

FREEMAN®

sustainability

Year-End Report

FY 2019

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A History of Service

a future of promise

“We realize our opportunity as the market leader to really make an impact. Not just because it’s a good story to tell, but because it’s the right thing to do.”

Carrie Freeman Parsons CHAIR

HOW ARE OUR ACTIONS IMPACTING THE PLANET? Freeman’s history is a proud distinction of our past, and continues to map our future. We have always sought opportunities to do more with our time here on Earth than just increase profit margins.

That’s because the Freeman culture has always been rooted in our foundational values.

They inspire us to put our customers at the center of our focus. They shape our passionate employee culture. They help us to make it personal, every day.

And while those values drive our success in the events industry, they also drive us to deliver on all of our other commitments – personal and business. It’s our duty to ensure that we aren’t just delivering positive results for our customers, but also for our industry, our employees, our communities, and our planet.

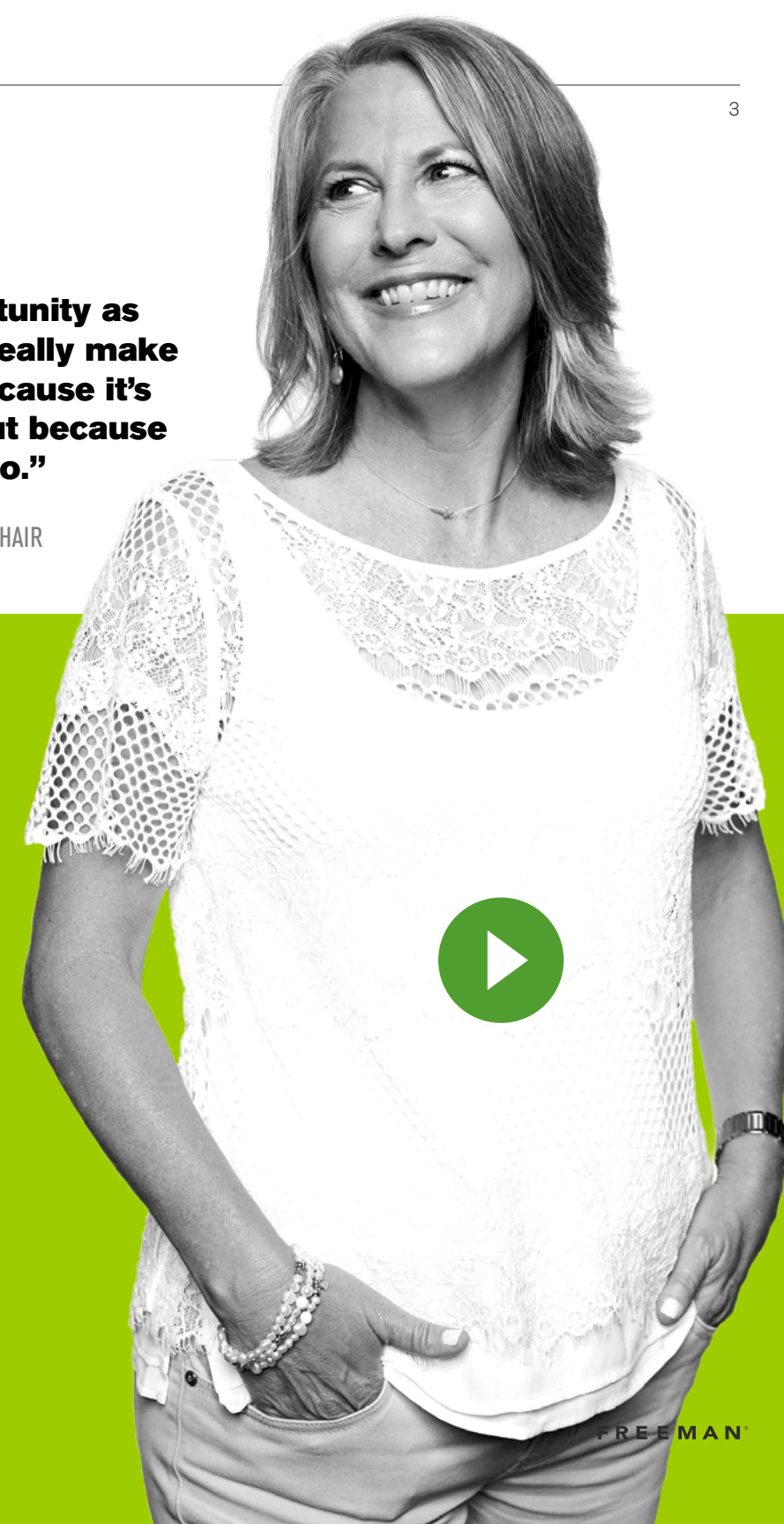
Almost a century later, Freeman has evolved our business and the industry and emerged as the world’s leading provider of live events and experiences. We’ve faced adversity and learned how to evolve quickly. We’ve used our expertise in strategy, creative, event technology, digital, and logistics to deliver world-class live events and experiences for our customers.

With that leadership position comes a tremendous responsibility.

Practicing and promoting corporate responsibility throughout our industry is something that is ingrained in our DNA. We owe it to ourselves, to our customers, and to the legacy we’ve built to make a positive impact on Earth – both as a business and as a steward.

This report provides an overview of our commitment to sustainability and showcases how we are demonstrating to the world that little and big things can make all the difference. These numbers are updated on a monthly basis for Fiscal Year ’19 beginning in July 2018 and ending in June 2019.

For questions, contact jessica.glenn@freeman.com.



Certifications and Recognition



GLOBAL In 2016, Freeman became the first general service contractor to receive the ISO 20121 Event Sustainability Management System certification for our entire enterprise. This certification provides an organized, process-based approach to managing economic, environmental, and social impacts. In addition, the monitoring and measuring required by the standard requires an ongoing feedback loop to facilitate continuous improvement.

NORTH AMERICA This past year, Freeman earned the Events Industry Council (EIC) Level 2 Sustainable Event Standards Certification for Exhibition Suppliers for all North American offices. The EIC Sustainable Event Standards recognize companies that are helping customers execute sustainable events that not only meet but exceed event industry standards.

FY19 also marked the first year that Freeman submitted data for the Carbon Disclosure Project, or CDP. This is a global initiative for companies to track and reduce their carbon emissions, and Freeman is proud to be a partner in the solution.

EMEA The Contractors Health and Safety Assessment Scheme (CHAS) offers enhanced assessments and verification on different areas of impact to offer transparency between a contractor and a client. Freeman EMEA achieved CHAS Premium, which determined that we have satisfied the standard for Healthy and Safety, Environmental, Quality Management, Equal Opportunity and Diversity, Financial Standing, and Anti-Bribery and Corruption.

