



 **Northwest Pipe  
Company**

**Corporate Social  
Responsibility  
Report 2024**





## Forward-Looking Statements

Statements in this Corporate Social Responsibility Report 2024 contain “forward-looking statements” that are based on current expectations, estimates, and projections about the Company’s business, management’s beliefs, and assumptions made by management. All statements that address activities, events or developments that the Company intends, expects, plans, projects, believes or anticipates will or may occur in the future are forward-looking statements, including, without limitation, statements regarding goals, outlooks, projections, forecasts, expectations, commitments, trend descriptions and the ability to capitalize on trends, long-term strategies and the execution or acceleration thereof, including sustainability focus areas, targets, expectations, estimates and the development of future technologies. These statements are not guarantees of future performance and involve risks and uncertainties that are difficult to predict. Therefore, actual outcomes and results may differ materially from what is expressed or forecasted in such forward-looking statements as a result of a variety of important factors, including such factors that are discussed in the section entitled “RISK FACTORS” in the Company’s Annual Report on Form 10 K for the year ended December 31, 2024 and from time to time in its other Securities and Exchange Commission filings and reports. Such forward-looking statements speak only as of the date on which they are made, and the Company does not undertake any obligation to update any forward-looking statement to reflect events or circumstances after the date of this release. If the Company does update or correct one or more forward-looking statements, investors and others should not conclude that it will make additional updates or corrections with respect thereto or with respect to other forward-looking statements.

## Cautionary Statement

The standards of measurement and performance contained in this report are currently being developed and are based on assumptions, and no assurance can be given that any plan, initiative, projection, goal, commitment, expectation or prospect set forth in this report can or will be achieved. Any references to the Task Force on Climate-related Financial Disclosures (TCFD) or other standards are provided for informational purposes only and are not intended to indicate that the Company currently complies with any such guidelines or standards. As our data collection systems and processes continue to mature and improve, the environmental and other data we report improves in accuracy and expands in breadth. The inclusion of information in this report is not an indication that the subject or information is material to the Company’s business or operating results. Any data included in this report is not subject to accounting principles generally accepted in the United States (GAAP) reporting, nor has the data been audited or assured by a third party. The inclusion of information in this report should not be considered a characterization regarding the materiality or financial impact of that information for Securities and Exchange Commission reporting purposes. The information provided herein is not to be used for investment purposes. You are advised to review any further disclosures the Company makes on related subjects in its Forms 10-K, 10-Q, 8-K and other reports filed with the U.S. Securities and Exchange Commission for information relevant to investment decisions.



A Message from our CEO and President

For Northwest Pipe Company, sustainability is not just a priority—it is a responsibility. As a leader in water transmission solutions, we recognize the impact our operations can have on the environment, our communities, and the people who drive our success. This report highlights our commitment to integrating Corporate Social Responsibility (CSR) principles into our business operations.



Sustainability has been an important consideration in our decision-making for many years, but in 2022 we took a more structured approach by launching a formal CSR program. Since then, we have accelerated efforts to reduce our environmental footprint, enhance employee well-being, and strengthen governance frameworks. From adopting more sustainable production methods to implementing less energy-intensive practices—

evidenced by a 3% reduction in electricity use between 2022 and 2024—we are committed to transforming our operations to meet the challenges of a changing world.

Equally important is our commitment to the people and communities we serve—across North America and in the regions where our products support essential water infrastructure. Whether through advancing workplace safety, providing career growth for our team, or investing in local initiatives, we believe our success is deeply connected to the well-being of those around us.

As we continue this journey, we are guided by a clear purpose: to create value for all stakeholders while helping to ensure access to safe, reliable drinking water and resilient infrastructure. Our approach to CSR is informed by global best practices and reflects our dedication to innovation, collaboration, and transparency. Together with our employees, partners, and stakeholders, we are building a future that is not only profitable but also sustainable and equitable.

A handwritten signature in black ink, appearing to read 'Scott Montross'.



**Scott Montross**  
CEO & President  
Northwest Pipe Company



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## ABOUT THIS REPORT

At Northwest Pipe Company (NWP), our mission to deliver resilient water infrastructure is grounded in a clear vision: to be the nation's leader in water transmission and precast infrastructure solutions. This Corporate Social Responsibility (CSR) Report illustrates how that mission—together with our core values of Accountability, Commitment, and Teamwork—shapes our path toward a more sustainable and responsible future.

This report offers a transparent look at our strategies, progress, and performance in addressing environmental challenges, promoting social well-being, and upholding strong governance. These efforts are not just initiatives—they are expressions of how we aim to create lasting value for our business, our people, and the communities we serve.

Spanning our operations, supply chain, and community partnerships, the report highlights key initiatives in areas such as emissions reduction, resource efficiency, employee support, and ethical business practices.

We've prepared this report for all those invested in our impact—employees, customers, investors, regulators, and community members—with the goal of offering meaningful insight into how we align business success with sustainable development.

The data and insights included are drawn from both internal and external sources, and where appropriate, reviewed by third-party experts. We remain deeply committed to transparency, accuracy, and integrity in all our disclosures.

