

# TJC

## Environmental, Social, and Governance Report

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2024





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TJC

SECTION 1

# Introduction

# A Message From Leadership

**2023** was an important year in TJC's history. Like others in our industry, we faced a very challenging environment because of higher interest rates, reduced liquidity, and other economic headwinds in certain sectors. Despite all of this, we had one of our best years in almost every regard. We raised our largest fund to date, executed strong capital deployment, and had one of our best distribution years.

This extends to our ESG practice and the tangible results you can see in the portfolio. Rather than looking for "ESG investments," we look for businesses that have ESG opportunities and need our help to get better, or we find businesses with strong, untold ESG stories. This is central to our investment philosophy of looking for assets we can potentially enhance over time. We use the same strategy across many improvement levers, and our ESG capabilities are just one piece of the puzzle that we believe makes TJC an attractive private equity partner for investors and companies.

We stay disciplined in our belief that sophisticated ESG strategies are good for business. We're not in this for ceremonial purposes—we think that approaching ESG the right way can lead to better outcomes for our investors, our portfolio companies,

and our employees. In fact, ESG has been a natural extension of our own culture where we see firsthand how prioritizing "S" and "G" helps drive our performance. Whether it's through inclusivity in decision-making or transparent investment committee discussions, we believe that applying the right ESG strategies to a business makes good, common sense.

While I believe there is a lot in our approach to ESG that sets us apart, we know there is more work to be done. The momentum around ESG in our portfolio continues to strengthen and push us towards the forefront of the industry. We are particularly excited about developments in technology and artificial intelligence that can potentially enhance how we collaborate with our portfolio companies and how they approach their customers with respect to ESG.

**I'm excited for what's ahead for TJC—the best is yet to come.**

**Rich Caputo**

APRIL 30, 2024



# TJC at a Glance

TJC LP, formerly known as The Jordan Company, has worked for more than 40 years with CEOs, founders, and entrepreneurs across a range of industries, including Consumer & Healthcare, Diversified Industrials, Industrial Technology, Logistics & Supply Chain, and Technology & Infrastructure. With \$30.1 billion of assets under management as of December 31, 2023, TJC is managed by a senior leadership team that has invested together for over 22 years on over 80 investments. TJC has offices in New York, Chicago, Miami, and Stamford. For more information, please visit [tjclp.com](https://tjclp.com).

## OUR CORE VALUES

### TEAM

Collaborate regardless of the situation, opportunity, or challenge. As a team we are stronger.

### INTEGRITY

Be honest, transparent, and committed to doing the right thing for our investors, portfolio companies, and each other.

### EVOLUTION

Continuously improve by being self-reflective and acutely aware of a rapidly changing world while remaining resolutely committed to the firm's long-term success.

### DEVELOPMENT

Have an unwavering commitment to mentoring and developing our professionals at all levels.

### WELL-BEING

Take care of ourselves, each other, and the communities we live and invest in, and make time to have fun together.

### DEDICATION

Remain resolutely dedicated to our firm, business partners, and delivering superior results for our investors.

1982

Founded

42

Years

\$30.1B

AUM

as of 12/31/23



4

Offices

New York, Chicago, Stamford, Miami

83

Team Members

22+

Years Average Tenure of Investment Partners



49

Active Portfolio Companies

83

Platform Deals

since 2002

463

Add-ons

since 2002



SECTION 2

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# Our Approach to ESG

# Our ESG Journey

**Every day at TJC, we focus on providing attractive investment opportunities to our investors and the people they serve. We seek to strengthen the businesses in our portfolio, recruit and retain exceptional talent, and maintain a continuous improvement mindset. We believe that including ESG considerations in our processes and operations helps us meet these goals.**

We also acknowledge that the field of ESG changes quickly, often seeing reporting standards, frameworks, and hot topics falling in and out of favor over time. TJC is committed to staying informed about emerging best practices and meaningful industry developments, while maintaining focus on value creation and risk mitigation in the portfolio.

TJC views ESG as one of many components in our investment process that helps us deliver results for our investors. We began formalizing these processes in 2018 and catalyzed our efforts

in 2021 when we hired dedicated ESG resources onto our team. We have found that our portfolio companies are increasingly interested in improving their performance on ESG topics and they expect us to support them with the right expertise and best practices. In addition, our investors are interested in understanding the impact of their investments and receiving comprehensive and thorough reporting. Feedback from our stakeholders keeps us accountable for maintaining a well-rounded ESG program that is proactive, strategic, and impactful.

## INDUSTRY PARTNERSHIPS

Over the years, we joined select industry organizations to enhance our capabilities, build knowledge on priority ESG topics, and share best practices. We are committed to supporting the growth and development of ESG in private equity to the extent beneficial to our investors and portfolio companies.



## SELECT MILESTONES AND COMMITMENT TO PROGRESS

2018	2019	2020	2021	2022	2023
<ul style="list-style-type: none"> <li>Published ESG Policy</li> <li>Formalized ESG diligence &amp; monitoring requirements</li> <li>Launched TJC ESG Committee</li> </ul>	<ul style="list-style-type: none"> <li>Published first Annual ESG Report</li> <li>Established The Resolute Foundation</li> </ul>	<ul style="list-style-type: none"> <li>Launched annual cybersecurity monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Hired dedicated ESG resource</li> <li>Launched TJC DEI Committee</li> <li>Launched TJC ESG education</li> <li>Became signatory to the PRI</li> </ul>	<ul style="list-style-type: none"> <li>Formalized ESG data collection</li> <li>Established ESG Resource Library</li> </ul>	<ul style="list-style-type: none"> <li>Committed to measuring Scope 1 &amp; 2 carbon emissions of controlled portfolio companies in The Resolute Fund VI</li> </ul>

# ESG Over the Years

## IN CONVERSATION WITH TJC



**Kristin Custar**  
Partner, Head of the Global Investor Capital Group



**Ugo Ude**  
Partner, Chief Operating Officer and Chief Compliance Officer

**TJC's approach to ESG has evolved over the years into what we think is an authentic approach that sets us apart from our peers. With a combined 24 years at TJC, Kristin Custar and Ugo Ude offer their perspective on our ESG journey.**

### Why did we start working on ESG back in 2018?

**Kristin:** Our investors helped us kick off our ESG journey. During the fundraising process for The Resolute Fund IV in 2018, our LPs asked us to formally consider ESG risks and opportunities in our investment process and provide them with transparent reporting.

**Ugo:** I'll go back a bit further to The Resolute Fund III days, when we started directly engaging our executives on topics like risk management, good governance, environmental compliance, and employee equity. This was a natural extension of our conservative investment approach, and while we didn't call it "ESG," it laid a foundation for what we would eventually expect from our management teams on this topic.

### How have you seen it evolve since that time?

**Kristin:** At the beginning, so much of our investor interest focused on process. Now, LPs are interested in reporting and outcomes. Our decision to hire dedicated resources in 2021 really catalyzed our ESG program to where we are today. As a middle-market firm, this was a big step forward at the time.

**Ugo:** I agree with Kristin. Onboarding a dedicated resource gave us the in-house capabilities to set strategy and engage with the portfolio. We've seen a dramatic uptick in our engagement with the portfolio, and we work hard to meet each company where they are in their ESG journey. Additionally, when we first started, we took guidance from service providers and relied on their expertise to advise us through ESG diligence or ESG reporting. Once we onboarded ESG resources, we were able to forge our own direction that suited our culture and investment priorities.

**Kristin:** We also put a lot of resources into institutionalizing the topic at the firm. Creating an ESG Committee, providing ongoing education, and implementing due

diligence and investment committee memo requirements were just a few early actions to signal internally that this was an important topic for the team to understand. Now in 2024, everyone at TJC knows that this is just part of how we invest.

### What were some of the highlights of the journey?

**Ugo:** One of the highlights for me has been seeing the evolution of the Annual ESG Report. In its current form, it really reflects the values we hold as a firm, and it's exciting to see how far we've come.

**Kristin:** It's been great to see all the ESG stories come out of the portfolio. I think some of them were there all along. Thanks to our efforts, the companies are learning how to tell these stories, and we are excited to showcase them.

### What have been some of the pain points?

**Ugo:** For me, one of the pain points has been metrics. I would love to see a standardized reporting process for our portfolio companies and for ourselves.

**Kristin:** I'd also say that scaling our approach to ESG, which is bespoke and tailored to each portfolio company, is a challenge. This is our big focus right now. It also ties back to what Ugo mentioned because there's no good one-size-fits-all approach. At the same time, ESG requests and requirements change quickly, and we work hard to stay up-to-date. While it's challenging, it's also exciting.

