



# TURTLE

Rethinking Energy. Advancing Tomorrow.

# SUSTAINABILITY & RESILIENCY REPORT 2024

[TURTLE.COM](https://www.turtle.com)

Electrical Distribution. Industrial MRO. Technology.



# TABLE OF CONTENTS

<b>INTRODUCTION</b>	<b>1</b>	<b>ENVIRONMENTAL</b>	<b>9</b>	<b>SOCIAL</b>	<b>22</b>	<b>GOVERNANCE</b>	<b>30</b>
<hr/>		<hr/>		<hr/>		<hr/>	
<u>Turtle at a glance</u>	<b>3</b>	<u>Meeting the skyrocketing global energy demand</u>	<b>10</b>	<u>Putting people first</u>	<b>23</b>	<u>Our core values</u>	<b>31</b>
<u>Amidst constant change, we are steadfast</u>	<b>4</b>	<u>Renewable energy continues to surge globally</u>	<b>11</b>	<u>Fostering happiness and community</u>	<b>24</b>	<u>Our board of directors</u>	<b>32</b>
<u>Continued commitment to transparency</u>	<b>5</b>	<u>Turtle’s multi-faceted role in energy resilience</u>	<b>12</b>	<u>Bringing B.R.I.D.G.E. to life</u>	<b>25</b>	<u>Our executive leadership</u>	<b>33</b>
<u>Understanding our impact</u>	<b>6</b>	<u>A showcase of our sustainable impact</u>	<b>13</b>	<u>Talent development</u>	<b>26</b>	<u>Ethics and compliance</u>	<b>34</b>
<u>United Nations Global Compact participation</u>	<b>7</b>	<u>Microgrids for energy resilience and independence</u>	<b>14</b>	<u>Rewarding and engaging with our employees</u>	<b>27</b>	<u>Commitment to robust cybersecurity</u>	<b>35</b>
<u>Introducing: Turtle TMRW Lab</u>	<b>8</b>	<u>Powering electric vehicles nationwide</u>	<b>15</b>	<u>Keeping our teams safe</u>	<b>28</b>	<u>Artificial intelligence and advanced technologies</u>	<b>36</b>
		<u>Preserving the past and illuminating the future</u>	<b>16</b>	<u>Giving back to our communities</u>	<b>29</b>	<u>Recognition</u>	<b>37</b>
		<u>Enhancing port terminal efficiency</u>	<b>17</b>				
		<u>Optimizing NYC energy transmission</u>	<b>18</b>				
		<u>Circularity meets automation</u>	<b>19</b>				
		<u>Sustainable integrated supply</u>	<b>20</b>				
		<u>Our operational impact</u>	<b>21</b>				



# TURTLE AT A GLANCE

For over 100 years, we have been a trusted partner and innovator, delivering complete solutions in **Electrical distribution**, **Industrial MRO**, and **Technology Services**



## Industry-specific expertise

We deliver power, controls, and integration solutions tailored to your industry's **unique demands and operational requirements**.



## Solutions and value services

**From planning to delivery**, we provide the solutions and expertise that keep your projects on time and on budget.



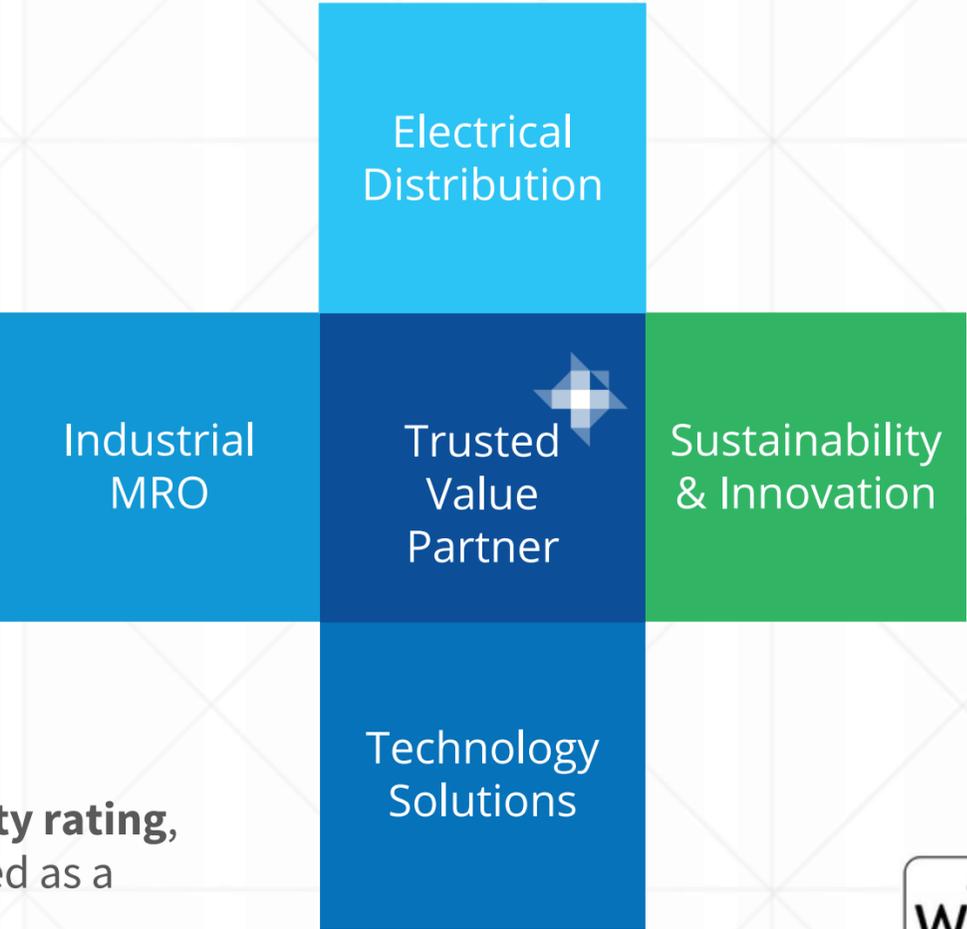
## Radical collaboration. Exceptional value.

As a 4th-generation **family-owned and operated** business, our unique structure allows us to collaborate with the agility of a startup while operating with the stability that comes with over 100 years in business.



## Trusted, recognized, and certified

With **excellent NPS customer satisfaction** scores, a **Silver EcoVadis sustainability rating**, and over 20 years as a **certified Women's Business Enterprise**, Turtle is recognized as a reliable partner in every sector we serve.





# AMIDST CONSTANT CHANGE, WE ARE STEADFAST

A letter from Jayne Millard & Beatrice Clark – Turtle's fourth & fifth generation family leaders.

In Turtle's 102nd year of business, we are as committed as ever to continuous improvement and innovation. In an ever-changing global economy and energy landscape, it is our responsibility to power what's next.

At Turtle, we know that resiliency and sustainability are business drivers and value-adds for our customers, partners, and employees. Volatility in the modern world is guaranteed. We have maintained relationships for over 100 years based on trust, reliability, and creativity. Today, this is truer than ever.

We continue to prioritize innovation in our product and solution offerings in order to meet customers' ever-evolving needs. Just as we helped accelerate the adoption of electricity in 1920s New York City, we are now helping to accelerate solutions for the exponentially growing global energy demand. A resilient energy future requires a mix of energy solutions, and Turtle is proud to have the relationships necessary to lead the way forward.

The ongoing climate crisis demands urgent action. For Turtle, this represents both an obligation and an opportunity. We are working closely with partners in the private and public sectors to accelerate the clean energy transition. Our business must be a champion for accountability as we navigate the relationship between the biosphere and the built environment and the balance between people, profit, and the planet.

Every business has a responsibility to continue evolving, to continue earning the trust of its customers, and to continue supporting and empowering its employees. At Turtle, we celebrate our legacy and have our eyes on the future.

Turtle's core values are a distillation of our culture of perseverance and curiosity:

**ONE TEAM:**  
We work together as one team, one company, supporting and helping each other to serve our customers.

**HUNGRY SPIRIT:**  
Never leaving "good enough" alone, we push ourselves to be the best that we can be.

**CUSTOMER OBSESSED:**  
Building our customers' trust is our top priority every day, so we make every interaction count.

Turtle's first one hundred years have been a journey of growth, innovation, and family. It has not been without significant challenge. We have overcome many obstacles in the last hundred years, and we remain committed to resiliency to sustain for the next hundred years.

***We believe that when ordinary people come together, driven by a shared mission, they can achieve extraordinary things.***



Jayne Millard – Fourth Generation Executive Chair & Co-CEO

Beatrice Clark – Fifth Generation VP, Sustainability & Social Impact



# CONTINUED COMMITMENT TO TRANSPARENCY

In 2024, Turtle retained a Silver medal from [EcoVadis](#) and moved into the 91st percentile of reporting companies. EcoVadis is a globally trusted third-party platform that provides holistic ESG ratings based on environmental impact, labor practices, human rights standards, corporate ethics, and procurement practices.

Our 2024 score places us in the top 15% of reporting companies, worldwide. As the global standards for ESG excellence continue to shift, Turtle's goal is to continue improving each category and holistically integrating these improvements internally. For Turtle, sustainability is more than compliance reporting, it is responsible business strategy and stewardship.

