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# 2019 Message from the CEO

https://doerun.com/media/news/2019-letter-from-the-ceo/



Doe Run President and CEO Jerry Pyatt shares updates about the company, the global lead industry, our workforce and our communities in Southeast Missouri.

Welcome to our Sustainability Report. We are glad you are here. Each year, our sustainability team pulls environmental, social and economic data from across our organization to provide a snapshot of our efforts and accomplishments.

Our report is guided by the widely recognized practices of the Global Reporting Initiative. Reporting is important to The Doe Run Company (Doe Run) to help us meet our commitments to minimize our environmental impact, provide tangible benefits to employees and society, and generate economic contributions to our shareholders, communities and state. Reporting also provides us with an opportunity to identify where improvements can be made.

As we prepare this report, our local, national and global communities are fighting the COVID-19 pandemic. We are concerned for our employees, families, neighbors and society at large. We have taken, and will continue to take, the precautions recommended by the Centers for Disease Control

and Prevention, our state and county health departments, and local jurisdictions. We work in an industry where employee hygiene and personal protective equipment are a part of daily life, so we were better equipped to address the measures necessary to protect one another. We are also supporting those on the front lines of health care by providing protective gear where we are able.

Metal mining and recycling are considered essential industries because of their important role in supporting the manufacturing of critical products. This has enabled us to continue to operate during the pandemic. Even so, we are not immune to the economic impact of the virus, and are working during a period of significantly low metal prices. In June 2020, the extended period of low lead prices and decreased demand for our products related to COVID-19 economic impacts meant we had to reduce our workforce. We did so by offering voluntary early retirement incentives, postponing the filling of many open positions and, as a last resort, reducing our workforce by 33. These impacts will be reflected in the workforce summary in next year's report. Decisions like these are never easy, yet are made to help sustain our business for the long term. We believe these measures will be sufficient for the foreseeable future.

### **Contributing to Our Communities**

When we ask community members what matters to them, most tell us that the availability of good-paying jobs is of primary importance. As one of the largest employers in the area, we are working to provide good jobs in Southeast Missouri. In total, Doe Run provides \$112.3 million in payroll to over 1,100 Missouri employees, and supports a total of 3,480 direct, indirect and induced jobs. Doe Run also strives to buy locally. We prioritize working with local vendors, and spent over \$169 million with 665 Missouri vendors, representing 45% of our total spending last year. Our economic contribution to Missouri – at about \$1.1 billion – is approximately half of the total economic contribution of the entire lead battery industry in Missouri.

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### **Workforce Safety and Training**

We value our workforce and invest in their development so they can continue to grow with us. That includes opportunities to further their education with tuition reimbursement, leadership development and other job training programs.

We also prioritize the safety of our employees. Many of our operations reached major milestones in safety this year. The Sweetwater Mill crew achieved 23 years and the Sweetwater Surface group achieved 16 years without a lost-time accident. Brushy Creek Mill achieved 13 years and our subsidiary Fabricated Products Inc. (FPI) recently reached 20 years without a lost-time accident. This is a direct result of the focus we put on safety and safety preparedness. One way we prepare ourselves is through the efforts of Doe Run's mine rescue teams. These teams train eight hours per month to be ready for the unexpected. We're proud that each team took home top honors at regional competitions.

### **Mitigating Environmental Impacts**

We continue to work on reducing the impact of our operations on our shared environment. Our water treatment plants are significantly reducing the level of contaminants reaching Missouri streams. As a result of efforts over the last few years, many of the streams receiving water from Doe Run operations, including the West Fork of the Black River, are now meeting applicable sediment and water quality standards.

Separately, we reached an agreement with the Missouri Department of Natural Resources (MDNR) to resolve certain outstanding issues at our Resource Recycling facility. Over the past several years, the company has made significant investments to improve how we manage emissions and contain lead dust in our buildings. Unfortunately, some of our efforts were less successful than expected. Despite that, our air monitoring data shows that we have been below the level prescribed by the National Ambient Air Quality Standards (NAAQS) requirement for lead emissions since September 2016. Thus, beyond our property line, the air meets the national standard for all criteria pollutants. Many of the issues identified in our agreement have already been addressed, and we are on schedule to address remaining items. We are confident that the investments being made will allow us to meet our obligations for many years to come.

### **Maximizing Our Resources**

A recurring theme for all extractive industries is how to get more from our natural resources as efficiently as possible. We are presently in the process of installing VisioFrothTM technology to our zinc circuit flotation cells. This technology utilizes remote camera monitoring and digital analytics to evaluate bubble size, froth texture and color in the concentrator cells in order to enhance mineral recovery. The system communicates directly with mill control systems to enable faster response to conditions and improve mineral recovery.

Our previous **report** shared progress on the installation of a new ventilation shaft for our Fletcher Mine. The Big Bear vent shaft began operation in September 2019. This ventilation shaft is allowing for more rapid development to a significant mineral resource that supports the future of our Southeast Missouri mining operations.

### **Industry Outlook**

As stated earlier, the global pandemic, coupled with a period of low lead prices, is challenging for our industry. Despite this, long-term global trends in renewable energy storage, increased demand for back-up power in critical systems, and global population trends are all driving growth in the battery energy storage industry. In fact, last fall during the Climate Action Summit, 77 countries, 10 regions and over 100 cities committed to net zero carbon emissions by 2050. In order to be successful, our world will need to increase its reliance on batteries to store energy from wind and solar farms, and to power electric vehicles.

The current market for all energy storage batteries is expected to more than double by 2030. Most of that growth will come from hybridized lithium vehicles – nearly all of which use lead batteries for critical systems. Advanced lead batteries are poised to capture a portion of this market growth in several key areas, including start-stop electric vehicles for transportation purposes, and material handling. Today, start-stop technology using lead batteries is eliminating 4.5 million tons of greenhouse gas emissions annually in the U.S. In Europe, this technology has been adopted at an even higher rate.

To meet new performance demands for batteries, today's advanced lead batteries have an increased life span of 30% to 35% compared with those of 20 years ago; higher energy and power density in bipolar batteries has been achieved, and many are significantly lighter in weight. Lighter-weight batteries can conserve 20 to 30 gallons of gasoline per year for every driver. If each of the 275 million vehicles in the U.S. used start-stop technology, the U.S. could potentially save 5.5 billion to 8.25 billion gallons of gasoline annually.

In order to achieve carbon reduction goals, industrial battery growth for stationary applications must also grow exponentially. These batteries already provide back-up power for our most critical systems – telecommunications, big data and financial systems. Beyond providing back-up power, they have the potential to provide supplemental power during peak times of the day, and recharge during nonpeak periods. They also can harness and store renewable energy from wind and solar, releasing it when it is needed.

For these reasons and many more, we are confident that the hard-working, recyclable, safe and sustainable lead battery will play a major role in solving the energy challenges of the future. Doe Run is proud to be a critical part of this industry and a critical part of our Missouri economy and communities. We invite you to learn more about our company through our sustainability stories and data tables, and we welcome your feedback here.

Sincerely,

Jerry L. Pyatt

President and CEO

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# **Supporting Local Communities**

https://doerun.com/media/news/supporting-local-communities/



One of the ways we support our communities is by sponsoring local events, like the Salem Area Chamber of Commerce Rodeo, that provide fun activities for our families and neighbors.

The rolling hills of Southeast Missouri are a nature lover's paradise. Here, we enjoy hunting, fishing, floating or hiking, all close to home. Ensuring the vitality of this area is something we take seriously.

Doe Run supports its communities through company efforts, as well as volunteerism. Over the past 10 years, we have donated more than \$2 million to support education and charitable programs in our communities, including assistance to help employees further their education.

"Over the last several years, we've heard from many of our local school districts that they'd like to supplement their STEM (science, technology, engineering and math) curriculum," said Tammy Stankey, director of communications. "Supporting them aligns with our goals of strengthening educational opportunities in our region and preparing a future workforce. Despite the downturn in the metals market, over the past year, we have donated nearly \$33,000 to support STEM programs and scholarships for elementary through college-level students."

#### Our 2019 education donations included:

- **Sponsoring STEM curriculum** for Valley R-VI High School in Caledonia. This marks the third year that Doe Run has supported the Project Lead The Way curriculum program. During that three-year period, 242 students in grades 7-12 participated in the program.
- Purchasing lab materials, teacher training and robotics equipment for Bunker Elementary.
- Supplying STEM materials to North Wood R-VI in Salem, so students in grades 5-8 can conduct scientific investigations, analyze data, and use mathematics and computational thinking.
- **Funding a STEM grant** for Viburnum junior high and high school, including curriculum, lab equipment and after-school robotics activities.
- Providing two full scholarships to Missouri University of Science and Technology (Missouri S&T) 2019 Summer Explosives Camp, where high school juniors and seniors gain hands-on experience with the safe handling and setting off of the types of explosives used in industries, like mining.
- **Sponsoring college scholarships** for students attending Missouri S&T, Southwest Baptist University Salem Campus and Minerals Area College.

Doe Run also invests in our communities by buying local. In 2019, we spent \$169 million with 665 Missouri businesses.

When it comes to our support of local schools, we sometimes receive questions about Doe Run's property tax appeals with Reynolds and Iron counties. Our objectives for the tax appeal in Reynolds County were to determine through the Missouri State Tax Commission the correct methodology to compute our real property taxes, and to then utilize that methodology to arrive at a proper and fair determination of Doe Run's real property tax obligations.

The Commission's findings and following opinion from the Missouri Court of Appeals essentially confirmed we had been overpaying our real property taxes. When we overpay for something over a period time, this impacts our ability to reinvest in our business. By being good stewards of both our physical and financial assets, we can work to extend the life of our mines in the Viburnum Trend and their economic contributions to local communities for as long as possible. We are working through a similar process with Iron County to ensure consistent application of the taxation methodology.

### **Sustaining Our Vibrant Communities**

Each year, Doe Run hosts events that celebrate more than 300 years of mining history in our region. During Old Miners' Days in Viburnum, visitors can see what modern-day mining equipment looks like above ground and take a free tour of one of our underground mines. Throughout the weekend, guests enjoy live music, a car show, food and craft booths, and children's rides and activities. More than 100 employees volunteer at the weekend-long event. We've also co-hosted the annual Fall Rocks event held at Missouri Mines State Historic Site in Park Hills for 15 years. Here, families participate in interactive events for all ages that celebrate the importance of minerals in our everyday lives.

