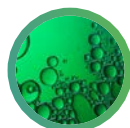
Our low flash solvent is put into a re-use program as a substitute ingredient in manufacturing processes. More than 800,000 gallons of low flash solvent were collected in 2021.



Collection



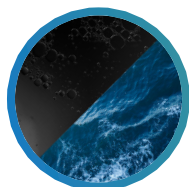
Recycling



New Solvent

Aqueous Chemistries

Crystal Clean's used aqueous chemistries are processed at a wastewater treatment facility to separate the oil and aqueous solution. The used oil is either re-purposed as recycled fuel oil for waste-to-energy use or reclaimed for re-refining. The remaining used aqueous solution is sent to a wastewater treatment facility to be processed to meet POTW standards for discharge. More than 760,000 gallons of aqueous parts cleaning waste were collected in 2021.



Oil Separation



Re-Refinery



Re-Refined Oil



WWTF



Discharge

Wastewater

Crystal Clean acquired four wastewater treatment plants in 2021 and 2022, expanding our operations to 10 wastewater treatment facilities. These facilities are located throughout North America to ensure cost-effective, environmentally sound treatment of wastewater. Our fleet of vacuum trucks collect millions of gallons of contaminated water annually, helping protect the environment and preserve our lakes, streams, and oceans.

In 2021, Crystal Clean vacuum truck sales and service representatives collected more than 53 million gallons of wastewater, an 8% increase compared to 2020. Crystal Clean's wastewater treatment facilities treated wastewater collected by both Crystal Clean sales and service representatives and third-parties, resulting in a permitted discharge of more than 50 million gallons of treated water in 2021. Treated water is sent to local publicly owned treatment works (POTWs) to be managed. Over 9.6 million gallons of used oil was separated from wastewater during treatment and was sent to Crystal Clean's oil re-refinery or distributed as recycled fuel oil for waste-to-energy management.



Collection



Transportation



Treatment



POTW Re-Entry



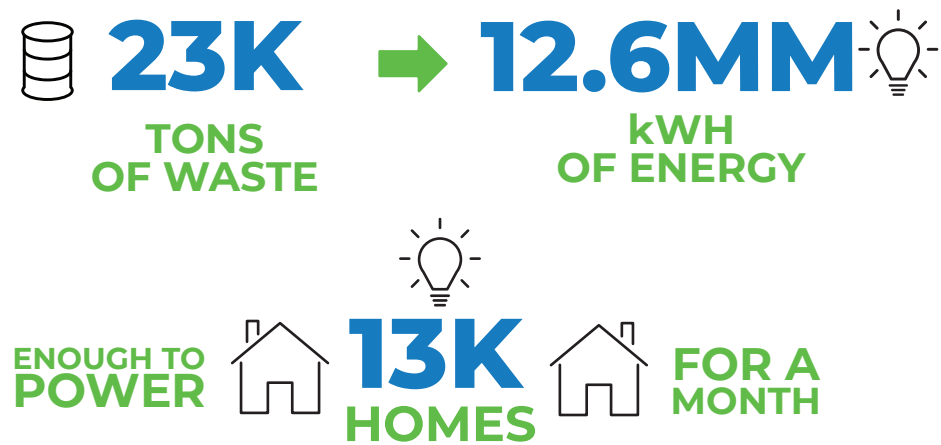
Sustainability and Our Planet

Waste to Energy Management of Non-Hazardous Waste

Crystal Clean's energy recovery operations process non-hazardous waste and safely produces a solid fuel product that is used as a substitute fuel to generate electricity, reducing the environmental impact of waste. According to the EPA, converting waste into usable energy through the waste-to-energy process generates a renewable energy resource, lowers the amount of landfill waste, and ultimately reduces carbon emissions by providing an alternative energy source to coal and fossil fuels.



In 2021, Crystal Clean collected more than 23,000 tons of waste, an increase of more than 10% from 2020, for waste-to-energy management. Approximately 12.6 million kWh hours of energy were generated, enough to power more than 13,840 homes for a month. This led to a reduction of 23,000 tons of CO2 greenhouse gas emissions as well as saved 1.1 million pounds of metal from being landfilled.



Fuel Blending

Hazardous waste requires the highest level of care during management. Crystal Clean manages hazardous materials in a waste-to-energy manner whenever possible. It will either be formulated into fuels or left as-is for use as supplemental fuel in manufacturing processes. Much of the hazardous waste Crystal Clean collects from its generators is approved into fuel blending and processed in kiln operations to manufacture cement.

In 2021, Crystal Clean collected more than 11,000 tons of waste to be reused as fuel in the cement manufacturing process, a 10% increase from 2020.