We leverage contractor and supplier information management platforms including [Avetta](#) and [ISNetworld](#) to self-report safety, security, and HSE (Health, Safety, Environment) policies, procedures and metrics required by our customers.

Turtle is also committed to transparent greenhouse gas emissions reporting through the [Carbon Disclosure Project \(CDP\)](#). Along with 40% of all CDP reporting companies, we currently score in the D range, indicating that Turtle is committed, but still in the early stages of our environmental impact reporting journey. In the two years since the formation of our Sustainability Department, we have already significantly improved our emissions accounting and environmental disclosures. However, we believe it is our responsibility to incrementally improve each year.

Capturing accurate emissions data is an essential part of Turtle's decarbonization roadmap and imperative for helping our supply chain partners do the same. We are still firmly committed to validating our decarbonization roadmap through United Nations partner [Science Based Targets Initiative \(SBTi\)](#), with whom we will be developing our Net-Zero and near-term decarbonization strategy.





# UNDERSTANDING OUR IMPACT: INSIDE-OUT & OUTSIDE-IN

## Sustainable business = responsible business

In 2024, Turtle engaged sustainability expert *Xynteo*, who has been helping global organizations accelerate growth and positive impact through sustainable value creation for over 15 years.

Throughout this process, Xynteo engaged with **230 stakeholders**, including Turtle **customers, suppliers, strategic partners, and employees**. These interviews served as assessments of the risks, opportunities, scope of Turtle’s influence around the ESG topics that are financially material to Turtle and the industries we serve.

This process, in addition to cutting-edge market analysis, resulted in a strategic roadmap forward for Turtle’s sustainability focus for the next 3-5 years, including both external revenue-generating and internal efficiency-building initiatives.

The elements of our strategic way forward include:

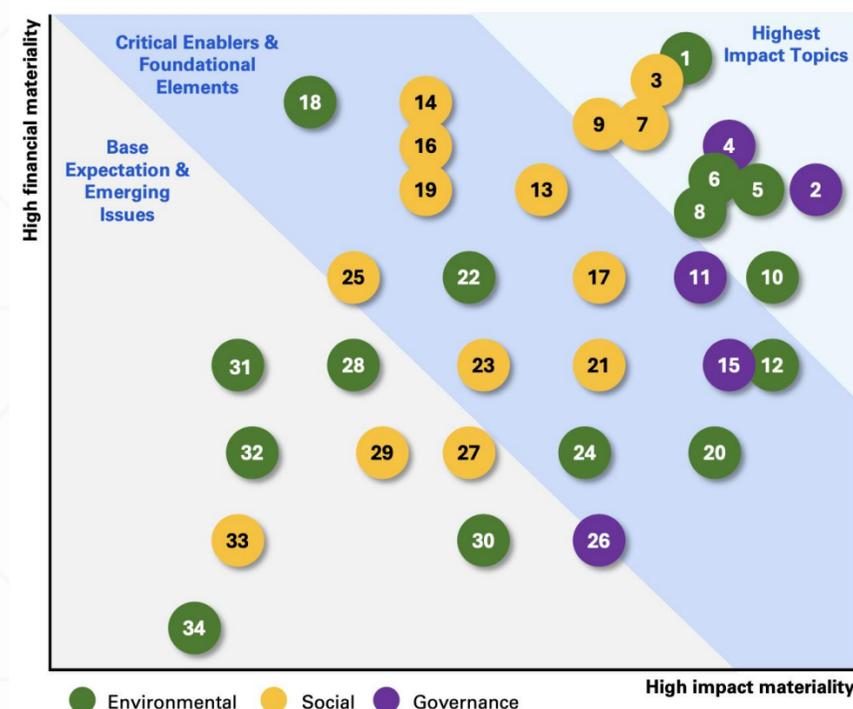
- A CSRD-aligned **Double-Materiality Assessment (DMA)** identifies and prioritizes our areas of focus
- An **ESG Commercial & Operational (ESGCO) Risks & Opportunities** analysis
- A **Sustainability Operating Model** that informs our targets, governance model, and data frameworks

## Turtle’s material ESG topics & scope of influence

Through the Double Materiality Assessment and ESG Commercial & Operational Risks & Opportunities mapping, Turtle now better understands how our business impacts people and the planet. This prioritization has since informed our strategic planning for growth, innovation, and radical collaboration.



Double Materiality Matrix



- 1 Climate mitigation & adaptation
- 2 Supplier engagement
- 3 Secure employment & employee welfare – Turtle
- 4 Data quality for suppliers & customers
- 5 Emissions – Value Chain
- 6 Plastic waste – Value Chain
- 7 Customer service quality
- 8 Circularity – Value Chain
- 9 Secure employment & employee welfare – Value Chain
- 10 Air pollution – Value Chain



# UNITED NATIONS GLOBAL COMPACT PARTICIPATION

## About the UN Global Compact

In 2023, Turtle joined the United Nations Global Compact initiative, a voluntary leadership platform for the development, implementation and disclosure of responsible business practices. We are proud to join thousands of other companies globally in a shared effort to build a better world through responsible business action. As a participant, we will be submitting annual Communication on Progress (CoP) reports beginning in June 2024.

The UN Global Compact is a call to companies to align their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption, and to take action in support of UN goals and issues embodied in the Sustainable Development Goals (SDGs).

Launched in 2000, the UN Global Compact is the largest corporate sustainability initiative in the world, with more than 15,000 companies and 3,800 non-business signatories based in over 160 countries, and more than 69 Local Networks.

As part of our commitment to sustainable and responsible business practices, Turtle is embedding the Ten Principles of the United Nations Global Compact into strategies and operations, and is committed to respecting human and labor rights, safeguarding the environment, and working against corruption.

## The Ten Principles

### Human Rights

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

### Labor

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labor;
5. the effective abolition of child labor; and
6. the elimination of discrimination in respect of employment and occupation.

### Environment

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

### Anti-Corruption

10. Businesses should work against corruption in all its forms, including extortion and bribery.

# TURTLE TMRW LAB



The Turtle TMRW Lab is a launchpad for shared innovation.

Built to innovate, designed to deliver. A future-focused space built to accelerate customer success, fuel growth, drive technical transformation, and strengthen resilience through sustainable solutions.

We co-develop real-world solutions, embedding customer perspectives into pilots, launches, and go-to-market strategies to rethink what's possible and deliver innovation and sustainability results faster. From prefab planning to logistics flows, our collaborative workshops inject value early, keep momentum high, and maximize impact. **This is radical collaboration in action.**

We engage early to inject value and maintain momentum. Collaborative workshops map delivery and logistics strategies, material flows, and construction velocity, minimizing friction and maximizing outcomes.

Turtle's TMRW Lab is more than a space, it's a launchpad for shared innovation designed to deliver a more resilient future.

## TURTLE TMRW MAPPING

[Turtle TMRW Mapping](#) is a proprietary process that unites the right people, whether in cross-stakeholder workshops or focused sessions, to break silos, align priorities, and create executable plans.

A proven approach for programs and project acceleration:

- **Do Now** – Quick wins with immediate implementation.
- **Do Next** – Medium-term strategies with defined timelines and resources.
- **Do Later** – Long-term roadmaps aligned with strategic objectives.



Rethinking Energy. Advancing Tomorrow. Together.



With Contractors. With Suppliers. With EPCs. With end users.



# Environmental

Turtle's next 100 years of sustainability

<u>Meeting the skyrocketing global energy demand</u>	<b>10</b>
<u>Renewable energy continues to surge globally .....</u>	<b>11</b>
<u>Turtle's role in energy resilience .....</u>	<b>12</b>
<u>A showcase of our sustainable impact .....</u>	<b>13</b>
<u>Sustainable integrated supply .....</u>	<b>20</b>
<u>Our operational impact .....</u>	<b>21</b>





# MEETING THE SKY-ROCKETING GLOBAL ENERGY DEMAND



Electricity demand from AI-optimized data centers is projected to more than quadruple by 2030 to 945 TWh.

90% of the world's data has been generated in the last two years alone, creating mounting pressure on energy infrastructure.

Total global clean energy investment in 2025 is projected by the International Energy Agency (IEA) to reach \$3.3 trillion, almost double that of 2023, amid economic uncertainty and energy security concerns.

"More than 90% of data center operators cite power availability as their top concern, and nearly half place upgrading grid infrastructure as the most important mitigator" (IEA 2025 World Energy Investment)

Sources: IEA World Energy Outlook 2025, EIA In-Brief March 2025, IEA News from May and June 2025, IEA Government Energy Spending Tracker, [aijournal.com/smarter-energy-stronger-outcomes-how-ai-is-reshaping-the-data-center/](https://www.ajournal.com/smarter-energy-stronger-outcomes-how-ai-is-reshaping-the-data-center/)

Despite shifting priorities, the need for long-term action remains clear

Looking ahead at Turtle's next 100 years, Turtle remains committed to supporting American public enterprise in efforts to improve energy efficiency, lower greenhouse gas emissions, and enhance the resilience of critical infrastructure in response to climate-related challenges.

Even as the One Big Beautiful Bill reshapes incentives, surging electricity demand from AI, data centers, and electrification ensures sustainable projects remain central to future investment.

While addressing climate change continues to require broad cooperation, we are gradually expanding our engagement in global initiatives and exploring opportunities to share our technical expertise with energy partners around the world.



