



TURTLE

SUSTAINABILITY REPORT 2023

Rethinking Energy.
Advancing Tomorrow.

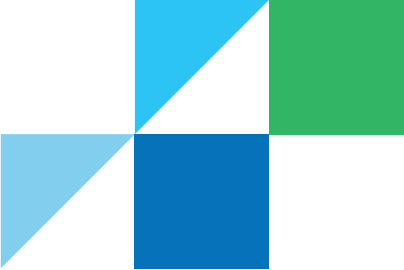
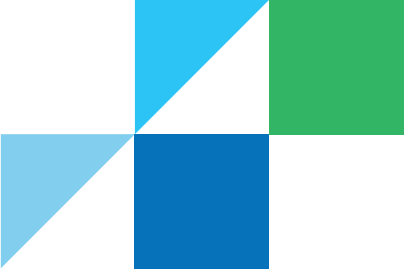


TABLE OF CONTENTS

INTRODUCTION	1	ENVIRONMENTAL	9	SOCIAL	22	GOVERNANCE	31
Turtle at a Glance	3	Taking Stock of Global	10	Putting People First	23	Our Board of Directors	31
A Message from the Family	4	Decarbonization Trends		Fostering Happiness and Community	24	Our Executive Committee	32
Our Approach: Building a Sustainable Future	5	Surging Growth in Clean Energy	11	Diversity, Equity and Inclusion	25	Our Core Values	33
Building a Sustainable Legacy	6	Driving the Energy Transition	12	Talent Development	26	Ethics and Compliance	34
Our Commitment to Transparency	7	Project Impact Studies	13	Rewarding and Engaging with Our Employees	27	Cybersecurity and Artificial Intelligence	35
United Nations Global Compact Participation	8	Smart Grids for Efficiency and Resilience	14	Keeping Our Teams Safe	28	Recognitions	36
		Reducing Waste through Circular Economy Services	15	Giving Back to Our Communities	29		
		Addressing Built Environment Emissions	16				
		Powering Electric Vehicles Nationwide	17				
		A Green Future for Mobile Energy Storage	18				
		Driving Energy Efficiency through Lighting	19				
		Sustainable Integrated Supply	20				
		Our Operational Impact	21				



TURTLE AT A GLANCE

A leading provider of electrical and industrial distribution, logistics, and holistic supply chain solutions

Trust Earned Since 1923.

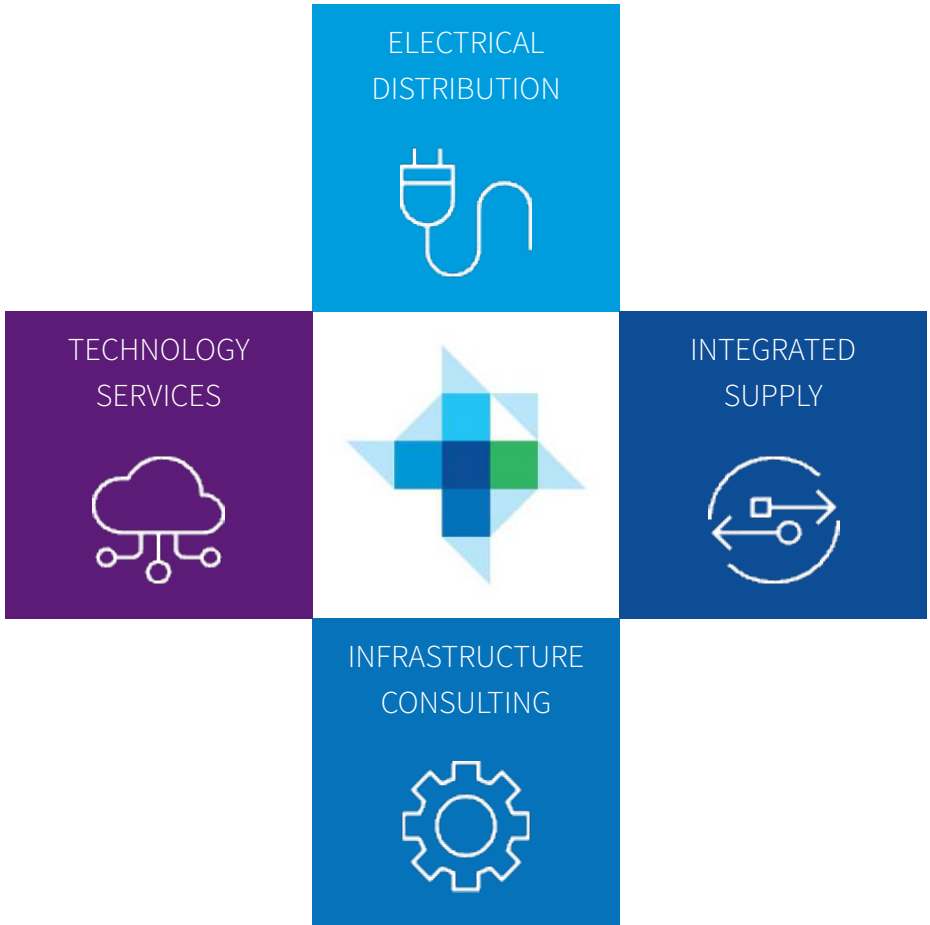
We have over 100 years invested in the people, processes, technologies and relationships needed to ensure our customers success.

Delivering Today. Advancing Tomorrow.

Our combination of services deliver the mission-critical solutions you need today and gets you ready to meet the high-stakes challenges of tomorrow.

Radical Collaboration. Exceptional Value.

Our unique, independent ownership structure allows us to operate with the radical collaboration of \$1B startup.



Serving a Broad Spectrum of Industries

CONSTRUCTION 	INDUSTRIAL AUTOMATION 	INFRASTRUCTURE MODERNIZATION 	FACILITIES MAINTENANCE
CONSUMER PRODUCTS 	RENEWABLE ENERGY 	OIL AND GAS 	PHARMACEUTICAL
GOVERNMENT 	TRANSIT 	HEALTHCARE 	UTILITIES

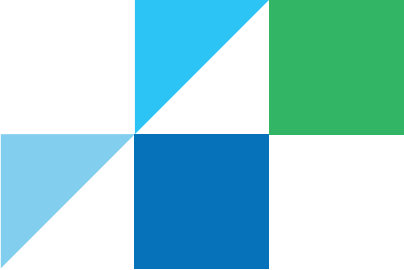
1923
Founded In NYC

Excellent NPS Score
(Past 6 Years)

4th-Generation
Family-Owned

Silver Ecovadis Rating
for Sustainability

Women's Business Enterprise
WBENC-certified for 20+ years



MESSAGE FROM THE FAMILY

A letter from Jayne Millard, fourth-generation family leader, Executive Chair of the Board of Directors, and Co-CEO

When my great-grandfather M.B. Turtle established Turtle & Hughes in 1923 with his partner Bill Hughes, he wanted to harness new technology to service the growing construction and manufacturing industry in New York City. Though we are no longer delivering cable and lightbulbs on foot, we still prioritize that same founding ethos of personalized service.

What has motivated us to stay at the helm of our business for more than 100 years? Turtle is not just a family-owned business — we are a family. We are proud to continue employing generations of families and have retained many employees for their entire careers. We are committed to supporting and empowering our people and the communities in which we operate.

Our ecosystem of suppliers, partners, and customers allows Turtle to adapt nimbly to change in our volatile modern world. Just as we accelerated the adoption of electricity in the 1920s, we are now accelerating the global transition to a more sustainable and resilient energy future. Turtle is positioned to play a pivotal role in transitioning to Net-Zero.

The ongoing climate crisis demands urgent action. For Turtle, this represents both an obligation and an opportunity. We are working closely with partners in the private and public sectors to accelerate the clean energy transition. Our business must be a champion for accountability as we navigate the relationship between the biosphere and the built environment and the balance between people, profit, and the planet.

Every company has a role to play in decarbonization, and particular responsibility falls upon the shoulders of high-emitting industries. Toward that end, we work with high-emitting businesses to reduce their carbon footprints and ensure that they are collaborative partners in advancing future solutions.

Finally, I am proud to have fifth-generation members of our family working at Turtle: in sales, in electric vehicle fleet services, and developing our sustainability and social impact programs. Their involvement is a critical reminder that our work each year shapes lives in the next generation.

Turtle's first one hundred years have been a journey of growth, innovation, and family. It has not been without significant challenge. We have overcome many obstacles in the last hundred years. We believe that when ordinary people come together, driven by a shared mission, they can achieve extraordinary things. We are all part of the global community that must work in harmony to ensure a safer future.



Jayne Millard
Executive Chair & Co-CEO



OUR APPROACH: BUILDING A SUSTAINABLE FUTURE

Sustainability is in our DNA.

Turtle has been a leading provider of electrical and industrial distribution, logistics, and supply chain solutions for more than 100 years. Since 1923, our family-owned and operated business has invested in the people, processes, and technologies needed to ensure our customers' success. Our team of industry leaders, supply chain experts, and technical advisors deliver mission-critical electrification solutions, empowering smart, safe, connected communities.