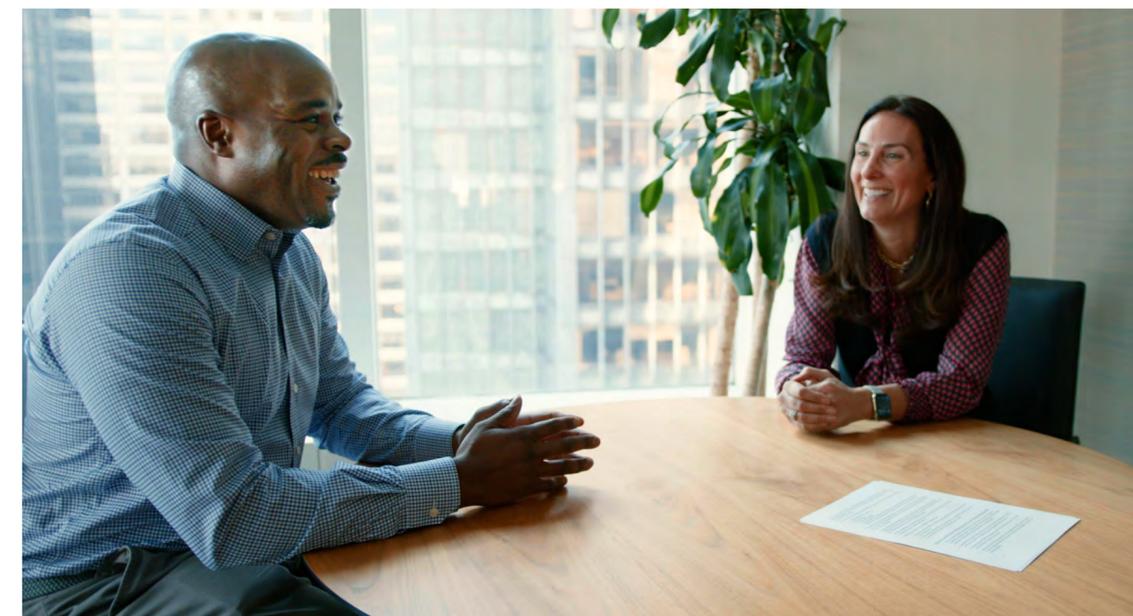
### What ESG developments are you excited for in the coming years?

**Ugo:** Standardized ESG reporting.

**Kristin:** Yes, that's number one on my list, too. Another interesting development I'm monitoring is the increased dialogue between GPs and LPs to align ESG requirements. I think that both sets of stakeholders are open to being educated by the other on

what's possible, what's needed, and why. This alignment will only serve to help us better meet the needs of our investors.

**Ugo:** It's a transformative time. I'm excited to see how new technologies will help us make progress on ESG initiatives. I also think that integrity and authenticity in ESG are going to win in the long run. Beyond just the investors and regulators that are holding us accountable, authenticity in your approach to ESG is important to our workforce. There are a lot of young people at our firm that are passionate about ESG and want to see TJC work on this in the right way. I'm looking forward to seeing how their ideas and energy make us even better.



# ESG Governance and Oversight

TJC’s ESG Committee is accountable for delivering an approach to ESG that is authentic to TJC’s culture and focused on value creation for our investors. It governs our ESG strategy, providing oversight over resource prioritization and portfolio engagement. The ESG Committee meets at least quarterly to discuss trends in the portfolio, our investors’ priorities, and how we see different

initiatives play out in the private equity industry. Our goal is to maintain a bespoke approach to ESG, focusing on value creation and avoiding check-the-box exercises for our portfolio companies, all while striving for continuous improvement and innovative thinking.

The nine-person ESG Committee has members representing multiple departments, creating an interdisciplinary team that seeks to evaluate topics from different angles to find the best solutions for our firm. In addition, we make the ESG Committee accessible to teammates of all experience levels through our unique annual Associate rotation. In our experience, providing junior team members with the opportunity to join the ESG Committee in their early years at TJC deepens their understanding of the topic, provides transparency into how ESG is governed, and enhances their ability to integrate it into their day-to-day investment activities.



“Our ESG committee is focused on opportunities where we can drive real, positive change within our portfolio. This team, which represents a cross-section of our firm, collaborates on initiatives that improve our companies’ operations and mitigate risk. One highlight of serving on this committee is seeing how important ESG initiatives are to our portfolio company executives—management teams are eager to adopt best practices, and we can help them leverage ESG to improve their businesses in ways that endure beyond our investment.”

**John Straus** | Partner, Investment Team



**Lisa Ondrula**

Chairperson, Partner, Co-Head of OMG



**Rich Caputo**

Chairmen and Chief Executive Partner



**Kristin Custar**

Partner, Head of the Global Investor Capital Group



**Lizzie Emmanuel**

Associate, Investment Team



**Sarah Hubbard**

Associate, Global investor Capital Group



**Billy Liss**

Associate, OMG



**John Straus**

Partner, Investment Team



**Ugo Ude**

Partner, Chief Operating Officer and Chief Compliance Officer



**Leah Yablonka**

Director of ESG and Vice President, OMG

## ESG COMMITTEE MEMBERS

# The Evolving Ecosystem

**TJC actively monitors the changing landscape and evolving needs of our key stakeholders. We see ourselves as an enabler in our ecosystem, helping our portfolio companies meet the growing demands of their customers and employees, while providing transparent reporting to our investors managing their own ESG goals. We frequently refine our approach to ESG, always striving to support these objectives.**

Over the past year, we observed key trends in how our ecosystem is evolving. As a result, the needs and requirements of our stakeholders changed, to which we responded by building rigorous systems and processes. We continue to monitor patterns in our day-to-day interactions with our stakeholders and maintain discipline in how we build new ESG strategies and resources.

EMERGING TRENDS	STAKEHOLDER ACTION	TJC SUPPORT
Increased demand from customers for ESG performance improvement and ESG disclosure.	Request from portfolio companies for support to develop strategies and reporting on topics ranging from climate to safety, diversity to human rights.	Emphasis on education and capacity building, encouraging portfolio companies to take a proactive approach and build holistic strategies instead of using a just-in-time approach to customer requests.
Evolving regulatory standards and beneficiary expectations, requiring rigorous reporting.	Growing volume and complexity of investor requests for data and topic-specific commitments, many of which are unique to each investor.	Provide high-quality, decision-useful data where possible and work to ease data collection burden on portfolio companies, seeking to improve data availability over time.
Calls for a standardized approach to ESG and methodologies for identifying and avoiding greenwashing.	Proposed and finalized regulatory standards by regulators to create uniform rules for measuring and reporting ESG.	Detailed understanding of current and emerging standards, and proactive development of systems for TJC and portfolio companies to comply with new rules.
Changing expectations from younger generations for employers and the employee experience.	Feedback and ideas from employees for employee and community engagement initiatives along with requests to join DEI and ESG Committees.	Listen and learn from employee feedback to identify priority areas for improvement. Empower passionate employees to own inclusion and culture initiatives.

# ESG Integration

TJC’s approach focuses on the ESG issues it identifies as the most important for a given business. For each company in our portfolio, we focus our attention and resources on these material topics throughout the investment lifecycle to avoid compliance-style ESG engagements.

## Pre-Investment

### Pre-Diligence

- Screen for key ESG issues and identify potential areas of focus for due diligence.

### Due Diligence

- Perform ESG diligence to analyze key, company-specific ESG risks and opportunities.
- Build strategies and identify resources to support risk mitigation and value creation plans.

### Investment Committee

- Include ESG considerations in Investment Committee memos.
- Discuss key ESG risks, where applicable, in Investment Committee meetings.

## Ownership

### Engagement

- Build bespoke ESG strategies and disclosures.
- Identify and support company-specific ESG value creation initiatives.
- Navigate and respond to growing demand for ESG information from portfolio company customers.

### Education

- Host expert webinars on wide-ranging topics available to all portfolio company employees.
- Develop portfolio-wide resources to support companies implementing ESG best practices.

### Monitoring

- Perform annual ESG data collection to create transparency and accountability.
- Conduct annual third-party ESG risk-management assessments.
- Include ESG KPIs and project updates in portfolio company board discussions.

## Exit

### Disclosure

- Create meaningful disclosure reflecting companies’ management of ESG value drivers.
- Highlight performance improvements on key ESG topics during TJC’s ownership.

### Path Forward

- Leave portfolio companies with the framework necessary for ESG efforts to continue beyond TJC’s ownership.
- Align ESG strategies with business drivers and customer demands.

While TJC seeks to integrate certain ESG factors into its investment process and firm operations, there is no guarantee that TJC’s ESG strategy will be successfully implemented or that any investments or operations will have a positive ESG impact. Applying ESG factors to investment decisions involves qualitative and subjective decisions, and there is no guarantee the criteria used by TJC to formulate decisions regarding ESG, or TJC’s judgment regarding the same, will be reflected in the beliefs or values of any particular client or investor. There are significant differences in interpretation of what constitutes positive ESG impact, and those interpretations are rapidly changing. The description of ESG integration herein is provided to illustrate TJC’s intended approach to investing and firm operations; however, there is no guarantee that the processes will be followed in every circumstance or at all.