# RENEWABLE ENERGY CONTINUES TO SURGE GLOBALLY

Global renewable electricity generation is set to overtake coal-fired generation in 2025.

Global renewable electricity generation is forecast to climb to over 17,000 Terawatt-hours (TWh) by 2030, meeting the combined demand of China and the U.S.

In 2020, one in 25 cars sold was electric.  
In 2023, it was **one in five**.  
Today, it's **one in four**.

Sources: IEA World Energy Outlook 2025, IEA World Energy Investment 2025, IEA World Energy Employment 2024, U.S. Department of Energy,



## The leading source of energy jobs

Clean energy employed **34.8 million jobs compared to 32.6 million fossil fuel employees** demonstrating a shift in employment trends, and continuing the trend set in 2021, even amid tight labor markets.

Manufacturing was responsible for the most job additions in clean energy sectors, accounting for 40% back in 2023 and rising. Current data and reports are delayed due to employee and budgetary cuts to the IEA.

Governments and industry are already investing at record levels to accelerate the clean energy transition.

We engage as a trusted partner on high-impact projects that help our customers meet ambitious energy and decarbonization goals. Together, we are building the infrastructure for a cleaner future, advancing energy efficiency, smart grids, automation, vehicle electrification, and resilient digital systems, including data centers.

We're also driving environmental responsibility within our own operations. Through internal process improvements and active participation in public and private initiatives, we're strengthening transparency and accountability. Our investments in next-generation low-carbon technologies reflect our long-term commitment to innovation, resilience, and impact.



# TURTLE'S MULTI-FACETED ROLE IN ENERGY RESILIENCE

## Renewable energy and energy efficiency

We enable the continued global push to integrate analog, modern, and renewable energy assets to meet the explosive growth in energy demand.

## Data center and energy independence

We support data centers in securing reliable power so they can meet demand through on-site power generation solutions and local infrastructure resilience-building.

## Smart cities

We play a pivotal role in developing efficient and resilient interconnected urban environments as smart city infrastructure demands continue to accelerate.

## Public-private partnerships

We can drive sustainable growth across all of Turtle's offerings by partnering with government agencies, higher-education, and private-sector stakeholders.

## Electric vehicle charging infrastructure

We develop and deploy electric vehicle (EV) charging infrastructure, aligning with municipal goals, commercial needs, and consumer demand for electrification.

## Monitoring and reducing greenhouse gas emissions

We support infrastructure-level energy assets with greenhouse gas emissions monitoring through Internet of Things (IoT) technology, helping customers comply with regulation.

## Building modernization and refurbishment

We continue to preserve the legacy of historical buildings through energy efficient retrofitting and ensuring that new construction meets high sustainability standards.

## Investment in green technologies

Accelerating the deployment of green technologies in our operations and product offerings helps position us as a leader in sustainable electrical distribution solutions and meet growing demand.

**“The most important electron is the one you save.”**

Beatrice Clark, Vice President of Sustainability & Social Impact



# A SHOWCASE OF OUR SUSTAINABLE IMPACT

On the following six pages, we are proud to showcase examples of recent and ongoing projects through which Turtle has helped deliver both business value and resiliency-building for our customers.

- Microgrids for efficiency & independence ..... 14
- Powering electric vehicles nationwide ..... 15
- Preserving the past & illuminating the future ..... 16
- Enhancing port terminal efficiency ..... 17
- Optimizing NYC energy transmission ..... 18
- Circularity meets automation ..... 19

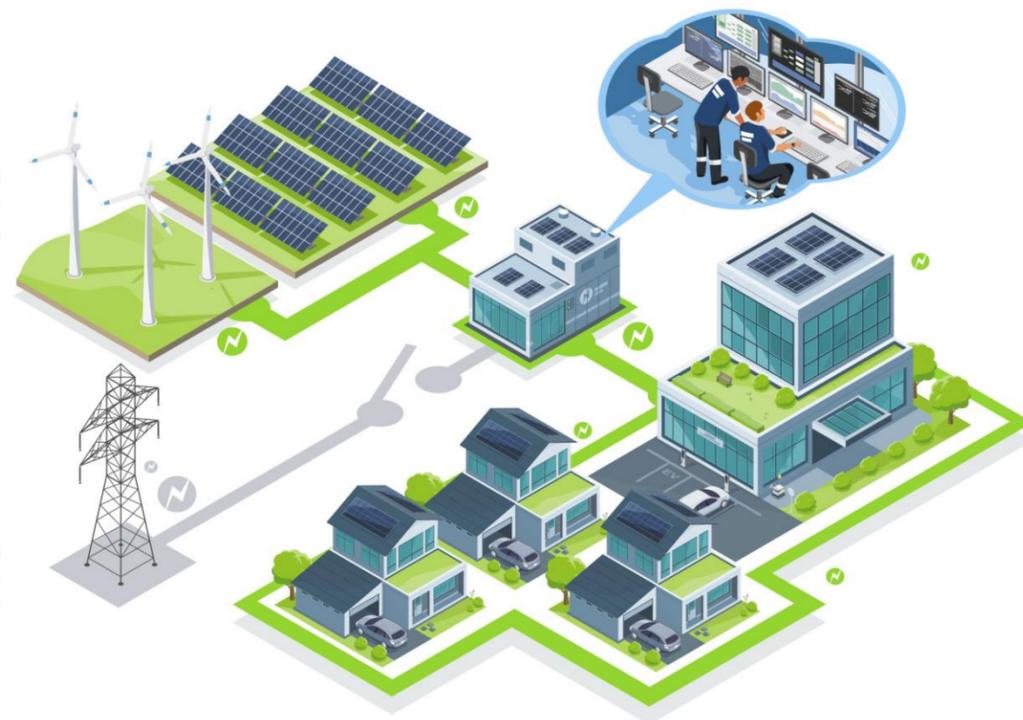




# MICROGRIDS FOR ENERGY RESILIENCE & INDEPENDENCE

## The scope and impact of our work

Microgrids reshape energy infrastructure by providing localized, reliable, and independent power generation. Instead of relying exclusively on centralized utilities, facilities are increasingly adopting on-site solutions such as natural gas generation, solar arrays, advanced battery storage, and nuclear. Turtle supports customers in designing and deploying microgrids that address capacity constraints, mitigate utility limitations, enhance sustainability, strengthen reliability, and unlock new levels of operational continuity.



## Delivering resilient solutions

Hudson Yards, the largest private development in New York City since the 1930s, invested \$25 billion to create a next-generation smart community. The project required a microgrid capable of powering the entire development with efficiency, redundancy, and resilience. Turtle provided the switchgear, engineering services, and system integration that ensured uninterrupted power delivery and set a new benchmark for sustainable urban infrastructure.

## Advancing energy independence with microgrids

For nearly two decades, Turtle has partnered with a major Northeast utility to develop a self-sustained microgrid powered by a 30-mile landfill gas collection system and a combustion turbine that converts renewable methane into energy. The microgrid supplies five pump stations across 150 miles of sewer lines, providing a cost-effective alternative to traditional grid power. Turtle delivered critical switchgear, project management, and ongoing consulting to ensure reliable distribution and seamless integration of renewable energy. Our team provides regular maintenance, regulatory reporting, and retrofit services, sustaining peak performance and compliance with state and federal standards. This long-standing partnership demonstrates Turtle's ability to combine technical expertise with operational continuity, helping our customers pursue energy independence.



# POWERING ELECTRIC VEHICLES NATIONWIDE



## The scope of our work

Turtle is driving electrification at both national and municipal levels. In partnership with a leading national energy company, we continue to oversee the full-scale transition of their fleet to electric vehicles. By coordinating procurement, logistics, and lifecycle management, Turtle supports operations across multiple sites by maintaining spare equipment, ensuring timely deliveries, and integrating energy storage and monitoring systems to deliver long-term reliability.

At the municipal level, Turtle partnered with a northeastern city to design and deploy EV charging infrastructure at five public sites, including a commuter train station with a narrow construction window. Across our projects, we have delivered hundreds of chargers, paired with the software that keeps them running. Acting as a single point of contact, Turtle manages procurement, permitting, incentive capture, and installation sequencing, ensuring that chargers are installed and operational on fast-paced timelines.

Together, these initiatives demonstrate Turtle's ability to provide end-to-end solutions that meet ambitious deadlines while supporting long-term electrification goals.

## Fleet electrification services

Turtle's dedicated EV consulting team develops tailored electrification strategies for public sector, business, and residential customers. We provide guidance on charging infrastructure, fleet transition planning, and policy alignment. By combining deep technical expertise with proactive policy tracking, we help partners accelerate fleet transformation while maximizing efficiency and cost savings.

## The impact of our partnership

Turtle partnered with a northeastern municipality to deliver five EVSE sites under a single contract on a fast-track schedule. Our team quickly evaluated the sites, sourced and staged all necessary materials, and enabled contractor installation within weeks rather than the typical months. This project demonstrates how municipalities can adopt EV infrastructure rapidly, cost-effectively, and with confidence.

For a national fleet customer, Turtle is building the charging infrastructure that underpins their ambitious clean energy goals: transitioning 75% of passenger vehicles and 50% of work vehicles to electric or hybrid alternatives by 2030.

Through these collaborations, Turtle empowers its customers to cut fossil fuel reliance, strengthen infrastructure resilience, and accelerate the transition to a cleaner transportation future.



