



2025 Annual Impact Report

ENVIRONMENTAL
SOCIAL
GOVERNANCE



LETTER FROM OUR CEO



As Bishop-Wisecarver celebrates 75 years in business, I find myself reflecting on both the strength of our legacy and the responsibility we carry into the future. Since 1950, our company has been built on a pioneering spirit, deep technical expertise, long-term relationships, and a family culture rooted in trust. Those qualities continue to guide us as we grow, evolve, and take meaningful steps to strengthen our environmental, social, and governance commitments.

As an engineering, manufacturing, and automation solutions company, we recognize that the work we do has a direct impact on the world around us. We design, source, manufacture, transport, and support physical products and systems, and each of those activities carries responsibility. At the same time, our products and services help customers improve reliability, efficiency, and total cost of ownership in demanding applications. This gives us both the opportunity and the obligation to keep improving how we operate.

In 2025, I am especially proud of the progress made by our team. Earning a Silver Medal from EcoVadis reflects the disciplined work across our organization to strengthen our sustainability management systems, document our practices, and continue moving from intention to measurable action. EcoVadis evaluates companies across key themes including Environment, Labor & Human Rights, Ethics, and Sustainable Procurement, and its 2025 framework recognizes Silver-level performance for companies in the top 15 percent of assessed organizations.

We also continued our efforts to reduce overall energy consumption and improve our environmental performance. Our 2025 focus areas included expanding EV charging, electrifying our fork truck fleet, updating facility HVAC equipment, improving consumption monitoring and reporting for manufacturing operations, and evaluating renewable energy opportunities. These efforts build on more than a decade of sustainability investments, including our solar panels and solar carports, which have helped us significantly reduce our dependence on the grid.

Our ESG work also expanded beyond energy. In 2025, we identified actions to reduce water usage through low-water landscaping, begin a composting program, improve recycling and materials reporting, reduce shipments where possible, develop more regional and domestic suppliers, and strengthen responsible supply chain practices through supplier contract updates and a supplier code of conduct. These initiatives reflect our belief that sustainability must be practical, operational, and embedded into the way we run the business.

On the social side, we continued to invest in people, safety, inclusion, and community. Our 2025 ESG actions included a goal to exceed 1,900 days without lost-time incidents, continue our focus on workforce wellbeing and safety, expanding our support of FIRST robotic teams across the country, and trying to launch a Sustainability Innovation “Shark Tank” initiative with the Chamber for local high school students. These efforts are a natural extension of who we are: a company that believes in creating opportunity, developing talent, and giving back to the communities that have supported us for generations.

LETTER FROM OUR CEO

Governance remains an equally important part of our ESG journey. In 2025, we continued strengthening our ethical business culture, risk management practices, data security and privacy efforts, and stakeholder engagement. Our ESG priorities included educating employees on whistleblower procedures, documenting corruption risk assessments and training, maintaining DFARS certification and CMMC Level 1 compliance, and establishing dedicated ESG committee structures and transparent communication channels.

Our purpose is to “Enhance the world through diversity of mechatronic solutions for complex and extreme applications.” As we enter our next chapter, that purpose feels more relevant than ever. We believe diverse people, suppliers, ideas, and solutions are essential to building a cleaner, more just, equitable, and inclusive world.

This annual ESG report is more than a reflection of what we accomplished in 2025. It is a continuation of our commitment to continuous improvement. I am grateful to our team for the work that made our progress possible, proud of what we have achieved together, and energized by the opportunity ahead. As Bishop-Wisecarver moves into its next 75 years, we will continue to preserve our family culture, embrace our pioneering spirit, and use ESG as a guidepost to become a stronger company and a better global citizen.

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PAMELA A. KAN
CEO / Owner



COMPANY OVERVIEW

INGENUITY THAT ENDURES

Powered by 75 years of relentless problem-solving and steadfast reliability, Bishop-Wisecarver (BW) delivers innovative motion solutions around the world that thrive in harsh and extreme conditions. Our linear and rotary motion solutions, custom complex assemblies, and mechatronic solutions lead the manufacturing industry, and they are backed by our Signature Experience promise of expert guidance, confidence, and 100% customer satisfaction.

Much has changed in the world since our inception in 1950, but Bishop-Wisecarver remains a family-owned, American company committed to earning the trust of our customers with the highest-quality products. Our legacy started with creative manufacturing solutions that only Bud Wisecarver could envision. It evolved with the invention of the DualVee® track and guide wheel system, launching Bishop-Wisecarver into a world-class company. And it continues today in its second generation under his daughter, Pamela Kan, with an ever-growing portfolio of new patents, mechatronics, and forward-thinking solutions that our customers love. In January of 2025 Bishop-Wisecarver® acquired control systems integrator, Symation Inc. This strategic acquisition allows us to now offer complete turn-key mechatronic solutions and systems.

In manufacturing, few things are as important as reliability. When you partner with Bishop-Wisecarver, you aren't just getting a product or solution that works; you're getting products, systems, services, and industry-leading expertise you can trust, will exceed your reliability

COMPANY OVERVIEW

requirements. And now we are adding social and environmental controls and processes internally as well as for our supply chain partners to increase the level of trust our customers can have in a BW solution.

We are proud to help nourish, shelter, entertain, protect and move the world in the most contaminated environments and critical and precise conditions.

More than a decade of customer feedback through our NPS surveys and events proves our Signature Experience outperforms the competition by offering reliable and custom solutions with expert engineering services. We are consistently rated better than to much better than our competition on key KPIs and being easy to do business with.

Ultimately, we deliver on-time, increase product life and efficiencies, and lower the total cost of ownership for our customers.

Diverse Supplier Spotlight

Expertly Designed, Delivered to Perform™



What They Do:
Deliver innovative linear and rotary motion solutions for industrial automation that thrive in harsh and extreme environments.

How They Do It:
Combining 70+ years of engineering and manufacturing expertise through our Signature Experience™ to provide expert guidance and ensure 100% customer satisfaction.

Why They Do It:
To solve tough motion challenges by delivering reliable, high-performance custom solutions that enhance efficiency, total cost of ownership, and create long-term partnerships.

Contact Information:

(925) 439-8272
Sales @bwc.com

Company Overview

Profile

- 50+ Employees
- U.S. Based
- Second Generation Privately Owned
- World Class Signature Experience™
- Patented Technologies
- Union and Non-Union Workforce

Scale Metrics

- 85,000-Square-Foot Manufacturing Plant
- 70+ Years of Engineering Expertise
- 30K+ Customers Served
- Global Distribution Network

Headquartered

Bishop-Wisecarver
2104 Martin Way
Pittsburg, CA 94565

Certifications

- WBENC
- WOSB
- ESG EcoVadis Bronze
- Certified Evergreen

Range of Services

Quality
AS9100D & ISO9001 Certified

Compatibility
Solutions for FDA, sterile, and highly sensitive environments

Customization
Designed to your size, length, environmental and material specifications

Rotary & Curvilinear Motion Guides & Actuators

Multi-Axis Gantry & Robotic Transfer Units Solutions

Fabrication, Prototypes, Kitting, Sub-Assembly Production

Simple Installation, Ease of Maintenance, High Durability

Simple Installation, Ease of Maintenance, High Durability

Turnkey Mechatronics Solutions

About Bishop-Wisecarver: Service Coverage

North American Services Footprint
Customer Support from Canada to Mexico

Service Programs
Comprehensive automation solutions, including custom engineering, and supply chain management.