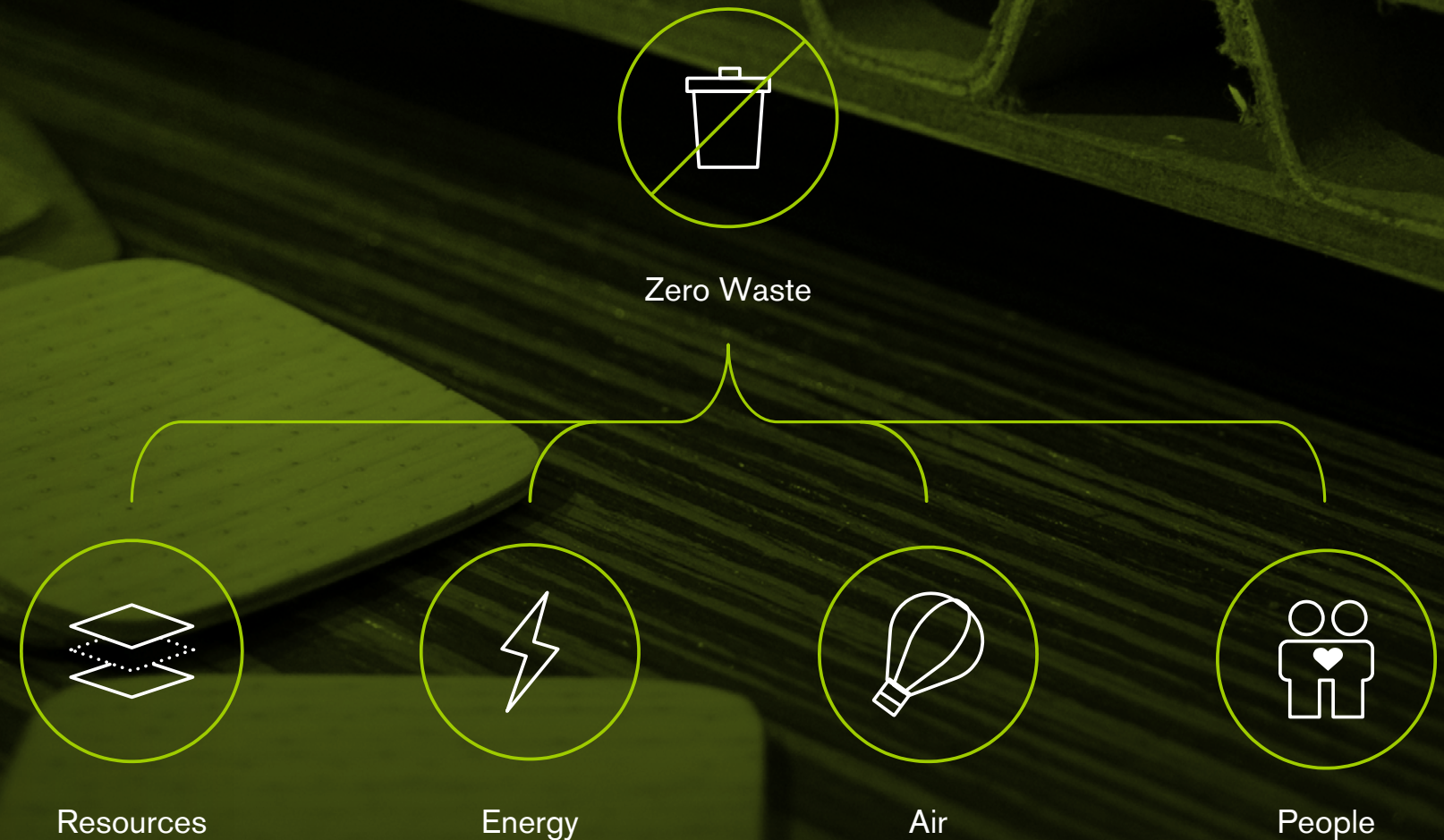
Freeman EMEA also worked with their waste hauler, Forward Management, to receive their Zero to Landfill certification. The offices identified waste streams and creative alternatives to reuse or recycle materials. The Ryton location installed a wood-chip baler that made this once-disposable material reusable.

A 100% Commitment to Zero Waste

As the leader in live events and experiences, Freeman is uniquely poised to effect change on a global scale. We are working on reducing our footprint by exploring where we can minimize or eliminate waste throughout our supply chain. We're reassessing how we use materials, time, talent, and space as a business issue. At the same time, we're putting our energy into creating a business model that will serve us well for another 90 years and beyond.

Our Zero Waste initiative centers on four major areas of impact:

RESOURCES, ENERGY, AIR, AND PEOPLE



sustainable events



Freeman Sustainable Events

Freeman is committed to producing environmentally friendly events, in partnership with our supply chain, fellow vendors, clients, exhibitors, and attendees. To work toward our goal of Zero Waste, we have created the Freeman Sustainable Event suite of products, services, and standard operating procedures that covers every sustainable practice in use in the event industry. We are proud of our ISO 20121 event sustainability certification, and want to work with every client to use our knowledge to reduce waste in our industry.

FREEMAN SUSTAINABILITY STANDARD Over 30 standard operating procedures to enhance sustainability at every event we produce.

FREEMAN SUSTAINABLE PRODUCTS A full line of environmentally friendly furnishings and graphics options, usually for comparable or lower prices.

FREEMAN SUSTAINABILITY SERVICES A set of additional programs clients can use to fit their environmental goals, including Donation Programs, Exhibitor Outreach Programs, and Sustainability Planning and Coordination.



Using Freeman Sustainable Events, Freeman partnered with the Specialty Coffee Association (SCA) this year to build a sustainable show. Using the Freeman Learning Cycle, the team identified objectives and tailored the show's design and execution to meet those goals. On-site, Freeman offered donation programs, which resulted in nearly 11,000 pounds of materials and 4,000 pounds of food to be donated to the local community and led to an impressive 70% diversion of waste from landfill. SCA requested a thorough audit following the event to review the successes and identify areas of impact. With this detailed analysis, Freeman and SCA will be able to continue to improve the sustainability of this event each year.

11,000
pounds of materials

4,000
pounds of food
DONATED

resources



Reduce, Reuse, Recycle, Repeat

When it comes to sustainability, true progress isn't measured in headline-grabbing products or initiatives – it's made up of baby steps. That's why a major focus of our effort to reduce waste is the elimination of single-use material. On an ongoing basis, we evaluate the materials and resources we procure and how they're used. Then we put it through the 4 R's filter: Can it be reduced, reused, recycled, or repurposed? This has led us to make changes on a micro level, such as reducing our water bottle consumption, donating materials for reuse, or avoiding single-sided printing. On their own, these behavioral shifts may not seem like much, but on a global enterprise scale, they have a huge impact.

40 million

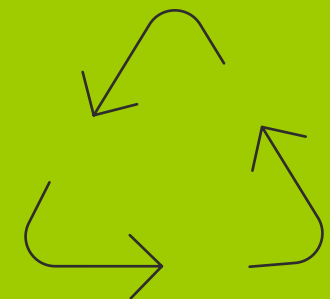
REDUCE Our online ordering systems eliminate the need for paper orders. We estimate a savings of more than 40 million sheets of paper each year.

100%

REUSE Our staging solutions are virtually 100% reusable. We reuse aisle carpet at least four times, for as long as it meets the Freeman quality standard.

90%

RECYCLE 90% waste diversion achieved at our Grand Prairie Fabrication.



Environmentally Friendly *materials*

What something is made of is just as important to us as what we do with it. This is why Freeman believes in creating sustainable events built with sustainable materials. When it comes to sourcing those materials, we consider the entire product lifecycle and explore options that have a reduced impact on the planet over time. Our teams work with vendors to create new materials (such as graphic substrates) that meet our high standards and are more environmentally friendly for end-of-life.

TO QUALIFY, ALL ITEMS MUST BE EITHER RECYCLABLE OR REUSABLE

Sustainable products include options for graphics, booths and structures, and flooring. More information on all of our sustainable products is included in the [sustainable products brochure](#).





SEATTLE



No Use for Single-Use

We've found that a design thinking approach can be very effective, especially at the grassroots level. Since forming a Green Team in FY19, the Seattle office has quickly adopted best practices to improve sustainability. In January, the Team hosted a brainstorm session to identify areas for improvement. During this session, the office doubled down on its commitment to sort waste into three streams: landfill, recycling, and compost. It also banned single-use materials in their kitchens and breakrooms.

The Green Team bought mugs, plates, bowls, and utensils online at a total cost of \$143. Within the first quarter, the Seattle office saved \$327 by no longer purchasing disposable cups, plates, and utensils. The office also has a dishwasher that is 14% more efficient than the Energy Star threshold, using only 2 gallons of water for each load. Employees are responsible for loading their dinnerware and flatware in the dishwasher.

