

2024

# Impact Report

Freeman<sup>7</sup>

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Purpose-driven Mission

Freeman seeks solutions that create genuine, measurable, positive impact for our people, our clients, our industry, and our planet.

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# Driven by Purpose

At Freeman, we are driven by a purpose: to bring meaningful connections to anyone and everything we touch through the power of live events.

The world is a wonderful place when people with different ideas and backgrounds can connect with each other in a meaningful way. That's when new paths are illuminated, bonds are strengthened, and collaboration drives progress.

What our industry does is extremely important and, at its best, leaves a positive, powerful impact on everyone. On the following pages, we'll outline the steps we've taken, demonstrate the progress we've made, and set the stage for where we're headed.

As we reflect on the past year and step toward the future, I am excited to share our commitment to purpose-driven change. In an industry that thrives on innovation and adaptation, we know standing still is not an option. We are in a constant state of evolution, always seeking

new ways to enhance our services, minimize our environmental footprint, and maximize our positive impact on the communities we serve. Since the beginning, Freeman has always strived to do better: for our people, for our clients, for our industry, and for our planet. We simply believe that every challenge is an opportunity for growth, and every success is a stepping stone to even greater accomplishments.

Thank you for your continued support and partnership as we work together to create meaningful experiences and drive positive change in our industry and beyond.



Janet Dell, CEO

# Real change begins with purpose

In September 2015, the United Nations set a plan to address global sustainable development by 2030, creating 17 interconnected Sustainable Development Goals (SDGs).

By integrating the SDGs into our culture, we ensure that every project contributes to a better future. Our dedication to sustainability reflects our belief that meaningful progress stems from purposeful action. Together, we can create a world where dignity, peace, and prosperity are accessible to all.

Of the United Nations' 17 SDGs, we prioritize the following 8 goals that most closely align with our mission:



# Impact Snapshot

## Organization



## Planet



## People



## Principles



# Our Planet





# Driven by a beautiful future

Our work spans every facet of the live events business, and we're committed to making a positive impact both on the planet and within our industry. Sustainability has been an essential component of our approach since the company began in 1927. Then we laid out an official, forward-thinking plan in 2011. This eco-minded foundation drives us to focus on sustainable practices in everything we do.





# How we're getting there

As a founding member and continued platinum level sponsor of the Net Zero Carbon Events (NZCE) industry initiative, we're not just aiming to reduce our carbon footprint — we're striving to create a positive legacy at every event we touch and lead the industry to a more sustainable future.

[Check out our road map.](#)

For our road map, Freeman is committed to the following goals:

**1** Reducing GHG emissions by 50% by 2030

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**2** Achieving net zero carbon by 2050

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**3** Achieving zero waste

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[Learn more about how you can join the industry to reach a net zero carbon future.](#)

Emissions ECOverview

# Ongoing efforts

From working with partners and creating efficiencies to exploring the latest innovations and building best practices with our internal teams, we align our business practices to prioritize emission reductions by 2050 in all three scopes.

Our focus across all scopes of emissions are fuels, electricity, materials, and waste.

## Scope 1

### Direct emissions

Emissions from sources Freeman owns or controls. Most of our scope 1 emissions are generated by our fleet of on-and off-road equipment.

#### Building emissions

- Alternative energy for buildings
- Maintenance best practices

#### Mobile emissions

- Fuel efficiency measures
- Zero emissions for on-road
- Zero emissions for off-road
- Alternative fuels for mobile assets

## Scope 2

### Energy-generated emissions

Emissions Freeman causes indirectly that are generated by energy used at warehouses, distribution centers, and offices.

#### Energy efficiency

- Power-down policy
- Lighting retrofits
- Additional energy efficiency retrofits

#### Building emissions

- Power purchase agreements
- On-site renewable energy

## Scope 3

### Indirect emissions

Emissions that occur because of Freeman's business, from sources we do not own. Due to the nature of our business, more than 90% of our emissions are in scope 3.

#### Purchased goods

- Engage suppliers
- Expand rental & reuse programs
- Innovate with materials
- Expand end-of-events options

#### Upstream transportation

- Expand EPA SmartWay program
- Third-party logistics efficiencies
- Zero emissions for third-party logistics

Focus Areas

# FY24 milestones

To address all scopes of emissions, here are a few ways we've addressed each focus area in FY24:

## Fuel

- Launched pilot of electric cargo vehicles
- Consolidated freight on fewer trucks — reduced congestion and wait times at venues
- Resulted in 1.3M more pounds of freight hauled on the same amount of truckloads
- Helped exhibitors caravan from show to show on 45 events

## Electricity

- 9% decrease in emissions from electricity
- 15% decrease in electricity consumption at sites we actively monitor

## Materials & waste

We collaborate with partners who prioritize sustainable practices:

beMatrix

An infinitely recyclable aluminum frame system for event structures that are returned to inventory for reuse. [Learn more.](#)

Emerald Carpets

A carpet manufacturer that follows a reuse, repurpose, and recycle approach to business. [Learn more.](#)

Scope 3 Partner Spotlight

# Emerald Carpets

Our teams collaborate with Emerald Carpets, a sustainability-focused partner that follows these green guidelines with its carpet:

### Reuse

Designed for multiple uses to significantly reduce energy consumption and waste compared to manufacturing new products.

### Repurpose

Extend the product life cycle by transforming carpets into rugs, repurposing aisle carpets for extended use in exhibits, and donations to charitable causes.

### Recycle

Use EPAD carpet padding, the most sustainable underlayment available in the industry. Manufactured with 85% post-consumer recycled content, it consumes less energy and can be used multiple times.



# Sustainable Events Life cycle

Freeman optimizes event sustainability at every stage. Our teams implement eco-friendly practices and design to reduce waste and emissions while enhancing attendee experience and meeting client goals.