Since long before the frameworks of Environmental, Social, and Governance (ESG) and Corporate Social Responsibility (CSR) emerged, the Millard family has been dedicated to the conservation and protection of natural resources. Third generation leader and second generation female leader Sue Millard spent her life as a staunch environmental advocate in her Connecticut community, successfully lobbying for expanded wetlands protection and creation of land trusts.

The tradition of protecting precious ecosystems continues today as Jayne Millard, fourth generation leader and third generation female leader, establishes land trusts in Connecticut and Maine to prevent the destruction and development of forested land and biodiversity

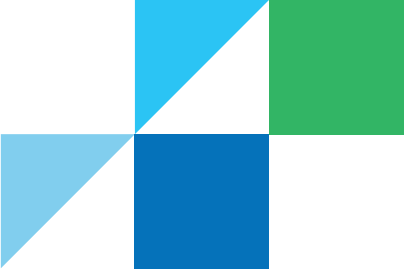
Our first foray into renewable energy was at the advent of the New Jersey solar energy market in the early 2000's through multi-megawatt projects for municipalities and academic institutions. Since then, we have helped deliver integrated renewable energy solutions including solar, wind, and resilient energy storage mechanisms to meet customer needs.

As a century-old organization, we recognize that one of the key ingredients to our longevity has been our committed people and our commitment to our people. We believe an energy future is possible that is smarter and safer for people and planet alike. Turtle's mission, informed by the Millard family's commitment to sustainable business, is to help accelerate this energy transition with climate-conscious products and services for the public and private sectors.



We commit to leveraging our partnerships, relationships, and expertise to drive impactful change.

Let's accelerate the clean energy transition together.



BUILDING A SUSTAINABLE LEGACY

A letter from Beatrice Clark, fifth-generation family leader and Turtle's first Director of Sustainability & Social Impact

I am honored to join Turtle as Director of Sustainability & Social Impact. As a fifth-generation family leader, I am excited to position our company to meet increasing responsibilities and capitalize on new sustainable growth opportunities.

Corporate sustainability has a profound impact on our environment, our society, and enterprise growth. Turtle's success as a business will directly reflect the extent of our ecological stewardship, community-building, and ethical governance. In order to support a just and equitable clean energy transition, we strive to advance the best practices for promoting accountability, transparency, efficiency, and innovation.

In my role, I will lead strategic initiatives to holistically embed sustainability throughout all functions of our organization, accelerating and elevating Turtle's long-standing environmental, social, and governance (ESG) efforts. My priorities include enhancing internal data insights, contributing to supply chain transparency, and continuing our strong commitment to industry leadership.

I will also lead the evolution of Turtle's strong philanthropic giving program, helping maximize its positive impact on communities and ecosystems in need. In 2023, we achieved the milestone of donating more than 2% of our annual net profit, contributing to 84 organizations and nearly doubling our contributions from the previous fiscal year.

It is a privilege to join the ranks of the Turtle family and help focus our next 100 years of business equitably on people, profits, and the planet. I look forward to working with current and future generations to innovate and grow through responsible leadership.



Beatrice Clark
Director of Sustainability & Social Impact

OUR COMMITMENT TO TRANSPARENCY

In 2023 Turtle earned a Silver medal from **EcoVadis**, a globally trusted third-party platform that provides holistic ESG ratings based on environmental impact, labor practices, human rights standards, corporate ethics, and procurements practices.

Since our first EcoVadis assessment in 2011, we share our scores with our customers, partners, and other industry stakeholders. Our 2023 Silver medal reflects a 12.5% improvement over 2021, landing Turtle in the 84th percentile of all EcoVadis reporters. As the global standards for ESG excellence continue to shift, our goal is to continue improving each section of compliance ratings towards a Gold rating.

We leverage contractor and supplier information management platforms including **Avetta** and **ISNetworld** to self-report safety, security, and other policies, procedures and metrics required by our customers.

Turtle is additionally committed to transparent CO2 and CO2-equivalent emission reporting through the **Carbon Disclosure Project (CDP)**. Along with 60% of all CDP reportees, we currently score in the D range, indicating that we are in the early stage of our environmental impact reporting journey. Expanding and operationalizing our emissions and environmental disclosures to improve this score is a top priority of our newly hired Director of Sustainability and Social Impact.

We are delighted to announce Turtle's recent commitment to United Nations partner **Science Based Targets Initiative (SBTi)**, with whom we will develop our Net-Zero goals. SBTi validates corporate benchmarks through scientific modeling and concrete supply chain insights to ensure actionable and achievable decarbonization roadmaps. Turtle is thrilled to embark on our Net-Zero journey and to support the United Nations **Race to Zero** campaign.





UNITED NATIONS GLOBAL COMPACT PARTICIPATION

About the UN Global Compact

In 2023, Turtle joined the United Nations Global Compact initiative, a voluntary leadership platform for the development, implementation and disclosure of responsible business practices. We are proud to join thousands of other companies globally in a shared effort to build a better world through responsible business action. As a participant, we will be submitting annual Communication on Progress (CoP) reports beginning in June 2024.

The UN Global Compact is a call to companies to align their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption, and to take action in support of UN goals and issues embodied in the Sustainable Development Goals (SDGs).

Launched in 2000, the UN Global Compact is the largest corporate sustainability initiative in the world, with more than 15,000 companies and 3,800 non-business signatories based in over 160 countries, and more than 69 Local Networks.

As part of our commitment to sustainable and responsible business practices, Turtle is embedding the Ten Principles of the United Nations Global Compact into strategies and operations, and is committed to respecting human and labor rights, safeguarding the environment, and working against corruption.

The Ten Principles

Human Rights

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

Labor

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labor;
5. the effective abolition of child labor; and
6. the elimination of discrimination in respect of employment and occupation.

Environment

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

10. Businesses should work against corruption in all its forms, including extortion and bribery.



Environmental

Turtle's Next 100 Years of **Sustainability**

Global Decarbonization Trends	10
Surging Global Growth in Clean Energy	11
Driving the Energy Transition	12
A Showcase of Our Sustainability Work	13
Sustainable Integrated Supply	20
Our Operational Impact	21





TAKING STOCK OF DECARBONIZATION TRENDS



In 2020, one in 25 cars sold globally was electric; in 2023, this is now **1 in 5**.

In 2030, **half** of all new car registrations in the U.S. are projected to be electric.

Sources: IEA World Energy Outlook 2023, U.S. Energy Information Administration

Renewables are projected to contribute **80%** of new global power capacity from 2023 to 2030, with photovoltaic solar alone accounting for more than half.

By 2024, solar and wind generation will provide **16%** of electricity in the U.S. grid — twice as much as in 2018.

U.S. battery energy storage is projected to grow by **more than 80%** in 2023.

In 2023, the U.S. announced **\$7 billion** in clean hydrogen investment.

The environmental and economic impacts of climate change are increasing the importance of sustainability for public and commercial enterprise alike.

We engage as a trusted partner on meaningful projects to help our customers achieve ambitious sustainability goals. Together, we are building greener energy infrastructure that includes energy efficiency, smart grids, automation, vehicle electrification, and more.

We are advancing environmental responsibility within our own operations as well. We are working to increase transparency and accountability through internal process improvement and participation in external public and private sustainability initiatives. We are also investing strategically in innovative green technology solutions.



SURGING GLOBAL GROWTH IN CLEAN ENERGY

Major Increases in Investment

Total global clean energy investment in 2023 was projected by the International Energy Agency (IEA) to reach **\$1.74 trillion**, up 38% from 2020 and more than 60% of all global energy investment. Investment in solar power alone was projected to exceed investment in oil production.

Investment in renewable power was projected to reach **\$659 billion**, up 33% from 2020. Investment in energy efficiency was projected to reach **\$377 billion** in 2023, up 36% from 2020. Investment in electrification and other end use was projected to reach **\$247 billion** in 2023, up 82% from 2020.

As of June 2023, the IEA identified \$1.34 trillion allocated by its 68 member governments since 2020 in support of clean energy investment, which has played a major role in the growth of total clean energy investment.

Sources: IEA World Energy Outlook 2023, IEA World Energy Investment 2023, IEA Government Energy Spending Tracker, IEA World Energy Employment 2023, U.S. Department of Energy



The Leading Source of Energy Jobs

Clean energy employed **36.2 million workers** worldwide in 2023, up more than 6 million from 2020. Employment in clean energy surpassed that of fossil fuels in 2021, and accounted for 4.1 million more workers in 2023.

More than half of global energy jobs are in construction and manufacturing — 2.6 million new jobs since 2019. Electric vehicle and battery manufacturing was by far the largest source of job growth, adding more than 1 million jobs since 2019.

Governments worldwide face mounting pressure to set and meet ambitious sustainability goals, driving major clean energy investment in the public and private sectors.

In Turtle’s next 100 years, we will continue to empower American public enterprise to increase energy efficiency, reduce greenhouse gas emissions, and reinforce the security of critical infrastructure against climate threats.

