

The Doe Run Company • 2021 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)	2019	2020	2021
Slag	4,903	7,368	7,433
Batteries (mt of Pb)	91,051	87,466	83,706
Lead-Bearing Material	46,511	38,867	31,103
Iron-Containing Material	11,382	11,589	11,991
Total Materials Used⁽¹⁾	153,847	145,290	134,233

(1) Materials used vary annually with market demand and plant operating conditions.

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

Units and Substances Key

Gigajoule(s): GJ

Direct Non-Renewable Energy Source	2019	2020	2021
Coke	534,908	560,110	540,977
Explosives	27,239	30,499	28,832
Natural Gas	131,598	130,942	65,210 ⁽¹⁾
Petroleum Fuel	273,890	256,341	253,057
Propane	590,101	564,155	610,002
Total Direct Energy Consumption⁽¹⁾	1,557,736	1,542,047	1,498,078
Indirect Non-Renewable Energy Source	2019	2020	2021
Electricity	1,512,100	1,538,055	1,518,487
Total Energy Use	3,069,836	3,080,102	3,016,565

(1) 2021 drop in natural gas usage is due to the shutdown of the Herculaneum refinery.

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	2019	2020	2021
Southeast Missouri Mining and Milling Division (SEMO)	GJ/mt Ore milled	0.3	0.3	0.3
Metals Division (Resource Recycling and Herculaneum)	GJ/mt Pb produced	10.5	12.1	10.7
Fabricated Products Inc. (FPI)	GJ/mt Pb produced	1.2	1.1	1.1

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

Units and Substances Key

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

	2019	2020	2021
Scope 1 (direct emissions of Greenhouse Gases, Carbon Disclosure Project, e.g., direct combustion of fuels)	124,430	109,775	115,198

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

Units and Substances Key

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

	2019	2020	2021
Scope 2 (emissions from direct purchase of energy, e.g., electricity)	356,371	349,287	344,106

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

Units and Substances Key

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

	2019	2020	2021
Scope 3 (indirect emissions from transportation and employees' commute, etc.)	14,972	19,341 ⁽¹⁾	20,141

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

305-4 (EN18) Greenhouse Gas Emission Intensity⁽¹⁾

Units and Substances Key

Metric Ton(s): mt

Carbon Dioxide Equivalent: CO₂e

Ore: Ore milled at mining operations

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

Division	Units	2019	2020	2021
Southeast Missouri Mining and Milling Division (SEMO)	mt CO ₂ e/mt Ore milled	0.06	0.06	0.06
Metals Division (Resource Recycling and Herculaneum)	mt CO ₂ e/mt Pb produced	0.70	0.50	0.80
Fabricated Products Inc. (FPI)	mt CO ₂ e/mt Pb produced	0.38	0.13	0.16

(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)	2019	2020	2021
Ammonia (NH ₃)	0.05	0.05	0.04
Antimony (Sb)	0.00	0.00	0.00
Arsenic (As)	0.36	0.32	0.32
Cadmium (Cd)	0.21	0.04	0.03
Carbon Monoxide (CO)	13,552.00	16,348.00	13,884.28
Copper (Cu)	0.21	0.19	0.18
Hazardous Air Pollutants (HAP)	0.89	0.75	0.74
Lead (Pb)	4.99	4.45	3.21
Nickel (Ni)	0.04	0.03	0.03
Nitrogen Oxides (NO _x)	42.96	35.42	36.97
Particulate Matter (PM)	189.00	195.00	191.06
Sulfur Dioxide (SO ₂)	2,590.00	2,388.00	2,373.25
Sulfuric Acid (H ₂ SO ₄)	0.65	0.55	0.55
Volatile Organic Compounds (VOC)	10.00	9.19	8.82
Zinc (Zn)	0.91	0.59	0.55
Total	16,392.27	18,983.73	16,500.04

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

Units and Substances Key

ppb: parts per billion

Source (average ppb)	2019	2020	2021
Lead	12	5	6
Zinc	302	168	141
Copper	2	2	2
Total water discharge (million gallons/year)	27,857	21,373	22,107

Environmental Spending

EN31 Total Fiscal Environmental Spending

	2019	2020	2021
Total Capital Spending and Operating Expense	36,972,565	33,345,224	45,245,647⁽³⁾
Remediation Spending ⁽¹⁾			
Historic Properties	3,141,743	1,838,434 ⁽²⁾	3,594,810
Operating Properties	2,541,314	1,595,373 ⁽²⁾	1,727,752
Total Remediation Spending	5,683,057	3,433,707	5,322,562
Total Fiscal Environmental Spending, Including Remediation	42,655,622	36,778,931	50,568,209

(1) Remediation spending fluctuates based on completed work each year.

