



# ON TRACK TOGETHER

PEOPLE | PLANET | COMMUNITY

2021 ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT

**GBX**

THE GREENBRIER COMPANIES





## SAFETY

Improved OSHA recordable injury and DART rates by **>60%** since 2013

- ▶▶ **Four consecutive years of improved safety statistics**



## ENVIRONMENTAL SUSTAINABILITY

Enhanced environmental sustainability efforts, including **improving data tracking practices**

- ▶▶ **Greenbrier's recycled steel content increased from 47% to 51% in 2021**



## PEOPLE

Prepared employees throughout Greenbrier to deliver **IDEAL diversity, equity and inclusion training to colleagues**

Hosted **93 interviews** with various levels of management to establish alignment and prioritize IDEAL actions

- ▶▶ **Created an IDEAL communication program delivered to all U.S. sites**



## COMMUNITIES

Contributed **\$425,000+** in nonprofit donations

Participated in **7,000+** global volunteer hours

- ▶▶ **Met goal to have 25% of corporate giving to diversity scholarships by 2023**



## GOVERNANCE AND ETHICS

**92%** of directors are independent

- ▶▶ **Greenbrier's 25% female board membership exceeds the 2020 Women on Boards target**

**2021**  
ESG HIGHLIGHTS

# ACRONYM INDEX

## **AAR**

Association of  
American Railroads

## **CSR**

Corporate Social  
Responsibility

## **DART**

Days Away, Restricted or  
Transferred: The number  
of recordable injuries and  
illnesses per 100 full-time  
employees that resulted  
in days away from work,  
restricted work activity

## **DEI**

Diversity, Equity  
and Inclusion

## **EHS**

Environment, Health  
and Safety

## **EPA**

United States  
Environmental  
Protection Agency

## **ERG**

Employee Resource Group

## **ERM**

Enterprise Risk  
Management

## **ESG**

Environmental, Social,  
Governance

## **FCPA**

US Foreign Corrupt  
Practices Act

## **FRA**

Federal Railway  
Administration

## **GBX**

The Greenbrier Companies

## **GHG**

Greenhouse Gases

## **IDEAL**

Inclusion, Diversity, Equity,  
Access and Leadership

## **IR**

Incident Rate

## **ISO**

International Organization  
for Standardization

## **LEED**

Leadership in Energy and  
Environmental Design

## **OSHA**

Occupational Safety and  
Health Administration

## **OTT**

On Track Together

## **PPE**

Personal Protective  
Equipment

## **SASB**

Sustainable Accounting  
Standards Board

## **SMS**

Safety Management  
Systems

## **TCFD**

Task Force on Climate-  
Related Financial  
Disclosures

## **UNSDG**

United Nations Sustainable  
Development Goals

## **VOC**

Volatile Organic  
Compounds

## **VTO**

Volunteer Time Off

# FROM OUR CEO & INCOMING CEO

## NOVEMBER 2021



*“We are proud of the resiliency displayed by each of our employees during an incredibly challenging year.”*

*—Bill Furman &  
Lorie Tekorius*

Fiscal year 2021 was one of Greenbrier's most challenging and demanding years since the business was founded more than four decades ago. Our industry was already heading into a weaker period in our markets prior to the pandemic, suffering from the effects of increased railcars in storage and lower commodity prices. The COVID-19 pandemic created additional challenges ranging from worker safety to supply chain shortages and economic uncertainty across the globe. The Virtual Sample Railcar™ (VSR) program we launched in 2020 provided our customers with the option to inspect a prototype railcar virtually during a time when it was unsafe to travel. Through VSR and other innovations to meet our customer's needs, Greenbrier's commitment to quality and customer satisfaction remains intact.

Throughout 2020 and 2021, Greenbrier was identified by public authorities as an essential business in all jurisdictions where we operate. Our COVID-19 response team made adjustments to keep our employees safe and healthy.

In 2020, the United States also experienced significant civil unrest, bringing racial injustice to the forefront. Greenbrier responded. We introduced our IDEAL commitment in 2020 as an enhancement to our core value of Respect for People. IDEAL stands for Inclusion, Diversity, Equity, Access and Leadership.

Through the headwinds of the last 18 months, we maintained our core focus of growing at scale. This included new ventures like GBX Leasing, which owns and manages a portfolio of leased railcars. We expect the joint venture will help Greenbrier continue to grow its diversified customer portfolio.

We are proud of the resiliency displayed by each of our employees during an incredibly challenging year. We would not be a global leader in the freight railcar market and a major Jones Act marine vessel builder without it.

*William A. Furman*

*Lorie Tekorius*

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# ESG AT GREENBRIER

# ABOUT GREENBRIER AND OUR BUSINESS

## Introduction

Greenbrier is a leading supplier of marine and rail transportation equipment and services, including railcar leasing, management and maintenance. Our customers, and ultimately millions of people worldwide, rely on us to make freight transport safe, reliable, efficient and resilient. Visit our [website](#) to learn more about our business.



Our commitment to our customers, partners, employees and society demands that we exhibit the highest ethical and behavioral standards and carefully consider how we impact the environment and our communities.

## Our Mission and Vision

Greenbrier's core values are Safety, Quality, Respect for People and Customer Satisfaction. Greenbrier employees know these values and incorporate them into their daily work.

## Safety

Greenbrier would not exist without its industry-leading production workforce. To continue operating at full speed, these employees must stay safe. Greenbrier would not maintain profitability without healthy, safe and productive employees, so safety is the highest priority because our people are our most valuable asset.

## Quality

Greenbrier prides itself on manufacturing the highest quality products and delivering best-in-class services. We enjoy a world-renowned commitment to quality and have obtained a variety of International Organization for Standardization (ISO) certifications, which demonstrate a rigorous internal quality management system.

## Respect for People

Greenbrier has long fostered a core value of Respect for People, particularly as we expanded internationally, adding new employees with broad cultural experiences. This value is central to everything we do. Respect for People leads to employee satisfaction, engagement and retention.

## Customer Satisfaction

Greenbrier is focused on maintaining the best customer service in the transportation equipment and services industry. Through this, we distinguish ourselves from our competitors. With increasing frequency, Greenbrier addresses customer expectations for socially responsible behavior, indicating that environmental sustainability and diversity, equity and inclusion (DEI) programs are becoming a vital part of the broad customer experience we seek to deliver.

# GREENBRIER

## BY THE NUMBERS



**46**

Locations worldwide



**\$1.7B**

Revenue

**\$1B**

Liquidity goal met



**12,155**

Employees

Remote workers in

**27** U.S. states

**Zero**

injuries in the western hemisphere in November 2020



**~8,800**

Leased railcars

**94.1%**

Lease fleet utilization rate

**444,000**

Managed railcars

Backlog of

**26,600** railcars

**2,100**

Parts sold in 2021

**~140,000**

Wheelsets sold in 2021

Several prominent awards, rankings and recognitions resulted from Greenbrier's 2021 ESG efforts. As a Fortune 1000-listed company, Greenbrier is proud to contribute to the freight transportation industry's leadership in ESG matters.

## COMMUNITY

### Oregon History Makers



Greenbrier won the 2020 Oregon History Makers Award, as we celebrated over 100 years of continuous operations in Portland. The History Makers Medal is presented by the Oregon Historical Society (OHS). It recognizes individuals and organizations that are positively shaping the history, culture and landscape of Oregon. It is regarded as one of Oregon's most prestigious honors.

### Portland Business Journal Corporate Philanthropy Awards



Greenbrier has been ranked on the *Portland Business Journal's* (PBJ) "Corporate Philanthropy" list, most recently as #28 in the Enterprise (\$100 million+ in revenue) category.

## INNOVATION & QUALITY

### Progressive Railroading

#### Reader's Choice Award for New Products



Each year, *Progressive Railroading's* Reader's Choice Awards recognizes the best rail products within the industry, as decided by its readers. We received this prestigious honor in 2021, when Greenbrier's customers voiced support for our innovative Virtual Sample Railcar™ program and its value during the COVID-19 pandemic.

### 2020 Canadian Association of Railway Suppliers (CARS) Innovation Award



The CARS Innovation Award is presented to companies that developed advanced or innovative technologies to meet the needs of the rail industry. Greenbrier was awarded this recognition in 2020 for our work with the Virtual Sample Railcar™ program.

### American Marketing Association (AMA) PDX Pivot Award



The AMA PDX MAX Award for Pivot of the Year showcases exemplary creativity in pivoting due to changing environments in 2020. Greenbrier was awarded in 2021 for our work with the Virtual Sample Railcar™ program.

## DIVERSITY

### 50/50 Women on Boards™



Greenbrier has been recognized by 50/50 Women on Boards™ for having three or more women on our board. Research shows that women on boards make a meaningful statement to our shareholders, customers, employees and the community while increasing business profitability, productivity and workplace engagement.

### Jacksonville Business Journal Women of Influence



Shantel Davis, Greenbrier VP Sales and Group Leader, was recognized as a Woman of Influence by the *Jacksonville Business Journal* in 2020. The award honors the most influential businesswomen in North Florida.

### Savoy Magazine Most Influential Black Corporate Directors



*Savoy Magazine* recognized Greenbrier Board Member, Wanda Felton as a 2021 Most Influential Black Corporate Directors in its Fall edition. The Most Influential Black Corporate Directors edition is only published every five years.

# AWARDS & RECOGNITIONS



# ADDRESSING COVID-19 EMPLOYEE HEALTH AND SAFETY

The health of our global workforce during the COVID-19 pandemic is our paramount concern at Greenbrier. As an essential business, our operations never shut down in the jurisdictions where we operate. Our workplace safety culture needed to quickly adapt to the new reality of protecting our people from the broad impacts of a once-in-a-century pandemic.

At the onset of the pandemic, Greenbrier identified a task force of employees composed of executive leadership, human resources, safety, communications, risk, information technology and global security to respond to the quickly evolving circumstances. Along with enhanced cleaning and social distancing protocols, this team put into effect a variety of benefits, including a telecommuting policy, increased sick leave for COVID-19 patients and resources for mental health.

Leaders at individual operating facilities also took responsibility for managing COVID-19 safety protocols per their local government requirements. In a virtual town hall that occurred one year after initial shutdowns, Greenbrier featured employees who went above and beyond to fight the spread and protect their colleagues from COVID-19.

## Supply Chain

As basic supplies flew off the shelves amid shutdowns, safe and reliable transport of critical goods became more necessary than ever. Freight rail is essential for nearly every sector of the economy. It moves items ranging from medicine and related chemicals, to food and fertilizer, to retail products such as toilet paper.<sup>1</sup> Greenbrier manufactures all of the railcar types required to support the global supply chain and maintained continuous operations from the onset of the pandemic and every day since.