# PRESERVING THE PAST & ILLUMINATING THE FUTURE

## Sparking education

The epicenter of one of the country's oldest Ivy League universities, a historic building established over 100 years ago, required a comprehensive, customized solution to modernize its lighting infrastructure for energy efficiency and cost savings while carefully preserving the rich history of the building. Turtle was entrusted with the task of providing critical switchgear, custom refurbished LED lighting, and the pipe, wire, and switches needed throughout the project. Maintaining the original architectural integrity while updating its electrical infrastructure posed unique challenges that necessitated closer coordination to ensure that the highly customized project was completed successfully.

## The impact of our partnership

New, tailored LED solutions preserved the historic details of the building, improved the energy efficiency, and lowered the overall cost required for operating and educating on the premises. As the single point of contact on the project, Turtle seamlessly coordinated with university personnel, the architectural design team, and vendors to ensure the installation of irreplaceable, century-old lighting fixtures was seamless.

Having partnered with the university on over 20 previous infrastructure enhancements, this project showcased a continued trust in Turtle's ability to consistently surpass the university's complex project needs and expectations. The preservation of this historic monument is a testament to Turtle's capabilities in handling complex, high-stakes, detail-oriented projects.



## Airports and infrastructure

A recent Turtle project in critical New York City infrastructure, our Power Distribution & Automation Services Group produced a design-build project at JFK Airport. The ongoing project is a major expansion with six 38kV incoming services and medium voltage switchgear that will be the cornerstone project feeding several Terminals, including the new Terminal 1. Turtle has exclusive partnerships as a sole-source provider of the majority of the 38kV and 15kV.

### 2023-2024 Energy Solutions for Business Program

*Jersey Central Power & Light:  
a FirstEnergy Company*

The Energy Department was recognized by [Jersey Central Power & Light Energy Solutions](#) as the 2023-2024 [Standout Project Integrator for the Midstream Incentive Program](#) for Prescriptive & Custom Total Installed Incentives and Total Installed kWh Savings.



# ENHANCING PORT TERMINAL EFFICIENCY



## The impact of our partnership

Acting as a single point of contact for multiple vendors, Turtle handled all coordination, saving the terminal valuable time and simplifying the purchasing process.

Our commitment to transparency and problem-solving has sustained a 10+ year partnership with the terminal. Extensive knowledge, exceptional customer service, and a comprehensive solutions experience make Turtle the preferred partner for this large-scale West Coast terminal as we continue to drive efficiency, reliability, and innovation across the Ports Industry.

## Operational efficiency services

Alongside our distribution work, Turtle provided operational efficiency services that streamlined procurement, reduced delays, and ensured reliable project delivery. Our expertise in market mapping, vendor coordination, and policy guidance helped the terminal align with regulatory requirements while advancing its sustainability goals.

## The scope of our work

A large-scale terminal on the West Coast was in search of a reliable partner to provide the essential solutions and parts required to operate efficiently, effectively, and on schedule. Turtle emerged as the ideal one-stop-shop solutions provider, with a comprehensive network of solutions and team expertise in parts, maintenance, energy efficiency upgrades, sustainability, cybersecurity solutions consulting, and more.

We stock hard-to-find equipment and eliminated lead times lasting up to 16 months, ensuring product availability and that projects stayed on schedule. Besides parts replacement, Turtle delivers integrated IT/OT solutions to strengthen system performance, alongside sustainable upgrades such as high-efficiency HVAC systems, LED lighting, and environmentally responsible lubricants. The result is a terminal that is more reliable, easier to maintain, and better aligned with both business and environmental goals.



# OPTIMIZING NYC ENERGY TRANSMISSION

## The scope of our work

One of the world's largest energy delivery providers in gas, electric, and steam, servicing more than 10,000,000 NYC residents wanted to increase the recovery and capacity of their 43,000 square foot power plant. Upgrading the water treatment control, Ultrafiltration (UF), and reverse osmosis systems to meet the city's energy and steam needs was entrusted to Turtle.

Turtle was a key player in the selection of materials and system design process, and project-managed the building and rigorous testing of the new systems. Additionally, Turtle helped modify existing infrastructure, ensuring a fully integrated and more efficient water treatment system. Utilizing another partner's programmable logic controllers, Turtle automated a significant portion of the processes, ensuring long-term reliability across the water treatment operations.



## The impact of our partnership

This collaboration reinforced the resilience of New York City's critical infrastructure. By strengthening one of the city's primary energy facilities, Turtle helped secure reliable service for millions of residents while supporting the provider's long-term sustainability goals.

Beyond reliability, this project demonstrates how trusted partnerships can accelerate innovation at scale. Working side-by-side with a leading utility and our trusted technology partners, Turtle enabled seamless integration, future-proofed vital operations, and advanced the city's broader decarbonization journey.





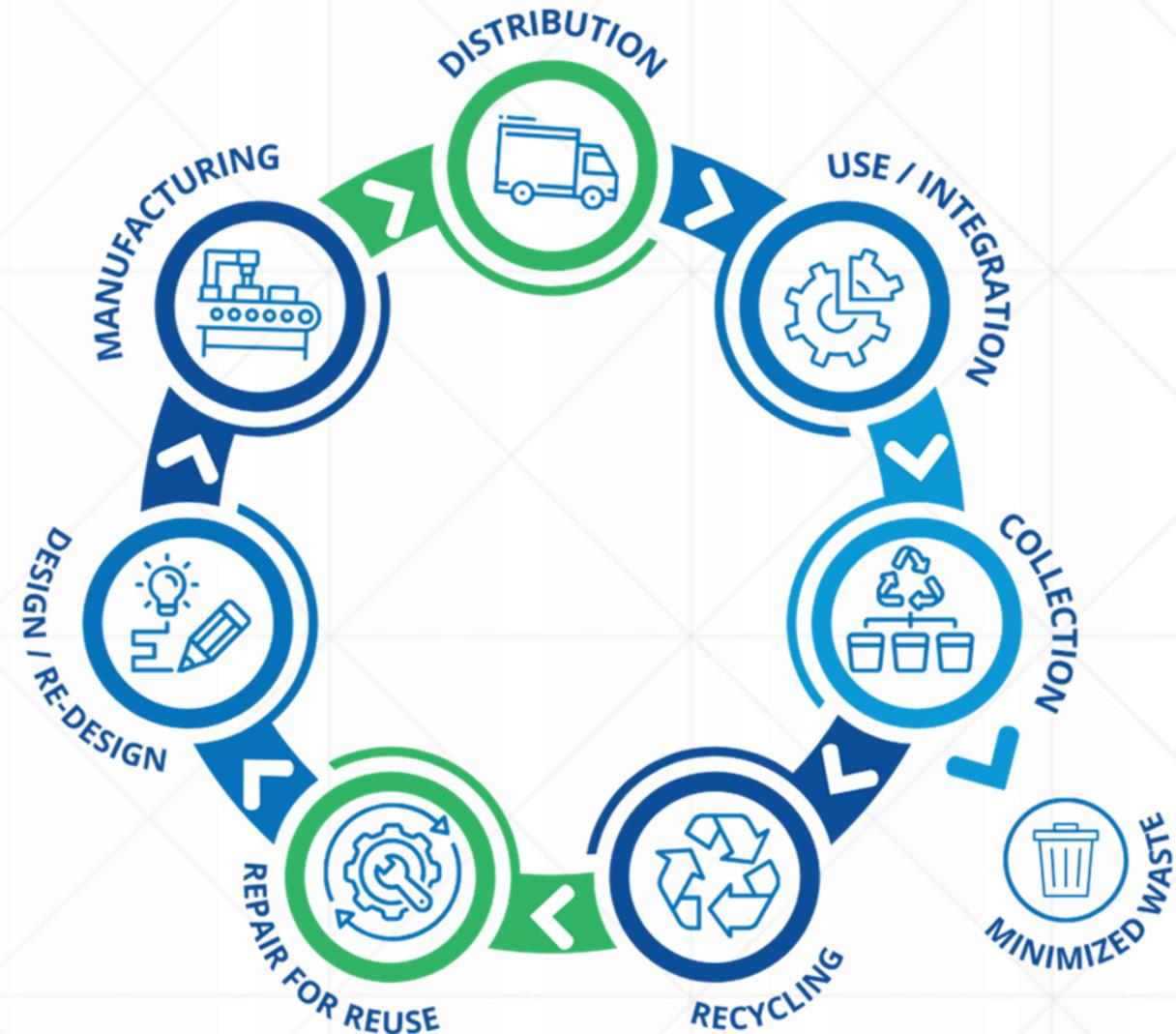
# CIRCULARITY MEETS AUTOMATION: INDUSTRIAL SUSTAINABILITY



As a Rockwell Automation distributor, Turtle proudly supports their repair and manufacturing services, which keeps industrial equipment in use longer, conserves resources, and avoids unnecessary waste. This is the foundation of the circular economy, a model focused on reusing, repairing, and upgrading rather than discarding in this case motors, switchgear, and other critical electrical infrastructure.

Buying new equipment and discarding the old also creates unnecessary costs and added environmental risk. Many of these products contain oils, chemicals, refrigerants, or heavy metals that can cause harm when not handled properly. Instead of relying on poor recycling practices or defaulting to replacement, Turtle works with Rockwell to recover, repair, and return critical equipment to service.

