

2023 Annual
Impact

Report

Freeman¹





Freeman always aims higher.
We ask more of ourselves,
embracing our intention to make
our community and our world a
better place. Every day, we wake
up and ask the same question:

Today, what can we do better?

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Do better. Do more.

The story of Freeman is a story written by optimists. Our experience, spanning 97 years in the event industry, has shown that people of integrity, acting with resolve and enthusiasm, and armed with a strategic, science-based plan, will prevail. That's the perspective you'll find in this report. Freeman people solve profoundly complex challenges every day. Our approach can be summed up by one simple question: What can we do better?

Continuous improvement is a habit. But over the years, we've come to realize that the mandate to do better demands closer inspection. Better for whom? Doing better means doing better for everyone we serve.

And frankly, we serve everyone.

As a leader in the events industry, we support virtually every business sector, from educators and manufacturers to tech innovators and mom-and-pop retailers. We serve people looking for answers and inspiration. And we owe it to them — to everyone — to deliver in a way that is equitable and sustainable.

The best way to do that is by focusing on the change we can make in our own area of influence. We've been intentional about taking action that moves our industry forward without leaving our values behind. That's the point of this report.

Our story is that of a family-owned company whose people have scrutinized the things we do that have an impact — globally and locally. We work to hold ourselves accountable. And to stay motivated.

So that every day, we can find new ways to be better and do more. For the planet. For the communities we are part of. For you.



A handwritten signature in green ink that reads "BPH".

Bob Priest-Heck, CEO, Freeman

Our Company &

Our Why

As a global leader in events, we know our actions and work have a profound effect on not only our industry, but also people and the planet.

We strive to be champions for our people, planet, and customers. A big part of corporate responsibility is being accountable and adaptable, especially in times of change. We have new people, new voices, new ideas, and new approaches. But we remain true to who we have always been and what we've always done: connecting people in meaningful ways.

Let's do what's meaningful

Innovation and enthusiasm aren't just buzzwords — they're the keys to our culture ... and our ongoing success. From our foundational values of integrity, enthusiasm, empathy, a learning mindset, and innovation, we build a strong culture, where diverse viewpoints, perspectives, and ideas are not treated as niceties,

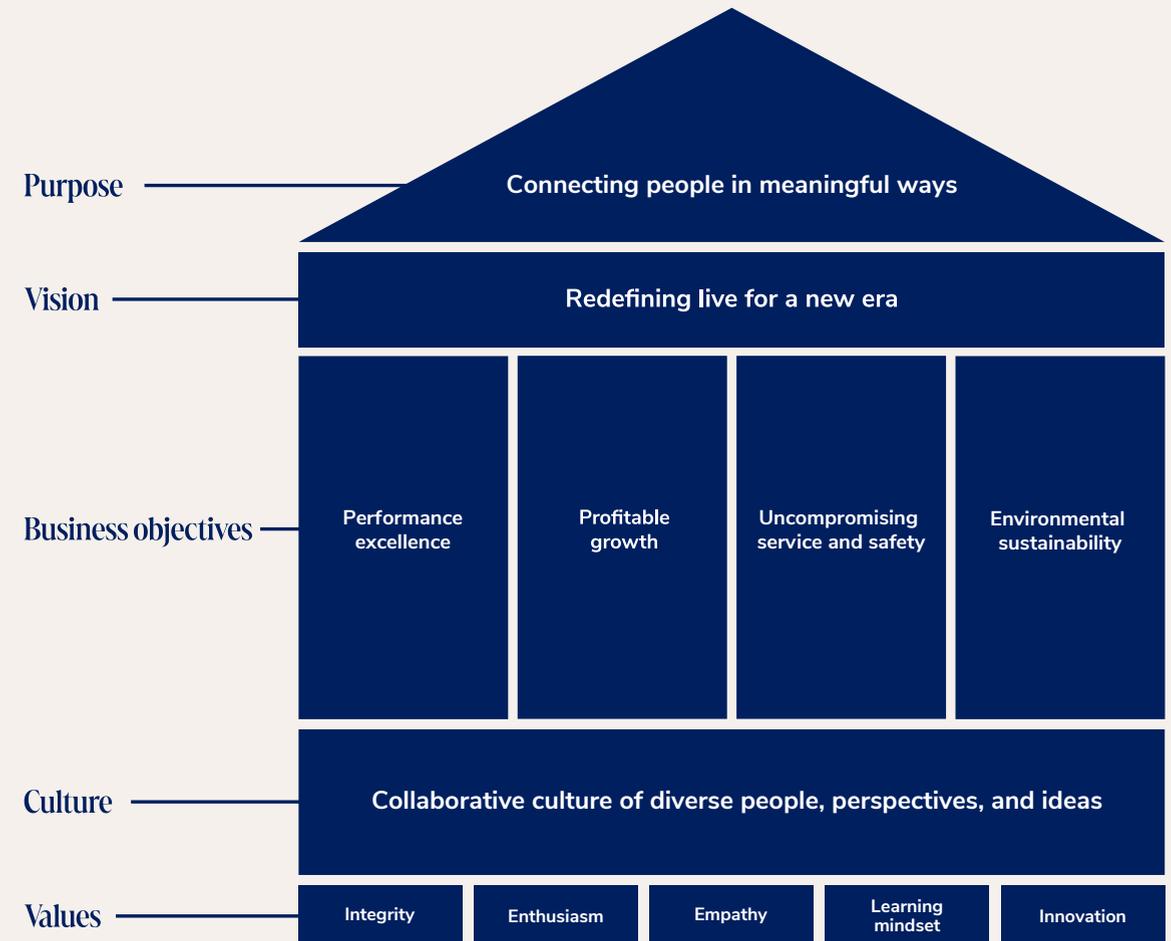
but as crucial ingredients in our business success. This strong foundation allows us to build the best team that does the best work ... and still strives for more.