<sup>1</sup> Association of American Railroads

“ Railroads typically originate roughly **60,000** carloads of food and agricultural products per week”  
– Association of American Railroads



# ESG STRATEGY UPDATE

*Greenbrier is committed to sustainability—both traditional environmental stewardship and sustainability with a people-focused perspective. We are proud that freight railcars and marine barges are among the most efficient modes of transportation on the planet. Our industry is one that continually innovates and creates environmentally-friendly transportation solutions.*

Based on our five priority areas—**Safety, People, Environmental Sustainability, Governance & Ethics** and **Communities**—our ESG approach builds toward a sustainable future. Our ESG values stem from the priorities identified in the ESG materiality assessment that we completed for the first time in 2021.

Our success today and in the future requires balancing our ESG priority areas with changes in the sustainability landscape, emerging risks, new opportunities and the demands of business continuity. By focusing on the identified ESG priorities while maintaining a holistic view of our corporate strategy, we will grow the long-term value of Greenbrier's ESG program.

## Materiality Assessment

In 2021, we completed a materiality assessment to determine the most salient topics to address within our ESG program. Our third-party ESG consulting firm conducted various internal and external stakeholder interviews, including Greenbrier leadership as well as customers, suppliers and community leaders. In these interviews, participants ranked their top 10 key issues.

After conducting the interviews, all responses were compiled, scored, prioritized and ranked according to their relative importance. We

incorporated the results into the content and structure of the 2021 report. The prioritized topics and our strategies to address them are the subject of the remainder of this report.

The materiality assessment results also provided insight into the way priorities differ between internal and external stakeholders. A vital component of the materiality assessment helped us establish what we are doing well in ESG and what requires more attention.



# ESG PRIORITIES

Ranked by importance and number of mentions are the following ESG priorities:

## Safety Performance

Programs and policies are in place to ensure a safe work environment and culture. Manage the number of accidents and incidents through policies and internal integrity inspections.

## Talent Acquisition, Retention & Recognition

This includes talent acquisition and development opportunities beyond general compensation and benefits. It is imperative to encourage an enriching environment for employees while cultivating future leadership.

## Greenhouse Gas Emissions & Climate

The Scope 1 and Scope 2 gas emissions produced across Greenbrier operations.

## Diversity, Equity & Inclusion

A diverse demographic composition of Greenbrier's workforce (i.e., gender, race, ethnicity, ability or disability, veteran status, age) brings a diverse set of expertise, background and ideas to the company. This includes programs and strategies in place to promote a diverse and inclusive workforce.

## Risk Management & Oversight

Risk mitigation is an integral part of Greenbrier's strategic planning process. This includes identification, evaluation and prioritization of risks followed by resource allocation to control the impact of unfortunate events or to maximize the realization of opportunities.

## Innovation & Economic Performance

The ability to foster long-term, sustainable growth, acquire new customers and remain competitive by prioritizing entrepreneurialism, innovation, creativity and thought leadership will leverage better business results.

## Product Sustainability Lifecycle

Maintenance practices are critical in extending a railcar's useful life on behalf of customers. Greenbrier provides a range of services, from simple repairs and reconditioning to critical component parts and extensive custom-engineered projects that extend the product lifecycle.

## Hazardous Materials

Air emissions from paint, residuals and solvents contribute to pollution and hazardous waste. Greenbrier maintains a strict handling and disposal program and adopts less toxic materials as they become available. For Greenbrier, reducing paint waste has the highest potential to benefit the environment.

## Employee Engagement & Satisfaction

This is the degree to which Greenbrier employees are engaged and satisfied in the workplace. It requires enriching development opportunities to ensure employees are committed and that Greenbrier remains a trusted and desired employer.

## Business Ethics & Integrity

Businesses, including Greenbrier, are responsible for operating honestly, fairly, with transparency and in accordance with the law and the corresponding ethical standards outlined for employees.

## Natural Resource Utilization

The use of certain materials requires specific risk management efforts. For example, railcar manufacturing requires large quantities of steel, which makes natural resource utilization an important focus.

## Board & Executive Leadership Diversity

A diverse demographic composition of Greenbrier's Board of directors and executive leadership including gender, race, ability, age, sexual orientation, veteran status and tenure brings a unique set of ideas to the table.

## Board Independence & Leadership

General size and make-up of a board and separation between Lead Director, Chairman and CEO (board independence) are all critical factors in showcasing strong board composition and a commitment to leadership.

## Stakeholder Engagement

This is important to maintain an active engagement process to solicit feedback on matters relevant to Greenbrier employees, shareholders, customers, industry partners, government policymakers and local communities.

# STAKEHOLDER ENGAGEMENT

As in past years, we continue our active stakeholder engagement process. This includes engagement with regulators, employees, peers, customers, shareholders and the communities where Greenbrier endeavors to gather feedback and expectations regarding how Greenbrier functions as a responsible business.

The [materiality assessment](#) offered detailed feedback on what ESG areas are deemed most critical by each stakeholder group. In addition to listing these actions in our ESG report, we make this information available in our Proxy and Annual Report statements.

## INVESTORS

### ►► TOPICS OF ENGAGEMENT:

Greenhouse gas emissions, product sustainability, innovation & economic performance, business ethics & integrity

►► **ACTIONS:** We engage with investors through our annual ESG report publication, quarterly earnings issuance and reporting to ESG agencies and frameworks, such as SASB

## CUSTOMERS

►► **TOPICS OF ENGAGEMENT:** Safety performance, climate & energy, product innovation & economic performance

►► **ACTIONS:** Greenbrier introduced its Virtual Sample Railcar™ in response to evolving market conditions and customer interest in alternative sample car preview sessions

## EMPLOYEES

### ►► TOPICS OF ENGAGEMENT:

Talent acquisition & retention, safety performance, diversity & inclusion, economic performance & employee satisfaction

►► **ACTIONS:** Greenbrier participates in job resource networks across our operations and partners with diverse recruitment groups. We also offer leadership development courses, education assistance and tuition reimbursement, as well as a competitive benefits package

## SUPPLIERS

### ►► TOPICS OF ENGAGEMENT:

Business ethics & integrity, natural resource utilization

►► **ACTIONS:** We prioritize vendors that fit our environmental selection criteria, such as those who take steps to mitigate climate change, work with recycled steel or are in close proximity to our facilities

## COMMUNITIES (NONPROFITS, NGOS)

►► **TOPICS OF ENGAGEMENT:** Diversity and inclusion, climate, business ethics

►► **ACTIONS:** We participate in local nonprofit sponsorships, diversity scholarship development and fostering a sense of volunteerism among our employees through policies such as our Volunteer Time Off program

## POLICYMAKERS & GOVERNMENT OFFICIALS

### ►► TOPICS OF ENGAGEMENT:

Greenhouse gas emissions & climate change, safety standards, innovation & economic performance, business ethics & integrity

►► **ACTIONS:** Greenbrier is active in trade associations, issue coalitions and with political participants that support the growth and protection of the freight transportation equipment industry



# ABOUT THIS REPORT

## GOAL

*Our future efforts to expand our ESG reporting strategy include reaching partial alignment with the Task Force on Climate-related Financial Disclosures (TCFD) by 2025, expanding our TCFD work toward full alignment by 2030.*

For the second consecutive year, *On Track Together* was prepared in accordance with the Sustainability Accounting Standards Board (SASB) framework.

In June 2020, SASB announced the actionable interconnections between its topics and the United Nations' Sustainable Development Goals (SDGs) targets. The pairing of these two frameworks can identify risks and opportunities that create shared value for companies, investors and greater communities. In 2021, Greenbrier identified SDG targets that are most relevant to our existing ESG strategy and the SASB framework so we can make the biggest impact. We link the SDG targets to the Index at the [end of this report](#).

Our interdisciplinary ESG team—or sustainability leadership group—is composed of subject-matter experts in multiple departments across Greenbrier.

Our future efforts to expand our ESG reporting strategy include reaching partial alignment with the Task Force on Climate-related Financial Disclosures (TCFD) by 2025, expanding our TCFD work toward full alignment by 2030. This will ensure action and transparency around our climate-related risks and opportunities.

As described in the [2020 ESG report](#), our interdisciplinary team of subject matter experts works together and across departments to effectively achieve and report our ESG metrics.



# PROGRESS SNAPSHOT

## 2020-21 GOALS

### Governance

- ✓ 15 risks managed through the enhanced Enterprise Risk Management program in 2021

### Environmental Sustainability

- ✓ Track our actual recycled steel content for our material as supplied in 2021
- IN PROCESS Increase steel use efficiency over the long term
- ✓ Measure the energy used per unit of production
- ✓ Develop a measure for carbon intensity related to production to allow us to better track GHGs relative to production levels in 2021

### Contributing to Our Communities

- ✓ Allocate over 50% of our annual charitable contributions to underserved communities that align with our IDEAL goals by 2022
- ✓ Channel at least 25% of all of Greenbrier's philanthropic giving to diversity scholarships by 2023

## NEW GOALS 2021-22

### People

- Initiate Greenbrier's first two employee resource groups in 2022
- Develop a formal process for inclusive onboarding and retention strategies. Achieve board sign-off by 2023
- Establish vendor selection criteria to include IDEAL values

### Governance

- Establish a formal, publicly available Corporate Social Responsibility policy by 2023
- Manage 20 risks through Enterprise Risk Management program in 2022

### Community

- Implement Volunteer Time Off program at all U.S. business sites by 2025
- Create five new pathways to providing consistent diversity scholarship funding

### Safety

- Expand near miss tracking to remaining production facilities in 2022

### Environment

- Incorporate a formal Environment, Health and Safety policy among our production groups by 2023
- Expand waste management tracking to include what our facilities send to landfills by 2023
- Greenbrier plans on introducing a short-term energy and GHG reduction target for electricity usage and Scope 2 emission reporting in 2022
- Our future efforts to expand our ESG reporting strategy include reaching partial alignment with the Task Force on Climate-related Financial Disclosures by 2025, expanding our TCFD work toward full alignment by 2030