Climate change is a global crisis that demands international cooperation. In addition to our domestic efforts, we are increasing our engagement in global sustainability initiatives and exploring new opportunities to contribute our century of expertise to energy partners around the world.



TURTLE'S MULTI-FACETED ROLE IN THE ENERGY TRANSITION

Renewable Energy and Energy Efficiency

We can catalyze the global push to triple renewable energy capacity and double energy efficiency by 2030.

Energy Transition and Policy Support

The U.S. Inflation Reduction Act and other policy initiatives are driving investment in renewable energy and other sustainability initiatives, providing exciting new opportunities for Turtle.

Smart Cities

We can play a pivotal role in developing efficient and resilient interconnected urban environments as smart city initiatives continue to accelerate.

Public-Private Partnerships

We can drive sustainable growth across all of Turtle's offerings by partnering with government agencies and private-sector stakeholders.

Electric Vehicle Charging Infrastructure

We can accelerate our work to develop and deploy modern electric vehicle (EV) charging infrastructure, aligning with policy goals and consumer demand for electrification.

Reducing Methane and Other Greenhouse Gas Emissions

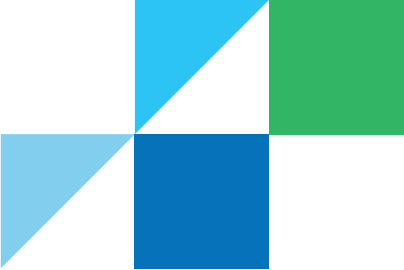
Our involvement in projects aimed at reducing methane emissions and promoting clean energy aligns with national and global climate initiatives, opening new business opportunities.

Building Modernization and Refurbishment

We can expand our work to make buildings energy efficient, retrofitting existing structures and ensuring that new construction meets high sustainability standards.

Investment in Green Technologies

Accelerating the deployment of green technologies in our operations and product offerings will help position us as a leader in sustainable electrical distribution solutions and meet growing demand.

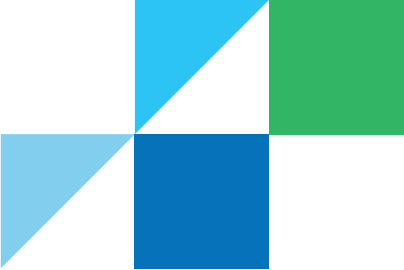


A SHOWCASE OF OUR SUSTAINABILITY WORK

On the following six pages, we are proud to highlight examples of our recent and ongoing projects through which we have driven both positive environmental impact and business value for our customers.

- Smart Grids for Efficiency and Resilience 13
- Reducing Waste through Circular Economy Services 14
- Addressing Built Environment Emissions 15
- Powering a Nationwide Fleet of Electric Vehicles 16
- A Green Future for Mobile Energy Storage 17
- Driving Energy Efficiency through Lighting 18
- Sustainable Integrated Supply 19





SMART GRIDS FOR EFFICIENCY AND RESILIENCE



The New York Power Authority (NYPA) is the largest state public power utility in the United States, with a mission to “lead the transition to a carbon-free, economically vibrant New York through customer partnerships, innovative energy solutions, and the responsible supply of affordable, clean, and reliable electricity.”

The Scope and Impact of Our Work

Power utilities like NYPA rely on a wide array of sensors to monitor their field equipment, but the process of accessing them has historically been manual, fragmented, and reactive. In support of NYPA’s Digital Vision to become the first end-to-end, all digital power utility in the US, Turtle assisted with the design and build-out of a comprehensive digital twin of more than 140,000 field equipment sensors.

Transforming NYPA’s legacy technology into a groundbreaking intelligent grid enables unprecedented reliability and resilience at scale through centralized and proactive real-time monitoring. It empowers customers with more precise insight into their energy usage, allowing them to increase efficiency and reduce costs. The robust data it provides also unleashes the power of machine learning to yield continuous and scalable system insights.

Building Upon Recent Success

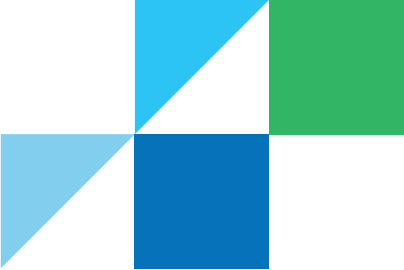


Hudson Yards is the largest private development in New York City since the 1930s. We provided the design experience, engineering services, and power distribution equipment that brought the Hudson Yards microgrid to life, ensuring efficient and uninterrupted power delivery.

Leveraging a Key Turtle Partnership



As part of our NYPA project, we were able to leverage our investment in Cadenza Innovation. Cadenza designs and manufactures lithium-ion battery architecture to increase fire-resistance, energy density, system redundancy, and resilience.



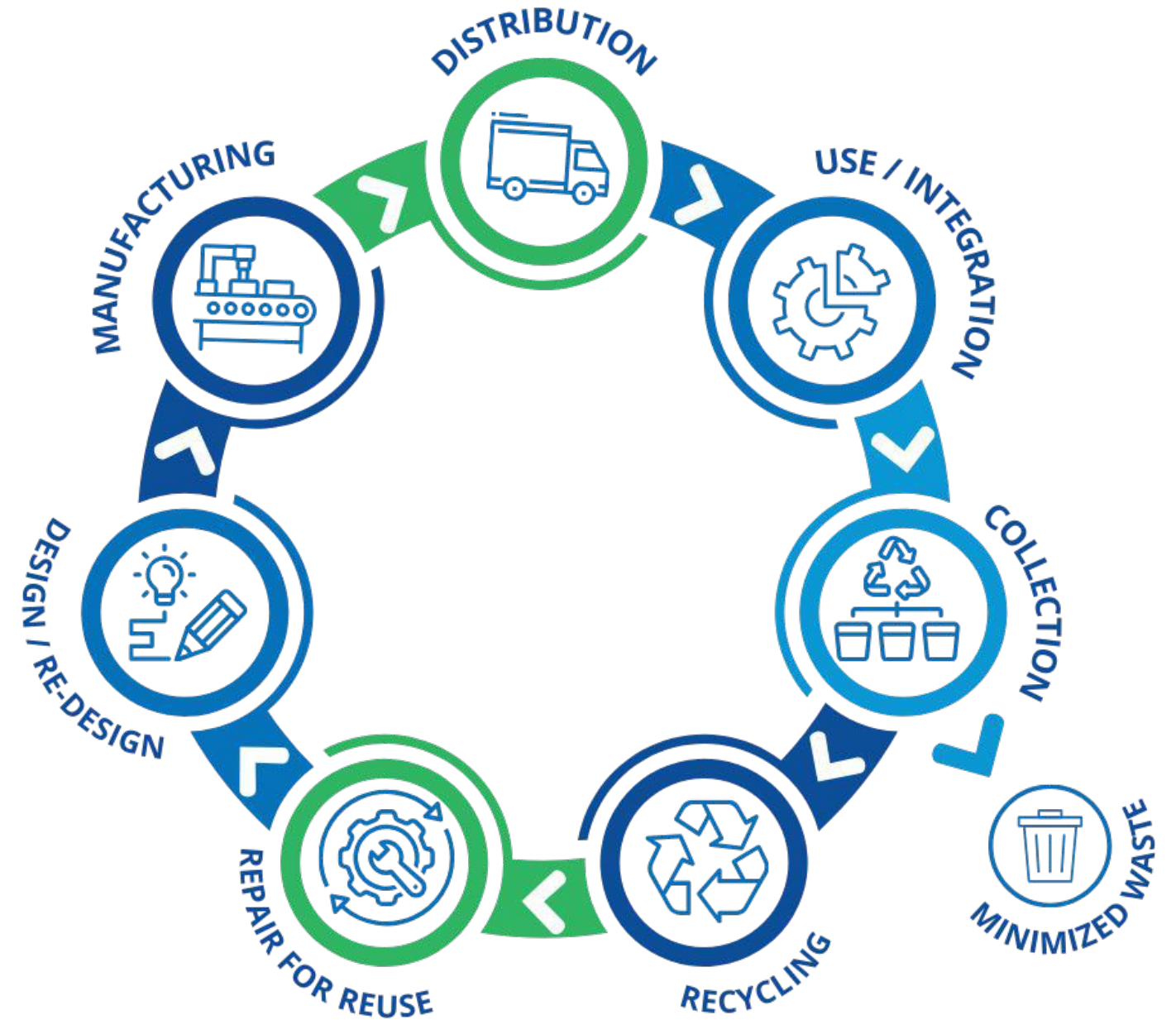
REDUCING WASTE THROUGH CIRCULAR ECONOMY SERVICES



As a Rockwell Automation distributor, we are proud to support their repair & remanufacturing services, which extend the lifespan of industrial products, minimize waste, and promote efficient resource use. Rockwell's LifeCycleIQ services for recycling and repurposing equipment reduce the environmental impact of both the disposal of old products and the production of their replacements.