Let's do what's clear

Transparency is vital for our customers, partners, and employees. We are constantly adapting and keeping an eye toward the future. So, our intention is to calculate the impact of these ongoing initiatives and report on them.

Bottom line: We always strive to do better and be better.

Freeman True Blue House





How we're working to do better.

Planet: Bringing new ideas and perspectives to market through events while minimizing impact to support a healthier planet.

People: Putting people (our employees, customers, partners, and attendees) at the center of everything we do, which translates to equitable and ethical treatment for all.

Principles: Creating a culture of integrity and committing to doing our work ethically and safely.

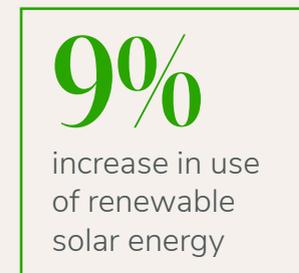
Freeman Impact Snapshot

All metrics cited reflect July 2022 through June 2023 (FY23)

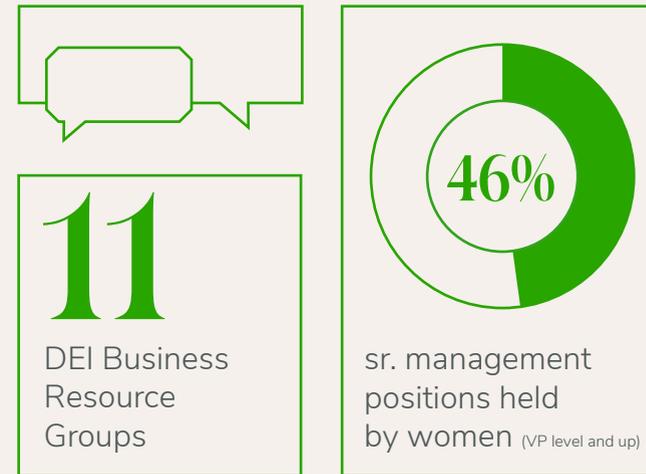
Our Company



Our Planet



Our People



Our Principles



Source: Internal Freeman Data



How We Do Better

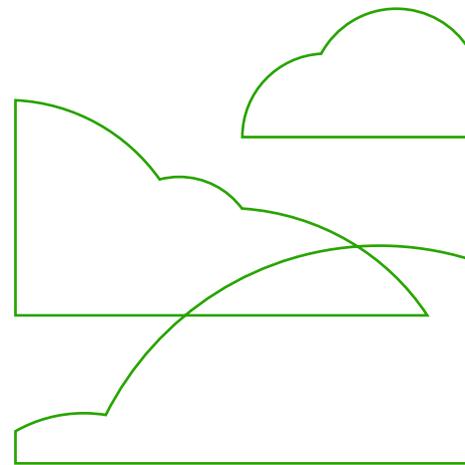
Our Planet



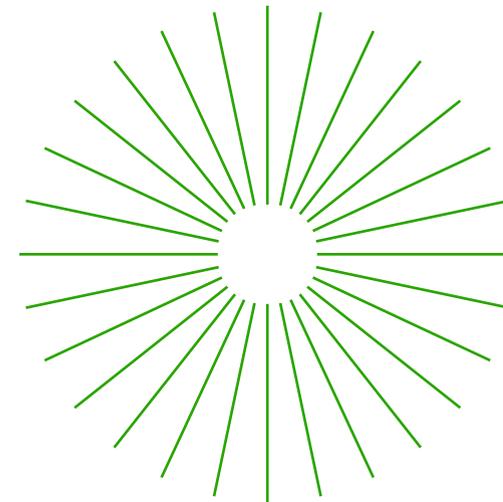
How We Do Better

Our Planet

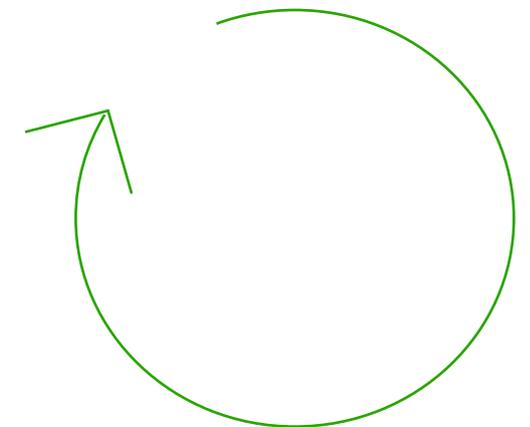
Our work touches all aspects of the events industry. By focusing heavily on reducing our impact on the planet, we are also working to make a positive impact on the industry at large. We aligned our goals with the Net Zero Carbon Pledge not only to reduce our carbon footprint, but to leave a positive imprint at every event. **In doing so, we committed to the following goals:**