# SAFETY PERFORMANCE

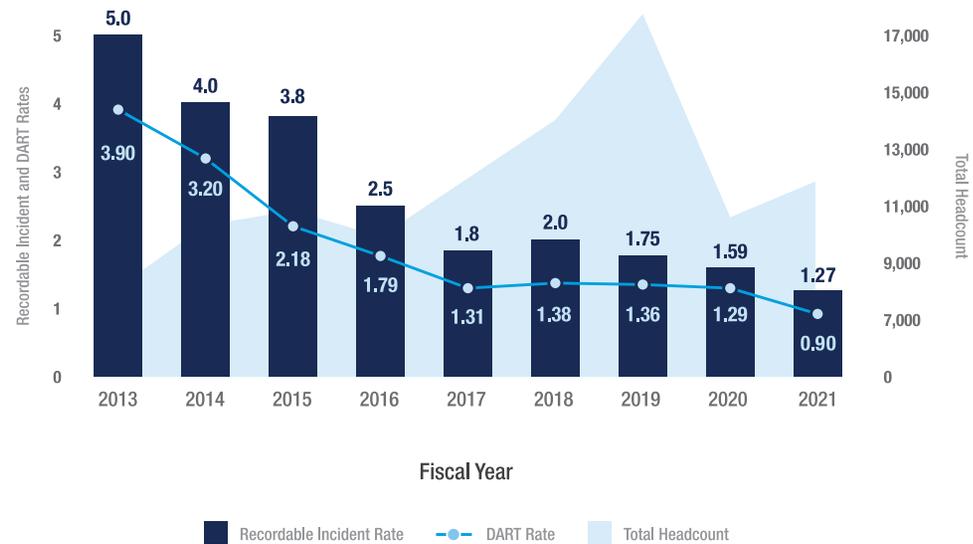
# SAFETY PERFORMANCE

*We believe that no one should be injured while working at Greenbrier. We teach this value on Day One as new employees join our operations. Safety is the first topic discussed at all executive meetings, onboarding sessions, supervisor discussions at the manufacturing facilities and office locations. [View our safety program overview.](#)*

## GOAL

*Expand near miss tracking to remaining production facilities in 2022.*

In fiscal year 2021, we achieved our best ever recordable incident rate safety performance while continuing to produce the goods and services needed to keep the global economy running. We expect hiring to resume over the coming year. Despite the propensity of new hires to be injured due to adjustments to work in a production setting, we anticipate our safety metrics to remain among the best in the industry.





## NO INCIDENT NOVEMBER

November 2020 was a record low for Greenbrier, with a total of six injuries worldwide. Even more impressive, all of our facilities in North and South America, where the majority of our employees work, reported no recordable injuries. We are very proud of this achievement and vow to continually prove our commitment to safety.

## ONE MILLION INJURY-FREE HOURS AT GREENBRIER GIMSA

Greenbrier's manufacturing facility in Monclova, Mexico hit a record of five injury-free months in 2021, totaling over 1.3 million labor hours.



# SAFETY MANAGEMENT SYSTEMS

In last year's report, we described how we teach safety before employees ever set foot on the production floor. We continue that level of effort as employees advance their career at Greenbrier.

The average workday begins with a brief safety lesson for our production employees. This emphasizes a particular subject, such as proper use of personal protective equipment, refreshing our worker's recognition of workplace hazards, emphasizing hand safety or introducing a portion of our Safety Management System (SMS). The SMS identifies annual training requirements to ensure the employee is up-to-date on the requirements of their job. In addition, if a staff member is transferred to a different department, they receive the training required to safely perform their new duties.

Our comprehensive SMS closely tracks the requirements of ISO 45001:2018: Occupational Health and Safety Management Systems. This includes hazard assessments and reducing risks. We maintain a full suite of detailed procedures on operational planning and control for activities like entry into confined spaces that may contain hazardous materials or working at heights.

The SMS follows ISO 45001, but is not certified to the standard. However, there is objective evidence that the Greenbrier SMS is effective, as witnessed by our continued improvement in our injury rate and DART rate.

***We are continually working to enhance our safety processes and to keep the program fresh at our plants. In 2021, we attained a range of safety achievements and program enhancements.***



## ORANGE WAVE PROGRAM

According to the Bureau of Labor Statistics (2020), hand injuries are one of the more common recordable injuries among manufacturing employees. These types of injuries can be caused by a variety of factors, including lacerations and being compressed between pieces of metal during the railcar fabrication process.

To combat this problem, Greenbrier Sahagún and Tlaxcala in Mexico started a pilot Orange Wave Program in 2021 to assess workplace risks. Points of high hand danger were painted orange after being identified in the risk assessments, including pinch points, hot areas and entrapment points. Our process:

**Detection.** The employee identifies the risk areas at various workstations.

**Risk Assessment.** The employee places an orange glove sticker in the high-risk areas.

**Involvement.** The employee paints the potential risk areas in fixtures, tooling and devices, making the individual part of the solution.

**Visual Management.** The orange-painted hazardous areas and hand stickers visually represent “Take care of your hands.”

**Prevention Culture.** Employees and supervisors engage in frequent safety talks, Orange Wave participation and training, and simulations of hand injuries.

# SAFETY BY OBJECTIVE

Greenbrier Gunderson took initiative to go above and beyond in its safety program over fiscal 2021. The facility started the “Safety by Objective” and “Crew Led Safety” programs to encourage peer-to-peer safety communications. Incorporating these programs has led to significant and sustained improvements in safety over the last year, including a 63% reduction in incident rate from September 2020 to August 2021.

Throughout Greenbrier, the emphasis is on employee engagement and self-audits by peers and managers on a daily and weekly basis. This has been found to be the most effective method for integrating safe behavior into operations. Greenbrier is proud of its safety efforts and strives to do more every year. We hold ourselves accountable through goal-setting and regular check-ins to identify risks, opportunities and areas for improvement.

## SAFETY AND ENVIRONMENTAL MILESTONES TIMELINE

- 2003**  
Greenbrier Wagony Świdnica in Poland becomes ISO 9001, 14001 and OSHAS 18001 certified for the first time
- 2010**  
The Company develops company-wide safety training for new employees
- 2011**  
Greenbrier Wagony Świdnica introduces powered air purifying respirators (PAPRs) for improved personnel protection
- 2013**  
The Company starts consistently evaluating and reporting injuries  
  
Weekly safety managers meeting begins, with the purpose of sharing injury information and best practices across locations  
  
Greenbrier Wagony Świdnica becomes certified to an integrated ISO QA-Safety & Environmental standards
- 2014**  
Safety statistics are consistently reported to the Board of Directors
- Greenbrier announces Tank Car of the Future design, featuring safety enhancements that were ultimately adopted by the U.S. Department of Transportation as part of a new industry standard
- 2015**  
Annual Safety Summits with safety managers and executives begin  
  
Greenbrier begins tracking Greenhouse Gas (GHG) emissions
- 2016**  
Greenbrier Gunderson and at GRS Parts locations introduce large scale use of PAPRs, reducing exposure to workers to levels of approximately 1/100th the legal OSHA requirement  
  
Greenbrier GIMSA in Mexico upgrades fire protection and life safety systems
- 2017**  
Greenbrier implements Integrated EHS Management system  
  
Greenbrier Maxion in Brazil completes ISO 14001 Certification
- Greenbrier Sahagún and Tlaxcala in Mexico upgrade fire protection and life safety systems
- 2018**  
The Company upgrades GHG emission tracking to ensure high quality data  
  
Greenbrier Wagony Świdnica enhances fire protection and life safety systems
- 2019**  
The Company begins tracking hazardous waste  
  
All production locations start tracking water usage  
  
Greenbrier issues its first Environmental, Social and Governance Report
- 2020**  
The Company begins tracking VOC and toxic air pollutants
- 2021**  
Greenbrier GIMSA initiates large scale use of PAPRs  
  
Greenbrier Marmaduke in the United States begins fire protection and life safety systems update

# PRODUCT SAFETY

*Greenbrier is part of an industry where safety is an integral part of the design, assembly and quality assurance program. In North America, product safety is assured through the strict requirements of the Federal Railway Administration (FRA) and Association of American Railroads (AAR) design and quality standards. The approach to safety is equivalent in all of the markets in which Greenbrier operates.*

## AUTOMATED HATCHES

As part of our core value of safety, we strive for innovations that will make our products safer to use. We have been pioneering an automated hatch cover for the North American grain industry. This project will enable grain facilities to open and load their covered hopper railcars without the need for workers to climb on top of railcars to manually open the hatches. The covered hoppers have been in testing service since October 2020—exceeding our customers' high expectations. So far, Greenbrier has been granted FRA approval to remove the running boards from one side for further testing. This approval brings greater worker safety one step closer.



# OUR PEOPLE

# OVERVIEW

*Our employees are the backbone and strength of our organization; they are Greenbrier.*

Greenbrier is committed to hiring individuals with varied backgrounds and expertise and fostering an inclusive workplace where we honor our differences. Doing so ensures we drive innovation by embracing diversity, leveraging our unique abilities and creating an environment of respectful collaboration.

Through our talent pipeline initiatives, we provide opportunities for employees to develop meaningful, long-term careers. Our efforts and hard work have proven successful in identifying and building Greenbrier leaders.

We are capitalizing on the success of the talent initiatives and expanding our scope to include training and development for emerging leaders throughout the Greenbrier organization. Recognizing our talented and diverse workforce through development opportunities reinforces our commitment to putting our employees first.



## U.S. Employees by Seniority as of August 31, 2021

**36%**  
 < 5 years

**25%**  
 5-9 years

**11%**  
 10-14 years

**11%**  
 15-19 years

**17%**  
 20+ years



## Total Employees by Country as of August 31, 2021

**38%**  
 Mexico

**20%**  
 United States

**16%**  
 Brazil

**16%**  
 Romania

**9%**  
 Poland

**1%**  
 Turkey

# ATTRACTING TALENT

*Prospective employees come to Greenbrier because of our commitment to our employees, communities, customers and stakeholders.*

Our employment brand, recently refined through input and feedback from our workforce, shares a vision with prospective candidates and reflects our culture:

- **We are a stable, global company with a long history—our strong industrial culture is celebrated throughout our organization.**
- **Employees take pride in working for the rail and marine transportation industries, which delivers environmental advantages and supports healthy economies.**
- **Greenbrier does the hard work that matters.**



# DEVELOPING OUR PEOPLE

*Whether an employee joins Greenbrier as a high school graduate, college graduate or experienced worker, we offer an extended commitment to on-the-job training and career growth opportunities.*

Development begins on the first day an employee starts with Greenbrier and continues throughout employment. From educating new hires in the art of welding and other technical competencies to internship opportunities, our employees bring new perspectives, innovative ideas and an eagerness to learn and contribute.

Tied to development are career path opportunities and succession planning. Creating a path for growth allows employees to have a vision for their future. Investing in employee growth and development makes a strong leadership base for Greenbrier.

Employees at Greenbrier are encouraged to "own" their development journey, which can be tailored to their personal interests and timeline.

The Company provides access to resources that support learning and development opportunities at all levels of our diverse global workforce. From online "how-to" videos to on-the-job learning and mentorship programs, employees are encouraged to participate and take advantage of these opportunities.



A successful example of on-the-job learning is the use of 4DX in many of our operating units. Our facilities embrace the use of 4DX methodology for process improvement. Employees lead 4DX initiatives and work as teams to build problem-solving skills, enhance innovation and understand the importance of fostering ownership and accountability.