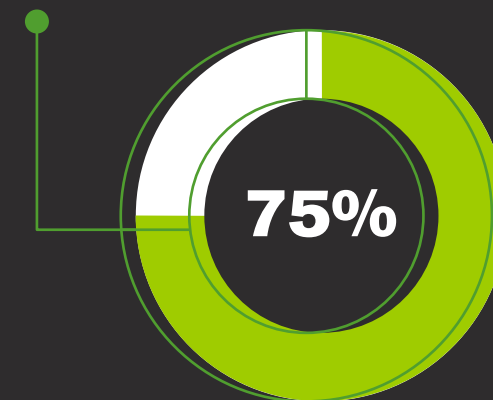
Eliminated single-use items in its breakroom



\$327

SAVED SINCE JANUARY

Increased office waste diversion to



8

GALLONS



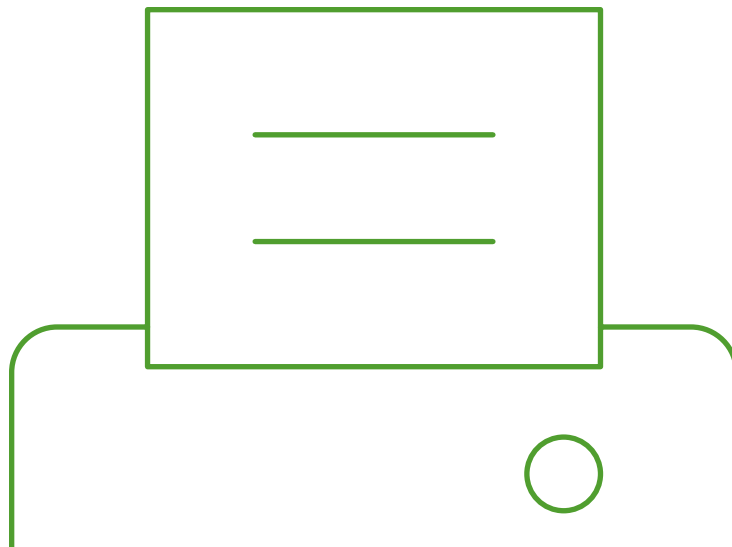
That's how much fresh water it takes to make one paper plate. Thanks to reusable serviceware, the Seattle office will save thousands of gallons of water each month.

It's the Little Things

Design thinking can also help us shine a light onto small changes that can yield big results. For instance, there are two ways to get graphics onto a substrate: print directly onto the surface itself or print to a sticker and then adhere to the substrate. Directly printing on a substrate is more labor-efficient and more environmentally friendly since stickers are not recyclable.

In response, Freeman purchased direct printers for all Freeman offices, which has increased direct printing throughout the company and therefore, has increased graphics recyclability and improved efficiency.

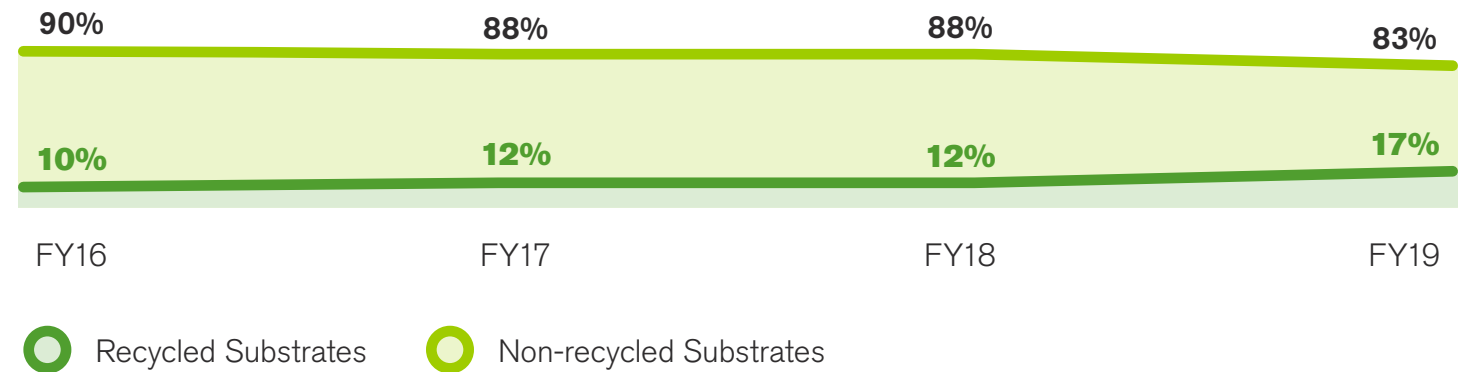
Freeman currently offers three different graphic substrates that are recyclable, and we made it a policy in FY19 that all meter board graphics for our clients will be printed on sustainable substrates by default.



DIRECT PRINT VS STICKER PRINT



RECYCLABLE VS NON-RECYCLABLE PRINTED GRAPHICS



energy



Step Up and Power Down

The Power Down Program global campaign was launched in November 2018 and designed to reduce our electricity consumption as an enterprise simply by powering down workstations, breakrooms, conference rooms, and bathrooms when we aren't using them.

Offices around the country stepped up and set their own goals locally. But of course, part of making progress is being able to see the results. The Power Down Dashboard provides valuable data for each location to benchmark its progress on a monthly basis. The data is then aggregated into one enterprise-wide goal to measure the overall performance of the organization.

By implementing the Power Down Program, switching to efficient lighting, and updating HVAC systems, Freeman is working to lower our energy costs as well as our environmental impact. So far, Freeman has been achieving our monthly goals, thanks to the collective efforts of each individual location.

Through the Power Down Program, Freeman has reduced energy consumption globally by 8% year over year.

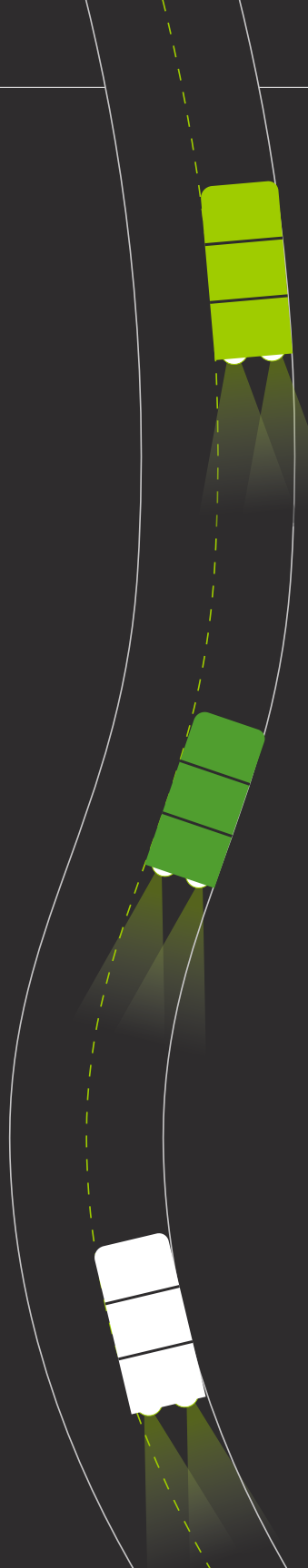
A hand is shown holding a power button. A white lightning bolt icon is positioned above the button. A green arrow points from the lightning bolt down to the button. The text 'POWER DOWN' is written in large, bold, white capital letters below the button. The background is a dark green with a blurred image of a hand holding a power button.

**POWER
DOWN**

**FREEMAN'S POWER DOWN
GOAL HAS ELIMINATED**

**1,050
metric
tons**

OF CARBON EMISSIONS



**THIS IS THE
EQUIVALENT OF TAKING**

223

cars

OFF THE ROAD

WHAT'S OUR GOAL? HOW WE'RE DOING.

POWER CONSUMPTION GOAL

5%

REDUCTION

ACTUAL POWER CONSUMPTION

8%

REDUCTION

GOAL CARBON EMISSIONS REDUCED

845

METRIC TONS

ACTUAL CARBON EMISSIONS REDUCED

1,050

METRIC TONS

TOTAL ANNUAL GOAL KWH SAVINGS

1,180,155

KWH REDUCED

TOTAL ANNUAL ACTUAL KWH SAVINGS

1,484,136

KWH REDUCED



NASHVILLE

5% Makes a World of Difference

Last year, the Nashville Branch renewed its lease and negotiated updates to lighting and heating, ventilation, and air conditioning (HVAC) systems in addition to redesigning lighting for better coverage that allows for movement within 20 feet of a single light, and updated all warehouse lights to LED technology with motion sensors.

AS THE MOST EFFICIENT LIGHTING ON THE MARKET, LED BULBS USE 1 KWH IN THE AVERAGE MONTH VS. 2 KWH FOR FLUORESCENT BULBS. THIS REPRESENTS A SIGNIFICANT REDUCTION IN ELECTRICITY USAGE.

Another large source of electricity consumption is a building's HVAC system. Testing shows that HVAC systems become inefficient in as little as two years if they're not maintained on a regular basis. As a part of the negotiation, the Nashville Branch requested for an updated HVAC system. Four units were installed at the end of the last fiscal year. As a result of these efforts, their electricity consumption fell by 37%.