Reducing our GHG emissions by 50% by 2030



Achieving net zero carbon by 2050



Achieving zero waste

Our Priorities

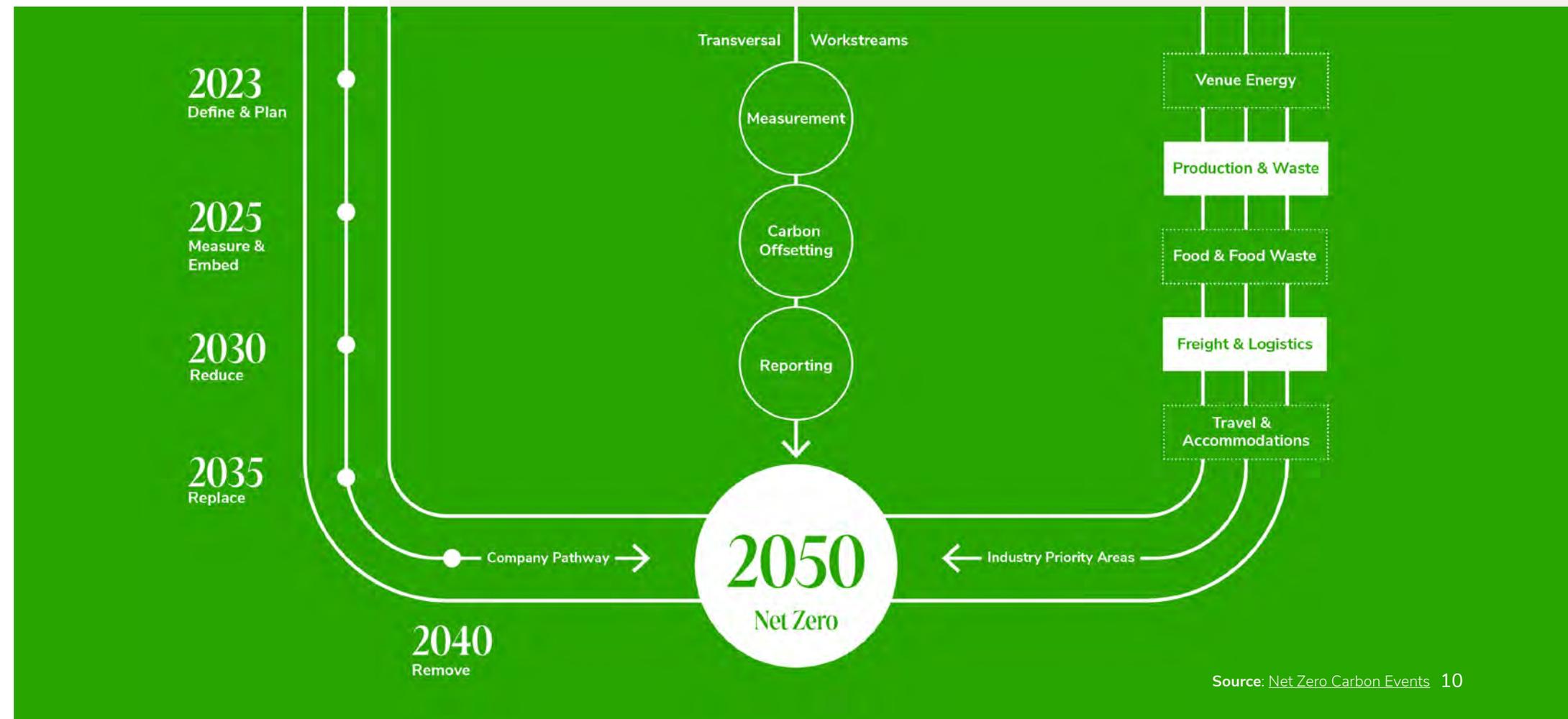
Net Zero Carbon Events Initiative

Freeman is a founding member of the Net Zero Carbon Events (NZCE) industry initiative that has pledged to work both individually and collaboratively to achieve the goal of being net zero carbon. Our goal includes:

- Collaborate with partners, suppliers, and customers to drive change across the event value chain
- Measure and track our GHG emissions according to industry best practices
- Report our progress at least every two years

We will work across all industry workstreams to collaborate on solutions with our peers and will have a particular focus on our biggest areas of influence: production and waste, and freight and logistics.

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



Road Map

Our road map leverages the expertise and passion of our people in every function across the company to identify and pursue initiatives in all emission categories.

We fully understand that even the use of “good” resources is still a use of resources. So, in looking for better energy and material options, we also focus on reducing our use through efficiencies and elimination where possible.

Based on our largest areas of impact, we identified the four key focus areas below:

Mobile Fuels

Reduce use and transition to more sustainable fuels

Materials

Encourage rental structures and increase recycled and recyclable content

Waste

Expand donation and recycling programs

Electricity

Reduce use and transition to more sustainable energy



Our Progress

Emission Commission

In all aspects of what we do, from working with partners to managing our internal teams, **we aligned our business practices to prioritize emission reductions in all three scopes:**

Scope 1

Direct emissions

Scope 2

Energy-generated emissions

Scope 3

Indirect emissions





1 Scope 1 Direct emissions

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

Enforcing a no-idling engine policy

Consolidating freight loads for different shows

Locating supply and logistics facilities close to venues to reduce miles

Minimizing shipments by utilizing collapsible, stackable storage crates

Evaluating zero emissions of off- and on-road vehicles

Utilizing electric rather than propane forklifts where possible

Trialing electric vehicles

Source: Internal Freeman Data

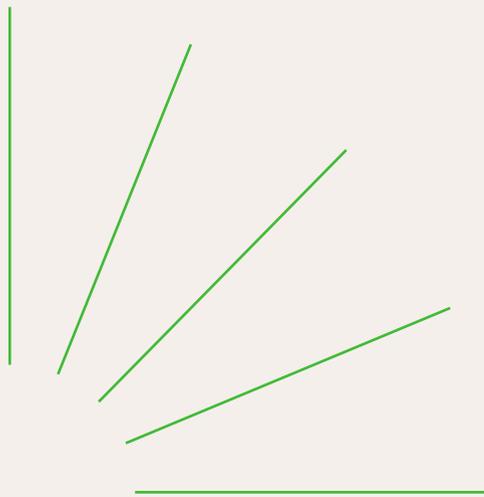
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Scope 2