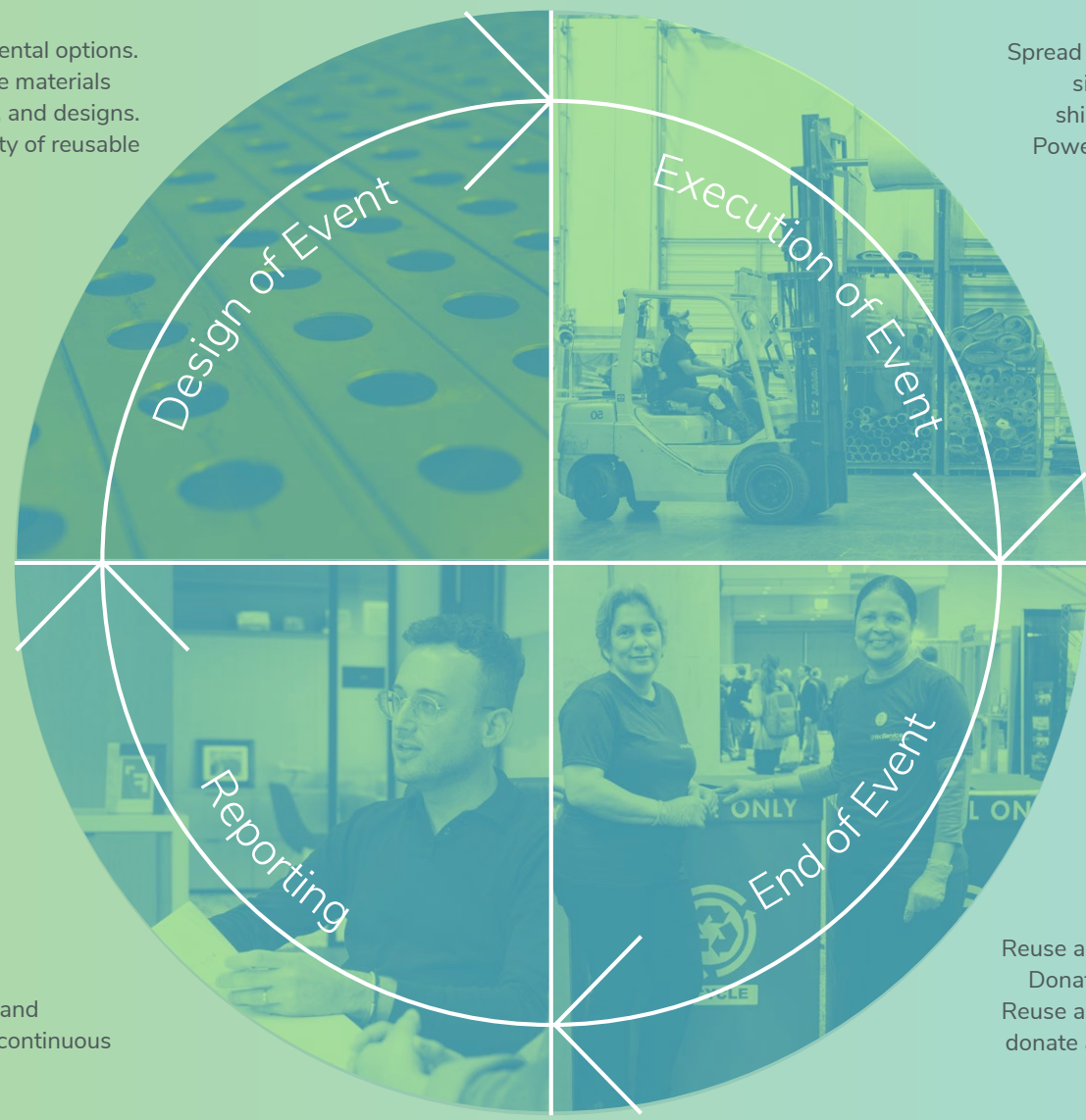
**Some examples include:**

1

Offer sustainable rental options. Provide sustainable materials for signage, builds, and designs. Select from a variety of reusable flooring options

2

Spread awareness through signage. Consolidate shipments and freight. Power down equipment. Use electric carts.



4

Debrief to identify and evaluate areas for continuous improvements.

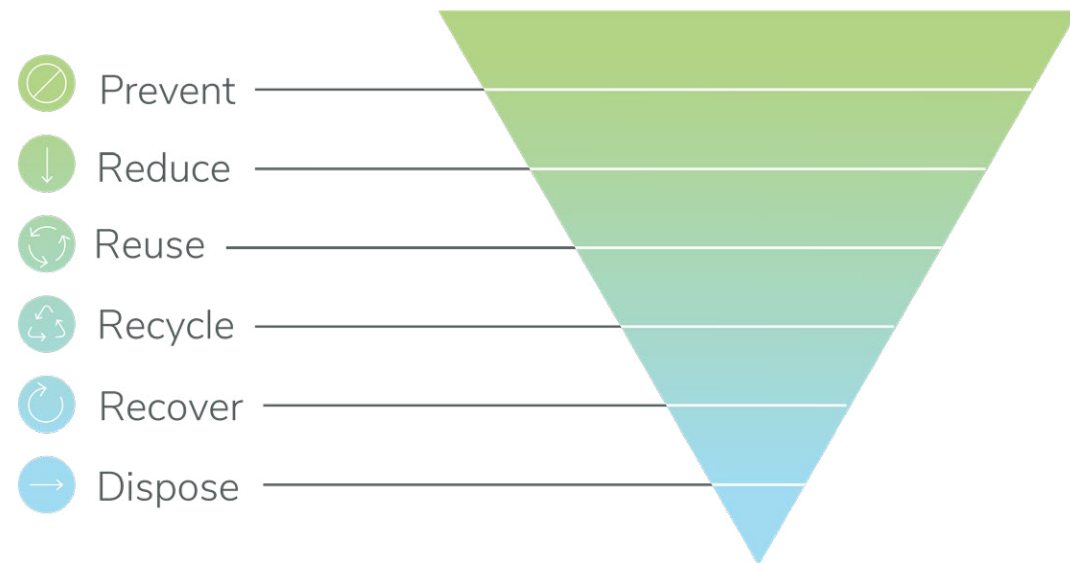
3

Reuse and store structures. Donate leftover supplies. Reuse and store structures, donate and upcycle/recycle where possible.

