

2024

Sustainability Report

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A Message From Our CEO

Our company continues to evolve, and we are proud to present our first annual sustainability report. The report highlights our ongoing commitment to environmental stewardship, social responsibility, and sustainable growth. At MacLean-Fogg, we understand our actions today shape the future for generations to come. Guided by our core values of integrity, respect for our people, and a deep commitment to the communities we serve, we strive to create a positive, lasting impact on both people and the planet.



Our dedication to sustainability goes beyond environmental initiatives; it encompasses the well-being of our employees and the communities that support us. In the past year, we have launched several key initiatives aimed at fostering a safe, inclusive, and empowering workplace. We've expanded our employee training programs and introduced new health and wellness benefits, ensuring that our team members feel supported both personally and professionally.

Our commitment to community engagement is equally strong. We are proud of our contributions to local education, healthcare, and environmental projects, demonstrating our belief in giving back to the communities which have supported us for generations. These efforts are a testament to our collective responsibility and the power of collaboration in creating lasting, positive change.

We understand that sustainability is a continuous journey, and we are dedicated to making meaningful progress year after year. By continually seeking new ways to enhance our impact, we aim to further strengthen our efforts and push the boundaries of what is possible. We are deeply grateful for the support of our employees, customers, partners, and stakeholders, who share our vision for a sustainable future. Together, we will continue to drive positive change and build a better, more sustainable world for generations to come.

Thank you for your ongoing trust and partnership.

Sincerely,

A handwritten signature in dark blue ink, reading "Duncan MacLean". The signature is fluid and cursive.

Duncan MacLean

President & CEO
MacLean-Fogg

About MacLean-Fogg

Who We Are

MacLean-Fogg, founded in 1925 by John MacLean, began as a manufacturer of innovative products for the railroad industry. Today, we have grown into a diversified global company with over 2,000 employees, providing innovative solutions across a wide range of industries, including automotive, industrial, and material handling. With a commitment to engineering excellence, we address some of the most complex challenges in modern manufacturing, always prioritizing quality, performance, and sustainability.

Led by Duncan MacLean, the fourth generation of the MacLean family, our company remains deeply connected to its heritage while embracing modern business practices. As we look toward the future, we continue to invest in our employees, technology, and sustainable practices to ensure that we remain a leader in the industries we serve for years to come.

What We Do

At MacLean-Fogg, we manufacture products that impact all areas of daily life. We cultivate a culture of innovation, collaboration, and continuous improvement. We are driven by a commitment to operational excellence and a shared purpose of delivering high-quality solutions to our customers. Our employees are encouraged to take ownership of their work, seek out new challenges, and collaborate across teams to achieve the best outcomes. Through open communication and teamwork, we foster an environment where every individual can thrive and contribute to the company's long-term success.



Our Values

“Help the Industry, and We Help Ourselves. Serve the Customer, On Time with a Fair Price and World Class Quality.” - John MacLean

MacLean-Fogg is guided by four core values: Integrity, People, Customers, and Stewardship. Integrity means we honor our commitments and build trust through honesty and transparency. We invest in our People, empowering them to reach their full potential and fostering an inclusive environment. Our Customers are at the heart of everything we do, and we strive to exceed their expectations by delivering high-quality products and solutions. Stewardship reflects our responsibility to the environment, the communities we serve, and the long-term sustainability of our business.

INTEGRITY

Integrity is the value upon which everything else rests.

We believe that ethical behavior is the foundation of a good business. We do the right thing at all times.

PEOPLE

It's about people.

We strive to create a workplace that practices respect, openness, personal growth and entrepreneurship.

CUSTOMERS

Our customers are the focus of everything we do.

With our customers in the forefront, we are driven by a culture of continuous improvement in pursuit of excellence in all that we do.

STEWARDSHIP

We value stewardship.

We are responsible for the welfare of everything that is entrusted to our care: our employees, customers, and the environment.



Investing In People



Continuing Education

Tuition Reimbursement

MacLean-Fogg's Tuition Reimbursement Program underscores our dedication to empowering employees through education. This initiative provides financial assistance to eligible employees pursuing formal education at accredited colleges or universities in fields aligned with their current roles or approved career paths within the company.

By investing in our employees' education, we equip them with the knowledge and skills needed to achieve their career aspirations, access new opportunities, and contribute to MacLean-Fogg's continued success. This program reflects our commitment to fostering a culture of continuous learning and professional advancement, reinforcing our core value of investing in People.