# Operationalizing ESG

**TJC strives to integrate ESG into each phase of the investment process with the goal of driving value creation for our investors. From their seats on the Investment Team and Operations Management Group (OMG), respectively, Ian Arons and Lisa Ondrula share their view on how TJC’s approach to ESG supports our investment goals.**

## IN CONVERSATION WITH TJC



**Ian Arons**  
Partner, Co-Head of  
Diversified Industrials



**Lisa Ondrula**  
Partner, Co-Head of OMG

### Within your respective roles, how do you view ESG?

**Lisa:** ESG aligns nicely with the core function of our OMG, which is to enable continuous improvement in our portfolio companies. We are always working to make our portfolio companies safer, more productive, and a better place to work. ESG fits right in with those goals.

**Ian:** From the investment side, when I see businesses that have a sophisticated approach to ESG and a strong safety culture, it often correlates with a better-run business and a strong management team. ESG is a helpful indicator for business and management team quality.

### How does ESG support our investment goals at each stage of the investment process?

**Ian:** For the sectors I look at, like chemicals, in diligence, we closely evaluate environmental risks and compliance processes to understand whether these topics are well-managed. The same goes for safety, where we look for companies that have strict oversight and reporting. Again, this is a strong proxy for fundamental business quality.

**Lisa:** From the OMG perspective, we’re looking at many topics during diligence, including financial reporting, operations, and insurance and benefits, to name a few. ESG can impact all these areas of a business. The more we learn about the company’s approach to ESG during diligence, the easier it will be for us to have a good perspective on where we can assist management during ownership.

**Ian:** To build off that, we’re seeing that sustainability can be a differentiator and have observed an uptick in customer engagement on the topic. During our ownership period, we support a number of ESG initiatives at a portfolio company. Whether it’s in R&D, customer engagement, or at the plant level, looking for ways to become more environmentally friendly is a key focus area and good for business.

**Lisa:** We tailor our approach to the management team and the business, making sure that whatever solutions and support OMG delivers are going to be the right fit. For us, it’s not a check-the-box exercise to engage with a company—we want to be thoughtful partners that help make the business better.

**Ian:** Moving to exit, we’re working to demonstrate what we’ve done during our ownership to push the business further along on the ESG journey. This could range from acquisitions, product substitution, material sourcing, operational efficiency, and energy reductions, all of which help create value.

**Lisa:** We’re also helping our management teams tell the story of their businesses. The difference for ESG is that sometimes the management team doesn’t know how to tell the story, or it’s never been told before. Our engagement during the ownership period gives us the information we need to show how ESG supports value creation.

### How has ESG changed since we first started formally working on it in 2018?

**Lisa:** ESG has changed dramatically, and two good examples are how it’s become a serious topic of conversation in our investment committee meetings and is now a standalone diligence workstream that gets as much resourcing as any other diligence

topic. We’re looking at all this information to help shape our view of the deal and identify where we can provide support post-close.

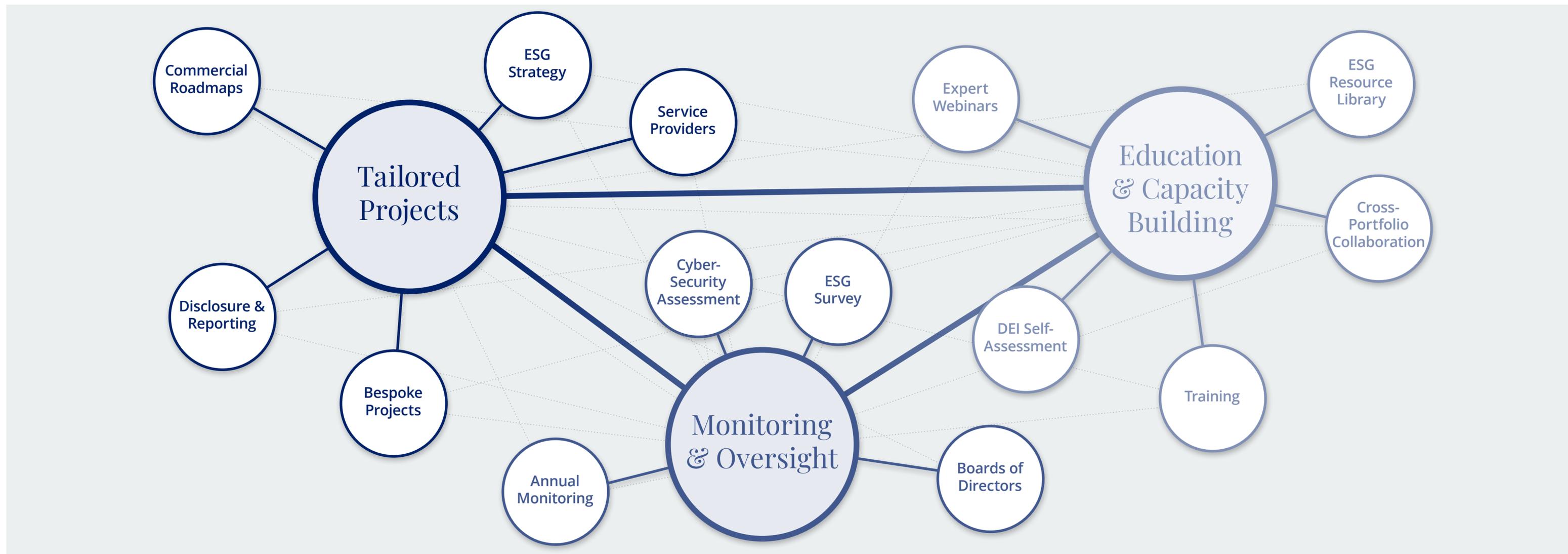
**Ian:** I agree, we now expect ESG to be part of the diligence process, and it helps form our team’s view on a business. A more recent development is that we’ve started thinking about this topic from the sell-side perspective as it’s becoming a bigger topic of discussion with buyers. This is an opportunity for us to differentiate ourselves, our process, and our portfolio companies.



# TJC's ESG Ecosystem

**TJC has built a variety of tools and processes to support our portfolio companies and their ESG performance. Using feedback from our stakeholders and our understanding of ESG themes, we continually refine and add new resources to meet the needs of our portfolio.**

Rather than taking a one-size-fits-all approach, we carefully select which tools we leverage for each portfolio company to deliver tailored, effective solutions. We strive to meet our middle-market portfolio companies wherever they are on their ESG journey and help them focus their resources on value-added initiatives.

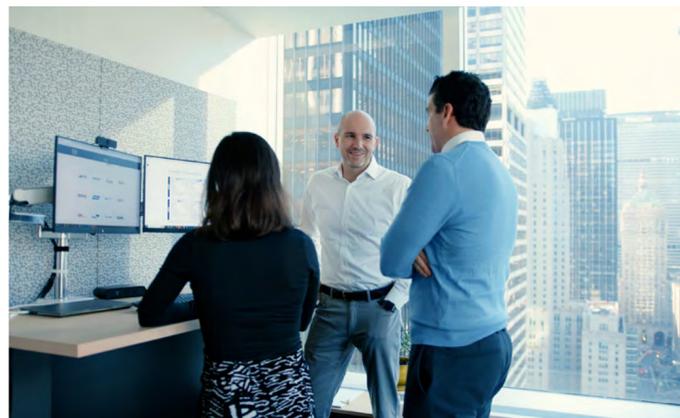


# Ecosystem Spotlight: ESG Survey

**TJC collects ESG-related data from our portfolio annually to support our broader ESG strategy and stakeholder reporting requirements. We started collecting ESG-related data from our portfolio in 2021 and repeat this process annually. This year, we engaged all 37 majority-owned companies in our portfolio to share more than 50 data points with us.**

We utilize this data as a feedback mechanism for our ESG program, providing transparency into the portfolio and allowing us to perform targeted outreach to companies that need support implementing best practices. The information we gather in our data collection efforts allows us to produce what we believe are unique and user-specific benchmarks for the companies in our portfolio, especially where we can focus

on portfolio peers within the same industry. TJC also uses the data to identify potential trends in the portfolio—what topics are we making good progress on and where do we need to create new resources to close gaps? We continuously look for opportunities in an effort to ensure our ESG data is high-quality and decision-useful, without creating significant reporting burdens for our portfolio companies.



## ESG SURVEY SNAPSHOT

37

Companies

35,503

Employees

as of 12/31/23

11%

Companies measuring carbon footprint

1,324

Organic Job Creation in 2023

27%

Board seats with individuals from underrepresented backgrounds<sup>2</sup>

76%

Companies with employee engagement survey

<sup>2</sup>Historically underrepresented groups include people who identify as Women, Hispanic or Latino, Black or African American, Native Hawaiian, Pacific Islander, Asian, American Indian, Alaska Native, or LGBTQ+.