# Driven to Leave Less

## Waste hierarchy

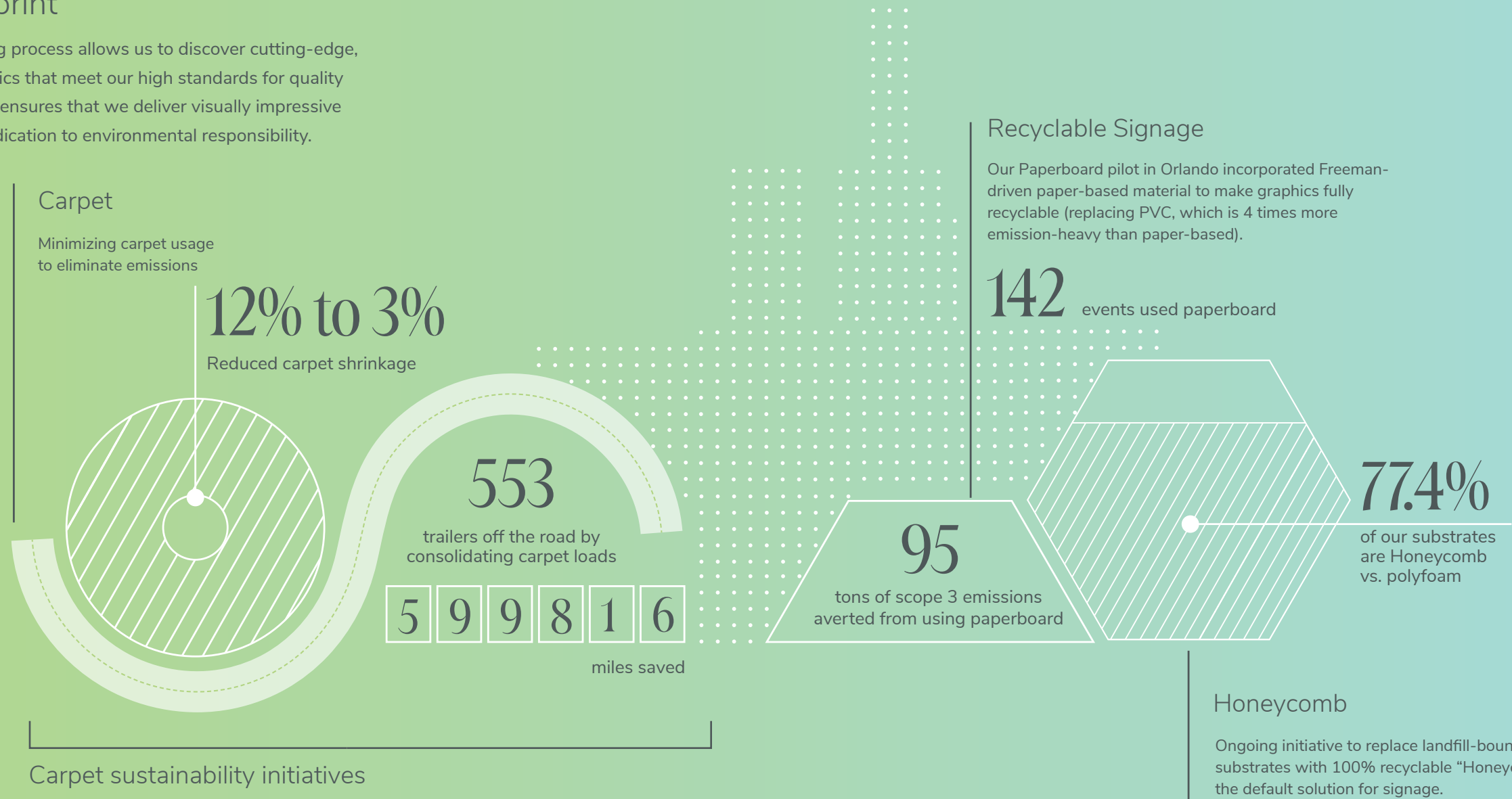
We consistently make reductions by researching and implementing eco options (recyclable graphics, materials, and rental items); consulting customers on sustainable choices; empowering local branches to be more sustainable; and partnering with clients, vendors, and nonprofits to divert waste from landfills.



# Purposeful Materials

## Reducing our footprint

Our ongoing research and testing process allows us to discover cutting-edge, eco-friendly materials and graphics that meet our high standards for quality and durability. This commitment ensures that we deliver visually impressive events while maintaining our dedication to environmental responsibility.



# Working with Our Clients to Be More Sustainable

It's important to measure sustainability efforts for each event to track progress and identify areas for improvement — this helps our customers, our business, our industry, and our planet.

## Environmental performance reports

These proprietary reports include data around transportation, graphics, and flooring used during the event to help customers gauge their impact and make determinations on how to improve.

**42%** increase over prior year in customers using this tool.

## Carpet Carbon Calculator

Launched in FY24, this tool helps customers understand how reducing their carpet use (and transporting it) affects emissions.





Client Spotlight

# Sustainable impact

Freeman supports and engages in our clients sustainable programs.

### Ace Hardware

Donated 13 trailer loads of materials to Habitat for Humanity with 229 exhibitors participating.

### VidCon

Donated 15,805 lb. of materials to local sustainability partners.