Our targeted focus on development, emerging leaders and succession-planning further creates pipeline opportunities and has been integral as we prepare for upcoming transitions. This year, we had 47 individuals move into more senior level management roles.

## GROWING A CAREER IN RAIL: RICK GALVAN'S STORY

Rick Galvan, the leader of our Greenbrier Rail Services operations, came a long way to reach his current position. When he was 12 years old, he started working at his uncle's grocery store in Chicago. As a teenager, he dropped out of school to work full-time at a gas station, doing hands-on work. A group of railroaders frequented the gas station and always complimented Rick's work ethic. As soon as Rick turned 18, the railroad crew hired him as a mechanic's apprentice.

A handful of years later, Rick went back to school, first attaining his GED and subsequently post-secondary and graduate degrees. He grew his career at various Class I railroads and eventually obtained a leadership position, overseeing thousands of employees. He came to work at Greenbrier in 2019 and has been a huge driver in creating synergies between business units, facilitating our IDEAL program and leading many other important efforts.

Rick's secret to leadership success starts and ends with authenticity. He is dedicated to mentorship and developing Greenbrier's talent pipeline, maintaining open lines of communication and being respectful and transparent with employees.



***“The most rewarding thing about working in rail is the opportunity to mentor and help others grow in a fast-paced industry. Being in a leadership position is an honor and humbling.”***

***– Rick Galvan  
Greenbrier Rail Services***



# ENGAGING OUR WORKFORCE

Communication plays a key role in keeping our employees engaged. Greenbrier strives to provide an open door culture that encourages employees to speak up and share ideas.

As a global employer, we communicate through social media, our company website, postings on worksite digital screens and analog bulletin boards, town hall meetings, mailings and messaging tools. These communications keep employees updated on industry news and trends, Greenbrier initiatives, manufacturing awards and community activities.

Retention and recognition are also integral to employee engagement. Greenbrier's retention strategy includes providing flexible health and welfare benefits that meet the needs of our diverse workforce, a competitive compensation package and open opportunities for training and development. In addition, we provide retirement savings plans as well as an employee stock purchase plan that allows eligible employees to become Greenbrier shareholders.

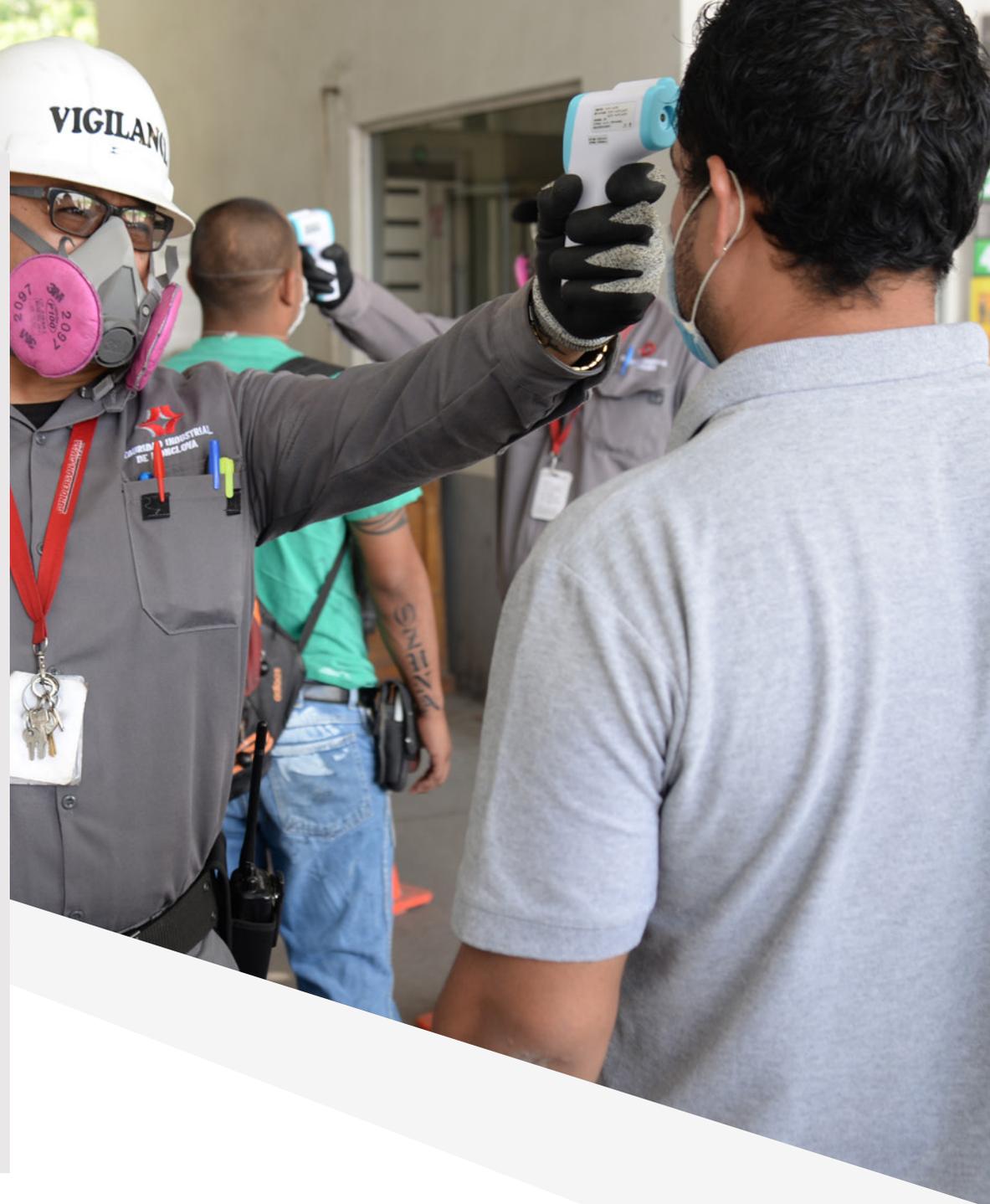
Our recognition program demonstrates our commitment to our core values of Safety, Quality, Respect for People and Customer Satisfaction. Greenbrier recognizes and rewards the contribution of our employees through safety recognition celebrations, spotlights, employee appreciation events, anniversary programs, mentorship awards, community engagement awards, attendance awards and on-the-spot recognition for demonstrating any one of Greenbrier's core values.



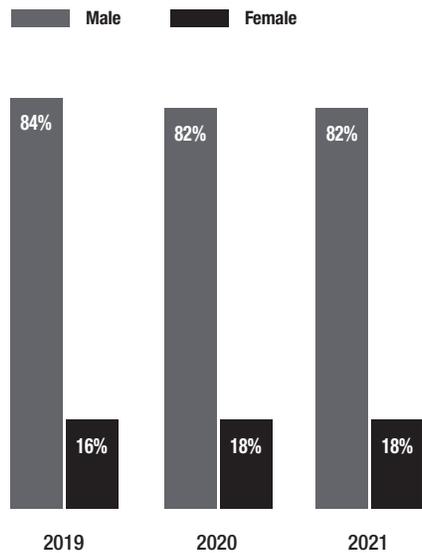
# PRIORITIZING EMPLOYEES AMID COVID-19

Despite financial challenges as a result of the pandemic and a corresponding business slowdown, we continued to offer high-quality health and welfare benefits to our employees and their families. We did not shy away from enhanced cleaning protocols, social distancing requirements, increasing employee benefits and lowering the total cost of healthcare coverage for many employees in 2021.

Several of our locations arranged onsite vaccination clinics for employees and invited medical professionals to speak to employees regarding the efficacy of the COVID-19 vaccine. Other sites partnered with local clinics and pharmacies and arranged appointments for employees.



## Gender Diversity\*



\*U.S. employee data only

## Ethnic Diversity\*

	2019	2020	2021
White	72.7%	72.9%	72.0%
Hispanic/Latino	13.3%	13.5%	14.4%
Black/African American	7.7%	7.8%	7.0%
Asian	4.3%	4.1%	4.7%
Two or More Races	0.9%	1.0%	0.9%
American Indian/ Alaska Native	0.8%	0.6%	0.6%
Native Hawaiian/ Other Pacific Islander	0.3%	0.1%	0.4%

# OUR COMMITMENT TO INCLUSION, DIVERSITY, EQUITY, ACCESS AND LEADERSHIP (IDEAL)

Greenbrier formally launched our IDEAL commitment in the fall of 2020. We established a strategy and action plan, supported by measurable goals for our first year and a roadmap to guide continual progress.

Our IDEAL commitment is supported by our Board of Directors and senior leadership. IDEAL creates a welcoming workplace that is supportive and inspiring; a place where employees feel good about their employer and are engaged in producing their best work.



### Greenbrier believes an IDEAL culture:

- brings creativity and innovation;
- fosters an attractive environment to prospective employees;
- improves operational performance;
- optimizes our operating results.

## IDEAL COMMUNICATIONS

When Greenbrier launched IDEAL, we knew it would be important to focus on employees and to invite them to share their stories. For this reason, Lisa Huynh, Tax Manager, and Adriana Wollney, Corporate Communications Specialist, took responsibility for forming our IDEAL employee communications program.

Greenbrier knows that for employee stories to resonate, they must be authentic, so we invited our employees to contribute their stories in their own voices. The response was overwhelming and enthusiastic. Employees at all levels across the company provided social media and blog post content. Dozens of the stories that have been shared publicly as part of IDEAL have been written by employees themselves.

Our social media and blog platforms serve as a way to increase the visibility of our IDEAL program and employee highlights. Our #IDEALatGBX branded posts have seen significant engagement and interaction because the posts focus on exactly what our employees want to see.

*“The most rewarding part of working on IDEAL communications is meeting so many new people at our company and learning about who they are. The way we approached IDEAL on social media wasn't just about having a set quantity of posts each month, but it was about listening to each person's story and finding a personal connection.”*

*– Lisa Huynh  
Tax Manager*



*“We focus on four themed categories: employee spotlights, community action and nonprofit partnerships, small and local businesses, and diversity awareness months and days. We try to make each story unique and find genuine ways to connect with people.”*

*– Adriana Wollney  
Corporate Communications Specialist*



# WHAT'S NEXT

We are proud of what we've achieved so far with IDEAL. This is an enhancement of our core value, Respect for People. In fiscal year 2022, we will introduce a number of new IDEAL-related goals, some of which include expanding our learning and education to include more in-depth content and knowledge, improving our new employee onboarding and evaluating our talent development programs. We expect to launch employee groups that facilitate internal networking and the sharing of ideas and to enhance our involvement and support in the communities where we operate.