Turtle offers the Circular Economy Initiative as a service and implements it internally within our own testing labs. We help our customers meet their sustainability goals and increase their profitability by identifying opportunities to reduce emissions when acquiring maintenance, repair, and operations (MRO) products. By leveraging data on consumption, emissions, and waste, we provide end-to-end visibility on the costs and environmental footprints of products.

Rockwell Automation tools also allow our teams to implement efficient demand planning, set proper stocking levels and monitor shelf life to minimize waste and unnecessary overconsumption.





ADDRESSING BUILT ENVIRONMENT EMISSIONS

Compliance Tools for NYC Local Laws: 84, 88, 97

Due to the increasingly stringent local laws the City of New York is implementing to control commercial building greenhouse gas emissions, Turtle has created a service to offer custom electrical panels and meters that allow for emission tracking on a floor or tenant basis, to aid in emissions tracking and reporting. Turtle is committed to leveraging our manufacturing partnerships to aid New York City on its road to decarbonization.

For example, NYC Local Law 97 establishes carbon emission limits for NYC’s largest buildings (over 25,000 gross square feet) and will assess an annual penalty of \$268 per ton of CO2 equivalent in energy usage and emissions in excess of these limits after 2024. This may cost many New York buildings millions of dollars in fines each year.



Solutions for Intelligent, Decarbonized Cities

Customization of panels and sub-meters is scalable across the commercial and residential landscapes. As more cities commit to Net Zero futures, the ability to provide innovative, digital sub-metering that is compatible with existing power distribution systems is a powerful tool for accountability and compliance.

Turtle has a long history of customizing technological and service offerings for customers in New York City. The Panel Shop is our newest venture in a long history of innovating based on private and public sector needs. From the digitization of the largest northeast subway signaling system, to the design and power distribution of smart grids, we are building smarter, cleaner, safer cities for all.





POWERING ELECTRIC VEHICLES NATIONWIDE



The Scope of Our Work

A nationwide energy company has started the process of transitioning its fleet of vehicles to electrical power. In partnership with a leading electric vehicle (EV) charging supplier, we submitted a successful bid that met all of this customer's requirements. Turtle will handle all purchase orders, receive all equipment for multiple sites, break down bulk orders, repackage per individual site, and handle all logistics of delivering the equipment to each site in the manner requested by the client in a timely fashion.

We will stock spare parts and spare stations for the client to minimize downtime in the event of any station issues. The client will have direct access to our team of EV charging professionals for product support in the field. In the future, we will leverage additional Turtle partnerships to deploy innovative energy storage system technology, maximizing the resilience of our client's energy management infrastructure at charging stations.

Fleet Electrification Services

In addition to our distribution work, we are in the process of launching an exciting new consulting initiative to improve the quality, efficiency, and impact of fleet electrification in public sector, business, and multi-family residential applications. We are leveraging our experience, market-mapping and policy-tracking capabilities to inform strategic initiatives. Our mission is to strengthen public-private partnerships to accelerate the transition to a clean transportation future.

The Impact of Our Partnership

The charging infrastructure we provide will empower this customer to meet a number of ambitious clean energy goals this decade, amounting to a critical reduction in fossil fuel use.

By 2030, 75% of the customer's passenger vehicles, including sedans and SUVs, will be converted to electric power, and 50% of work vehicles will be converted to plug-in hybrids, battery electric vehicles, or vehicles fueled by cleaner-burning alternatives.

During the transition, the customer will make use of trucks equipped with emissions-reducing ePTO (Electric Power Takeoff) systems. After 2030, 100% of all its new vehicles purchased will be powered either by electricity or alternative fuels.



A GREEN FUTURE FOR MOBILE ENERGY STORAGE

The Scope of Our Work

Power utilities rely on energy storage to ensure continuous operation through planned and unplanned grid outages and surges in demand. Historically, this has required the construction of costly and fixed-position storage infrastructure or backup generators powered by fossil fuels. In order to more flexibly serve our customers and the needs of electrical consumers, Turtle partnered with a major utility conglomerate to develop mobile energy storage solutions for power storage, delivering modular trailer-scale batteries — the first of their kind — to a subsidiary power utility.

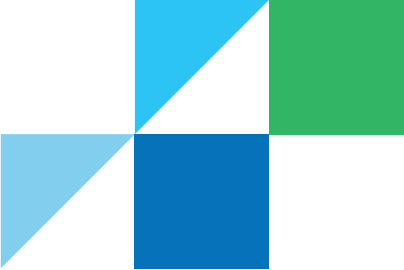
Immediate Positive Impact

Mobile energy storage projects allow clients to adapt more nimbly and sustainably to ensure continuous grid operation. It is a highly scalable solution, dramatically amplifying its impact. Combining the power storage capability of traditional fixed energy storage systems with the mobility of generators will allow for reduced reliance on fossil fuels where clean power is available, and holds the potential to accelerate the green energy transition by making it easier for power utilities to manage the variable energy supply from wind and solar power.



Follow-On Opportunities

Future application possibilities for mobile battery systems are vast. They represent a vital energy resiliency upgrade for natural disaster response, a particularly critical capability in the context of climate change. Mobile energy may be deployed via trains, trucks, barges, and other transportation methods. Its positive impacts may range from peak shaving to the ability to retire fossil peaker power plants, reducing system strain and greenhouse gas emissions.



DRIVING ENERGY-EFFICIENCY THROUGH LED LIGHTING

Airports & Infrastructure

As Turtle’s latest project in critical New York City infrastructure, our Power Distribution & Automation Services Group is flying high after securing a \$16M design-build project at JFK Airport. The project is a major expansion with six 38kV **Con Ed** incoming services and medium voltage switchgear that will be the cornerstone project feeding several Terminals, including the new Terminal 1. We have partnered exclusively with **Eaton** as a sole-source provider of the majority of the 38kV and 15kV switchgear and will be working with **Five Star Electric**.

Energy & Lighting Efficiency

Turtle’s Energy Department provides customers with technical solutions to increase efficiency, reduce costs, save energy. Helping customers meet their own sustainability goals by optimizing energy conservation and reducing environmental impact. We conduct comprehensive energy audits and assessments for businesses and organizations, analyzing the existing lighting systems to identify areas for improvement and potential energy savings.

Based on the energy audit findings we develop energy management and lighting infrastructure systems to reduce electricity consumption by hundreds of thousands of kWh per year, and significantly reducing building emissions



Energy Solutions for Business 2023 Top Performer

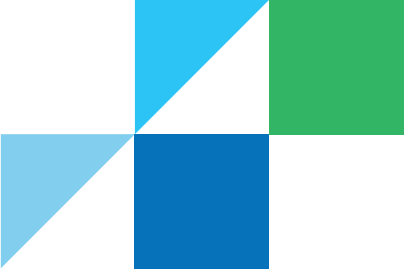
Atlantic City Electric
an Exelon Company

The Energy Department was awarded Silver Top Performer awards for Prescriptive & Custom Total Installed Incentives and Total Installed kWh Savings.

2022-2023 Energy Solutions for Business Program

Jersey Central Power & Light
a FirstEnergy Company

The Energy Department was recognized as:
#1 Most Projects Submitted Overall
#1 Most Projects Submitted, Instant Discount Lighting
#1 Most Projects Submitted, Prescriptive Lighting
#1 Greatest Savings, Instant Discount Lighting
#3 Greatest Energy Savings, Prescriptive Lighting



SUSTAINABLE INTEGRATED SUPPLY

Rethinking Synergy

Turtle Integrated Supply is committed to being a strategic partner to help accelerate ESG Strategies. Using over 25 years of experience in creating synergy for our clients along with our deep industry knowledge and manufacturer relationships, we offer client-specific program options designed to be customizable and site-centric to fit your sustainability goals.



Sustainability in Action

Since June 2022, we have been working with a manufacturing client in Puerto Rico on a project to review obsolete inventory from manufacturing lines that were no longer in production. Turtle has been able to review thousands of items and assist with reassigning within the company.

We have also been working with a large MRO, automation supply and repair partner on value recovery. By doing so, Turtle has been able to recapture over \$27,000 for the client, keeping four tons of potential waste out of local landfills. The project is ongoing and has a dozen or so pallets remaining to be reviewed by the client.

Economic Sustainability 

- Outsource procurement to reduce costs and make budgets go further.
- Design and implement repair and warranty programs .
- Seek small/diverse manufacturers and suppliers to enrich the supply chain.
- Right-sizing customer spend for inventory optimization.

Environmental Sustainability 

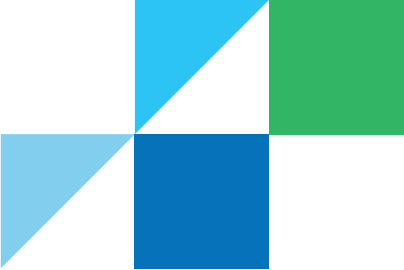
- Repurpose obsolete materials back into the circular supply chain, avoiding landfill.
- Source eco-friendly products through Environmentally Preferred Purchasing (EPP).
- Onsite recycling programs.
- Sourcing CapEx projects (lighting retrofits and energy-efficient equipment).