Regional Locations
Regional Sales Representatives and Distribution partners provide localized service and support across North America.

Technology Advantage

Bishop-Wisecarver® delivers motion solutions that last in the **most critical and extreme environments.**

- We provide a novel approach (with the patents to prove it) to meet your nuanced environmental, specification, and motion requirements.
- Our quality reduces risk and provides the longest installed life; resulting in the lowest maintenance cost and superior machine uptime.
- Leads the market with the shortest lead times and on-time delivery.

Featured Clients



BISHOP-WISECARVER – PIONEERING SPIRIT IN ACTION

I am proud of the grit and innovation of the BW team. When the recession hit in 2008-2009 the team rallied together to create novel ways to retain talent. At the same time, we dove deeply into all things LEAN. Our efforts served us well and we were able to rebound out of the recession in 2010 with record growth.

At the onset of COVID-19, Bishop-Wisecarver was designated an essential manufacturer due to our supply chain infrastructure and markets served. True to our agile culture, Bishop-Wisecarver was able to rapidly transition our team into a hybrid workforce in less than 24 hours ensuring business continuity and regular communication with staff, clients, and suppliers. As such, major operations never ceased throughout the pandemic.

We swiftly evolved on-site operations in accordance with government health mandates to protect our employees while increasing the use of supportive screening measures and heightened PPE for increased protection of our employees and their families. The company made investments early to source additional PPE and test kits for employees while supplies were scarce.

As an “Essential Manufacturer”, we supplied critical materials to our customers and directly supported the production of laboratory and medical device equipment used for COVID testing throughout the pandemic. Ongoing production supporting critical infrastructure projects during this time when others could not.

Established in the Bay Area since 1950, BW has a rich history of involvement and support within our surrounding communities. The pandemic was no different and BW allocated materials, direct labor support, and additive manufacturing production capacity to provide desperately needed PPE at no cost to local healthcare workers and first responders. Maintaining our strong family culture, BW leveraged technology to host company virtual meetings and activities to keep employees connected. The company provided a weekly lunch for on-site employees and, in the spirit of equity, also provided food gift cards to remote employees.

Not only did Bishop-Wisecarver survive through the COVID-19 pandemic as an essential manufacturer due to our supply chain infrastructure and markets served, but we were also able to grow our workforce and increase revenue. This is a true testament to our agile culture and adhering to our Need for Speed core value to rapidly transition over 50% our team into a hybrid workforce.

The pandemic provided an opportunity for BW to work effectively and efficiently in our new normal, hybrid environment. During and since the pandemic, we have seen our highest customer and employee NPS scores, and our culture has flourished.

Now we have the challenge of tariffs. Though most of our products are US sourced and manufactured, we have two critical parts we can only source in Europe. We have embarked upon a yearlong continuous improvement and operational excellence program to help the team to identify and eliminate waste in all our processes. This will help mitigate the impact of tariffs on our company as well as our customers.

Through all of these challenges I am most proud of the work environment we have created at Bishop-Wisecarver. At the end of 2025 we had operated for 1,974 days without a recordable injury! Nothing makes me prouder than being able to provide a safe work space and see the team go home every night healthy to their families.

BISHOP-WISECARVER ESG POLICY STATEMENT

At Bishop-Wisecarver, we are steadfast in our commitment to Environmental, Social, and Governance (ESG) principles, recognizing that they are integral to our long-term success and our responsibility as a global corporate citizen. Our ESG policy serves as a foundational pillar of our organizational strategy and operations.

Environmental Stewardship

We acknowledge the critical importance of environmental sustainability in preserving our planet for future generations. Our dedication to this principle is unwavering:

1. **Environmental Impact Reduction:** We strive to minimize our carbon footprint and reduce resource consumption throughout our operations. We actively seek energy-efficient technologies and sustainable practices to mitigate environmental harm.
2. **Sustainable Sourcing:** We are committed to sourcing raw materials and products responsibly, supporting eco-friendly suppliers, and adhering to stringent environmental standards.
3. **Climate Action:** We are resolute in our efforts to combat climate change by setting ambitious emissions reduction targets and pursuing renewable energy solutions.

Social Responsibility

Our commitment to social responsibility extends to our employees, communities and all stakeholders:

1. **Workplace Inclusivity:** We foster a diverse and inclusive workplace where every employee is treated with dignity and respect. We promote equal opportunities and ensure a safe, supportive, and inclusive work environment.
2. **Community Engagement:** We actively engage with and invest in the communities where we operate, contributing to their social and economic development.
3. **Ethical Business Practices:** We conduct our business with the utmost integrity, adhering to the highest ethical standards in all dealings, including transparent and fair practices in our supply chain.

Good Governance

Strong governance is the cornerstone of our commitment to accountability, transparency, and ethics:

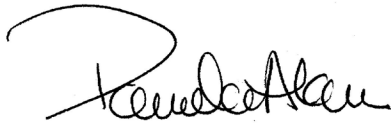
1. **Board Oversight:** Our board of directors oversees our ESG Steering Committee which oversees our ESG efforts, ensuring alignment with our organizational values and long-term objectives.
2. **Compliance and Ethics:** We adhere rigorously to all applicable laws, regulations, and industry standards. Ethical conduct is non-negotiable, and we encourage a culture of integrity at all levels of our organization.
3. **Transparency:** We maintain open communication with stakeholders, regularly reporting on our ESG performance, challenges, and progress toward our goals.

BISHOP-WISECARVER ESG POLICY STATEMENT

We firmly believe that integrating ESG principles into our strategy and operations not only serves the best interests of our shareholders but also contributes positively to the well-being of society and the sustainability of our planet. We recognize the urgency of the global challenges we face and are dedicated to being a force for positive change.

This ESG policy statement is not just a commitment; it is a guidepost that informs every decision we make. We will continually assess and refine our ESG strategy to ensure that it reflects the evolving needs and expectations of our stakeholders and the broader global community.

Signed,

A handwritten signature in black ink, appearing to read 'Pamela A. Kan', with a large, stylized initial 'P'.

Pamela A. Kan, CEO / Owner

ESG GOVERNANCE STRUCTURE

1. ESG Governance Structure

Our ESG committee is a natural extension of BW's mission and a vital step in ensuring that our sustainability goals are realized effectively and efficiently. The ESG Committee will ensure these principles are systematically integrated into every aspect of operations, reinforcing their importance as foundational to our strategy.

a. ESG Steering Committee

- **Purpose:** Oversees the overall direction, progress, and performance of the ESG strategy.
- **Composition:** 3 Board of Director Members, Vice Presidents of Manufacturing and Head of Engineering for 5 total members.
- **Responsibilities:**
 - o Define ESG strategy and priorities.
 - o Align ESG goals with corporate vision and objectives.
 - o Ensure adequate resource allocation for ESG initiatives.
 - o Monitor ESG reporting, corrective actions and compliance with EcoVadis.

b. Executive Leadership Team

- **Purpose:** Executes the ESG strategy and handles day-to-day ESG operations.
- **Composition:** Operations & Supply Chain , Engineering, Culture & People, Finance and IT.
- **Responsibilities:**
 - o Develop and implement ESG programs and initiatives.
 - o Collect and analyze ESG data and performance metrics.
 - o Ensure that ESG performance is accurately tracked, reported, and disclosed.
 - o Engage with external stakeholders and provide updates.
 - o Ensure alignment of ESG activities with industry standards and frameworks (e.g., UN SDGs, GRI, TCFD).