***IDEAL is not simply a program or a project. IDEAL represents Greenbrier's values.***



## GOAL

*Initiate Greenbrier's first two employee resource groups (ERGs) in 2022.*

## GOAL

*Develop a formal process for inclusive onboarding and retention strategies. Achieve board sign-off by 2023.*

## GOAL

*Establish vendor selection criteria to include IDEAL values.*



BLOG  
POSTS

### [Tim Sais Spotlight](#)

*(photo: top left)*



### [My Brother's Crawfish](#)

*(photo: bottom left)*





# ENVIRONMENTAL SUSTAINABILITY

# NATURAL RESOURCE UTILIZATION & MATERIALS SOURCING

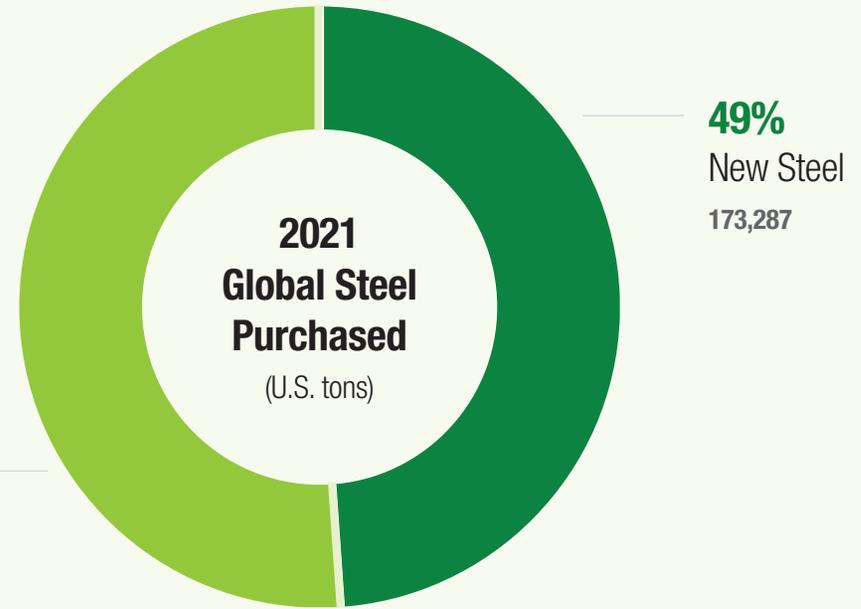
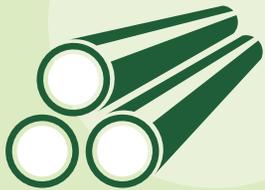
Greenbrier's most significant raw product input is steel procurement and usage. [See our 2020 report for a full description of our steel consumption practices.](#) Below is an updated graph of our recycled steel content in 2021.



# 353,553

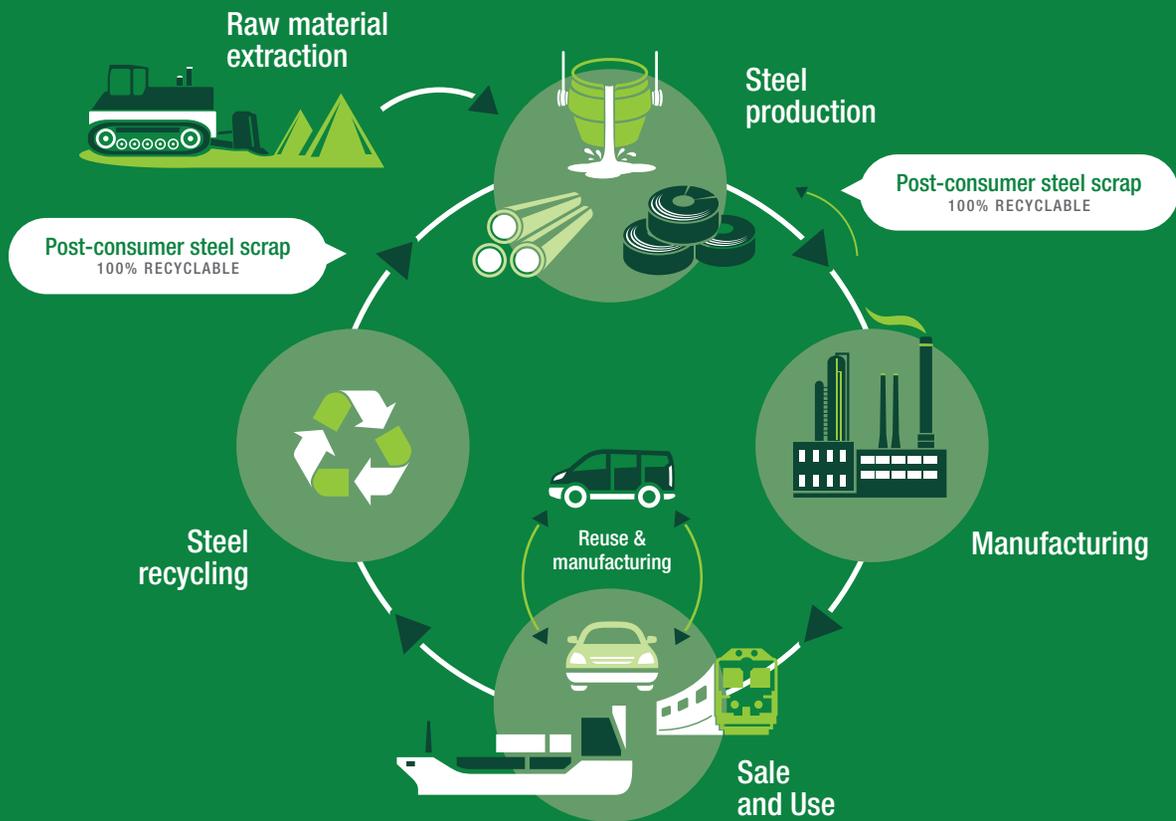
TOTAL TONS OF PURCHASED STEEL

in 2021



# STEELMAKING

Because steel is Greenbrier’s most energy intensive upstream input, it is important for us to understand how it is produced and remain current on innovations to decrease the carbon intensity of steel fabrication. We are committed to increasing recycled steel content in our railcars and lowering greenhouse gas emissions from our supply chain, while manufacturing the high-quality products that our customers know and expect.



## How is Steel Made?

1. **New Steel.** In processing new steel, the raw material, iron ore, is combined with products such as carbon and limestone in a blast furnace. These products essentially melt together, creating new steel.
2. **Recycled Steel.** Recycled or scrap-based steel is produced in an electric arc furnace (EAF). The main inputs are recycled steel—for example, a railcar that has reached the end of its useful life—and electricity. The use of EAFs allows steel to be completely made from scrap metal, which benefits the environment in two significant ways:
  - a. Minimizes the need for mining since the iron ore and other raw materials are already incorporated in the existing material.
  - b. Reduces the energy required to melt and convert older steel in the EAF, compared with energy required from ore-based steelmaking in a blast furnace.

Steel requires significant energy and resources to go from iron ore or scrap steel to finished plate steel ready for use by businesses like Greenbrier. The environmental impacts of steel production are upstream from Greenbrier’s operations and qualify as Scope 3 emissions. For this reason, taking steel sourcing into consideration is increasingly important for Greenbrier when we select steel vendors and suppliers. We aim to use recycled steel whenever possible.

# STEEL RECYCLING

As we approach our business operations with a focus on ESG, we must look upstream (i.e., vendors and sourcing) and downstream (i.e., customers and end-of-life treatment) to determine our comprehensive environmental impact.

We prioritize vendors that fit our environmental selection criteria, such as those who take steps to mitigate climate change, work with recycled steel or are in close proximity to our facilities.

One key supplier recently made strides to improve its efficiency in its steel manufacturing process. It announced in 2021 that its North American steel products have such high recycled steel content that it achieved the “Leadership in Energy and Environmental Design” (LEED) specifications. This is a rigorous rating system, and we are proud to work with this supply chain partner toward a more sustainable future.



## Plant Proximity

Additionally, we track the distance from the steel mills where we source materials to our respective manufacturing facilities.

*Partnering with steel fabricators closer to our locations not only reduces transportation costs, but also inherently benefits the environment through lower emissions.*



The distance between supplier steel mills to North American Greenbrier manufacturing facilities is **as low as seven miles**. The median distance from supplier steel mills to North American Greenbrier manufacturing facilities is **479 miles**. The majority of steel that moves long distances is transported by rail, an environmentally efficient mode of transport.

## Railcar Refurbishment

In addition to using repurposed steel in our new railcar and barge manufacturing, Greenbrier applies significant resources to railcar maintenance and refurbishment. The concept of our Greenbrier Rail Services division is similar to personal automobile maintenance—for example, checking the alignment or replacing the brakes. Each project includes safety inspections to ensure that the railcars can continue to operate safely—a priority for all railroads and for the public at large.

A common task at our maintenance facilities is replacing the lining in tank cars. This allows the tank car to last through its full fifty-year lifetime by preventing corrosion.

Greenbrier also performs significant refurbishment and upgrade modifications. We recently increased our attention to this area, often dedicating part of our manufacturing facilities to “remanufacturing” railcars. These projects include upgrading old tank cars with additional safety features to improve their safety performance in the unlikely event of a derailment. This can reduce the possibility of a release in a derailment by a factor of two or more.

Remanufacturing can also include converting obsolete but newly-built railcars into more viable options.

## SAND CAR CONVERSION PROJECT

The demand for certain railcar types is often cyclical. A key example of this is small-cube covered hoppers for sand and cement services. During the recent horizontal drilling boom, this was a popular railcar type, and many were built. Today, nearly 60,000 are in storage due to the decreased demand in horizontal drilling. Greenbrier’s patent-pending design solves this problem by expanding a 3,250 cu. ft. covered hopper to 4,751 cu. ft. This conversion serves numerous commodity industries, such as potash, grain and sugar. Not only do conversions extend the railcar’s lifecycle, but they also lower carbon emissions that would result from railcar scrapping and new railcar builds.