(2) Reduced spending in 2020 represents approved postponement of some remediation projects in light of the pandemic. These projects reconvened in 2021.

(3) Increased capital and operating expenses in 2021 are related to the startup of new process at Resource Recycling and capital improvements at SEMO.

Workforce Summary

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

(number of employees)⁽¹⁾	2019	2020⁽²⁾	2021
Southeast Missouri Mining and Milling Division (SEMO)	724	675	689
Metals Division (Resource Recycling, Herculaneum)	326	312	321
Corporate and Other Non-Operations Employees	139	123	171⁽³⁾
Fabricated Products Inc. (FPI)	38	35	33
Total Number of Employees⁽¹⁾	1,227	1,145	1,214

Male and Female Employees by Division (Calendar Year)

(number of employees)	2019		2020⁽²⁾		2021	
	Male	Female	Male	Female	Male	Female
SEMO	663	61	621	54	637	52
Metals Division	300	26	288	24	293	28
Corporate and Other Non-Operations Employees	96	43	88	35	120	51
FPI	34	4	32	3	30	3
Total Number of Employees⁽¹⁾	1,093	134	1,029	116	1,080	134

Number of Employees by Employment Type (Calendar Year)

(number of positions)	2019⁽⁴⁾	2020⁽²⁾	2021
Permanent Hourly Positions	850	815	839
Permanent Salary Positions	370	327	366
Temporary Positions	4	2	8⁽⁵⁾
Contracted Positions	3	1	1
Total Number of Employees⁽¹⁾	1,227	1,145	1,214

Male and Female Employees by Employment Type (Calendar Year)

(number of employees)	2019		2020 ⁽²⁾		2021	
	Male	Female	Male	Female	Male	Female
Permanent Hourly Positions	829	21	795	20	818	21
Permanent Salary Positions	258	112	231	96	255	111
Temporary Positions	4	0	2	0	6	2
Contracted Positions	2	1	1	0	1	0
Total Number of Employees⁽¹⁾	1,093	134	1,029	116	1,080	134

- (1) Employee counts for G4-10 include all categories of employees as of the end of the calendar year.
- (2) 2020 employee counts impacted by staffing reduction.
- (3) Increase represents additional remediation staff, employees reassigned to corporate and expanding internships in Exploration department.
- (4) 2019 numbers were corrected.
- (5) Increase represents expanding internships in Exploration department.

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

Total number⁽¹⁾ 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.

	2019		2020		2021	
	Number	Rate	Number	Rate	Number	Rate
Male	134	84.3%	113	91.1%	242	84.6%
Female	25	15.7%	11	8.9%	44	15.4%
Total Number of Employees	159		124⁽²⁾		286	

- (1) Employee counts exclude hiring and termination of temporary employees.
- (2) 2020 employee counts impacted by staffing reduction.

Employees Leaving by Gender (Calendar Year)

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

	2019		2020		2021	
	Number	Rate	Number	Rate	Number	Rate
Male	145	86.8%	151	83.4%	206	88.4%
Female	22	13.2%	30	16.6%	27	11.6%
Total Number of Employees	167		181⁽²⁾		233	

- (1) Employee counts exclude hiring and termination of temporary employees.
- (2) 2020 employee counts impacted by staffing reduction.

New Employee Hires by Age Group (Calendar Year)

Total number⁽¹⁾ 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.

	2019		2020		2021	
	Number	Rate	Number	Rate	Number	Rate
30 or younger	82	51.6%	70	56.5%	138	48.2%
31 to 40	43	27.0%	30	24.2%	68	23.8%
41 to 50	16	10.1%	13	10.5%	46	16.1%
51 and above	18	11.3%	11	8.9%	34	11.9%
Total Number of Employees	159		124⁽²⁾		286	

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

(2) 2020 employee counts impacted by staffing reduction.