Beyond extending equipment life, Turtle and Rockwell provide tools to make operations smarter and more efficient. By leveraging data on consumption, emissions, and waste, we deliver full visibility into the true costs and carbon footprints of MRO products. Rockwell tools also allow our teams to implement efficient demand planning, set proper stocking levels, and monitor shelf life to minimize waste and unnecessary overconsumption, reducing environmental impact while driving measurable profitability.





# SUSTAINABLE INTEGRATED SUPPLY

Serving customers with Supply Chain Management excellence and resilience.

## Rethinking synergy

Turtle Integrated Supply is committed to being a strategic partner to help accelerate customers' sustainability goals. Using 30 years of experience in creating supply chain efficiency for our clients, along with our deep industry knowledge and manufacturer relationships, we offer client-specific program options designed to be site-centric.



## Sustainability in action

In 2024, Turtle Integrated Supply helped a key customer transition away from a highly toxic cleaning solution used for decades of life-saving medical equipment manufacturing. The supplier of this product had worked tirelessly to retire this toxic substance and innovate to find a safer, yet equally effective replacement, but Turtle Integrated Supply's customer was without a transition plan.

Our team assessed the volume of product still in the customer's inventory, mapped out the hazardous implications to human safety, assessed hazardous waste disposal options, and worked with the client to choose the safest and most responsible option. Thorough disclosure of the chemical management was then provided to the supplying manufacturer, maintaining robust communication and aiding in their hazardous waste end-of-life reporting.

**Economic sustainability** 

- Outsource procurement to reduce costs and make budgets go further.
- Design and implement repair and warranty programs.
- Seek small/diverse manufacturers and suppliers to enrich the supply chain.
- Right-sizing customer spend for inventory optimization.

**Environmental sustainability** 

- Repurpose obsolete materials back into the circular supply chain, avoiding landfill.
- Source eco-friendly products through Environmentally Preferred Purchasing (EPP).
- On-site recycling programs.
- Sourcing CapEx projects (lighting retrofits and energy-efficient equipment).

**Operational sustainability** 

- Leverage detailed SOPs to ensure safety and reduce errors.
- Regular engagement surveys to look at team member demands.
- Professional development and learning programs and manufacturer training.
- Lunch & Learns on key MRO commodities.
- Advanced analytics platforms, making client data more robust.

**Partnership sustainability** 

- Synergy workshops to identify where and how integrated supply chain efforts can over-deliver on corporate ESG goals.
- Data reporting through the Carbon Disclosure Project (CDP), EcoVadis, ISNetwork, and Avetta.
- On-site personnel participate in diverse teams from different backgrounds and cultures.



# OUR OPERATIONAL IMPACT

Consistent progress towards sustainable logistics, facilities, and fleet.

## ISO 9001 certification

Turtle has maintained our ISO 9001 certification and registration for our Deer Park, TX office Quality Management Systems, demonstrating commitment to continuous improvement.

## Sustainable warehouse and trucking practices

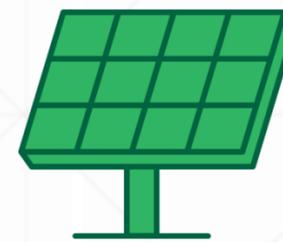
Turtle warehouses have long-practiced smart, sustainable initiatives that save cost, save time, and provide added value to our customers. In addition to [packaging and pallet reuse and recycling](#), keeping avoidable waste out of our customers' job sites, Turtle is keenly aware of our fleet's efficiency and impact. Through route and load packing optimization software, Turtle continues to cut [fleet emissions](#), [increase route efficiency](#), [fit more product](#) in our trucks, and deliver customers their materials faster. When load and route allow, Turtle continues to integrate EV fleet vehicles for deliveries and demos.

## Measuring our operational impact: GHG accounting

Since 2023, Turtle is proud to be conduct annual greenhouse gas (GHG) emissions accounting projects as a means of understanding our impact on air quality, the GHG emission intensity of our business, and what opportunities we have for lowering our GHG emissions while increasing our operational efficiency.

We continue to strategize how to most accurately capture data for our Scope 1, Scope 2, and Scope 3 emissions. We recognize Scope 3 data is essential to provide to our supply chain partners and it is an ongoing area of focus for future disclosure.

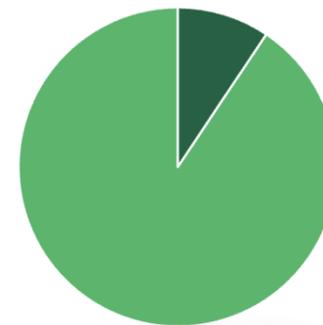
## Solar energy produced



236,020 kWh

From Turtle's one solar array in CY 2024

## Waste produced



Recycled: 90,193 lbs

Landfill: 870,764 lbs

From all Turtle locations in CY 2024

## Scope 1 emissions

Turtle's Scope 1 Emissions include: natural gas consumption, propane consumption, and fleet emissions (including gasoline and diesel vehicles) within all of Turtle's operations.



## Scope 2 emissions

Turtle's Scope 2 Emissions include: purchased electricity consumption for facilities and electric vehicle charging within all of Turtle's operations.



**Our Way Forward:** Now that Turtle has two years of our GHG emissions accounting Scope 1 and Scope 2 data, we are working to solidify our operational decarbonization strategy, including our near-term and long-term decarbonization targets.



# Social

Turtle's next 100 years of community

<a href="#">Putting people first .....</a>	<b>23</b>
<a href="#">Fostering happiness and community .....</a>	<b>24</b>
<a href="#">Bringing B.R.I.D.G.E. to life .....</a>	<b>25</b>
<a href="#">Talent development .....</a>	<b>26</b>
<a href="#">Rewarding and engaging with our employees .....</a>	<b>27</b>
<a href="#">Keeping our teams safe .....</a>	<b>28</b>
<a href="#">Giving back to our communities .....</a>	<b>29</b>





# PUTTING PEOPLE FIRST

Turtle is dedicated to the continuous improvement of Turtle's company culture. Throughout 2024, we updated our people practices to support our goal of being best in class for employee development, culture, and retention.

It is our goal to empower employees to manage their own development, teach managers how to best support their employees, and retain our teams longer. By leveraging technology to increase the accuracy of our team data, we aim for our Human Resources function to focus more as a vehicle for analysis and growth rather than transactional support.

At the heart of this transformation is B.R.I.D.G.E., our new initiative focused on Belonging, Respect, Inclusion, Diversity, Growth, and Equity. B.R.I.D.G.E. will help guide how we evolve our talent management systems to ensure every employee has the opportunity to thrive and contribute meaningfully to our mission.

We are also enhancing:

- Workforce planning to align talent with future needs.
- Recruitment and development programs to support growth.
- Ongoing feedback and coaching to foster clarity and continuous improvement.
- Recognition and engagement efforts that celebrate impact and strengthen connection.
- A deeper focus on culture and belonging to ensure every voice is valued.





# FOSTERING HAPPINESS AND COMMUNITY

## Culture is Turtle's most important asset.

### Fostering happiness at Turtle

- 1. Women's Alliance and B.R.I.D.G.E. Council initiatives:**  
Creating spaces for connection and positive impact around shared identities, interests, or goals.
- 2. Hats Off program, Cheers for Peers, and service awards:**  
Values-based recognition tied to company culture that celebrates Turtle employees' exemplary contributions.
- 3. Well-being and mental health programs:**  
We know it is essential that employees prioritize holistic wellness. Wellness stipends, mindfulness apps, and mental health days are available to all, as well as on-site and virtual wellness events and fitness-based charity fundraisers.
- 4. Community-building events:**  
Volunteer days organized regionally as well as tied to Turtle's corporate charitable giving, interest-based clubs, team-building events.
- 5. Feedback and listening programs:**  
We believe employee feedback is critical. We prioritize pulse surveys, employee satisfaction surveys, B.R.I.D.G.E. council, and open feedback forums with our Co-CEOs, 'Java with Jayne' and 'Lattes with Luis.'
- 6. Career growth and internal mobility:**  
In order to help our employees evolve, Turtle offers Tuition Reimbursement, Stretch assignments, Development Programs such as Turtle Trailblazers, and our Sales Development Program and Operations Development Program.
- 7. Flexible work and life integration:**  
While we believe the in-office culture of learning and collaboration is difficult to replicate, Turtle understands some employees require flexibility. Remote and hybrid work options are always open for discussion.



### Helping Hands

Turtle's Helping Hands program provides financial assistance to employees in times of hardship. It is funded through \$2-\$5 donations from the bi-monthly paycheck of each employee that chooses to participate. Employees facing extenuating financial circumstances are able to make anonymous requests for assistance which are reviewed by an anonymous committee of Turtle employees.

In FY 2023, \$13,226 was contributed with an average participation of 29% of total employees. In FY 2024, \$14,645 was contributed with an average participation of 28% of total employees. Our continued goal is to increase participation to 40% by refreshing the Helping Hands messaging and reinforcing the importance of solidarity within the Turtle culture.



# BRINGING B.R.I.D.G.E. TO LIFE

At Turtle, the values of Belonging, Respect, Inclusion, Diversity, Growth, and Equity have always been part of who we are. These principles are now being brought to life through B.R.I.D.G.E.—a new initiative launching in late 2025 to strengthen our culture and ensure every employee feels seen, supported, and empowered.