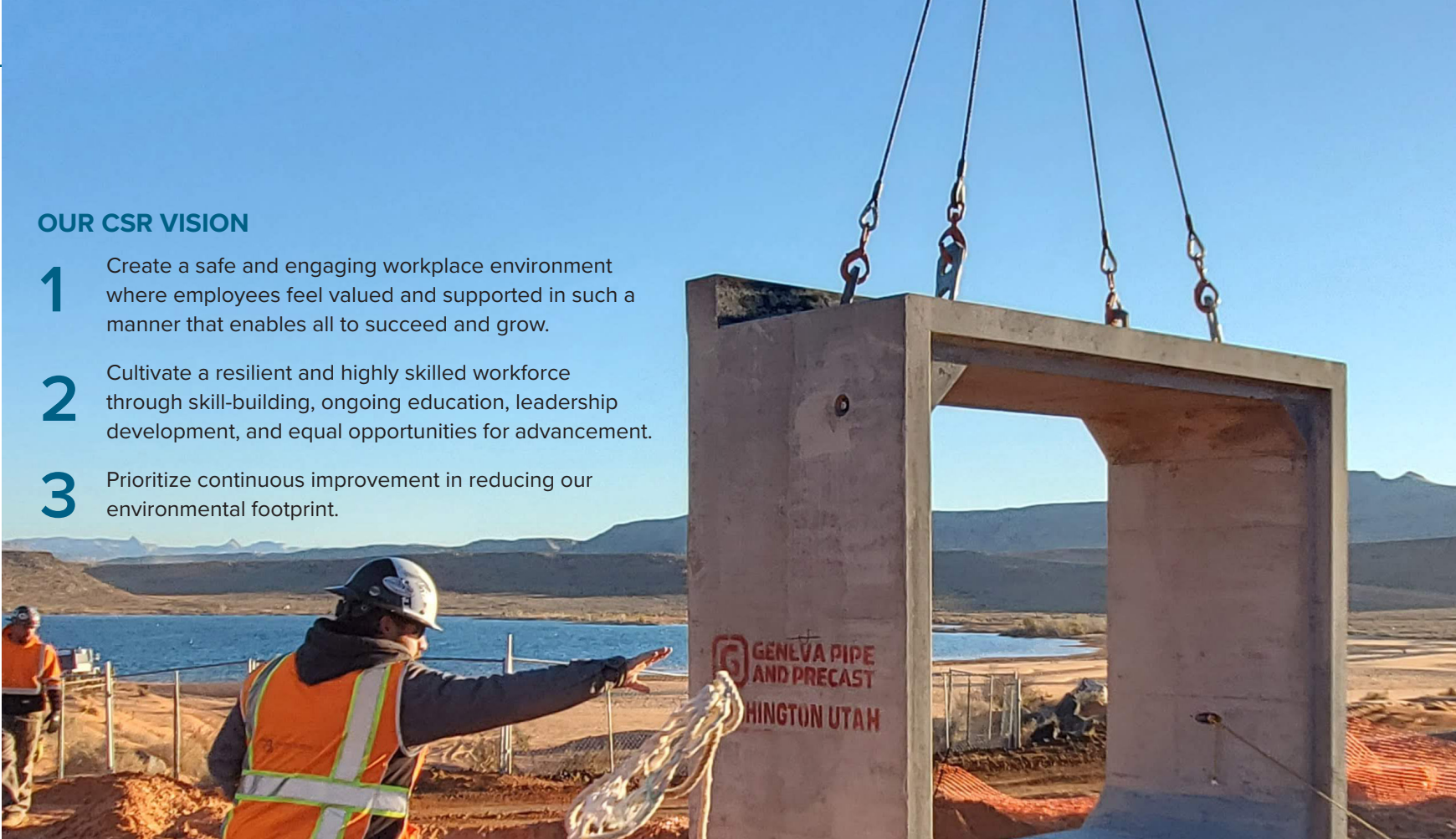
For inquiries or further information regarding this report, please contact:

**Dan Soltesz**  
Corporate Social Responsibility Manager  
[dsoltesz@nwpipe.com](mailto:dsoltesz@nwpipe.com)



### OUR CSR VISION

- 1** Create a safe and engaging workplace environment where employees feel valued and supported in such a manner that enables all to succeed and grow.
- 2** Cultivate a resilient and highly skilled workforce through skill-building, ongoing education, leadership development, and equal opportunities for advancement.
- 3** Prioritize continuous improvement in reducing our environmental footprint.



#### Environmental Priorities

- **Greenhouse Gas Emissions:** Implement energy-efficient technologies in production lines and set targets for Greenhouse Gas (GHG) emissions reduction.
- **Waste Reduction:** Leverage existing Lean Manufacturing principles (production approach focused on minimizing waste and maximizing efficiency) to reduce excess material usage and optimize production processes.
- **Water Management:** Install water-efficient systems, monitor and reduce water usage in production processes, and reuse wastewater where feasible.

#### Workforce Priorities

- **Employee Health and Safety:** Maintain strict workplace safety standards and conduct regular audits to identify opportunities for improving working conditions.
- **Human Capital Development:** Deliver training programs that support both skill development and career advancement.
- **Community Impact:** Partner with local organizations on initiatives that create positive, lasting change in our communities.

#### Governance Priorities

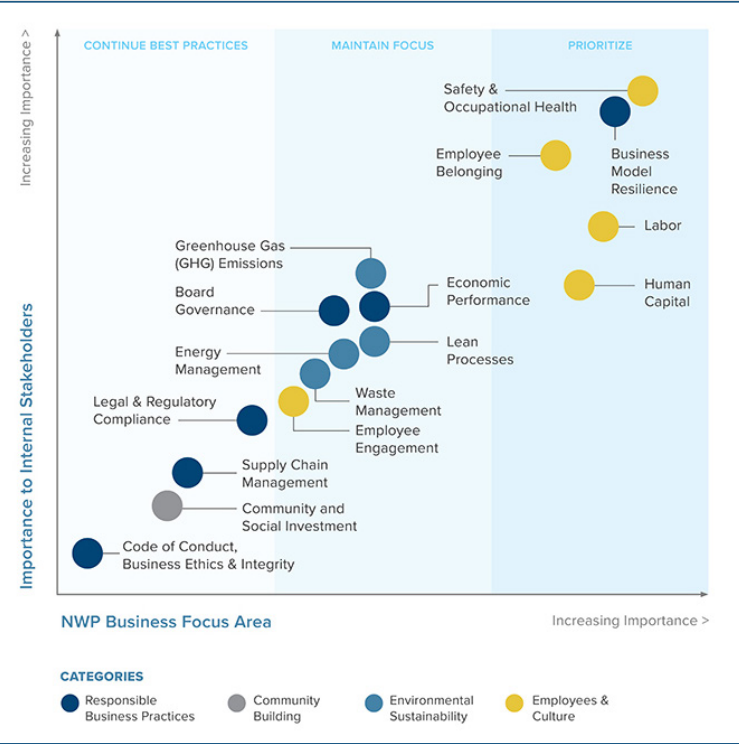
- **Responsible Business Practices:** Foster a culture rooted in ethics, accountability, and transparency—empowering employees to act with integrity while driving long-term value for our shareholders.
- **Supplier Code of Conduct:** Collaborate with suppliers to improve sustainability practices.
- **Cybersecurity and Data Privacy:** Oversee a comprehensive cybersecurity program led by executive management, incorporating regular risk assessments, third-party evaluations, and employee training to safeguard data and system integrity.