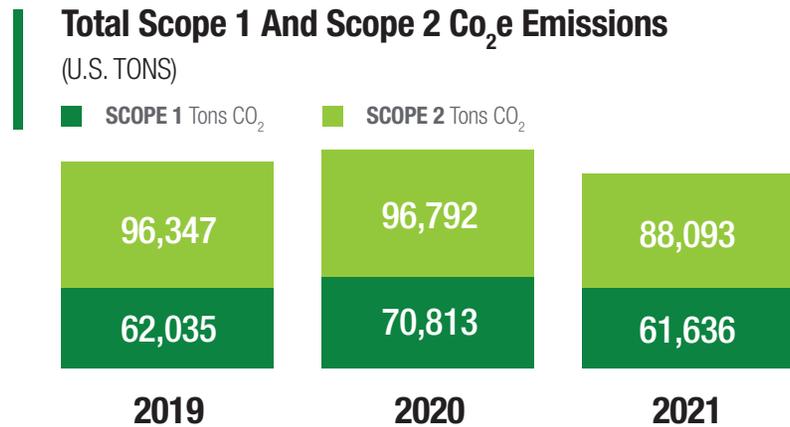
## MULTI-MAX PLUS™

Automakers have shipped finished cars and trucks by rail for years. These auto carrier railcars were traditionally fitted for standard bi- or tri-level service, enabling shippers to efficiently stack vehicles for transport. However, American car owners’ tastes have changed from sedans to larger SUVs and trucks. Online shopping has also increased the need for delivery vans. These changes in demand restricted automotive shippers to just one level of vehicles, greatly diminishing efficiency and increasing carbon emissions. Greenbrier sought to solve this problem with its new, patent-pending Multi-Max Plus™. The Multi-Max Plus™ has altered clearance and increased height that enables automakers to ship high-profile vans, trucks and SUVs two-high—maximizing the railcar’s space, reducing the number of railcars needed and thereby lowering carbon emissions.

# ENVIRONMENTAL IMPACT OF OPERATIONS AND EQUIPMENT

Transportation is the single largest source of U.S. greenhouse gas emissions (GHG), accounting for approximately 27% of total emissions, according to the Environmental Protection Agency (EPA). Between 1990 and 2019, GHG emissions in the transportation sector increased more in absolute terms than in any other sector. **Of the 27%, freight railroads only account for a fraction of emissions—0.6%<sup>3</sup>.**

In the 2020 *On Track Together* report, we shared our GHG emissions for the first time. Updated totals for 2021 are provided below.



Emissions increased in FY20 due to acquiring the ARI manufacturing business, which added locations in Arkansas, Missouri and Texas.

One of our goals was to calculate our emission intensity. Measuring greenhouse gas intensity by tons of CO<sub>2</sub>e per ton of steel in the finished product is considered a best practice for tracking GHG intensity in our industry. We do not track intensity per railcar built because the amount of

<sup>3</sup>2021 Association of American Railroads Climate Change Report

energy used can vary significantly by railcar type. Instead we track the amount of GHGs per ton of steel in our product as shipped, which is more proportional to the amount of GHGs emitted during its production. For example, more electrical energy is used to weld the thicker steel in a tank car compared to an intermodal well (the railcar that holds shipping containers).

### Co<sub>2</sub>e per Ton of Steel in Finished Product (U.S. TONS)



Co<sub>2</sub>e emissions per ton of steel in the finished product increased in 2021. This is due to lower production as a result of the COVID-19 pandemic. We require a baseline amount of energy to heat buildings and turn on lights, regardless of production levels, which results in a higher CO<sub>2</sub>e to product ratio.

GHG intensity does not measure full environmental benefit of a railcar because it merely measures the energy used in creating the railcar. Energy intensity is further reduced because the railcar lasts for up to fifty years. This means the energy invested in building the railcar is recovered many times during a railcar's useful life.

# ENERGY USAGE

*Greenbrier has a relatively low energy footprint. The largest amount of energy used is in the welding process, as described in last year's report. We updated these metrics to reflect 2021 data.*

## Total Energy Used (GIGAJOULES)



After completing an internal audit of our electricity data collection, we found some reporting inconsistencies at five manufacturing facilities. The corrected 2020 figures are included in the 2021 report.

## Energy per Ton of Steel in Finished Product (GIGAJOULES)



Railcar manufacturing facilities only.

Energy usage, including electric energy, generates GHG emissions. We are developing energy intensity measures as a way of establishing goals for energy reduction and, if possible, quantifying the numerous energy efficiency projects completed in the past.

## GOAL

*Greenbrier plans on introducing a short-term energy and GHG reduction target for electricity usage and Scope 2 emission reporting in 2022.*

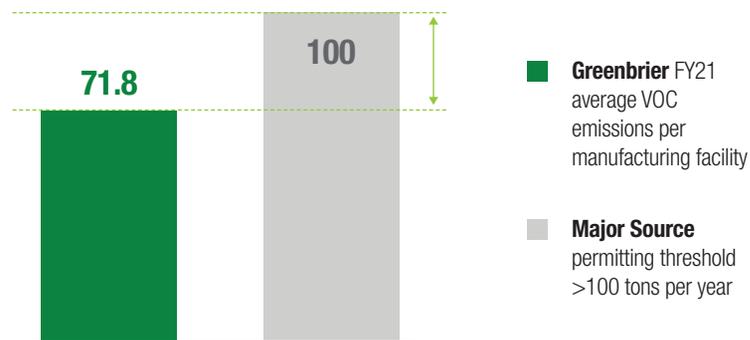


# AIR POLLUTANTS

*In addition to GHG and nitrogen oxides (NOx) emissions, we began tracking volatile organic compounds (VOCs) and toxic air pollutants from painting operations.*

## Average VOC Emissions

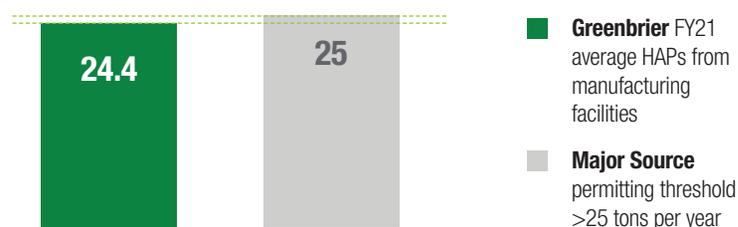
(COMPARED TO U.S. EPA MAJOR SOURCE THRESHOLD, TONS)



The Average VOC Emissions are calculated from manufacturing facilities, including emissions from painting operations and cleanup solvents. Solvent tracking is estimated to be accurate within 5% of the total solvent used.

## 2021 Average Hazardous Air Pollutants (HAPs) Emissions

(COMPARED TO U.S. EPA MAJOR SOURCE THRESHOLD, TONS)



We track VOC constituents because some types are considered to be potentially hazardous depending on the concentrations a person is exposed to over time. The average emissions of VOCs are in the range of what would be defined as a “major” source of air pollutants by the U.S. Environmental Protection Agency (EPA). Greenbrier is not a major source for NOx emissions, as described in last year’s report, where we reported that our emissions are < 1/10 of the EPA threshold. While our emissions of VOCs are higher, they do not create a material environmental impact because our manufacturing plants that use paint, the source of the VOCs, are not located in areas with unsafe levels of ground-level ozone. VOCs are only considered an air pollutant because they can contribute to ozone formation in the presence of NOx and high temperatures.

VOCs considered to be toxic air pollutants are those emitted in quantities individually of greater than ten tons per year. Currently only average xylene emissions exceed this amount from Greenbrier’s operations. The toxic air pollutants are only considered to be problematic if they are present outside a production facility in concentrations above certain thresholds for extended periods of time where people normally live or congregate. Most of Greenbrier’s facilities are in industrial areas and have few neighbors. Only one manufacturing facility, in Świdnica, Poland, was required to install pollution control equipment to reduce emissions of toxic air pollutants. At our Poland facility, large carbon absorption systems were installed on the exhaust of the main paint booths. These carbon adsorbers capture the VOCs prior to their being released from the stack.

# HAZARDOUS WASTE MANAGEMENT

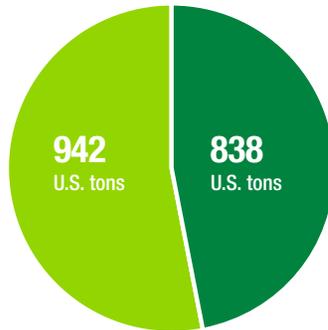
The majority of the hazardous waste at Greenbrier is generated in the painting process. This was addressed in [last year's ESG report](#). An updated graph of the paint waste activity is below.

## 2021 Paint Waste Activity

(U.S. TONS)

**Used paint, protective equipment and packaging**

Includes materials in the protective painting suits and lining for the paint booth



**Paint residuals and solvent**

Includes any leftover paint and the solvent used to clean it up

## GOAL

*In 2022, Greenbrier will also begin to track other kinds of waste disposal and recycling at our manufacturing facilities. While the amounts of non-steel physical waste are not considered material, this tracking can lead to pollution prevention activities that are worthwhile. For example, most of our facilities already recycle other materials, such as paper, oil and wood.*

# WATER USAGE

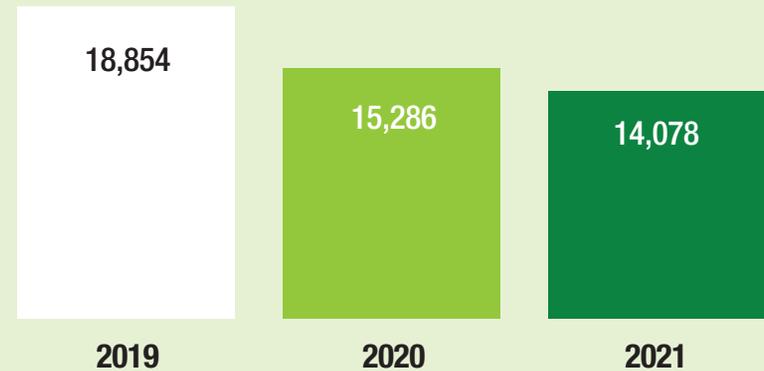
**Water is used very little in the our production process.**

An average Greenbrier manufacturing plant uses about as much water in a year as a [25-story office building](#).



## Average Annual Water Usage

(1,000 GALLONS)



Water usage decreased from 2020 to 2021 due to a combination of 1) reduced production as a result of the COVID-19 pandemic and 2) a continuous effort to reduce water usage at all facilities.

## GOAL

*Establish an executive management-endorsed corporate policy for environment, health and safety in 2022.*

A welder wearing a blue protective suit and a silver welding mask is working on a large, circular metal flange in an industrial setting. The welder is positioned on the right side of the frame, leaning over the flange. Bright sparks are visible from the welding process. The background shows industrial equipment and a yellow hard hat. A blue and white graphic overlay is present in the bottom left corner.

# **GOVERNANCE AND ETHICS**

# OVERVIEW

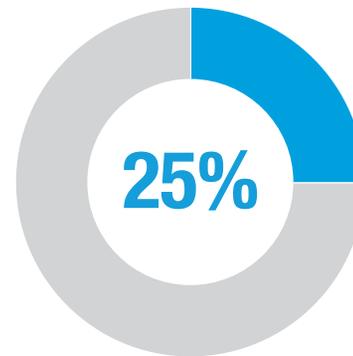
*Greenbrier's Nominating and Corporate Governance Committee Charter directly tracks the status of the company's environmental, social and governance matters. This includes review of the production of this report and regular briefings on ESG matters throughout the year.*

## Governance & Board of Directors

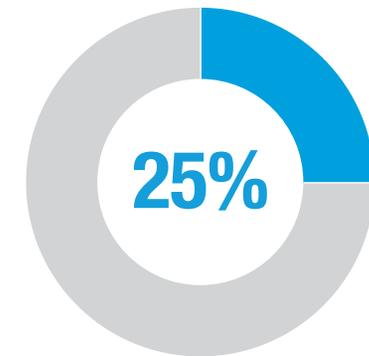
The Board provides critical risk oversight for Greenbrier's business and affairs, which is administered primarily through various Board committees. The three committees are Audit, Compensation and Nominating and Corporate Governance. The Board is composed of our CEO and co-founder, Bill Furman, and 11 independent directors. The Board has a Lead Director position, appointed by the Board when the Chairman is not an independent director.