2. Key ESG Processes

a. ESG Risk Management Framework

- Implement a risk assessment process to identify, evaluate, and manage ESG risks across environmental, social, and governance areas.
- Ensure risks are integrated into the broader BW risk management strategy and are reviewed regularly.

ESG GOVERNANCE STRUCTURE

b. Stakeholder Engagement

- Develop a process for engaging stakeholders, including employees, customers, suppliers, ownership, and local communities, to understand their concerns and expectations related to ESG.
- Collect feedback on ESG initiatives and report on how feedback is incorporated into BW decision-making.

c. ESG Data Collection & Management

- Set up processes for collecting ESG data from relevant departments (e.g., environmental footprint, employee diversity, ethical sourcing practices, etc.).
- Ensure data integrity, transparency, and consistency across the organization.
- Use data analytics tools to track progress and identify areas for improvement.

d. ESG Strategy & Goal Setting

- Develop clear ESG goals, aligned with industry standards and organizational objectives.
- Set both short-term and long-term goals (OKRs and Strategic Plan Goals) and develop key performance indicators (KPIs) to track progress.
- Align goals with recognized frameworks (e.g., UN Sustainable Development Goals or Science-Based Targets Initiative).

3. ESG Reporting & Transparency

a. Regular ESG Reporting

- Commit to a regular schedule of ESG disclosures on an annual basis at a minimum.
- Make ESG reports , meeting notes and files publicly available through the Teams platform.
- Use EcoVadis and other relevant ESG rating platforms to benchmark our performance.

b. Transparent Communication

- Use clear and transparent communication regarding our ESG strategy, goals, challenges, and outcomes.
- Highlight significant achievements, improvements, and areas where progress is still needed.

c. External Auditing or Third-Party Validation

- When needed, we will consider engaging an external auditor or third-party firm to validate our ESG reporting and ensure it meets recognized standards.

ESG GOVERNANCE STRUCTURE

- Use EcoVadis or similar platforms for independent ESG ratings and feedback.

4. Continuous Improvement and Feedback Loops

a. ESG Performance Review

- Regularly assess the performance of ESG initiatives.
- Hold quarterly reviews of the ESG governance structure, strategy, and performance.
- Adapt the ESG strategy based on internal reviews and external feedback.

b. ESG Training & Capacity Building

- Provide ongoing training for BW employees to raise awareness and improve understanding of ESG issues.
- Include ESG-related topics in leadership development programs to foster a culture of sustainability.

c. Benchmarking & Peer Comparisons

- Continuously compare our ESG performance against industry peers and global standards to identify areas of improvement.
- Participate in ESG rating platforms, such as EcoVadis, to gain third-party feedback and recognition.

5. ESG Integration into Business Operations

a. ESG Policies & Guidelines

- Create clear policies on ESG-related matters (e.g., environmental impact, ethical business practices, employee welfare, corporate governance).
- Ensure policies are integrated into BW business operations, supply chain management, and decision-making processes.

b. ESG Accountability

- Assign clear accountability for achieving ESG goals to specific departments or individuals.
- Tie ESG performance into executive compensation or incentives to align leadership with ESG outcomes.

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ENVIRONMENTAL PERFORMANCE SUMMARY

About this disclosure. This section summarizes Bishop-Wisecarver’s environmental performance for fiscal years 2023 through 2025. Data has been compiled from metered facility records, fleet and equipment logs, waste manifests, and the EcoVadis Carbon Estimator tool (GHG Protocol methodology). Where data collection for a specific metric began during the reporting period, the applicable start year is noted. This disclosure serves as a supporting reference document for the company’s EcoVadis sustainability assessment and is structured to align with the GHG Protocol Corporate Standard and the EcoVadis assessment framework.

Reporting boundary. All data reflects operations at Bishop-Wisecarver’s single manufacturing facility in Pittsburg, California. The organizational boundary follows the operational control approach. Scope 3 emissions are estimated using the EcoVadis Carbon Estimator and are considered indicative pending formal boundary validation. Note: the FY25 Scope 1 inventory reflects an expanded vehicle and equipment boundary relative to prior years, as LPG forklifts were added to the reported inventory for the first time in FY25, consistent with GHG Protocol requirements.

FY25 PERFORMANCE HIGHLIGHTS

- Scope 1+2 combined emissions reduced 26% year-over-year (90.9 → 67.0 tCO₂e).
- On-site solar generation (310.5 MWh) exceeded grid electricity consumption (91.5 MWh) — a net-positive annual renewable energy position.
- Hazardous waste reduced 58% from FY24 levels (10.2 → 4.3 tons), returning to the normal operating range following a planned coolant changeover event in FY24.
- 34.7 tons of materials (metals and wood waste) formally tracked as diverted from landfill in FY25.
- Zero OSHA recordable incidents for the third consecutive year.
- End-of-Life Recycling Guide published on bwc.com, providing customers with material-specific handling instructions and regional recycling resources to support responsible product disposal across North America.

THREE-YEAR PERFORMANCE DATA

Green year-over-year values indicate improvement; red values indicate an increase requiring attention. Dashes (—) indicate data not collected for that year. Sub-items within a category are indented and shown in a smaller font for readability.

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Metric	Unit	Actual Performance (FY24)	Actual Performance (FY25)	% Change YoY	Comment
Greenhouse Gas Emissions – GHG Protocol (Corporate Standard)					
Scope 1 — Direct Emissions	tCO ₂ e	35.48	37.51	+5.7%	Modest year-over-year increase. The FY25 figure reflects an expanded reporting boundary: LPG forklifts were added to the vehicle inventory for the first time, consistent with GHG Protocol requirements. On a like-for-like boundary, stationary combustion (natural gas) accounts for the majority of Scope 1 emissions and has remained relatively stable.
Natural Gas (Stationary Combustion)	tCO ₂ e	—	33.03	—	Primary source of Scope 1 emissions. Reflects facility heating and process applications.
LPG — Forklifts & Floor Sweeper	tCO ₂ e	—	2.52	—	Newly included in FY25 inventory. LPG consumption declined following transition from a large fixed storage tank to a vendor-managed cylinder rack, improving logistics and reducing waste from partial-cylinder losses. A battery electric floor sweeper is under evaluation as a partial replacement for the LPG floor sweeper unit.
Mobile Combustion (Company Vehicle)	tCO ₂ e	—	0.20	—	Work truck; petrol.
Scope 2 — Purchased Electricity	tCO ₂ e	55.43	29.53	-46.7%	Significant reduction driven by lower grid electricity consumption. On-site solar generation offset the majority of purchased electricity. Location-based and market-based figures are identical, as no RECs have been sold or transferred; Bishop-Wisecarver retains the renewable attribute of all on-site generation.
Combined Scope 1 + 2	tCO ₂ e	90.91	67.04	-26.3%	Total direct and energy-related emissions reduced 26% year-over-year, reflecting both the Scope 2 improvement and a stable Scope 1 footprint.
Scope 3 — Value Chain (Estimated)	tCO ₂ e	41,794	48,419	+15.8%	Estimated using EcoVadis Carbon Estimator (GHG Protocol methodology). Category 11 (use of sold products) accounts for approximately 77% of the total Scope 3 estimate. This figure is indicative; formal boundary validation is planned. Scope 3 represents over 99% of the total combined footprint, which is typical for manufacturers whose products are used in energy-consuming applications.