MATERIALITY ASSESSMENT

In 2023, NWP conducted a Materiality Assessment to identify the top issues that contribute to our long-term business performance and CSR strategy. Through employee and stakeholder interviews, we identified 16 key CSR topics to focus on and ranked them according to their importance to internal stakeholders and the Company’s long-term business goals.

While all topics are important, material topics are separated by the level of attention and resources that may be needed to improve performance. As shown in our Materiality Assessment chart below, the Company will continue to maintain and manage performance of the topics identified in the “Continue Best Practices” category; however, these topics do not require the same level of attention and focus as the topics in the “Prioritize” category.



Our Progress

NWP’s culture enables us to be agile in response to the fast-changing needs of our customers. As one of the largest water infrastructure manufacturing companies in North America, NWP has been setting the standard for excellence since 1966. Following our firm-wide values of ACT: Accountability, Commitment, and Teamwork, our core drivers include safety, quality, innovation, Lean Manufacturing, and reducing environmental impact through all areas of the business. We believe that good business, economic growth, and social responsibility flourish together.

In 2024 we focused on defining our CSR vision and assessing current business operations to identify where CSR principles are already in practice (e.g. employee health/safety, recycling) compared to opportunities for new initiatives. High-level objectives and the path forward were established under the supervision of the Board of Directors and the Company’s senior management. Specific CSR efforts include:

CSR Baseline Assessment

We conducted a company-wide assessment to define our current CSR position and evaluate readiness for future program growth. This included benchmarking performance across all facilities, identifying strengths and gaps, and creating a roadmap to guide ongoing efforts. Key objectives included:

- Establishing a baseline to track progress and measure impact
- Aligning operations with CSR goals and regulations
- Identifying potential risks and compliance issues
- Using data to inform decisions and allocate resources
- Enhancing transparency and stakeholder trust

Environmental Product Declaration

To meet emerging regulatory requirements—particularly in the Western U.S.—we launched a pilot project in 2024 to develop Environmental Product Declarations (EPDs) for steel pipe manufactured at our California facilities. In partnership with third-party sustainability consultants, we conducted a Life Cycle Assessment (LCA) to quantify environmental impacts and identify the main drivers of global warming potential. Beyond supporting regulatory compliance, EPDs help us better understand our environmental footprint and uncover opportunities to improve resource efficiency, reduce waste, and lower costs—while advancing our broader environmental objectives. EPDs also give customers greater transparency to compare products based on environmental impact. We anticipate a more streamlined process for future EPD development following third-party verification in 2025. We are also exploring the potential for precast product EPDs as part of our long-term strategy.

Greenhouse Gas Emissions Inventory

We completed a third-party verified inventory of our Scope 1 (direct) and Scope 2 (indirect) greenhouse gas emissions to assess the environmental impact of our operations. This foundational effort aligns with globally recognized standards and helps identify opportunities to improve efficiency, set informed goals, and enhance transparency with stakeholders. For definitions and methodology, see the Appendix: Greenhouse Gas Emissions Methodology & Terminology.

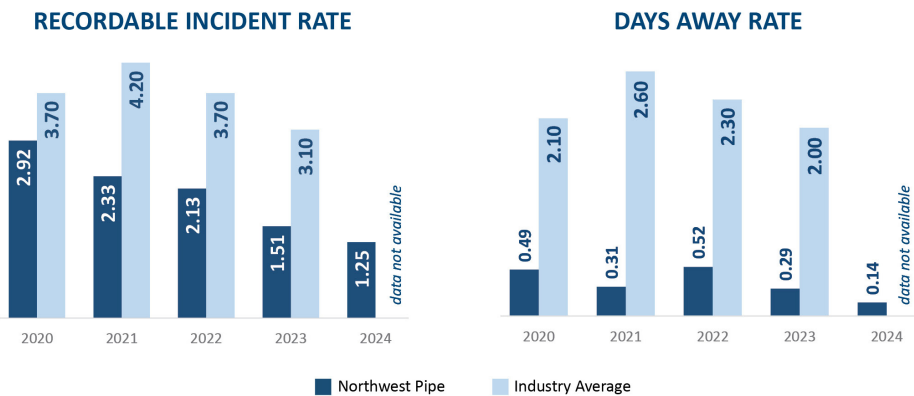
Scope 1 & 2 Emissions	2024	2023	2022
Engineered Steel Pressure Pipe Business Unit			
Absolute Scope 1 Emissions (mtCO <sub>2</sub> e)	6,696	6,402	6,221
Absolute Scope 2 Emissions (mtCO <sub>2</sub> e)	6,657	6,902	6,908
Absolute Scope 1+2 Emissions (mtCO <sub>2</sub> e)	13,353	13,304	13,129
Scope 1+2 Emissions Intensity (mtCO <sub>2</sub> e per unit produced)	0.15	0.20	0.19
Precast Infrastructure and Engineered Systems Business Unit			
Absolute Scope 1 Emissions (mtCO <sub>2</sub> e)	3,234	3,264	3,269
Absolute Scope 2 Emissions (mtCO <sub>2</sub> e)	1,287	1,228	1,311
Absolute Scope 1+2 Emissions (mtCO <sub>2</sub> e)	4,520	4,492	4,580
Scope 1+2 Emissions Intensity (mtCO <sub>2</sub> e per unit produced)	0.04	0.05	0.04
Northwest Pipe Company (total)			
Absolute Scope 1 Emissions (mtCO <sub>2</sub> e)	9,930	9,666	9,490
Absolute Scope 2 Emissions (mtCO <sub>2</sub> e)	7,944	8,130	8,219
Absolute Scope 1+2 Emissions (mtCO <sub>2</sub> e)	17,874	17,796	17,709



SAFETY IS OUR FIRST PRIORITY

Safety is at the core of NWP’s culture and is embedded at every level of our organization. More than just policy and procedure, our approach integrates compliance-driven programs with a strong emphasis on coaching, mentoring, and personal accountability. By fostering a deep, company-wide commitment to safety—from our CEO to every team member—we continue to achieve industry-leading results while enhancing productivity and reducing costs.