In the coming year the Boston Branch will become our 11th location to fully convert to LED lighting. Through their efforts, they project they will save 52,000 kWh over the next year, which is the equivalent of taking eight cars off the road each year.

Updated HVAC and lighting systems



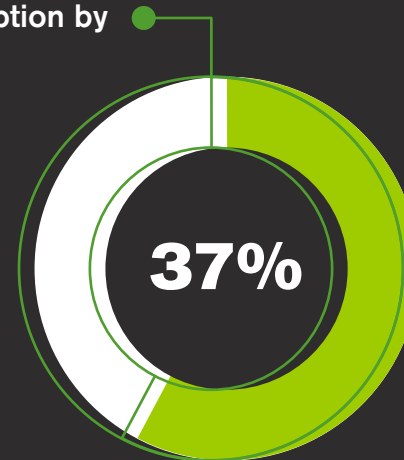
\$5,000



SAVED IN THE FIRST YEAR



This reduced electricity consumption by



EQUIVALENT OF TAKING 8 CARS OFF THE ROAD FOR A YEAR

Best Thinking in Facility Best Practices

We've long known the value of collaboration in our business, but that extends to our sustainability efforts as well. By negotiating with our landlords to install LEED-certified upgrades, our new buildings uphold those standards. In addition, these upgrades help support improved experiences for our employees by providing more and better meeting space, enhanced virtual meeting capabilities, and natural lighting to improve mood and productivity and boost overall health.

The Orlando office is a state-of-the-art, environmentally friendly facility:

*451k
sq.ft. of space*

The front office features an open collaboration design with cubicle-style workstations and two centralized print stations equipped with access code-only print functionality to minimize paper waste

*119
dock doors*

and additional parking for 225 trailers

*525
car parking spaces*

including electric car charging stations

*15%
decreased utility bills*

By implementing changes during 2017-2018, Freeman Orlando has decreased utility bills by 15% and saved 11,912 gallons of fuel with a new consolidated location

*80%
electric forklifts*

Warehouse forklifts are electric with one central charging station. The branch goal is to be propane-free by 2020

state-of-the-art

The carpenter shop has a state-of-the-art dust collection system and two spray booths capable of painting full-size trucks

*10
HVLS fans*

The warehouse is equipped with 10 HVLS (high volume, low speed) 24-foot fans for circulation

*36
exhaust fans*

provide an entire air exchange every 20 minutes in the warehouse

LED lighting

both inside and outside with motion-activated breakroom lighting to conserve energy

recycle and trash

receptacles are located in centralized locations

air

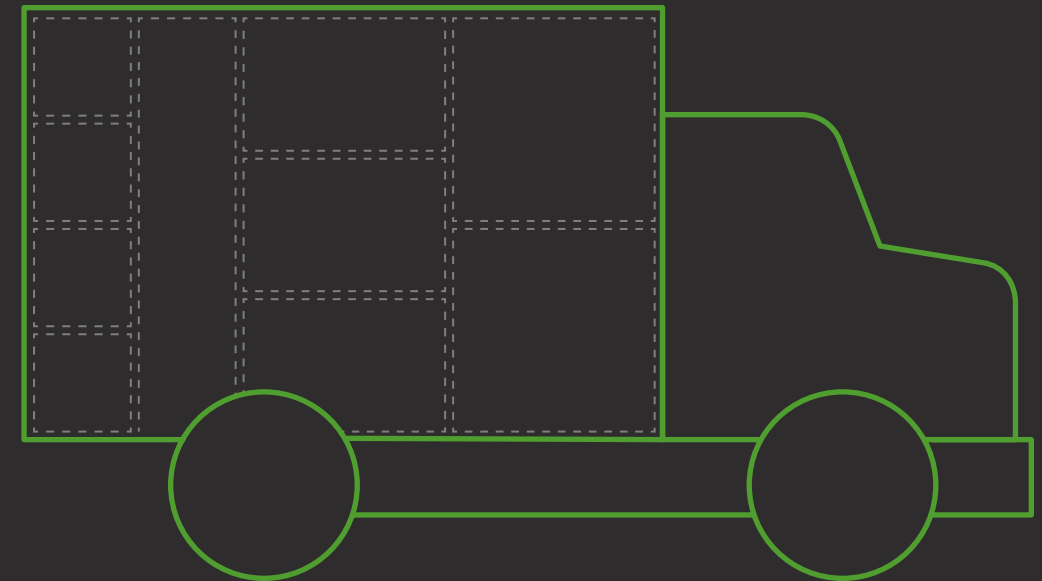


Our Fleet Delivers on Efficiency

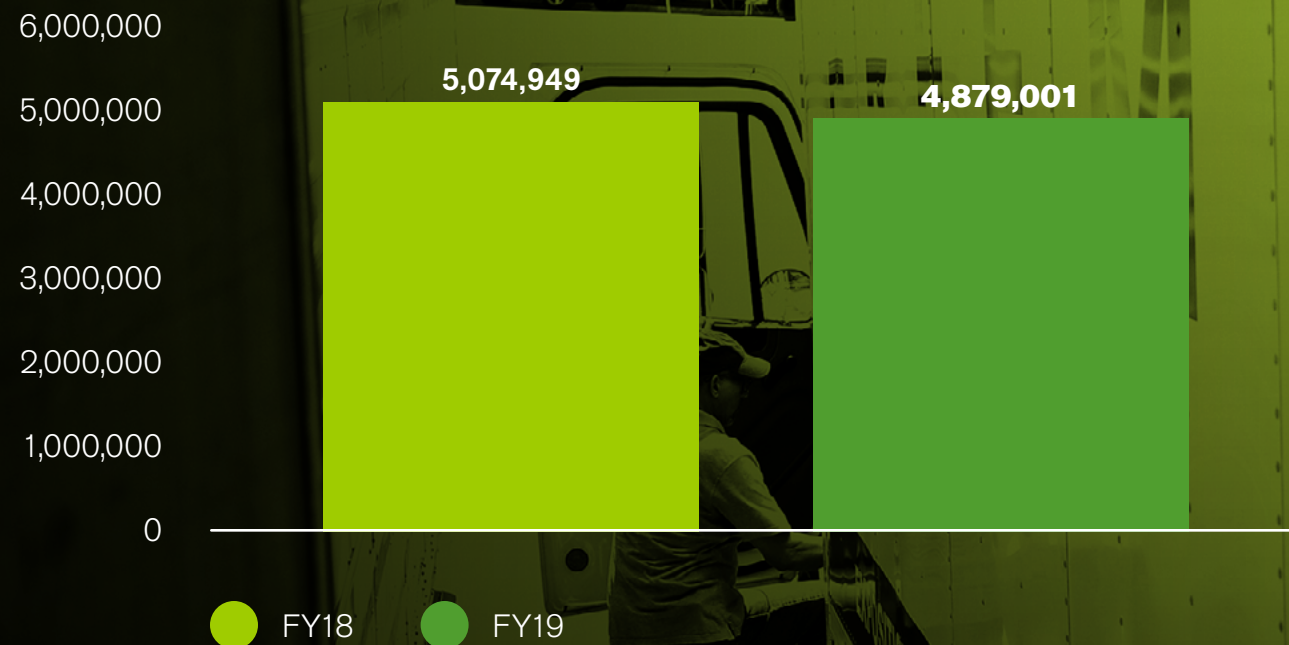
For freight, we consider the efficiency of our fleet and how our materials move around the country based on where they are sourced. We also study how we can pack the cubic feet of a truck more effectively to reduce the number of vehicles we put on the road. Along the way, we are on an endless quest to reduce the shipping footprint of our materials.

FY19 was a busy year for us, but despite the increase in revenue, Freeman's fuel consumption actually decreased. A large part is due to our shift in carpet sourcing. We used to send new carpet to a Freeman warehouse in Texas that would then act as the distribution center for the entire country. We are now saving a trip and sourcing all of the carpet for each market directly from the supplier in Dalton, Georgia. This saves mileage because we are not moving carpet from the original source to a new source. Everything is now managed under one roof.