ENVIRONMENTAL 2025

Metric	Unit	Actual Performance (FY24)	Actual Performance (FY25)	% Change YoY	Comment
Total GHG (All Scopes)	tCO ₂ e	41,885	48,486	+15.8%	Increase is driven entirely by the Scope 3 estimate. Scope 1+2 operational emissions represent less than 0.2% of the total.
Energy Consumption & On-Site Generation					
Grid Electricity Consumed	KWh	157,426	91,476	-41.9%	Substantial reduction in FY25 reflecting operational efficiency measures. Note: FY22 data (402,362 kWh) reflected a different operational configuration; FY23 onward represents the current facility baseline.
Natural Gas Consumed	KWh	171,639	180,517	+5.2%	Modest increase in natural gas consumption. An energy efficiency review of heating and process applications is planned.
LPG Consumed	Liters	1,212	810	-33.2%	Reduction reflects the transition from a large fixed LPG storage tank to a vendor-managed cylinder rack system, which reduces consumption associated with partial-cylinder losses and improves overall LPG management. This is the first year forklifts were included in the inventory.
On-Site Solar Generated	MWh	242.05	310.50	+28.3%	On-site photovoltaic generation. In FY25, solar generation (310.5 MWh) exceeded grid electricity consumption (91.5 MWh), representing a net-positive renewable position. Bishop-Wisecarver retains the renewable attributes of this generation (no RECs have been sold). Net metering credits from the utility confirm the offset in billed consumption.

ENVIRONMENTAL 2025

Metric	Unit	Actual Performance (FY24)	Actual Performance (FY25)	% Change YoY	Comment
Renewable Energy Share (On-Site)	%	≥61%	>100%	Ratio of on-site solar generation to total grid electricity consumed. Greater than 100% in FY25 indicates that on-site generation exceeded grid draw. This does not account for energy consumed from grid during periods when solar is not generating (e.g., nighttime), but confirms a net-positive annual renewable position.	Undefined
Water & Waste Management					
Water Consumed	Gallons	295,460	330,616	+11.9%	Water consumption has increased over three years, consistent with headcount growth (+13% in FY25). A water intensity metric normalized per employee will be established in FY26 to better reflect efficiency independent of organizational growth.
Hazardous Waste Generated	Tons	10.20	4.30	-57.8%	FY24 increase was the result of a planned facility coolant changeover event, not a systemic operational change. FY25 performance returns to the expected operating range. All hazardous waste is managed by a licensed disposal vendor; documentation and manifests are maintained on file.

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Metric	Unit	Actual Performance (FY24)	Actual Performance (FY25)	% Change YoY	Comment
Recycled Metals (Scrap)	Tons	16.60	17.40	+4.8%	Consistent improvement in scrap metal recovery, reflecting ongoing lean manufacturing and materials recovery practices. Metal scrap is sold to licensed recyclers
Wood Waste Diverted from Landfill	Tons	Not Available	17.30	—	Wood waste diversion has been an established operational practice. FY25 is the first year this metric has been formally quantified and recorded; prior-year data collection is in progress. FY25 establishes the formal baseline for this metric.
Total Materials Diverted from Landfill	Tons	—	34.70	—	Combined metals and wood waste diverted in FY25. Waste-to-landfill ratio and waste intensity per unit produced are identified data gaps targeted for FY26 collection.
Workforce Safety & Health					
Average Employees	Head-count	54	61	+13.0%	Headcount growth reflects continued business expansion. Used as normalizing denominator for per-capita intensity metrics.
OSHA Recordable Incidents	Count	0	0	— Sustained	Zero recordable incidents for the third consecutive year. Formal TRIR (Total Recordable Incident Rate) calculation per OSHA methodology will be added to reporting in FY26.
Lost-Time Incidents	Count	0	0	— Sustained	No lost-time injuries recorded across all three reporting years.

Methodology note: GHG emissions are calculated using DEFRA emission factors (Scope 1) and IEA location-based emission factors (Scope 2), as applied by the EcoVadis Carbon Estimator. Scope 3 estimates are derived from spend-based and activity-based models and are indicative. REC retention is confirmed through the absence of any REC sale or transfer; net metering records with PG&E confirm the solar offset in billed electricity consumption.

ENVIRONMENTAL 2025

FORWARD-LOOKING COMMITMENTS

The following commitments reflect near-term operational priorities and program development actions. Targets are expressed in process and program terms where quantitative baselines are still being established, consistent with a responsible approach to target-setting that avoids committing to metrics before the underlying data collection infrastructure is in place.

Commitment Area	Near-Term Action (FY26—FY27)	Framework Alignment
GHG Inventory — Scope 1 + 2	Formalize GHG inventory under GHG Protocol operational control approach with FY25 as the documented base year (67.0 tCO ₂ e combined Scope 1+2). Maintain annual disclosure of Scope 1 and Scope 2 emissions.	GHG Protocol Corporate Standard; EcoVadis Environment — Climate change criterion (Reporting indicator)
Scope 1 Reduction — Natural Gas	Complete energy efficiency review of facility heating and process natural gas applications. Identify and implement at least one measurable efficiency measure by end of FY27	EcoVadis Environment — Energy; SBTi Scope 1 near-term pathway
Scope 1 Reduction — LPG	Evaluate replacement of LPG floor sweeper with battery electric unit. Maintain vendor-managed cylinder rack system. Continue to report LPG consumption as a separate line item within Scope 1.	EcoVadis Environment — Energy; GHG Protocol Scope 1 mobile combustion
Renewable Energy — Scope 2	Confirm retention of renewable attributes from on-site solar generation through net metering documentation on file with utility. Continue to report both location-based and market-based Scope 2 figures annually.	EcoVadis Environment — Energy; GHG Protocol Scope 2 Guidance (market-based method)
Scope 3 Inventory	Validate Scope 3 Category 11 (use of sold products) methodology for applicability to component manufacturers. Establish formal organizational boundary and consolidation approach for Scope 3 reporting. No reduction target will be set until methodology is validated.	GHG Protocol Scope 3 Standard; SBTi Scope 3 near-term criteria (target required if Scope 3 >40% of total)
Supplier Engagement	Develop and distribute a supplier code of conduct incorporating ESG expectations. Apply ESG screening criteria to new supplier onboarding. No quantitative coverage target is set for FY26; program design and rollout is the FY26 deliverable.	EcoVadis Sustainable Procurement pillar; SBTi supplier engagement recommendation
Product Stewardship — End of Life	Continue to maintain and update the publicly published End-of-Life Recycling Guide on bwc.com, providing customers with material-specific recycling guidance and regional recycling resources across North America. Review and update annually.	EcoVadis Environment — Product stewardship; GHG Protocol Scope 3 Category 12 (end-of-life treatment of sold products)

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Commitment Area	Near-Term Action (FY26—FY27)	Framework Alignment
Waste Management	Establish formal waste-to-landfill tracking and calculate total waste diversion rate beginning FY26. Maintain hazardous waste below 5 tons annually under normal operating conditions. Continue scrap metal and wood waste diversion programs.	EcoVadis Environment — Waste; Resource efficiency
Water Management	Establish water intensity baseline (gallons per employee) using FY25 data. Report water intensity annually beginning FY26. Set a consumption reduction target once two years of normalized data are available.	EcoVadis Environment — Water; GRI 303
Safety Reporting	Calculate and publish TRIR (Total Recordable Incident Rate) using OSHA formula beginning with FY26 data. Implement near-miss tracking to supplement incident reporting.	EcoVadis Labor & Human Rights — Health & safety; OSHA 29 CFR Part 1904

Framework Alignment: Bishop-Wisecarver’s sustainability program is structured to align with the following frameworks: GHG Protocol Corporate Accounting and Reporting Standard; EcoVadis Sustainability Assessment Methodology 2025; Science Based Targets initiative (SBTi) Near-Term Criteria v5.3 (reference); Global Reporting Initiative (GRI) Standards (reference); and OSHA Recordkeeping Requirements (29 CFR Part 1904).