Energy-generated emissions

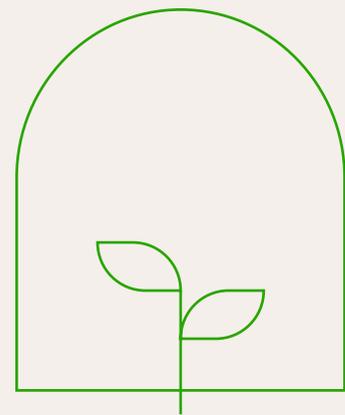
These are emissions Freeman causes indirectly and are generated by energy used at warehouses, distribution centers, and offices.

Reduction initiatives include:

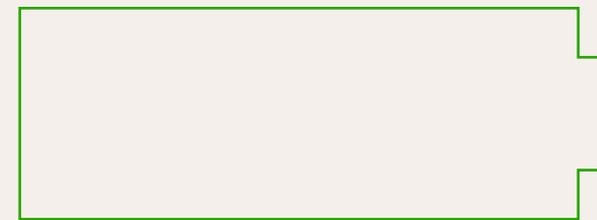


Using projectors with laser-light engines, which eliminate energy-heavy bulbs

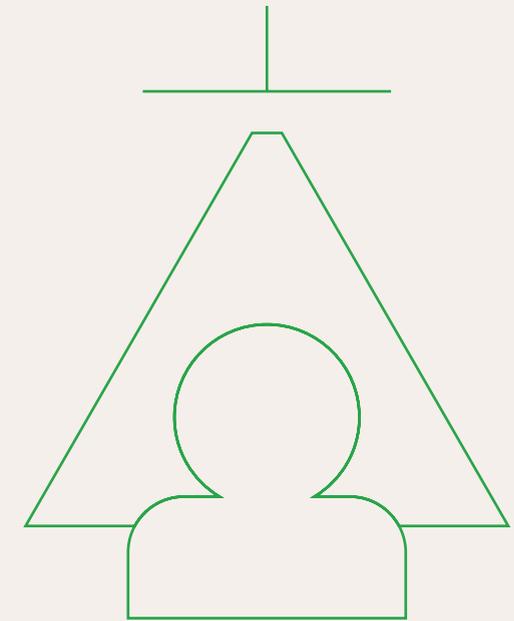
Partnering with local recyclers, donation programs, and resellers to dispose of retired equipment ethically



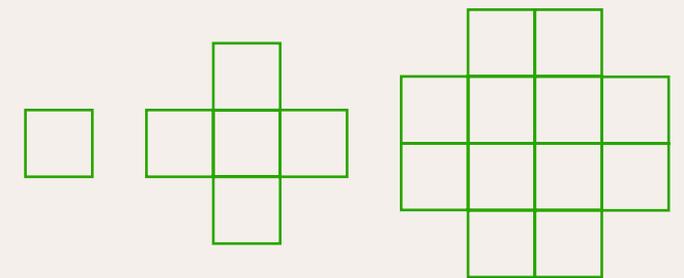
Utilizing large warehouse fans to eliminate traditional air conditioning



Recycling used batteries



Applying motion-sensor LED lighting in warehouses — 70% of warehouses currently converted



Using LED monitors exclusively

Source: Internal Freeman Data

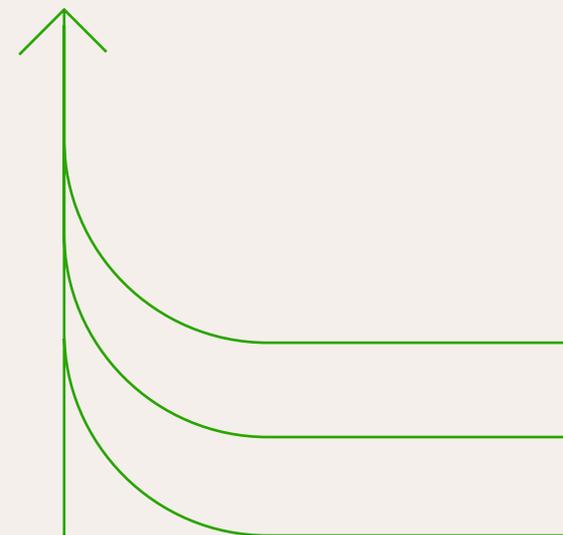
3 Scope 3 Indirect emissions

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

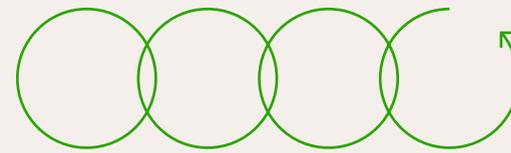
Purchased goods and services and upstream transportation and distribution are our biggest areas of opportunity. **Partnership reduction initiatives include:**



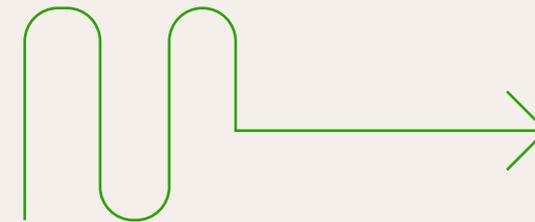
Sourcing eco-focused business travel partners with a sustainable track record



