

The Doe Run Company • 2020 Sustainability Report

# Performance Data

## Environmental Performance

### Indicator Key

See the full [GRI Index](#) for all the GRI indicators included in our Level C report.

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

#### Units and Substances Key

Metric Ton(s): mt

Source (mt)	2018	2019 <sup>(1)</sup>	2020
Slag	3,467	4,903	7,368
Batteries (mt of Pb)	107,928	91,051	87,466
Lead-Bearing Material	44,731	46,511	38,867
Iron-Containing Material	14,028	11,382	11,589
<b>Total Materials Used</b>	<b>170,154</b>	<b>153,847</b>	<b>145,290</b>

(1) 2019 data has been corrected here.

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

#### Units and Substances Key

Gigajoule(s): GJ

Direct Non-Renewable Energy Source	2018	2019	2020
Coke	483,741	534,908	560,110
Explosives	27,415 <sup>(1)</sup>	27,239 <sup>(1)</sup>	30,499
Natural Gas	137,746 <sup>(1)</sup>	131,598 <sup>(1)</sup>	130,942
Petroleum Fuel	280,588	273,890	256,341
Propane	614,485	590,101	564,155
<b>Total Direct Energy Consumption<sup>(1)</sup></b>	<b>1,543,975<sup>(1)</sup></b>	<b>1,557,736<sup>(1)</sup></b>	<b>1,542,047</b>
Indirect Non-Renewable Energy Source	2018	2019	2020
Electricity	1,447,947	1,512,100	1,538,055
<b>Total Energy Use</b>	<b>2,991,922<sup>(1)</sup></b>	<b>3,069,836<sup>(1)</sup></b>	<b>3,080,102</b>

(1) 2018 and 2019 data for explosives and natural gas has been corrected here.

### 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	2018	2019	2020
Southeast Missouri Mining and Milling Division (SEMO)	GJ/mt Ore milled	0.3	0.3	<b>0.3</b>
Metals Division (Resource Recycling and Herculaneum)	GJ/mt Pb produced	9.4 <sup>(1)</sup>	10.5 <sup>(1)</sup>	<b>12.1</b>
Fabricated Products Inc. (FPI)	GJ/mt Pb produced	1.1 <sup>(1)</sup>	1.2 <sup>(1)</sup>	<b>1.1</b>

(1) 2018 and 2019 data for Metals Division and FPI 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 CO<sub>2e</sub>)

	2018	2019	2020
Scope 1 (direct emissions of Greenhouse Gases, Carbon Disclosure Project, e.g., direct combustion of fuels)	115,896 <sup>(1)</sup>	124,430 <sup>(1)</sup>	<b>109,775</b>

(1) 2018 and 2019 data for explosives has been corrected here.

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

**Units and Substances Key**

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

	2018	2019	2020
Scope 2 (emissions from direct purchase of energy, e.g., electricity)	330,370	356,371	<b>349,287</b>

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

#### Units and Substances Key

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

	2018	2019	2020
Scope 3 (indirect emissions from transportation and employees' commute, etc.)	16,795	14,972	19,341 <sup>(1)</sup>

- (1) In 2020, we applied a new methodology to calculate Scope 3 emissions. This new methodology captured commuter data that was not included in 2018 and 2019. Had we applied this method in 2018 and 2019, the values would have been similar to 2020.

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

#### 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	2018	2019	2020
Southeast Missouri Mining and Milling Division (SEMO)	mt CO <sub>2</sub> e/mt Ore milled	0.05	0.06	0.06
Metals Division (Resource Recycling and Herculaneum)	mt CO <sub>2</sub> e /mt Pb produced	0.80	0.70	0.50
Fabricated Products Inc. (FPI)	mt CO <sub>2</sub> e /mt Pb produced	0.18 <sup>(1)</sup>	0.38 <sup>(1)</sup>	0.13 <sup>(1)</sup>

- (1) The fluctuation from year to year is due to changes in product mix.