Identified Data Gaps (FY26 Priorities): TRIR per OSHA formula; waste-to-landfill ratio and waste intensity per unit; water intensity normalized per employee; prior-year wood waste diversion data; formal third-party verification of GHG inventory; Scope 3 Category 11 methodology validation for component manufacturers.

SOCIAL 2025

We recognize that learning and development are critical components of our ESG policy. As a company with learning as a core value, we are committed to providing our employees with the resources and opportunities they need to develop their skills and grow professionally, while also contributing to the sustainable development of our organization.

We believe that investing in our employees' learning and development is essential for building a strong, engaged, and resilient workforce. We strive to create a culture of continuous learning and improvement, where employees are encouraged to develop new skills, learn from each other, and innovate to support our Purpose in the field of mechatronics. Our goal is to foster an environment where employees feel empowered to take ownership of their learning and are provided with the support and resources they need to succeed.

Bishop-Wisecarver is committed to developing the next generation of manufacturing and engineering talent through continuous learning and technical skill development. Our internal learning platform, BWU (Bishop-Wisecarver University), provides employees with ongoing education, leadership development, and role-specific training. Employees also have access to Tooling U-SME courses and company-supported external programs to advance their technical knowledge and professional growth.

With the expansion of our R&D Lab, BW has significantly enhanced hands-on learning opportunities for employees across engineering, manufacturing, and operations. The lab serves as a collaborative environment where team members can develop expertise in motion control, automation, robotics, controls integration, and electromechanical systems while working alongside cross-functional teams on new product development and customer solutions.

By integrating practical experience with formal education, we are building a workforce capable of designing, manufacturing, and supporting increasingly sophisticated mechatronic solutions. These investments not only strengthen employee career development but also support innovation, knowledge sharing, and the long-term competitiveness of BW and our customers.

Bishop-Wisecarver is proud to have an average tenure of over 7.5 years. Many of our employees have had a long, industrious career at BW that has led them to new heights.

DIVERSITY AND INCLUSION

Diversity and inclusion are not only integral to our success but also reflect our Mission Statement and Core Values. We are committed to building a workplace that is diverse, equitable, and inclusive, where every individual's unique perspective, experiences, and talents are welcomed and celebrated.

We believe that a diverse workforce enriches our creativity, innovation, and problem-solving capabilities. We are dedicated to recruiting, retaining, and promoting individuals from a wide range of backgrounds, including but not limited to ethnicity, gender, sexual orientation, age, disability, and socio-economic status. Our goal is to create a workforce that mirrors the communities we serve.

SOCIAL 2025

Inclusion is at the heart of our corporate culture. We strive to create an environment where all employees feel valued, heard, and empowered to contribute their best. We are committed to providing equal opportunities for career development, training, and advancement, ensuring that every employee can reach their full potential.

Our commitment to diversity and inclusion extends beyond our workplace. We actively engage with the communities we operate in, supporting initiatives that promote social equality, education, and access to opportunities for underrepresented groups. It starts with roots in our community supporting multiple channels for the next generation and manufacturing superstars. We support and/are involved with:

1. National MFG Day
2. FIRST and Vex Robotics
3. College & Careers Access Pathways (CCAP): Ygnacio Valley HS/ Diablo Valley College
4. Local STEM-based organizations & programs
5. Wisecarver Innovation Contest open to all high school students
6. Girls Inc. – East Bay
7. East Bay Works
8. Local STEM based student groups across the country in support of our 75 Acts of Giving campaign

Our employees have provided tremendous support of these programs and have seen their own personal development and growth at BW.

SUPPLIER RELATIONSHIPS

SUPPLIER DIVERSITY

We believe not only in paying it forward but also back.

Bishop-Wisecarver is proud to be a certified Women's Business Enterprise (WBE) and Women Owned Small Business (WOSB). As a small to medium size enterprise (SME) US manufacturer we believe that what is good for large corporations is good for smaller ventures as well. We believe that supplier diversity provides us with a significant position of strength in which to support our customers and outperform in the markets we serve.

Our policy is a philosophy that applies to all our suppliers, contractors, and subcontractors of goods and services. BW believes diversity creates a supply chain that is more flexible and innovative and thus provides greater strategic value for our customers. A supplier base that is diverse helps us better understand and anticipate the needs of the customers we serve. We recognize that our business performance is elevated when we can tap into the expertise and creativity of all BW suppliers and partners and thus positively contributes to our competitive advantage.

*Our suppliers should reflect the people we are
in business to serve... our customers.*

BW is committed to building a resilient, diverse, and sustainable supply chain by promoting equal opportunity and inclusive sourcing practices striving to channel business opportunities by actively seeking to identify, evaluate and develop qualified supplier relationships with qualified small businesses and diverse suppliers, including minority-owned, women-owned, veteran-owned, service-disabled veteran-owned, LGBTQ+-owned, and disadvantaged business enterprises, whenever they can competitively meet our requirements for quality, delivery, cost, innovation, sustainability, and ethical business practices.

As a small to medium-sized enterprise (SME), BW recognizes the important role that entrepreneurial and diverse businesses play in driving innovation and creative problem solving all while strengthening US, California and local economies, increasing competition, and creating resilient supply chains. We believe that supporting these businesses contributes to long-term economic growth while enhancing our ability to serve our customers and respond to changing market conditions. These entrepreneurs broaden market competition and enhance our capability to manage our businesses through all economic cycles.

SUPPLIER RELATIONSHIPS

Our sourcing and procurement process integrates supplier diversity into sourcing decisions through fair and objective supplier evaluations, equal access to quoting opportunities, and ongoing supplier development. Supplier inclusion is considered alongside quality, technical capability, delivery performance, risk management, environmental stewardship, labor and human rights practices, and business ethics.

Through collaborative, long-term partnerships, BW strives to strengthen supply chain resilience, foster innovation, support local communities, and create sustainable value for our customers, suppliers, employees, and stakeholders. Our goal is to build deep relationships with our suppliers, which will allow us the ability to provide unique insights into emerging markets, enhance our supply chain, build a loyal customer base while creating wealth in the communities where we, our customers and suppliers, do business. Our sourcing and procurement process integrates to adhere to this philosophy, with a goal to actively increase supplier inclusion year over year.

As a SME ourselves, we believe that helping other SMEs and entrepreneurs move quickly into the mainstream of the economy strengthens the diverse business community economically and BW takes pride in contributing to the overall economic growth of California and the US. These entrepreneurs broaden market competition, spur innovation and creative approaches to problem solving, and enhance our capability to manage our businesses through all economic cycles. Overall, these entrepreneurs create a thriving, diverse business climate that we ourselves take part.

Our goal is to build deep relationships with our suppliers, which will allow us the ability to provide unique insights into emerging markets, enhance our supply chain, build a loyal customer base, and create wealth in the communities where we, our customers and suppliers, do business.

GOVERNANCE 2025

PROFESSIONAL AND ETHICAL STANDARDS

Bishop-Wisecarver upholds the highest professional and ethical standards in every aspect of our business. It applies to all employees and stakeholders associated with our company.

SOCIAL GOVERNANCE

At Bishop-Wisecarver, we have established a framework for fostering positive relationships with our employees, suppliers, customers, and communities. We are committed to operating ethically, responsibly, and in a manner that acknowledges and respects the rights and dignity of all individuals and communities we impact.

