



PRIMO
WATER™

PRIMO® WATER CORPORATION

2021 Environmental, Social
and Governance Update



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About This Report



We offer sustainable water solutions, while reducing plastic waste through our reusable bottles, refill, and exchange services.

This update represents our 2021 supplement to our inaugural 2020 report and covers our fiscal year 2021 (through January 2, 2022), unless otherwise stated.

This update:

- Updates core data tables with 2021 results.
- Provides 2021 highlights.
- Shares our progress against our 2021 targets.

At Primo Water, our purpose is to “Inspire Healthier Lives, With Water Your Way.” To achieve our purpose, our vision guides our decisions and future investments to help differentiate us from our competitors. We aim to become the leading brand in the pure-play water category with a unique portfolio of sustainable drinking water solutions. To achieve this vision, we have aligned around a common set of global strategic pillars, including leadership in ESG.

Our ESG journey allows us to advance healthier lives, healthier communities, and a healthier planet, as illustrated by our actions in 2021, which included:

- Achieving Carbon Neutral Certification in 2021 via the CarbonNeutral Protocol, while advancing clean drinking water infrastructure in vulnerable communities.
- Achieving all stated DEI targets.
- Replacing over 9,000 MWh with Energy Certificate Attributes, powering our European operations with 100% certified renewable energy certificates.
- Announcing the strategic exit of the North America single use bottled water retail business that produced over 400 million HDPE plastic containers annually, equivalent to 50,000 mt of CO₂e¹.
- Engaging and donating over \$168,000 of products annually to communities facing natural disasters or other forms of crisis.
- Reducing our global GHG emissions by 20% over 2020.
- Improving our in-plant water efficiency.

We intend to provide a full report covering 2022 data in accordance with GRI and SASB standards in 2023.

¹ Fossil-based HDPE plastic production emits ~2.6kg CO₂e per 1kg HDPE produced <https://www.epa.gov/servebusiness/purl/1797915>; total estimated kg of HDPE annually ~22million based on individual weight of empty HDPE container multiplied by estimated annual units produced



PRIMO WATER AT A GLANCE

Primo Water At A Glance

WHERE WE OPERATE



21

COUNTRIES

~2.5M

CUSTOMERS

~9,200

EMPLOYEES

62

PRODUCTION
FACILITIES

~1B

LARGE FORMAT ANNUAL
GALLONS OF WATER

REFLECTIVE OF 2021

Primo Water is a leading pure-play water solutions provider in North America and Europe and generates approximately \$2.2 billion in annual revenue.

Primo Water operates largely under a recurring revenue model in the large format water category (defined as 3 gallons or greater). This business strategy is commonly referred to as “razor-razorblade” because the initial sale of a Primo Water dispenser creates a base of users who frequently purchase complementary consumable products. The razor in Primo Water’s revenue model is its industry leading line-up of innovative water dispensers, which are sold through approximately 10,000 retail locations and via ecommerce at various price points. The water dispensers help increase household and business penetration which drives recurring purchases of Primo Water’s razorblade offering or water solutions. Primo Water’s razorblade offering is comprised of Water Direct, Water Exchange, and Water Refill. Through its Water Direct business, Primo Water delivers sustainable hydration solutions across its 21-country footprint direct to approximately 2.2 million customers, whether at home or to businesses. Through its Water Exchange business, customers visit retail locations and purchase a pre-filled bottle of water. Once consumed, empty bottles are exchanged at our recycling center displays, which provide a ticket that offers a discount toward the purchase of a new bottle. Water Exchange is available in approximately 17,500 retail locations. Through its Water Refill business, customers refill empty bottles at approximately 23,500 self-service refill drinking water machines. Primo Water also offers water filtration units across its 21-country footprint².

² Description from 2022 10K Disclosure.

What We Offer



~10,000

DISPENSER RETAIL LOCATIONS

We are the #1 North American Market Leader. Our water dispensers connect Primo Water’s sustainable drinking water solutions to consumers.



~2,200,000

WATER DIRECT CUSTOMERS

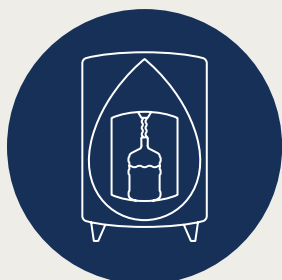
We are the #1 North American Market Leader. We deliver our products directly to our customers’ doors, whether at home or to commercial businesses, across our 21 countries.



~17,500

WATER EXCHANGE LOCATIONS

We are the #1 North American Market Leader. Our pre-filled and reusable 5-gallon water bottles are found at retail locations. Bottles are cleaned and filled in a contaminant-free environment.



~23,500

WATER REFILL LOCATIONS

We are the #1 North American Market Leader. Our self-service refill water stations are located at various retail locators and offer filtered water to customers.