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

**Units and Substances Key**

Metric Ton(s): mt

Source (mt by type and weight)	2018	2019	2020
Ammonia (NH <sub>3</sub> )	0.12	0.05	<b>0.05</b>
Antimony (Sb)	0.00	0.00	<b>0.00</b>
Arsenic (As)	0.31	0.36	<b>0.32</b>
Cadmium (Cd)	0.20	0.21	<b>0.04</b>
Carbon Monoxide (CO) <sup>(1)</sup>	21,919.00	13,552.00	<b>16,348.00</b>
Copper (Cu)	0.18	0.21	<b>0.19</b>
Hazardous Air Pollutants (HAP)	0.89	0.89	<b>0.75</b>
Lead (Pb)	4.47	4.99	<b>4.45</b>
Nickel (Ni)	0.04	0.04	<b>0.03</b>
Nitrogen Oxides (NO <sub>x</sub> )	55.00	42.96	<b>35.42</b>
Particulate Matter (PM)	206.00	189.00	<b>195.00</b>
Sulfur Dioxide (SO <sub>2</sub> )	2,130.00	2,590.00	<b>2,388.00</b>
Sulfuric Acid (H <sub>2</sub> SO <sub>4</sub> )	0.74	0.65	<b>0.55</b>
Volatile Organic Compounds (VOC)	10.20	10.00	<b>9.19</b>
Zinc (Zn)	0.57	0.91	<b>0.59</b>
<b>Total</b>	<b>24,328.00</b>	<b>16,392.27</b>	<b>18,983.73</b>

(1) An alternative method of calculation was used in 2018, which may have overestimated emissions.

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

**Units and Substances Key**

ppb: parts per billion

Source (average ppb)	2018	2019	2020
Lead	15	12	<b>5</b>
Zinc	241	302	<b>168</b>
Copper	3	2	<b>2</b>
<b>Total water discharge (million gallons/year)</b>	<b>19,943</b>	<b>27,857</b>	<b>21,373</b>

## Environmental Spending

### EN31 Total Fiscal Environmental Spending (Fiscal Year)

	2018	2019	2020
<b>Total Capital Spending and Operating Expense</b>	39,422,485	36,972,565	<b>33,345,224</b>
Remediation Spending <sup>(1)</sup>			
Historic Properties	6,424,264	3,141,743 <sup>(2)</sup>	<b>1,838,434<sup>(4)</sup></b>
Operating Properties	5,057,746	2,541,314 <sup>(3)</sup>	<b>1,595,373<sup>(4)</sup></b>
<b>Total Remediation Spending</b>	11,482,010	5,683,057	<b>3,433,707<sup>(4)</sup></b>
<b>Total Fiscal Environmental Spending, Including Remediation</b>	<b>50,904,495</b>	<b>42,655,622</b>	<b>36,778,931</b>

- (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.
- (4) Reduced spending in 2020 represents approved postponement of some remediation projects in light of the pandemic.

## Workforce Summary

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

<b>(number of employees)<sup>(1)</sup></b>	<b>2018</b>	<b>2019<sup>(2)</sup></b>	<b>2020</b>
Southeast Missouri Mining and Milling Division (SEMO)	727	724	<b>675</b>
Metals Division (Resource Recycling, Herculaneum)	329	326	<b>312</b>
Corporate Headquarters	150	139	<b>123</b>
Fabricated Products Inc. (FPI)	39	38	<b>35</b>
<b>Total Number of Employees<sup>(1)</sup></b>	<b>1,245</b>	<b>1,227</b>	<b>1,145<sup>(3)</sup></b>

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

<b>(number of employees)</b>	<b>2018</b>		<b>2019<sup>(2)</sup></b>		<b>2020</b>	
	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>
SEMO	671	56	663	61	<b>621</b>	<b>54</b>
Metals Division	306	23	300	26	<b>288</b>	<b>24</b>
Corporate Headquarters	98	52	96	43	<b>88</b>	<b>35</b>
FPI	34	5	34	4	<b>32</b>	<b>3</b>
<b>Total Number of Employees<sup>(3)</sup></b>	<b>1,109</b>	<b>136</b>	<b>1,093</b>	<b>134</b>	<b>1,029</b>	<b>116</b>