1. Employee Relations:
 - Uphold fairness, respect, and dignity.
 - Prioritize workplace diversity and safety.
 - Provide competitive compensation and continuous skill development.
 - Owned by: Executive Committee
2. Supplier Relations:
 - Regular audits to ensure compliance.
 - Support suppliers in meeting our standards.
 - Owned by: Operational Committee
3. Customer Relations:
 - Ensure high product quality and safety standards
 - Provide transparent product information.
 - Maintain open channels for feedback.
 - Owned by: Strategic Committee

CYBERSECURITY AND DATA PRIVACY

Privacy and security are of utmost importance to our operations. We recognize the significance of safeguarding our customers' and employees' personal and confidential data, and we are committed to complying with all relevant regulations and standards. This section highlights our efforts to strengthen privacy and security across the organization and to mitigate potential risks.

GOVERNANCE 2025

We maintain a governance framework to keep privacy and security a continual priority. Our Technology team is responsible for managing day-to-day data privacy and security risk, and we engage an independent audit and compliance partner, RSI Security, to conduct regular reviews of our policies and procedures and confirm they remain current and effective.

We have implemented a range of security measures to safeguard personal data, including access controls, encryption, and data backup and recovery procedures. We also conduct regular vulnerability assessments and penetration testing to proactively identify and address potential threats. In addition, we maintain a formal incident response plan that outlines the steps we would take in the event of a data breach or other security incident.

Our cybersecurity program is guided by the framework in NIST Special Publication 800-171 as part of our DFARS compliance obligations. We are currently assessed at Cybersecurity Maturity Model Certification (CMMC) Level 1, and we have begun preliminary work toward CMMC Level 2 certification as part of our ongoing commitment to strengthening our cybersecurity posture and meeting the evolving requirements of our defense-industrial customers.

CYBERSECURITY METRICS

GOVERNANCE METRICS	2022	2023	2024	2025
Cybersecurity				
% of Employees Completing Cybersecurity Training	70%	80%	95%	100%
Microsoft Secure Score (%)	45	42	56	65
Completion Rate — Employee Phishing Simulations	0%	75%	100%	100%

Microsoft Secure Score is benchmarked against the manufacturing industry average; we track our progress against this benchmark as part of our continuous improvement process.

GOVERNANCE 2025

FINANCIAL GOVERNANCE

Sound financial governance is central to how we operate. We maintain accurate and timely financial records, effective financial controls, and a clear financial reporting structure, overseen directly by our Chief Financial Officer (CFO).

Our financial statements are audited annually by Baker Tilly, an independent external audit firm, to ensure they are presented fairly and in accordance with Generally Accepted Accounting Principles (GAAP).

We maintain segregation of duties within our accounting function: accounts payable, accounts receivable, and cash management are each managed by different individuals within the accounting department to reduce the risk of error or fraud. Our month-end close process further requires formal sign-off on all accounting reconciliations before the books are closed, adding an additional layer of review and control.

To further strengthen our financial and data controls, we are in the process of migrating to a new Enterprise Resource Planning (ERP) system, NetSuite, with completion targeted for 2026. This migration is expected to enhance system-level controls, data integrity, and reporting capabilities across the organization.

COMPLIANCE

1. **Accountability:** Our ESG committee will oversee the consistent application and monitoring of this policy.
2. **Regular Review:** We periodically assess and update this policy based on feedback, performance evaluations, and emerging best practices.
3. **Transparency & Reporting**
 - a. **Reporting:** Third-party audits, including DFARS/NIST 800-171 (cybersecurity), AS9100 (quality management), and our annual GAAP financial statement audit.
 - b. **Engagement:** Actively engaging with stakeholders to understand their concerns related to governance risks.
4. **Risk Management & Review**
 - e. **Tracking:** Continuously monitoring and tracking identified risks and any new ones.
 - f. **Review Meetings:** Periodic meetings with the Executive Committee to assess the effectiveness of the risk management process and confirm risks are being appropriately managed.
5. **Response to Legal Risks**
 - f. **Avoidance:** Adjusting operations or strategies to completely avoid the risk entirely.
 - g. **Reduction:** Implementing measures to reduce the potential impact or likelihood of the risk.
 - h. **Legal Audits:** Periodic review of operations.

STAKEHOLDER ENGAGEMENT

WE ALWAYS DELIVER A SIGNATURE EXPERIENCE

At Bishop-Wisecarver, we infuse our in-house engineering and design expertise with resourcefulness and grit to come up with reliable solutions that get the job done. But what makes Bishop-Wisecarver truly special is our commitment to seeing the world from your point of view. In fact, we promise to listen carefully, ask questions throughout, and thoughtfully consider your complex and unique needs before designing your solution.

By defining success on your terms and following up with you post installation, we are able to guarantee a solution that exceeds your expectations on every project, every time. This promise, which we proudly refer to as our Signature Experience, pushes us to always exceed customer expectations with reliable motion solutions that are on time and on budget, with no surprises. It's about delivering reliability, increased efficiency, and customer loyalty with every solution we provide—and it truly sets Bishop-Wisecarver apart from the competition.



"Debbie always comes up towards the top of the list when I ask my guys about which vendors offer the best service. A great product is greatly diminished with subpar customer service. Not the case with BW and Debbie. Keep it up!"

- Chris Bursack, Vice President of Sales & Business Development

"Bishop-Wisecarver provides everything you look for in a supplier: quality products, on-time delivery, and ready support that leads to the best value for the components we purchase."

- Michael Travis, Corporate Supply Chain Manager

SIGNATURE EXPERIENCE GUARANTEE

- We ensure Bishop-Wisecarver is a Right Fit
- Our documented processes ensure we listened to the customer's needs and verifies alignment
- Customer receives customized solution for their need - even if just one unit
- We deliver the order as promised
- Customer knows we appreciate their business at every step
- We proactively communicate with the customer, keep them up to date; building confidence in Bishop-Wisecarver
- We guarantee we got it right = 100% Customer Satisfaction



SUSTAINABILITY ACTION PLAN 2026



EMBEDDING SUSTAINABILITY

Sustainability Mission Statement

At Bishop-Wisecarver, sustainability is at the heart of our commitment to being a force for positive change. We emphasize creating efficiencies across our processes and solutions, ensuring optimal resource utilization while minimizing environmental impact. Through proactive communication and collaboration with stakeholders, we deliver customized, sustainable solutions that align with our customers' needs and the well-being of our planet. Through ongoing innovation and dedication, we ensure that every decision we make contributes to a thriving, sustainable future and 100% customer satisfaction.

SBTi

Bishop-Wisecarver has set the goal to set our targets based upon near-term science-based targets initiatives for SME scope 1 and 2 GHG emissions per SBTi. We will be committing to our scope 1 and 2 targets by 2035.