### NPE

Removed and recycled 516,160 lb. of material from exhibitor booths, which is a 30% increase from FY23.



# Green Teams

47 dedicated Green Team Leaders (GTLs) help employees collaborate, plan, and execute local green initiatives that involve materials, vehicles, electricity, waste, and more. These localized efforts empower employees to make a difference in the markets where they live and work.

## Dallas-Adler

Created a 3D printed tool to evaluate and test the safety of truss (overhead rigging) with minor damage, resulting in a 98% reuse rate.

## Chicago

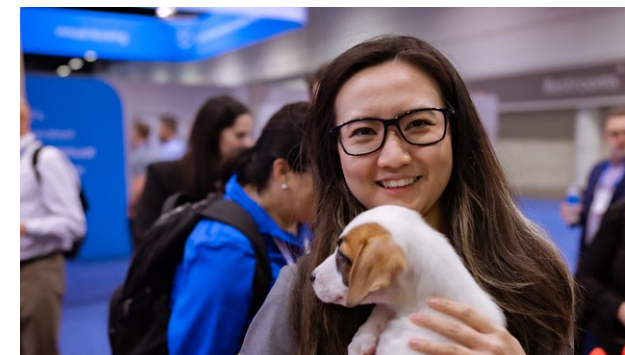
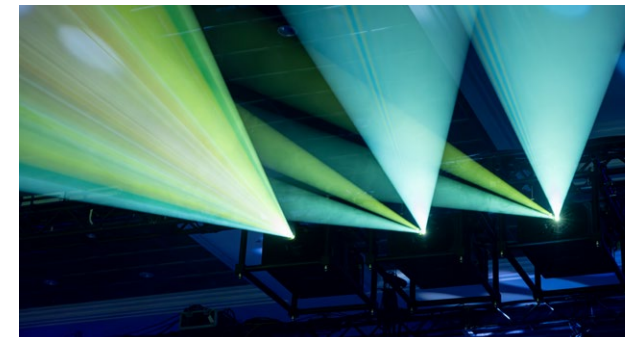
To reduce what goes to landfill, upcycled acrylic scraps for directional signage for use at events.

## St. Paul

Donated vinyl flooring to Coco's Heart Dog Rescue for use in puppy pens and also switched waste vendors to one that sorts materials to be recycled, resulting in 70% of materials being recycled.

## Denver

Repurposed T-shirts into dog toys during a local Town Hall meeting.



**Sustainable Development Training**  
Developed by global leaders in sustainability, social impact, and event management, this course from the Event Industry Council equips event strategists to design and implement sustainable events. During this fiscal year, 30 employees achieved their SEPC (Sustainable Event Professional Certificate).



# Purpose Points

Key takeaways

## Scope 1

Direct emissions

Electric cargo vehicles launched

## Scope 2

Energy-generated emissions

9%

decrease in emissions from electricity

15%

decrease in electricity consumption at sites that we actively monitor.

47

Green teams re-launched

Hauled

1.3M

more pounds of freight on the same amount of truckloads by consolidating our inbound loads

553

Trailers off the road because of reduced carpet usage

5 9 9 8 1 6

miles saved as result

45 Events

Helped exhibitors caravan from show to show

# Our People





# Driven by Community

Our purpose-driven mission means we are committed to investing in our people, shaping an inclusive culture, and positively impacting our communities. Internally, we strive to make sure employees feel valued and inspired to reach their full potential. From a growth standpoint, we focus on discovering new talent, increasing diversity, and developing future leaders.

Our 93.7% retention rate speaks for itself. And it reflects our people-first values and intention to build a diverse workforce that serves our customers and communities.

93.7% retention rate



# Culture Building

Our people are the heart of our culture and the architects of our success. We cultivate an environment where every individual feels valued and empowered to contribute their unique perspectives. By fostering a genuine sense of belonging and actively recognizing diverse talents and contributions, we fuel our collective purpose and drive our company forward.



# Recognition

## Honoring our people

A key element of our culture is celebrating team member contributions. We recognize that highlighting positive impact fosters a thriving, inclusive workplace where everyone feels valued.

Employees who receive great recognition are 20 times as likely to be engaged as employees who receive poor recognition.

– Gallup, “Empowering Workplace Culture Through Recognition,” 2023



# Winner's Circle

Annual Moment Makers recognitions  
Online platform that allows employees to recognize fellow team members for any positive contribution.

29 recognitions per day  
11,113 employees received recognitions

## Innovation Awards

New for FY24, this honor recognizes an individual or team that has demonstrated outstanding creativity and ingenuity.

7 winners

## Business Area Awards

Honors include best branch of the year, best freight operations, safety, design impact, and more.

28 awards given

## Beverly Freeman Award

The "Bev" spotlights a Freeman employee who makes strides in sustainable practices and innovations.

## Employee Appreciation Week

A dedicated week of activities to honor all employees. Celebrations included catered lunches, group outings, and surprise giveaways.

2,600+ employee recognitions over the week  
30% increase from the prior year

## True Blue Awards

Peer-nominated award celebrating employees who demonstrate our values and mission to connect people in meaningful ways.

600+ nominated  
26 winners

## Service Awards

Celebrating monumental employment milestones in yearly increments:

1,265 honorees

## Buck Freeman Award

Recognition for outstanding achievement and contribution to Freeman. Any employee, from any division, can be honored.



# DEI: The Importance of Belonging

Propelled by a profound sense of purpose, Freeman values diversity, equity, and inclusion (DEI). These aren't just ideals we're talking about; they are living and breathing values that guide us forward.

	FY23	FY24
<b>Total employees</b>	4,591	5,282
Employees who identify as women	46.2%	46.2%
Employees who identify as racially & ethnically diverse	33.1%	34.2%





27%

increase in YOY BRG membership growth

90th

Percentile in employee engagement of Fortune 500 companies (Source)

# Business Resource Groups

In our second year since launching our 11 Business Resource Groups (BRG), our communities have continued to flourish, supporting an inclusive workplace culture and boosting employee engagement.