Doe Run also sponsors other events, such as the Salem Area Chamber of Commerce Rodeo and roadside clean-up activities, to support a fun and vibrant community in which to live and work.



Doe Run co-hosts Fall Rocks, a free family-friendly event that teaches children about Missouri's natural resources and supports STEM education in Southeast Missouri.

Our employees give back in their own communities by volunteering, as well as through donations, such as school supplies, clothing, food and hygiene items to support local school districts' Backpack Buddies programs. These supplies are given to elementary school students in Bunker, Steelville, Viburnum, Lesterville and Salem. Employees also donate thousands of cans of food and non-perishable items to the A Plus CDS in Salem, Mission Food Pantry in Bunker and Disabled Citizens Alliance for Independence (DCAI) in Viburnum.

# Missouri's \$2.5B Lead Battery Industry

https://doerun.com/media/news/missouris-2-5-billion-lead-battery-industry/



Doe Run accounts for almost half of the lead battery industry's economic contributions in Missouri. In addition to providing good-paying jobs and tax dollars, this thriving industry creates products that contribute to a greener, more environmentally sustainable future.

Missouri is home to one of the most productive lead mining districts in the world. So, it comes as no surprise that Missouri is second in the nation for the economic contribution of the lead battery industry.

In fact, the lead battery industry provides Missouri with a \$2.5 billion annual economic impact. Nearly half of that, \$1.2 billion, is contributed by The Doe Run Company. This is just one of many findings from the study, "Economic Contributions of the Missouri Lead Battery Industry," prepared by EDR Group.

Lead batteries account for more than 70% of the global battery market. The market for all batteries is projected to grow from about \$104 billion to \$220 billion by 2030. Lead batteries play a critical role in a greener, more environmentally sustainable economy by supporting greater electrification of vehicles, storing renewable energy and being the most recycled consumer product in the world. Globally, lead batteries power over 1 billion cars, including electric and hybrid models, and 70% of global rechargeable energy storage needs are met by this technology. [1]

#### In Missouri, the lead battery industry provides:

- \$2.5 billion annual economic impact
- \$257 million annually in payroll
- 3,200 direct jobs
- 2,350 supplier/indirect jobs
- 2,590 jobs supported through workforce spending
- \$527.3 million in labor income

#### As the largest economic contributor to the Missouri lead battery industry, Doe Run provides:

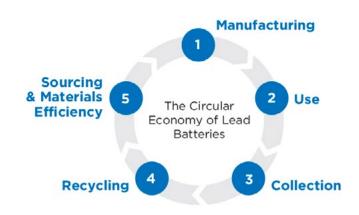
- \$1.2 billion total economic impact
- \$112.3 million annually in payroll
- 1,160 direct jobs
- 1,110 supplier/indirect jobs
- 1,210 jobs supported through workforce spending
- \$240.4 million in labor income

"We have a strong history of providing jobs in Missouri," said Jerry Pyatt, Doe Run president and CEO. "We continue to invest in innovation for our operations, so we can sustain our business for the long term – providing quality products to our customers and enduring benefits for our employees and neighboring communities."

### **Leading the Way with a Circular Economy**

From mining and milling lead concentrates to lead battery recycling, Doe Run plays an important role in the circular economy of lead batteries.

In addition to Doe Run, other major employers, like EnerSys and Clarios, have operations in Missouri. These combined operations represent mining, manufacturing, use, collection, recycling and material sourcing – each a critical step of a successful circular economy model. In the U.S., only 16% of all businesses have moved to a circular economy. With its 99% recycling rate and cradle-to-cradle manufacturing process, the lead battery industry is leading the way.



From mining and milling lead concentrates to lead battery recycling, Doe Run plays an important role in the circular economy of lead batteries.

Each year, 129 million lead batteries are recycled in the U.S. The lead metal and plastic recovered through the recycling process are re-used to manufacture new batteries. In fact, about 80% of a new lead battery is comprised of recycled material.

Missouri's lead batteries are contributing to global industries. Lead batteries support transportation, wireless communication and data storage. They are also critical in providing energy storage solutions for growing renewable energy and grid storage applications. By 2035, nearly half of global total electricity capacity is projected to come from renewable energy sources, like solar and wind. Read more about the future of energy storage <a href="here">here</a>.

The Missouri study was a subset of the *Economic Contribution of the U.S. Lead Battery Industry*, prepared by the Economic Development Research Group at the request of **Essential Energy Everyday** and **Battery Council International** (BCI). Read more about the full study and methodology here.

[1] "Renewable Energy Storage," July 9, 2018, Essential Energy Everyday

# **Living Our Safety Values**

https://doerun.com/media/news/living-our-safety-values/



At Doe Run, we live our safety values by starting every work shift or meeting by sharing tips for staying safe, both at work and home.

Doe Run's first value is safety – protecting one another. We hold each other accountable to work safely every day, and milestones at several of our facilities are a testament to our safety culture.

"At Doe Run, safety is more than a priority – it's a value," said Ryan Seelke, safety manager at our Southeast Missouri Mining and Milling Division (SEMO). "Priorities can change, but values are consistent. That's why we hold frequent safety trainings, as well as find opportunities to talk about safety every day on the job. We watch out for each other, so every one of us can return home safely to our families each day."

### **Evolving Our Safety Training**

Companywide, our employees completed approximately 15,000 hours of environmental, health and safety training in 2019. We also begin every shift discussing safety, and employees complete safety refresher training aligned with the Mine Safety and Health Administration (MSHA). Previously held once a year, we have revamped the training so it now will take place monthly, allowing us to dive deeper into specific topics.

Doe Run also is piloting changes to SEMO's task training program. Task training is a program consistent with MSHA that trains employees in very specific job tasks, such as the use of a new piece of equipment. In the revised program, employees will be able to move at their own pace when learning. The goal is to ensure employees not only demonstrate competency, but also feel completely confident before using equipment, such as front-end loaders and haul trucks.

### **Learning From Near-Misses**

Another way we keep each other safe is by identifying near-misses – situations that could have resulted in an accident, but didn't. A new program at SEMO incentivizes employees to report near-misses, so we can all learn from them.

"Identifying near-misses is important because they give us a chance to fix conditions or provide more training before an incident occurs. We want to create a culture where employees are actively looking for safety hazards before they become an issue and feel comfortable raising these issues."

- Ryan Seelke, safety manager at SEMO

Employees submitted more than 30 near-miss examples in 2019, and were entered in a quarterly drawing for a cash prize. One employee, a front-end loader operator, won the grand prize of \$1,000 for submitting the most impactful near-miss of the year.

The winning submission addressed how to safely locate, remove and store broken steel drill-rods to prevent them from becoming mixed in with ore piles.

Despite our ongoing commitment to safety improvement, like any workplace, accidents can happen. As previously reported, we experienced a tragic fatality at our Resource Recycling facility in March 2019. We worked with OSHA to fully investigate the incident and continue to work to maintain a safe work environment.

### **Safety Accomplishments**

Our continued focus on safety helped several of our operations achieve safety milestones. The following facilities achieved significant milestones with no lost-time accidents as of early 2020:

- 23 years at Sweetwater Mill
- 20 years at the Seafab Metals facility of Fabricated Products Inc. (FPI), a wholly owned subsidiary of Doe Run
- 16 years aboveground at Sweetwater Mine
- 14 years at the SEMO Port, the Missouri river port where Doe Run ships our metal concentrates
- 13 years at Brushy Creek Mill

Our mine rescue teams continued to earn top honors at regional mine rescue contests. The Gray team earned overall contest champion at the Northern Regional Mine Rescue Contest, and the Maroon team was named overall contest champion at the Southwest Regional. The Maroon team also won first place for the team technician competition at the Missouri Regional Mine Rescue Contest in Rolla, while our Gray team took home first place in first aid.

"Many of the members of the Gray team were new this year, so we're particularly proud that they're already operating so well as a team to win a regional contest," said Ryan. "It's a testament to how our more experienced team members are invested in training the next generation of mine rescuers, and how newer members are quickly applying new skills."

In addition, we are proud that Charlie Walker, development miner at Brushy Creek Mine and new captain of the Gray team, was inducted into the Missouri Mine Rescue Hall of Fame in 2019.

# **Restoring Former Sites**

https://doerun.com/media/news/restoring-former-sites/



At a former mine site in Montana, Doe Run moved a channel of Galena Creek to keep it from coming into contact with the closed mine. Today, the channel is flourishing with new foliage and improved water quality.

As a natural resources company, repurposing former smelter sites and restoring former mine sites is a part of our daily responsibility. In partnership with government agencies and local businesses, we're restoring land that once played a key role in our country's rich mining history, returning it to nature or creating new uses that can benefit our neighbors for years to come.

### Remediating a Legacy Site in Montana

Over the last several years, Doe Run has worked to restore the Block P site, a former mine that was once operated for a short time by our predecessor. We have worked alongside the Environmental Protection Agency (EPA), and consulted with other mining companies that operated there to restore this federal Superfund site to a more natural habitat.

Similar to many historic sites, Block P has an extensive history. Mining in this area took place from the 1880s through the 1980s. Doe Run's predecessor stopped mining there prior to 1943, sold the site in 1944 to local individuals and departed the region. About 10 years later, government road builders channeled the Galena Creek closer to the mine.

In the following years, mine water began seeping into the creek, affecting water quality.

"Our goal was to restore the creek to its original channel, safely away from the mine,



Before moving the channel, Galena Creek was located too close to the mine, and mine-influenced water was seeping into the channel.

to prevent mine-influenced water from impacting the creek in the future," said Chris Neaville, asset development director for Doe Run. "Our remediation crews successfully moved the channel, and also restored the surrounding soil and foliage. Today, plants are growing and thriving along the banks of the creek."

In addition, this past year we plugged areas of the mine that allowed surface water runoff to seep into the mine. Those plugs were grouted and then covered with clay before re-contouring the hillside and vegetating the area. By preventing acidic mine water from seeping into the creek, the stream's water quality has improved tremendously, supporting an abundance of flora and fauna.

Next year, we hope to receive final approval from the EPA to plug an access tunnel on the hillside in order to prevent further water seepage.