B.R.I.D.G.E. will guide how we shape programs, policies, and experiences across the employee lifecycle. It will also serve as a platform for employees to share feedback, shape initiatives, and help build a more connected and inclusive workplace.

Here's how we're bringing B.R.I.D.G.E. to life:

- **Belonging:** Measuring employee sentiment through engagement surveys and increasing participation in ERGs and community events.
- **Respect:** Fostering psychological safety and inclusive behaviors through leadership development and open dialogue.
- **Inclusion:** Expanding access to learning experiences that build empathy and understanding across teams.
- **Diversity:** Strengthening outreach through platforms like eQuest and building partnerships with diverse schools and professional organizations.
- **Growth:** Tracking internal mobility and promotion velocity to ensure all employees have access to meaningful career advancement.
- **Equity:** Analyzing performance and opportunity data to identify and address disparities in advancement and recognition.

## Effective teamwork requires inclusion

As we move into 2026, we'll continue building partnerships, hosting information days, and broadening our recruitment efforts to reflect the communities we serve. **B.R.I.D.G.E. is more than a program, it's a commitment to creating a workplace where everyone can thrive.**

Turtle knows that our employees are the backbone of our shared legacy and culture of excellence. **It is our responsibility to continue evolving as a company to ensure we can all continue to collaborate, innovate, and grow together.**





# TALENT DEVELOPMENT

In 2024, we transferred from Turtle University, our previous internal platform, to employee training managed by ADP. We updated our mandatory compliance training to align with our core values, ensured all training courses were up to date with compliance best practices, and helped subject matter expert leaders across the company craft development training tracks unique job functions. Lastly, we created a user dashboard on Turtle University for a smoother training experience.

Each employee is required to complete a minimum of 10 training hours each year: 4 hours of compliance training based on our core values and 6 hours of development training that team members can customize to fit their professional goals. By switching our training platform to ADP, employees are provided with enhanced tools for completing training on time, managers can more closely track their employees' progress, and everyone benefits from a more intuitive user experience.

## 2024 annual training



## Advancement programs

Internal conferences 

In 2024, Turtle hosted two internal conferences, the Sales Summit for distribution salespeople and the AIM conference for our Integrated Supply teams. These events featured intensive training, speakers, and opportunities to connect with external partners.

Turtle Trailblazers program 

In 2024, our fifth class of management trainees, the Turtle Trailblazers (formerly the Rising Stars) completed the year-long program that puts employees with leadership potential through regular seminars covering a range of job functions, culminating with business pitches to executives.

Turtle Training program 

Newly hired employees in this program rotate through various business functions for 12 to 18 months. This program is nationwide, with some graduates still in leadership positions at Turtle today.

LEAD program 

The Leadership Education Through Advanced Development (LEAD) program gives mid-level managers external leadership training through the program of their choice.



# REWARDING AND ENGAGING WITH OUR EMPLOYEES

## Healthcare coverage

- Two medical plan options partially paid for by Turtle Flexible Spending Account (FSA)
- Company-paid life and workers' compensation insurance Access to other insurance plans, including dental, vision, and short- and long-term disability

## Work-life balance

- Paid vacation days with limited carryover
- Paid holidays throughout the year
- Floating holidays per year
- Days of paid sick leave per year
- Remote work options available when possible

## Robust upward feedback

- Five company-wide employee surveys conducted in 2024, including Company Culture Assessment and Employee Satisfaction
- Employee input shapes core values, business practices & community engagement priorities
- Monthly town halls with Executive Team include employee questions and polling in real-time

## Bright Ideas program

- Employees pitch ideas to boost sales or drive savings and can receive 25% of the financial impact of their implemented project over its first 12 months

## Financial compensation

- Competitive salaries and annual bonuses
- 401(k) plans with company match
- Profit-sharing incentives
- Employee discounts on travel, lifestyle, entertainment and more

## Vibrant company culture

- In 2023, Turtle was proudly voted one of NJBiz's Best Places to Work based on employee feedback, as well as a thorough review of employee benefits and company culture
- Values-based awards system, 'Hats Off!'

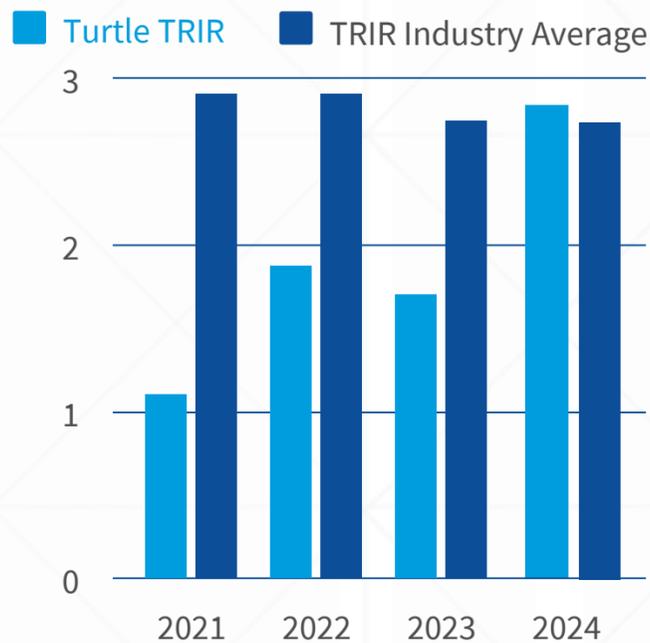


# KEEPING OUR TEAMS SAFE

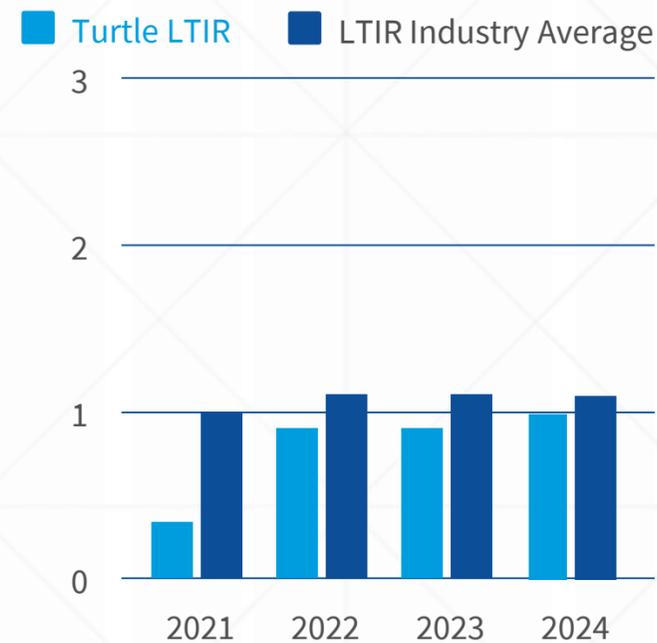
Job safety is our greatest responsibility. In 2024, Turtle continued to improve our internally developed safety application, tracking incident metrics across the company. Our safety Executive-level Safety Committee meets monthly and uses the information compiled in this application to identify trends and mitigate apparent risks through updating safety plans, leading applicable on-site training, and providing adequate protective gear and equipment.

We comply with all applicable federal, state, and local safety, health, and security regulations, including but not limited to OSHA, EPA, and DOT. By 2027, we aim to lower our total recordable incident rate (TRIR) below 1.0 per 100 employees and our lost time incident rate (LTIR) to 0.5 per 100 employees.

## Turtle TRIR vs. industry



## Turtle LTIR vs. industry



## Continuously improving on safety

In 2024, Turtle reported an increase in total safety incidents and time lost to recordable incidents. Our Safety Committee and Safety Training teams recognize it is our utmost priority to continually increase the standards by which we train and protect our teams' safety. It is also essential to continue training on the proper reporting thresholds and parameters laid out by OSHA and the OSHA tracking standards.

Rate of injury and illness cases per 100 full-time workers	Turtle (2024)	Industry average (2023)
Total recordable cases (TRIR)	2.82	2.6
Cases involving days away from work, job restriction, or transfer (LTIR)	1.24	1.8
Cases involving days away from work	1.01	1.1
Cases involving days of job transfer or restriction	0.23	0.7

\*Source: U.S. Bureau of Labor Statistics - Injuries, Illnesses, and Fatalities, for NAICS 42 (wholesale trade industry).  
 \*\*Note: NAICS 42 averages for 2024 have not yet been released, so 2023 industry averages were used for comparison.



# GIVING BACK TO OUR COMMUNITIES

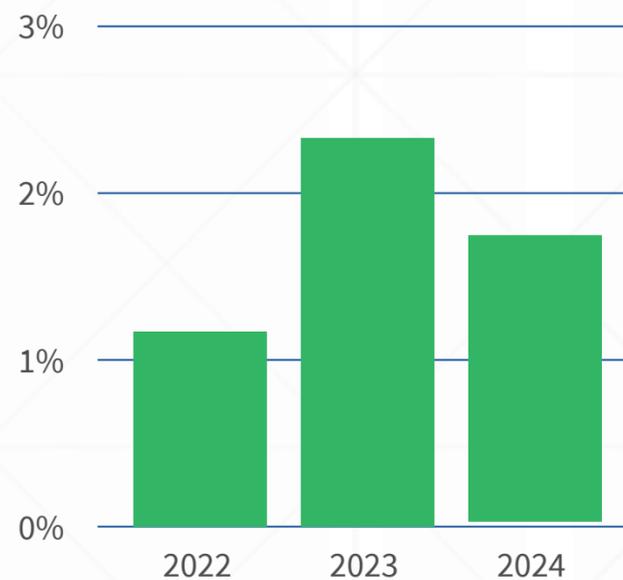
Supporting our communities and the planet we call home.