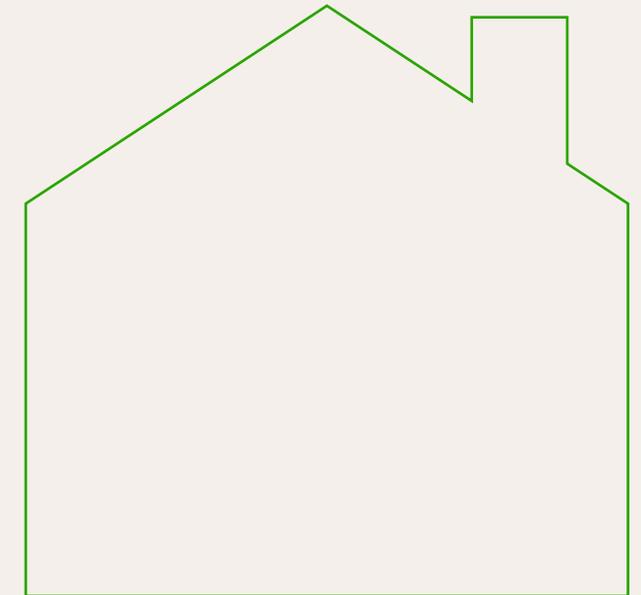
Encouraging all partners to align with our goals



Working with SmartWay certified transportation carriers



Collaborating with suppliers to innovate on more sustainable products



Allowing employees who are not required on-site to have hybrid or remote-work arrangements

Sustainable Operations

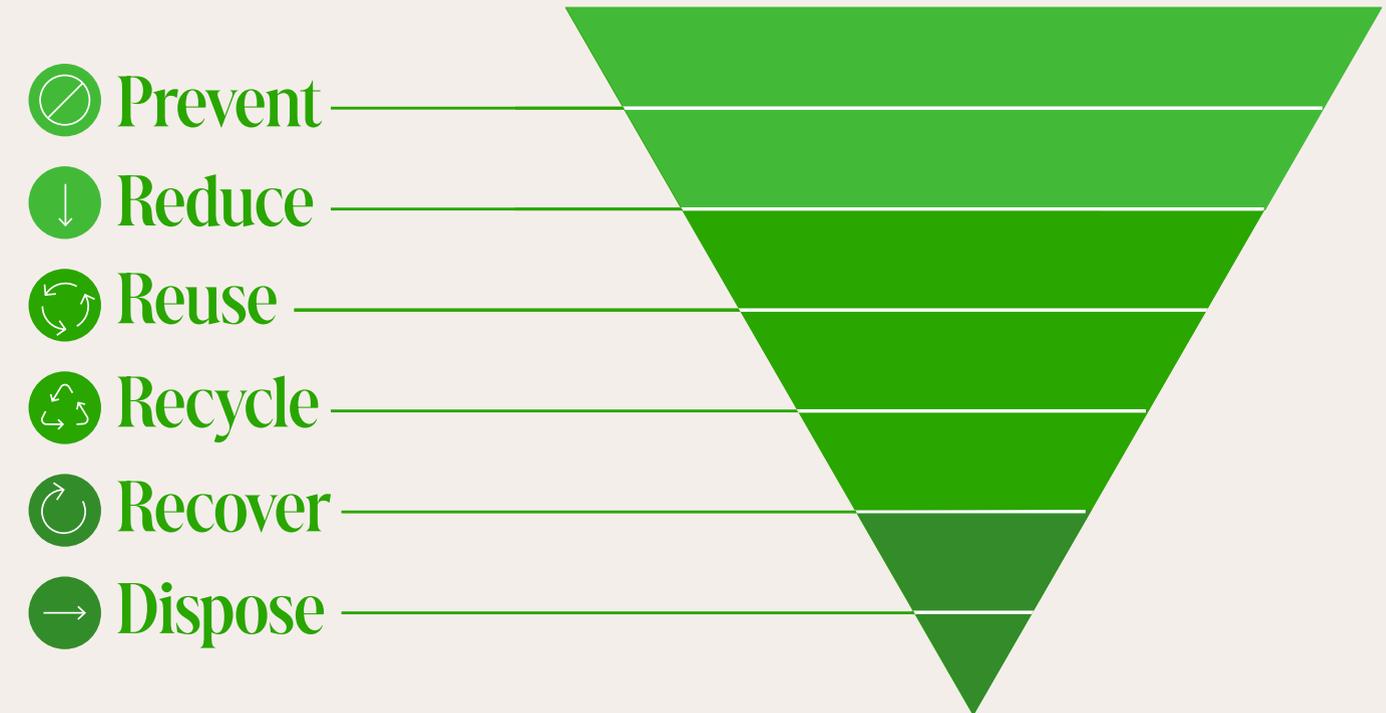
When a show ends, the landfill shouldn't be the destination for what's left behind. Freeman continually looks at the event lifecycle to identify opportunities to reduce or eliminate waste and emissions.