Asian American/Pacific Islander

Working Families

LGBTQIA+

Hispanic/Latino

Generations

Black/African American

Mental Health & Wellness

Women's Leadership Development

Caregivers

Persons with Disabilities

Veterans and Military Families

## What BRG members are saying

**This group just opened my heart**  
to feeling like I can be more me. I'm honored and grateful to be part of this inclusive community.

Sean Grigg | LGBTQIA+ BRG

**Every single one**  
of those interactions / meetings has either taught me something, gave me the strength and courage to stay motivated, or has allowed a new friendship to develop and grow.

Angela Nguyen | Generations BRG

**This BRG gives me**  
a professional space to feel community in a world that doesn't always value or recognize the stories and contributions of employees with disabilities. It's an extraordinarily supportive environment.

Megan Bandelt | Persons with Disabilities BRG

## DEI: Expanding our language

### Inclusive language sessions

- | How inclusive language is key to building trust and creating a sense of belonging
- | Tips for using language that is respectful and welcoming to all
- | Harmful words and phrases to eliminate from our vocabulary

## First annual inclusion forum

Over 1.5 days, our BRG champions learned from corporate DE&I leaders who shared the successes and challenges of their inclusion journeys. And they celebrated collective achievements.

This event is a testament to our investment in our BRG leaders and their pivotal role in our success.

# Strategic Partnerships

Freeman continually seeks strategic alliances with like-minded partners that help reinforce our dedication to diversity, equity, and inclusion, expose our industry to new people, and create meaningful impact in the broader community.

## Diversity in Design (DID)

Dedicated to fostering systemic change and increasing diversity within the design industry. This proactive approach not only addresses the lack of diversity but also fosters a more inclusive and equitable industry for all.



DEI Spotlight

# DID collabs

## Design By

Introduces design as a viable career to high school students. Freeman organized Design by Teen Summit, an event featuring interactive exhibits, inspiring keynotes, and workshops.

## Internship program

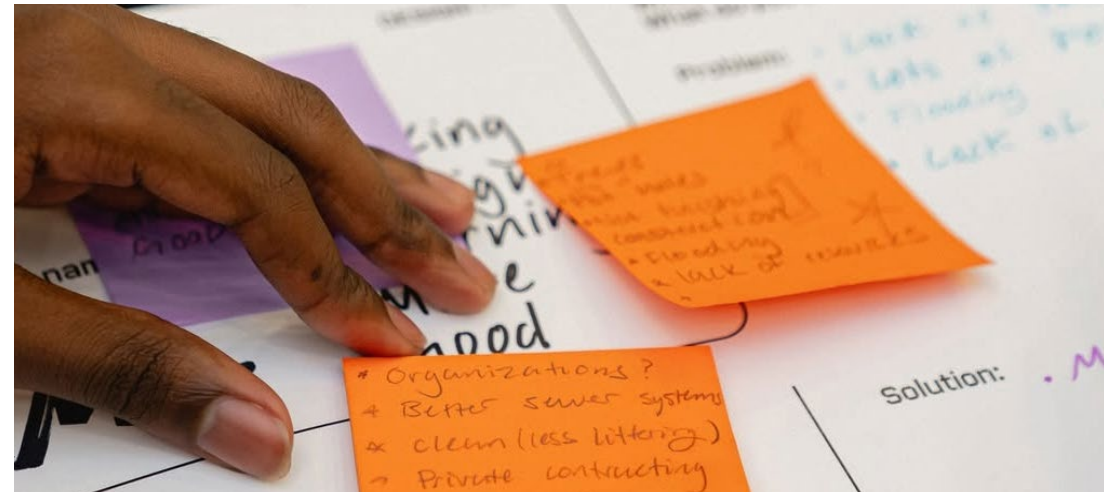
Offers real-world experience to diverse creatives nationwide, including internships at Freeman facilities and collabs with other DID member companies to support career development.

## Beats + Bites + Backgrounds

Networking and recruiting event facilitating connections between seasoned and emerging designers through mentor programs, skill training, and leadership.

## Career Connect

Extends the initiative's reach nationwide, introducing DID's mission and resources to creatives, leaders, and community members.





# Giving & Involvement

As part of our DEI initiatives, our teams donated time and resources in FY24 to support the following organizations:

## State of Black Design (SOBD) Conference

A groundbreaking conference and career fair that aims to increase the employment of black professionals in the design industry.

## RISE Resource Fair

Dallas-based community of women helping women overcome poverty by taking charge of their futures.

## Ascend Dallas

Empowers women, fights poverty, and impacts generations through a tailored suite of confidence - and skill-building services.



# Investing in Tomorrow

## Talent outreach

To ensure current and future success, we must continually stimulate interest from new generations to develop a strong talent pipeline.

## Annual internship program

38 summer college interns working in 4 Freeman offices (Dallas, Vegas, Orlando, DC) in areas that span the business.