~220,000

FILTRATION CUSTOMERS

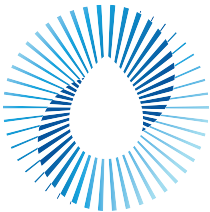
Our water filtration solution is the most sustainable drinking water solution in our portfolio.



~10,100

THE MOUNTAIN VALLEY SPRING WATER

The #1 brand in the Natural Food Channels with ~10,100 U.S. retail locations.



PRIMO
WATER™



PUREFLO®



PRIMO WATER HIGHLIGHTS

2021 Highlights

Breathing life into purpose! Inspiring healthier lives, healthier communities, and a healthier planet.



We demonstrated our commitment to our purpose by advancing access to safely managed drinking water in Guatemala and Africa. **Two billion** people lack access to safely managed drinking water³. **Over half** of the rural population of Guatemala do not have access to water that is free from fecal or chemical contamination⁴. In 2021 we were intentional to assure our verified offset projects included advancement of clean safe drinking water in vulnerable communities.

CLEAN WATER AND COOKING - GUATEMALA⁵

Water-borne disease has been identified as a national priority in Guatemala given the high incidence of diarrhoeal disease and chronic malnutrition.

This project, which was the first Gold Standard water treatment or cookstove project in the country, distributes water filters and stoves that enable access to clean water and improve cooking conditions by increasing fuel efficiency and reducing harmful indoor air pollution.

Improved stove design means less fuel is required for cooking and filters eliminate the need to boil water for drinking; both alleviating the pressure on national forests.



IMPROVED WATER INFRASTRUCTURE - AFRICA⁶

This Gold Standard project, based primarily in Uganda, Malawi, Rwanda and Eritrea provides clean drinking water to small rural communities by repairing and drilling new boreholes.

Boreholes can be used as water wells by installing a vertical pipe casing and well screen, which allows water to be extracted from the ground, even during dry seasons.

By providing clean water, communities no longer need to purify water through boiling. This alleviates pressure on local forests – the predominant source of firewood – and reduces greenhouse gas (GHG) emissions.



Our exit from the single use bottled water retail business in North America allows us to remove approximately **400,000,000** single use plastic retail bottles annually from our Supply Chain, which is equivalent to **50,000 mt CO₂e⁷** AND eliminates over **17,000 mt⁸** of plastic waste.

Our remaining businesses, Water Delivery, Exchange, Refill and Filtration, allow us to focus on **reuse** and **reduction** of emissions and waste. Key features of these businesses include:

- Approximately 1 billion gallons of drinking water distributed in a reusable solution.
- One 5-gallon reusable bottle can replace approximately 1500⁹ single-use water bottles or 24 pounds¹⁰ of plastic.

We are embedding ESG in our core business decisions, including continued investment in a lower carbon fleet alternative, plant energy efficiency projects, and advancement of renewable energy infrastructure to generate cleaner energy, reducing our absolute carbon emissions.

- Our Water Direct business in North America increased the percentage of its trucks fueled by propane to 10% of its fleet. Propane trucks reduce CO₂ output by 13%¹¹ and nitric oxide output by 99%¹² when compared to diesel.
- We completed 7 energy efficiency projects that saved 845,000 kWh annually, avoiding nearly 600 mt of CO₂e¹³.
- We acquired Energy Attribute Certificates that replaced over 9,000 MWh with certified renewable energy offsets, achieving 100% renewable energy certification for our European operations

⁷ <https://www.osti.gov/biblio/1797915>

⁸ <https://www.wastedive.com/news/plastic-recycling-rates-low-better-data-collection-needed-PET-HDPE-TRP/635107/#:~:text=HDPE%20bottles%20and%20contain-ers%20have,recycling%20rate%2C%20APR%20data%20shows total estimated kg of HDPE annually ~22million based on individual weight of empty HDPE container multiplied by estimated annual units produced and accounting for current HDPE recycling rate>

⁹ Based on one 5-gallon bottle with a reuse of 40 times

¹⁰ Calculation based on 200-gallon consumption comparison between one 5-gallon bottle (1.6lb) reused 40x and its equivalent in 16.9 fl oz single-use bottles 1500+ (24lbs) = 24lbs - 1.6lbs = 22.4lbs (avg weight of one 5-gallon bottle 736g | avg weight of one single use bottle 775g)

¹¹ United States Department of Energy https://afdc.energy.gov/vehicles/propane_emissions.html

¹² Ibid

¹³ <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator#results>

³ https://www.cdc.gov/healthywater/global/wash_statistics.html#%3A~%3Atext%3D2%20billion%20people%20lack%20access%20Chave%20basic%20drink-

⁴ <https://openknowledge.worldbank.org/bitstream/handle/10986/29454/WI7026.pdf?sequence=7>

⁵ <https://www.climateimpact.com/global-projects/clean-water-and-cooking-guatemala/>

⁶ <https://www.climateimpact.com/global-projects/improved-water-infrastructure-africa>

We think global and act local. In North America, our local branches have donated over \$168,000 in product toward multiple relief efforts.