SASB Sustainability Impact Areas & Opportunities

- Energy Management
- Workforce Health & Safety
- Fuel Economy & Emissions in Use Phase
- Material Sourcing
- Remanufacturing Design & Services

Things We Can Easily Do:

- Diversity & Inclusion Policy and Training
- Supplier Diversity Policy and Training
- Comprehensive Employee Handbook
- Bishop-Wisecarver® University (BWU) – Continuous learning environment, and career ladders
- Improve use of energy-efficiency in Hybrid workspace
- Produce less collateral in print and enforce digital usage
- Sell / Dispose of LPG fueled floor sweeper & replace with a battery electric unit
- Complete annual review and update of End-of-Life Recycling Guide as required

SUSTAINABILITY ACTION PLAN 2026



Things We Want to Do:

- Increase domestic sources for key materials and products where possible
- Create a water intensity metric normalized per employee to better reflect efficiency independent of organizational growth
- Increase recyclability of product packaging for select commercial products to align with EU PPWR framework
- Move ERP to the cloud and eliminate on premise servers (underway with NetSuite cloud go-live October 1, 2026)
- Achieve CMMC level 2 certification
- Complete energy efficiency review of facility heating and process natural gas applications. Identify and implement at least one measurable efficiency measure by end of FY27
- Revise/develop supplier code of conduct incorporating ESG expectations and apply as part of supplier onboarding/evaluation process
- Redirect shipment of selected products to reduce transportation / Scope 3 emissions
- Maintain a safe working environment for our employees and achieve 2339 calendar days without a lost time accident

SASB Sustainability Impact Areas & Opportunities

- Upgraded facility lighting to energy efficient LEDs
- 1974 Days without lost time accident (through end of FY25)
- Installed 4 additional EV chargers

Things We Have Accomplished:

- DFARS certification/Cyber Security Policies, Training, and Testing
- Installed solar panels to get off the grid 100% for a majority of the year
- Shower facility for employees that bike to work
- Support of local STEM and Robotic programs for more than 50 years
- Installed skylights to reduce overhead light use
- Renovated buildings and updated to current efficiencies for energy/waterflow systems
- Installed HVLS ceiling fans to cool production spaces with low energy
- Supporting Hybrid work model to minimize carbon footprint and provide stipend for home office
- Contra Costa County Green Business Certified
- Bi-monthly Company Town Hall meetings and monthly lunch
- Implement composting program
- 34.7 Tons of recycled material diverted from landfills (recycled metals & clean wood waste)
- Publicly published End-of-Life Recycling Guide on company website (bwc.com), providing customers with material-specific recycling guidance and regional recycling resources across North America

SUSTAINABLE SOURCING GOALS 2026

Over the past year we have achieved significant milestones, including creating a Supplier Code of Conduct, Supplier Sustainable Sourcing Survey.

Finding: There is insufficient reporting of Key Performance Indicators (KPIs) related to sustainable procurement practices and supplier sustainability performance.

Goal: Collaborate with suppliers to prioritize environmentally sustainable sourcing practices and increase the use of sustainable, responsibly sourced, and certified materials throughout our products and supply chain.

Objectives: To strengthen our sustainable procurement program and engage with our suppliers to assess their current sourcing practices, identify opportunities for improvement, and establish a foundation for long-term collaboration. By the end of Q4 2026, we will:

1. Distribute our Supplier Sustainability Questionnaire to all strategic and high-spend suppliers with achievement goal of a minimum 85% response rate from strategic and high-spend suppliers.
2. Complete sustainability risk assessments for suppliers representing at least 80% of annual procurement spend, prioritizing suppliers based on annual spend, material criticality, geographic risk, environmental impact and operational risk with 100% of strategic suppliers assigned a documented sustainability risk rating (Low, Medium, or High).
3. By March 31, 2027, conduct sustainability reviews with suppliers identified as High Risk or strategic partners to discuss opportunities for improvement and establish corrective action plans where appropriate.
4. By September 30, 2026, communicate the company's Sustainable Procurement Policy and Supplier Code of Conduct to all active production suppliers with acknowledgment from at least 95% of active production suppliers.
5. Establish a baseline report by December 2026 summarizing the current state of sustainable procurement within the supply chain to monitor and report supplier sustainability performance on a quarterly basis.
6. Establish a baseline for the percentage of sustainable and certified materials currently used in products by December 2026, to inform 2027 targets.

This approach ensures our organization is building a solid foundation before setting aggressive goals.