Operational Sustainability 

- Leverage detailed SOPs to ensure safety and reduce errors.
- Regular engagement surveys to look at team member demands.
- Turtle University courses and manufacturer training.
- Lunch & Learns" on key MRO commodities.
- Advanced analytics platforms, making client data more robust.

Partnership Sustainability 

- Synergy workshops to identify where and how integrated supply chain efforts can over-deliver on corporate ESG goals.
- Data reporting through the Carbon Disclosure Project (CDP), Ecovadis, ISNetworld and Avetta.
- Onsite personnel participates in diverse teams from different backgrounds and cultures.



OUR OPERATIONAL IMPACT

ISO 9001 Certification

In September 2023, our Deer Park office achieved an ISO 9001 certification and registration of its Quality Management System, demonstrating a commitment to continuous improvement.

Lighting Efficiency Upgrades

We upgraded to energy-efficient lighting at various locations in 2023, including in Bridgewater, NJ, Newburgh, NY, and our Deer Park, TX, warehouse.

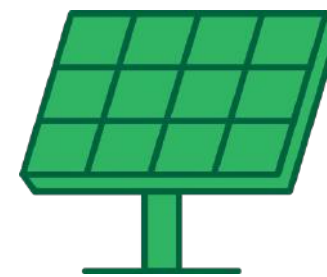
Electrifying Our Fleet

Turtle is proud to have added our second and third fully electric vehicles to our fleet this year. We moved our ChargePoint CT4021 Level 2 EV Charging Station from our former HQ to our Somerset, NJ distribution center, where we are evaluating installation of additional chargers. We have one ChargePoint at HQ. Along with fleet partners AB and Ryder, we are committed to adding more EVs to our fleet and tracking emission offsets from these vehicles.

Environmentally Conscious Printing

In 2022, we purchased 34,710 lbs. of paper for printing and copying. We use Green Earth Enterprise for commercial installation graphics printing. It is considered the greenest printer in America and uses vegetable inks for most print processing.

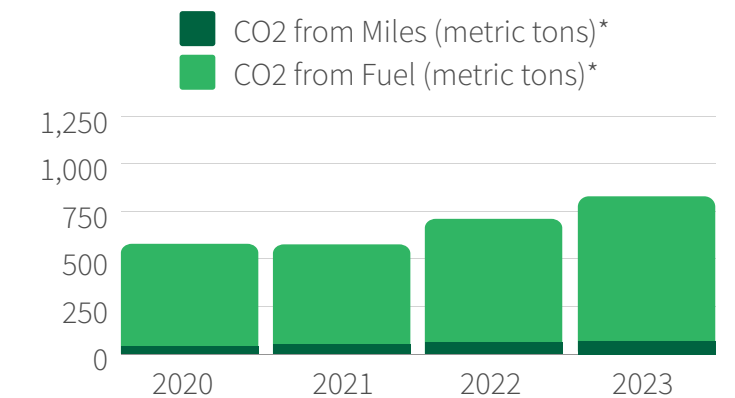
Solar Energy Produced



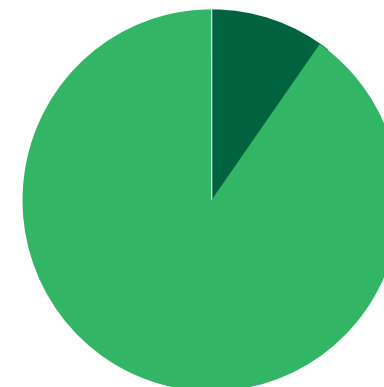
319,405
kWhours

From two Turtle-owned solar arrays in CY 2023

Expensed Car Travel



Waste Produced

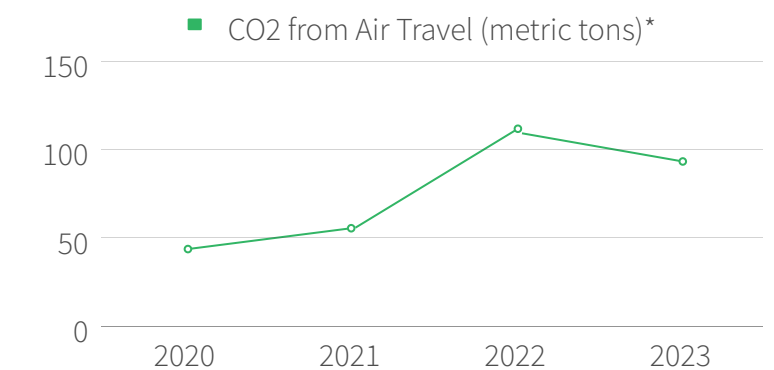


Recycled:
98,966 lbs

Landfill:
917,419 lbs

From all Turtle locations in CY 2023

Expensed Airline Travel



*Emissions calculated per the Greenhouse Gas Protocol



Social

Turtle's Next 100 years of **Community**

- Putting People First 23
- Fostering Happiness and Community 24
- Diversity, Equity and Inclusion 25
- Talent Development 26
- Rewarding and Engaging with Our Employees 27
- Keeping Our Teams Safe 28
- Giving Back to Our Communities 29





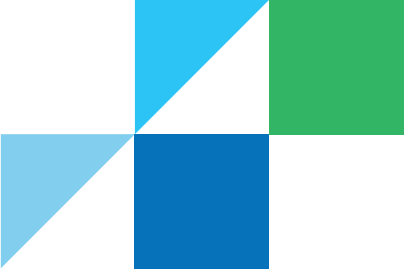
PUTTING PEOPLE FIRST

We are dedicated to the continuous improvement of Turtle's company culture. We welcomed a new Chief Human Resources Officer (CHRO) in the fall of 2022 to review our relationships with job applicants, employees, customers, and other stakeholders. We began updating our people practices to support our goal of being best in class for employee development and retention.

We are making process and procedural changes to improve the trajectory our employees' development to reach our goal. This fall, we are launching a new Diversity, Equity and Inclusion Council to oversee this process and ensure that our new talent management system supports our people to best help our customers.

Additional updates to our recruitment methods, training program, review process, and commitment to career advancement are vital to our continued development as a top employer and member of the many communities we serve.





FOSTERING HAPPINESS AND COMMUNITY

Fostering Happiness in the Turtle Family

In 2023, Turtle was named as a Best Place to Work in New Jersey after being previously named to the list in 2020 and 2021. This recognition was based on a thorough review of our benefits and corporate culture along with employee survey feedback. We believe that Turtle is not just a family-owned business, but that every employee and customer is an integral part of the Turtle family.

We conduct continuous, comprehensive analyses of our pay and benefits structures, including gathering market salary data and developing formalized compensation ranges.



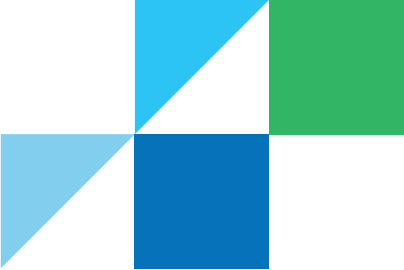
Helping Hands

Our Helping Hands program provides financial assistance to employees in times of hardship. It is funded through \$2 donations from the bi-monthly paycheck of each employee that chooses to participate. Employees facing extenuating financial circumstances are able to make anonymous requests for assistance which are reviewed by an anonymous committee of Turtle employees.



In FY 2022, \$13,502 was contributed with an average participation of 32% of total employees. In FY 2023, \$13,226 was contributed with an average participation of 29% of total employees.

Our continued goal is to increase participation to 40% by refreshing the Helping Hands messaging and reinforcing the importance of solidarity within the Turtle culture.



DIVERSITY, EQUITY AND INCLUSION

Diversity, Equity and Inclusion have always been part of the Turtle culture. Practicing these values fosters creativity, understanding, and a sense of belonging.

Our new Diversity, Equity and Inclusion Council launched in early 2024 and represents a diverse range of our current employees. Members will provide feedback on internal DE&I initiatives to the CHRO and other executive team members to make sure that all employees feel welcomed, valued, and feel they are receiving equitable opportunity for professional advancement.

We are continuing to work with eQuest, a job aggregator, to ensure we are reaching diverse populations on job boards. We are also initiating plans to identify and develop deeper partnerships with diverse industry groups to broaden our recruitment efforts and scope. These include alternative high schools and diverse professional organizations. In 2024, we plan to establish more connected relationships through hosting information days and cross-posting job opportunities.

Our Demographics

The graphic below does not include non-US employees for whom our demographic data is incomplete.