Marquell Dixon | Setup Technician

Marquell began his journey at MacLean-Fogg in 2015 as an Operator, progressed to Material Handler, and has now achieved this prestigious milestone as a Journeyman Setup Technician.



Sam Peterson | Setup Technician

Sam joined MacLean-Fogg in 2019 with a passion for learning. Through hard work and determination, Sam successfully earned his Injection Molding Machine Setter Journeyman card.

Apprenticeship Programs

We believe that investing in our people is key to fostering growth and innovation. Our Apprenticeship Program, led by the team at EPC, equips employees with the skills and knowledge to excel in fields such as Tool and Die, Machine Setter, and Maintenance Technician. Each program combines two years of academic coursework with rigorous on-the-job training, requiring 8,000 to 10,000 hours of hands-on experience, depending on the discipline.

In 2024, we proudly celebrated two graduates whose accomplishments reflect their dedication and the strength of our development initiatives.

These success stories highlight the impact of continuous learning and our commitment to providing opportunities for growth. By empowering team members to develop their skills and advance their careers, we're building a stronger, more capable workforce ready to tackle the challenges of tomorrow.

Skilled Trades Trainee Program

In an era dominated by technological advancements and an increasing focus on higher education, traditional skilled trades have often been overlooked by the younger generation. We recognize the critical importance of these trades to the success and sustainability of our industry. Welcoming the next generation into the skilled trades workforce is not just about meeting current labor needs—it's about creating a dynamic, diverse, and innovative team prepared to tackle the challenges of the future.

To attract younger workers, our Skilled Trades Trainee Program, led at our MacLean Maynard facility, provides hands-on learning experiences under the mentorship of seasoned professionals. This program allows trainees to acquire essential skills and knowledge while building a strong foundation for a rewarding career. We focus on modernizing opportunities to appeal to younger generations, offering competitive wages, excellent benefits, and clear pathways for advancement, while fostering mentorship that encourages growth and fulfillment.

Our goal is to reshape perceptions of the skilled trades by sharing success stories and highlighting the satisfaction that comes from craftsmanship. Working with one's hands, solving problems, and seeing tangible results are invaluable rewards that resonate deeply with our workforce. As we bridge the generational gap, we embrace diversity, creativity, and innovation, ensuring that these vital industries continue to thrive.

What Our Trainees Are Saying:

"I like how much **knowledge** is **shared** on the shop floor."

"Working with my hands and problem-solving is **incredibly rewarding**."

"Maynard treats their employees **like family**."

"I enjoy learning a new trade; it's **fulfilling**."

Stephanie D., Human Resources Manager, shares:

"We love bringing in new trainees and introducing them to what we do here at Maynard. Developing and training them is a top priority, as they are the future of Maynard."

By creating accessible pathways, celebrating the trades' inherent value, and embracing diversity, we are building a resilient workforce ready to carry the legacy of craftsmanship and expertise forward for generations to come.



Employee Development

Employee Resource Groups (ERGs)

At MacLean-Fogg, we are committed to fostering an inclusive and empowering workplace where employees can grow and thrive. As part of these efforts, we are proud to announce the launch of our first two Employee Resource Groups (ERGs): **Women at MacLean-Fogg** and **Young Professionals at MacLean-Fogg**.



Women
At MacLean-Fogg



**Young
Professionals**
At MacLean-Fogg

These ERGs are designed to inspire, develop, and engage employees by creating opportunities for learning & development, mentorship, networking, and community building—resources that employees might not traditionally have access to. By fostering growth, inclusion, and empowerment, these groups are helping to pave the way for a stronger, more connected workforce.

As these ERGs take their first steps toward creating a more inclusive and collaborative future, the call to action is clear: participation and support from all corners of MacLean-Fogg. Whether through active involvement in ERG events or by championing their initiatives, every team member plays a vital role in promoting a workplace where everyone can reach their full potential.

Together, we can encourage, inspire, and empower each other to grow — both personally and professionally—as we build a culture of belonging and opportunity for all.

Online Learning & Training

Our sustainability efforts also extend beyond environmental initiatives—they encompass our commitment to our most valuable resource: our people. As part of our dedication to fostering a culture of continuous learning and professional growth, we introduced various online learning and training tools to empower our employees and support their development.

Enhancing Employee Engagement

Providing tools like LinkedIn Learning enables our employees to take charge of their development, fostering greater satisfaction, connection to their roles, and engagement with the company's mission.

Building Future-Ready Skills

With access to the latest industry-relevant courses, our workforce is equipped to stay competitive and adaptable in an evolving manufacturing landscape.