As a manufacturer, we work diligently to eliminate hazards associated with high-risk activities such as falls and heavy equipment operation. We also prioritize personal safety by addressing risks related to fatigue, complacency, and other behavioral factors that can impact safe decision-making. Our goal is simple: to send every employee home safely at the end of the day.



NWP Safety Rates (2019-2024) - NWP’s Recordable Incident Rate and Days Away Rate have remained well below industry averages for five consecutive years.

“Safety is the foundation of everything we do. Our commitment to protecting our employees goes beyond policies and procedures—we foster a culture where every team member is actively engaged in maintaining a safe workplace. Through continuous training, strong leadership, and an unwavering focus on hazard prevention, we have achieved industry-leading safety performance, ensuring that our people go home safely every day.”

Miles Brittain  
Executive Vice President



Safety Performance

NWP’s safety performance consistently exceeds industry averages. From 2020 through 2024, our average Total Recordable Incident Rate (TRIR)<sup>1</sup> was 1.88 and our Average Days Away Rate<sup>2</sup> was 0.35—both significantly lower than OSHA-reported industry averages for our sector<sup>3</sup>.

In 2024, all 13 of our manufacturing facilities achieved TRIR and Days Away rates well below the national average. Several sites recorded the lowest incident rates in Company history. Notably, three facilities surpassed one million work hours without a lost time incident, and twelve of thirteen went more than a year without one. Based on recent federal data, our 2024 TRIR of 1.25 places us in the top 10–15% of safety performers among companies in our industry classification<sup>4</sup>, underscoring the strength of our safety culture.

To reinforce the importance of safety, 10% of the short-term incentive plan for executive officers and safety-responsible senior managers was tied to a TRIR target of 2.7. The final result—a Company-best TRIR of 1.25—demonstrates our deep accountability and commitment to protecting our workforce.

<sup>1</sup> Total Recordable Incident Rate (TRIR) measures the number of work-related injuries and illnesses requiring medical attention per 100 full-time employees annually.

<sup>2</sup> Days Away Rate indicates how often employees miss work, are placed on restricted duty, or are transferred to different tasks due to injury or illness.

<sup>3</sup> Industry Classification: SIC 33121 – Iron and steel pipe and tube manufacturing from purchased steel

<sup>4</sup> Based on 2022 injury and illness data published by the U.S. Bureau of Labor Statistics and OSHA, which reports TRIR percentiles by industry: <https://www.bls.gov/iif>

Safety Programs and Assets

Each of our plants engages in a range of activities to support strong safety performance—from daily toolbox talks that address the day’s tasks and any specific safety concerns, to monthly Safety Plan Meetings and recognition programs like the ‘No Days Away’ Safety Awards. A highlight each year is Safety Day, a dedicated day when a plant may pause operations to focus on safety training and updates. These events feature interactive demonstrations from outside vendors and offer a hands-on, engaging atmosphere for employees. All of our facilities participate in these programs, including the two highlighted below.

Lean in Action

To share safety and process improvement successes across our plants, we established the Lean in Action Program. Plants submit multiple improvement reports annually, which include an assessment of the activity, photos, a before-and-after statement of how a process was improved, a summary of cost or labor hour savings, and the overall benefits achieved. Many of these improvements incorporate 6S methodology—Sort, Set in Order, Shine, Standardize, Sustain, and Safety—reinforcing our commitment to safe, efficient, and well-organized work environments.



**Five to Stay Alive**  
The **Five to Stay Alive Program** is the latest innovation by our Director of Safety and Environmental Compliance. The program focuses on the top five most common safety hazards: forklifts and vehicles, ladders, fall protection, lockout/tagout and machine guarding, and crane and rigging systems. Throughout the year, safety information is shared with our team via in-plant

presentations, reminder hand-outs, the plant communications slide deck, and team one-on-ones. By increasing awareness, we are working on mitigating the challenges of our working environment.



WATER STEWARDSHIP

As a manufacturer of water-related infrastructure products, we have the privilege of bringing water to communities and improving livability. Water is an equalizer that drives a population’s health, individual growth, and prosperity. It’s also a precious natural resource that requires careful handling to ensure water quality and a balance of community access and environmental sustainability.

With climate change disrupting weather patterns and causing long-term drought in regions where water has previously been more available, responsible resource management and reliable water transmission solutions are becoming even more crucial. Our quality and long-lasting engineered steel pipe products support critical modernization projects that replace or rehabilitate aging infrastructure, reducing water loss and saving millions of gallons of water a year.

Future Water Initiatives

- 1

**Water Efficiency**

We continue to explore opportunities to improve water efficiency through updated equipment, technologies, and process improvements. Water audits help us better understand usage patterns and identify potential areas for recycling and reuse.
- 2

**Wastewater Management**

Our facilities aim to treat wastewater in line with applicable regulations, and we’re evaluating technologies that could further improve treatment outcomes and support pollutant removal or by-product recovery. We monitor water quality to help maintain compliance and transparency.
- 3

**Reducing Our Water Footprint**

We are working to better understand our water usage and identify areas of higher consumption. As part of our broader sustainability efforts, we are considering the use of alternative water sources—such as rainwater harvesting—where practical.
- 4

**Community Engagement and Stewardship**

We look for ways to collaborate with local organizations and agencies to support shared water resources. This includes exploring opportunities to participate in watershed conservation efforts and initiatives that promote access to clean water in our communities.