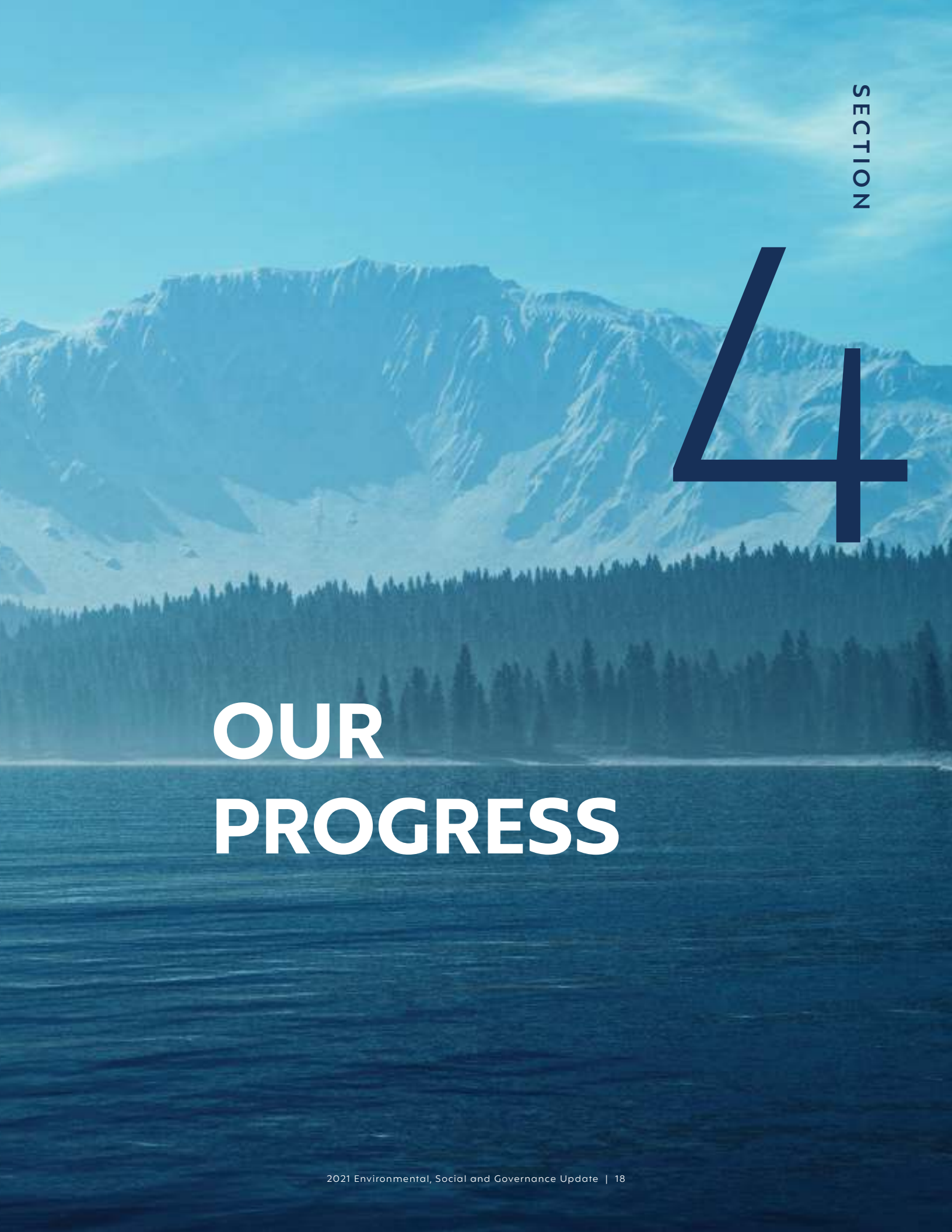
We are advancing Diversity, Equity, and Inclusion. In 2021 we met our initial DEI targets and continue to advance our DEI strategy.

- We established a DEI Committee to develop, implement and promote strategies and best practices around the adoption of our One Primo Way values, behaviors, and culture.
- We appointed Shayron Barnes-Selby as our first Chief Diversity & Inclusion Officer.
- Women now comprise 30% of our board of directors.

We are engaging our associates, listening, and acting.

- We executed our first global Voice of the Associate survey, achieving a 67% response rate.
- Our Executive Leadership Team enacted an action plan to address the top 3 associate concerns.
- We revamped our associate voluntary exit process to include exit surveys and interviews so that our HR Leadership Team gains feedback and insight into the root cause for associates who leave the company.