Waste: Do more to leave less

We consistently analyze our waste hierarchy and make reductions by:

- Researching and implementing eco options (recyclable graphics, materials, and rental items)
- Empowering local branches to be more sustainable
- Consulting customers on sustainable choices
- Partnering with clients, vendors, and nonprofits to divert waste from landfills

Waste Hierarchy



Sustainable Events

Event life cycle & guiding our customers

Design of show and exhibits

- + Choose rentals
- + Opt for sustainable builds and designs
- + Consider dark carpet colors
- + Use sustainable materials and substrates

Execution of show

- + Spread awareness through signage
- + Consolidate shipments and freight
- + Power down equipment
- + Use electric vehicles

End of show

- + Reuse and store structures
- + Donate leftover supplies
- + Recycle applicable items/ Manage recycling

Reporting

- + Environmental Performance Report
- + Suggested improvements for next year

Materials

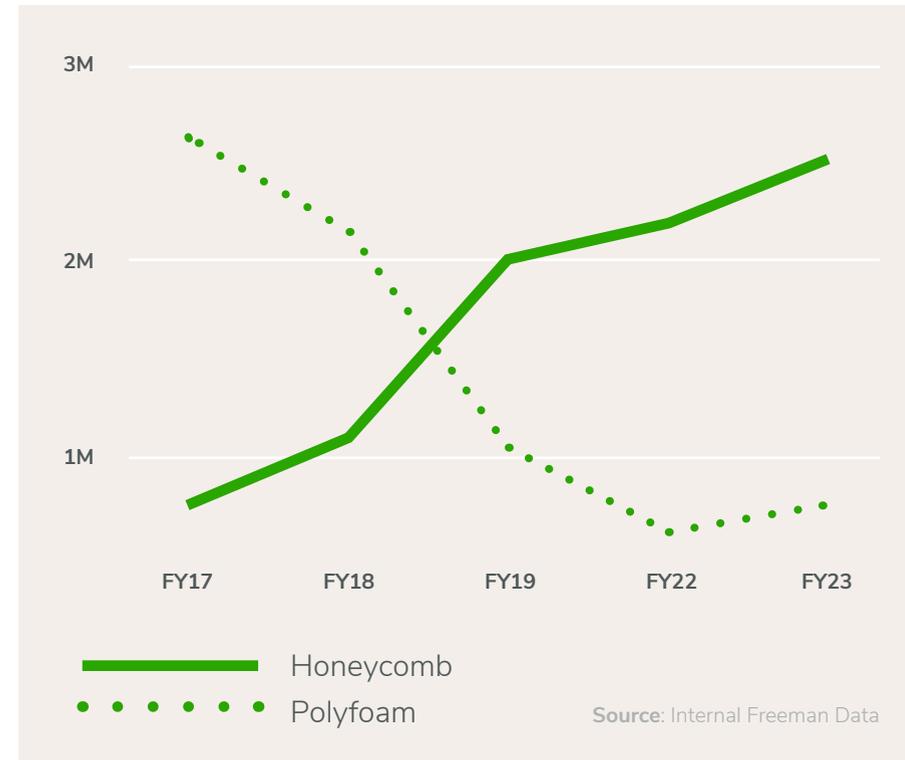
As a change maker and leader in the trade show industry, Freeman is no stranger to creating sustainable innovations. By constantly researching and testing, our team is able to find the best materials and graphics that are sustainable, high quality, and durable.

100% compostable signage

In 2017, we embarked on an initiative to reduce unsustainable (landfill bound) substrates in our work. Today, we use a 100% recyclable “honeycomb” solution as the default substrate for all Freeman signage.

Reusable rental materials

We have the largest rental inventory in the US that is strategically located in all major event cities to reduce the emissions used in shipping. Using rental structures and furniture vastly helps eliminate the amount of waste going to landfills. In 2018, we overhauled our rental structure inventory by adding a reusable, modular, and lightweight structural system for our event and exhibit designs.



Our rental materials are:

Reusable

Can be used for 20+ years.

Source: [Be Matrix](#)

Recyclable

Aluminum composition allows it to be recycled at the end of life.

Modular

Flexible frame system allows for multiple configurations, which means more unique designs and less inventory.

Lightweight

Reduces transport emissions.



Local Branches

Freeman serves customers from 27 cities (and 33 branches) across North America, Europe, and Asia. Each facility and region is different, so we empower our local branches to be champions of sustainability while sharing best practices across locations.

Green teams

Recently, Freeman launched a Green Team pilot project at three branches: Orlando, Denver, and Las Vegas. In each market, dedicated teams collaborate, plan, and execute local green initiatives. These efforts empower employees to make a difference in the markets where they live and work.

Denver
partnered with Polymer Shapes to collect used and scrap acrylic.

Las Vegas
partnered with Western Elite to separate waste for reuse, recycle, or compost.

Orlando
has repurposed fabric banners as coolers, lunchboxes, and travel pillows.

How We Do It Better A tale of two cities

San Francisco

This branch partners with HomeRise SF, a local nonprofit, to help people who are unhoused become more self-sufficient and secure housing. Together with other event companies, we provided graphics, carpet, fabrics, and reused furniture to benefit 82 families. Freeman employees helped turn the lobby and community room at HomeRise SF into a winter wonderland where the families and their children could enjoy donated bicycles, toys, and holiday decorations.

Grand Prairie, Texas

Partnering with Champion Waste, our Dallas-area fabrication facility was able to save money on the number of dumpsters needed for disposal and even received rebates for recycled materials like paper, cardboard, and shrink wrap. Sawdust was repurposed for filling roads under new construction. Our crates are recycled into mulch, which may have been used in the yards of your friends and family.