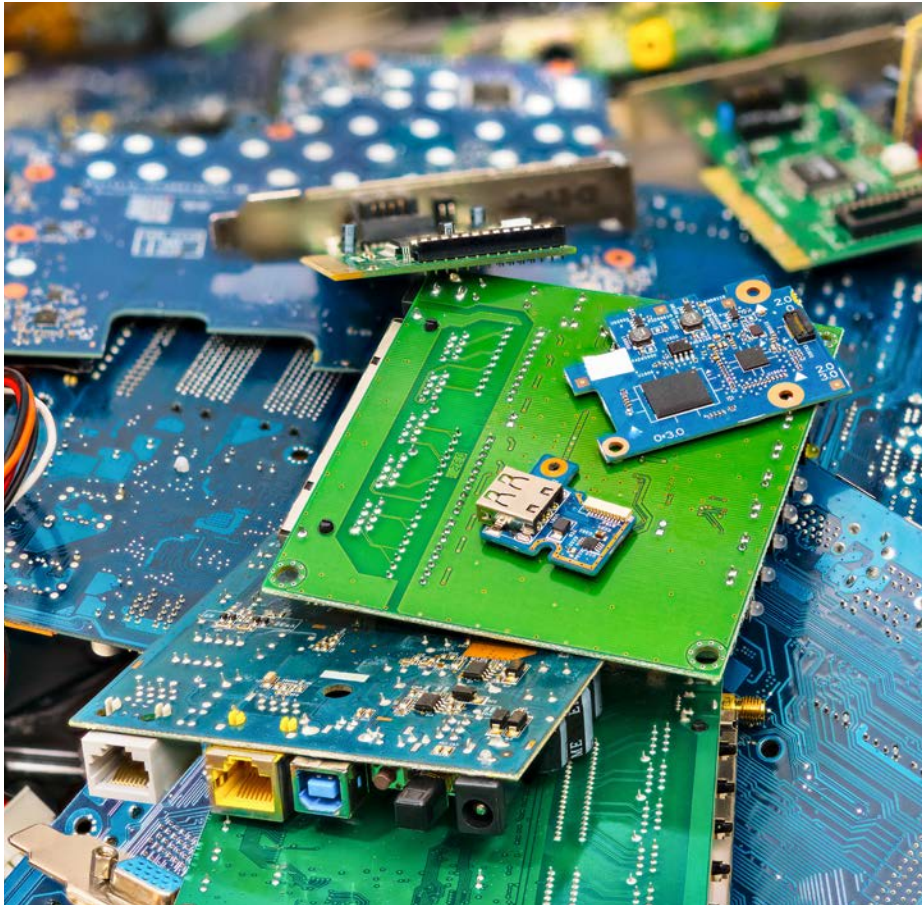


Sustainability and Our Planet

Electronic and Universal Waste

Electronic and universal waste consists of common items, such as keyboards and mobile phones, that can be recycled to reclaim valuable resources and elements for reuse.

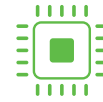
In 2021, Crystal Clean collected more than 540,000 pounds of lamps, 417,000 pounds of electronics, 804,000 pounds of batteries, and 1,920 pounds of mercury devices and debris for recycle. In addition to these universal wastes, Crystal Clean also collected over 106,000 pounds of ballasts, capacitors, and transformers in a similar reclamation process.



In 2021, Crystal Clean collected more than:



540K POUNDS OF LAMPS



417K POUNDS OF ELECTRONICS

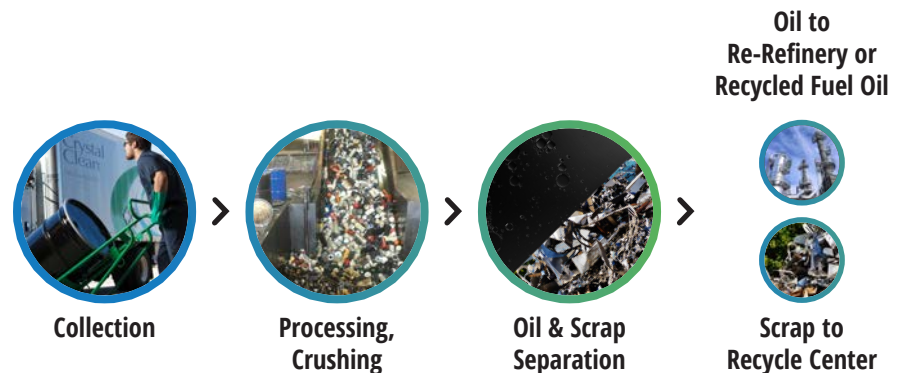


804K POUNDS OF BATTERIES

Oil Filters

Oil filters are crushed to separate used oil and scrap metal. The used oil is sent to the Crystal Clean re-refinery and scrap metal is sent for recycling.

In 2021, Crystal Clean collected more than 7,000 tons of oil filters to re-refine the used oil and recycle the scrap metal.



Sustainability and Our Planet

One Drive Automotive Program

Crystal Clean's One Drive Automotive Program is the company's unique approach to meeting the environmental service needs of customers in the automotive market. Crystal Clean has long served the automotive industry through its used oil collection service, and the One Drive Automotive program encourages customers to centralize their environmental services with Crystal Clean by offering favorable pricing by bundling various service offerings, allowing us to assist them with managing their waste streams more sustainably.

The One Drive Automotive program also offers customer a suite of compliance solutions to provide support and help customers minimize risks and meet all environmental, health, and safety regulations. The program consists of annual compliance visits at all customer locations, year-round support, online tools to help manage workplace compliance, and facilitating OSHA trainings in both English and Spanish.

Since the launch of the One Drive Automotive Program in 2021, Crystal Clean has increased its presence in the automotive industry as a leading environmental services provider. Crystal Clean remains committed to going above and beyond in promoting sustainable efforts to its customers to protect the environment and help the business world run cleaner.



Since 2021



4.5+MM GALLONS OF
USED OIL



50+K GALLONS OF
USED ANTIFREEZE

**Have Been Collected Through the
One Drive Automotive Program**



Sustainability and Our Planet

Minimizing Our Own Waste

Crystal Clean's corporate offices, branch locations, and operating facilities all have the mindset of reduce, reuse, recycle as we continue our dedication to protecting the environment. We recognize the importance of efficient operations, including conserving water and using natural resources responsibly, as crucial for combating climate change and supporting future generations.