OUR PROGRESS

Climate Change

OUR APPROACH

Operating as a carbon-neutral company is our **focus** and **commitment**. It means both reducing our emissions and offsetting the balance.

We understand where our emissions are coming from: our fleet and related shipping activities, as well as manufacturing activities. We have analyzed our impact on climate change and identified the following topics as our priorities:

CARBON NEUTRALITY / ENERGY EFFICIENT PLANTS / LOW CARBON FLEET

TARGETS

Carbon neutral certified across Primo Water by 2021.



In 2021, Primo Water achieved CarbonNeutral® Company certification in accordance with The CarbonNeutral Protocol, the leading global framework for carbon neutrality.

Reduce GHG emissions in our distribution operations by 20% by 2030 compared to 2020 levels¹⁴.

Compared to 2020 baseline, **we reduced our GHG emissions 20%**.

¹⁴ Measured by gallons of product distributed.

Climate Change

POLICIES, ACTION PLANS AND INITIATIVES



We achieved our 2021 target for Primo Water Carbon Neutral Certification, offsetting over 315,000 mt CO₂e.

This certification involved third-party verified offset projects that advanced clean drinking water infrastructure in Africa and Guatemala, electric rail systems in India, and renewable energy projects across various countries. We seek projects that intersect with our commitment to inspire healthier lives, healthier communities, and a healthier planet.

We intend to continue to offset our GHG emissions and remain a carbon neutral company. Offsets continue to be a credible solution that enable us to do our part to accelerate the advancement of global decarbonization projects and infrastructure.

In addition to advancing verified decarbonization projects, we are committed to accelerating reduction of our absolute emissions.

In 2021, we achieved a 20% reduction in our CO₂e emissions. This was a result of our reduction efforts and improving our use of primary data in our calculations. Although both primary and secondary data are approved data sources under the Greenhouse Gas Protocol, primary data does not require conversion. Approved secondary data will often overestimate emissions calculations by default. Use of secondary data is common in the initial stages of annual GHG assessments.

Contributing factors to our emissions reduction:

- Beginning to exit from the single use bottled water retail business and resulting reductions in plant energy usage, transportation miles, and fuel usage.
- Implementation of energy efficiency projects across multiple locations.
- Strategic route optimization and consolidation caused by the impact of COVID.
- Continued transition from diesel to propane powered trucks.

Certified Carbon Neutral Company.

Absolute carbon emissions reduction of 20%.

ENERGY EFFICIENT PLANTS

In 2021 we continued investment in energy efficiency projects with a focus on LED lighting, completing an additional 7 projects that saved 845,000 kWh annually, avoiding nearly 600 mt of CO₂e. Since 2019, we have completed 24 projects saving over 14 million kWh annually, avoiding nearly 10,000 mt of CO₂e. We purchased Energy Attribute Certifications (EAC's) offsetting all our purchased energy (4,033 MWh) across our Europe operations with 100% renewable energy **totaling over 9000 MWh to-date**. We expect to see additional energy reductions from our investment in new bottling lines, with the first installation beginning in early 2023.

Saved over 845,000 kWh annually avoiding 600mt of CO₂e.

Replaced over 4,000 MWh with renewable energy.

LOW CARBON FLEET

We continued to make progress toward building a low-carbon fleet by adding 70 propane powered trucks to our Water Direct routes in 2021, increasing the percentage of trucks fueled by propane to 10% of our North American fleet. We have integrated propane truck preference into our standard annual fleet replacement strategy.

We continue to follow technology advancements, availability, and cost of Electric Vehicles (EV) to determine fit for purpose and optimal deployment locations and timing. In addition, our fleet team researches and conducts actual on-road testing of multiple technologies, including the use of alternative fuels beyond propane. Technology advancement, proven on-road experience, maintenance efficiencies, supporting infrastructure, government regulations, economics, and supply will be paramount in adoption of other technologies.

Over 10% of of our North American delivery fleet powered by cleaner fuel.

Climate Change

PERFORMANCE

2020 marked the first year that we calculated and consolidated greenhouse gas emissions across all operations and serves as our baseline year as we continue to commit to carbon-neutral operations¹⁵.

We are proud to realize the positive impacts of our retail exit, energy efficiency projects, continued investment in a low carbon fleet, and continued integration of climate change impact into our business decisions.

We continue to work with our independent GHG assessor to increase our primary data coverage. In 2021 we increased primary data coverage 2-fold, preparing us to achieve assurance verification for our GHG emissions reporting.