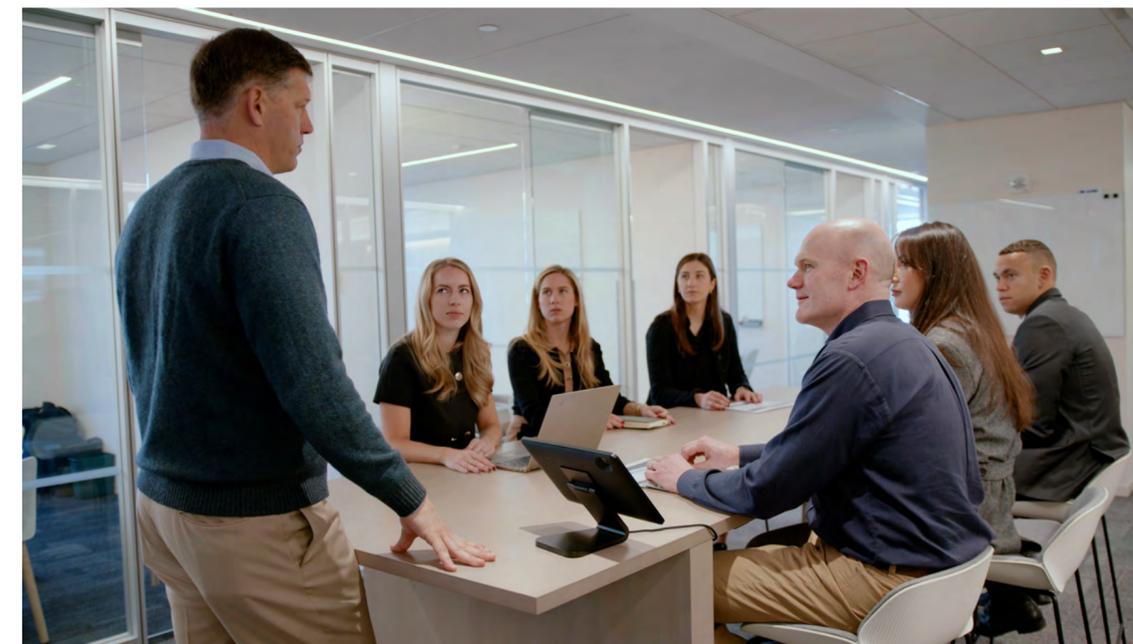
# Ecosystem Spotlight: Service Providers

**TJC maintains a robust network of service providers that support our portfolio companies across a wide range of opportunities and challenges.**

We work diligently on behalf of the portfolio to build long-term partnerships with quality third parties who offer practical services with tangible outcomes. This is a key strategy to help us scale our ESG efforts in the portfolio. Our third-party partners are experts on a variety of topics, including but not limited to carbon accounting, decarbonization strategies, employee benefits, employee surveys, energy management, environmental

compliance, ESG reporting and regulatory disclosure, ethics and compliance training, philanthropic initiatives, supply chain management, and workforce safety.

We highlight two themes in which our external partners are driving value by bringing expertise and actionable insights to the portfolio.



## 2023 SPOTLIGHT

### CARBON ACCOUNTING

TJC has seen a significant uptick in demand from portfolio companies for us to support them measuring their carbon footprint, often for the first time. Most of this demand has grown organically in the portfolio, with portfolio company customers requiring more data and action on the topic of decarbonization. In addition, we instituted a goal to measure all Scope 1 and Scope 2 carbon emissions in majority-owned companies in The Resolute Fund VI (TRF VI). To meet the growing demand and TRF VI goals, we developed relationships with multiple carbon accounting providers. We believe this helps us offer tailored recommendations to portfolio companies based on their specific requirements and is another example of how we avoid taking a one-size-fits-all approach, even on a singular topic.

## 2023 SPOTLIGHT

### WORKFORCE SAFETY

At TJC, we expect our portfolio companies to maintain safe and healthy work environments. We have meaningful investments in manufacturing and consider safety a key area of focus in our ESG program. To support our focus on safety, we built a relationship with a provider that meets each company where they are on their safety journey and builds a tailored approach to closing gaps or implementing best practices. This provider has spent their career walking shop floors and creating successful safety programs in a manufacturing environment, making them a natural fit to support our portfolio's safety efforts. Their long list of engagements within our portfolio enables best-practice sharing within our group and reinforces our laser focus on safety.

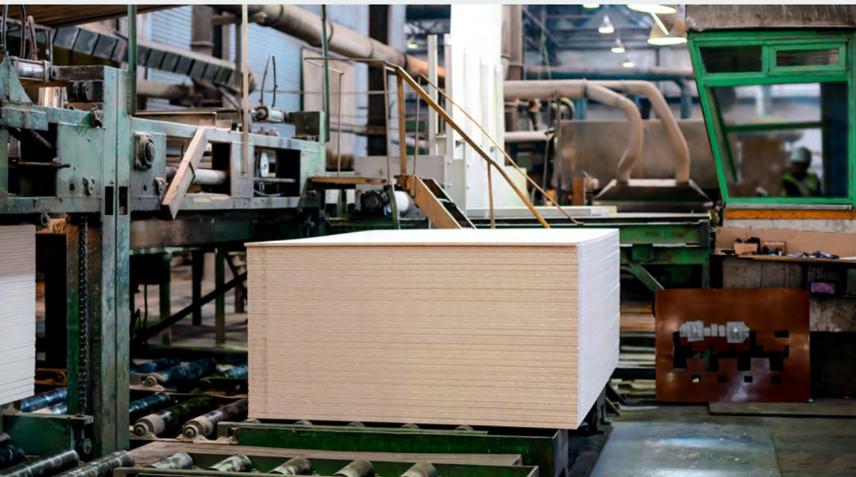
SECTION 3

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# ESG in Action: Case Studies



# Continuous Improvement at Arclin



As a company committed to excellence in everything it does, Arclin employed the core principles of ESG long before it became the key focus it is now. In 2021, Arclin began the process of creating a more formalized ESG program and began considering how to strengthen its approach to ESG. While different teams were addressing relevant topics within their functional areas, the company had yet to develop a centralized approach to ESG. With

support from a third party, Arclin performed a peer assessment and stakeholder interviews to develop a framework that would guide their ESG efforts. This framework has four pillars: People First, Environmental Stewardship, Innovation, and Accountability.

After completing this project, Arclin evaluated the many ways a company can operationalize an ESG framework and determined that building an ESG Committee would be the right fit for their culture. This cross-functional committee is comprised of people from all areas of the business, including human resources, supply chain, operations, technology, sales, quality, and research and development, led by Arclin's EHS Director. The interdisciplinary team brings their respective areas of expertise to the table while developing solutions and executing projects within their various functions. Over the past year, the Arclin ESG Committee undertook several initiatives with a continuous improvement mindset.



“As an end-to-end innovator in mission-critical applications, we place a high value on continuous improvement throughout all our work, from how we go about daily business to how we interact with our community and promote STEM initiatives. Because our technologies touch so many areas of life, we have a responsibility to positively impact the people and industries around us. We strive to leave the world better than we found it, innovating products that benefit the planet, governing our corporate footprint with care, and pouring back into causes that are close to our hearts.”



**Brad Bolduc** | President and Chief Executive Officer



## Third-Party Assessment

A number of customers invited Arclin to report using EcoVadis, a reporting and assessment framework used to score company performance on ESG. A member of the ESG Committee raised this framework as an opportunity to understand best practices and a helpful source of feedback for Arclin. After a detailed evaluation of the framework and Arclin's most recent score, the Committee identified several continuous improvement opportunities. These opportunities included formalizing processes that were in place but not yet codified in policy, such as development and implementation of energy and waste reduction projects using Lean methodology and tracking and visibility of employee community engagement efforts. It also helped Arclin make progress on topics the company was still learning how to measure and manage, such as Arclin product life-cycle analyses.

## STEM-Focused Community Engagement

As a materials science company driven by innovation and engineering, Arclin is passionate about developing the next generation of STEM talent and making sure all students have access to STEM career pathways. Arclin team members participated in more than 15 STEM-focused student events. The newly acquired facility in Belle, West Virginia, is a leader on this topic, and the ESG Committee is sharing lessons learned from their community engagement efforts with other sites around the country.





# Giving Back at Bojangles

The Bojangles Foundation Fund was established in commemoration of Bojangles’ 45th anniversary in 2022 to demonstrate Bojangles’ deep commitment to community. Together with Bojangles’ franchisees, the Foundation supports three civic-focused initiatives: literacy, military appreciation, and strengthening community. Since its inception, the Foundation has donated more than 92,300 books and \$1.8 million.