Parts Cleaners and Aqua Filtration Systems Refurbishment

Crystal Clean has parts cleaners and aqua filtration systems in service at customer locations across the United States and Ontario, Canada. Whenever a parts cleaner or aqua filtration system is removed from its current placement, it is refurbished into like-new condition and placed back into service at another customer location. Our refurbishment program reduces the waste of hundreds of tons of metal

annually and extends the life of our units. Any machines not eligible for refurbishment are taken apart and their components are recycled.

Paper Use Reduction

Crystal Clean's corporate offices, branch locations, and operating facilities continue to adopt paperless practices to greatly reduce the use of paper and conserve energy. In 2021, our company fully transitioned to digitally submitting data and images to the EPA's e-manifest system. Crystal Clean's Customer Portal is an extension of this paperless approach, and enables customers to electronically manage their account, pay invoices, and review their waste documents.

We recently implemented a new initiative to improve our internal shipping process that has significantly reduced our paper and postage costs. We have streamlined the process so that the shipping papers are printed at the servicing facility. A revised Record Retention Plan has also been implemented to better manage risks, reduce excessive paper files, minimize loss of time and space while internally managing records, and encourage electronic retention.

Fleet Efficiency

Crystal Clean operates a fleet of more than 990 vehicles, ranging from light duty vans and pick-up trucks to class 8 tractors and straight trucks. Our fleet and logistics department is focused on the safe and sustainable operation of our vehicles and has implemented several programs to improve safety and fuel efficiency. In 2021, our fleet replacement program traded more than 70 older vehicles for safer, more fuel-efficient vehicles resulting in an improvement in fuel economy. All vehicles are also part of a tire retread program, which reduces the number of used tires being sent to a landfill. In 2022, we are pushing our entire fleet of trucks to be as efficient as possible by reducing the amount of time they idle their trucks on a daily basis by tracking their progress and reporting on it weekly. Crystal Clean credits these sustainability efforts for reduction in emissions and improving vehicle technologies.



Sustainability and People

At Crystal Clean, we work together to sustain people in an environment that is positive, healthy, respectful, caring, safe, and free of harassment and discrimination. By focusing on safety, our dedicated employees can deliver the highest level of environmental services while maintaining a safe environment for our customers and the communities we work in.

Sustainability and People

Health & Safety

Protecting our employees, customers, and the communities we work in is part of our core values. Our goal is to give every employee the knowledge, capability, and personal responsibility to work safely every day. We have established several health & safety programs focused on educating, engaging, and empowering employees to become champions of safety.

Education

Crystal Clean trains its employees on safety through a customized online training platform, Crystal Clean University, and holds weekly manager-led safety meetings where recent incidents, near misses, and relevant safety and health topics are discussed.

Job hazard analyses are performed on all new and existing tasks to identify areas for improvement and to continue providing employees with safe procedures as they execute their tasks.



Crystal Clean Employees in the Elgin Training Center

Engagement

Crystal Clean's "Own Your Safety" behavior strategy engages employees and promotes identification and reporting of workplace hazards at our facilities, in our trucks, at customer locations, and within the community. Our field personnel frequently work alone without the helpful guidance of management or co-workers. Therefore, our program stresses three key points to our employees:

- You are in control of your actions.
- You are responsible for your actions.
- You must make the decision to put safety first.

It is important that everyone understands their responsibilities with regards to safety and take ownership of it. Through our Environmental Management System (EMS), we have implemented an employee Safe Behavior Recognition program that focuses on instant reporting of near misses, workplace hazards, and positive safety behaviors. Employees are encouraged to provide these reports throughout the year. The increased reporting of workplace hazards and safe behaviors enables us to proactively address unsafe conditions. We have also committed resources to acquire new, more sophisticated and reliable In-Cab technologies to increase driver safety engagement and to introduce audible alerts to assist in curbing driving behaviors that might contribute to a preventable crash.

Empowerment

Employees are empowered to use their Stop Work Authority if they believe a work process or environment is unsafe. Through our online reporting system, all employees can immediately report any unsafe situation and ask for assistance from our EHS department. All submittals are reviewed by our EHS department for appropriate action. This creates a culture where more hazards are identified and controlled before they result in an accident.



Sustainability and People

Safety By the Numbers:

Crystal Clean conducts incident investigations after an accident and follows the proper procedures which includes a root cause analysis, corrective actions, and training in the areas where we have the greatest exposures. Incidents are tracked in our EMS system, which allows us to monitor trends. Over the past seven years, we have seen a progressive reduction in annual Total Recordable Incident Rate (TRIR) of approximately 50%. We remain focused on developing strategies that give employees the knowledge and tools to work safely every day.