KPI	2020	2021
Scope 1	164,905	113,822
Scope 2 (tCO2e)		
Location based total	45,315	50,618
Market based total	43,816	50,000
Scope 3 ¹⁵	110,553	89,650
Total GHG emissions (tCO2e)		
Location based	320,773	254,093
Market based	319,274	253,472

¹⁵ Scope 3 emission calculations include the following categories: upstream emissions from purchased electricity and fuels, transmission, and distribution (T&D) losses, third-party # transportation and storage of sold products, other waste, all transport by air, public transport, rented/leased vehicle and taxi, and homeworking.

Water Stewardship

OUR APPROACH



Our industry actively supports comprehensive science-based, multi-jurisdictional water use, water resiliency and groundwater management policies that treat all users equitably and provide for future needs of this important resource. We are improving our water stewardship practices with the target of having all our key-owned spring water production sites certified by Alliance for Water Stewardship (AWS) by 2025.

We have identified the following priority topics for our water stewardship strategy:

- Sustainable water sourcing
- AWS certification
- In-plant efficiencies

TARGETS

Reach full AWS certification of all key owned spring water production sites by 2025.

All USA based key owned springs certified as of 2021.

Improve water efficiency (liters withdrawn/liters produced) by 20% by 2030 compared to 2020 levels.

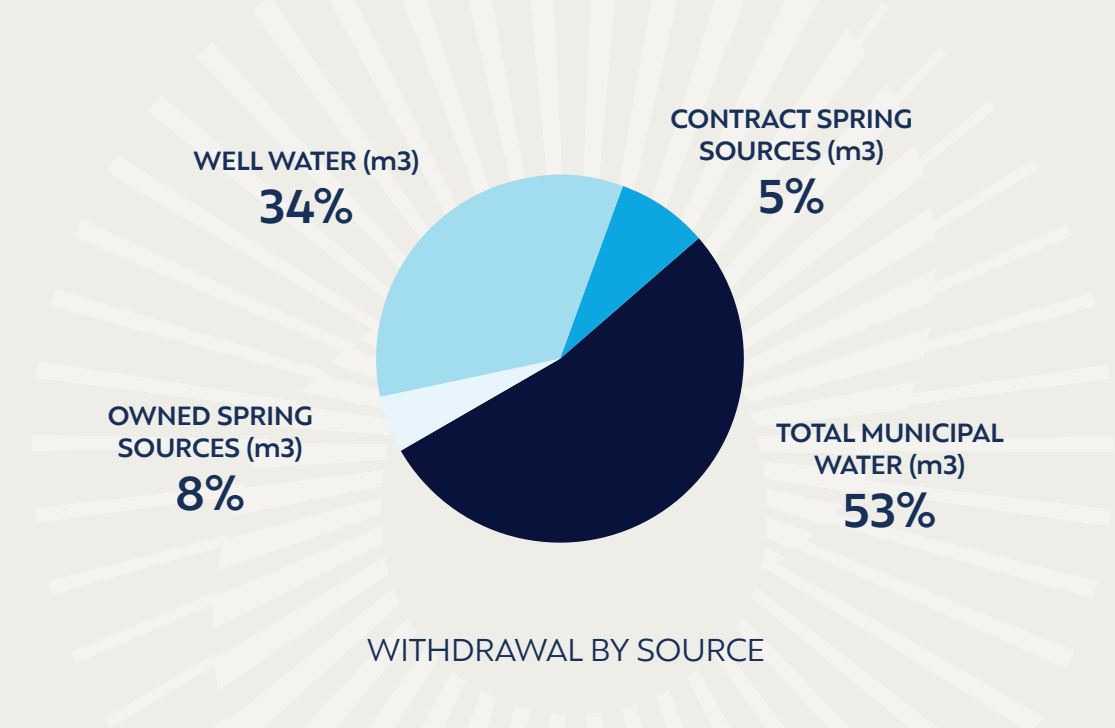
New bottling production line investments starting in 2023.

Water Stewardship

OUR APPROACH

Sustainable Water Sourcing

In 2021, we conducted our 2nd in-depth water study with Anthesis Group, which indicates that 42% of water withdrawals for our bottling plants came from renewable groundwater sources while the rest was withdrawn from third-party sources. The relative share of water withdrawal for our bottling plants, per type of water source is described in the pie chart below.



By diversifying water source, we can spread our withdrawal over multiple sources, managing our intake from any one source, thereby contributing to water conservation, and reducing business risk. This creates water resiliency which supports groundwater sustainability and business continuity. Some of our water sources are in areas with increased exposure to droughts and water scarcity, such as sites in California, Texas, and Arizona. Managing our exposure to water sources at risk of being under stress is of utmost importance to us. We therefore monitor drought conditions, and we continue to install remote water level and use telemetry monitoring equipment at spring sites and wells across North America to track trends associated with water levels, which allows for better decision making. Thanks to our redundant water capabilities, we can be flexible with our water intake and reduce consumption at a location when the stress level is higher.