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

<b>(number of positions)</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Permanent Hourly Positions	871	850	<b>815</b>
Permanent Salary Positions	367	371	<b>327</b>
Temporary Positions	4	0	<b>2</b>
Contracted Positions	3	0	<b>1</b>
<b>Total Number of Employees<sup>(1)</sup></b>	<b>1,245</b>	<b>1,221</b>	<b>1,145</b>

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

(number of employees)	2018		2019		2020	
	Male	Female	Male	Female	Male	Female
Permanent Hourly Positions	850	21	829 <sup>(2)</sup>	21	795	20
Permanent Salary Positions	254	113	258 <sup>(2)</sup>	112 <sup>(2)</sup>	231	96
Temporary Positions	2	2	4 <sup>(2)</sup>	0 <sup>(2)</sup>	2	0
Contracted Positions	3	0	2 <sup>(2)</sup>	1 <sup>(2)</sup>	1	0
<b>Total Number of Employees<sup>(3)</sup></b>	<b>1,109</b>	<b>136</b>	<b>1,093<sup>(2)</sup></b>	<b>134<sup>(2)</sup></b>	<b>1,029</b>	<b>116</b>

- (1) Employee counts for G4-10 include all categories of employees as of December 31.  
(2) 2019 data has been corrected here.  
(3) Decrease due to staffing reductions in June 2020.

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

Total number<sup>(1)</sup> and rate of new employee hires entering employment during the reporting period broken down by gender. New hires do not necessarily represent an increase in workforce.

	2018		2019		2020	
	Number	Rate	Number	Rate	Number	Rate
Male	159	89.8%	134	84.3%	113	91.1%
Female	18	10.2%	25	15.7%	11	8.9%
<b>Total Number of Employees</b>	<b>177</b>		<b>159</b>		<b>124<sup>(2)</sup></b>	

- (1) Employee counts exclude hiring and termination of temporary employees.  
(2) Decrease in total number of new hires due to hiring slow down after reduction in force in June 2020.

### Employees Leaving by Gender (Calendar Year)

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

	2018		2019		2020	
	Number	Rate	Number	Rate	Number	Rate
Male	132	89.8%	145	86.8%	151	83.4%
Female	15	10.2%	22	13.2%	30	16.6%
<b>Total Number of Employees</b>	<b>147</b>		<b>167</b>		<b>181<sup>(2)</sup></b>	

- (1) Employee counts exclude hiring and termination of temporary employees.  
(2) Increase in employees leaving due to staffing reductions in June 2020.



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

Total number<sup>(1)</sup> and rate of new employee hires entering employment during the reporting period broken down by age group. New hires do not necessarily represent an increase in workforce.

	2018		2019		2020	
	Number	Rate	Number	Rate	Number	Rate
30 or younger	85	48.0%	82	51.6%	<b>70</b>	<b>56.5%</b>
31 to 40	45	25.4%	43	27.0%	<b>30</b>	<b>24.2%</b>
41 to 50	29	16.4%	16	10.1%	<b>13</b>	<b>10.5%</b>
51 and above	18	10.2%	18	11.3%	<b>11</b>	<b>8.9%</b>
<b>Total Number of Employees</b>	<b>177</b>		<b>159</b>		<b>124<sup>(2)</sup></b>	

(1) Employee counts exclude hiring and termination of temporary employees.

(2) Decrease in total number of new hires due to staffing reductions in June 2020.

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

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

	2018		2019		2020	
	Number	Rate	Number	Rate	Number	Rate
30 or younger	40	27.2%	35	20.9%	<b>45</b>	<b>24.9%</b>
31 to 40	34	23.1%	33	19.8%	<b>37</b>	<b>20.4%</b>
41 to 50	23	15.7%	33	19.8%	<b>19</b>	<b>10.5%</b>
51 and above	50	34.0%	66	39.5%	<b>80</b>	<b>44.2%</b>
<b>Total Number of Employees</b>	<b>147</b>		<b>167</b>		<b>181<sup>(2)</sup></b>	

(1) Employee counts exclude hiring and termination of temporary employees.

(2) Increase in employees leaving due to staffing reductions in June 2020.

## 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 ("µg/dL").<sup>(1)</sup> Doe Run sets its maximum limit at 30 µg/dL. If any employee has a blood-lead average that reaches 30 µg/dL, they are temporarily reassigned to other work. No employees had averages that reached 30 µg/dL in 2020.