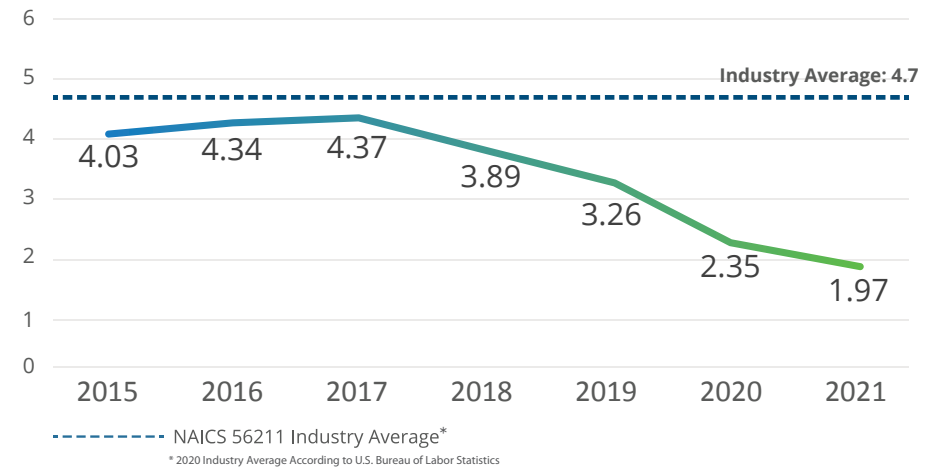
Below Industry Average
DART Rate of **1.47**

**~50% Reduction
In Annual TRIR
Over Last Seven Years**

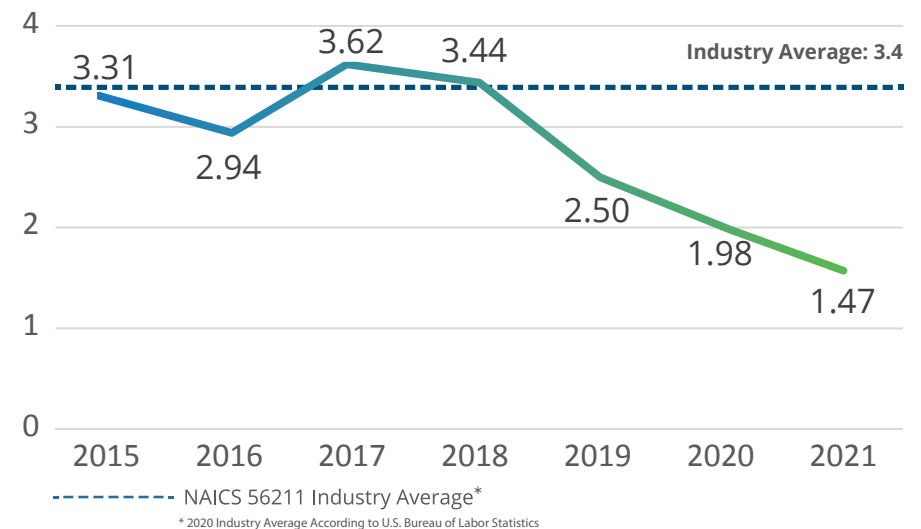
**Over 5,000
Safety Meetings in 2021**

**Over 27,000
Safe Behavior Recognition
Reports Received in 2021,
a 40% increase from 2020**

Yearly TRIR:



DART Rate:



Sustainability and People

Talent & Development

Crystal Clean is committed to helping its employees reach their full potential and improve their understanding of procedures, policies, and regulations related to the environmental services industry. We annually train more than 1,300 employees in a variety of online and in-person training sessions led by our Talent & Development department.

Crystal Clean is also committed to the personal development of its employees. The company offers a variety of personal development opportunities and supports employees' continuing education. We have also rolled out a Manager Fundamentals Program focusing on labor relations, managing diverse teams, and providing a healthy and safe workplace. Crystal Clean remains dedicated to constantly improving our training methods and technology to continuously improve the skills of our employees.

45,260

Online Training Modules Completed
in CCU in 2021



New Employee Onboarding & Field Training Program

Crystal Clean's new employee onboarding program allows employees to participate in up to 40 hours of training covering all aspects of the company, including procedures and expectations, RCRA, DOT, safety, and operational performance to ensure consistency across all areas of the company. The company also has implemented a field training program to deliver standardized training courses to all employees in the field. This program dedicates skilled Crystal Clean employees as regional trainers in each area to deliver training on operational and sales best practices.

"Fill the Gap" Initiative

Crystal Clean's Fill the Gap Initiative connects all new employees with members of the senior management team to help them better understand our industry and become familiar with our company values and culture. The initiative serves as a way for new employees to feel more engaged, improve our onboarding process, and leads to a stronger safety and operational performance.



Sustainability and People

Personal Wellness

Our team is our greatest asset, and as a company we believe in the importance of supporting our employees both on and off the clock. Crystal Clean has established a broad personal benefits and wellness program to help employees stay healthy and provide support in personal areas of their lives. In addition to healthcare benefits, employees can enroll in a free employee assistance program (EAP) which provides access to healthcare programs, personalized wellness guidance, counseling, financial resources, and more.

As part of Crystal Clean's personal wellness initiatives, employees can enroll in several free programs focused on weight loss, high-blood pressure and diabetes treatment, physical therapy programs, and smoking cessation. Employees can also participate in a variety of savings programs to receive discounts on various goods and fitness club memberships.

530 EMPLOYEES

participated in Personal Wellness
Programs in 2021

Continuing Education

Crystal Clean has established the John Lucks Legacy Scholarship to honor the memory of former Senior Vice President of Sales and Marketing, John Lucks, who passed away in 2019. Crystal Clean awarded ten \$1,000 scholarships to students entering the Fall 2022 school year and will continue to award scholarships annually. Applicants completed an application, provided a school transcript and wrote an essay on one of Crystal Clean's seven values. All full-time Crystal Clean employees and children/grandchildren of full-time Crystal Clean employees who are attending a two- or four-year college, technical, trade, or vocational school are eligible to apply for the scholarship.

Crystal Clean also offers an education assistance program for all employees to help lower the cost of tuition. All full-time employees are eligible to participate in the program.