Water Projects That Serve Communities

NWP supports water conservation and the supply of clean, safe water to thriving communities. Examples of that work include the following projects:



**Engineered Steel Pressure Pipe: Pure Water San Diego**

This phased, multi-year program will supply nearly half of the City of San Diego’s water supply locally by the end of 2035. This project uses proven water purification technology to clean recycled water to produce safe, high-quality drinking water. The Pure Water Program offers a cost-effective investment for San Diego’s water needs and will provide a reliable, sustainable, drought-resistant water supply for the City’s growing communities. To support Phase 1 of the program, NWP is supplying over 21 miles of 30- and 48-inch engineered steel pipe, which will be used to convey wastewater and purified water across the Pure Water network. Manufactured at our Southern California facility in Adelanto, over 8,080 tons of steel was used to produce more than 111,700 LF of pipe for this phase of the project.

**Product:** 75,447 LF of 48” and 36,254 LF of 30” Spiralweld Steel Pipe with Cement Mortar Lining and Coating with Polyethylene Tape Wrap



**Lined Precast Products: City of Surprise Manhole Rehabilitation**

Geneva Pipe and Precast manufactured multiple Hybrid PVC Manholes to replace failing manholes downstream from a 24-inch force main discharge point in Surprise, AZ. These hybrid manholes feature an FRP base liner, PVC riser, and lined concrete lid. They are custom designed to fit the contours of the existing manhole structure. This system provides a permanent structural rehabilitation method that is watertight and corrosion-resistant, backed by a 50-year warranty against corrosion and 100-year design life. The modular design, easily stackable components, and simple installation process enabled crews to rehabilitate two manholes in just three days. Work was completed in a live sewer, with no bypass or vacuum trucks required and no service interruptions.

**Product:** Hybrid PVC Manhole including an FRP base liner with 24-inch pipe connections, a 42-inch PVC riser, and an FRP-lined concrete flat lid with 24-inch opening.



**Engineered Steel Pressure Pipe: Alliance Regional Water Authority Phase 1B Treated Pipeline**

The Alliance Regional Water Authority (ARWA) Phase 1B Treated Pipeline is a critical water infrastructure project designed to provide growing communities in Central Texas with a sustainable source of water. Spanning the I-35 corridor between San Antonio and Austin, this phase includes four groundwater wells, two elevated storage tanks, two booster pump stations, a new water treatment facility, and five segments of treated water pipeline. NWP is supplying nearly 17 miles of 42- and 48-inch engineered steel water transmission pipe for this segment of this project. With additional segments, NWP is contributing a total of 35 miles of pipeline to support this critical project that will deliver 19 million gallons of clean water per day.

**Product:** 5,808 LF of 42-inch and 83,160 LF of 48-inch spiralweld steel pipe with polyurethane coating and cement mortar lining



ENVIRONMENTAL MANAGEMENT

We take an intentional approach to environmental management. NWP recognizes that our businesses can impact the environment if we don't operate responsibly, and that responsible operations need to be context-specific to address the unique environmental complexities of individual operating areas.

We work hard to mitigate adverse effects on the environment caused by our manufacturing processes and the use of our products. This includes the development and implementation of proactive processes, procedures, and management systems designed to minimize our environmental footprint whenever possible.

NWP is committed to operating in compliance with federal, state, and local environmental regulations. We strive to avoid or reduce our impact on people and the environment through all phases of our manufacturing activities. This includes seeking methods to control pollutants in stormwater runoff and air emissions, enhance energy efficiency, minimize

waste, protect biodiversity and critical habitats, and improve water quality and availability.

We are currently evaluating the development of an Environmental Management System (EMS) to strengthen and guide our environmental stewardship efforts. The intent of the EMS is to systematically and consistently manage our environmental risks and potential impacts across our organization. The EMS will be guided by ISO 14001 and support the following goals:

- Identification and management of environmental aspects and impacts
- Compliance with environmental laws and regulations
- Improvement of our environmental performance
- Enhancing NWP's reputation as a responsible operator
- Reduced costs through resource efficiency



“ At Northwest Pipe Company, environmental stewardship is integral to how we operate. As a manufacturing company, we recognize that sustainability and conservation are not only the right thing to do—they also drive efficiency, reduce costs, and strengthen our long-term success. We take a proactive and systematic approach to minimizing our impact—whether through reducing emissions, conserving resources, or improving water quality—while ensuring compliance with all regulations. We remain committed to continuous improvement, innovation, and accountability in protecting the environment for future generations. ”

**Michael Anderson**  
Director of Safety and Environmental Compliance



ENERGY AND EMISSIONS

We continually invest in technologies and practices that improve manufacturing efficiency and help reduce our environmental impact. Recent capital upgrades—particularly in coating and lining operations at several steel pressure pipe plants—have contributed to lower particulate emissions, keeping us well below regulatory thresholds.

In 2019, our Adelanto facility received the prestigious [Exemplar Award](#) from the Mojave Desert Air Quality Management District, recognizing outstanding efforts to prevent and control air pollution. As the District noted:

“Northwest Pipe Company is on the leading edge of a growing movement of social responsibility and environmental sustainability that aims to protect our fragile environment for future generations.”

**Core Improvement:  
Portland Plant Energy  
Audit**

At our Portland plant, a full energy consumption audit in partnership with the Energy Trust of Oregon has led to the implementation of facility-wide energy-efficient upgrades, including:

- Programmable thermostats
- Dedicated compressor systems for specific production areas
- Compressed air storage
- Heat pump replacements for electric heater and window AC units
- Lighting controls for non-production areas
- Energy usage monitoring in key locations







ADAPTING TO CHANGING CONDITIONS

The increasing frequency of extreme weather events presents both acute and chronic challenges that can impact NWP’s people, operations, supply chain, and physical assets. In the western U.S., where many of our facilities are located, the growing threat of wildfires adds further complexity to business continuity and safety planning. Preparing for these evolving environmental conditions is essential to the long-term resilience of our Company.