(in µg/dL)	2018	2019	2020
Southeast Missouri Mining and Milling Division (SEMO)	6.51	5.05 <sup>(2)</sup>	<b>6.68</b>
Metals Division <sup>(3)</sup>	10.12	10.34	<b>10.46</b>
Corporate Headquarters <sup>(4)</sup>	N/A	N/A	<b>N/A</b>
Fabricated Products Inc. (FPI)	7.40 <sup>(5)</sup>	6.70	<b>5.60</b>
<b>Average</b>	<b>7.63</b>	<b>7.36</b>	<b>8.53</b>

#### Employee Blood-Lead Data

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

(# of employees with blood-lead levels >19 µg/dL)	2018	2019	2020
SEMO	4	1 <sup>(2)</sup>	<b>1</b>
Metals Division <sup>(3)</sup>	11	10	<b>13</b>
Corporate Headquarters <sup>(4)</sup>	N/A	N/A	<b>N/A</b>
FPI	1 <sup>(5)</sup>	1	<b>0</b>
<b>Total</b>	<b>16</b>	<b>12</b>	<b>14</b>

### Total Lost-Time Accidents and Fatalities

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. A fatality is not counted as a lost-time accident.

<b>(number of injuries)</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
SEMO	3	4	5
Metals Division	5	3	2
Corporate Headquarters	0	0	0
FPI	0	0	0
<b>Total</b>	<b>8</b>	<b>7</b>	<b>7</b>
<b>Total number of work-related fatalities, companywide</b>	<b>0</b>	<b>1</b>	<b>0</b>

### 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.

<b>(number of incidents)</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
SEMO	23	21	32
Metals Division	21	32	16
Corporate Headquarters	0	0	0
FPI	1	0	0
<b>Total</b>	<b>45</b>	<b>53</b>	<b>48</b>

### 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)	2018	2019	2020
SEMO	3.2	3.4	<b>4.64</b>
Metals Division	5.7	6.6	<b>5.28</b>
Corporate Headquarters	0.0	0.0	<b>0.00</b>
FPI	2.4	0.0	<b>0.00</b>
<b>Total Company</b>	<b>3.8</b>	<b>4.8</b>	<b>3.31</b>

- (1) The OSHA General Industry Lead Standard is written in units of  $\mu\text{g}$  of Pb/100g of whole blood. The conversion used is  $1 \text{ ug}/100\text{g} = 1.05 \text{ }\mu\text{g}/\text{dL}$ .
- (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.

## Workforce Training

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

<b>(number of training hours)</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Total number of training hours	31,245	15,148 <sup>(2)</sup>	<b>15,914</b>
Total number of employees	1,245	1,227	<b>1,145</b>
<b>Average number of training hours per employee</b>	<b>25.09<sup>(1)</sup></b>	<b>12.35<sup>(2, 3)</sup></b>	<b>13.90<sup>(2)</sup></b>

- (1) 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.
- (2) Hours reported for 2019 and 2020 cover only environmental, health and safety training. Additional skills and leadership training, as well as new hire onboarding, took place, but were not recorded.
- (3) 2019 data has been corrected here.

## Economic Impact

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

<b>(dollars in thousands)</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Property Taxes	\$1,962 <sup>(1)</sup>	\$6,799	<b>\$6,869</b>
Compensation	\$121,362	\$120,632	<b>\$115,154</b>
Community Investment <sup>(2)</sup>	\$178	\$164	<b>\$173</b>
Environmental Spending <sup>(3)</sup>	\$50,904	\$42,656	<b>\$36,779</b>
Research and Development	\$2,533	\$3,564	<b>\$4,494</b>
Royalties to Governments	\$9,303	\$7,430	<b>\$6,819</b>
Capital Spending (excluding environmental capital expenditures)	\$46,908	\$34,107	<b>\$14,783</b>

- (1) Lower property tax spending in 2018 is due to an appeal of taxes from 2011 through 2017.  
 (2) Community investment includes donations, scholarships and tuition reimbursement.  
 (3) Decrease in environmental spending is due to the completion of several remediation projects at historic properties.