Sustainability and Partnerships

A photograph of two workers in grey and yellow uniforms shaking hands in a warehouse setting. In the background, there are blue metal shelving units filled with various materials. One worker is holding a clipboard and a yellow pen.

At Crystal Clean, we partner with our vendors, customers, and other stakeholders to create long-term value and economic growth in our supply chain. By collaborating on all levels, we are able to build a more responsible, sustainability-minded future and further our vision to help the business world run cleaner.

Sustainability and Partnerships

Partnerships with Federal and State Regulators

As a responsible environmental services provider, Crystal Clean is committed to consistent communication and compliance with the U.S. Environmental Protection Agency and state regulators to ensure the proper management of waste from cradle to grave. Crystal Clean recognizes the importance of transparency and building positive relationships with the regulatory community. We actively seek out these relationships to help build a common understanding of the benefits we provide to customers as we help them better understand regulatory requirements. Crystal Clean is committed to ensuring communication with customers and regulators is managed in a logical, transparent, and well-coordinated manner using the appropriate practices, processes, and tools.

Crystal Clean recently joined the Environmental Technology Council (ETC), which is an association representing the hazardous waste management industry that fosters and encourages environmental discussions that are consistent with sustainable economic development and responsible stewardship of natural resources.



Trade Associations

Crystal Clean is an active participant in multiple trade associations related to the environmental services industry, collaborating with fellow members to continually advocate for and develop sustainable environmental services. Crystal Clean is a participant in the following trade associations:

- National Oil Recyclers Association (NORA)
- Chemical Industry Council of Illinois (CICI)
- National Association for EHS&S Management (NAEM)
- Connecticut Business & Industry Association (CBIA)
- Illinois Manufacturers Association (ILMA)
- Indiana Manufacturers Association (INMA)
- Michigan Manufacturers Association (MMA)
- Virginia Manufacturers Association (VMA)
- Tennessee Chamber of Commerce & Industry (TCCI)
- West Virginia Automotive & Truck Dealers Association (WVATDA)
- Wisconsin Manufacturers & Commerce (WMC)
- Automotive Oil Change Association (AOCA)
- National Association of Manufacturers (NAM)
- Illinois Trucking Association (ITA)
- National Automotive Fleet Association (NAFA)
- Northwest Auto Care Alliance (NWACA)
- Midwest Auto Care Alliance (MWACA)
- Alliance of Automotive Service Providers-PA (AASP-PA)
- Asphalt Institute (AI)

Sustainability and Partnerships

Partnerships with Our Customers and Vendors

Sustainability is a journey that requires collaboration with our stakeholders to be successful. Crystal Clean values the strong relationships we have built with our customers and vendors. Our bond is strengthened when sharing the same values and engaging in environmentally aware services and solutions. We make a greater impact as we build a more circular community.

PFAS Contaminated Waters Treatment with Battelle

Crystal Clean has partnered with Battelle, a scientific research and development non-profit, to tackle the environmental challenge of the removal and destruction of per- and polyfluoroalkyl substances (PFAS) from wastewater. Crystal Clean is collaborating with Battelle to market and implement their PFAS Annihilator™ technology. Crystal Clean and Battelle demonstrated the technology in March 2022, and consistently demonstrated more than 99.99% destruction of total PFAS. Crystal Clean will continue to work with Battelle to address the critical issue of PFAS contamination.



Working towards a more sustainable future

Sustainable Automotive Waste Management with Volvo Cars and Castrol

In 2022, Volvo Cars and Castrol announced their co-branded sustainability program in the United States. The collaboration aims to ensure that all used oil and automotive fluids from Volvo's retailer network are collected and recycled, working together towards a more sustainable future. Volvo Cars and Castrol have selected Crystal Clean to safely recycle, reuse, or responsibly dispose of engine oil, coolant, oil filters and other used products.



Sustainability and Partnerships

Partnerships with Our Customers and Vendors

Sustainability is a journey that requires collaboration with our stakeholders to be successful. Crystal Clean values the strong relationships we have built with our customers and vendors. Our bond is strengthened when sharing the same values and engaging in environmentally -aware services and solutions. We make a greater impact as we build a more circular community.

Battery Recycling with Cirba Solutions

In April 2022, Crystal Clean invested in its battery recycling partner, Cirba Solutions. This integrated battery recycling platform includes the operations of Heritage Battery Recycling, Retrie Technologies, and Battery Solutions. Cirba is the only complete service provider for lithium and cross-chemistry in the industry, offering battery-centric logistics, collection program solutions and second-life applications. The partnership positions Crystal Clean to further capitalize on the opportunity to provide comprehensive collection and recycling services to businesses throughout the U.S. and Canada.

UniFirst

UNIFORMS SERVICES SOLUTIONS

Unifirst “Always Deliver” National Campaign

Crystal Clean worked with UniFirst, one of its uniform and workwear partner, to support the launch of its “Always Deliver” national multimedia brand campaign. UniFirst selected Crystal Clean’s Luling, TX oil depot location to film footage for its new television commercial planned as part of the campaign, which honors everyday frontline workers. Crystal Clean took the proceeds it received as compensation for participating in the commercial’s filming and donated it to the Luling Oil Museum, a non-profit organization that preserves the town’s former history as an oil town in the early 1900s. Look for Crystal Clean’s oil depot in the opening scene, then again about 40 seconds into the video.