We use less than 25% of the available volume from our permitted wells and springs.




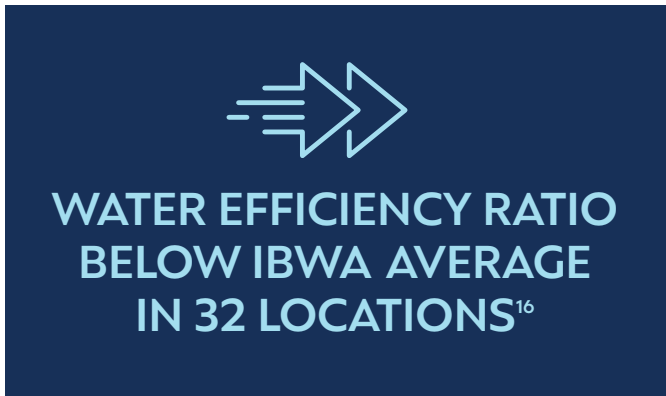
AWS Certification


In 2021 we completed AWS certifications for all key owned spring water sources in the United States. We continue to investigate optimal international standards for Europe.

Improvement in water efficiency is expected from planned investments in new bottling lines. We will begin to see results of our first installation in 2023.

Achieved AWS certification of all key owned spring sources in the US, which represents ~20% of our key owned spring water sources.







In-Plant Efficiencies

When treating and bottling water, not all water ends up in the bottle. For example, some water is used for bottle washing, while some water ends up as waste due to overfill and water loss. We are actively working to reduce wastewater and increase water use efficiency at our bottling plants. We are installing new bottling lines starting in late 2022. The bottle washing and filling process uses digital flow meters, controlling filling of every bottle; thereby allowing us to reduce the amount of wastewater generated compared to using gravity feed fillers.

In 2021, increased the number of sites achieving a water efficiency ratio below the IBWA average of 1.51 by 82%.

In addition, we have invested in new equipment to help reduce overfill when filling bottles and are investing in equipment that will enable us to implement a closed-loop bottle washing system (internal filtration treatment system).

¹⁶ Home and Office Delivery Water Efficiency Ratio https://bottledwater.org/wp-content/uploads/2020/12/IBWA-Report_14Nov2018-002AL121318.pdf

We continue to execute our water stewardship strategy. In 2021, we achieved AWS certification across 2 additional key owned springs. We currently have certified 4 key owned springs to the AWS certification.

Our water stewardship strategy includes key stakeholder engagement with added co-benefits to the environment. For example, in 2021 at our Wekiva spring source we worked with the Florida Forest Service, the Suwannee River Water Management District, and Private Natural Resource Consultants and Land Managers to develop a Forest Stewardship Management Plan for implementation in 2022 across 40 acres surrounding our Wekiva spring source in Morrison Levy County, Florida.

The below chart includes KPI's related to water stewardship.

KPI	2020	2021
Company-wide ¹⁷ Water Withdrawals (m3)	8,140,840	8,793,340
Bottling Plant ¹⁸ Water Withdrawals (m3)	4,864,763	4,981,150
Bottling Plant Water Efficiency (liters withdrawn/ liters produced)	1.52L/L	1.51L/L
Percent of bottling plant water ¹⁹ withdrawals located in areas facing high-risk	39%	32%
Number of AWS certified sites	2	4

¹⁷ Includes withdrawals related to waterstop (drive-up outside water refill kiosk) and refill machines acquired during 2020 that were not included in our previous report.

¹⁸ Bottling plants include physical bottling plant and all water sources for the bottling plant, plus any ancillary building to the bottling plant that uses the same water sources such as warehouses, offices, branch.

¹⁹ We revised the presentation of “% of withdrawals located in areas facing high-risk” to focus on withdrawals associated with our bottling plants, as opposed to company-wide operations, as our bottling plants generate the highest withdrawals. We believe it’s critical to stay focused in these areas to enable optimal impact from our water stewardship strategy. We plan to expand our reporting beyond bottling plants as our reporting processes and water stewardship programs mature. High or extremely high-water stress is based on the Aqueduct Water risk Atlas’ baseline water stress indicator.

Occupational Health & Safety

PERFORMANCE

In 2021 we continued to effectively manage COVID

The health and safety of our associates is our highest priority, and this is consistent with our operating philosophy. We have implemented crisis management teams at the enterprise level and in each of our businesses to ensure our operations are aligned with global health standards and that we continue to enable the ongoing safe manufacturing and distribution of our products, as well as the safety of our customers and associates throughout the COVID-19 pandemic and beyond.