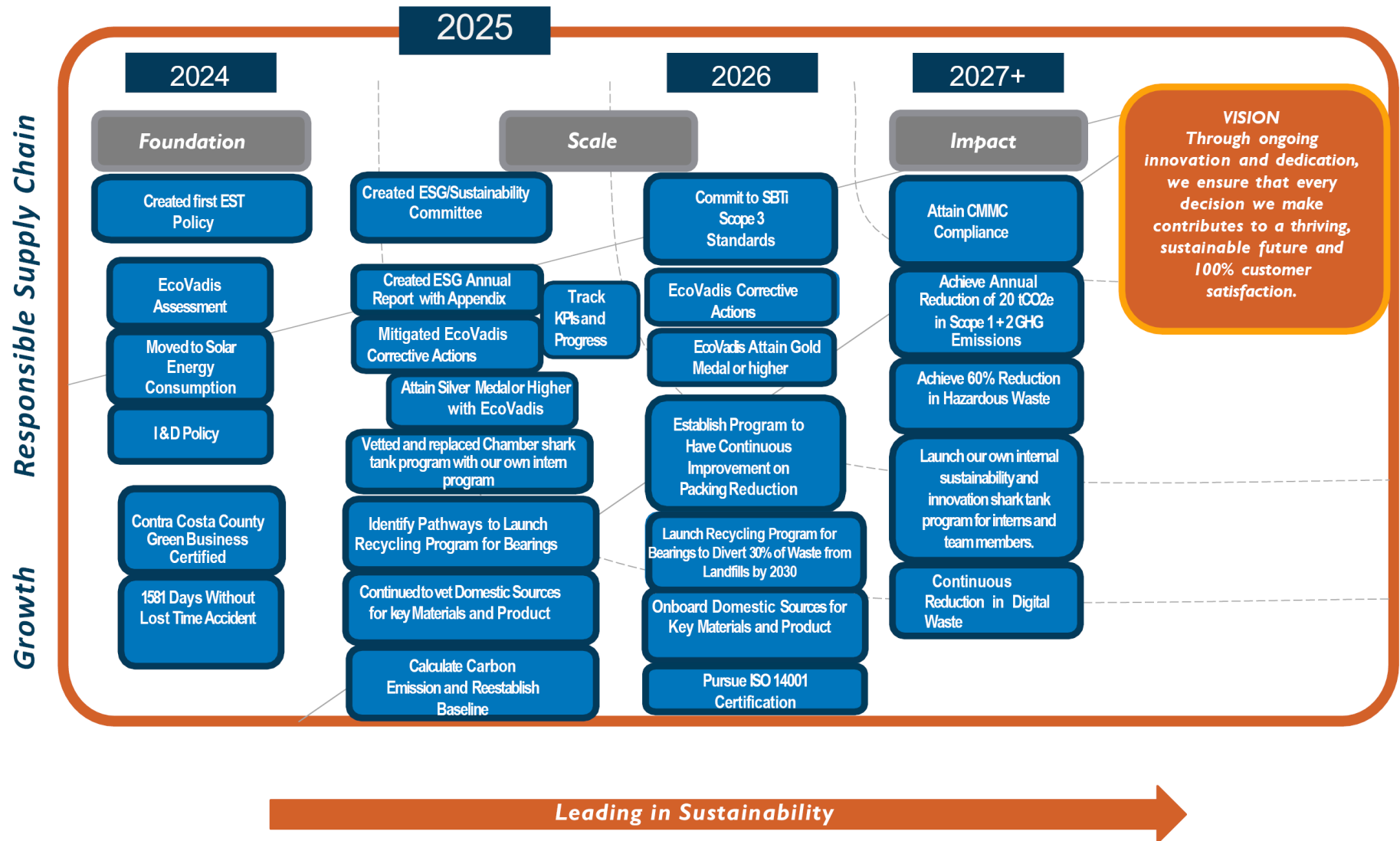
MATERIALITY IMPACT AREAS & 2026 ACTIONS

 ENVIRONMENTAL	 SOCIAL	 GOVERNANCE
Planet • Energy Management • Fuel Economy & Emissions in Use Phase • Material Sourcing • Remanufacturing Design & Services	People and Community • Workforce Health & Safety	Business Ethics, Policy and Transparency
Impact Energy Usage / GHG Emissions (H) Action(s): • Expand EV Charging • Complete energy efficiency review of facility heating and process natural gas applications • Evaluate elimination / replacement of equipment with non-gas powered alternatives • Monitor and maintain optimal operation of PV system	Impact: Employee Relations & Fair Labor Practices (M) Action(s): • Negotiate a new Collective Bargaining Agreement that promotes fair wages, safe working conditions, employee development, and alignment with BW's sustainability goals.	Impact: Ethical Business Culture (L) Action(s): • Educate all employees on whistle blower procedures and reporting Impact: Product Quality & Reliability Action(s): • Maintain AS9100 & ISO9001 certification • Update supplier questionnaire tied to ESG screening criteria
Impact Water Usage (M) Action(s): • Improve consumption monitoring & reporting processes for manufacturing operations • Establish water intensity baseline using FY25 data and begin annual reporting. Set reduction target after two years of normalized data.	Impact: Workforce Wellbeing & Safety (M) Action(s): • Achieve 2339 days without lost time incidents	Impact: Risk Management (M) Action(s): • Document corruption risk assessments, procedures and training

MATERIALITY IMPACT AREAS & 2026 ACTIONS

 ENVIRONMENTAL	 SOCIAL	 GOVERNANCE
Planet • Energy Management • Fuel Economy & Emissions in Use Phase • Material Sourcing • Remanufacturing Design & Services	People and Community • Workforce Health & Safety	Business Ethics, Policy and Transparency
Impact Waste Collection & Reduction (M) Action(s): • Start composting program • Improved monitoring & reporting for recycled materials • Establish a formal waste-to-landfill tracking framework • Promote recycling as part of PLM efforts	Impact: Data Security & Privacy (H) Action(s): • Maintain DFARS certificate and CMMC level 1 compliance	Impact: Stakeholder Engagement Action(s): • Establish a dedicated ESG committee and transparent communication channels
Impact Sustainable Purchasing (M) Action(s): • Develop more regional and domestic suppliers & reduce transportation	Impact: Community Outreach & Support (M) Action(s): • Launch Sustainability Innovation “shark tank” with Chamber for local high school students	Impact: Responsible Supply Chain (H) Action(s): • Develop a supplier code of conduct with ESG expectations • Apply ESG screening criteria in supplier onboarding / evaluation processes

SUSTAINABILITY ROADMAP - 2024-2027+



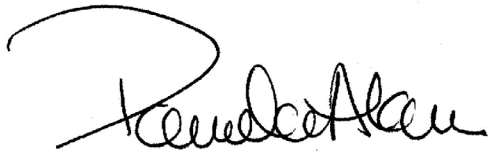
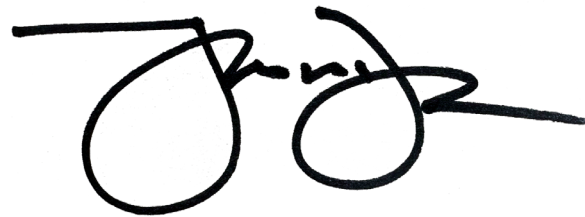
CONCLUSION

In conclusion, our commitment to Environmental, Social, and Governance (ESG) principles is steadfast and integral to our core values. We recognize that ESG considerations are not only crucial for our long-term sustainability but also for the betterment of society as a whole. By adhering to our ESG policy, we aim to create lasting positive impacts on the environment, society, and our governance practices.

We are dedicated to the continuous improvement of our ESG initiatives, setting higher standards, and fostering a culture of responsible corporate citizenship. Together, we will contribute to a more sustainable and equitable future for all stakeholders.

Signed,

The Board of Directors

A handwritten signature in black ink, appearing to read "Ronald Allen".A handwritten signature in black ink, appearing to read "Bulmar".A handwritten signature in black ink, appearing to read "Mark Lee".A handwritten signature in black ink, appearing to read "John".

APPENDIX - LABOR & HUMAN RIGHTS MEASURES

Diversity Comparison to Census Contra Costa County July 1, 2025	Bishop-Wisecarver 2025	Census
Female	23.6%	50.8%
Male	76.4%	49.2%
American Indian or Alaska Native	2.8%	1.2%
Asian	20.3%	21.4%
Black or African American	1.4%	9.2%
Hispanic or Latino	11.1%	28.2%
Native Hawaiian or Other Pacific Islander	1.4%	0.6%
White	61.1%	61.5%

**Note: Hispanics may be of any race, so also are included in applicable race categories*

Metric	2025 Goal	2025 Actual
Annualized Turnover ($\leq$ 1 year of service)	10.00%	1.70%
Number of Employees		59
Average Tenure		8.20
Learning & Development Engagement	97.00%	96.90%
Compensation @ 50th Percentile	70.00%	69.00%
OSHA - Recordable Incidents	0	0

APPENDIX - ENVIRONMENTAL MEASURES

Metric	Unit	FY23	FY24	FY25	YoY
GHG Emissions (GHG Protocol)					
Scope 1 — Direct Emissions	tCO ₂ e	—	35.48	37.51	+5.7%
Scope 2 — Purchased Electricity	tCO ₂ e	—	55.43	29.53	-46.7%
Combined Scope 1 + 2	tCO ₂ e	—	90.91	67.04	-26.3%
Scope 3 — Value Chain (Est.)	tCO ₂ e	—	41,794	48,419	+15.8%
Energy					
Grid Electricity Consumed	KWh	101,779	157,426	91,476	-41.9%
Natural Gas Consumed	KWh	139,995	171,639	180,517	+5.2%
LPG Consumed	Liters	—	1,212	810	-33.2%
On-Site Solar Generated	MWh	301.95	242.05	310.50	+28.3%
Water & Waste					
Water Consumed	Gallons	269,280	295,460	330,616	+11.9%
Hazardous Waste Generated	Tons	2.50	10.20	4.30	-57.8%
Recycled Metals (Scrap)	Tons	13.69	16.60	17.40	+4.8%
Wood Waste Diverted	Tons	N/A	N/A	17.30	—
Total Materials Diverted	Tons	—	—	34.70	—
Workforce Safety					
Average Employees	Headcount	—	54	61	+13.0%
OSHA Recordable Incidents	Count	0	0	0	— Sustained
Lost-Time Incidents	Count	0	0	0	— Sustained

Green = improvement | Red = increase requiring attention | — = not yet collected

APPENDIX - ETHICS MEASURES

Ethics	2025 Goal	2025 Actual
Annual Compliance Training	100%	92.05%
Ethics Violation Incidents	0	0
Social Dialogue Sessions	3	3

Governance	2025
— Cybersecurity	
% of employees completing cybersecurity training	100%
Microsoft Secure Score %	79
• Industry Benchmark (Manufacturing Average)	43
Completion rate in employee phishing simulations	100%

APPENDIX - SUSTAINABLE PROCUREMENT MEASURES

Refer to pages 27-29 for possible 2026 metrics going forward.



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