Sustainability and Partnerships

Supply Chain Sustainability

With our vision to help the business world run cleaner, Crystal Clean values partnering with vendors who have integrated sustainability and include building a better world as a part of their business goals. We work with a variety of vendors that share a similar mindset and have made varying commitments to sustainability as part of their business operations. In addition, Crystal Clean has a vendor evaluation program to ensure that any third-party sites who manage waste meet our rigorous compliance standards. Crystal Clean continues to evaluate vendors and business partners based on the services they provide, as well as their own sustainability practices.



Industry Thought Leadership

Crystal Clean's senior leadership team is involved in multiple associations and conferences, sharing their expertise and insights on our industry and relevant topics. Members of the leadership team have presented and participated in roundtable discussion on topics such as developing ESG initiatives, managing waste sustainably, and embracing the circular economy mindset.

Conferences spoken at include:

- Stifel Cross Sector Insights Conference
- Annual Needham Growth Conference
- Advancing Circularity in Indiana
- Consero General Counsel Forum
- General Counsel Conference Midwest

Sustainability and Prosperity

At Crystal Clean, we work together to sustain prosperity and improve the world around us. We strive to partner with the communities we live and work in to make a positive impact that goes beyond the standard scope of our business as we build a better world. Our corporate headquarters, network of branches, and operating facilities have developed relationships with non-profits and other organizations within their communities to support the diverse range of needs their community may have.



Sustainability and Prosperity

Sponsorship of Non-Profits

Our corporate headquarters has partnered with several organizations that have local and national reach to support their mission and make an impact to sustain and improve prosperity for members of our communities.

Partnerships Include:

Toys 4 Tots

The Crystal Clean corporate office has a partnership with Toys 4 Tots, an organization that distributes toys during the holidays for families in need, that dates back to 2003. The partnership has now grown to a company-wide initiative during the holiday season and since the partnership began, Crystal Clean employees have donated more than 9,500 toys and \$49,000.



Versiti Blood Drives

Crystal Clean facilitates quarterly blood drives with Versiti, one of the largest blood donation organizations in the midwestern USA. The importance of blood drives increased dramatically in the past years due to blood shortages. In 2021, Crystal Clean employees donated enough blood to impact 94 lives during surgery and emergency operations.



Food For Greater Elgin

Crystal Clean has supported the Chicago-area non-profit Food For Greater Elgin (FFGE) since it was founded in 2011. FFGE is the second largest food pantry in Kane County, IL and provides food for more than 1,200 households in the Elgin, IL area, fulfilling their mission to provide food security and access to community resources to stabilize lives. In collaboration with FFGE, Crystal Clean sponsors their Pallet to Palate fundraiser and also supports their Chip in for Hunger golf tournament. In 2021, Crystal Clean matched the donations of its employees' contributions during the annual Gifts that Keep Giving fundraiser, resulting in donations of \$10,500.



Technology Reuse

Crystal Clean provides used company-issued iPhones to a repair company that gives us credit towards repair of existing equipment, which offsets breakage costs and limits the scrapping of broken phones. Parts can also be used by other companies and any remaining scrap is then recycled for raw materials as appropriate.

Sustainability and Prosperity

Spotlights

Ukraine Donation Drive

Crystal Clean employees organized a donation drive to aid the people of Ukraine who were displaced and forced to flee their homes. Crystal Clean partnered with several humanitarian organizations in Poland and shipped more than 2,700 lbs of supplies, consisting of clothing, outerwear, shoes, bedding, cots, medical supplies, and toys. Employees also raised \$5,630 in monetary donations, with a company match of \$5,000, bringing in a total of \$10,630 in charitable contributions to the Red Cross and UNICEF.



Liberty Public Schools EDGE Program, Liberty, MO

In 2021, Crystal Clean established a partnership with Liberty Public Schools in Liberty, MO to support their EDGE microschool program serving 9th – 12th grade students. The EDGE program, which was launched at Liberty High School during the 2021-2022 school year, is rooted in humanitarian causes and built around project-based learning framed by the UN's Sustainable Development Goals. The EDGE program focuses on preparing students to be leaders who are motivated, aware, and prepared to impact positive change around the globe.

During the 2021-2022 school year, Crystal Clean committed \$2,000 to support the needs of the program and facilitated conversations between students and Crystal Clean employees to discuss the UN's Sustainable Development Goals and how they are integrated into Crystal Clean's ESG initiatives. Engagement opportunities included discussions on wastewater treatment, equitable hiring practices, and Crystal Clean's sustainability initiatives. Crystal Clean plans to continue supporting the EDGE program as it continues to inspire and equip the next generation of leaders.



Sustainability and Peace

An aerial photograph of a dense, vibrant green forest. A dark, winding river flows through the center of the image, surrounded by thick foliage. In the lower-left quadrant, there is a distinct, circular grassy clearing. The overall scene conveys a sense of natural beauty and environmental sustainability.

Human capital management (HCM) is increasingly viewed as a significant contributor to risk mitigation, performance, and a company's reputation. At Crystal Clean, we work together to sustain a peaceful, fair, and inclusive atmosphere that is free of fear and violence to strengthen proper governance. We do this through our governance programs, diversity & inclusion initiatives, and dynamic training programs for all employees.

Sustainability and Peace

Environmental, Health, and Safety Compliance

Environmental Management System (“EMS”)

Crystal Clean uses an online system as its EMS to record, track and report compliance data. Our EMS acts as a centralized tool for data intake ranging from audits, permits and incidents to safe behavior reports, meetings, and employee hours. The system uses mobile technology to intake incidents, audits, safe behavior reports as well as action plan follow-ups. This data is collected and used for our Compliance Performance Metrics. The visibility of our data through company-wide dashboard reporting helps us to better identify risk, improve accountability, and ensure specific action plans for process improvement. We continually add tracking mechanisms, procedures, and reviews for data quality. The addition of the EMS has helped change our culture to be more focused on our leading indicators, which has made an impact on our lagging indicator data. As we strive to push for more ideas for improvement, we continually consider sustainable programs for success.