## Literacy

Bojangles participates in a range of initiatives, partnering with the Department of Education in North Carolina, South Carolina, and Georgia to support teachers and literacy. Bojangles sponsors the Teacher of the Year program in all three states, delivering Big Bo Boxes full of books to all finalists and cash prizes for winners. Across North Carolina, South Carolina, and Georgia, Bojangles has reached more than 339 school districts and distributed more than 46,000 books. In addition, Bojangles partnered with the Charlotte Checkers to begin a My First Library Program to distribute books to graduating kindergarten students to help them prepare for first grade.

## Military Appreciation

Bojangles began building a partnership with Folds of Honor in 2021 to support local heroes. Folds of Honor is a national non-profit dedicated to providing academic scholarships to families of fallen or disabled service members and first responders. Since its founding in 2007, Folds of Honor has awarded approximately 44,000 scholarships totaling about \$200 million in all 50 states.



“Bojangles is a company passionate about serving more than just delicious chicken, biscuits, and tea in the communities where we have restaurants. We are about supporting those communities, our employees, and the customers who support us every day.”



**José Armario** | President and Chief Executive Officer



In 2023, Bojangles continued to demonstrate support for Folds of Honor by donating \$563,311, totaling \$1.8 million in support since the partnership began. The donation is the result of the generosity of Bojangles’ loyal customers throughout the year. Among the fundraising efforts are the Folds of Honor-themed Big Bo Box, which returned for its third year in 2023. Bojangles directed \$1 from the sale of each limited-edition, Star-Spangled Big Bo Box to Folds of Honor.

## Strengthening Community

Bojangles partners with The Greg Olsen Foundation to support families of children with congenital heart



disease with in-home nursing care and comprehensive medical services. In addition to financial support for the foundation, Bojangles provides heart-shaped biscuits and other in-kind donations to pediatric cardiac unit staff to show their appreciation for the care provided to pediatric cardiovascular patients in the Carolinas. The Children’s Attention Home is another community resource Bojangles has supported via The Bojangles Foundation Fund. Located in York County, the Home provides emergency shelter and long-term residential care for abused, abandoned, and neglected children of South Carolina.



# Measuring and Managing Sustainability at CFS

CFS is committed to continuous improvement in its business, and this extends to their approach to sustainability. Back in 2022, the leadership team developed an internal ESG framework to give structure and direction to their ESG efforts. One of their key pillars, Operating Responsibly, encompassed sustainability topics including sustainable materials use, materials and waste reductions, and emissions



and energy use. On all three topics, CFS has made measurable progress. In addition to creating significant contributions to our environment, these initiatives have had a positive impact on business performance in the form of reduced costs and higher revenues from recently launched new products.

## Sustainable Materials Use

CFS considers sustainability to be more than just an opportunity to improve operations, and leverages sustainability ideas to enhance new product development. As a result, CFS developed environmentally friendly products using sustainable materials to help customers meet their ESG goals. In 2023, CFS launched the new green ecoLogic option in San Jamar's Classic line of soap/lotion, tissue, and towel dispensers. They are manufactured from 100% ABS resin, sourced directly from landfills. The dispensers' cardboard boxes are recycled



“Incorporating sustainability considerations into the way we do business helps us reduce cost, grow revenue, and retain employees. For the past two years, we put extensive focus on measuring our environmental impact to develop baseline and benchmarking information. This helps us drive energy efficiency, material substitution, and recycling. These efforts are complimentary to our commercial initiatives launching new products made from recycled materials. We see a market opportunity in becoming critical partners to our customers as they strive to meet their sustainability goals.”



**Trent Freiberg** | President and Chief Executive Officer



and recyclable, and they arrive sealed in biodegradable bags made from up to 20% plant-based polymer. These thoughtfully designed features reduce the product's carbon footprint and overall environmental impact.

## Materials and Waste Reduction

In 2023, CFS began measuring waste production and landfill diversion rates. This initiative identified several opportunities to mitigate waste-to-landfill. After CFS started measuring its waste streams, it identified several new opportunities for internal re-use and selling other materials to third parties for recycling. At its facility in Santa Fe, Oklahoma, CFS piloted recycling these materials to understand the process changes and vendor relationships necessary to divert waste-to-landfill. CFS was able to expand these initiatives to five other sites and now recycles more than 75% of post-production waste across facilities.



## Emissions and Energy Use

CFS tracks its energy usage across its 11 facilities. It continuously looks for opportunities to reduce energy usage and improve energy efficiency. For example, CFS began tracking its facilities with and without updated LED lighting to identify which facilities require additional investment. In 2023, CFS began measuring its carbon emissions and continues to do so on an annual basis.



# Making Safety the Priority at Potters

Due to the nature of their manufacturing process, Potters knows that safety must be a top priority for every employee, regardless of their role. To accomplish this, Potters built a unique strategy for managing safety at its plants. Across the 31 manufacturing facilities around the world, Potters applies and upholds OSHA safety standards regardless of whether those standards exceed local regulation. In addition,



Potters' approach to safety metrics and building a culture of safety are distinct.

## Safety Metrics

In addition to OSHA-standard safety KPIs, Potters developed proprietary metrics to ensure they have a holistic view of HSE performance. For example, Potters created the Preventative Ratio which considers leading indicators, such as near miss safety events, hazard observations, and risk assessments, alongside lagging indicators, including incidents and environmental spills. Potters also tracks Perfect Days, or days without safety incident. The goal of this metric is to encourage every employee to start each day with the goal of making it perfect, without focusing on what happened in the past or what might be coming up tomorrow.

Potters also takes a differentiated approach to metrics like DART (days away, restricted, or transferred). Rather than focusing on the injuries that lose time



“We make safety the priority in everything we do, and that starts with me and our leadership team. Our goal is for our employees to feel safe every day when they come to work. The team is extremely proud to have built a company culture with world-class safety performance that continually strives to raise the bar every year.”

**Scott Randolph** | Chief Executive Officer



versus the injuries that do not lose time, Potters treats every reportable with the same level of care. Every reportable injury requires investigations and corrective plans, regardless of severity.

## CEO Leadership and Safety Culture

Accountability for safety starts at the top, with the Potters CEO leading safety across the company. Any time there is a recordable injury anywhere in the world, the CEO leads the incident review meeting regardless of the severity of the incident. Each year, Potters also issues the “CEO Safety Recognition Award” and the CEO’s “Most Improved Award” to those plants that have exhibited strong safety performance over time. Other members of the leadership team are also expected to take accountability for safety. For example, each member of the leadership team is assigned as ambassador to several plants and conducts an in-depth safety review during their visits, among other responsibilities.



Potters built a safety culture where accountability extends to all levels of the organization. They use tools such as their Stop Work Authority card, which gives individuals authority to stop, act, or stop an unsafe behavior or condition. This is an important tool to empower any employee at Potters to risk-assess a situation, act, and repeat, and build trust that there will be no consequence for stopping work if they believe conditions are unsafe.



SPECIALITY BUILDING PRODUCTS

# Formalizing Corporate Responsibility at SBP

As a values-driven company, SBP has long embraced its responsibility to steward natural resources and to have a positive impact on the people who work there. Its management team has a history of working on projects aligned to ESG principles without having a formalized ESG strategy. At the direction of its CEO and Board of Directors, SBP worked to formalize its ESG strategy over the past year with extensive stakeholder engagement across SBP.

## Materiality Assessment and Benchmarking

The first step of SBP’s ESG journey was considering the full universe of ESG topics and identifying those relevant to SBP’s unique business model. Upon completing this step, SBP evaluated how competitors, customers, and other peers performed on these topics and created a benchmark to compare its own performance against the market. SBP used these inputs



to build an internal framework, giving it the foundation to build an approach to ESG that is authentic and aligned to broader business goals.

## ESG Strategy

Using information from the benchmarking exercise, the new ESG framework, and internal interviews, SBP held interdisciplinary working sessions to develop a multi-year ESG strategy with its Executive Team. Collectively, the Executive Team identified its performance ambition on each material ESG topic and identified a variety of initiatives to support those ambitions. Examples of these initiatives include enhancing energy management processes, adding resources to its Safety Team, and developing an inaugural, annual Corporate Sustainability Report.

## Governance and Oversight

SBP’s Board of Directors, specifically its Nominating and Governance Committee, played a crucial role in supporting this initiative and providing input throughout

the process, bringing their expertise to bear from a variety of relevant industries and roles. The Executive Team also remains involved in execution and oversight of the ESG strategy, with updates to the Committee at least twice a year and Executive Team ESG meetings at least once a quarter. The ongoing engagement from these stakeholder groups creates accountability for continued progress.



“At SBP, we believe that corporate sustainability goes hand in hand with our overall management approach. We strive to build a business that will last for decades, develop the leaders of tomorrow, and steward the natural resources that we need to be successful. While we have had this mindset for years, we are happy we have formalized our approach to corporate sustainability, creating internal accountability and transparency for our stakeholders.”