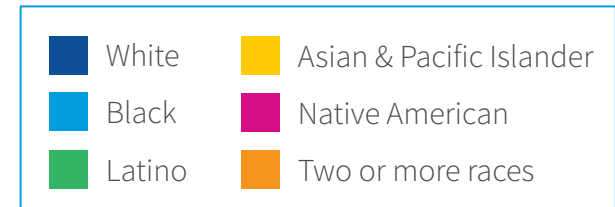
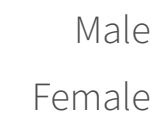
Management

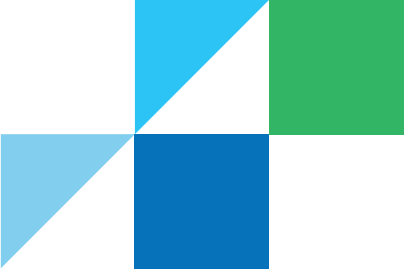


Full-Time Employees



Part-Time/Seasonal





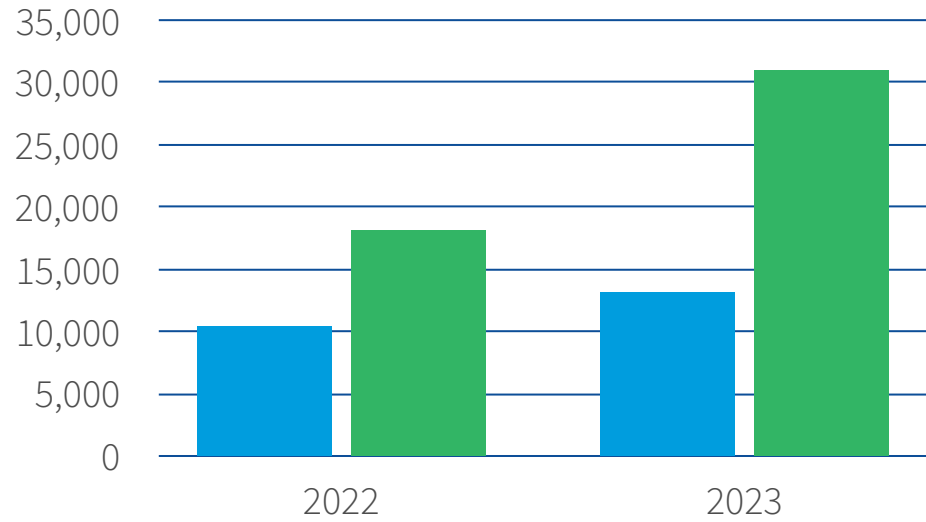
TALENT DEVELOPMENT

In 2023, we used employee feedback and made changes to our annual training program through Turtle University. We updated our mandatory compliance training to align with our core values, and worked with expert leaders across the company to craft development training tracks that are more relevant to unique job functions. Lastly, we created a user dashboard on Turtle University for a smoother training experience.

Each employee is required to complete a minimum of 10 training hours each year: 4 hours of compliance training based on our core values and 6 hours of development training that team members can customize to fit their professional goals. Many employees complete more than their required hours and are working diligently to meet our goal of increasing our 2022 training hours by 10%.

Turtle University

■ Completed hours
■ Completed courses



Number of employees who completed required training by deadline:

2022: 692
2023: 894

Advancement programs

Internal conferences



To celebrate our 100th anniversary, Turtle hosted two internal conferences, the Sales Summit for distribution salespeople and the AIM conference for our Integrated Supply team. These events featured intensive training, speakers, and opportunities to connect with external partners.

Rising Stars Program



In 2023, our fourth class of Rising Stars completed the year-long program that has put close to 70 employees with leadership potential through regular seminars covering a range of job functions, culminating with small group business pitches to executives.

Turtle Training Program



Newly hired employees in this program rotate through various business functions for 12 to 18 months. This program is nationwide, with some graduates still in leadership positions at Turtle today.

LEAD program



The Leadership Education Through Advanced Development (LEAD) program gives mid-level managers external leadership training through the program of their choice.



REWARDING AND ENGAGING WITH OUR EMPLOYEES

Healthcare coverage

- Two medical plan options partially paid for by Turtle Flexible Spending Account (FSA)
- Company-paid life and workers' compensation insurance Access to other insurance plans, including dental, vision, and short- and long-term disability

Work-life balance

- Paid vacation days with limited carryover
- Paid holidays throughout the year
- Floating holidays per year
- Days of paid sick leave per year
- Remote work options available when possible

Robust upward feedback

- Five company-wide employee surveys conducted in 2023, including Company Culture Assessment and Employee Satisfaction
- Employee input shapes core values, business practices, & community engagement priorities
- Monthly town hall meetings with Executive Team include employee questions and polling in real-time

Bright Ideas program

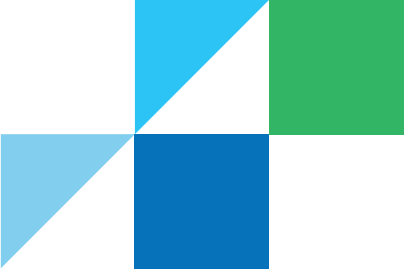
- Employees pitch ideas to boost sales or drive savings and can receive 25% of the financial impact of their implemented project over its first 12 months

Financial compensation

- Competitive salaries and annual bonuses
- 401(k) plans with company match
- Profit-sharing incentives
- Employee discounts on travel, lifestyle, entertainment and more

A vibrant company culture

- 100th anniversary celebrations hosted throughout regions in 2023, including recognition of employee tenure with awards
- In 2023, Turtle was proudly voted one of NJBiz's Best Places to Work based on employee feedback, as well as a thorough review of employee benefits and company culture



KEEPING OUR TEAMS SAFE

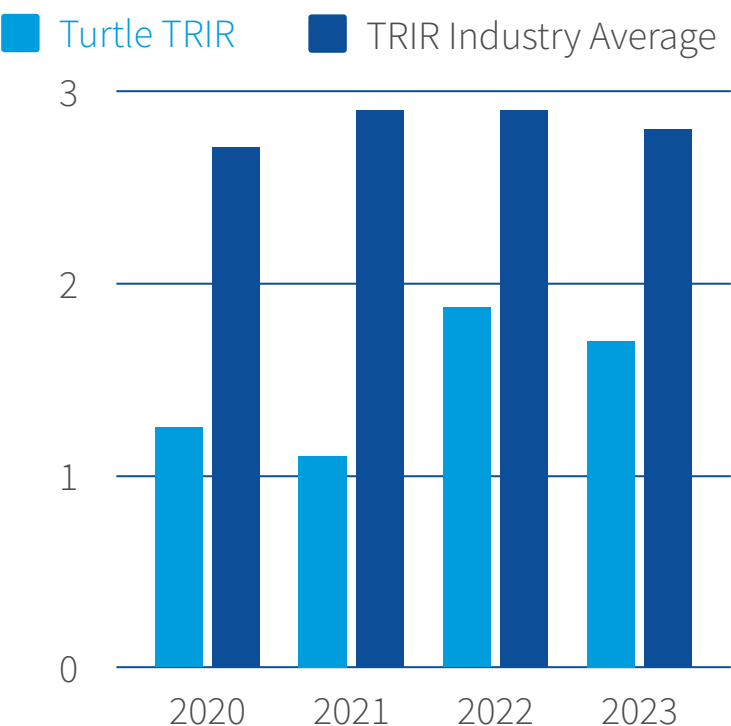
Job safety is our greatest responsibility. In 2023, we launched a safety application to track incident metrics across the company. Our safety Executive-level Safety Committee uses the information compiled in this application to identify trends and mitigate apparent risks through updating safety plans, leading applicable on-site training, and providing adequate protective gear and equipment.

We comply with all applicable federal, state, and local safety, health, and security regulations, including but not limited to OSHA, EPA, and DOT. By 2025, we aim to lower our total recordable incident rate (TRIR) below 1.0 per 100 employees and our lost time incident rate (LTIR) to 0.5 per 100 employees.

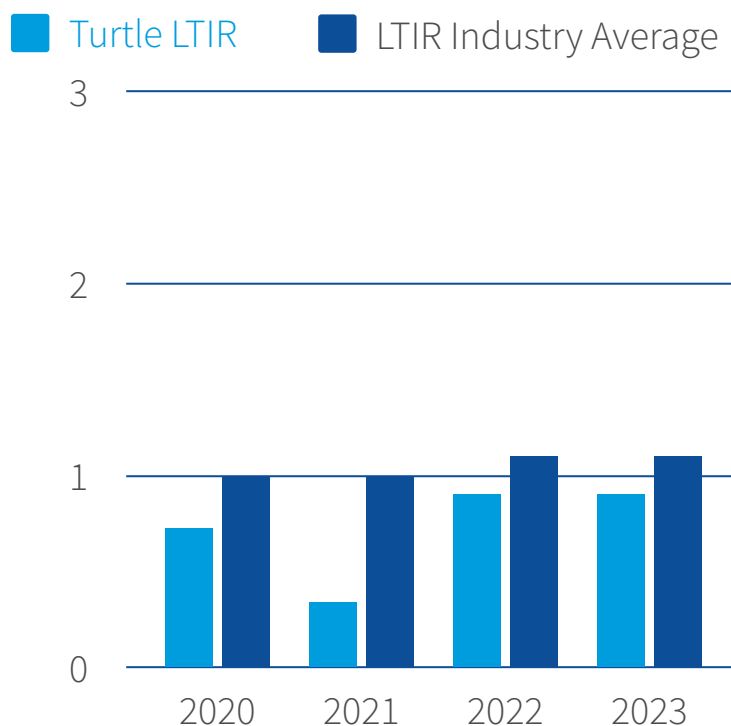
Preparation Means Business as Usual

In July 2023, our Central Distribution Center in Somerset, NJ experienced a small, contained fire in a packaging station. Thanks to a responsive zone-programmed fire suppression system, the damage was minimal and no injuries occurred. The day after the incident, employees were safely back on site and all customer orders were sent out on time.