As the COVID-19 pandemic evolved, we have taken multiple steps to prevent the potential spread of the virus, to equip our associates to provide an essential service in our communities, and to ensure the ongoing, safe manufacturing and delivery of our products:

- Adding work from home flexibility
- Increasing cleaning protocols across all locations
- Initiating regular communication regarding impacts of the COVID-19 pandemic, including health and safety protocols and procedures
- Implementing temperature screening of associates at our locations
- Providing personal protective equipment and cleaning supplies
- Modifying office work stations with plexiglass dividers
- Implementing protocols to address actual and suspected COVID-19 cases and potential exposure
- Suspending all domestic and international non-essential air travel for all associates

Our products and services were deemed essential and as a result, all our production sites continued operating during the COVID-19 pandemic. As such, we have invested in creating a physically safe work environment for our associates. Our frontline associates have gone above and beyond to perform an essential service for customers and communities during this global crisis, and our priority is to support them and keep them safe. That's why we are reinforcing the availability of "no contact" delivery with our customers, reminding them to communicate any updates to their delivery and if they leave their empty bottles outside, we will replace them accordingly. We are also encouraging associates to live our safety principles and stop unsafe work if there is an identified or perceived risk at any delivery location.

As we advance our One Primo Way standards, we will experience an upward trend in our rates due to improved accuracy of incident reporting. This is a common outcome for any company driving a culture of safety across operations.

Reporting accuracy is a challenge when integrating acquisitions, which is common in our business. We remain steadfast in embedding a culture of safety and will provide more program details in future reports.

KPI	2019	2020	2021
Total recordable injury frequency rate in North America ²⁰	6.9	6.3	6.7
Accident frequency rate in ROW ²¹	11.9	11.9	12.6

ROW = Rest of World

²⁰Metric indicates the total number of recordable injuries/accidents per 200,000 hours worked.

²¹Metric indicates the total number of lost time injuries per 1 million hours worked.

Diversity, Equity & Inclusion

GOVERNANCE

In 2021, we appointed Shayron Barnes-Selby as our first Chief Diversity & Inclusion Officer, reporting directly to the CEO, who is responsible for overseeing the implementation of the end-to-end diversity, equity and inclusion (DEI) framework and program across our global footprint. The Chief Diversity & Inclusion Officer leads our DEI Committee and partners with the executive leadership team to develop, implement and promote DEI strategies and best practices. The DEI Committee is a cross-functional working group of associates that meets on a regular basis and is tasked with developing and reviewing progress against our DEI commitments.



Diversity, Equity & Inclusion

OUR APPROACH

We are committed to a culture built on the value of respect and of an inclusive work culture.

In 2021, we announced our global Diversity, Equity and Inclusion multi-year strategy to support the integration of DEI factors across our company all the way through to the suppliers with whom we work. Our DEI strategy is centered around several key focus areas:

- **Measurement:** Further our DEI reporting and analytics capabilities to enable decision-making, planning, and accountability.
- **Infrastructure:** Ensure DEI lens is applied in everything we do, from talent selection to talent management, marketing representation, service design and board & panel selection.
- **Policies & benefits:** Align policies and benefits with our DEI philosophy.
- **Change management:** Increase awareness for DEI through targeted training programs and develop mechanisms for transparency and accountability at the organizational and individual level.
- **Community:** Create a sense of community in which we celebrate and empower diversity of thought and background through events and campaigns.

To support its roll out, we built a DEI Committee that meets weekly to discuss the projects and processes to be implemented.

TARGETS

30% women on the Board of Directors by 2021.

Deliver training initiatives to generate awareness of core DEI principles and to enable inclusivity through education by 2021.

Align policies and benefits with our DEI philosophy; ensure that benefit offerings reflect the diverse needs of the workforce by 2021.

Embed DEI methodologies across talent ecosystem by 2021.

Diversity, Equity & Inclusion

POLICIES, ACTION PLANS AND INITIATIVES

DEI PROJECTS

From our DEI Strategy several strategic initiatives have been identified that are essential to our DEI commitments. In the immediate term we have prioritized the following initiatives:

- **Policies:** We are reviewing and updating our policies, bringing a specific attention to non-discrimination, harassment, retaliation, workplace flexibilities, and civic responsibilities subjects to make sure they are properly covered and including any required information or sections.
- **Training:** We have engaged a third-party provider who specializes in Unconscious Bias training and work to configure training programs appropriate for Primo Water, globally. In addition, we are implementing mandatory DEI training for our leadership on a monthly schedule.
- **Associate engagement:** To increase associate engagement we work with a third-party provider to roll-out a bi-annual engagement survey through which we can gauge associate experience and identify areas that need to be addressed. In addition, we are implementing a schedule of listening sessions with associates which creates a safe place for sharing key concerns and enables remediation.
- **Other:** We have begun appreciation & celebration campaigns to feature DEI stories and successes and are in the process of evaluating and proposing potential rewards and recognition programs tied to DEI.