Jeff McLendon | President & Chief Executive Officer



TJC

SECTION 4

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# ESG at TJC

# TJC's Culture

In the same way we actively manage ESG in our investment portfolio, we have internal efforts to understand ESG risks and opportunities at our own firm. A key focus of our internal efforts is managing our workforce so that we can continue to deliver results for our investors. We know that our people are our greatest asset and TJC's culture sets us apart, helping us recruit and retain exceptional talent. In our view, TJC maintains a differentiated approach to cultivating talent by focusing on internal development.

## DIVERSITY, EQUITY, AND INCLUSION

TJC's commitment to Diversity, Equity, and Inclusion (DEI) is an extension of our core values. We believe that a team made up of individuals with diverse perspectives and experiences will deliver the best outcomes for our investors and stakeholders. In 2017, we began incorporating diversity considerations into our Intern and Associate hiring practices to ensure our process was sourcing high-quality talent in the market. We believe embracing DEI in our hiring strategies will enhance our ability as a firm to build relationships, compete for deals, and recruit strong talent.

We are dedicated to promoting a culture of mentorship and developing Partners from within our firm. Every one of our current senior investment team members began as an Associate. We continuously seek candidates from all backgrounds who bring unique perspectives with a commitment to our shared vision. We prepare our future Partners by equipping our team members with networks and career growth opportunities. As a result, we have cultivated what we believe to be a competitive team.

We believe that our strategy is paying off and that the numbers speak for themselves—our Associate and Vice President staff classes are the most diverse in TJC's history. We look forward to offering continued mentorship as our colleagues grow into leadership roles at the firm. Our investors and colleagues hold us accountable for continuous improvement on DEI topics. We are focused on creating a workplace that supports each employee's differences and recognizes the unique talents and capabilities that have the potential to contribute to our collective success.



# Living Our Values

**TJC is passionate about fostering a caring culture that gives meaningful career opportunities to the best talent in the industry. From the way we recruit to how we support career development, we always emphasize the importance of succeeding together as a team. Barry Gallup and Kristin Mendez speak to their experience at TJC, from their first interviews through today.**

## IN CONVERSATION WITH TJC



**Barry Gallup**  
Partner,  
Investment Team



**Kristin Mendez**  
Vice President,  
Investment Team

### What originally drew you to TJC when you joined?

**Barry:** My dad, who is one of my main mentors, gave me advice to focus on the people during my interviews and that doing so would lead to a happy and fulfilling career. I was initially intimidated by the private equity interview process but was put at ease by TJC's collegial environment and the team's camaraderie. I also learned about TJC's long-term approach around developing talent from within, which was unique and a great opportunity.

**Kristin:** Agree. My interviewers wanted to know that I was proficient from a technical standpoint, of course, but I felt that they also really cared to get to know who I was as a person. It was clear from my conversations that the people I would be working with would invest in my professional development and growth.

### How would you describe TJC's culture?

**Barry:** I can answer this in one word—collaborative. Collaboration is at the forefront of everything we do. Respect is also a big part of our culture, as everyone is treated with ultimate respect regardless of their title or tenure. We do everything as a team, from achieving success to learning from challenges, and always operate with the highest degree of integrity.

**Kristin:** Agreed, we're a real team, and I feel that everyone I work with values my perspective. This mentality extends to how we work with the management and employees at our portfolio companies. We care about their success and view them as part of the team. There is an effort to develop trust and foster transparency in our portfolio company partnerships, which helps us to be better and tackle challenges together.

### What sets our culture apart from other firms in the industry?

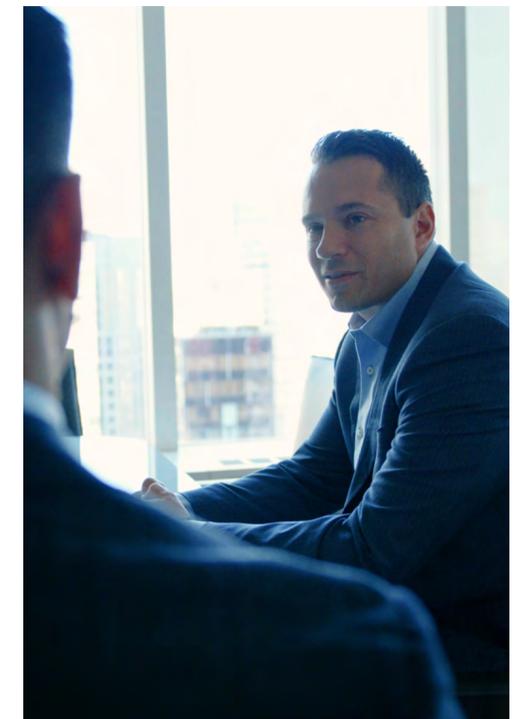
**Kristin:** We don't hire laterally, which means Partners on the investment team started as Associates at TJC. Our Partners understand what the Associates, Vice Presidents, and Principals are going through at any stage of our career development because they've been in our shoes. This apprenticeship model fosters empathy and encourages everyone to view each other as teammates. I'm treated like a peer, even by colleagues that have many more years of experience than I have.

**Barry:** When I talk to other people in our industry, I usually get the sense that their job really feels like a job. Even though we work very hard here at TJC, we have a lot of fun together, and I have colleagues who are also some of my closest friends. We've been there for each other through personal highs and lows, too. I think it's a big part of what drives our success—you think so highly of your colleagues and you always want to go the extra mile to make sure the team wins.

### What are you excited about for the future of TJC?

**Kristin:** Our cohort of Associates, Vice Presidents, and Principals is such a dynamic and smart group. I've been really fulfilled by building some of my closest friendships in this group. Our Associates are inquisitive and energized to learn, which makes it a lot of fun to work together. We're a lean team and growing, and young professionals are encouraged to take on as much responsibility as we're ready for, regardless of title. Getting opportunities to play up early in your career—with a great team by your side—positions you to develop and have a real impact. It's an exciting time to start a career at TJC.

**Barry:** I firmly believe that TJC's future is as bright as ever, and the best indication of that is the younger generation within our firm. They're highly productive and as talented as any group in our industry. They've also enhanced our already strong culture by creating strong bonds with their teammates, and have ideas and perspectives that will support TJC's growth well into the future.



# DEI Committee

**Established in 2021, TJC's DEI Committee plays key role in governance and oversight of DEI. The Committee's primary objectives are: oversight of TJC's DEI Policy, evaluation of TJC's progress on DEI initiatives, and fostering ideas and programs around improving DEI throughout the firm.**

In 2023, the DEI Committee implemented several new initiatives to foster inclusion, celebrate diversity, and engage talent from historically underrepresented backgrounds in finance. Many of these initiatives were identified by listening to our teammates to learn about their experiences and passions.



“When I consider how the world is changing, I believe that the best investment teams of the future will be those that harness diverse teams to compete for deals, build relationships, and recruit the best talent. Embracing DEI has become a key pillar of our culture and strategy at TJC. The commitment to identifying, developing, and retaining the best, diverse talent is not only a moral imperative but also a strategic one, with numerous benefits for TJC and our portfolio companies.”



**Tanner Lee** | Vice President, Investment Team



## 2023 SPOTLIGHT



### TJC NETWORKING SERIES

In 2023, the DEI Committee rolled out an Inclusive Networking Series during which employees across teams and levels gathered in small groups to participate in fun, team-building activities. With plans to return in 2024, the goal of this series is to encourage networking within our firm and ensure all employees have access to informal mentorship opportunities.

## 2023 SPOTLIGHT



### WOMEN IN INVESTING EVENT

TJC expanded its typical office-specific programming to bring together more than twenty women from across the firm for a leadership panel and dinner to celebrate Women in Investing. During the panel, we heard from our own senior Partners about their experiences and discussed how they see this topic continuing to evolve.

## 2023 SPOTLIGHT



### Out4Undergrad CONFERENCE

TJC sponsored Out4Undergrad's 2023 Digital Conference to expand our engagement with students from the LGBTQ+ community and source talent for OMG's internship and data analyst program. We connected with candidates and successfully hired a student for one of our data analyst internship seats.



**Eion Hu**  
Chairperson, Partner,  
Investment Team



**Kristin Custar**  
Partner, Head of the Global  
Investor Capital Group



**Barry Gallup, Jr.**  
Partner, Investment Team



**Rich Caputo**  
Chairman and  
Chief Executive Partner



**Zain Lakhani**  
Associate, OMG



**Tanner Lee**  
Vice President,  
Investment Team



**Kristin Mendez**  
Vice President,  
Investment Team



**Lisa Ondrula**  
Partner, Co-Head OMG



**Ugo Ude**  
Partner, Chief Operating Officer  
and Chief Compliance Officer



**Dan Williams**  
Partner, Investment Team



**Leah Yablonka**  
Director of ESG and  
Vice President, OMG

## DEI COMMITTEE MEMBERS

# Environmental Impact

**TJC has measured our carbon footprint since 2022, seeking to understand the impact of our operational activities on the environment. We currently measure the emissions of our firm's direct operations from Scope 1, Scope 2, and select Scope 3 categories, including business travel and employee commute.**

We partner with Native, A Public Benefit Corporation, to purchase equivalent offsets from their Northern Great Plains Regenerative Grazing Project. Native's Northern Great Plains Regenerative Grazing Project is supported by Montana-based non-profit Western Sustainability Exchange (WSE). The project helps ranchers in Montana improve grazing practices across their ranching operations and is certified by Verra's Verified Carbon Standard.