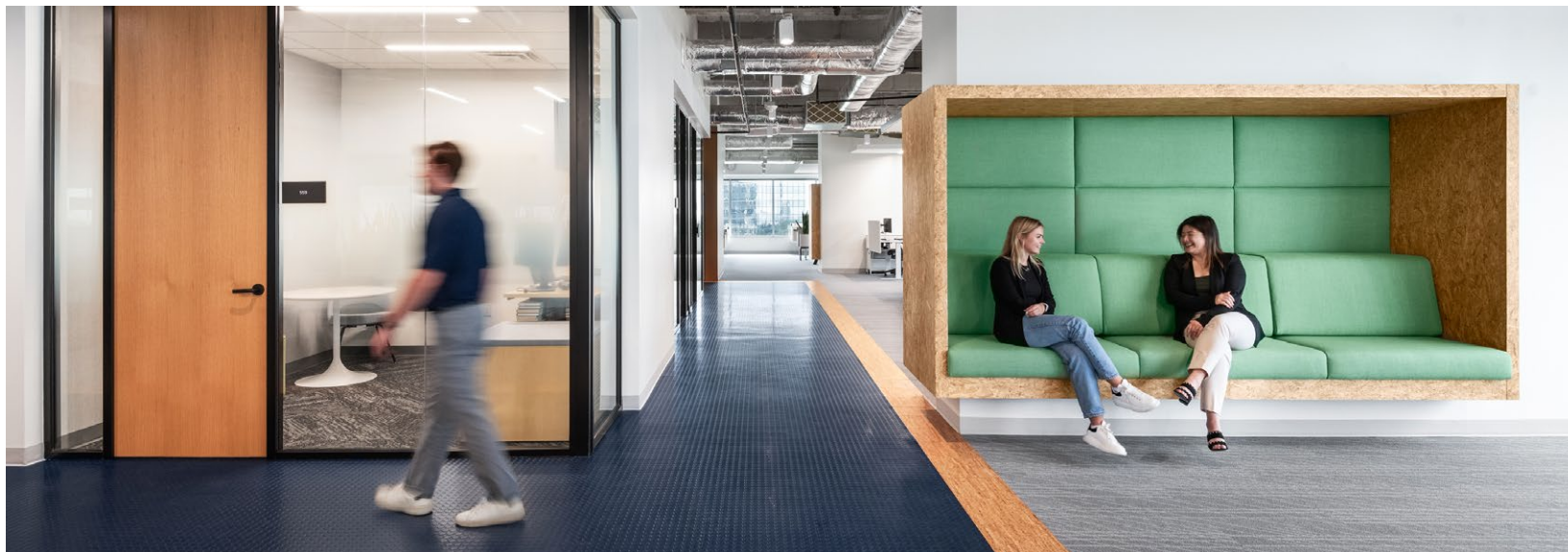
## Education partnerships

Partnering with universities, trade schools, and affinity groups helps us bring fresh perspectives to our industry. We currently partner with San Diego State University, Bemidji State University, and Boise State University.

## Freeman Campus Champions

HR recruiters attend career fairs, hold on-campus meetings, and host year-round events to elevate our recruiting strategy. 70 employees were involved in FY24.

15 career fairs attended



# Growth & Development

We continuously develop virtual and in-person programs and workshops to enhance our people's skills and knowledge.



## Camp Buck

Annual leadership conference designed to inspire, align on the new fiscal year's vision, and foster connections through attendee-led sessions and impactful programming.

## Freeman Exchanges

Regional town hall meetings held across 24 cities that offer an annual forum for employees to discuss current business and regional wins, as well as celebrate employee milestones and awards.

## Freeway

Employee intranet with quick links to benefits, brand toolkit, calendars, career opps, company news, e-learning, onboarding, org charts, and more.

## Generative AI learning sessions

Introduced several new courses on generative AI, including an introduction to AI, content creation, productivity tools, project planning, and internal guidelines.

## Individual Development Plans

An Individual Development Plan (IDP) is a 6–12 month roadmap for career and personal growth. It helps employees clarify goals, build skills, and prepare for future opportunities to shape a meaningful career.

## My Learning & My Career Connection

These portals include Individual Development Plans (IDPs), education events, quarterly learning features, in-person training, change leadership tools, and e-courses covering a variety of themes.

## People leader learning & development

Quarterly manager workshops. Topics include foundations of leadership, change management, emotional intelligence, and more.

6 courses | 627 attendees

## Performance cycle E-learning

Two new courses added to help employees effectively engage in the performance cycle:

- Performance assessment best practices
- Objectives & key results (OKRs)

## Performance management training

Ensures that leaders effectively and fairly evaluate performance and facilitate meaningful, two-way performance discussions with employees.



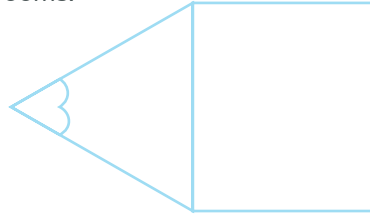
# Enterprise Giving Events

Dedicated, corporate-led initiatives that create impactful moments when employees come together to benefit their local communities.

## Supplies to Thrive

July 2023

Internal giving opportunity for employees to donate school supplies to benefit under-resourced classrooms.



13 branches participated

6,629 US donations supporting the Kids in Need Foundation

606 Canada donations supporting the Toronto District School

\$1,000 donated to celebrate our team's giving spirit

## Corporate Work Study

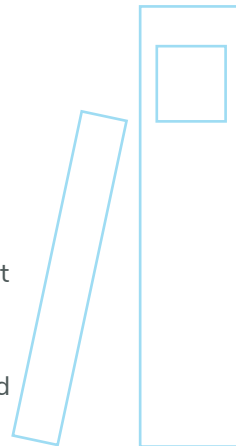
August 2023 - May 2024

Through a \$38,500 grant that goes toward tuition for Cristo Rey Dallas, a college preparatory school, we sponsored students investing in their personal growth and delivering operational business support.

4 high school students were placed with the HR team to apply learnings from the classroom to a corporate work environment.

\$38,500 grant

4 high school students placed



## CAN-DO Attitude

September - December 2023

Hunger affects 783 million people, impacting children and women worst and first. To do our part, we incorporated a giving moment across the organization by asking employees to bring canned goods to support local non-profit food pantries.