### Repurposing Land in Herculaneum

Doe Run continues to prepare our Herculaneum property for other uses. In 2019, we prepared a property for sale by remediating and grading it for the Dunklin R-V School District. The district's plans for the purchased property include construction of a transportation center, which will consist of bus parking and a maintenance building.

More families are moving to the area, and the Dunklin R-V School District needed to expand its current facilities. One of these schools located in the district, Pevely Elementary, needed more student classrooms, but had no room to expand the building – unless they moved the district's bus parking and maintenance facility to a new location.



Part of Doe Run's Herculaneum property was remediated to provide a bus parking lot and maintenance building for the local school district.

By acquiring five acres of Doe Run property, the school district is able to relocate their transportation operations to Herculaneum. This frees up space for Pevely Elementary to add more classrooms to their campus.

"Our goal is to repurpose the Herculaneum site to better serve the community, and we're excited to see how relocating the school district's transportation center is supporting growth in the area," said Chris.

Learn more about how we invest in our shared communities and the education of local students.

Also located in Herculaneum, the Riverview Commerce Park LLC (RCP) port continues to flourish. The port, situated on 18 acres of riverfront property once owned by Doe Run, was a key project for bringing economic opportunities to Herculaneum. Over the past several years, the port has grown, transporting fracking sand, grain and scrap material for several customers.

In addition, this year we completed demolition of many of the smelter facilities and other nearby buildings. The casting and alloying facility remains to serve our battery customers. We also continued remediation of soil near the site and covered the slag storage area.

### **Ongoing Remediation Efforts**

Doe Run continued work with the ASARCO Trust Remediation Program and the state of Missouri to remediate soil around another former smelter located in Glover, Missouri. This included covering a slag storage area with native vegetation, and starting additional sediment removal from a nearby creek. We also continued to participate in the U.S. EPA-driven remediation of lead-contaminated soil in residential yards in St. Francois County.

# **Developing Our People**

https://doerun.com/media/news/developing-our-people/



Doe Run employees participate in a number of trainings that keep their skills fresh and prepare them for advanced career roles, such as the new Leadership Bootcamp program.

Our people are our most important resource. By investing in their development, we are able to prepare for Doe Run's future. Over the last couple of years, we've put an expanded focus on developing and rolling out new training initiatives to help our employees grow in their careers.

"Mining is facing a workforce shift as a large group of employees prepare to retire. To fill that gap, we are hiring employees who are new to Doe Run and, in some cases, the industry," said Dianne Whitaker, human resources director. "As we replace employees with decades of experience, we're considering how we can train to fill knowledge and skills gaps, as well as develop leadership capabilities."

One way Doe Run is doing this is through the Leadership Bootcamp development program. Informed by employee focus groups, the program was designed to better prepare supervisors and managers for their roles. Our bootcamp consists of three four-hour sessions:

- Our Business: Aligning around our mission, values, goals and objectives.
- Our People: Building skills to improve communication, coach and develop employees.
- Our Compliance: Understanding company policies related to safety, inclusivity, antiharassment, employment practices and wages, and more.

Several Doe Run executives and site leaders, as well as the HR, safety and environmental teams, have teamed up to lead these training sessions. Participants are given homework to help put their learning into practice. In its first year, more than 350 supervisors, managers and emerging leaders across our operations participated in Leadership Bootcamp. Now, all new employees in these positions begin bootcamp within their first 90 days at Doe Run.

"Participants report feeling more confident in their roles and have a better understanding of our policies and strategic decisions," said Dianne. "Most also reported saving at least two hours per week because they have the tools they need to do their jobs better. More importantly, we're seeing the impact trickle down to other employees. Supervisors are improving coaching techniques to help employees be successful today and develop skills for the future."

In the coming years, Doe Run will develop advanced levels of leadership training to further enhance employees' skills and prepare them for senior level leadership opportunities.

### **Addressing Skills Gaps**

In addition to leadership training, Doe Run offers employees other ways to grow. For example, we often give current employees the opportunity to move to other departments, which helps them to expand their experience and grow in their careers. We're also focusing more on hiring people with strong potential, and then training them for specific jobs.

"Many of our jobs require technical skills and industry knowledge. In some cases, there simply aren't candidates with the right combination of both to support our needs," said Dianne. "If we can't find those skills, then we must teach them, starting with our own team members, and then hire people who show great aptitude combined with a willingness to learn."

One example of how we do this is through a new standardized electrician training program. The three-level program was designed internally through a collaboration across our division and learning experts. The goal of the program is to build employee skills in electrical troubleshooting and problem-solving by providing on-the-job technical training and educational curriculum developed by a third-party provider. As a part of the training, electrical engineers dedicate time to mentoring trainees. Four new electricians participated in the pilot version of this program in 2019, and we hope to train more electricians in the coming years.

## **Performance Data**

https://doerun.com/sustainability/performance-data/

#### Social

### **Health and Safety Performance**

#### 403-1 (LA6) Occupational Safety and Health

#### **Employee Blood-Lead Average**

The adjusted Occupational Health and Safety Administration's (OSHA) standard for medical reassignment of an employee is 53 micrograms of lead per deciliter of whole blood (" $\mu$ g/dL"). Doe Run sets its maximum limit at 30  $\mu$ g/dL. If any employee has a blood-lead average that reaches 30  $\mu$ g/dL, they are temporarily reassigned to other work.

(in μg/dL)	2015	2016	2017
Southeast Missouri Mining and Milling Division (SEMO), including remediation and demonstration plant	9.67	8.28	8.10
Metals Division (Resource Recycling, Herculaneum, Glover)(2)	15.01	14.83	13.35
Corporate Headquarters <sup>(3)</sup>	N/A	N/A	N/A
Fabricated Products Inc. (FPI)	7.40	7.80	7.10
Average	11.02	10.20	9.59

#### **Employee Blood-Lead Data**

Doe Run monitors and reports the number of employees with a blood-lead average greater than 19  $\mu$ g/dL in the calendar year. The adjusted OSHA standard for medical reassignment of an employee is 53  $\mu$ g/dL.<sup>(1)</sup> Doe Run sets its maximum limit at 30  $\mu$ g/dL.

(# of employees with blood-lead levels >19 ug/dL)	2015	2016	2017
SEMO	38	23	5 <sup>(4)</sup>
Metals Division (Resource Recycling, Herculaneum, Glover)(2)	148	134	26 <sup>(4)</sup>
Corporate Headquarters <sup>(3)</sup>	N/A	N/A	N/A
FPI	2	2	1
Total	188	159	<b>32</b> <sup>(4)</sup>

#### **Total Lost-Time Accidents**

According to OSHA, lost time is defined as a nonfatal traumatic injury that causes any loss of time from work beyond the day or shift it occurred, or a nonfatal nontraumatic illness/disease that causes disability at any time.

According to the Mine Safety and Health Administration (MSHA), lost time is defined as days which the employee would have worked but could not because of an occupational injury or an occupational illness.

(number of employees)	2015	2016	2017
SEMO (includes Glover)	3	7	3
Metals Division (Resource Recycling, Herculaneum)	7	6	4
Corporate Headquarters	0	0	0
FPI	0	0	0
Total number of work-related fatalities, companywide	1	0	0
Total	11	13	7

#### **Total OSHA Recordables and MSHA Reportables**

Total OSHA recordables and MSHA reportables are incidents that require lost time, restricted duty, prescription medication, involve broken bones or stitches, involve imbedded matter in the eye, or burns of a defined size and severity.

(number of incidents)	2017	2018	2019
SEMO (includes remediation and demonstration plant, and in 2017 and 2018 includes Glover )	21	23	21
Metals Division (Resource Recycling, Herculaneum, Glover 2019)	29	21	32
Corporate Headquarters	0	0	0
FPI	0	1	0
Total	50	45	53

#### **Total Case Incident Rate (TCIR)**

TCIR is the number of OSHA recordable and MSHA reportable incidents per 200,000 personnel hours worked. OSHA recordables and MSHA reportables are incidents that require lost time, restricted duty, prescription medication, involve broken bones or stitches, involve imbedded matter in the eye, or burns of a defined size and severity.

(TCIR rate)	2017	2018	2019
SEMO (includes Glover 2017 and 2018)	3.0	3.2	3.4
Metals Division (Resource Recycling, Herculaneum, Glover in 2019)	11.3	5.7	6.6
Corporate Headquarters	0.0	0.0	0.0
FPI	0.0	2.4	0.0
Total Company	4.2	3.8	4.8

- (1) The OSHA General Industry Lead Standard is written in units of μg of Pb/100g of whole blood. Doe Run reports their blood lead values in μg of Pb/dL of whole blood, and all values in this report are presented as μg/dL. The conversion used is 1 μg/100g = 1.05 μg/dL.
- (2) 2019 data represents only mandated testing, due to a change in providers.
- (3) Glover is included in the Metals Division for blood-lead data only due to the nature of their work.
- (4) Employees at corporate headquarters are not required to be tested.
- (5) Due to an analytical testing issue at an outside lab, FPI blood-lead data is reported as of July 31, 2018. All other 2018 blood-lead data is representative of the full calendar year.
- (6) Significant reductions in blood-lead levels >19 resulted from continued focus on employee hygiene and housekeeping procedures, and equipment changes at Resource Recycling and SEMO.

### **Workforce Summary**

#### **G4-10 (102-8) Number of Employees by Division** (Calendar Year)

(number of employees) <sup>(1)</sup>	2017	2018	2019
Southeast Missouri Mining and Milling Division (SEMO)	705	727	724
Metals Division (Resource Recycling, Herculaneum)	322	329	324
Corporate Headquarters	142	150	135
Fabricated Products Inc. (FPI)	40	39	38
Total Number of Employees <sup>(1)</sup>	1.209	1.245	1.221

#### **2019 Male and Female Employees by Division** (Calendar Year)

	2017	2017	2018	2018	2019	2019
(number of employees)	Male	Female	Male	Female	Male	Female
SEMO	656	49	671	56	670	55
Metals Division	301	21	306	23	307	23
Corporate Headquarters	87	55	98	52	96	53
FPI	34	6	34	5	34	5
Total Number of Employees <sup>(2)</sup>	1,078	131	1,109	136	1,107	136

#### **Number of Employees by Employment Type** (Calendar Year)

(number of positions)	2017	2018	2019
Permanent Hourly Positions	854	871	850
Permanent Salary Positions	351	367	371
Temporary Positions	0	4	0
Contracted Positions	4	3	0
Total Number of Employees <sup>(1)</sup>	1,209	1,245	1,221

#### **2019 Male and Female Employees by Employment Type** (Calendar Year)

	2017	2017	2018	2018	2019	2019
(number of employees)	Male	Female	Male	Female	Male	Female
Permanent Hourly Positions	832	22	850	21	848	21
Permanent Salary Positions	242	109	254	113	257	114
Temporary Positions	0	0	2	2	2	1
Contracted Positions	4	0	3	0	0	0
Total Number of Employees <sup>(2)</sup>	1,078	131	1,109	136	1,107	136

<sup>(1)</sup> Employee counts for G4-10 include all categories of employees as of January 1, 2020.