Responding to Employee Feedback

This initiative directly addresses feedback from employee surveys, which emphasized the importance of accessible, diverse, and flexible learning opportunities.

Promoting Career Growth

By offering comprehensive learning resources, we empower our team members to grow both personally and professionally, ensuring alignment with our core value of investing in People.

Online Learning By The Numbers

Since its introduction, utilizing Online Learning has had a remarkable impact:

404

Learners
actively engaged
in the platform

2,206

Hours
of content
watched

1,957

Course
completions

40,218

Video
completions



Health & Wellness

On-Site Wellness Activities

Our employees are one of our greatest resources, and their well-being is essential to our success. To help our team stay healthy and thrive, we provide a variety of wellness resources and activities throughout the year, including access to an on-site nurse, biometric screenings and physicals, and on-site vaccines.

In 2024, our employees embraced wellness with enthusiasm, participating in a range of engaging and interactive activities:



Blood Drives



Wellness Challenges



Lunch & Learns



Smoothie Bike Event

Exercise Equipment Reimbursement

We support our employees' health and fitness goals both at work and at home. Along with on-site wellness activities, we offer an annual exercise equipment reimbursement to help employees stay active and motivated.

By encouraging regular physical activity, we promote healthier habits, stress reduction, and overall well-being.

Mental Health through Spring Health

We recognize that true well-being goes beyond physical health—it includes mental and emotional wellness, too. That's why we've partnered with Spring Health to provide comprehensive mental health support for all employees.

4

Free Therapy Sessions Per Year



On-demand self-guided wellness exercises



Professional coaching



Additional mental health resources and tools



Health & Safety

Safety By The Numbers

Leading Indicators

Areas of Focus



Behaviors & Culture

3,357 STOP Observations & Conversations



Risk Reduction

195 Risk Assessments Completed



Continuous Improvement

145 Safety Improvements Implemented



-17.08%

Days Away, Restricted, Transferred Rate




-16.87%


Total Recordable Incident Rate


* Percent Change from 2022 to 2024

EHS Orientation Video

In 2024, we launched a comprehensive EHS orientation video to streamline onboarding, ensure consistent safety training, and strengthen our safety culture.

**Locations**
Farmington Hills
MacLean Master

**Real** Employees
Real Shop Floors

**Practical** Demonstrations
Realistic Scenarios

14 Safety Modules Cover Key Topics

Mission Zero - Zero incidents, zero accidents
PPE - Protective gear saves lives
For Us, For Family - Why safety matters personally
Chemical Safety - Proper handling & storage
Forklift & Pedestrian Safety - Reducing Traffic Risks
Machine Guarding - Preventing machinery-related accidents
Emergency Response - Quick actions in critical situations

Faster Onboarding
New hires learn safety protocols efficiently

Better Retention
Engaging content improves understanding

Stronger Safety Culture
Reinforces safety-first mindset

Standardized Training
Consistent messaging across all locations

Why It Matters

Incident Management Platform

In 2024, MacLean-Fogg partnered with VelocityEHS to launch a customized incident management platform, transforming how we report, investigate, and track workplace incidents.

Why It Matters
Meets OSHA Standards
Ensures compliance with record-keeping regulations actively engaged in the platform

Identifies Risks
Helps prevent future incidents
Improves Efficiency
Replaces manual tracking with real-time reporting

Incident Reporting & Investigation
Detailed Investigations
Who, What, When, Where, Why & How
Immediate Containment
Steps to reduce immediate risk

Root Cause Analysis
Identifies underlying issues
Corrective Actions
Implements & tracks solutions

What We Track
Medical & First Aid Injuries
Near Misses
Workplace Hazards
Observations, inspections, audits

Key Platform Features
First Report Creation
Immediate documentation for OSHA compliance
Guided Investigations
Real-Time Alerts
Live Data & Analytics

2025 Next Steps
Role Assignments
Define responsibilities for site leadership
Training & Familiarization
Ensure confident platform use
Maximizing Insights
Leverage data for smarter safety decisions
By streamlining processes and enhancing data accuracy, this platform marks a major milestone in our commitment to workplace safety.

Investing In The Community



Giving Back

Can For A Cause

Each year, MacLean-Fogg locations unite to fight food insecurity by supporting local food pantries.

This initiative reflects MacLean-Fogg's deep commitment to making a meaningful difference in the communities where we live and work, fostering a spirit of collaboration and care that aligns with our sustainability values.