4519 items donated

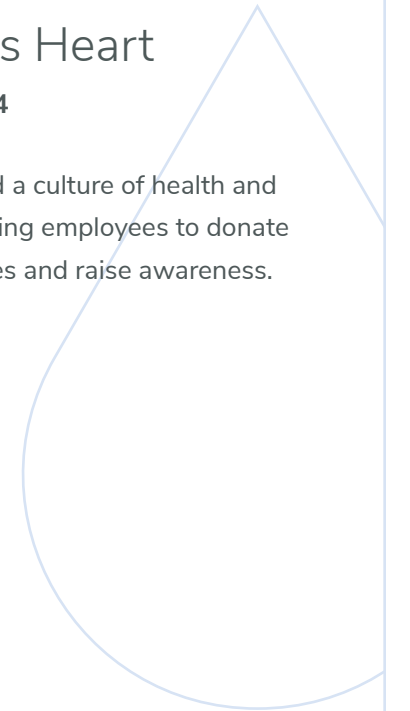


## Freeman Has Heart

February - April 2024

Blood drive: Promoted a culture of health and wellness by encouraging employees to donate blood to help save lives and raise awareness.

393 lives saved through on-site drives, plus countless more through off-site donations



# Local Giving Events

During FY24, employees donated their time and resources to hundreds of giving events across the world. Here are a few highlights:

## Industry

### AMPS Impact Day

**Washington, D.C.**

DC-area team members joined the Association of Meeting Professionals (AMP) to volunteer at local charities.

### CVBs

**Across the nation**

We support local Convention and Visitors Bureaus (CVBs) and industry associations by sponsoring a variety of gatherings that promote travel and tourism.

**28** CVBs

### Inside LIVE

**Washington, D.C.**

Our DC branch hosts complimentary networking and development sessions (offering CE credits) on relevant topics led by subject matter experts..

**54.75** CE credits

## Sponsorship Programs

### Kennedale HS Theater Dept.

**Dallas, TX**

Freeman AV loaned state-of-the-art equipment to support the school (and students) during equipment/funding challenges.

### Stamp Out Hunger

**Orange County, CA**

Our teams provided drivers and tractor trailers to pick up donations and transport them to the local food bank.

### The Great Backpack Build

**Orlando, FL**

Our Orlando team produced this event, which brings together 34 corporate teams to build backpacks supporting more than 140 local schools.

**21,000+** backpacks built and donated

## Activities

### American Heart Association (AHA) Partnership

**Across the nation**

We host and sponsor activities in support of the AHA Mission from Heart Walks to Golf Tournaments, which helped raise \$125,000+

### Arboretum Tour de Fleurs

**Dallas, TX**

Our \$2,500 donation supports the Dallas Arboretum's community engagement and educational programming.

### Bike Build

**Dallas, TX**

Our Business Services team built bikes for the All Stars Project of Dallas benefiting local youth.

### Baskets of Joy

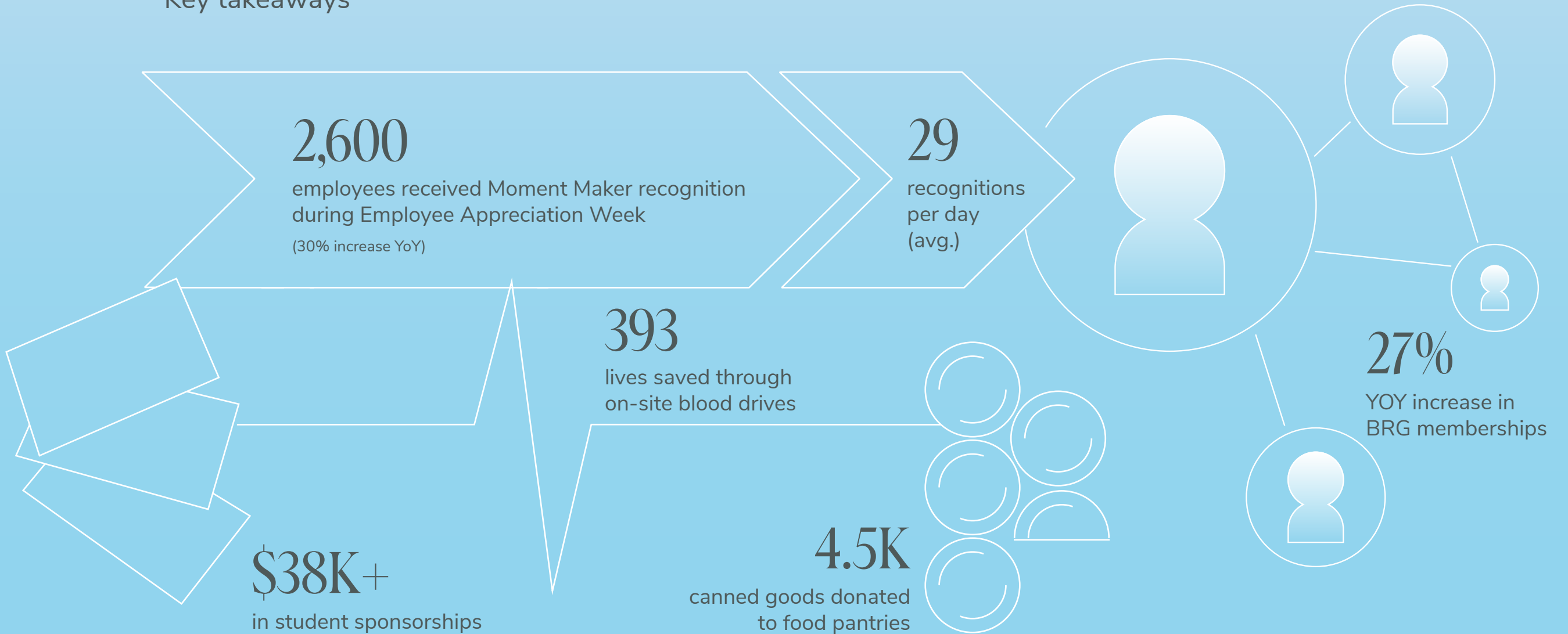
**Las Vegas, NV**

For more than a decade, this branch donated Easter baskets to Child Haven for foster and orphaned children.