<sup>(2)</sup> Male and female employee counts are representative of all those employed full-time by Doe Run during 2019, and may not match the total number of employees at year-end.

#### LA1 (401-1) New Employee Hires by Gender (Calendar Year)

Total number<sup>(1)</sup> and rate<sup>(2)</sup> of new employee hires entering employment during the reporting period broken down by gender.

	2017		2018		2019	
	Number	Rate	Number	Rate	Number	Rate
Male	129	87.8%	159	89.8%	134	84.3%
Female	18	12.2%	18	10.2%	25	15.7%
Total Number of Employees	147 <sup>(3)</sup>		177 <sup>(3)</sup>		159 <sup>(3)</sup>	

- (1) Employee counts exclude hiring and termination of temporary employees. Historically, the majority of the hourly workforce has been drawn from the temporary pool of employees.
- (2) The rate is calculated by dividing the hires by gender by the total number of hires.
- (3) Increased hiring year-over-year reflects new hires primarily replacing those who retired or left voluntarily.

#### **Employees Leaving by Gender** (Calendar Year)

Total number<sup>(1)</sup> and rate<sup>(2)</sup> of employees leaving employment during the reporting period broken down by gender.

	2017		2018		2019	
	Number	Rate	Number	Rate	Number	Rate
Male	109	90.8%	132	89.8%	145	86.8%
Female	11	9.2%	15	10.2%	22	13.2%
Total Number of Employees	120		147		167	

- (1) Employee counts exclude hiring and termination of temporary employees. Historically, the majority of the hourly workforce has been drawn from the temporary pool of employees.
- (2) The rate is calculated by dividing the terminations by gender by the total number of terminations.

#### New Employee Hires by Age Group (Calendar Year)

Total number<sup>(1)</sup> and rate<sup>(2)</sup> of new employee hires entering employment during the reporting period broken down by age group.

	201	2017		18	2019	
	Number	Rate	Number	Rate	Number	Rate
30 or younger	65	44.2%	85	48.0%	82	51.6%
31 to 40	45	30.6%	45	25.4%	43	27.0%
41 to 50	26	17.7%	29	16.4%	16	10.1%
51 and above	11	7.5%	18	10.2%	18	11.3%
Total Number of Employees	147 <sup>(3)</sup>		177 <sup>(3)</sup>		159 <sup>(3)</sup>	

- (1) Employee counts exclude hiring and termination of temporary employees. Historically, the majority of the hourly workforce has been drawn from the temporary pool of employees.
- (2) The rate is calculated by dividing hires by age group by the total number of hires.
- (3) New hires primarily replaced those who retired or left voluntarily.

#### Employees Leaving by Age Group (Calendar Year)

Total number<sup>(1)</sup> and rate<sup>(2)</sup> of employees leaving employment during the reporting period broken down by age group.

	20	2017		8	201	9
	Number	Rate <sup>(3)</sup>	Number	Rate <sup>(3)</sup>	Number	Rate <sup>(3)</sup>
30 or younger	18	15.0%	40	27.2%	35	21.0%
31 to 40	35	29.2%	34	23.1%	33	19.8%
41 to 50	20	16.7%	23	15.7%	33	19.8%
51 and above	47	39.2%	50	34.0%	66	39.5%
Total Number of Employees	120		147		167	

- (1) Employee counts exclude hiring and termination of temporary employees. Historically, the majority of the hourly workforce has been drawn from the temporary pool of employees.
- (2) The rate is calculated by dividing the terminations by age group by the total number of terminations.
- (3) Doe Run continues to strive to accurately measure its environmental, economic and social data. Due to rounding, some percentage totals may not always equal 100%, but are accurate.

### **Workforce Training**

#### 404-1 (LA9) Average Hours of Training Per Employee (Calendar Year)

(number of training hours)	2017	2018	2019
Total number of training hours	16,146 <sup>(1)</sup>	31,245	15,148 <sup>(3)</sup>
Total number of employees <sup>(1)</sup>	1,208	1,245	1,235
Average number of training hours per employee	13.36 <sup>(1)</sup>	25.09 <sup>(2)</sup>	12.27

- (1) Training hours for 2017 are a conservative estimate due to changes in the training hours recording system.
- (2) In 2018, leadership development training was conducted for all employees with direct reports, which accounts for increased hours. Additionally, an increase in new hires resulted in more new employee trainings.
- (3) Hours reported for 2019 cover only environmental, health and safety training. Additional skills and leadership training, as well as new hire onboarding, took place, but were not recorded.

### **Environmental**

### **Environmental Performance**

### Indicator Key

Numbers within each green circle represent the quantifiable GRI indicators included in our Level C report. See the full GRI Index for details.

### 301-2 (EN2) Direct Recycled Input Materials (Fiscal Year)

#### Units and Substances Key

Metric Ton(s): mt

Source (mt)	2017	2018	2019
Slag	12,317	3,467	120 <sup>(1)</sup>
Batteries (mt of Pb)	97,929	107,928	106,120
Lead-Bearing Material	44,422	44,731	43,136
Iron-Containing Material	6,643	14,028	17,569
Total Materials Used	161,311	170,154	166,935

<sup>(1)</sup> Decrease in 2019 is due to ceasing the use of primary slag.

#### **302-1 (EN3) Energy Consumption** (Calendar Year)

#### Units and Substances Key

Gigajoule(s): GJ

Direct Non-Renewable Energy Source <sup>(1)</sup>	2017	2018	2019
Coke	416,868 <sup>(2)</sup>	483,741	534,908
Explosives	25,773	24,836	24,350
Natural Gas	197,148 <sup>(2)</sup>	237,801	242,640
Petroleum Fuel	270,620	280,588	273,890
Propane	507,154 <sup>(2)</sup>	614,485	590,101 <sup>(3)</sup>
Total Direct Energy Consumption <sup>(1)</sup>	1,417,563 <sup>(2)</sup>	1,641,451	1,665,889

Indirect Non-Renewable Energy Source	2017	2018	2019
Electricity	1,417,864	1,447,947	1,512,100 <sup>(4)</sup>
Total Energy Use	2,835,427 <sup>(2)</sup>	3,089,398	3,177,989

- (1) Annual variations reflect changes in production requirements year to year.
- (2) Some 2017 data has been corrected here.
- (3) Variances in production at Resource Recycling and a warmer winter resulted in decreased use of propane.
- (4) Increased rainfall in 2019 resulted in increased electricity use at Doe Run's water treatment plants.

#### **302-3 (EN5) Energy Intensity of All Sources** (Calendar Year)

### Units and Substances Key

Metric Ton(s): mt Gigajoule(s): GJ

Ore: Ore milled at mining operations

Pb: Lead produced at alloying, casting, and secondary smelting and fabricating operations

Division	Units	2017	2018	2019
Southeast Missouri Mining and Milling Division (SEMO)	GJ/mt Ore milled	0.3(2)	0.3	0.3
Metals Division (Resource Recycling and Herculaneum) <sup>(1)</sup>	GJ/mt Pb produced	6.7(2,3)	8.5	9.3
Fabricated Products Inc. (FPI)	GJ/mt Pb produced	3.5(2,3)	4.4	4.8

- (1) Fluctuations in energy intensity relate to production parameters and the relationship between blast furnace and reverb furnace metal production.
- (2) 2017 values were previously reported to two decimal places.
- (3) Some 2017 data has been corrected here.

#### 305-1 (EN15) Total Direct Greenhouse Gas Emissions (Calendar Year)

#### Units and Substances Key

Metric Ton(s) of Carbon Dioxide Equivalent (mt CO2e)

	2017	2018	2019
Scope 1 (direct emissions of Greenhouse Gases, Carbon Disclosure Project, e.g., direct combustion of fuels)	104,816	115,896	<b>124,430</b> <sup>(1)</sup>

(1) Increase is primarily due to higher consumption of coke at Resource Recycling.

#### 305-2 (EN16) Total Indirect Greenhouse Gas Emissions (Calendar Year)

#### Units and Substances Key

Metric Ton(s) of Carbon Dioxide Equivalent (mtCO2e)

	2017	2018	2019
Scope 2 (emissions from direct purchase of energy, e.g., electricity)	319,052	330,370	356, 371 <sup>(1)</sup>

(1) Increased rainfall in 2019 resulted in increased electricity use at Doe Run's water treatment plants.

#### 305-3 (EN17) Other Relevant Indirect Greenhouse Gas Emissions (Calendar Year)

#### Units and Substances Key

Metric Ton(s) of Carbon Dioxide Equivalent (mtCO<sub>2</sub>e)

	2017	2018	2019
Scope 3 (indirect emissions from transportation and	20,057	16,795	14,972(1)
employees' commute, etc.)			·

(1) Commuter mileage and business travel was reduced in 2019.

#### 305-4 (EN18) Greenhouse Gas Emission Intensity

#### Units and Substances Key

Metric Ton(s): mt

Carbon Dioxide Equivalent: CO<sub>2</sub>e Ore: Ore milled at mining operations

Pb: Lead produced at alloying, casting, and secondary smelting and fabricating operations

Division	Units	2017	2018	2019
Southeast Missouri Mining and Milling Division (SEMO)	mt CO <sub>2</sub> e/mt Ore milled	0.05	0.05	0.06
Metals Division (Resource Recycling, Herculaneum)	mt CO₂e /mt Pb produced	0.77	0.80	0.70
Fabricated Products Inc. (FPI)	mt CO <sub>2</sub> e /mt Pb produced	0.15	0.18(1)	0.38(2)

<sup>(1)</sup> The reported value in 2018 was calculated using short tons and was underreported. The value has been corrected here.