NWP is evaluating the steps to conduct a climate-related risk and opportunity assessment aligned with the Task Force on Climate-Related Financial Disclosures (TCFD), now part of the International Sustainability Standards Board (ISSB). These frameworks categorize risks as either physical (such as wildfires, extreme weather, and shifting climate patterns) or transition-related (including changes in policy, technology, markets, and reputation as the economy evolves). They also highlight opportunities to strengthen resilience, support mitigation, and adapt over time.

The TCFD/ISSB frameworks provide a structured approach to identifying, managing, and communicating climate-related risks and opportunities.

Core Improvement: Orem Styrofoam Recycling

Our Geneva Pipe and Precast plant in Orem, Utah, recently invested in two state-of-the-art Styrofoam compactors. Styrofoam is used to create custom forms for our lined and unlined pre-channeled manhole bases. The production process begins by shaping Styrofoam blocks with a robotic cutting machine, which generates particulate as a by-product. While this process is performed in a contained environment that prevents particulate release, the resulting Styrofoam waste cannot be reused in our operations.

The new compactors compress this waste into dense, recyclable blocks. Previously, leftover Styrofoam from unlined manhole base production was the largest source of landfill waste at our Orem facility.

By installing the compactors, **we’ve reduced Styrofoam waste volume by an estimated 70%.** The machines also lowered monthly labor needs and disposal costs, while creating a recyclable product that can be sold for profit.



WASTE

Effective waste management is a cornerstone of our commitment to sustainability and responsible manufacturing. Our philosophy centers on minimizing waste generation, maximizing resource recovery, and promoting circular economy principles to reduce our environmental impact and create value from by-products. As we continue to build on this foundation, we are pursuing key initiatives to improve waste practices across our operations and drive long-term environmental progress.

Future Waste Initiatives

- 1

Waste Reduction

  - Optimize manufacturing processes to minimize waste
  - Adopt Lean Manufacturing principles for resource efficiency
  - Encourage sustainable design and material selection
- 2

Recycling and Recovery

  - Enhance recycling programs
  - Partner with certified vendors for material recovery and safe disposal of hazardous waste
  - Explore innovative uses for by-products
- 3

Waste Diversion Goals

  - Set targets to divert waste from landfills through recycling, composting, and energy recovery
  - Track and report waste diversion rates
- 4

Monitoring and Transparency

  - Establish systems to measure, monitor, and report waste metrics in alignment with TCFD/ISSB standards
  - Audit waste management practices to ensure compliance and identify improvement opportunities



EMPLOYMENT PRACTICES

At NWP, we are dedicated to fostering a workplace built on accountability, commitment, and teamwork. We hire, train, promote, and compensate based on merit and experience, ensuring equal opportunities for all. Our Equal Employment Opportunity policy outlines protections for various categories, including race, color, sex (including gender identity, sexual orientation, and pregnancy), and national origin.

We recognize and support the principles of human rights as outlined in the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights. These internationally recognized frameworks help inform our Human Rights Policy and Code of Conduct and Business Ethics, which collectively guide our commitment to fostering a respectful, inclusive, and fair workplace.

“ At Northwest Pipe, our people are our greatest asset. We are dedicated to building a culture of accountability, commitment, and teamwork where every individual can thrive. By investing in our employees’ growth, we empower them to reach their full potential. Our commitment to inclusivity, integrity, and human rights ensures a future defined by excellence, fairness, and enduring success. ”



**Megan Kendrick**  
Senior Vice President  
of Human Resources

Employee Development

For us, investing in our employees means investing in our long-term success and competitiveness. Beyond our continued emphasis on strengthening general skills across the workforce, we’ve sharpened our focus on building a leadership pipeline through the ACTivate program—a course series designed to prepare future leaders.

In 2023, ACTivate introduced three new initiatives: an in-person leadership training series hosted across company locations; a small-group coaching program that pairs high-potential employees with senior executives for personalized career guidance; and targeted growth opportunities for individuals in key roles.

Employee Recognition

Celebrating our workforce through employee recognition efforts allows us to shine a spotlight on both individual and team achievements and acknowledge the hard work that contributes to NWP’s success.

- **Service Awards:** We are proud of our employees’ commitment to their ongoing service at NWP. 48% of the Company’s workforce boasts five years or more of service at NWP, bringing a depth of experience, skills, and knowledge. Each employee is recognized for their continued service on their work anniversary and we provide service awards on milestone service years beginning at an employee’s fifth year of employment.



- **Employee Spotlight:** To honor and celebrate our workforce, we have developed an employee spotlight program that interviews employees and asks them to share their thoughts related to their career journey. Through these interviews, we celebrate individual team members and delve into their experiences, challenges, and accomplishments and why they choose to build their career with NWP.
- **Peer Recognition:** impACT, our peer-to-peer recognition program, allows coworkers to nominate those who have gone above and beyond while displaying one of the ACT values of Accountability, Commitment, and Teamwork. Nominees are recognized on our internal employee recognition web platform.
- **Benchmark and Apex Awards:** Each year, NWP selects one steel pressure pipe facility to receive the Benchmark Award, and one precast facility to receive the Apex Award. These awards are given to the facilities with the best overall performance as measured by achievements in safety, Lean progress, process improvement participation, productivity, quality, revenue growth, and profitability.



COMMUNITY IMPACT PROGRAM

As part of our commitment to supporting the communities where we operate, NWP launched its new Community Impact Program (CIP) in late 2024. To mark the launch, we made a \$25,000 donation to the Share Vancouver Backpack Program, which provides over 1,200 bags of non-perishable food each week to help low-income families maintain access to nutritious meals over the weekend when school lunches are unavailable. Share Vancouver currently serves 90 schools across Southwest Washington.

The CIP is designed to address critical social and environmental challenges through targeted initiatives and partnerships. We believe thriving communities are essential to a thriving business. By aligning our resources and expertise with local priorities, we aim to create shared value for all stakeholders while advancing our CSR goals.