Employees Leaving by Age Group (Calendar Year)

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

	2019		2020		2021	
	Number	Rate	Number	Rate	Number	Rate
30 or younger	35	20.9%	45	24.9%	68	29.2%
31 to 40	33	19.8%	37	20.4%	54	23.2%
41 to 50	33	19.8%	19	10.5%	30	12.9%
51 and above	66	39.5%	80	44.2%	81	34.7%
Total Number of Employees	167		181⁽²⁾		233	

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

(2) 2020 employee counts impacted by staffing reduction.

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").⁽¹⁾ Doe Run has reduced its medical reassignment maximum limit to 25µg/dL. If any Doe Run employee has a blood-lead level that reaches 25 µg/dL, they are temporarily reassigned to duties with lower exposures to lead.

(in µg/dL)	2019	2020	2021
Southeast Missouri Mining and Milling Division (SEMO)	5.05 ⁽²⁾	6.68	6.13
Metals Division ⁽³⁾	10.34	10.46	10.58
Corporate and Other Non-Operations Employees	N/A	N/A	3.32⁽⁴⁾
Fabricated Products Inc. (FPI)	6.70	5.60	6.10
Average⁽⁵⁾	7.36	8.53	7.29

Employee Blood-Lead Data

Doe Run monitors and reports the number of employees with a blood-lead level greater than 19 µg/dL in the calendar year. The adjusted OSHA standard for medical reassignment of an employee is 53 µg/dL.⁽¹⁾ Doe Run sets its maximum limit at 25 µg/dL. If any Doe Run employee has a blood-lead level that reaches 25 µg/dL, they are temporarily reassigned to duties with lower exposures to lead.

(# of employees with blood-lead levels >19 µg/dL)	2019	2020	2021
SEMO	1 ⁽²⁾	1	2
Metals Division ⁽³⁾	10	13	18
Corporate and Other Non-Operations Employees	N/A	N/A	0⁽⁴⁾
FPI	1	0	0
Total	12	14	20

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.

(number of injuries)	2019	2020	2021
SEMO	4	5	5
Metals Division	3	2	4
Corporate and Other Non-Operations Employees	0	0	0
FPI	0	0	0
Total	7	7	9
Total number of work-related fatalities, companywide	1	0	0

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)	2018	2019	2020
SEMO	21	32	27
Metals Division	32	16	29
Corporate Headquarters	0	0	2 ⁽⁴⁾
FPI	1	0	1
Total	53	48	59

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)	2019	2020	2021
SEMO	3.4	4.64	3.73
Metals Division	6.6	5.28	10.15
Corporate and Other Non-Operations Employees	0.0	0.00	1.90⁽⁴⁾
FPI	0.0	0.00	3.69
Total Company	4.8	3.31	5.24

- (1) The OSHA General Industry Lead Standard is written in units of μg 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) For 2019 and 2020 data, Glover is included in the Metals Division for blood-lead data only due to the nature of their work.
- (4) 2021 data includes all employees who are not affiliated with a production operation to match our workforce breakdown; 2019 and 2020 data was not updated and reflects only employees working at corporate headquarters.
- (5) Average is calculated based on the number of employees who receive testing.

Workforce Training

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

Hours reported cover only environmental, health and safety training. Additional skills and leadership training, as well as new hire onboarding, took place, but were not recorded.

(number of training hours)	2019	2020	2021
Total number of training hours	15,148	15,914	15,343
Total number of employees	1,227	1,145	1,045
Average number of training hours per employee	12.35	13.90	14.68

Economic Impact

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

(dollars in thousands)	2019	2020	2021
Property Taxes	\$6,799	\$6,869	\$6,675
Compensation	\$120,632	\$115,154	\$115,027
Community Investment ⁽¹⁾	\$164	\$173	\$155
Environmental Spending ⁽²⁾	\$42,656	\$36,779	\$50,568
Research and Development	\$3,564	\$4,494	\$3,562
Royalties to Governments	\$7,430	\$6,819	\$9,110
Capital Spending (excluding environmental capital expenditures)	\$34,107	\$14,783	\$18,778

(1) Community investment includes donations, scholarships and tuition reimbursement.

(2) Reduced environmental spending in 2020 represents approved postponement of some remediation projects in light of the pandemic. These projects resumed in 2021. 2021 environmental spending also included increased capital and operating expenses related to the startup of new process at Resource Recycling and capital improvements at SEMO.