#### 305-7 (EN21) Significant Air Emissions (Calendar Year)

#### Units and Substances Key

Metric Ton(s): mt

Source (mt by type and weight)	2017	2018	2019
Ammonia (NH <sub>3</sub> )	0.12	0.12	0.05
Antimony (Sb)	0.00	0.00	0.00
Arsenic (As)	0.29	0.31	0.36
Cadmium (Cd)	0.19	0.20	0.21
Carbon Monoxide (CO) <sup>(1)</sup>	13,584.00	21,919.00	13,552.00
Copper (Cu)	0.22	0.18	0.21
Hazardous Air Pollutants (HAP)	0.94	0.89	0.89
Lead (Pb)	4.45	4.47	4.99
Nickel (Ni)	0.03	0.04	0.04
Nitrogen Oxides (NO <sub>X</sub> ) <sup>(2)</sup>	40.00	55.00	42.96
Particulate Matter (PM)	151.00	206.00	189.00
Sulfur Dioxide (SO <sub>2</sub> ) <sup>(3)</sup>	2,374.00	2,130.00	2,590.00
Sulfuric Acid (H <sub>2</sub> SO <sub>4</sub> ) <sup>(4)</sup>	1.82	0.74	0.65
Volatile Organic Compounds (VOC)	9.40	10.20	10.00
Zinc (Zn)	0.67	0.57	0.91
Total	16,167.00	24,328.00	16,392.27

A different measurement method was used to calculate carbon monoxide emissions in 2018, resulting in higher calculated emissions.

<sup>(2)</sup> The increase is due to changes in product mix.

<sup>(2)</sup> Annual nitrogen oxides variations reflect changes in production requirements year to year.

<sup>(3)</sup> This figure fluctuates with production and with emission factor measurements. Both were up for a portion of 2019.

<sup>(4)</sup> Decrease in sulfuric acid in 2018 and 2019 is due to an updated stack test emission factor.

#### 306-1 (EN22) Total Water Discharge (Calendar Year)

#### Units and Substances Key

ppb: parts per billion

Source (average ppb/year) <sup>(1)</sup>	2017	2018	2019
Lead	25 <sup>(2)</sup>	15	12
Zinc	230(2)	<b>241</b> <sup>(2)</sup>	<b>302</b> <sup>(3)</sup>
Copper	3	3	2
Total water discharge (million gallons/year)	18,304 <sup>(2)</sup>	19,943 <sup>(2)</sup>	27,857

- (1) All data sources represented are reported in average ppb/year to be consistent with permit reporting requirements.
- (2) 2017 and 2018 data have been corrected here.
- (3) In 2019, fluctuation in zinc discharge is due to increased rainfall at historic properties, differences in treatment methods and historic materials metal content.

### **Environmental Spending**

#### **EN31 Total Fiscal Environmental Spending**

	2017	2018	2019
Total Capital Spending and Operating Expense	48,248,765	39,422,485	36,972,565
Remediation Spending <sup>(1)</sup>			
Historic Properties	4,544,150	6,424,264	3,141,743 <sup>(2)</sup>
Operating Properties	5,001,595	5,057,746	2,541,314 <sup>(3)</sup>
Total Remediation Spending	9,545,745	11,482,010	5,683,057
Total Fiscal Environmental Spending, Including Remediation	57,794,509	50,904,495	42,655,622

- (1) Remediation spending fluctuates based on completed work each year.
- (2) The reduction in spending at historic properties remediation is due to the completion of a project in Oklahoma in 2018.
- (3) The reduction in remediation spending at operating properties is due to the completion of demolition activities at Herculaneum.

### **Economic**

## **Economic Impact**

### 201-1 (EC1) Financial Highlights (Fiscal Year)

(dollars in thousands)	2017	2018	2019
Property Taxes	\$6,188	\$1,962 <sup>(1)</sup>	\$6,799
Compensation	\$127,361	\$121,362	\$120,632
Community Investment <sup>(2)</sup>	\$182	\$178	\$164
Environmental Spending	\$57,795	\$50,904	\$42,656 <sup>(3)</sup>
Research and Development	\$2,095	\$2,533	\$3,564
Royalties to Governments	\$9,236	\$9,303	\$7,430
Capital Spending (excluding environmental capital expenditures)	\$21,371	\$46,908 <sup>(4)</sup>	\$34,107

- (1) Lower property tax spending in 2018 is due to overpaying taxes from 2011 through 2017.
- (2) Community investment includes donations, scholarships and tuition reimbursement.
- (3) Decrease in environmental spending in 2019 is due to the completion of several remediation projects at historic properties.
- (4) Higher investment in mine development and mobile equipment was made in 2018.

# **Management Approaches**

https://doerun.com/sustainability/management-approaches/

Read below to learn more about how we manage our social, environmental and economic commitments.

Social

**Environmental** 

**Economic** 

#### Social

#### **Community Engagement**

Doe Run operates with the consent of the community. We recognize the importance of their goodwill and the responsibility we have to operate safely, economically, soundly and in an environmentally sustainable manner. Our local communities expect us to be a fair and responsible community member that provides jobs at a fair rate, sources materials from local vendors where possible, supports community organizations, and includes the concerns of the community in our decision-making process.

When we developed our Sustainability Principles, it was important to us that we address being a good neighbor, specifically:

- We will respect community values, priorities and interests in our business decisions.
- We will provide enduring benefits that enhance our communities.
- We will maximize the economic benefits we provide to our stakeholders.

Each of our operations has community engagement plans that guide community outreach, communication and support. We are able to provide both immediate and lasting benefits to the community by:

- Purchasing locally wherever possible.
- Providing supplier procurement programs that help local vendors operate more sustainably.
- Hiring locally where possible, and paying higher-than-average wages.
- Paying royalties to governments and private landholders, as well as our fair share of taxes.
- Supporting educational opportunities through STEM curriculum in area schools, tours, internships, summer jobs, doctoral candidate research projects, and academic scholarships.
- Providing donations to local charities that improve the quality of life for people in our community.

We also aim to share information in a transparent and proactive manner. Although we are a privately held company, we choose to report annually on our social, economic and environmental performance in our Sustainability Report, so community members, customers, legislators and other stakeholders know how we are doing. We also regularly conduct community surveys to determine the interests, concerns and disposition toward our operations of those living nearest to our operations. In this way, we can adjust our community engagement and communications efforts to better meet the community's needs.

By sharing information openly, being an active member and supporter of the community, living in and near the communities in which we operate, and engaging in two-way dialogue, we believe we can support the sustainability of the local communities, and produce and deliver our products more efficiently.

#### **Employment**

The Doe Run Company's values – safety, integrity, collaboration, respect, stewardship and sustainability – affirm our organization's culture and commitment to sound and ethical business practices. This starts with how we treat our employees and employee candidates. Our goal is to attract and retain the best employees in order to help us achieve our goals, so it is important that we strive to respect and invest in our people, and follow fair labor practices.

Our approach to employment and workers follows the principles of equal employment opportunity and affirmative action in all employment policies and practices, including our recruiting, hiring, compensation, benefits, transfers, training, promotions, company-sponsored events, and other employment activities. We track and report on employment rates annually, as well as employee health and safety monthly (see Management Approach to Health and Safety) to ensure we're meeting those principles.

An employee handbook outlines our business code of conduct, hiring practices, time and attendance policies, anti-harassment policies and procedures, compensation and pay practices, benefit and leave policies, and much more for employees. We provide helpful resources, such as the Your Voice 24-Hour Hotline to support all employees if they would like to report anything that might be illegal, unethical or a violation of company policy. We introduce all new employees to these materials during orientation, and regularly review them with employees when and if changes are made to policy, or if a need is identified.

We support a culture of respect, continuous improvement and safety by identifying competencies that are aligned directly to our values and have built them into our talent management practices. We assess and review talent for our critical positions companywide on an annual basis, and offer tools for learning to plan for succession and prepare our workforce for future success. We recognize and respect that every employee has a voice and opinion that matters; diversity in experience, thought and idea is encouraged.

Building a culture that respects and invests in our people is always a strategic priority, but it's increasingly important as the entire mining industry faces a growing demand for talent. The mining sector is expected to grow by 8% from 2016-2026, according to the Bureau of Labor Statistics. How we attract, build and retain top talent will directly impact our long-term success as a company and an industry. That's why we aim to be viewed as an employer of choice by promoting a culture of safety and environmental compliance, teamwork and collaboration, fairness and consistency, oversight and standardization, communication, and advocacy.

#### **Health and Safety**

We depend on one another to operate safely, to protect each other, the community and the environment. Safety is our most foundational value and our employees, their families, local communities and the government want to know how we are meeting our safety goals.

Doe Run's approach to employee health and safety includes continual training and protective standards that meet or exceed industry and regulatory expectations. Training is critical to helping us keep our employees safe and is required to meet certain compliance and regulatory guidelines, as well as to cover essential work-related skills, techniques and knowledge. We ensure that our employees possess the right skills to help our business succeed, and conduct refreshers to address changes in guidelines, technology, processes, etc.

As a part of training, Doe Run also provides employee development opportunities, which are important to help employees perform their best, develop new skills and enable the company to thrive. We believe this approach fosters greater employee satisfaction, so that they stay with us, become great at what they do and help others become so, too.

We track our training hours for each employee, along with course titles and dates of completion. This data is collected by the training facilitator/subject matter expert, verified and entered into our training database. Supervisors are responsible for confirming that all employees receive required trainings, annual refreshers and/or continuing education, as needed. In 2019, employees participated in approximately 15,000 hours of environmental, health and safety training.

Doe Run also tracks and reports on key health and safety metrics on a monthly and annual basis to identify opportunities for improvement. We track our workforce's blood-lead levels (the trace amount of lead the body may absorb through exposure), accidents and incident rates. Monthly reports are shared all the way up through the executive level.

Our mining, milling and recycling activities have the potential for employees to be exposed to airborne lead particles. Doe Run employees are trained in proper lead handling and personal hygiene processes to reduce their exposure. Personal protective equipment, like respirators, are worn in areas of exposure, and employees who work in certain areas are required to wash thoroughly and change clothes and shoes before eating or going home each day.