In 2021, Turtle set a goal of donating 2% of our annual net profit by 2025. We proudly surpassed this goal in 2023, our 100<sup>th</sup> year of business, by donating 2.33% of our net profit. For our 100<sup>th</sup> year, Turtle collaborated with Make-A-Wish International to aid in granting 100 critically ill children’s wishes.

In 2024, we were able to donate 1.7% of Net Profit and decided to embark on the formation of a new, more strategic giving platform.

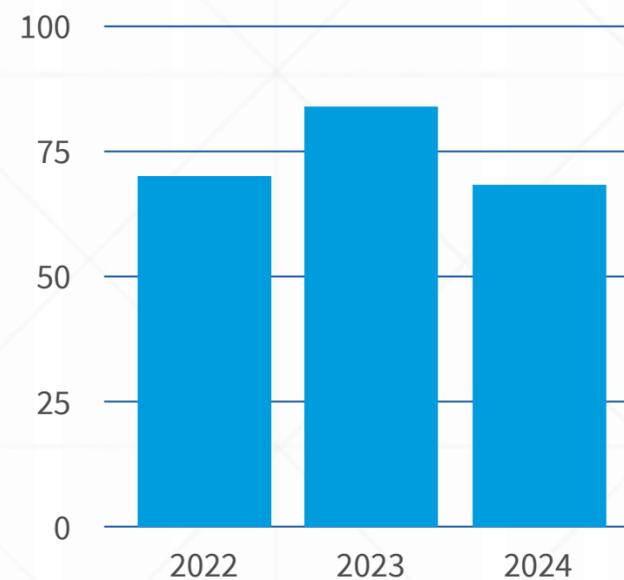
## 2022-2024 charitable giving

Total donations as a percentage of net profit



## 2022-2024 recipient count

Number of organizations receiving support



## Our strategic philanthropic structure

In 2024, we introduced a philanthropic model that combines an employee-informed giving structure and overall corporate sustainability giving under one umbrella:

- + Corporate philanthropic donations and events (Leadership-driven)
- + Individual employee matching gift program (NEW! Individual employee-driven)
- + Regional community giving (NEW! Regional team-driven)
- + Volunteer time off (VTO) hours (NEW! Individual employee-driven)
- + The Helping Hands Fund (contributions from employees, for employees)

## Conservation at our core

For Earth Day 2024, Turtle supported Sea Turtle Conservancy, Turtle Conservancy, and Loggerhead Marine Life Center through a company-wide fundraising step challenge. Turtle employees surpassed the original goal of 20 million steps over six weeks, and each organization received equitable support.

## Community support for those in need

Supported through regional office efforts and the collaboration of Turtle’s Women’s Alliance, our employees consistently find creative ways of supporting their communities. From backpack and school supply drives for children in low-income communities, to holiday canned food drives and winter coat drives for families in need, Turtle is incredibly proud to support our employees’ interest in and commitment to giving back.



# Governance

Turtle's next 100 years of leadership



<u>Our core values</u> .....	<b>31</b>
<u>Our board of directors</u> .....	<b>32</b>
<u>Our executive leadership</u> .....	<b>33</b>
<u>Ethics and compliance</u> .....	<b>34</b>
<u>Commitment to robust cybersecurity</u> .....	<b>35</b>
<u>Artificial intelligence and advanced technologies</u> ...	<b>36</b>
<u>Recognition</u> .....	<b>37</b>





# OUR CORE VALUES

## Authentic value alignment

Turtle’s core values go beyond jargon and table stakes. We believe that a company’s core values should feel relatable, ownable, and accessible to every employee, every day.

These core values, One Team, Hungry Spirit, and Customer Obsessed, are intended to promote a culture of teamwork, dedication, and customer commitment. These values help drive our success and define who we are individually and as a company.



**One Team**

- **Collaboration** is what drives us forward
- We support each other and **share our successes**
- We embrace a **humble heart.**
- We are **one team, one family, one Turtle**



**Radical Collaboration**

We understand that it takes a village. To truly serve our industry, we must wholeheartedly partner with like-minded community members.

**Hungry Spirit**

- We are **ambitious problem-solvers.**
- Our **passion is contagious.**
- We see **opportunities where others see obstacles**
- Turtles are **go-getters with big dreams**



**Diversity & Innovation by Design**

Diversity of people and thinking is in our DNA. It is what differentiates us most from our industry peers. For us, it is not a program, its who we are

**Customer Obsessed**

- For **100+ years, we go the extra mile**
- We take pride in **earning our customers' trust**
- We make **every interaction matter**
- When **Turtle makes a promise, we deliver**



**Commitment to People, Partners & Planet**

We are dedicated to empowering people, fostering strong partnerships, and prioritizing sustainability. Success means creating a better future together through meaningful actions and shared responsibility.

## Hats Off: Values in Action

Employees that go well beyond the daily call of duty and truly embody one of the core values can be nominated by a peer or supervisor. Nominations are reviewed and approved by Senior Leadership. Winners receive a video shout-out on company-wide Town Hall meetings, as well as an enamel pin correlating to the core value they represent to put on their Turtle hat.



# OUR BOARD OF DIRECTORS

A guiding vision for growth, innovation, and the highest standards of excellence.



**Jayne Millard**, the fourth generation of family leadership, serves as Executive Chair of the Board of Directors and Co-CEO. Jayne joined Turtle & Hughes in 1991. She was appointed Vice President of Marketing in 1999, President in 2007, and CEO in 2010. She has served on Turtle's Board of Directors since 1986 and was appointed Executive Chair in 2016.



**Beverly Jennings**, former Head of Global Supplier Diversity at Johnson & Johnson, is a nationally recognized leader in DE&I and supplier diversity strategies. She is Advisor and former Vice Chair and Executive Committee Member of the Billion Dollar Roundtable.



**Riaz Raihan** serves as Senior Vice President and Chief Digital Officer (CDO) of Trane Technologies and is responsible for Trane's revolutionary digital energy management strategy. Riaz has had an extensive career in digital transformation, internet of things (IoT), and artificial intelligence (AI) in executive leadership roles at SAP AG, Cisco Systems, and Infor Global.



**Richard Bagger** is a Partner and Executive Director of Christie 55 Solutions and Adjunct Faculty member at Rutgers University. He formerly held global executive roles at Celgene Corporation and Pfizer Inc. In addition to his extensive private sector experience, Rich served as a New Jersey State Senator, Assembly Member, Chief of Staff to the Governor, and Commissioner of the Port Authority of N.Y. and N.J.



**Robert Millard** brings over 25 years of experience in electrical distribution and manufacturing, having held leadership roles with Cooper Industries, Eaton, and Hubbel. Throughout his career, he has been at the forefront of advancing technologies. He now leads Turtle's Electrification Group, driving its growth in EV charging, battery energy storage, and alternative power solutions.



**Kathryn Swintek**, a Financial Expert, is Managing Partner of Golden Seeds Fund 2, an early-stage venture fund investing in enterprise services and technology, e-commerce and healthcare. She served in senior executive positions in the U.S. and globally at BNP Paribas. The National Association of Corporate Directors awarded her the Private Company Director of the Year in 2020.



**Grant L. Gawronski** recently retired as the Executive VP and Chief Commercial Officer at Gates Corporation where he was recruited from his retirement to initially lead America's team and then all commercial operations. He formerly served as President at both Eaton and Cooper Industries.



**Brad Neilley, Sr.** has held several senior Human Resources positions during his career. While serving at Johnson & Johnson, he received the President's Award and Chairman's Award for accomplishments in his roles that included Worldwide VP of HR and company Board Member.

**Committee membership**

-  Audit, finance, and risk
-  Talent, culture, compensation
-  Technology and strategy
-  Governance
-  Committee chair



# OUR EXECUTIVE LEADERSHIP

Leading Turtle into its next 100 years.



**Jayne Millard**

Co-Chief Executive Officer



**Luis Valls**

Co-Chief Executive Officer



**Kevin Doyle**

Chief Operating Officer



**Chris Rausch**

Chief Financial Officer



**Teese Murray**

Group President



**Robert Courcy**

Chief Revenue Officer



**David Magee**

Chief Information Security Officer, Chief Technology Officer



**Michael Matejek**

Chief Legal Officer



**Mike Vitiello**

President of Electrical Distribution



**Scott West**

President of Turtle Integrated Supply Division



# ETHICS AND COMPLIANCE

## Governance structures

Turtle operates in alignment with a robust Business Ethics Code of Conduct. Our Code is embedded in our Employee Handbook, which we provide to all staff members and incorporate into new employee onboarding. Staff members undergo annual mandatory compliance training that builds upon our Code. The Code guides all personnel at Turtle, including directors, officers, and employees.