Freeman also takes advantage of "rolling over" equipment from one show to the next. Whenever there is a Freeman show in the same venue back-to-back, Freeman negotiates with the venue in order to keep identified equipment on the property, which saves us having to send trucks with equipment back to the warehouse.



TOTAL FUEL CONSUMPTION (GAL) YOY COMPARISON



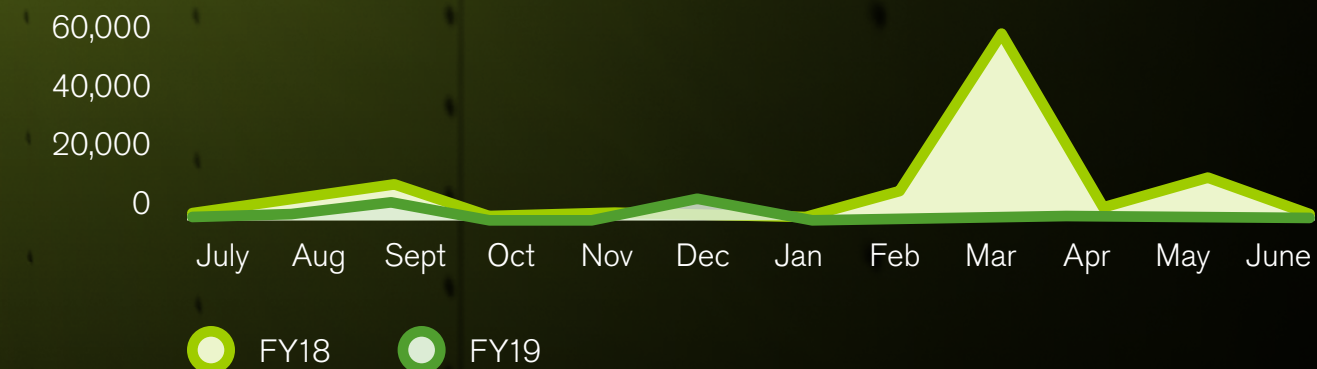
DIESEL GALLONS PER MILLION DOLLARS REVENUE



PROPANE GALLONS PER MILLION DOLLARS REVENUE



UNLEADED GALLONS PER MILLION DOLLARS REVENUE



Freeman's consumption of resources increases during our busiest months. The graphs below indicate that normalizing our consumption of Diesel, Propane, and Unleaded Gas based on revenue, our consumption of diesel was consistently lower compared to our consumption rates in FY18. Freeman has reduced our carbon emissions as our productivity has increased.



DENVER

As Easy as Riding a Trike

The corporate sustainability department provides Passion Project Grants to the branch Green Teams if they require additional funding for sustainably focused projects. Through this grant process, the Denver office purchased three industrial, eco-friendly tricycles, replacing three-wheeled, electrically powered carts typically used at show sites.

Two of the trikes were made available for Freeman employees to ride on show site. However, the third trike was designated to the Deco Operations Supervisor, Bob Sollami.

Bob spends two-thirds of his time on show site in the convention center and agreed to use the trike exclusively instead of an electric cart for one year. By the end of FY19, he will have had the trike for 21 weeks. Thanks to Bob, the Denver Branch will save \$3,423 in cart rentals alone.

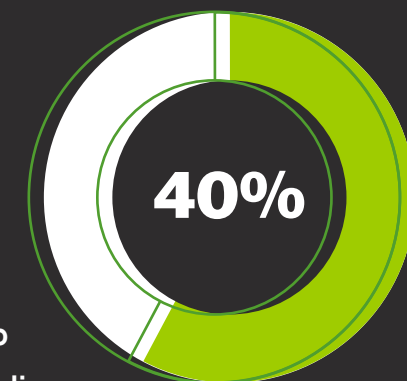
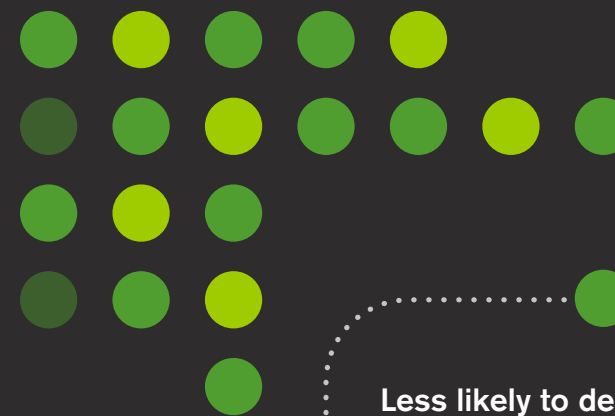
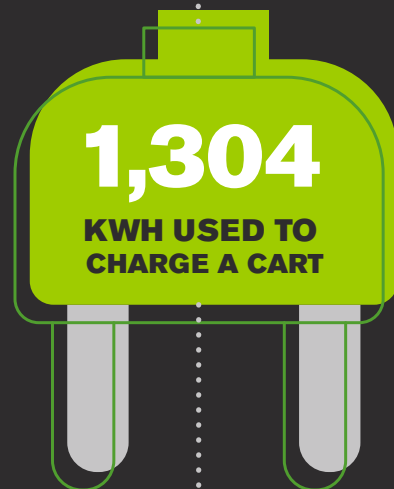
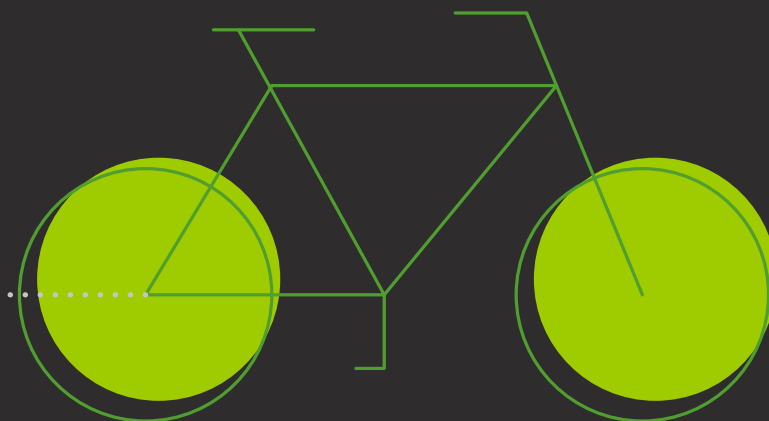
Purchased trikes to replace carts on showsite



\$3,400

SAVED IN FY19 BY ELIMINATING A CART FOR ONE INDIVIDUAL

Reduced electricity consumption by



Less likely to develop Type 2 diabetes by riding a trike for 30 minutes every day

people



FREEMAN®
**Learning
 Cycle**

The Freeman Learning Cycle is our proven process for experience design that delivers accelerated results. Thoughtful consideration of your goals and audience needs drive us every step of the way. From start to finish, open communication, clear direction, and constant collaboration keep our teams on track and in sync.

The Freeman Learning Cycle is centered on four principles:

OPPORTUNITY

Reimagine what beautiful looks like. Engage with key stakeholders to get a full picture of the project, understand and align with their strategic goals, and identify big ideas that will push the envelope.