500K

Meals Provided
since the
initiative began

2X

Employee Donations
doubled through the
MacLean Foundation Match

Our Impact



Empowering Students Through Work & Education

MacLean-Fogg proudly partners with **Cristo Rey St. Martin College Prep** through the Corporate Work-Study Program (CWSP), giving students hands-on professional experience while supporting their education.

How It Works

4 students =
1 entry-level role

Each student works
1 full day per week


Why It Matters


This program allows students to earn approximately 60% of their tuition, with wages directed toward their education costs. By participating, MacLean-Fogg helps students build responsibility, professionalism, and personal growth while contributing to their academic success.


Student Scholarships

For **30+ years**, MacLean-Fogg has supported local high school students in pursuing higher education, awarding **\$3.8M+ in scholarships** as of 2024.


Scholarship Overview


 Honors academic excellence, leadership & innovation


 \$3,000 per year for 4 years


 For students attending accredited 4-year colleges

Preferred Fields of Study

 Mathematics

 Sciences

 Industrial Arts

 Engineering

By investing in future leaders, **MacLean-Fogg continues to make a lasting impact on education and innovation.**

The MacLean Foundation

The MacLean Foundation, established by the MacLean family, extends our commitment to giving back by funding charitable activities beyond MacLean-Fogg Company. Through strategic grant-making initiatives, the foundation drives positive change in areas such as:



Public Parks & Arts Accessibility

Supporting the creation and maintenance of public spaces for arts and culture that remain free and open to all.



Global Wildlife & Habitat Conservation

Prioritizing efforts to protect ecosystems and wildlife, particularly in Africa.



Higher Education

Providing grants to institutions across the United States to promote access to quality education.



Medical Ethics Leadership

Supporting the development of leaders in clinical ethics to enhance medical care.



Medical Molecular Engineering Research

Funding innovative research that advances medical science and technology.



Rehabilitation Care

Enhancing the quality of care for adults and children with severe and complex conditions.

Investing In The Environment



Emissions

One of the cornerstones of MacLean-Fogg's environmental sustainability efforts is understanding and mitigating our impact on the environment. A critical focus area is emissions, measured across three key categories to assess our total carbon footprint.

These emissions originate from the direct operations of our facilities.

As direct emissions, Scope 1 reflects the emissions MacLean-Fogg has the most control over.



Running Furnaces / Ovens



Heating & Cooling Buildings



Operating Company-Owned Vehicles

Scope 1 Emissions

This category includes indirect emissions from the generation of electricity purchased and used by our facilities.

While these emissions occur at the utility provider level, the amount of electricity consumed by MacLean-Fogg directly impacts our Scope 2 emissions. By improving energy efficiency, we can effectively reduce our contribution in this area.

Scope 2 Emissions

Scope 3 encompasses indirect emissions associated with our customers and suppliers.

These emissions, which fall outside MacLean-Fogg's direct control, present the greatest challenge in measurement and reduction but are critical to understanding our broader environmental impact.

Scope 3 Emissions

Since embarking on our sustainability journey in 2023, we have prioritized establishing a comprehensive understanding of our emissions.

This foundational step enables us to meet customer reporting requirements while positioning MacLean-Fogg to set informed reduction targets.

With baseline data for Scope 1 and Scope 2 now in place, we are preparing to establish realistic reduction goals for 2025.

These efforts are central to minimizing our environmental impact and driving continuous improvement in our sustainability practices.

Division	Scope 1 tCO2	Scope 2 tCO2
Buffalo	148.7	3030
Mooreville	21.6	4300
Master	115.42	2320
Metform	6380	13770
Maynard	418	612
Mundelein	1400	2490
Farmington Hills	97	2170
Menomonee Falls	35	1000
Whitewater	20	600
Saegertown	1890	2890
	10,525.72	33,182.00



Energy Demand Response

MacLean-Fogg helps prevent power outages by participating in **Energy Demand Response Programs**, ensuring critical facilities like **hospitals & nursing homes** stay operational during high-demand periods.

How It Works



Alert Received

Grid approaches capacity



Reduced Energy Use

Facilities temporarily shut down all or part of operations



Community Impact

Supports essential services & prevents disruptions

Why It Matters



Promotes energy stability



Supports local communities



Demonstrates environmental responsibility

By integrating sustainability into our operations, MacLean-Fogg continues to be a responsible corporate neighbor.

Management Systems

At MacLean-Fogg, we are committed to managing critical aspects of our operations with integrity and transparency. By adopting internationally recognized management systems, we demonstrate to our customers that we are prioritizing effective practices across the organization. We have achieved certification in several key areas to ensure continued excellence.

