



Inclusion and Belonging Policy

Context and Scope

Context: Sustana is an industry-leading producer of quality fiber-based products and services, built on a solid commitment to sustainability and continuous improvement. From recovery to fiber to paper production, we produce the clean materials used in coffee cups, food packaging, books, and so much more. We work with leading brands, corporations, and customers to create environmentally friendly, sustainable solutions for their packaging and printed material needs and utilize recycled material to create high-quality, low carbon products. Our facilities, operations, and personnel, as well as the majority of our customers and suppliers, are located in the United States and Canada.

Scope: This policy applies to Sustana and all its subsidiaries and brands and all its employees.

Our Commitment

Sustana is committed to building a workplace where every individual feels a genuine sense of inclusion and belonging. We believe that people perform at their best when they are seen, heard, and valued. This policy outlines the guiding principles and expectations that support an environment where all employees are treated with fairness and respect, have equitable access to opportunities, and feel empowered to contribute meaningfully to our shared success. These principles serve as the foundation for our decisions, behaviors, and daily interactions.

Our Program

Leadership Commitment

Sustana senior leadership is committed to:

- Create an environment in which our employees, customers, and partners are empowered to bring their authentic selves to the job.
- Establish an inclusion and belonging leadership team responsible for driving the strategy, setting goals, and monitoring progress.
- Investigate and address any incidents of discrimination, harassment, or bias in a timely and appropriate manner.
- Regularly review our inclusion and belonging program to ensure continuous improvement based on insights, best practices, and societal expectations.
- Implement inclusive hiring practices and training that actively seek diversity at all levels of the organization while mitigating unconscious bias.
- Review and revise existing policies to ensure they are inclusive and free from bias.
- Foster open and inclusive communication channels to encourage dialogue, feedback, and the sharing of diverse perspectives.



Ensure fair treatment and equitable pay practices for all employees by basing compensation decisions on role, experience, and performance—free from bias or discrimination.

Inclusion

- Sustana recognizes that inclusion is the practice of intentionally ensuring that all individuals are welcomed, respected, and empowered to fully participate and contribute, regardless of their background or identity.
- We are committed to promoting open communication, collaboration, and mutual respect, and we are dedicated to identifying and removing barriers to ensure an environment where diverse perspectives are recognized, valued, and fully embraced.

Belonging

- Sustana recognizes that belonging is the practice of creating an environment where individuals feel genuinely accepted, supported, and connected — a place where they can be themselves and know they are valued.
- We are committed to cultivating a workplace where every person feels a deep sense of belonging. We strive to build strong relationships and an inclusive culture that supports the well-being and engagement of all employees.

Expectations and Reporting

- All employees are expected to comply with this policy and behave in a manner that supports the organization's commitment to building a workplace where everyone feels a genuine sense of inclusion and belonging.
- All employees are expected to treat others with respect and dignity, regardless of their backgrounds or identities.
- All employees are expected to report any incidents of discrimination, harassment, or bias to their manager, their HR manager, or the appropriate designated contact.
- Whistleblowers are encouraged to identify themselves and reports will be treated as confidentially as possible. They can also use the Ethics Reporting Hotline (3rd party hosted platform) to make an anonymous or non- anonymous report online or by phone: <http://sustana.ethicspoint.com/>
- Existing and new employees will be provided training on anti-harassment and on recognizing unconscious bias.
- For more information regarding harassment and discrimination, see Employee Code of Conduct.

Employee and Whistleblower Protection: Zero Retaliation

Sustana employees or third parties working with Sustana have the right to submit a confidential report concerning any incidents of discrimination, harassment, or bias. Sustana is committed to carrying out a timely investigation of any reports and ensuring



the confidentiality and protection of the employee of a third-party. Sustana has zero tolerance for any retribution within the company and recognizes the right of whistleblowers and will work with them to ensure there are no legal repercussions for their actions.

Governance

This policy is supported and has been approved by Sustana’s Executive Leadership Team (ELT). The principles of environmental and social responsibility are thoroughly integrated throughout Sustana’s governance structure, and oversight of our environmental and social impact and risks rests across the Board of directors and ELT. The ELT shall review this policy annually to make continuous improvements to our inclusion and belonging effort and update this policy based on insights, best practices, and evolving societal expectations. The Chief Human Resources and Administrative Officer is responsible and accountable for the implementation of this policy.

Communication and Transparency

This policy shall be made publicly available on Sustana’s website and shared with all employees. It shall be referenced in Sustana’s Employee Code of Conduct.

Legal Disclaimers

Sustana reserves the right to modify this policy at its discretion. Updated policies will be shared in a timely manner.

Effective: June 6, 2023

Action	Major Revisions and Comments (if any)	Version and Date
First Edition	First version drafted by Chief HR Officer and reviewed by the CEO, COO, CCO and Vice President of Sustainability	Version 1 March 6, 2023
First Revision	Ethics Reporting Hotline added	Version 1.1 August 11, 2023
Second Revision	Reviewed by the ESG Committee, signed by CEO	Version 1.2 October 1, 2024
Third Revision	Reviewed by CHRAO, signed by CEO	Version 1.3 July 1, 2025

A handwritten signature in blue ink that reads "Nathan Jeppson".

Nathan Jeppson
CEO, Sustana