FORMULATE

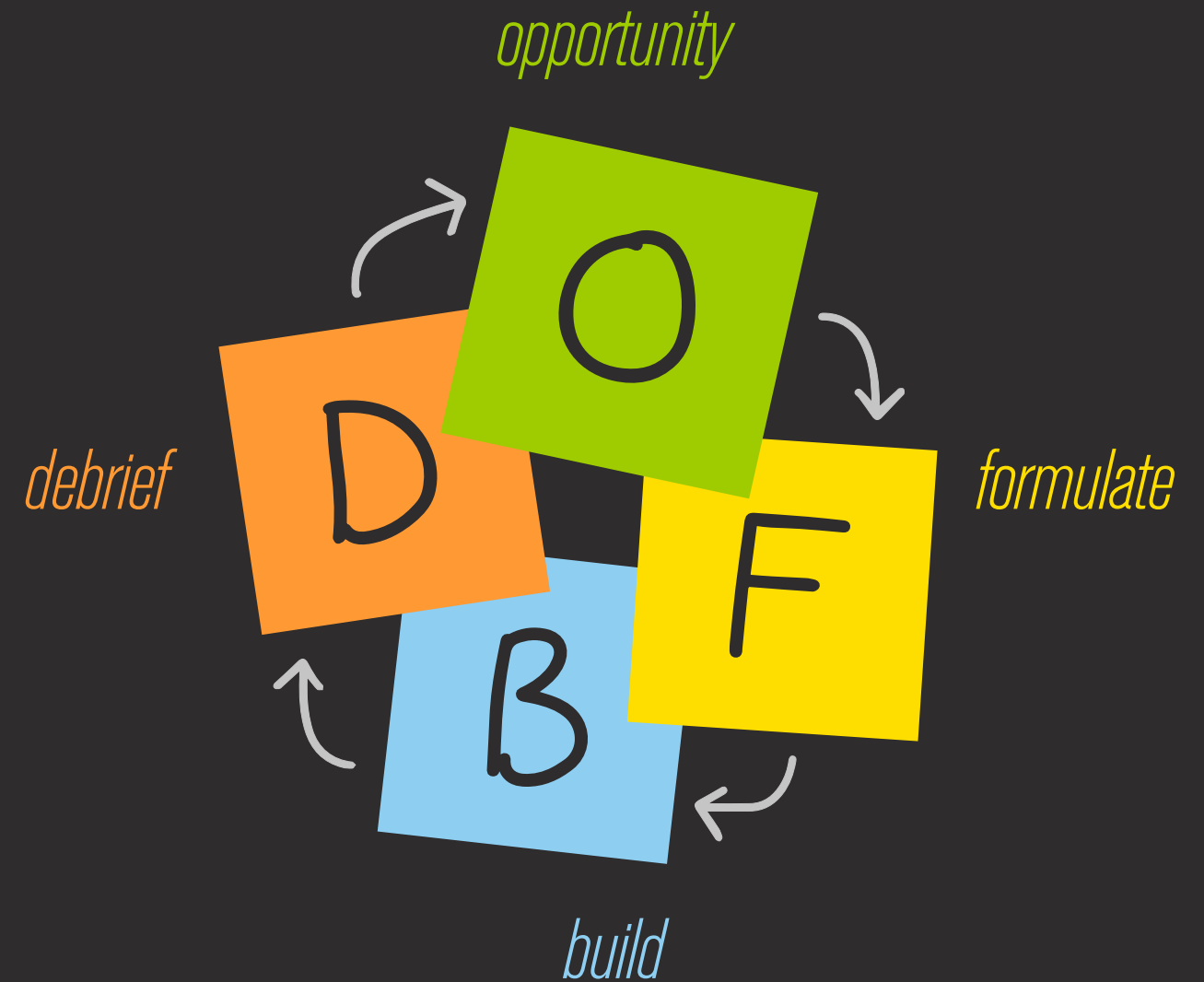
Capture the concept with a creative vision. Collaborate to explore out-of-the-box ideas that solve the challenge. Sketch, prototype, and test. Refine the approach until you craft a plan with feasible solutions you can execute to meet the objectives.

BUILD

Bring the plan to life. Launch the project and stay true to the creative vision. Refine the details as necessary, documenting steps along the way to capture project intelligence and key learnings.

DEBRIEF

Evaluate the work. How did we do, and could we have done better? Take the time to acknowledge accomplishments and needed improvements, celebrating the team and being honest about missteps.



True Blue Star of Excellence

The True Blue Star of Excellence is an annual company-wide award created in 2003 to recognize and reward exceptional employees who make consistent, sustainable contributions throughout the year. This performance excellence award is open to full-time employees from all Freeman companies, through the Director level.



True Blue *star of excellence*



social



Freeman Cares About Community

Our customers and our communities have made us who we are, which is why we feel a tremendous responsibility to both. And because we are a company of passionate, industrious, innovative, and altruistic individuals, our values reflect and encourage that feeling of responsibility. We truly care about one another, our industry, our communities, and our environment.

Our company fosters a culture of inclusion and family values. We pride ourselves on being industry leaders and delivering a better experience to our clients. And while there are no top-down directions around corporate social responsibility, each office finds time to volunteer and donate to those who need our assistance.



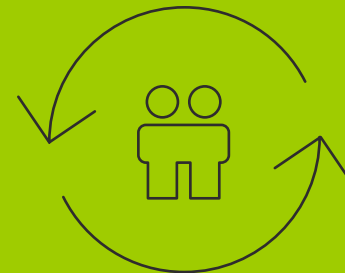
\$817,569

Total estimated retail value

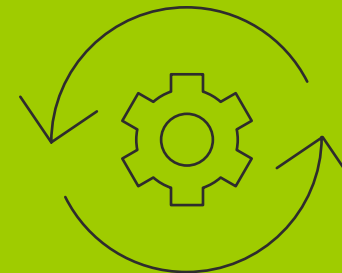
13,424

Total hours volunteered

OUR PEOPLE



OUR INDUSTRY



OUR COMMUNITIES



OUR ENVIRONMENT



United Around United Way

Most of Freeman's community work is led by the local offices, but for the last several years, we have been proud to partner with the United Way as part of a unified effort to give back. On June 4, 2019, we kicked off our annual campaign to benefit thousands of people who are counting on our help to have a positive effect on education, poverty, and health.

Over that time, employee donations, coupled with the company's matching gifts, have made a significant impact and raised \$101,872. Additionally, 101 Freeman people volunteered their time to Meals on Wheels.

Freeman provides support in the following ways:

- Meals on Wheels volunteer program – we filled at least one team of two people every weekday in June and July
- Financial donations to the United Way, matched by Freeman
- Employees may designate any agency that United Way supports or contribute to the general fund
- Each employee receives an email directly from United Way including a link to the donation site as well as a unique username and password

*organizational
profile*



Freeman Was Made to Bring People Together

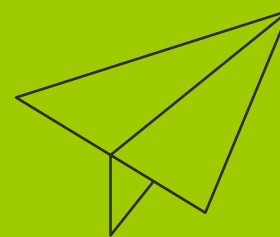
As the world's largest brand experience company, Freeman helps our clients design, plan, and deliver immersive experiences for their most important audiences. Through comprehensive solutions including strategy, creative, logistics, digital solutions, and event technology, we increase engagement and drive business results.

What makes us different is our collaborative culture, intuitive knowledge, global perspective, and personalized approach, gained from our 90 years as an industry leader. Since 1927, Freeman has been a family-owned company.

strategy
THAT DRIVES VALUE
THROUGH DATA



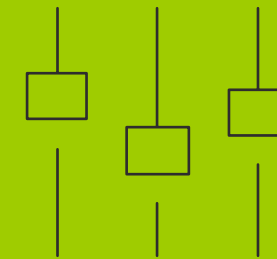
creative
THAT ENGAGES



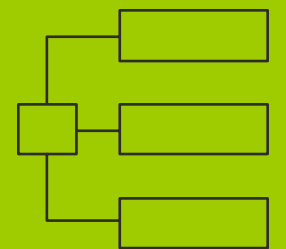
digital
THAT MAXIMIZES
EVERY MINUTE



*event
technology*
THAT TRANSFORMS



logistics
THAT DELIVER



We're a Global Company of Thinkers, Designers, and Doers

As one of the world's largest brand experience companies, Freeman is committed to building meaningful connections across the globe. From our headquarters in Dallas, Texas, we offer impactful face-to-face marketing across four continents with over 90 locations, including:

- | | | | |
|---------|-----------|---------------|------------------|
| Anaheim | Denver | Nashville | Shanghai |
| Atlanta | Dubai | New York City | Singapore |
| Beijing | Houston | Orlando | Sydney |
| Boston | Las Vegas | San Francisco | Wales |
| Chicago | London | Seattle | Washington, D.C. |