ISO 14001

This environmental management system ensures that our operations meet the highest standards of environmental compliance.

Nearly all of our manufacturing sites are ISO 14001 certified and have maintained this certification over time, reflecting our ongoing commitment to sustainability.

ISO 45001

Focused on safety, this system helps us improve workplace health and safety standards. We are in the process of rolling out ISO 45001 across all our sites, with our Maynard location leading the way as the first MacLean-Fogg site to achieve certification in November. **We extend our congratulations to the team for their hard work and dedication.**

ISO 27001

In the realm of information security, our IT team has worked diligently to implement ISO 27001, achieving certification this year.

This certification further strengthens our commitment to safeguarding sensitive data across the organization.

Together, these management systems not only support the growth and efficiency of our business but also enable us to meet and exceed customer expectations, reinforcing our dedication to continuous improvement.



Materiality Assessment

Sustainability encompasses a wide range of areas, and it can sometimes seem overwhelming. At MacLean-Fogg, we define sustainability as the broad set of programs that support the long-term success of our company. This includes our environmental initiatives, social programs like diversity, equity, and inclusion, community outreach, employee safety and benefits, as well as our governance practices.

In Q1 2024, MacLean-Fogg conducted a Materiality Assessment to identify the most important sustainability topics for our business and stakeholders.

Key Focus Areas



Employee Health & Safety



Safety Risk Management



Energy Efficiency



Business Ethics



Talent Recruitment & Retention

How We Gathered Insights



Employee Survey

Input from various departments on key sustainability issues



Leadership Interviews

One-on-one discussions for deeper context



Customer & Supplier Questionnaires

External perspectives to refine our focus

These priorities will guide our sustainability initiatives, ensuring alignment with both internal goals & external expectations.



2024 Activities & Accomplishments

Earth Day: Making a Local Impact

MacLean-Fogg sites celebrated Earth Day with initiatives that support environmental stewardship:



Trash Cleanups

45+ bags collected at Master, Farmington Hills, Mundelein & Metform



Pollinator Garden

Moorestville team built a garden from recycled pallets & distributed reusable water bottles



Community Support

Maynard team partnered with CHN to relocate community gardens for housing projects

Landfill Diversion: Reducing Waste



Reusable Rags & Absorbents

introduced at 6 sites



17.3 tons of waste diverted

from landfills in 2024



More waste reduction programs coming in 2025

Safety Month: Prepared & Protected



Focus: Emergency Preparedness



Drills Conducted

Evacuation, shelter-in-place, active shooter & medical response



Employee Recognition

Leadership, including Duncan MacLean, visited sites to celebrate safety achievements

By prioritizing **sustainability & workplace safety**, MacLean-Fogg continues to make a **positive impact** on employees, communities & the environment.



Investing In The Future



Digital Transformation

MacLean-Fogg's **IT team** successfully completed the Work Station Refresh project, enhancing efficiency, security, and sustainability across our operations. This initiative ensures employees have the latest technology while aligning with our commitment to reducing waste and promoting secure business practices.



Expert Collaboration

MacLean-Fogg & external teams ensured a smooth transition with personalized support from the UpgradeIT team.



Seamless Upgrade Process

External technicians completed each laptop installation in 90 minutes, minimizing disruptions.



One-Click Software Installation

Employees can now install approved software directly from the company portal, reducing IT wait times and boosting productivity.



Sustainable E-Waste Management



1,200 Devices Assessed

160 retained for security compliance



Outdated hardware responsibly recycled
or repurposed to divert e-waste from landfills

Key Highlights

Looking Ahead

In line with our long-term sustainability goals, we have secured warranties for our new equipment that support our 25% refresh strategy. The next phase of this refresh is scheduled for 2027, with future updates planned based on 3-, 4-, and 5-year warranty periods, ensuring continuous improvement and long-term sustainability of our IT infrastructure.



Continuous Improvement

Metform's Autopack Print & Apply System Upgrade

In March 2024, Metform completed Phase 2 of its Autopack system upgrade, modernizing equipment that had been in place since 2006. With 50% of Metform's products passing through the Autopack line, this enhancement significantly **improves efficiency, safety, and reliability**.

Key Improvements



Increased Efficiency

Line output **boosted by 60%**, from **500 to 800** cartons per shift

Enhanced Safety

A hard stop on the swing arm reduces injury risks

Improved Printer Functionality

Eliminates labeling errors & downtime

Reliable Performance

The system now runs continuously without interruptions, allowing operators to focus on value-added tasks.