Auditing and Inspections

Internal audit and inspection processes are in-place throughout various levels of the company to ensure proper, efficient business practices are in-place throughout the company. The results from these audits and inspections are evaluated and any action plans needed are implemented and tracked through their resolution. We recently updated our third-party audit program and have begun to utilize the data for new and existing third-party companies.

Enterprise Risk Management (“ERM”) Committee

Crystal Clean has an ERM Committee which has oversight across the company for all categories of risk in order to ensure that proper practices are in-place to evaluate, understand, and manage priority risks. The ERM Committee reports to the Board of Director’s Audit Committee. The ERM Committee developed a charter that requires an annual review of potential business and legal risks arranged in a matrix and then ranked by priority, likelihood and severity. Each year, priority risks are identified for immediate mitigation. This allows Crystal Clean to identify potential hazards, prioritize, and implement action plans that will eliminate or mitigate environmental and safety risks, and protect our stakeholders.



Sustainability and Peace

Diversity & Inclusion

Employee Diversity & Inclusion

Crystal Clean continues to build an inclusive culture that fosters, supports, and values the diverse contributions of our employees. It also helps us connect with our vendors, customers, and the communities we serve. We recognize that different ideas, perspectives, and backgrounds create a stronger and more engaged work culture. For example, we honored Women's History Month in March with a series of profiles called the Women of Crystal Clean.



New Board Member

Crystal Clean appointed Mary Pat Thompson to its Board of Directors in July 2022. We value having a group of diverse voices at the leadership table, and welcome her to Crystal Clean's Board. Ms. Thompson will provide her expertise in this important role to generate progress with Crystal Clean's growth and ESG initiatives.



Ethics, Anti-Harassment, Discrimination, and Governance Policies

Anti-Harassment, Discrimination, and Ethics

Crystal Clean values creating a safe work environment where employees hold the highest standards of business conduct and people are treated with dignity, decency, and respect. All employees participate in annual anti-harassment, discrimination, and ethics training to maintain a positive work environment. Crystal Clean employs an external confidential hotline for employees to report unethical behavior.

Governance Policies

Proper governance is key to a successful business, and Crystal Clean realizes the importance of aligning processes, practices, and policies with the interests of its stakeholders. Governance policies can be found on Crystal Clean's website under the Investor Relations section, which defines how we function as an organization and applies to our employees and board members. The board has established several committees which allows for transparent governance.

Committees include:

- Audit Committee
- Nominating & Governance Committee
- Compensation Committee



Sustainability and Peace

Privacy and Cybersecurity

Safeguarding privacy and ensuring data security is of utmost importance to Crystal Clean. We are committed to maintaining a strong and resilient cybersecurity foundation as we develop our programs. We provide monthly training to all of our employees to improve and ensure the effectiveness of our system. Our training consists of videos to watch with a short questionnaire afterwards and covers topics including data protection instruction, information security, current hacker or phishing attack methods, and privacy training. Training is tracked along with quiz results. Crystal Clean is unaware of any security breaches, leaks or theft of customer or company data.

Corporate Headquarters Relocation

Crystal Clean's corporate headquarters relocated in August 2022 to Hoffman Estates, IL. The office relocation process had sustainability as a guiding factor, which impacted many of the decisions related to the location chosen, design of the office space, and furniture selected.

Crystal Clean made a concentrated effort to partner with vendors who shared a similar mindset to sustainability. Many of the materials used in the construction of the new headquarters, such as the flooring, acoustic paneling, window coverings, ceiling panels, and more, were sourced from companies focused on using recycled contents in their materials. The architects and construction team followed best practices for LEED reporting to reduce scrap and recycled waste materials when possible.



Sustainability and Peace

Human Rights

Crystal Clean has always focused on the health and safety of the public, our customers, vendors, and those who work with us in our supply chain. Crystal Clean is dedicated to respecting human rights in its business and operations as confirmed by our core values which focus on safety, honesty, accountability, respect, relationships, inclusivity, and excellence.

The respect of human rights is fundamental to the sustainability of Crystal Clean. We will always conduct our business activities in a manner which respects and strives to create better standards of life and freedom for individuals. We are committed to fostering a positive and diverse workplace that is free from discrimination, harassment, intimidation, and retaliation.

Further, Crystal Clean does not tolerate discrimination or harassment against any individual with respect to race, color, religion, age, gender identity or expression, marital status, family status, disability, sexual orientation, national or ethnic origin.



Crystal Clean promotes a workplace free from violence. We do not allow retaliation intimidation against anyone who reports a concern, raises a compliance questions, seeks advice or cooperation in an investigation. We have an ethics hotline that employees can call, free of fear from whistleblower retaliation. It is an anonymous reporting tool that allows our employees to report illegal, unethical, and/or improper conduct. The hotline allows Crystal Clean to build on its values of respect and accountability.

Crystal Clean has begun an internal risk assessment and vendor conduct program which will ensure we understand where and how human rights issues may occur. Our assessment is continuing and will examine the risk of human rights issues including forced labor and human trafficking (modern slavery), child labor, freedom of association and right to collective bargaining. This should provide us a useful view of where and how potential human rights issues may occur, along with recommendations for Crystal Clean's due diligence and commitment in this area.