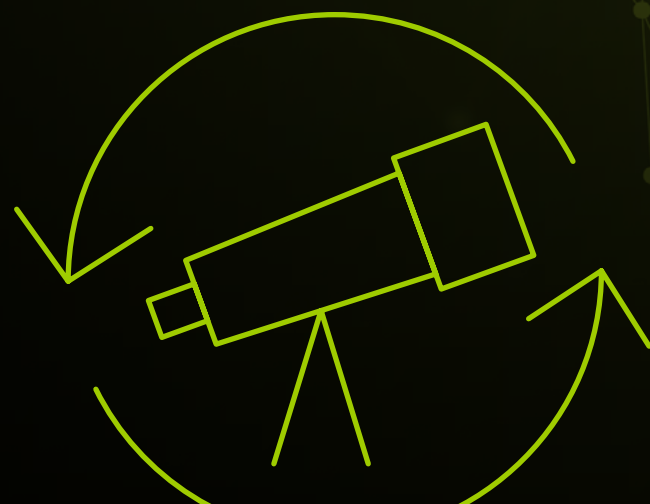
7,000 EMPLOYEES

70 OFFICES WORLDWIDE

300,000 EXHIBITING CLIENTS

5,000 EXPOSITIONS

12,500 CORPORATE & SPECIAL EVENTS





Our values



integrity

It's first because without it, nothing else matters. It's honesty, trust, humility, and doing the right thing above all else. It's who we are and who you can always expect us to be.



empathy

As a design-driven company, we know that success can only be achieved if we put people at the center and truly understand what's important to them. It's observing, listening, and caring about perceptions, expectations, and feelings of others. It's at the heart of what we do.



innovation

Good enough is never enough. We are constantly searching for ideas that deliver lasting value. Design thinking helps ensure we are constantly evolving, shaping, and creating new ideas to improve our company and the experiences we create.



enthusiasm

Enthusiasm inspires confidence — no matter the situation. With a deep passion for connecting people in meaningful ways, our teams embrace challenges with optimism and excitement, all in the name of creating solutions that attract and engage audiences on a personal level.



performance excellence

Results are what matter most. With a deep sense of personal accountability for delivering measurable results that define success for our clients, we hold ourselves to the highest standards possible.



collaboration

Together. That is how we work within our company and with every one of our clients. Guided by a shared goal, we collaborate to make every interaction authentic, memorable, and engaging. It's how we work best and key to who we are — both as individuals and as a leader in creating brand experiences.

*stakeholder
engagement*





Since Freeman was founded as a family-owned company in 1927, one of our core values has centered on ethical business conduct and a strong commitment to the well-being of our employees, our communities, our industry, and our environment. Today, the Freeman family and Freeman employees continue that legacy every day through a variety of activities and programs and – most of all – through a spirit of caring.

ABOUT **Our People**

As a company, Freeman provides recognition for our heroes, supports advancement in professional achievements, and promotes a healthy work-life balance with smart, efficient processes and state-of-the-art technology. Freeman is also a family, and employees take care of each other in times of need, as well as at work.

ABOUT **Our Industry**

Freeman believes the future growth and success of the face-to-face marketing event industry depends on education, professional development, and recognition of the major economic impact it has on all areas of business. Freeman actively supports industry professional organizations through financial grants, student scholarships and mentor programs, foundations, institutes, and other educational programs.

ABOUT **Our Communities**

Freeman employees actively participate in a wide range of community service programs and fundraising efforts, both nationally and locally. We believe in supporting the communities where we live that host the events we help create. By giving back, we all prosper.

ABOUT **Our Environment**

Freeman is committed to seeking ways to produce more environmentally friendly events and also actively engages in sustainable practices within our own day-to-day operations. We constantly seek improvement by reducing our impact on the environment while increasing the impact our clients have on their attendees.

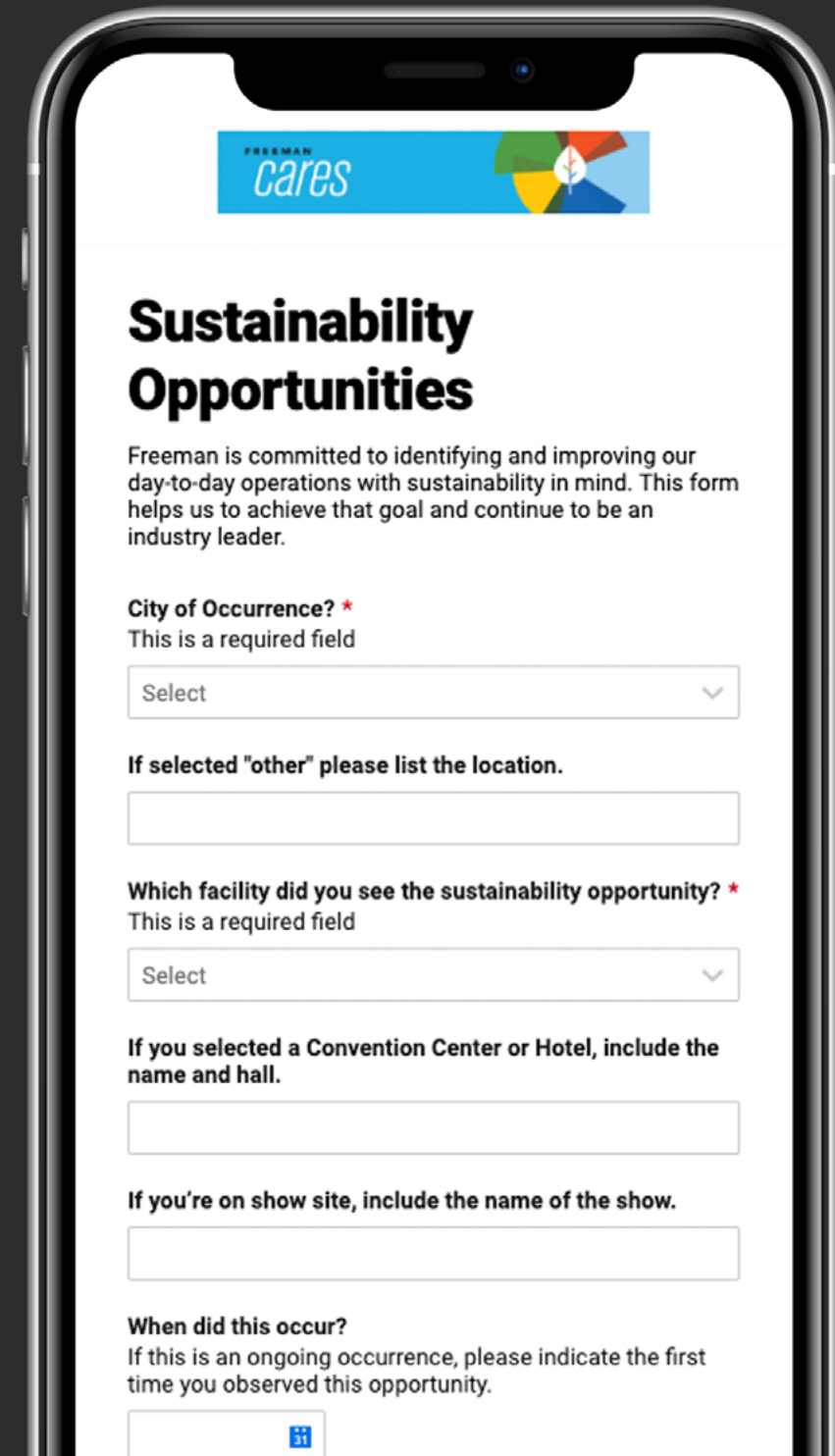
Sustainability Opportunities Form

In November 2018, we launched an online platform to identify and address sustainability opportunities geared to help Freeman achieve our goal of Zero Waste. The new Sustainability Opportunities Form (SOF) is available to all Freeman employees, outlining where we can improve our sustainable practices in the areas of Resources, Energy, People, and Air.

We trained Green Team Leaders, General Managers, and Client Solution Managers in sustainability best practices to help engage and educate employees through the enterprise.

Thanks to the submissions from our environmentally aware employees, we've seen immediate and lasting results. Various different offices and branches have adopted new best practices.

- Real Estate will work with the local OM/GM on a donation program in connection with office relocations
- Event Technology will communicate when there are multiple events happening at the same address in order to save on truck runs
- Sustainability requirements will be added to RFPs for off-site internal meetings requesting no straws, stir sticks, water bottles, etc.
- Location-specific
 - Moved from single-use Keurigs to coffee pots
 - Introduced a full recycling program campus-wide (previously only in the warehouse)
 - Eliminated one-time-use plasticware in kitchens
 - Eliminated Styrofoam in show site breakrooms



Earth Week

Our planet deserves more than one day! That's why Freeman celebrates Earth Day for a full week, April 22-26. During this time, each Green Team Leader across the globe organizes three celebrations in their own office around our universal themes for Earth Week. Corporate Communication emails are sent out every other day to engage employees, share our commitments, and provide a call to action.