Preventative Maintenance

Label Mill service every six months ensures optimal printer performance.

New Light Indicator System



Green
Ready



Yellow
Low supplies



Red
Error



By modernizing the Autopack system, Metform has enhanced productivity, safety, and reliability, ensuring seamless operations to meet growing sales demands.

3D Printing Revolutionizes Manufacturing at Saegertown

In mid-2023, our Saegertown facility faced a surge in demand after securing additional business for wheel fasteners. To meet production needs, a four-spindle tapping machine was installed—but a major challenge arose: designing a diverter chute that could efficiently guide lug nuts into the machine.

The Problem

The traditional steel chute weighed over 100 lbs, creating safety concerns due to its suspended position.

The Solution

Saegertown teamed up with MacLean Additive to develop a lighter, safer alternative using carbon fiber-reinforced nylon and metal wear plates.



75% Weight Reduction

New chute assembly weighs just 22 lbs



Enhanced Safety

Reduced risk from heavy overhead equipment



Maintained Strength & Durability

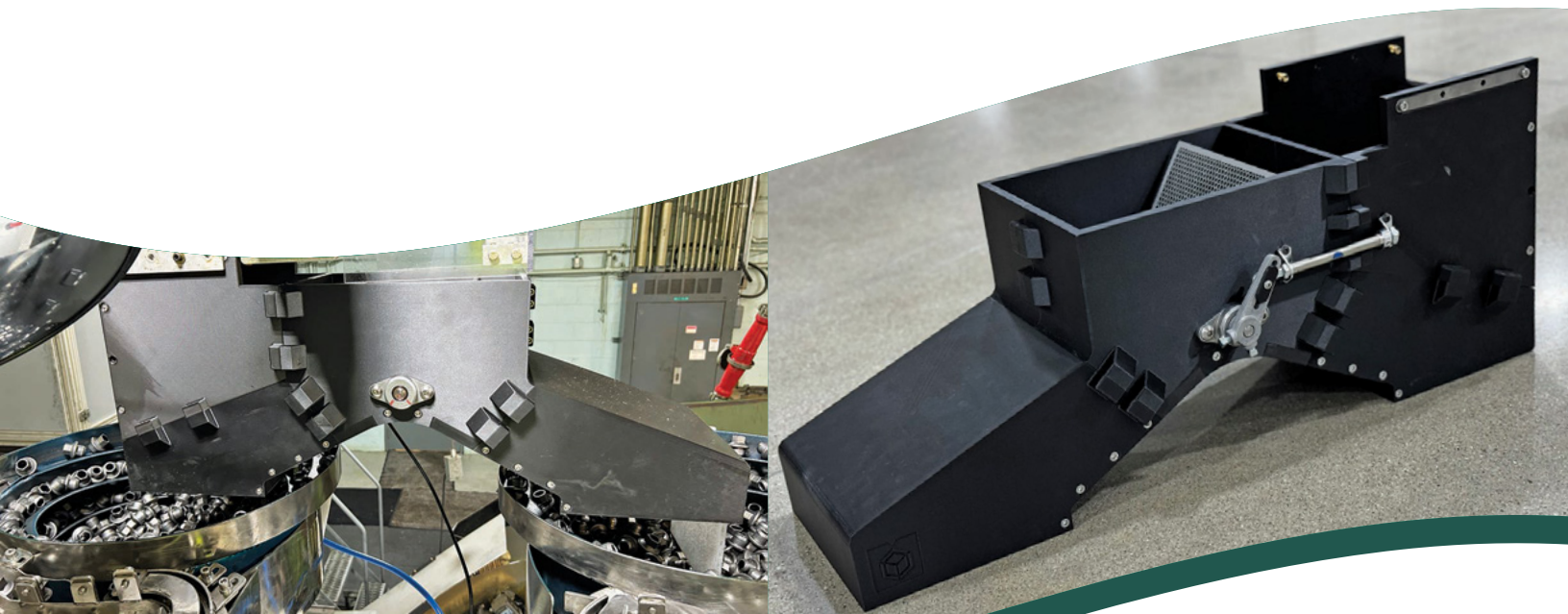
No compromise on performance



Improved Efficiency

Faster, more adaptable manufacturing

This innovative approach highlights the power of 3D printing in complex manufacturing applications, offering a safer, more efficient, and sustainable alternative to traditional fabrication. Projects like these showcase how ingenuity and collaboration drive the future of MacLean-Fogg.





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