Our directors provide a robust mix of skills, backgrounds and experience, which allow the Board to be well-equipped when approaching opportunities and challenges. Our Board includes former executives in the rail, leasing and investment industries, as well as those with military, state department and other government experience. Our Board has strong and varied international experience and has cultivated key relationships in many geographies where Greenbrier operates.

Executive compensation is always an important focus area for our Compensation Committee. Our executive compensation philosophy, policies and practices are discussed in detail in our [2022 Proxy](#).



**FEMALE BOARD**  
**3 of 12 directors,**  
over the national average



**DIVERSE DIRECTORS**  
**3 of 12 directors**  
identify as people of color

### VARIED TENURE

**7:5**

**Short:Long tenure**

- 7 of 12 0–6 years
- 2 of 12 7–16 years
- 3 of 12 17+ years

### MAJORITY INDEPENDENT

**92%**

**Independent**

- 11 Independent directors
- 1 Non-independent director

# RISK MANAGEMENT

*Our Enterprise Risk Management (ERM) program had a successful fiscal 2021.*

A complete ERM program directly supports our overall corporate strategy, as well as ESG principles. Additionally, it will pair with our current and future efforts to mitigate climate risk.

One of the main benefits of an ERM program is an enhanced perspective and constant focus on risk management across our global institution. Risks that can be managed under an ERM include climate, cybersecurity, various financial risks and many others.

In our [2020 ESG report](#), we set and successfully achieved a goal to manage 15 risks through this program and 20 risks will be managed over fiscal year 2022.

## GOAL

*In 2022, we commit to managing 20 risks through our Enterprise Risk Management program.*

### A brief description of the program is outlined below

- 01** ▶▶ Risks identified through interviews with key stakeholders throughout the organization
- 02** ▶▶ Risks added to Risk Register
- 03** ▶▶ Risks for further review are selected from Risk Register and scheduled by Risk Committee
- 04** ▶▶ Risk owner assigned to study risk and completes Risk Report for presentation to Risk Committee
- 05** ▶▶ Next steps are identified and risk is scheduled for subsequent review if necessary
- 06** ▶▶ Key risks reported to Board's Nominating and Corporate Governance Committee

# BUSINESS ETHICS & INTEGRITY

*At Greenbrier, we observe the highest ethical standards in all of our business dealings.*

Greenbrier's Code of Business Conduct and Ethics guides us in our daily work. Our Code covers several key topics, including conflicts of interest, gifts and entertainment, international transactions (including anti-corruption), discrimination and harassment, safety and the environment. Our Code is accessible on our public website and our employee intranet site. We share it with all new employees as part of our new-hire onboarding process. We also require employees to acknowledge the Code annually, and provide regular training.

Our ethics and compliance program also includes a comprehensive policy addressing the U.S. Foreign Corrupt Practices Act and the anti-bribery/anti-corruption laws of all of the countries where we operate. Employees and third parties can also raise ethics concerns through our EthicsPoint reporting hotline. The Company then reviews and investigates each of those concerns. We also share our Supplier Code of Conduct with suppliers so that they are aware of our expectations and requirements regarding ethical business dealings.

To support our governmental affairs efforts in Washington, D.C., qualified Greenbrier employees organized a federal political action committee (PAC). Board members and employees from the Vice President level and above are eligible to participate in the PAC. The Greenbrier PAC creates opportunities to engage on issues that shape the future of the freight rail and marine transportation industries, including advancing environmentally-friendly freight mobility. A detailed report of our PAC activities can be found on the [FEC website](#).

## GOAL

*Establish a formal, publicly available Corporate Social Responsibility (CSR) policy by 2023.*



# OUR COMMUNITIES



# CHARITABLE GIVING

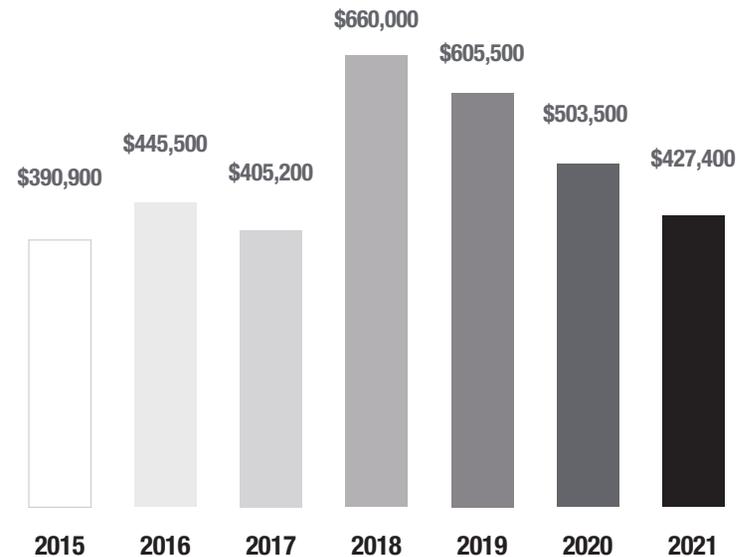
*Greenbrier strives to be a responsible corporate citizen. We define corporate responsibility as leading by example in the areas of charitable giving, employee volunteerism, competitive pay and job training programs.*

Greenbrier's community impact strategy aims to improve the areas in which we operate. As the largest employer in many of our local operating areas, we support community growth and economic prosperity, both directly and indirectly.

Our IDEAL principles are also embedded in our community impact strategy, creating a framework to ensure our funds are dispersed in the most equitable and impactful way.

In 2021 we donated **\$427,400** to nonprofit organizations in the areas Greenbrier operates. Fiscal year 2021 was challenging due to the ongoing effects of the COVID-19 pandemic. While we limited the donation amount, we ensured our philanthropic endeavors were targeted in the most impactful way. We expect to increase our donations to pre-pandemic levels over the coming years.

**Charitable Donations  
Year-Over-Year**



## *Our targeted focus areas include:*

### **Education**

As supported by Greenbrier's ongoing philanthropic goals, we are dedicated to providing educational opportunities to deserving candidates, primarily through scholarship financing.

### **Families and children in crisis**

During the COVID-19 pandemic, Greenbrier sponsored food banks in each major U.S. operating area to support the increased need for food assistance. These donations totaled over \$50,000.

### **Medicine and health**

In 2020, Greenbrier funded its fourth and final \$100,000 sponsorship to Providence Heart Institute, completing our \$400,000 pledge that was initiated in 2017. The Heart Institute has particular focus on women's heart health and never turns a patient away based on the ability to pay. Our \$400,000 commitment is the largest single donation that Greenbrier has ever made.

### **Environmental improvement**

Moving freight by rail is known for being among the most environmentally friendly modes of surface transportation.

Greenbrier supplements our work with contributions to local environmental nonprofits, particularly those that offer volunteer opportunities for our employees.

### **Animal welfare**

Animal health and safety is important on numerous levels and Greenbrier looks to sponsor nonprofits that align with our DEI mission while benefitting animals. For example, we have worked with organizations that partner veterans with dogs from animal shelters.

### **Arts**

Supporting the arts goes hand-in-hand with the industrial design aspects of Greenbrier's business. Arts programs are vitally important to an industry that requires creative thinkers and innovative employees who can work with their minds and hands—like welders, engineers and painters.

### **Disaster relief**

Disaster relief is Greenbrier's response to unexpected natural disasters such as hurricanes, earthquakes and wildfires. When these situations arise, Greenbrier frequently sponsors employee matching campaigns to provide double support for these disasters.

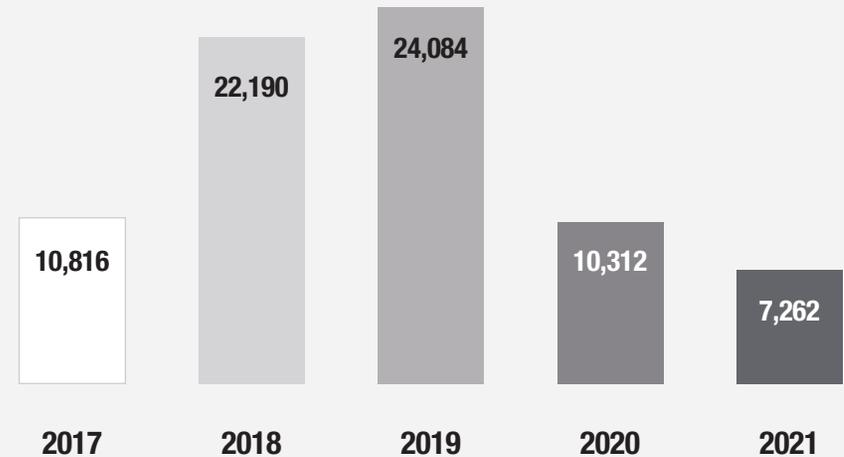


# VOLUNTEERISM

*Our company culture fosters civic engagement by encouraging employees to engage with their local communities.*

While our global volunteer hours decreased year-over-year due to a smaller global headcount, as well as fewer overall in-person volunteer opportunities due to COVID-19, we anticipate these levels to return to normal in the coming years as the pandemic's impact subsides.

## Volunteer Hours



## NATIONAL VOLUNTEER DAY

Greenbrier Maxon, located in Brazil, actively partners with Formare, a nonprofit that provides professional education for young people in Brazil. The facility celebrates Brazil's National Volunteer Day every year. The 2020 Volunteer Day was unique because it also represented Formare's 30th anniversary. To celebrate, Greenbrier Maxon invited all of the Formare students. Each volunteer that day received a balloon to assign a word that represents how the program makes them feel, such as "hope," "affection" or "empathy."