Turtle TRIR vs. Industry

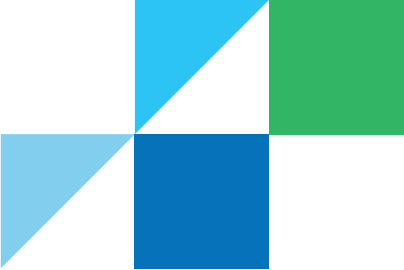


Turtle LTIR vs. Industry



Rate of Injury and Illness Cases per 100 Full-Time Workers	Turtle	Industry Average
Total recordable cases	1.4	2.6
Cases involving days away from work, job restriction, or transfer	0.9	1.8
Cases involving days away from work	0.9	1.1
Cases involving days of job transfer or restriction	0	0.7

Source: U.S. Bureau of Labor Statistics - Injuries, Illnesses, and Fatalities, for NAICS 42 (wholesale trade industry).



GIVING BACK TO OUR COMMUNITIES

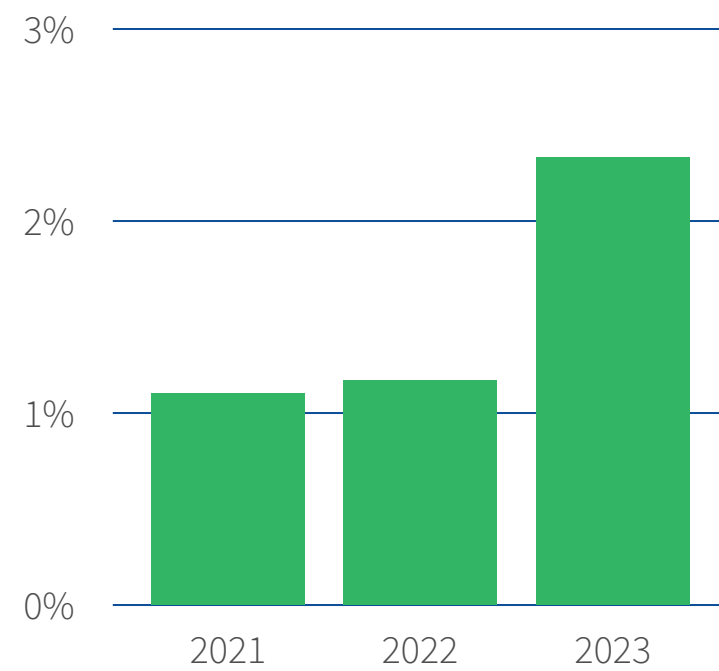
Supporting the people and planet in need

In 2021, we set a goal of donating 2% of our annual net profit by 2025. We are thrilled to have surpassed this goal in 2023, two years ahead of schedule, donating 2.33% of our net profit to 84 different organizations and nearly doubling our donations from the previous fiscal year.

We have also continued to formalize our philanthropy program this year, with increased donation tracking and management of our giving goals.

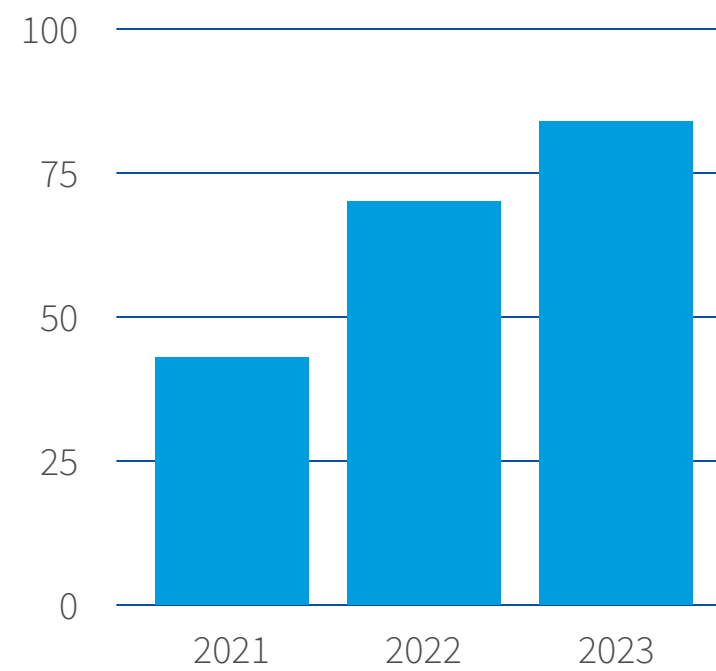
2021-2023 Charitable Giving

Total Donations as a Percentage of Net Profit



2021-2023 Recipient Count

Number of Organizations Receiving Support



Our Philanthropic Partners



In partnership with Make-A-Wish International and Make-A-Wish America, Turtle granted 100 wishes to children with critical illnesses in nine countries to mark our 100 years of business.

In 2023, we supported the Gary Sinise Foundation by providing in-kind product donations to two home builds for wounded veterans. Our employees also attended Walls of Honor home dedication ceremonies and we welcomed GSF ambassadors to our Town Hall meetings.



For the second year, we are a NJ Region Ready 365 Bronze partner member supporting disaster prevention and relief efforts. We host company-wide events to support the Red Cross each year, including food drives and blood drives.

For almost a decade, we have partnered with research institute Sea Turtle Conservancy to advocate for sea turtle-friendly lighting at beachfront properties. We also support its annual Tour de Turtles migration race to promote conservation and rehabilitation efforts.



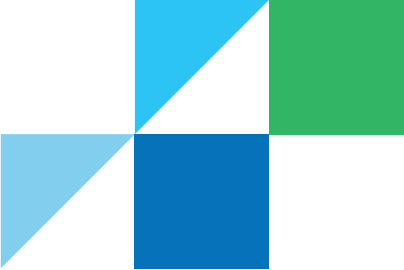


Governance

Turtle's Next 100 years of **Leadership**

- Our Board of Directors 31
- Our Executive Committee 32
- Our Core Values 33
- Ethics and Compliance 34
- Cybersecurity and Artificial Intelligence 35
- Recognition 36





OUR BOARD OF DIRECTORS

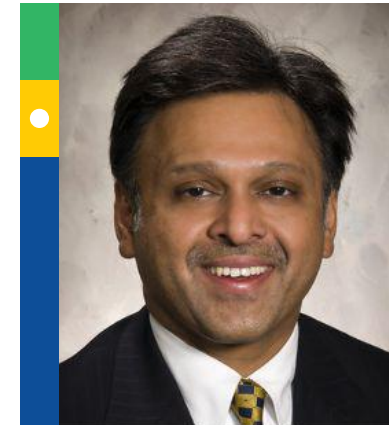
A guiding vision for growth, innovation, and the highest standards of excellence



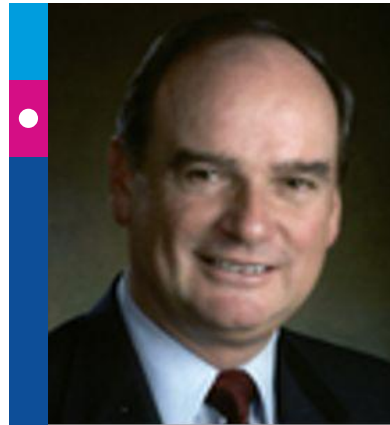
Jayne Millard, the fourth generation of family leadership, serves as Executive Chairman of the Board and Co-CEO. Ms. Millard joined Turtle & Hughes in 1991. She was appointed vice president of marketing in 1999, president in 2007, and CEO in 2010. She has served on Turtle's Board of Directors since 1986 and was appointed Chairman in 2016.



Beverly Jennings, former Head of Global Supplier Diversity at Johnson & Johnson, is a nationally recognized leader in DE&I and supplier diversity strategies. She is Advisor and former Vice Chair and Executive Committee Member of the Billion Dollar Roundtable.



Raj Rao serves as General Manager of IBM Food Trust, the world's only enterprise-class blockchain platform that is solely focused on enhancing the efficiency, safety and transparency of the global food supply chain. He also currently serves on the board of the 3M Foundation and is an expert on intellectual property and IT.



The Honorable **Donald DiFrancesco** served the public for 25 years in key leadership roles, including as President of the New Jersey State Senate and as the 51st Governor of the State of New Jersey. His tenure as Governor included the immediate aftermath of the September 11, 2001 terrorist attacks. He serves as a Senior Partner in law firm DiFrancesco Bateman et als.



Robert Millard has more than 20 years of experience in electrical distribution and currently serves as Director of Standards and Specifications Infrastructure at Hubbell Inc. He started his career in 1994 at Turtle and learned the business from the ground up, working in the warehouse, in counter sales, outside sales and as a branch manager.