Our Board of Directors oversees compliance policies and practices through its Audit, Finance, and Risk Committee. Our Internal Audit Department reports to both this committee and our Co-CEOs. Internal audits are conducted annually, biannually or every three years depending on the level of risk assessed annually by our Internal Audit team in every function and branch. In addition to investigating control gaps that must be rectified by a certain date, our Internal Audit Department provides recommendations to the Audit, Finance, and Risk Committee for business process improvements.

## Conflicts of interest

All Board Directors and Executive Officers are required to report to the Nominating and Governance Committee conflicts of interest annually or more frequently if cases arise within the 12-month period. Our Nominating and Governance Committee determines action required in cases where conflicts of interest are reported.

## Industry engagement

The company is an active member of the Construction Industry Ethics and Compliance Initiative (“CIECI”), a non-profit association of construction industry participants dedicated to the promotion of integrity and ethical conduct in the construction industry. CIECI members convene at an annual Best Practices Forum and other junctures to share best practices on driving ethical behavior.

## Whistleblowing at Turtle

We have adopted several whistleblowing channels for employees to report ethical concerns and enforce a strict non-retaliation policy toward whistleblowers. Our reporting channels include an anonymous, third-party Business Integrity Hotline, email and website; we also encourage whistleblowers to raise concerns to our company officers. All whistleblower communication is reported to our Audit, Finance, and Risk Committee.

If you have a question or concern about conduct that may be unethical, illegal, or irresponsible, **SPEAK UP!** It's the right thing to do.



Call our anonymous, toll-free, 24/7 Business Integrity Hotline at **1-888-628-2904**.



Contact our Compliance Team directly at **[compliance.team@turtle.com](mailto:compliance.team@turtle.com)**.



# COMMITMENT TO ROBUST CYBERSECURITY

## Our guiding principles

- + To create an environment where digital security is seamless and every user feels safe.
- + To provide and empower the organization with the tools and knowledge to combat evolving cyber threats effectively.
- + Through integrity and oversight — protect our users, customers, and partners.

## Strategic responses

- + **Trust but Verify:** Adopt Zero Trust Architecture across the organization. Security is a core component of our overall service, not an add-on.
- + **Leverage AI:** Invest in AI-enhanced threat detection tools to detect anomalies and malicious behavior in real time.
- + **Partner for Success:** Partner with Managed Security Service Providers (MSSPs) for scalable protection.

## Our responsibility as a vendor

The industries we serve are increasingly concerned with cybersecurity due diligence, and our best-in-class practices are committed to meeting our customers' standards and needs. Over the past 12 months, our cybersecurity team has successfully responded to more than a dozen cybersecurity assessments from various customers.

## ISO 27001 certification

In 2023, Turtle earned our ISO 27001:2013 certification. Since then, Turtle has earned ISO 27001:2022 certification which includes more than 40 new controls. We achieved this certification by developing new capabilities, policies, and implementing new technologies to meet the highest ISO standards. This included new levels of cloud computing security governance and cloud infrastructure oversight.



## Artificial intelligence governance

Within Turtle, we have a team that is constantly working to evaluate potential applications of AI technologies for enterprise solutions and are monitoring its current use across the company. The core focus of this group, in partnership with our technology solution providers, is to develop and establish a framework to ensure the integrity and security of Turtle data and deploy solutions that are in compliance with all Turtle policies.



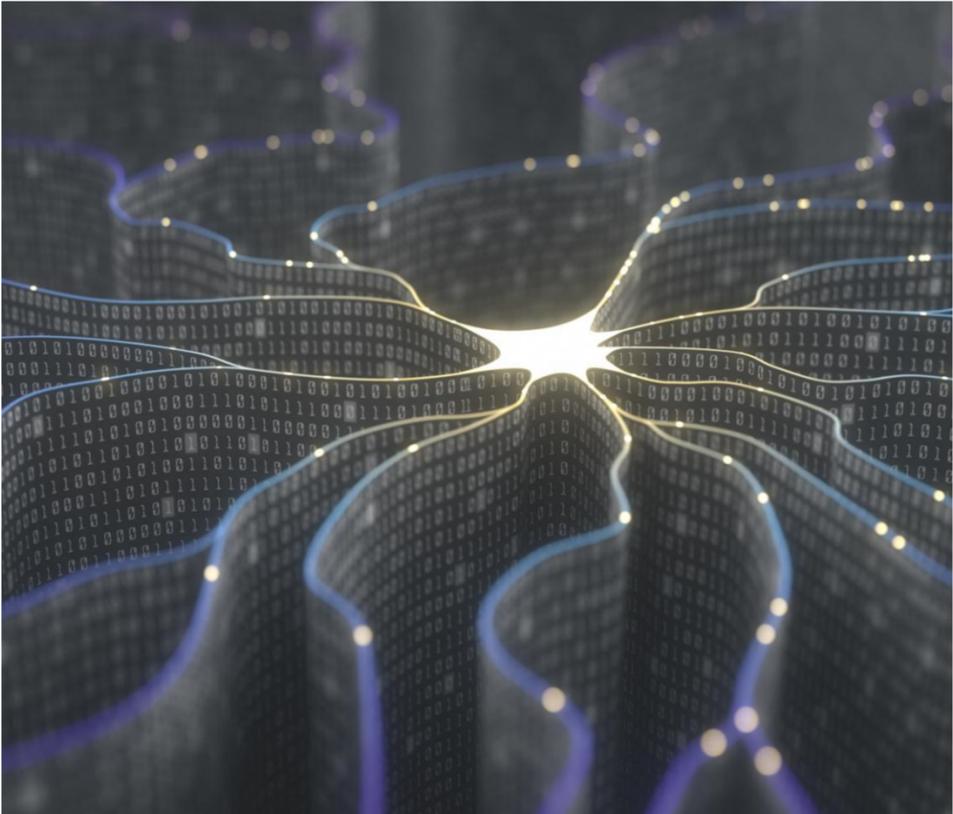
# ARTIFICIAL INTELLIGENCE & ADVANCED TECHNOLOGIES

## Our guiding principles

At Turtle, we take a human-centric approach to Artificial Intelligence and Advanced Technologies, using these tools to make us smarter, more intuitive, and better at serving our customers:

- + **Empowering teams:**  
Enhancing our Turtle teams' work experience, building their capabilities, and providing individual assistance.
- + **Optimizing the customer experience:**  
We know that our customers need solutions fast. Through thoughtful applications of augmenting tools, Turtle team members are able to serve our customers smarter and faster.

We commit to being responsible and thoughtful in our approach and adoption of Advanced Technologies, always putting people first.



## Successfully operationalizing AI

A key part of operationalizing advanced technologies at Turtle has been understanding what business function would benefit most from intelligent automation. It became clear that AI could provide a smarter, more dynamic approach to pricing—delivering competitive insight and building customer trust.

## Evolving requirements

As the world adapts to the rapidly-evolving applications of AI, machine learning, deep learning, and agentic intelligence, Turtle understands requirements for data protection must evolve just as quickly. We are ready to comply with vendor and customer AI governance requirements and navigate this new landscape, together.

**“The real promise of AI in energy isn’t only efficiency, but also freeing humans to solve the trust and resilience gaps that machines can’t.”**

Jayne Millard, Co-Chief Executive Officer



# RECOGNITION

## #2 Woman-Owned Business NJBIZ



In 2024 (ranked by 2023 Total Revenue), Turtle was named the #2 Woman-Owned Business by NJBIZ. This prestigious list highlights the significant contributions of female entrepreneurs and leaders across many industries in New Jersey.

Group President Teesee Murray was named one of Modern Distribution Management's 2025 Women in Distribution, a recognition that celebrates her exceptional leadership, innovation, and impact in the distribution industry.

## 2025 Women in Distribution Modern Distribution Management (MDM)



## Sustainable Practices Case Study Sustainable Supply Chain Alliance



As a Supplier Member of the Sustainable Supply Chain Alliance, a nationwide alliance of utilities and their suppliers, Turtle was awarded a Sustainable Practices Case Study Award for a turn-key EV infrastructure project delivered to a Northeast utility customer seeking fleet electrification help.

Brian Fitzgerald, SVP of Digital Operations, was honored by New Jersey Business Magazine as one of their Innovate100 Leaders of 2025. Brian's leadership and passion for technology and digital experience have played a pivotal role in harnessing cutting-edge technology for creating smarter, more sustainable solutions for our customers.

## Innovate100 Leader New Jersey Business Magazine



## Keynote Speaker Tugboat Institute



At the Tugboat Institute's annual Gathering of Teams meeting, Co-CEO and Executive Chair Jayne Millard delivered a keynote speech to fellow multi-generational business leaders. Jayne's keynote, "The Only Constant in Life – and in Business – is Change," detailed lessons in innovation and resilience learned from her former boss and mentor, Martha Graham.



Rethinking Energy. Advancing Tomorrow.

## Building a more resilient future, **together.**

We appreciate you for taking the time to read this report.  
We will continue to strive to offer best-in-class service with  
sustainability in mind.

Please feel free to visit us at one of our branches or contact  
**Beatrice Clark**, Vice President of Sustainability & Social Impact,  
at [beatrice.clark@turtle.com](mailto:beatrice.clark@turtle.com) with any questions.

**TURTLE.COM**

Electrical Distribution. Industrial MRO. Technology.