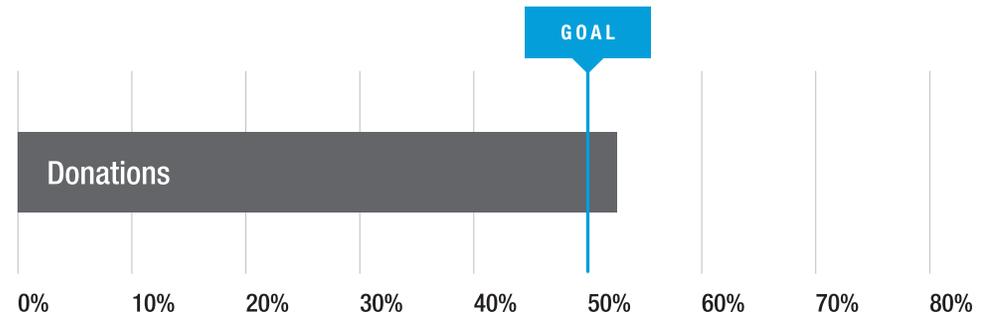
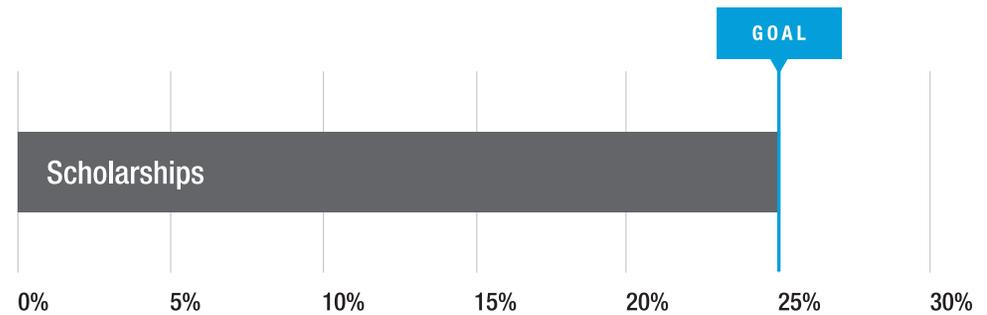


# OUR GOALS

In fiscal 2021, we incorporated a diversity, equity and inclusion lens into our community impact strategy, integrating our IDEAL commitment with philanthropy. We identified the following two goals:

## Channel at least 25% of all of Greenbrier's philanthropic giving to diversity scholarships by 2023.

We met our diversity scholarship goal a year ahead of schedule, with a quarter of all giving going toward diversity scholarships. We will continue focusing on this area of giving to ensure we continue to achieve the 25% target.



## Allocate over 50% of our annual charitable contributions to underserved communities that align with our IDEAL goals by 2022

We also exceeded our 2022 goal to aid underserved communities by 2%. Due to the pandemic, our corporate giving budget was limited in fiscal 2021. As our giving levels rise to a more normal level, we will continue monitoring this area to ensure we maintain 50% of giving to communities that align with IDEAL.

## GOAL

*Implement Volunteer Time Off program at all U.S. business sites by 2025.*

## GOAL

*Create five new pathways to providing consistent diversity scholarship funding by 2025.*

# PARTNERSHIPS AND EVENTS

## D.A.R.E. PROGRAM AT MARMADUKE ELEMENTARY SCHOOL

Our industry faces much competition when recruiting and retaining talent, particularly among women and other minority groups. While attention is frequently directed toward college-age students, it is equally important to move up the pipeline and introduce the industry to elementary school students. Greenbrier Human Resources Specialist, Michelle Pruett, understands this concept and aims to introduce Greenbrier to individuals long before adulthood, before their career paths have already been selected.

Michelle is located in Marmaduke, Arkansas, where her husband serves as the community's local Drug Abuse Resistance Education (D.A.R.E.) officer. Recently, Michelle and her husband hosted an awareness event at the Marmaduke Elementary D.A.R.E. graduation, where they shared Greenbrier-branded prizes to students during the essay competition.



# THE COOPER UNION

*In alignment with our 2021 goal to fund diversity scholarships, Greenbrier and one of our long-term customers participated in a special one-time donation to initiate the Jacqueline Bernstein and Marvin H. Weiner Scholarship Fund at The Cooper Union.*

The Cooper Union for the Advancement of Science and Art is among the nation's oldest and most distinguished institutions of higher education. Inventor, industrialist and philanthropist, Peter Cooper, founded The Cooper Union in 1859, inspired by his conviction that "education is the key not only to personal prosperity, but to civic virtue and harmony." Central to Peter Cooper's founding vision is his belief that "education should be free as air and water." The Cooper Union was one of the first institutions worldwide to admit students regardless of gender, race or economic status.

Today, Cooper maintains its historic commitment to these founding ideals, by pursuing a return to its historic roots of providing a full-tuition scholarship for all undergraduate students. Now in year four of the 10-year, \$250 million plan toward that end, Cooper provides at least a 50% scholarship to all students, full-tuition scholarships for over 40% of the student body and, on average, 78% scholarships for all undergraduate students.

Laura Sparks, President of The Cooper Union, adds "Our work to return The Cooper Union to a full-tuition scholarship model will in large part be achieved through the generosity of donors in supporting student scholarships. We are grateful to The Greenbrier Companies and CEO Bill Furman and his family, as well as Jacqueline Bernstein and Marvin H. Weiner for their generous contribution to this effort by establishing the Jacqueline Bernstein and Marvin H. Weiner Scholarship Fund."





# APPENDIX

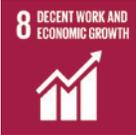
# SASB INDEX

## INDUSTRIAL MACHINERY & GOODS

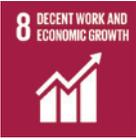
2020 was the first year Greenbrier prepared OTT in accordance with SASB

Topic	Accounting Metric	Category	Unit Of Measure	Code	Response/Comment	SDG Goal	SDG Target
Activity Metric	Number of units produced by product category	Quantitative	Number	RT-IG-000.A	Greenbrier's annual production mix can vary widely across product type and manufacturing volume. During FY21, Greenbrier will develop a standard method of this activity as it relates to energy use, GHG emissions and materials consumption. Sales data is provided in Greenbrier's annual report to shareholders on Form 10-K.	N/A	N/A
	Number of employees	Quantitative	Number	RT-IG-000.B	12,155		
Energy Management	Total energy consumed	Quantitative	Gigajoules (GJ), Percentage (%)	RT-IG-130a.1	FY21: 1,374,600 Gigajoules (GJ) total energy usage. Electricity usage tracked in Megawatt Hours, converts to 599,510 GJ. Onsite fuel use is tracked and is 775,090 GJ.		<b>Target 12.2</b> By 2030, achieve the sustainable management and efficient use of natural resources
	Percentage grid electricity				43.60%		
	Percentage renewable				Not tracked separately.		

# SASB INDEX (CONT.) INDUSTRIAL MACHINERY & GOODS

Topic	Accounting Metric	Category	Unit Of Measure	Code	Response/Comment	SDG Goal	SDG Target
Employee Healthy & Safety	Total Recordable Incident Rate (TRIR)	Quantitative	Rate	RT-IG-320a.1	FY20 IR was 1.59 FY21 IR is 1.27 FY20 DART Rate was 1.29 FY21 DART Rate is 0.90		<b>Target 8.5</b> By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
	Fatality rate				0.000 in FY 2021		<b>Target 3.8</b> Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all
	Near miss frequency rate				FY21: 10.18 Greenbrier emphasizes the importance of reviewing all work-related environmental, health and safety incidents, including near misses.		<b>Target 3.9</b> By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination

## SASB INDEX (CONT.) INDUSTRIAL MACHINERY & GOODS

Topic	Accounting Metric	Category	Unit Of Measure	Code	Response/Comment	SDG Goal	SDG Target
Fuel Economy & Emissions in Use-Phase	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	Quantitative	Gallons per 1,000 miles	RT-IG-410a.1	Not applicable to Greenbrier.	N/A	N/A
	Sales-weighted fuel efficiency for non-road equipment	Quantitative	Gallons per hour	RT-IG-410a.2	Greenbrier does not make equipment with engines for transportation purposes and the fuel efficiency does not apply. Given the diversity of our products and applications in which our products are used, as well as the lack of industry standards to estimate on a per unit of work basis, Greenbrier does not calculate sales-weighted fuel efficiency or emissions in this manner.		
	Sales-weighted fuel efficiency for stationary generators	Quantitative	Watts per gallon	RT-IG-410a.3			
	Sales-weighted emissions of (1) nitrogen oxides (NOX) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines and (d) other non-road diesel engines	Quantitative	Grams per kilowatt-hour	RT-IG-410a.4			
Materials Sourcing	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	N/A	RT-IG-440a.1	Greenbrier responsibly sources the raw materials used to build our products. Please see pages 35–37 for more information.	 <b>Target 12.5</b> By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	
Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services	Quantitative	Reporting Currency	RT-IG-440b.1	Our Maintenance, Repair, Wheels & Parts business generated 17% of Greenbrier's FY21 annual revenue and relies heavily on remanufactured and scrap steel materials.	 <b>Target 8.4</b> Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead	



THE GREENBRIER COMPANIES

## Disclaimers

The photos used in this report were taken at various times, including prior to the COVID-19 pandemic outbreak.

The report provides information derived during Greenbrier's fiscal years 2020 and 2021. References to 2020 refer to September 2019 – August 2020. References to 2021 refer to September 2020 – August 2021.

## Safe Harbor

This report may contain forward-looking statements, including any statements that are not purely statements of historical fact. Greenbrier uses words, and variations of words, such as “bolster”, “can”, “committed”, “continue”, “develop”, “enhance”, “establish”, “expand”, “implement”, “incorporate”, “goal”, “strive”, “will”, and similar expressions to identify forward looking statements. These forward-looking statements are not guarantees of future performance and are subject to certain risks and uncertainties that could cause actual results to differ materially from the results contemplated by the forward-looking statements. Factors that might cause such a difference include, but are not limited to, the following. (1) We are unable to predict when, how, or with what magnitude COVID-19 governmental reaction to the pandemic, and related economic disruptions will negatively impact our business. The longer the pandemic continues, the more likely that negative impacts on our business will occur, some of which we cannot now foresee. (2) Our success depends on our ability to attract, retain and motivate senior management and other key employees. Achieving this objective may be difficult due to many factors, including

fluctuations in global economic and industry conditions, competitors' hiring practices, cost reduction activities, and the effectiveness of our compensation programs (3) We rely on limited suppliers for certain products and services. If we are not able to procure products or services on commercially reasonable terms or on a timely basis, our business, financial condition, results of operations, and progress toward achieving our ESG goals would be adversely affected. More information on potential factors that could cause our results to differ from our forward-looking statements is included in the Company's filings with the SEC, including in the “Risk Factors” and “Management's Discussion and Analysis of Financial Condition and Results of Operations” sections of the Company's most recently filed periodic report on Form 10-K and subsequent quarterly filings. Except as otherwise required by law, the Company assumes no obligation to update any forward-looking statements or information, which speak as of their respective dates. Readers are cautioned not to place undue reliance on these forward-looking statements, which reflect management's opinions only as of the date hereof.





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