Doe Run's standards for workforce exposure to lead are more stringent than government requirements, and monthly progress is measured to the microgram, one millionth of a gram. The lead industry voluntarily self-monitors and self-reports the number of employees tested with greater than 19 micrograms of lead per deciliter of whole blood (" $\mu$ g/dL"). Doe Run reports this information in our Sustainability Report. In addition, on a monthly basis we track and monitor internally those employees whose blood-lead levels are greater than 14  $\mu$ g/dL. Doe Run counsels employees who cross a certain threshold to identify particular areas of exposure, and work on individualized plans to address those areas. Employees who exceed 30  $\mu$ g/dL are temporarily reassigned to a job area with reduced exposure. By comparison, the adjusted OSHA standard for medical reassignment of an employee is 53  $\mu$ g/dL.

Safety is a core value. We use a variety of mining and manufacturing tools to assist in identifying safety improvement opportunities, and we involve employees to develop solutions to address them. One example is our Job Safety Analysis program, which encourages employees to evaluate jobs

before they begin to identify the safest tools and correct methods to proceed. Employees document that information for coworkers and future employees.

Doe Run has won the prestigious Sentinels of Safety mine safety award 28 times and has operations that have surpassed decades without a lost-time incident. We also have two award-winning mine rescue teams that undergo monthly training and compete in mine rescue competitions to keep skills sharp in case they need to aid employees during a real mine emergency. Safely returning our workers home to their families and loved ones at the end of each day is the ultimate goal of our safety and training programs.

#### **Environmental**

#### **Emissions**

One of the reasons we report on our environmental performance each year is to be transparent in our environmental impacts and to keep our neighbors and other stakeholders informed of our efforts to minimize the environmental impact of our operations.

Doe Run's mining, milling and recycling activities have the potential to result in releases to the air, water or land. Our releases are monitored and reported, as appropriate, to regulatory bodies, including the Missouri Department of Natural Resources and the United States Environmental Protection Agency.

We have a number of measures in place to minimize, treat or prevent releases in order to meet permitted levels. For example, water released from our property must meet limits established in facility-specific operating permits. Doe Run has eight water treatment plants at its mines in the Viburnum Trend and at Resource Recycling, Herculaneum and Glover that treat and release water. Air emissions also must meet standards. Doe Run utilizes baghouses, ventilation systems and enclosures to manage these emissions. Our air emissions are regularly monitored and reported by air monitors at our property line. The vast majority of our land releases are made up of tailings (ground-up rock that is the byproduct of milling and mining), which are stored in permitted areas of our property.

We also use an environmental management system that enables us to monitor air emissions and adjust our processes in real time to reduce our impact. To further monitor and improve in this area, we maintain International Organization for Standardization (ISO) environmental management certifications at all of our active facilities.

#### **Energy**

When we created our Sustainability Principles, we considered how Doe Run must be a steward of not only the minerals we extract, but also the energy we use in our operations. Energy consumption is one of our largest operating costs for both the mining and metals divisions. Doe Run is one of the largest electricity consumers in Missouri because electric motors run much of our operations, including conveyors, pumps, ventilation fans, rock crushers and hoisting equipment. Total energy consumption includes electricity, fuels (furnace coke, diesel, propane, gasoline), and explosives. Most of the energy consumed is derived from fossil fuels, which produce carbon emissions. Energy usage and costs are tracked and reported monthly for each of the operations. Historically, energy consumption has increased with expansion of the operations over time and is directly proportional to production trends.

To reduce carbon and other emissions, the mining division uses bio-diesel underground where practical. We continue to explore other ways to conserve energy and use cleaner energy options for the good of the environment, society and the bottom line.

In 2016, we formed an energy team with members from both the mining and metals divisions. The team is charged with evaluating energy efficiency and conservation opportunities. So far, the team has initiated several energy efficiency projects, including LED lighting replacements, installing variable-frequency drives on vent fan motors, and installing shut-off switches on pumps that do not need to run constantly.

The energy team is looking at a number of other projects to manage our energy use to reduce our propane usage, and switching diesel trucks to run on natural gas and electricity. We also installed an electric underground hauling system to replace the use of diesel trucks aboveground at one of our sites. As mines age, it becomes even more important to be as efficient as possible. Conserving energy, reducing costs and/or looking for alternative energy sources are critical to the future of our mines and the economic value they bring our stakeholders.

#### **Materials**

One of our Sustainability Principles is to "minimize the impact of our operations on the environment." Understanding our product streams, as well as the amount of materials we are able to recycle through our process, helps us measure and manage the resources we consume.

Our stakeholders care about the environment and jobs, so effectively managing natural resources and providing value to the local community by sourcing locally are two examples of why this matters to our stakeholders. Another important topic for our industry is the reuse of materials to limit waste, which is why we report on 301-1 (EN2). We recycle an average of 11.5 million batteries per year, along with other lead-bearing materials, at our Resource Recycling facility. These materials are sourced from battery manufacturers and other business partners. The recovered materials are able to be reused again and again, as part of a circular economy.

While not identified as a material topic to report, we do measure all materials we use. We do this so we can better evaluate things like purchasing habits, material sourcing and product options. We continue to look for opportunities for improvements, such as sourcing more materials locally (which can reduce shipping impacts) and choosing alternative renewable materials where possible. We strive to find materials and processes that have lower environmental impacts.

Doe Run utilizes this data to make sound purchasing decisions, evaluate contracts and select vendors who share our vision for sustainability. Together, we are able to improve efficiencies throughout our supply chain and source cost-effective materials. Preferences are put on materials that deliver value to the organization, support jobs in local communities and have as little environmental impact as is possible.

#### Water

When we created our Sustainability Principles, we considered how Doe Run must be a steward of not only the minerals we extract, but also the energy and water we use in our operations. Water is particularly important in Southeast Missouri, where many creeks, streams and river tributaries run near our operations. These waterways provide recreation for the community, and responsible use of these resources is important to us, as well as our neighbors.

We measure our water discharge data to track our progress in returning clean water to the environment. Approximately 53 million gallons of water come in contact with our operations every day, naturally flowing through our mines, falling as rain on our property or used in our process. We pump water that comes from the mines and mills to large tailings storage facilities on our property, where lead, zinc and copper particles can settle out of the water. At some locations, we are able to pump mine water directly to our mills for use in the milling process first, then discharge the process water to the tailings storage facilities.

Five water treatment plants pump water from mine tailings storage facilities and three water treatment plants cover our Herculaneum, Glover and Resource Recycling facilities. Our water treatment plants use a chemical technology, similar to municipal water treatment plants, to remove metals and impurities. We monitor the water to ensure it meets permit limits, then discharge it into local streams.

Since overhauling our water management approach with these high-tech facilities, Doe Run has been able to process and discharge water more efficiently and meet more stringent water quality standards. The water treatment plants have also increased our capacity to handle high surges of water in the event of heavy storms.

At Fabricated Products, Inc. – a wholly owned subsidiary of Doe Run – we rely on two retention basins to collect rain water runoff at the lead fabrication plant in Casa Grande, Arizona. This reduces the load on the municipal storm water and sewer system.

Additionally, we keep the quality of water in mind when remediating historic mine sites. At some remediation sites, we have rerouted streams and created stormwater diversions to manage water quality. We also sometimes cap slag and chat piles, so wind and erosion cannot carry these particles into nearby water sources.

#### **Economic**

#### Compliance

Our activities are subject to a wide range of laws and regulations governing worker health and safety, land use, environmental protections, and many other areas. Compliance in this regulatory environment is crucial to securing our license to operate and protecting our reputation.

Our commitment to conduct business in a manner that adheres to all applicable laws and regulations is stated in our Business Code of Conduct and supported by our policies and standards.

We also participate in key voluntary compliance and reporting programs to demonstrate our commitment to transparency and good governance. We hold International Organization for Standardization (ISO) certifications at 10 of our facilities to help us maintain environmental (ISO 14001) and product (ISO 9001) quality standards, and these sites undergo third-party certification to ensure ISO standards are met. Our Environmental Management System (EMS) follows ISO standards to help Doe Run ensure that measures are properly implemented to meet environmental regulations. Within this program is the Environmental Task Management System (ETMS), which integrates our environmental tasks into a management system that allows us to track the completion of reoccurring environment tasks, such as sampling events. This system is critical to our ability to manage compliance efforts and meet ISO standards.

In addition to internal efforts to verify performance, each regulatory regime in which we operate closely monitors our activities. Sites are frequently inspected by state and national government agencies that review our operational, health and safety, and environmental performance. Our mines in the U.S. are subject to regulation by the federal Mine Safety and Health Administration (MSHA). MSHA personnel conduct inspections on a regular basis.

Some of these inspections may result in alleged violations, which may result in citations and orders. These citations and orders may result in fines or penalties. We take these alleged violations seriously and work with the issuing agency to informally and formally contest the issued citations.

When we are out of compliance or when a significant event occurs, we commit to transparently disclose and mitigate any impacts.

#### **Financial Management**

Doe Run generates financial value by mining and milling lead, copper, and zinc concentrates and recovering lead metal through the recycling of nearly 11.5 million lead batteries each year.

We engage in a rigorous planning process each year in which we allocate the resources generated by the business. During that process, we try to balance our investments in a way that is most fair to all of our stakeholders by reinvesting in our business and employees, protecting the environment, improving the local economy, and providing a return to our investors.

Doe Run takes this approach in order to appropriately allocate resources to each of our priorities, balancing the changing needs of each one. This will allow us to continue serving a valuable role in the community for years to come.

- We strive to ensure that we invest sufficiently in the community, through paying taxes and royalties, donating to local causes, and paying fair wages to employees.
- It is important that we continue to reinvest in our operations to ensure our longterm sustainability.
- We are also committed to the environment we live and operate in, and invest significant resources into monitoring, mitigating and improving our impact on the environment.

Doe Run follows rigorous procedures for its internal control systems. These procedures include conscientious design of systems, with a focus on segregation of duties wherever practicable, and proper documentation and annual testing of the operations of these systems. Doe Run also undergoes external audits by an independent accounting firm, Crowe LLP, which adheres to Generally Accepted Auditing Standards (GAAS) as established by the American Institute of Certified Public Accountants. Our decision to take these steps is consistent with our desire to conduct business ethically and responsibly. Following this control framework also supports our efforts to maintain International Organization for Standardization (ISO) certifications at several operating sites.