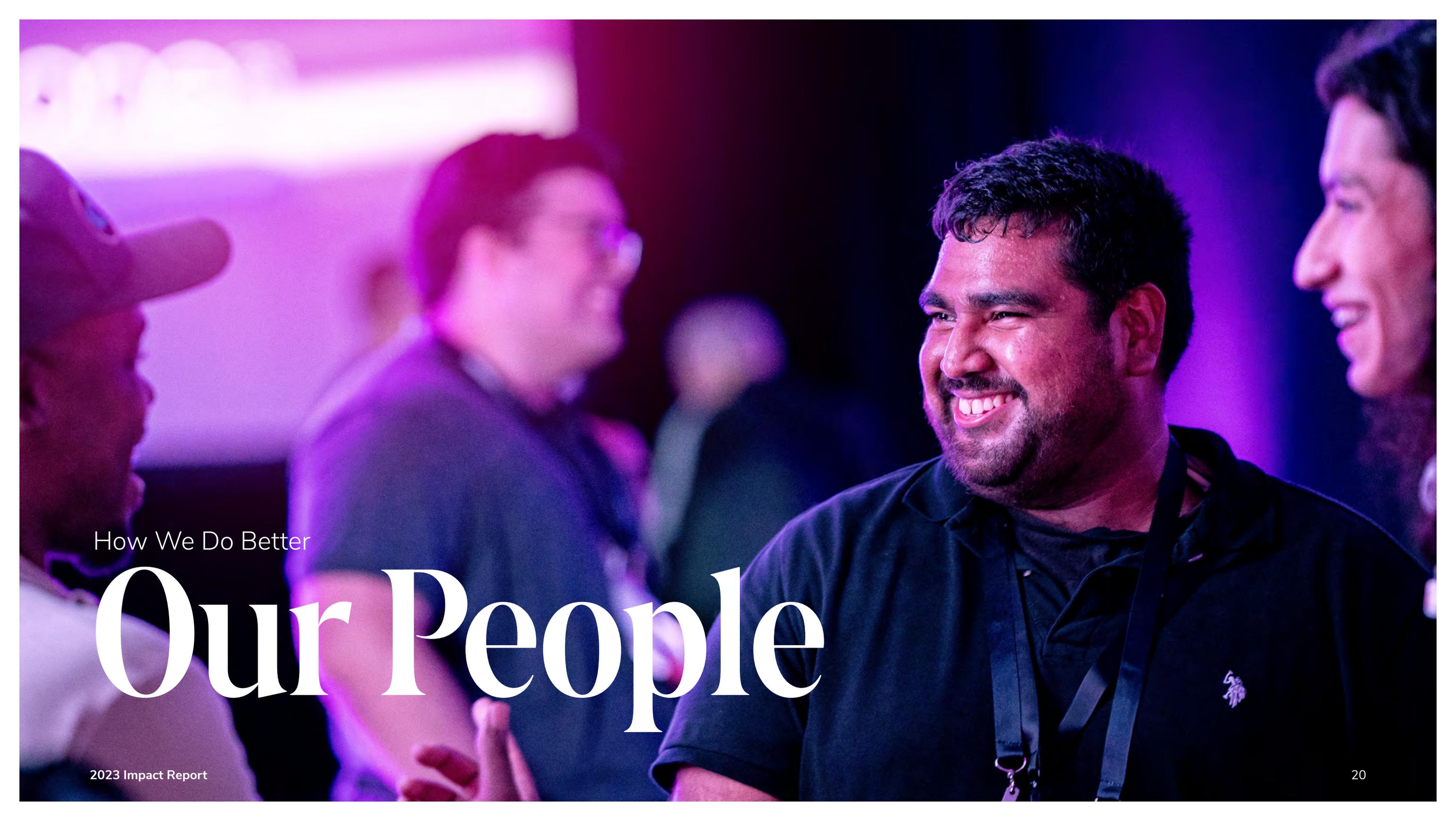
Partnering for Change

SAP Sapphire

SAP Sapphire is SAP's flagship in-person event that garners 10,000+ attendees annually. In 2023, our Orlando branch worked with SAP to recycle and reuse 100 tons of carpet and padding. We will proudly continue to partner with SAP and its ongoing sustainability efforts with events and more.

Source: Internal Freeman Data

[Find out more](#)



How We Do Better

Our People

How We Do Better

Our People

As an industry leader in shaping the future of events, we are committed to investing in our people to evolve the culture of our industry and create a positive impact in the communities where we live and work.

We work to uncover future talent. We strive to increase industry diversity. We collaborate to develop the next industry leaders. Internally, we create programs to ensure employees feel valued, connected, and happy. We are driven to make sure each person is inspired to reach their full potential at Freeman and beyond.

Since its beginning, Freeman has been driven by our purpose and guided by our values. We are passionate about creating a place where people can thrive, share different perspectives, and experience an environment of respect.

Creating a nurturing sense of community helps build our culture and keeps our business and industry healthy.

As the world continues to face challenges, we are determined to demonstrate our resilience. Our people are the foundation that allows us to design, build, and deliver the incredible experiences that inspire and captivate millions each year. And with a 92.3% retention rate, we believe we're doing something right.

Even with a high retention rate, we know there's always more to do. Building a culture rich in all facets of diversity means our teams can better reflect the customers and audiences we serve as well as the communities where we live. Building a multigenerational, multicultural workforce fosters collaboration and creates opportunities to learn, understand, and adapt to our evolving industry, our communities, and the world.