Kathryn Swintek, a Financial Expert, is Managing Partner of Golden Seeds Fund 2, an early stage venture fund investing in enterprise services and technology, e-commerce and healthcare. She served in senior executive positions in the U.S. and globally at BNP Paribas. The National Association of Corporate Directors awarded her the Private Company Director of the Year in 2020.








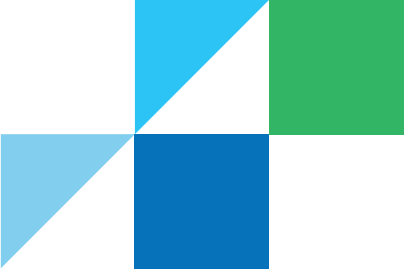
Grant L. Gawronski recently retired as the Executive VP and Chief Commercial Officer at Gates Corporation where he was recruited from his retirement to initially lead America's team and then all commercial operations. He formerly served as President at both Eaton and Cooper Industries.



Brad Neilley, Sr., currently serves as Turtle's Interim Chief Human Resources Officer (CHRO). He has held several senior positions during his career. While serving at Johnson & Johnson, he received the President's Award and Chairman's Award for accomplishments in his roles that included Worldwide VP of HR and company Board Member.

Committee Membership

-  Audit, Finance, and Risk
-  Talent, Culture, Compensation
-  Strategic Planning
-  Governance
-  Committee Chair



OUR EXECUTIVE COMMITTEE

Leading Turtle into its next 100 years



Jayne Millard

Co-Chief Executive Officer



Luis Valls

Co-Chief Executive Officer, President of Electrical Distribution



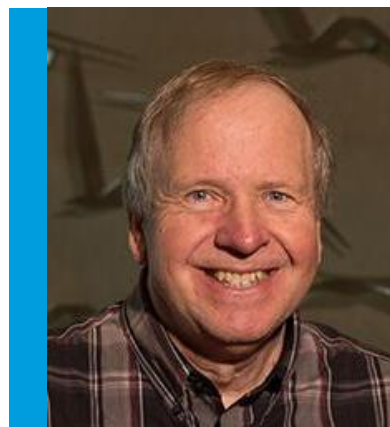
Kevin Doyle

Chief Operating Officer



Chris Rausch

Chief Financial Officer



Michael Matejek

General Council



Scott West

President of Turtle Integrated Supply Division



Teese Murray

Chief Strategy Officer



David Magee

Chief Information Security Officer, Chief Technology Officer



Robert Courcy

Vice President, Gulf Region



Brad Neilley

Chief Human Resources Officer (Interim)



OUR CORE VALUES

These six values define our company.

They enable us to consistently deliver excellent service to our customers and serve as a role model to other members of the business community.

Diversity

We commit to a workplace where everyone has a voice and we take care of each other.

Integrity

We do the right thing.

Agility

We adapt, respond and thrive to drive customer success.

Curiosity

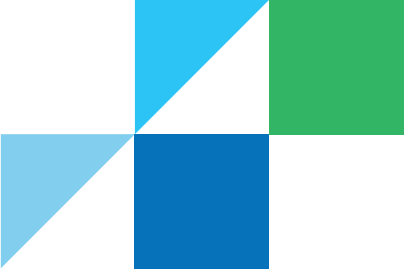
We turn challenges into opportunities and ideas into creative solutions.

Sustainability

We are committed to dedicating 2% of our net profits to improve and preserve our planet and the health of our communities.

Resiliency

We shall prosper for the next 100 years with our technical expertise.



ETHICS AND COMPLIANCE

Governance Structures

Turtle operates in alignment with a robust **Business Ethics Code of Conduct**. Our Code is embedded in our Employee Handbook, which we provide to all staff members and incorporate into new employee onboarding. Staff members undergo annual mandatory compliance training that builds upon our Code. The Code guides all personnel at Turtle, including directors, officers, and employees.

Our Board of Directors oversees compliance policies and practices through its **Audit, Finance, and Risk Committee**. Our Internal Audit Department reports to both this committee and our Co-CEOs. Internal audits are conducted annually, biannually or every three years depending on the level of risk assessed annually by our Internal Audit team in every function and branch. In addition to investigating control gaps that must be rectified by a certain date, our Internal Audit Department provides recommendations to the Audit, Finance and Risk Committee for business process improvements.

Conflicts of Interest

All Board Members and Executive Officers are required to report to the Nominating and Governance Committee conflicts of interest annually or more frequently if cases arise within the 12 month period. Our Nominating and Governance Committee determines action required in cases where conflicts of interest are reported.

Industry Engagement

The company is an active member of the Construction Industry Ethics and Compliance Initiative (“CIECI”), a non-profit association of construction industry participants dedicated to the promotion of integrity and ethical conduct in the construction industry. CIECI members convene at an annual Best Practices Forum and other junctures to share best practices on driving ethical behavior.

Whistleblowing at Turtle

We have adopted several whistleblowing channels for employees to report ethical concerns, and enforce a strict non-retaliation policy toward whistleblowers. Our reporting channels include an anonymous, third party Business Integrity Hotline, email and website; we also encourage whistleblowers to raise concerns to our company officers. All whistleblower communication is reported to our Audit, Risk and Finance Committee.

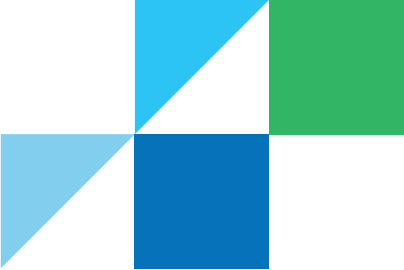
If you have a question or concern about conduct that may be unethical, illegal, or irresponsible, SPEAK UP! It's the right thing to do.



Call our anonymous, toll-free, 24/7 Business Integrity Hotline at **1-860-634-3364**.



Contact our Compliance Team directly at **compliance.team@turtle.com**.



CYBERSECURITY AND ARTIFICIAL INTELLIGENCE

Our Responsibility as a Vendor

The industries we serve are increasingly concerned with cybersecurity diligence, and we are committed to transparency about our best-in-class practices. Over the past 12 months, our cybersecurity team has successfully responded to more than a dozen cybersecurity assessments from our customers.

ISO 27001 Certification

In 2022, we published our goal to earn **ISO 27001 certification** by the end of 2023. We achieved this goal receiving certification after thorough pre-audit preparation and a comprehensive audit.



In preparation for our final ISO audit, we reviewed and updated corporate policies to ensure alignment with 27001 standards. We also completed vendor gap assessments for further alignment.

Other Internal Improvements

In addition to responding to customer cybersecurity assessments and taking the necessary steps to earn ISO 27001 certification, we have made other internal cybersecurity improvements, including:

- Implementing a new governance, risk, and compliance (GRC) platform to aid in continuous compliance management
- Recently hiring a new full-time internal cyber program manager as a dedicated resource responsible for GRC program management
- Improving our security by signing a 3-year partnership agreement with an industry-leading Extended Detection and Response (XDR) provider



Artificial Intelligence Governance

Within Turtle, we have a team that is working to evaluate potential applications of AI technologies for enterprise solutions and are monitoring its current use across the company. The core focus of this group, in partnership with our technology solution providers, will be to develop and establish a framework to ensure the integrity and security of Turtle data and deploy solutions that are in compliance with all Turtle policies.

RECOGNITION

Private Board of the Year NACD, New Jersey Chapter



The Turtle Board of Directors was named the 2023 Private Company Board of the Year by the New Jersey chapter of the National Association of Corporate Directors (NACD). The award recognizes the leadership accomplishments of our independent board members and excellence in governance.

Kathryn Swintek, one of the longest tenured Directors on the Turtle Board of Directors, was awarded NACD Private Company Director of the Year in 2020. Turtle is lucky to have had Swintek on the BOD since 2010.

Director of the Year NACD



Board Member Industrial Supply Association



Jayne Millard, Executive Chairman of the Board, renewed another term as a member of the Industrial Supply Association (ISA) Board of Directors. Board members chart ISA's strategic direction while overseeing initiatives that drive the advancement of the industry and the association.

Turtle, a WBE certified organization, received the Distributor World Class Initiative Award recognizing its work with the Rockwell Automation Women in the Field (RAWiFi) Women Electrifying Business (WEB) team. The group advances and empowers women through authentic community and development.

Distributor World Class Initiative Rockwell Automation



Distributor of Excellence Encore Wire



Distributor of Excellence award from Encore Wire recognizing Turtle's best-in-class performance and active engagement on high-profile projects.

Rockwell Automation presented Turtle with a plaque for continually being in the top 20% of the North American average in sales for all Rockwell partners.

Top North American Sales Partner Rockwell Automation



TURTLE



Building a safer, smarter future. Together.

We appreciate you for taking the time to read this report. We will continue to strive to offer best-in-class service with sustainability in mind. Please feel free to visit us at one of our branches or contact Beatrice Clark, Director of Sustainability & Social Impact, at beatrice.clark@turtle.com with any questions.

**Rethinking Energy.
Advancing Tomorrow.**