## **Corporate Governance**

https://doerun.com/sustainability/corporate-governance/

The Doe Run Resources Corporation, doing business as The Doe Run Company (Doe Run), is ultimately held by the private, New Yorkbased **The Renco Group**, **Inc.** 

As a global supplier of lead, copper, and zinc concentrates and lead metals and alloys, Doe Run is guided by an eight-member executive team [1]. The team consists of the president and chief executive officer; vice president – operations, HR and chief operating officer; vice president finance, chief financial officer and treasurer; vice president – law and general counsel; vice president – sales and marketing; vice president – exploration, research and technical development; vice president – environmental affairs; and vice president and general manager, Metals Division. The executive team is 100% male and encompasses an age range of 45-64 years. The team is 88% Caucasian and includes one person of Hispanic heritage. Their compensation is determined using market-based data and standard industry practices.

These individuals are responsible for setting the business strategy and organizational structure of Doe Run, as well as the company's economic, social and environmental policies, goals and performance. As a part of our annual profit planning process, the executive team sets company goals and projects, including those that further implement sustainability in the company's operations. Company projects must align to company goals and have specific metrics. Company projects are reviewed continuously. Many of the projects are reported upon in the sustainability report, which is prepared by a team of employees across all divisions, as assigned by the executive team. The president and CEO; vice president – operations, HR and COO; vice president – environmental affairs; and vice president – law and general counsel review and approve Doe Run's sustainability report. Other executives and senior leaders may review sections pertaining to their expertise.

Doe Run's board expects management to keep pace with best practices in corporate governance. To accomplish this goal, Doe Run utilizes a stringent set of corporate governance policies, procedures and practices to ensure that the business is properly directed, administered and controlled. For example:

• Doe Run follows rigorous procedures for its internal control systems. These procedures include conscientious design of systems, with a focus on segregation of duties wherever practicable, and proper documentation and annual testing of the operations of these systems. Doe Run also undergoes external audits, including testing of internal controls, by an independent accounting firm, Crowe LLP, which is required to adhere to Generally Accepted Auditing Standards (GAAS) as established by the American Institute of Certified Public Accountants. Our decision to take these steps is consistent with our desire to conduct business ethically and responsibly. Following this control framework also supports our efforts to maintain International Organization for Standardization (ISO) certifications at several operating sites. Our Herculaneum site, Resource Recycling facility and Vancouver, Washington, Fabricated Products Inc., site are certified under the ISO 9001 Quality Management program, which verifies that strong, quality procedures are in place. Doe Run's Sweetwater Mine and Mill, Fletcher Mine and Mill, Brushy Creek Mine and Mill, Buick Mine and

Mill, Casteel Mine, Mine 29, and Resource Recycling facility also hold ISO 14001 certification, which focuses on environmental management. Specifics related to these certifications are included on our website. Doe Run has written procedures and policies in place to ensure the accuracy and completeness of our financial records and the effectiveness of our internal control systems, particularly in such areas as accounting, purchasing, vendor receipts and customer transactions. In addition, the legal department reviews contracts for business risks and potential conflicts of interest.

- As a federal sub-contractor, Doe Run adheres to the requirements of the Office of Federal
  Contract Compliance Programs (OFCCP). In doing so, Doe Run develops annual affirmative
  action plans, which support the principles of equal employment opportunity and affirmative
  action in all of its vendor agreements, as well as employment policies and practices, including
  recruiting, hiring, compensation, benefits, transfers, training, promotions, social recreation
  programs, company-sponsored events, and in other terms and conditions of employment.
- Doe Run strives to maintain open communication with important audiences both inside and outside the company. As described within the Reporting Process, Doe Run surveys stakeholders through online or third-party surveys of community stakeholders and employees (conducted most recently online in 2017). The company also holds regular meetings with employees and engages in ongoing conversations with external stakeholders. Through our corporate office, Doe Run provides our operating sites with guidance and education about community engagement. Sites then implement programs based on the specific needs of local communities. These programs include regular community outreach, facility tours, public meetings and ongoing dialogue with local communities. You can share feedback with the company through any of these forums, or by contacting communityinfo@doerun.com.
- We also provide our employees with a mechanism by which they can anonymously share issues or concerns via a hotline system managed by an outside third party. Once an employee makes a report, the third-party firm notifies human resources and legal department leadership. Timely investigations are conducted for all reports made to the hotline, with issues of safety given highest priority. Any necessary communication between the reporter and the company is handled through the third-party system to resolve issues as discretely as possible.

Potential employees begin learning about the company's expectations, values and sustainability policy from our website, recruitment ads, new-hire orientation and leadership development programs. In addition, the company's Standards of Business Conduct and Company Values, Vision, Mission and Business Strategy are reviewed formally during the onboarding process and throughout our leadership development programs. Prior to joining Doe Run, employees receive the Doe Run Employee Handbook and Standards of Business Conduct to review, and have the opportunity to ask any questions. Employees are required to sign an acknowledgment that they have received and reviewed these documents. Employees receive updated versions of the Employee Handbook and Standards of Business Conduct as revisions are made, and also can access these documents online.

Our core values are defined by the executive team and reinforced daily in conversations, business processes, as part of employee development, as well as throughout our internal and external communications.

We believe we can enhance the quality of life through:

- **Safety:** Protecting one another.
- Integrity: Demonstrating transparency and honesty in all we say and do.
- **Collaboration:** Working together with employees, and external stakeholders, to realize shared goals.
- **Respect:** Recognizing that every employee has a voice and opinion that matters; diversity of experience, thought and ideas is encouraged.
- **Stewardship:** Conserving, managing and making the most of the natural resources in our care.
- **Sustainability:** Balancing social, environmental and economic considerations with a relentless focus on improving our processes.

To ensure that we stay current on corporate governance and corporate responsibility trends, we maintain memberships in several industry-related trade associations. These **associations** support and educate members about such issues as community engagement, environmental stewardship and sustainability. Company leaders hold committee and/or board positions in many of these organizations. Doe Run employs an award-winning project management office (PMO) that utilizes a rigorous process to plan, manage and evaluate projects. The PMO has quantified improvements in areas such as project completion times and budget accuracy. By utilizing outside resources and proven programs, we help ensure we are looking at, and implementing as appropriate, best practices.

We believe that corporate governance is an evolving process. We are committed to continuous improvement in setting sustainability targets and in our reporting, so we can continue to operate responsibly and with integrity.

[1] This reflects the executive team as of May 1, 2020.

## **Reporting Process**

#### https://doerun.com/sustainability/reporting-process/

Based on the Global Reporting Initiative (GRI) definition of materiality, The Doe Run Company (Doe Run) determines what information to include in its Sustainability Report based on a variety of methods, including third-party quantitative and qualitative research, one-on-one conversations, community meetings, tours, online surveys, and special events. We include progress we have made on projects, processes or challenges that have significant economic, environmental and social impact (both positive and negative) on our company, our stakeholders and the industries that depend on lead-based products.

Doe Run initially adopted the GRI framework in 2009 as a response to research that indicated audiences wanted to know more about the company, its efforts to operate safely and its investments to limit its environmental impact. The executive team reviews and implements programs and processes to further implement sustainability in the company's operations. Each year, the executive team assigns individuals from the various divisions to collect data and prepare the company's Sustainability Report.

Doe Run determined and continued to refine the topics we cover in our Sustainability Reports based on what our stakeholders consider material.

Over the past decade, we have periodically conducted quantitative and qualitative research within the Missouri communities in which we operate. The research identified the major issues facing citizens in the community during that time. Some of the most common responses we have heard over the years include the state of the local economy, the availability of good jobs, Doe Run's environmental responsibility, the safety of Doe Run operations, and the company's involvement in the community. Responses also showed concern about Doe Run's tax appeal in Reynolds County.

- In addition, the company received unsolicited phone calls from across the U.S. from citizens
  expressing concerns about the closure of the last primary lead smelter in the U.S. and its
  potential impact on access to lead material for security and outdoor activities.
- Based on these insights and ongoing conversations with our stakeholders, Doe Run prioritized which aspects and data indicators are material both inside and outside the organization, and should be the focus of the 2019 report:
  - Community involvement at all operations
  - Employee health and safety at all operations
  - Environmental capital investment and performance, which relates to all operations
  - Workforce data for all operations
  - Direct economic impact from all operations and indirect economic impact from operations and supply chain

#### **Identification and Selection of Stakeholders**

Based on input and continued dialogue with our employees, communities, industry groups and regulatory bodies, we've determined our stakeholders consist of the following: community groups and leaders; property owners; neighboring residents; current and retired employees; local, state and federal government; business groups; nearby schools; and industry organizations.

### **Stakeholder Groups**

### **Community Groups and Leaders**

#### **Key Interests and Concerns**

Seek information related to local jobs, taxes and other support.

#### **Engagement Methods**

- Conducted community surveys in 2017, 2014 and 2012.
- Provide feedback mechanism via annual Sustainability Report.
- Maintain ongoing engagement through a number of community events.
- Maintain involvement in various community organizations, including Viburnum Economic Development Area Corporation, Viburnum Lions Club, Washington County Chamber of Commerce, Salem Chamber of Commerce, Sustaining Partners of Salem (The Community Resource Center), Reynolds County Rotary Club, Crawford and Reynolds County Relay for Life, Teen Challenge of St. Louis, Salem Civic Theatre Fund, local school district organizations, and community sports teams.
- Share company updates via news releases and annual Sustainability Report.
- Provide free tours annually during Old Miners' Days.

#### **Property Owners and Neighboring Residents**

#### **Key Interests and Concerns**

Seek information related to the potential impact of Doe Run's operations on their land, such as environmental precautions, traffic, noise, etc. Also interested in employee safety.

#### **Engagement Methods**

- Conducted community surveys in 2017, 2014 and 2012.
- Communicate directly with nearby residents if a situation arose.
- Share company updates via news releases, local newspaper and radio interviews, and annual Sustainability Report.
- Provide free tours annually during Old Miners' Days.

#### **Current and Retired Employees**

#### **Key Interests and Concerns**

Seek information about business goals, operational performance, employee training, and health and safety.