Built on four key pillars, the program focuses on generating lasting and meaningful impact:

- **Education and Youth Development:** Supporting local schools and promoting literacy and access to learning resources, as well as extracurricular activities like sports and arts
- **Workforce Development:** Investing in education, training, and career-readiness opportunities that help individuals succeed in manufacturing and beyond
- **Environmental Sustainability:** Encouraging resource conservation, responsible practices, and community-led environmental initiatives
- **Community Well-Being:** Collaborating with local organizations to support food security, healthcare access, and disaster response



COMPREHENSIVE EMPLOYEE BENEFITS

At NWP, we offer a comprehensive benefits package designed to support the physical, mental, and financial well-being of our employees. Our total rewards include competitive pay, flexible benefits, and resources that promote financial security, career development, and personal wellness.

Our core benefits include company-subsidized health and welfare coverage, paid vacation and sick time, and a 401(k) retirement savings plan with company contributions. We also provide life insurance, dependent scholarships, and financial education tools to help employees plan for long-term security.

We recognize that the work our team performs can be physically demanding. To support employee health and resilience, we offer programs that promote physical well-being and provide tools to help manage everyday life challenges.

Please note: benefits are available to U.S.-based employees and may vary by location.

**\$2.6M**  
Match to employee 401(k) retirement savings plan in 2024

Our annual individual tuition reimbursement benefit is  
**\$2.5k**  
for hourly employees and  
**\$5.0k**  
for salaried employees

**6**  
Employees participated in the tuition reimbursement program with a total spend of over \$25,000

Paid  
**Time Off**  
in both vacation and sick leave

**EAP**  
Free Employee Assistance Program is available to all employees.

Over  
**\$26k**  
Paid in employee referral bonuses

**\$119k**  
Company contributions to employees HSAs

We offer a variety of Life and Disability  
**Insurance**  
options to our employees—most at no additional cost.





OUR RESPONSIBLE PRACTICES

NWP’s Board of Directors and management are committed to strong corporate governance and ethical conduct. Our Corporate Governance Principles address Board member qualifications, independence, and ongoing education to support effective oversight and accountability.

Our Code of Business Conduct and Ethics applies to all employees, officers, and directors. It provides guidance on identifying and managing ethical issues and outlines clear reporting mechanisms. A separate Code of Ethics for Senior Financial Officers reinforces integrity and transparency in financial reporting and senior leadership.

We strive to maintain a culture where safety, integrity, and fairness are openly valued and discussed. Employees are encouraged to report concerns—whether related to ethics, financial reporting, or legal compliance—without fear of retaliation. Reports can be made to a supervisor, facility management, Human Resources, or Finance, or anonymously through the Company’s hotline.

Board Governance Committees

Audit Committee

The Audit Committee oversees the integrity of financial reporting, internal controls, legal compliance, and risk management, including cybersecurity. It also ensures the independence and performance of external auditors.

Compensation Committee

The Compensation Committee sets executive compensation, administers equity incentive plans, and oversees human capital management. It also determines nonemployee director compensation and is fully independent under Nasdaq rules.

Environmental and Social Governance Committee

The Environmental and Social Governance Committee oversees the Company’s environmental, social, and governance initiatives, ensuring alignment with strategic goals and regulatory compliance. It also monitors related risks, opportunities, and performance.

Nominating and Governance Committee

The Nominating and Governance Committee recommends corporate governance principles, identifies board candidates, and proposes nominees for election. All members are independent under Nasdaq rules.

*Please see our 2025 Proxy Statement for further information on Board composition, responsibilities, and committee oversight.*

“ Northwest Pipe is a leader in water-related infrastructure focused on delivering lasting value to our shareholders. Through strategic investments in plant efficiency, disciplined risk management, and a strong corporate governance framework, we continuously enhance production, improve margins, and drive sustainable growth. By balancing operational excellence with financial strength, we ensure the Company remains resilient, competitive, and positioned for continued success. ”

Aaron Wilkins  
Chief Financial Officer



Business Ethics and Integrity

NWP has adopted principles to help us work, think, and act together to benefit all of our stakeholders. These principles are the foundation for our culture and the cornerstone of our conduct. At NWP, we:

- **Obey the Law:** We fully support compliance with the rules and regulations applicable to the Company, local communities, and governments where we work and conduct business
- **Act As One Company:** We understand that a collective force is stronger than individual entities and as a result we will leverage the power of our various businesses to maximize returns and continually improve our technology to increase stockholder returns
- **Communicate Clearly:** Our communications are two-way and clear ensuring everyone involved understands what we are doing, why we are doing it, how they can support the process, and what we intend to accomplish
- **Remain Inclusive:** We understand the benefits of diverse views on subjects and encourage participation in the process from everyone who can offer guidance
- **Encourage Productive Conflict:** We understand that not everyone will always agree on all subjects and when they do not, we expect both sides to be heard and a decision to be reached that everyone will support
- **Value Each Other:** We want work relationships to be positive experiences and expect that each of us will approach interactions with consideration, professionalism, understanding, and openness to drive cooperation across our Company and to foster a team environment

Personal Responsibilities

NWP is committed to providing a safe, healthy, and productive work environment. Each employee has a personal responsibility to uphold our values and to help eliminate actions or conditions that compromise that environment. Our team takes pride in the high standards of conduct that define us as NWP employees. Regardless of position, every employee is expected to support the Company in fulfilling these commitments to our stakeholders.





**RISK MANAGEMENT**

NWP’s Risk Management process is intended to support our business and CSR objectives. Risk management is an integral part of all NWP processes, used to inform decisions and manage uncertainty and emerging CSR issues within our operations. The process is designed to be dynamic, iterative, and responsive to change.

This Risk Management process builds confidence with our shareholders and stakeholders that risks are managed effectively to support business decisions in achieving both short– and long–term business corporate responsibility goals, subsequently enhancing business resiliency. This guidance is modeled after and incorporates key elements and principles of ISO 31000:2009 Risk Management Principles and Guidelines.