**1,061** Easter baskets donated

# Purpose Points

Key takeaways



# Our Principles



# Driven by Values

As we evolve, so do our workforce and business practices. We strive to improve safety, compliance, and efficiency, putting our people first. At Freeman, innovation is key. We continually refine existing systems and explore new technologies like AI tools to enhance our services, training, and overall security. Our strategic initiatives support long-term growth, aligning with our century-long vision.

# Think Safety. Work Safely.

We strive to cultivate a risk-aware culture that begins with each individual and is woven into our core values. This commitment protects not just our organization, but the well-being of our industry's talent, customers, exhibitors, and attendees.



## Three Obligations of Safety

1

Refuse to do anything unsafe.

2

Stop anyone from being unsafe.

3

Listen if you are informed  
you are being unsafe.

## Our Pledge

To lead by example through my actions and words. To know, follow, and communicate the 3 obligations of safety. To participate in the safety of Freeman employees, clients, and partners. To acknowledge and resolve safety concerns rather than ignore them.

# Safety is essential for every event, at every stage

Prioritizing safety starts at our home with our pledge, continues through ongoing employee training, and then extends to every event we touch across the world.

## On-demand training via AI

EdApp, an award-winning AI-driven learning platform, provides a work-smarter solution to train internal (employees) and external (union) teams anytime, anywhere, on any device. It reinforces our learning mindset value and promotes our safety-first culture. Creates completely customizable training materials for each department.

## Making safety personal: What's your why?

This new training video personalizes workplace safety by highlighting each employee's unique motivations — from family connections to personal aspirations. The compelling stories feature real employees' loved ones sharing heartfelt messages that underscore the deeply personal nature of staying safe.

## On-site safety measures

Every event is required to include safety signs, first aid kits, and safety training for all personnel.

## Crisis management & assessments

300+ facilities across the US have secured crisis management plans with assessments completed for every show that include:

- Key venue emergency contacts
- Evacuation exits and routes
- Nearby urgent care and hospital facilities, and more



# Making safety happen

- St. Paul Fabrication  
St. Paul, MN
- Des Moines Branch  
Des Moines, IA
- Freeman Rigging  
San Francisco, CA
- Western Distribution Center  
Mohave Valley, NV
- Nashville Branch  
Nashville, TN
- New Orleans Branch  
New Orleans, LA
- Toronto Branch  
Toronto, ON

7  
facilities





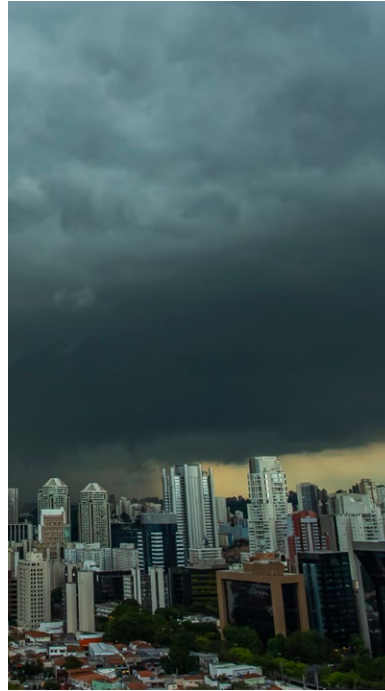
Safety Spotlight

# St. Paul Fabrication

The St. Paul office celebrated **952 days** without a safety incident, logging **75,883 incident-free hours**. Their success stemmed from fostering open dialogue about safety, establishing a dedicated Safety Committee, and integrating safety into the workplace culture. Key strategies included encouraging honest conversations, providing regular updates, and engaging employees with fun activities like Safety Bingo.



# Crisis Management



In today's dynamic environment, the ability to navigate unexpected challenges is crucial. Our industry thrives on strategic planning, which invariably includes alternative strategies and contingency plans. Through constant change, we have demonstrated our agility and resilience to stay focused on our purpose. As a result, crisis management has become a fundamental skill in our toolkit, ensuring operational continuity and safeguarding the well-being of our people.

Our effective approach addresses a range of potential disruptions, including extreme weather, health crises, technical failures, and supply chain issues.

By safeguarding our most valuable assets — employees, customers, and brand reputation — we position ourselves for long-term success in an unpredictable world.

### Be Good & Do the Right Thing

We do business ethically, meet high standards, obey the law, and demonstrate high-integrity leadership.

### Be Fair & Respectful

We value strength in diversity and foster a respectful, harassment-free workplace.

### Be Safe & Hold Each Other Accountable

We comply with all health and safety laws in addition to our own strict programs and safety requirements.

### Be Ethical & Fair in Business Dealings

We compete hard — but also fairly and equitably within the law.

### Be Loyal & Trustworthy

We protect our employees', customers', and business partners' confidential and personal information we may have access to as part of our business relationship. We also protect our own confidential information.

### Be Honest & Accurate

We create and manage accurate business records, ensure compliance, and support audits, which all uphold our integrity.

### Be Dedicated to Social & Environmental Responsibility

We believe strongly in our responsibility to create a meaningful, lasting, and positive impact for people and our planet.

# Code of Conduct

We're committed to an ethical, respectful, and professional environment. Our Code of Conduct, rooted in our core values, guides our behavior and decision-making. It outlines key compliance policies and proper actions in critical situations. Every employee is responsible for following the Code, using good judgment, and reporting violations.

# Purpose Points

Key takeaways



7 facilities with 365 days without incident



## Safety training

24/7 on-demand learning  
Powered by AI



167 courses completed across  
1,024 hours

# Purpose isn't just what drives us — it's what unites us.

Together with our clients and partners, we show up every day to make a difference that matters.

When purpose leads the way, we're not just building a stronger business — we're creating a better future for all.