We are committed to working with our stakeholders to increase awareness of, prevent, identify, and address human rights and safe practices. In doing so, we follow the five areas we have focused on under the United Nation's Sustainable Development Goals (SDGS) to protect our planet, people, partnerships, prosperity, and peace.



An aerial photograph showing a two-lane asphalt road that curves through a lush, green forest. To the left of the road is a calm body of water, likely a lake or a wide river. The forest is dense with tall, thin trees, and the water reflects the sky and the surrounding greenery. The overall scene is peaceful and natural.

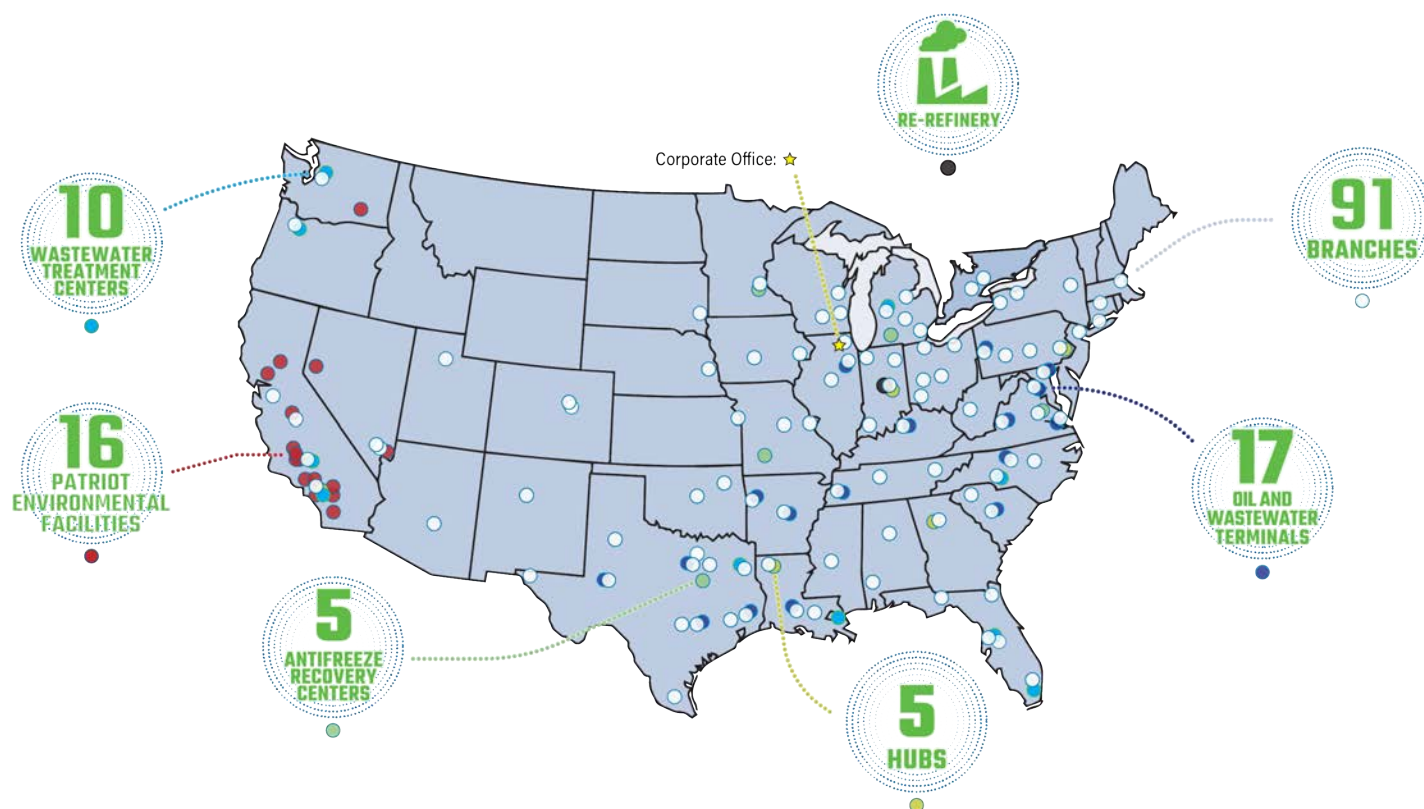
The Future of Our Sustainability Journey

Crystal Clean has conducted a comprehensive materiality assessment to identify ESG issues of significance to our business and stakeholders. We have surveyed and completed workshops with our executives and reviewed data, statistics, and information from our customers, suppliers, business peers, investors, and ESG ratings firms. We recognize that ESG creates value for our stakeholders over the long term.

For Crystal Clean, sustainability is more than a checkbox on a list of business practices. It is part of who we are as a company. As an environmental services provider, we have a responsibility to sustainably manage the waste we collect. We have been doing that for years by implementing renewable solutions into our business, such as oil re-refining, wastewater treatment, energy recovery, antifreeze recovery, and non-hazardous stabilization. We are transforming how we see waste and helping the business world run cleaner.

We understand that sustainability is an integral part of our operations, strategy, and communications. Crystal Clean remains committed to sustainability in all areas of the company and continues to lead and encourage others to join us in improving the future of our planet. As we continue to improve our ESG practices, we will focus on the ways we can build a better world.

Nationwide Network:



Service Offerings:



Oil Services



Parts Cleaners



Wastewater Vacuum Services



Waste Drum Disposal



Antifreeze Services



Field Services



Absorbents



Aqua Filtration Systems



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