Our defined Risk Management process establishes a common understanding of requirements which:

- Demonstrates clear responsibility and ownership
- Uses common language and defined metrics
- Focuses on early identification, assessment, and management
- Provides a holistic view of NWP’s business and applicable risks
- Increases the value of our business by minimizing impacts and maximizing benefits through programs, initiatives, and core strategies across the business enterprise

**SUPPLY CHAIN MANAGEMENT**

Our Procurement Policy is designed to ensure that all purchases of business-related products and services deliver the best overall value—balancing price, quality, and performance. The goal is to provide our internal customers with high-quality goods and services in a timely manner, while minimizing the risk of fraud, waste, and abuse in the procurement process.

**Purchasing Manual**

NWP conducts business in a manner that promotes responsible and proactive management of CSR matters. When considering engaging with outside suppliers, purchasing professionals are expected to factor prospective suppliers’ CSR-related practices during the decision-making process, such as:

- A commitment to sound corporate governance, ethics, and internal controls
- Adherence to all applicable environmental and human rights laws and regulations
- Concerted efforts to minimize greenhouse gas emissions, waste generation, and energy and water consumption in its products’ life cycles
- Prioritize the use of recycled and/or eco-friendly materials and avoid using excess packaging for their products
- Consider the use of renewable energy sources in their production practices
- Provide and maintain safe working conditions and have enacted reliable health and safety policies for their employees
- Promote a working environment that supports diversity and inclusion, and where employees are respected and valued

**Sarbanes-Oxley Act**

As a public company, NWP is required to comply with the Sarbanes-Oxley Act. This compliance act addresses the SEC’s rules on Section 404 relating to internal control reporting and auditing. Buyers are required to document purchasing activities such as RFQs, RFIs, quotations, POs, record retention, emails, etc. All NWP locations are required to perform an annual review of all suppliers for compliance with the Sarbanes-Oxley Conflict Minerals law. Corporate purchasing leads this task with the support and assistance from the purchasing members from each plant location to contact each vendor and request supporting documents for compliance.



CYBERSECURITY

In today’s digital landscape, information is one of our most valuable assets, and safeguarding it is critical to our business integrity, reputation, and stakeholder trust. Our cybersecurity framework is designed to protect the confidentiality, integrity, and availability of data, safeguarding it from unauthorized access, tampering, or disruptions. As we increasingly share sensitive information with business partners, we are committed to implementing robust security measures that uphold their trust and mitigate risks. Our approach focuses on protecting our investment in information assets, reducing business and legal risks, and preserving the strong reputation of NWP. Through continuous improvements in our policies and security protocols, we strive to maintain a resilient and secure information environment.

“ Although cyberattacks are common in many industries, manufacturing firms in the U.S. are prime targets often driven by extortion attempts. As a high-risk industry, we’ve elevated our security protocols to match the evolving threat landscape. Our cybersecurity team, working closely with trusted partners, uses advanced monitoring and reporting tools to proactively identify and mitigate risks. While we work to minimize exposure, employees play a critical role by staying vigilant about who they interact with and how they share company data. ”

**Carl Tanner**  
Vice President of  
Information Technology



Cybersecurity Priorities

Governance and Leadership

- Executive oversight and Board-level engagement ensure cybersecurity remains a core component of our enterprise risk management strategy.
- Our dedicated IT team leads policy development and security enhancements, aligning practices with recognized industry standards.

Risk Management and Threat Mitigation

- We assess our cybersecurity preparedness using a standards-based framework to assist us in managing and reducing cybersecurity risks and strengthen our security posture.
- We use advanced tools to monitor and protect our systems from cyber threats, supported by a formal incident response and recovery framework.
- We assess cybersecurity risks across our supply chain and work closely with partners to ensure aligned security standards.

Data Protection and Privacy

- We safeguard sensitive data using encryption, access controls, and secure systems, while ensuring compliance with evolving data privacy regulations.

- Privacy principles are integrated into our systems and processes from the outset.

Employee Training and Awareness

- Cybersecurity awareness is reinforced through regular training, including annual courses aligned with National Institute of Standards and Technology CSF standards.

Transparency and Accountability

- We conduct regular audits and assessments to evaluate cybersecurity performance, and stay ahead of evolving threats through continuous monitoring and improvement efforts.

A Commitment to Secure Growth

Our approach to cybersecurity reflects our dedication to protecting our operations and stakeholders. By embedding cybersecurity into our CSR strategy, we aim to build resilience, foster trust, and support the long-term success of our business.



GREENHOUSE GAS EMISSIONS METHODOLOGY & TERMINOLOGY

To support transparency and comparability, our greenhouse gas (GHG) emissions inventory follows widely accepted standards and was third-party verified for accuracy. Below is a summary of the terminology used and the methodology applied:

Key Terms

- Scope 1 Emissions:** Direct GHG emissions from sources owned or controlled by the Company (e.g., onsite fuel combustion, fleet vehicles).
- Scope 2 Emissions:** Indirect GHG emissions from the generation of purchased electricity, steam, heating, or cooling consumed by the Company.
- Absolute Emissions:** The total quantity of GHG emissions, expressed in metric tons of carbon dioxide equivalent (mtCO<sub>2</sub>e), without normalizing for production output.
- Emissions Intensity:** A normalized measure of emissions per unit of production.
- *For the steel business unit:* metric tons of CO<sub>2</sub>e per metric ton of steel produced.
  - *For the concrete business unit:* metric tons of CO<sub>2</sub>e per cubic yard of precast concrete produced.

Methodology

- Data Collection:** Emissions data were collected from operational records across each business unit, including fuel usage, electricity consumption, and production volumes.
- Emission Factors:** Standardized emission factors were applied per EPA and internationally recognized protocols (e.g., GHG Protocol).
- Verification:** A third-party auditor reviewed data sources, calculations, and assumptions to ensure the accuracy and integrity of the inventory.
- Boundary and Scope:** The inventory covers Scope 1 and 2 emissions for the Engineered Steel Pressure Pipe Business Unit, the Precast Infrastructure and Engineered Systems Business Unit, and the consolidated total for Northwest Pipe Company.
- Annual Comparison:** Emissions are presented across three years (2022–2024) to track progress and trends.

This emissions inventory forms the foundation of our environmental performance strategy and supports goal-setting for future reduction initiatives.