#### **Engagement Methods**

- Conducted employee surveys in 2017, 2014 and 2012.
- Hold monthly meetings with hourly employees.
- Hold regular employee meetings with managers.
- Established cascading flow to share information with employees through managers, and to surface feedback from employees.
- Publish quarterly employee newsletter mailed to homes to share company updates.
- Gather informal information at annual company-sponsored events, including Old Miners' Days and Fall Rocks.

#### Local, State and Federal Government and Regulatory Agencies

#### **Key Interests and Concerns**

Both groups seek information about operational performance, specifically around environmental impact and health and safety. Local and state government is also deeply interested in the company's economic impact, including jobs and taxes.

#### **Engagement Methods**

- Hosted a legislator tour of Doe Run operations in June 2019.
- Hosted Doe Run Day at the Capitol to interact with legislators in Jefferson City, Missouri, in 2015, and 2017.
- Regularly invite elected and regulatory officials to tour operations.
- Participated in a survey for the federal Government Accountability Office, to help the U.S.
   Senate Committee on Energy and Natural Resources understand the impact of federal policy on the industry.
- Post online annual Sustainability Reports with detailed data on environmental, health and safety performance.
- Meet regularly to address legacy issues and ongoing operations with Missouri Department of Natural Resources, EPA Region 7 and Natural Resources Trustees.

### **Business Groups**

#### **Key Interests and Concerns**

Seek information related to the company's economic impact in the area, including supplier partnerships.

#### **Engagement Methods**

- Maintain involvement with local business groups, including Viburnum Economic Development Area Corporation, Viburnum Lions Club, Washington County Chamber of Commerce and Salem Chamber of Commerce.
- Share company updates via news releases and the annual Sustainability Report.

#### **Nearby School Districts and Colleges**

#### **Key Interests and Concerns**

Seek information related to funding that benefits schools. Also seek information to inform and educate students about mining and minerals, and training for students who want to enter the mining profession.

#### **Engagement Methods**

- Maintain ongoing partnerships with local colleges, such as the Missouri University of Science and Technology and Mineral Area College, including donations toward key programs.
- Provide financial support for STEM-related education in local schools, including Valley R-VI School District's Project Lead The Way.
- Offer minerals education programs at local school districts.
- Offer internships and job training.
- Engage in informal conversations with teachers and administrators through involvement in mineral education workshops, backpack donation programs, Career Days and other partnerships with schools.
- Share company updates via news releases and the annual Sustainability Report.

### **Industry Organizations**

#### **Key Interests and Concerns**

Seek information and best practices related to economic, environmental and social performance.

#### **Engagement Methods**

- Hold Board or Executive Committee positions
- Assist industry organizations, such as Essential Energy Everyday, with initiatives to further the industry.

Open communication with our internal and external stakeholders helps us share achievements and challenges. It also helps Doe Run understand what actions and information our stakeholders need from us. We strive to maintain open communication with stakeholders both inside and outside the company. Our Sustainability Reports and our online survey are two channels for this communication.

To share feedback with Doe Run, contact **communityinfo@doerun.com**, and please consider answering a few questions via our **online survey**.

# **GRI Index**

https://doerun.com/sustainability/gri-index/

This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines. A list of the reported Standard Disclosures is listed below. All information is fully disclosed, unless otherwise indicated.

## **Strategy and Analysis**

102-14 (G4-1)	Statement from the most senior decision-maker of the organization	Letter from the CEO
Organizational Profile		
102-1 (G4-3)	Name of the organization	The Doe Run Resources Corporation/DBA The Doe Run Company
102-2 (G4-4)	Primary brands, products, and services	What We Do
102-3 (G4-5)	Location of the organization's headquarters	St. Louis, Missouri, United States
102-4 (G4-6)	Countries where the organization operates	United States
102-5 (G4-7)	Nature of ownership and legal form	The Doe Run Resources Corporation is a corporation, which is an indirect subsidiary of The Renco Group, Inc.
102-6 (G4-8)	Markets served	Primary customers served include battery manufacturers in the U.S.; concentrates are sold globally.  What We Do
102-7 (G4-9)	Scale of the reporting organization	What We Do Financial Highlights As a private company, net sales, net revenue and total capitalization is proprietary information and viewed as business confidential.
102-8 (G4-10)	Total workforce by employment type, employment contract, and region, broken down by gender	Workforce Summary
102-41 (G4-11)	Percentage of total employees covered by collective bargaining agreements	Only 0.16% of employees are covered under collective bargaining agreements.

102-9 (G4-12)	Organization's supply chain	Doe Run partners with its local vendors to create a more sustainable supply chain and support local economic vitality where possible. Its supplier practices guided more than \$169 million in spending to Missouribased suppliers in 2019, representing 45% of Doe Run's overall supplier spending.
102-10 (G4-13)	Significant changes during the reporting period	Letter from the CEO
102-12 (G4-15)	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	The Doe Run Company, through its membership with the International Lead Association, subscribes to the principles of the Shared Lead Action 21 Program. We aim for the safe production and use of lead now and in the future while safeguarding human health and limiting operational impact on the natural environment. In addition, many of Doe Run's operations have achieved and maintain ISO certifications to minimize our environmental impact.
102-13 (G4-16)	Memberships of associations or organizations	The Doe Run Company participates on the boards and/or committee activities for a variety of industry organizations, including: International Lead Association Battery Council International Consortium of Battery Innovation Society of Mining, Metallurgy and Exploration

# **Identified Material Aspects and Boundaries**

102-45 (G4-17)	Entities included in the organization's consolidated financial statements or equivalent documents	All Doe Run entities have been reported.  What We Do
102-46 (G4-18)	Process for defining report content	Reporting Process
102-47 (G4-19)	Material aspects identified for defining report content	Reporting Process
103-1 (G4-20)	Aspect boundaries inside the organization	All Doe Run entities have been reported. All sizeable economic, environmental and social impacts are included either in the stories or the data.
103-1 (G4-21)	Aspect boundaries outside the organization	Reporting Process

102-48 (G4-22)	Restatements of information provided in previous reports, and the reasons for such	Total Water Discharge
102-49 (G4-23)	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	None

# **Stakeholder Engagement**

102-40 (G4-24)	List of stakeholder groups engaged by the organization	Reporting Process
102-42 (G4-25)	Basis for identification and selection of stakeholders with whom to engage	Reporting Process
102-43 (G4-26)	Approach to stakeholder engagement	Reporting Process
102-44 (G4-27)	Key topics and concerns that have been raised through stakeholder engagement	Reporting Process

# **Report Profile**

102-50 (G4-28)	Reporting period	2019 Calendar (Fiscal year reporting is noted where appropriate.)
102-51 (G4-29)	Date of most recent previous report	Published in August 2019
102-52 (G4-30)	Reporting cycle	Annual
102-53 (G4-31)	Contact point	corporateinfo@doerun.com
102-54 102-55 (G4-32)	In Accordance with Guidelines and GRI Content Index	This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines. The GRI content index is outlined on this page.

### **Governance**

102-18 (G4-34)	Governance structure of the organization	Corporate Governance
102-19 (G4-35)	Process for delegating authority to address economic, environmental and social topics	Corporate Governance
102-20 (G4-36)	Position responsible for economic, environmental and social topics	Corporate Governance
102-22 (G4-38)	Composition of the company's highest governing body	Corporate Governance (Partially Disclosed)

102-23 (G4-39)	Indicate whether the Chair of the highest governance body is also an executive officer	No
102-26 (G4-42)	Report the highest governance body's and executives' roles in developing, approving and updating the organization's purpose, mission, strategies, policies and goals related to sustainability	Corporate Governance
102-32 (G4-48)	Highest position that formally reviews and approves the sustainability report	President and CEO

# **Ethics and Integrity**

102-16 (G4-56)	Organization's values, principles,	Core Values	
	standards and norms of behavior		

## **Economic**

201-1 (G4-EC1)	Direct economic value generated and distributed	Financial Highlights (Partially Disclosed)
203-1 (G4-EC7)	Development and impact of	Supporting Local Communities
	infrastructure investments and	Restoring Former Sites
	services supported	
204-1 (G4-EC9)	Proportion of spending on local	In 2019, Doe Run supported Missouri
	suppliers at significant locations	businesses by spending more than
	of operation	\$169 million with 665 Missouri
		vendors. This accounts for 45% of total
		company spending.

## **Environmental**

Materials used by weight or volume	Environmental Performance
Percentage of materials used that are recycled input materials	Environmental Performance
Energy consumption within the organization	Environmental Performance
Energy intensity	Environmental Performance
Direct greenhouse gas (GHG) emissions (Scope 1)	Environmental Performance
Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Environmental Performance
Other indirect greenhouse gas (GHG) emissions (Scope 3)	Environmental Performance
	Percentage of materials used that are recycled input materials  Energy consumption within the organization  Energy intensity  Direct greenhouse gas (GHG) emissions (Scope 1)  Energy indirect greenhouse gas (GHG) emissions (Scope 2)  Other indirect greenhouse gas (GHG)

305-4 (G4-EN18)	Greenhouse gas (GHG) emissions intensity	Environmental Performance
305-7 (G4-EN21)	NOx, SOx, and other significant air emissions	<b>Environmental Performance</b>
306-1 (G4-EN22)	Total water discharge by quality and destination	Environmental Performance
307-1 (G4-EN29)	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Doe Run paid \$400,000 to settle allegations of non-compliance of environmental laws and regulations in 2019.

## **Labor Practices and Decent Work**

102-8 (G4-LA1)	Total number and rates of new employee hires and employee turnover by age group, gender and region	Workforce Summary (Partially Disclosed)
403-1 (G4-LA6)	Type and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender	Health and Safety Performance (Partially Disclosed)
404-1 (G4-LA9)	Average hours of training per year per employee by gender and employee category	Workforce Training (Partially Disclosed)

# Society

413-1 (G4-SO1)	Local community engagement, impact assessments, and development programs	All operations implement a localized community engagement plan.  Supporting Local Communities
419-1 (G4-SO8)	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	In 2019, Doe Run paid approximately \$167,672 in fines related to allegations of noncompliance with laws and regulations.

# **Product Responsibility**

419-1 (G4-PR9)	Monetary value of significant fines	Doe Run paid no (\$0) significant fines for
	for non-compliance with laws and	noncompliance concerning provision and
	regulations concerning the provision	use of products and services in 2019.
	and use of products and services	