Human Capital Development

PERFORMANCE

TARGETS

- Develop and launch an associate engagement survey by 2021
- Completed first Voice of Associate Survey with 67% response rate
- Invest in leadership development programs impacting 70% of front-line and senior leaders to upskill in critical leadership competencies by 2025
- We launched the Leadership Academy Pilot in 2021 – targeting operations succession candidates
- Introduce formal exit interview process to identify root cause of associate turnover by 2022
- Process complete with every associate, except terminations. All receive an exit survey and an HR representative interview
- Monthly turnover metrics with top causes are provided to leadership



TOTAL NUMBER OF FULL TIME AND PART TIME EMPLOYEES				
Full time employees	8,884	9,082	8,539	8,867
Part time employees	36	60	44	35
EMPLOYEE TURNOVER RATE (%)				
Voluntary	23%	22%	16%	25%
Involuntary	10%	9%	21%	10%

Applies to US and Canada

In 2021, according to the U.S. Bureau of Labor Statistics, over 47 million Americans voluntarily quit their jobs, which is known as the Great Resignation period.

Community Engagement & Compliance




Disaster Support




Recognizing that water is a lifeline in the aftermath of natural disasters, we regularly assist communities facing serious health threats due to a lack of clean, sanitary drinking water when the public water supply is contaminated or unreliable. Similarly, during the 2020 coronavirus pandemic, we donated water to medical centers, first responders and children’s support homes, as well as supporting hospitality partners feeding frontline workers.

Over \$168,000 donated in response to disasters in 2021.



Appendix

 PILLARS	 PRIORITY	 TARGETS
Protecting our Planet	Climate Change	Carbon neutral certified across Primo Water by 2021.
		Reduce GHG Emissions per gallon of product by 20% by 2030.
	Water Stewardship	Reach full AWS Certification of all key owned spring water production sources by 2025.
		Improve water efficiency (liters withdrawn/liters produced) by 20% by 2030.
	Packaging & Waste Management	Achieve 50% rPET for single-use bottles globally by 2030.
		Achieve zero waste at 50% of our plants by 2030.
Serving our People & Community	Diversity, Equity & Inclusion	By 2021: <ul style="list-style-type: none">• Achieve 30% women representation on the Board• Deliver training initiatives to generate awareness of DEI principles• Align policies and benefits to our DEI strategy and embed DEI methodologies across the talent ecosystem
	Human Capital Development	Develop and launch Associate Engagement Survey by 2021.
		Introduce formal exit interview process to identify associate turnover by 2022.

 2021 UPDATE	 PROGRESS	 COMMENT
Carbon Neutral Certified per the CarbonNeutral Protocol.	Completed	Offset over 315,000 mt of CO2e globally.
Reduced our absolute CO2e emissions by 20% yoy.	On target	Only 2nd year of completing a third-party global GHG inventory. We will update our intentions for limited or reasonable assurance verification in future reports.
Completed certification of an additional 2 key owned springs, bringing total to 4.	On target	On-target and looking to expand to an enterprise level water stewardship verification program.
Completed our 2nd water assessment.	On target	New line installation starting in 2023
Exit from single-use retail will be completed in 2022.	On target	Remaining business with single-use retail on target to achieve 50% rPET by 2030.
Defined zero waste to equal 90% landfill diversion rate.	On target	Scoping will be complete in 2023 with the first set of plants achieving zero waste in 2024.
We are proud to announce all stated DEI targets were achieved in 2021.	Completed	We are not done and will continue to create a culture, where diversity of thought excels and our associates come to work everyday being themselves. We will provide updated DEI goals in our 2022 ESG Report.
Executed our first Voice of Associate Survey and achieved 67% response rate.	Completed	Executive Leadership Team enacted actions to address top 3 items.
Process complete with every associate, except terminations, sent exit survey as well as HR representative interview.	Completed	Monthly turnover analytics are provided to leadership.

Appendix

Forward-Looking Statements

Cautionary Note on Forward-Looking Statements: This report may include “forward-looking statements” within the meaning of the U.S. federal securities laws. Forward-looking statements are any statements other than statements of historical fact. Forward-looking statements represent our current views about possible future events. In making these statements, we rely upon assumptions and analysis based on our experience and perception of historical trends, current conditions and expected future developments, as well as other factors we consider appropriate under the circumstances. We believe these judgments are reasonable, but these statements are not guarantees of any future events or financial results, and our actual results may differ materially due to a variety of factors, many of which are described in our most recent Annual Report on Form 10-K and our other filings with the securities commissions. We caution readers not to place undue reliance on forward-looking statements. Forward-looking statements speak only as of the date they are made, and we undertake no obligation to update publicly or otherwise revise any forward-looking statements, whether as a result of new information, future events or other factors that affect the subject of these statements, except where we are expressly required to do so by law.



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