2023 SPOTLIGHT

## HOLIDAY VOLUNTEERISM

In addition to our donation matching benefit, we are always looking for other opportunities to give back to our communities. During the holiday season, our Chicago office assembled baby and kid hygiene care packages for the Chicago chapter of Cradles to Crayons, an organization that works to provide children with the essentials they need.



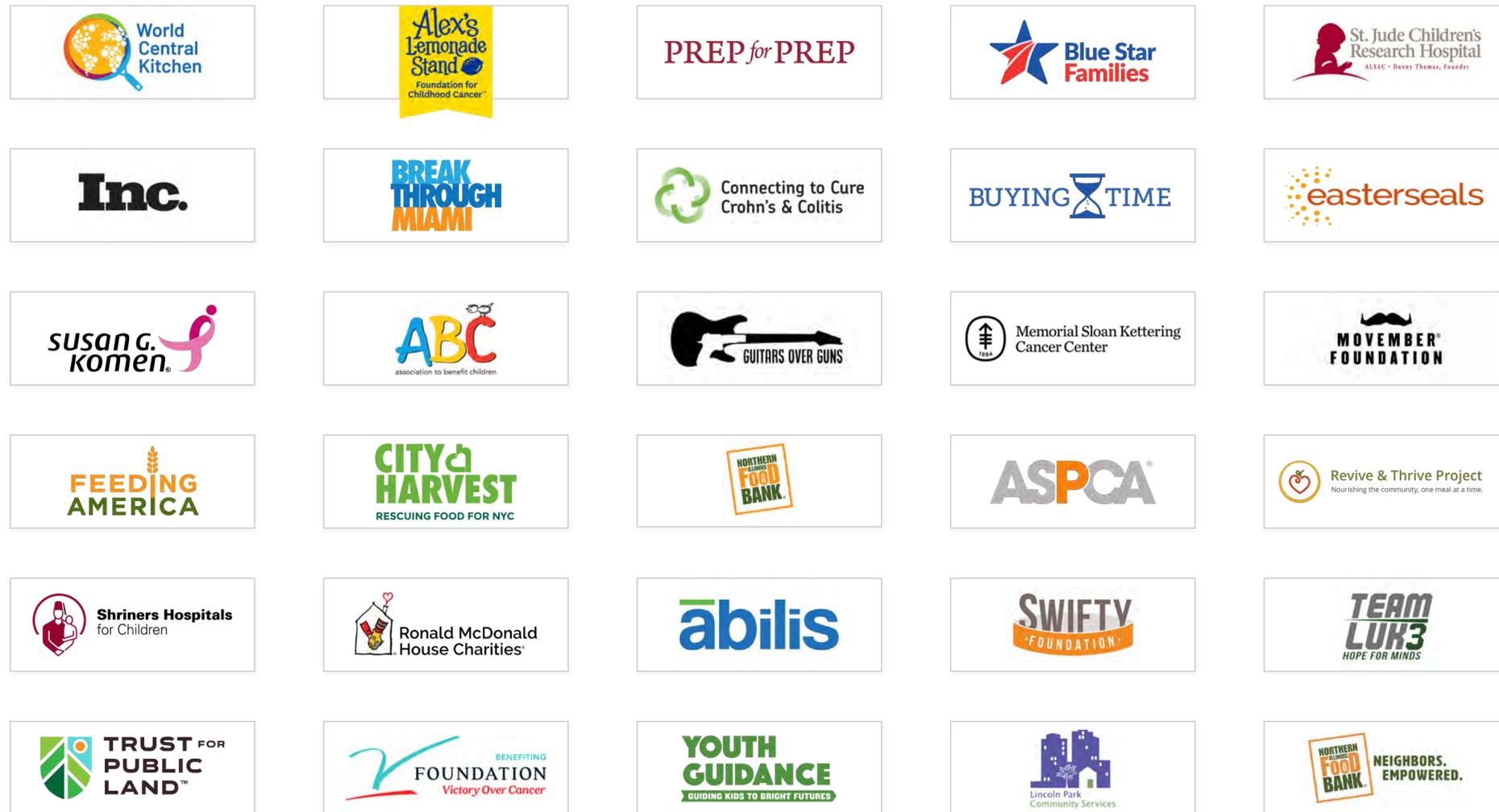
2023 SPOTLIGHT

## CLIMATE EDUCATION

In 2023, members of the TJC team, alongside Native and WSE, visited a participating ranch that implemented regenerative grazing techniques and leverages their experience to educate others on the financial and environmental benefits of regenerative grazing. This trip created hands-on opportunities for our teammates to learn about several climate change-related topics, including carbon emissions, carbon credits, climate science, and agricultural impacts on climate.

# Citizenship

TJC’s Resolute Foundation was founded in 2019 to focus on poverty relief and education. Since its founding, TJC launched a matching donation benefit for all employees, up to \$2,000 per year for each TJC team member. In 2023, we matched more than 50 donations across 36 different nonprofit organizations.



“The Resolute Foundation is an extension of the core values that exist here at TJC. In the initial phases of establishing a foundation, I was supportive and wanted to be a part of it. We’re still in the early stages, and our goal is for it to become a meaningful way for us to share our success with others in need and improve our communities.”

**Joe Linnen** | Resolute Foundation Board Member and Partner, Co-Head of Business Development



## 2023 SPOTLIGHT

### HOLIDAY VOLUNTEERISM

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SECTION 5

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Appendix

Environmental, Social, and Governance Policy, TJC, LP

Last Updated: January 2024

# ESG Policy

**DISCLAIMER:** While TJC seeks to integrate certain ESG factors into its investment process and firm operations, including such standards discussed herein, there is no guarantee that TJC's ESG strategy will be successfully implemented or that any investments or operations will have a positive ESG impact. Applying ESG factors to investment decisions involves qualitative and subjective decisions, and there is no guarantee the criteria used by TJC to formulate decisions regarding ESG, or TJC's judgment regarding the same, will be reflected in the beliefs or values of any particular client or investor. There are significant differences in interpretation of what constitutes positive ESG impact, and those interpretations are rapidly changing. The description of ESG integration contained in this policy is provided to illustrate TJC's intended approach to investing and firm operations.

## I. OUR PHILOSOPHY AND COMMITMENT

TJC LP (together with its affiliates, "TJC," "we" or "our") recognizes that material Environmental, Social and Governance ("ESG") risks may have an impact on the financial performance of our private equity investments. TJC is committed to thoughtfully considering material ESG risks and value creation opportunities as they relate to our private equity investments. TJC has developed and incorporates an ESG framework into our investment process. Our ESG framework considers a variety of material ESG issues including but not limited to climate change; health and safety; cybersecurity; diversity, equity, and inclusion; human and labor rights; and governance.

We believe thoughtful consideration of material ESG risks makes good business sense and offers opportunities to improve the overall performance of our portfolio companies and positively impact our portfolio companies' stakeholders, including their communities and the environment. TJC has created this ESG Policy to affirm our commitment to considering ESG issues and outline our approach to the targeted and integrated consideration and management of material ESG risks and value creation opportunities.

For the purposes of this policy, "material" ESG risks are defined as those risks that TJC in its sole discretion determines have or may have the potential to have a direct substantial

impact on an organization's ability to create, preserve, or erode economic value. We also consider the impact of ESG risks on a company's stakeholders and the environment.

## II. SCOPE

This ESG Policy applies to all private equity investments originated by private equity funds closed by TJC after January 1, 2018, and will be interpreted in accordance with applicable laws and regulations. In cases where TJC determines it has limited ability to conduct due diligence or to influence and control the integration of ESG considerations with respect to a private equity investment (for example, in cases where TJC is a minority investor, or where other considerations affect TJC's ability to evaluate, control, and monitor ESG value creation opportunities), it may not be feasible to implement TJC's ESG Policy. In such instances, where TJC determines it to be appropriate, TJC may encourage the consideration of ESG-related principles.

For the avoidance of doubt, TJC's consideration and management of ESG risks and value creation opportunities is subject to (x) TJC's investment advisory fiduciary responsibilities and contractual obligations, (y) commercial practicability and (z) TJC's duty to seek to maximize the returns on investment for all of the partners of its private equity funds.