This year's theme was focused on the Power Down Program. We are driven by our ambition to continue leading the industry, and the Power Down Program adds to our legacy as a company committed to sustainability.



Practicing What We Preach

LEARNING MODULE

Education leads to understanding, which in turn leads to action. All Freeman employees are provided basic training and awareness on Freeman's commitment to sustainability and the practices everyone can apply at work to reduce our impact on the environment. This training is provided in a 15-minute learning module on the MyCareerConnection platform we use for all training. All new employees are required to complete this module within the first few days of their employment.

SHOW SITE SAFETY SPEECH

The various labor unions that are present on show site provide a safety speech at the beginning of every shift. Included in this speech is a reminder of our dedication to sustainability as well as the need for everyone's cooperation to recycle, reduce, and reuse as much as possible.

SUSTAINABILITY SUMMIT

On an annual basis, all Freeman employees are invited to the Sustainability Summit. This one-hour meeting is hosted by the Green Team and is used to share updates about Freeman's success in improving sustainable practices. We also ask employees to brainstorm with us in answering two key questions:

What are we doing already? What can we do next?

The answers to these two questions allow us to formulate best practices and hear stories that may be new to us. As a result, this valuable learning guides us in setting goals within micro groups such as departments, offices, or individuals.



governance



Sustainability Structure

CARRIE FREEMAN PARSONS

Executive Champion

ANN ACKERSON

SVP, Global Supply Chain

MELINDA KENDALL

SVP, Sustainability

AMERICAS

JESSICA GLENN

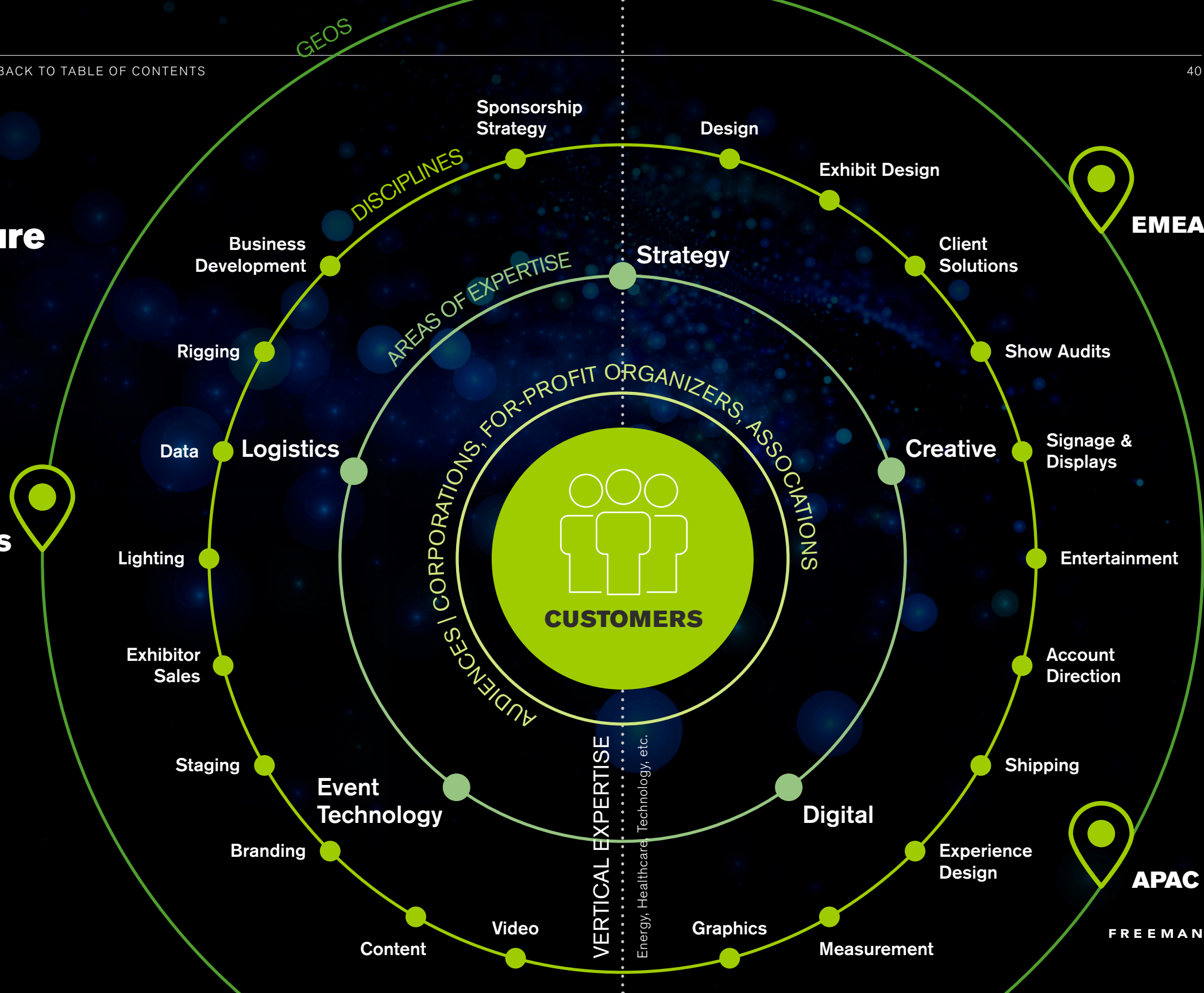
Sustainability Manager, Culture & Engagement

MIKE PIETRASZEK

Senior Director, Sustainability Services

MARISA HELLER

Sustainability Manager, Operations



Sustainability Governance Committees

STEERING COMMITTEE

- Receive recommendations and give feedback
- Prioritize initiatives
- Provide high-level guidance and support
- Advise and counsel
- Be voice of sustainability at other meetings
- Bring sustainability ideas back

Members: Chair of the Board, Chief Operating Officer, Chief Design Officer, Chief Counsel, Chief Marketing Officer, EVP of Logistics, Chief Growth Officer, President, SVP of Design

OPERATING COMMITTEE

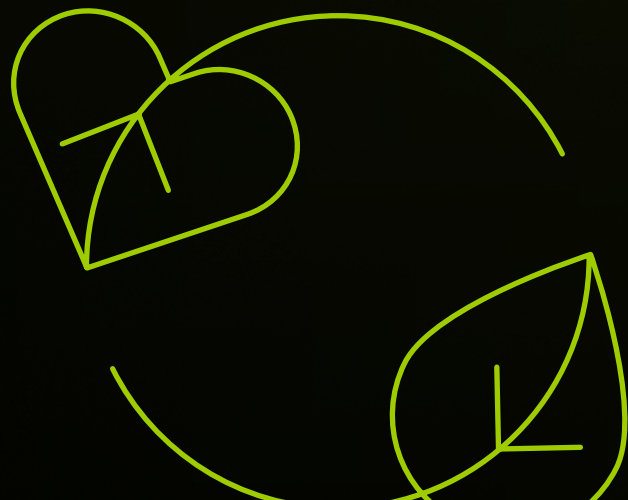
- Represent departments that implement sustainability
- Create and hold each other accountable to goals
- Coordinate initiatives

Members: EVP Delivery and Brand Experience, SVP of Supply Chain and Logistics, SVP of Operations, SVP of Procurement, VP of Business Transformation, VP of Graphics, VP of Design Operations, VP of Exhibit Transportation, EVP of Event Technology, EMEA Leadership, VP of Communication and Strategy, VP of Real Estate, SVP of Business Development, EVP of Delivery, Corporate and Agency Services

GREEN TEAMS

- Organize location-specific sustainability
- Work on annual Passion Project
- Extend culture of sustainability locally
- Coordinate local events
- Train and update employees annually

Members: A representative from each location has been identified as the leader of the Green Team



report profile

Freeman is a privately owned company and as such, does not seek external assurance for the year-end report. Data is reviewed by third-party auditors, iCompli, a company of BPA Worldwide, for compliance with our certification for ISO 20121 on an annual basis. Trinity Consultants compiled our data for CDP.



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