## III. PRINCIPLES

In connection with the management of our investment process on behalf of the funds we manage, TJC's ESG principles are as follows:

1. To consider material ESG issues associated with target companies when evaluating whether to invest in a particular company or entity, as well as during the period of ownership.
2. To grow and improve the companies in which TJC invests for long-term sustainability and to benefit multiple stakeholders. To that end, TJC will work through appropriate governance structures (i.e., board of directors) with portfolio companies with respect to ESG issues, with the goal of improving performance and minimizing adverse impacts in these areas.
3. To use governance structures that provide appropriate levels of oversight in the areas of audit, risk management, and potential conflicts of interest, and to implement compensation and other policies that align the interests of owners and management.
4. To remain committed to compliance with applicable national, state, and local labor laws in which portfolio companies are domiciled; support the payment of competitive wages and benefits to employees and provide

a safe and healthy workplace in conformance with national and local law.

5. To encourage strict policies that prohibit bribery and other improper payments to public officials consistent with the U.S. Foreign Corrupt Practices Act and the OECD Anti-Bribery Convention.
6. To respect the human rights of those affected by TJC's investment activities and seek to confirm that TJC does not invest in companies that utilize child or forced labor or maintain discriminatory policies.
7. Regard ESG integration as an ongoing project with annual reviews of TJC's ESG activities by TJC's ESG Committee.
8. Report to our limited partners regarding ESG matters.

Environmental, Social, and Governance Policy, TJC, LP  
Last Updated: January 2024

# ESG Policy

## IV. ESG INTEGRATION PROCESS

### PRE-ACQUISITION

Analysis of ESG risks and opportunities is integrated into the investment due diligence process. In conjunction with legal counsel, third-party consultants and advisors and TJC's internal ESG professionals, each deal team will conduct due diligence on ESG issues. TJC may engage external advisors to carry out additional ESG-related due diligence as needed. If material ESG issues are identified, the deal team may discuss such issues with TJC's Investment Committee before the investment decision is made.

TJC does not make its investment decisions solely on the basis of ESG-related risks of a potential portfolio company, and we engage the management of the prospective portfolio companies on these topics. We use the information gathered during these discussions to help form our investment decisions and to encourage the company's management to improve its existing policies and procedures when appropriate.

### POST-ACQUISITION

After acquisition, TJC will work directly with management teams, utilizing the work from due diligence to identify key ESG risks and opportunities and to develop a plan for monitoring and

improvements. In addition, we consider the geography, industry, and growth stage of each portfolio company when determining material ESG topics to address during our hold period.

We also share the resources available to company management to identify and improve performance on key ESG risks and opportunities. For capacity-building purposes, TJC regularly convenes its portfolio companies for training and discussion on key ESG issues. Where practicable, outside resources may be brought in to assist with targeted ESG performance improvement projects.

TJC believes that an important component to generating strong returns is taking an active role in managing companies post-acquisition. The objective of ESG engagement with portfolio companies is to support performance improvements across material ESG topics aligned with commercial, human capital, and operational goals. TJC professionals typically seek to implement their post-acquisition value-add activities through active representation on a portfolio company's board of directors and active partnership with company management.

Oversight of ESG monitoring and improvement is provided at the board level of each portfolio company. TJC will encourage

the management teams of portfolio companies to identify and raise material ESG issues to the relevant decision-makers, including, where appropriate, board-level individuals. Board level discussions, as well as continuous dialog with company management, allow TJC to stay informed in the event ESG issues become relevant at a portfolio company level and provide a forum where such issues can be addressed. In situations where TJC is not the controlling investor, TJC strives to collaborate with the controlling investor on ESG improvement initiatives via ongoing dialogue and reporting, where appropriate.

## V. ESG REPORTING

TJC seeks to be transparent in its approach to incorporating ESG considerations in its private equity investments by reporting at least annually on its progress and outcomes. The format of this reporting may include written public reports, verbal informal reports, or confidential fund or asset-level reports to TJC investors.

ESG impact varies by company, industry, and specific initiative. TJC works with management teams to establish metrics for ESG risks and opportunities related to each business. TJC's investment professionals and OMG will work with management

to establish specific key performance indicators (KPIs) and a plan for improving and reporting on these metrics by utilizing well-recognized ESG standards and tools. TJC collects standardized ESG KPIs across its controlled portfolio companies to track performance, improve transparency, and monitor potential areas for ESG-related risk.

## VI. ESG ROLES AND RESPONSIBILITIES

TJC coordinates its ESG efforts through an ESG committee consisting of members from different functions within the firm. The ESG Committee meets on a regular basis and reviews all matters relating to TJC's internal and external ESG-related activities. Our dedicated ESG team works across functions to support the implementation of our ESG principles and leads engagement with both internal and external stakeholders. Our ESG team will also provide ongoing ESG training to TJC investment professionals and OMG team members.

***TJC expects to update, modify, and supplement this Policy from time to time. While the information contained herein is believed to be accurate and reliable, TJC makes no representations or warranties, expressed or implied, as to the accuracy or completeness of such information.***

# Legal Disclaimer

While TJC believes ESG factors can enhance long-term value, TJC does not pursue an ESG-based investment strategy or limit its investments to those that meet specific ESG criteria or standards (except with respect to products or strategies that are explicitly designated as doing so in their offering memorandum (collectively with additional offering documents, the “Offering Documents”) or other applicable governing documents). Any such considerations do not qualify TJC’s objectives to maximize risk-adjusted returns.

Descriptions of ESG initiatives in this report (“Report”) related to TJC’s portfolio, portfolio companies, and investments (collectively, “portfolio companies”) are not guarantees or promises that all or any such initiatives will be achieved. Statements about ESG initiatives or practices related to portfolio companies do not apply in every instance and depend on factors including, but not limited to, the relevance or implementation status of an ESG initiative to or within the portfolio company; the nature and/or extent of investment in, ownership of or, control or influence exercised by TJC with respect to the portfolio company; and other factors as determined by investment teams, corporate groups, asset management teams, portfolio operations teams, companies, investments, and/or businesses on a case-by-case basis. Additionally, while various ESG topics, initiatives, and related

discussions herein may be significant, such significance should not be interpreted as these topics necessarily being material under federal securities laws and regulations, even if we use the words “material” or “materiality” in relation to them.

Much of the information in this Report is informed by various standards and frameworks (including standards for the measurement of underlying data) and the interests of various stakeholders, which may be more expansive than certain legal requirements. Furthermore, much of this information is subject to assumptions, estimates, or third-party information that is still evolving and subject to change. As such, our disclosures may change due to revisions in framework requirements, availability or quality of information, changes in our portfolio composition, changes in our business or the business of our portfolio companies or any applicable government policies, changing stakeholder foci, or other factors, some of which may be beyond our control. For example, as standards and expectations regarding greenhouse gas accounting and the processes for measuring and counting GHG emissions and reductions continues to evolve, our approach may be considered inconsistent with common or best practices for GHG emissions accounting and emissions reduction strategies more generally. As such, our approach to climate-related initiatives and performance, including but not limited to any use

of offsets, may change in future. Any such changes may also impact our ability to achieve any ESG-related targets or goals we set, either on the timelines and costs initially anticipated or at all. Given the uncertainties, estimates, and assumptions involved, the materiality of some of this information is inherently difficult to assess far in advance.

Moreover, some of the information in this document has been prepared and compiled by the applicable portfolio company and has not been reviewed or independently verified by TJC. TJC does not accept any responsibility for its contents and does not guarantee the accuracy, adequacy, or completeness of such information provided by the applicable portfolio company. The information herein is not intended to address the circumstances of any particular individual or entity and is being shared with you solely for informational purposes.

This Report is provided for informational purposes only and is not, and may not, be relied on in any manner as legal, tax, investment, accounting or other advice or as an offer to sell, or a solicitation of an offer to buy, any security or instrument in or to participate in any trading strategy with any TJC fund, account or other investment vehicle (each a “Fund”), nor shall it or the fact of its distribution form the basis of, or be relied on in connection with, any contract or investment decision. If such offer is made, it will only be made pursuant to a Fund’s

Offering Documents, which would contain material information (including certain risks of investing in such Fund) not contained in this Report and which would supersede and qualify in its entirety the information set forth in this Report. Any decision to invest in a Fund should be made after reviewing the Offering Documents of such Fund, conducting such investigations as the investor deems necessary and consulting the investor’s own legal, accounting and tax advisers to make an independent determination of the suitability and consequences of an investment in such Fund. In the event that the descriptions or terms described herein are inconsistent with or contrary to the descriptions in or terms of the Offering Documents, the Offering Documents shall control. None of TJC, its Funds, nor any of their affiliates makes any representation or warranty, express or implied, as to the accuracy or completeness of the information contained herein and nothing contained herein should be relied upon as a promise or representation as to past or future performance of a Fund or any other entity, transaction, or investment.

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