92.3%

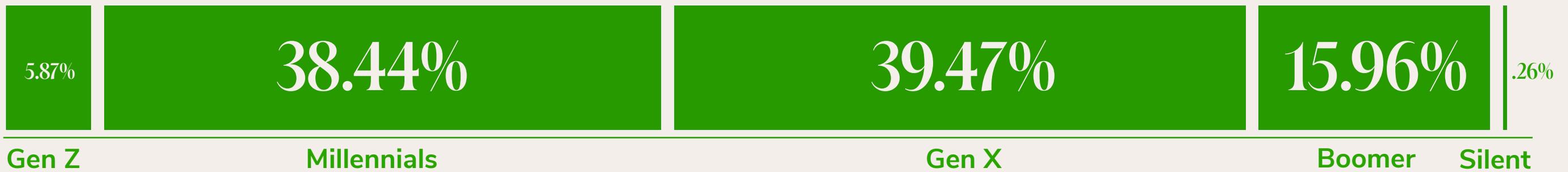
Employee retention rate

Source: Internal Freeman Data





Uniting Together to Do Better
 Building culture across generational divides

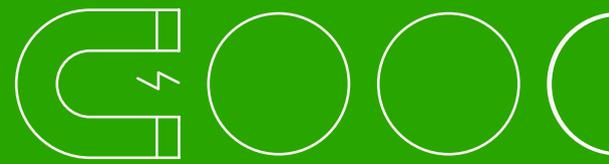


Source: Internal Freeman Data



Our Priorities

Investing in the Future



Talent attraction

- + Forging strategic partnerships with select universities, trade schools, partners, and affinity groups to bring emerging employees into the industry
- + Promoting the Freeman brand as an attractive employer through external channels
- + Improving our new hire experience through onboarding enhancements

Talent development

- + Investing in training and development opportunities for all employees
- + Equipping leaders and employees for more effective performance and development conversations



Culture Building

Freeman remains committed to the ideals of diversity, equity, and inclusion. These ideals serve as a foundation for our company, and we're dedicated to ensuring they remain an important bellwether in our commitment to do better. DE&I is also embedded in our values and how we operate as a company.

Simply put: Our people cultivate our culture

They are responsible for creating our continued success. One of the ways we guarantee that is to make sure we give recognition and provide an atmosphere of belonging.

Recognition

A vital component to Freeman’s culture is recognition. We want our people to feel valued and understand their positive impact on our mission. As Freeman grows and changes, recognition becomes even more important. **Recognizing and rewarding those who are shaping our success is critical to cultivating our culture and creating a place where people can thrive:**



Moment Makers

Allows peers and managers opportunities to recognize team members in real time for their contributions to the business, the company, and our culture.

April ²⁰²³ Launch date **2,683** Nominations

Service Awards

Honor and celebrates milestone anniversaries and commitment to the company over the years.

832
Honorees

True Blue Star of Excellence

To show our appreciation for the dedication and commitment our employees show to the company over the years, these awards celebrate anniversary milestones in a more personal way.

30
Winners in FY23

613
Nominations

Source: Internal Freeman Data

Buck Freeman Award

The Buck Freeman Award is the highest form of personal recognition for outstanding achievement and contribution to Freeman's success. Any employee from any division can be honored.

Employee Appreciation Week

Annual week of celebration designed to create a sense of unity and connection while giving back to our communities.

Beverly Freeman Award

The "Bev" Award spotlights Freeman individuals making strides in sustainable innovations and best practices.

Business Area Awards

Honoring diverse skill sets by recognizing outstanding work produced across our lines of business.

22 **Winners**
in FY23

Source: Internal Freeman Data



Our Priorities

Belonging

We remain committed to the ideals of diversity, equity, and inclusion, and ultimately, ensuring each person experiences a strong sense of belonging at Freeman.

This is embedded in our values and how we operate as a company:

- To leverage the power of diversity, we must create an inclusive culture where differences are understood, valued, and leveraged. Our commitment to progress is steadfast and focused on action.
- Our dedication to DE&I is reflected in our values and our commitment to building a collaborative environment of people, perspectives, and ideas.
- We believe that our differences make us stronger and that our unique perspectives can create magic and move us all forward.



We continue to see positive results in our diverse workforce representation:





Shared Purpose and Intention

Fostering a sense of belonging, collaboration, and shared purpose requires intentionality. **So, we designed a variety of ways to create connectivity, listening, fun, and community:**

Freeman Exchanges

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

Community Managers

We empower office managers to host local and regional events, offer various enrichment programs, and initiate team-building initiatives.

Camp Buck

Annual leadership conference built to inspire and motivate Freeman leaders around shared vision and aligning goals for the new fiscal year.

Business Resource Groups (BRGs)

Freeman is committed to ensuring all employees are treated with respect and that their voices are valued. We continue to develop our business resource groups (BRGs) to build and foster an understanding of, and empathy for, our employees and customers who have a broad range of life experiences. Our BRGs provide supportive environments for their members and allies. They offer extraordinary programming, activities, and support that bring our people together around culture, identity, wellness, and intersectional opportunities.

Our Roster

Asian American
+ Pacific Islander (AAPI)

Black / African American

Caregivers

Generations

Hispanic / Latino /
Latinx

LGBTQIA+

Mental Health + Wellness

Persons with Disabilities

Veterans + Military
Families

Women's Leadership
Development

Working Families



BRG leaders share their thoughts on the impact and importance of these groups:



Ensuring all voices within the community are heard and valued.

While we celebrate our progress, we recognize the ongoing need to deepen our commitment, ensuring all voices within the community are heard and valued. Together, we're dedicated to making Freeman an even more inclusive.

- **Matthew Gill and Kelly DeLaurenti, LGBTQIA+**

Courage, character, trailblazing, and resiliency.



We've launched a content library and book club, celebrated Women's History Month, hosted quarterly events featuring female leaders at Freeman, and launched an exclusive mentorship program. Our quarterly themes of courage, character, trailblazing, and resiliency celebrate the women of Freeman.

- **Laure Chachere, Women's Leadership Development**



The Black/African American BRG is focused on

advocating for and supporting the career growth and empowerment of Black/African American employees at Freeman through various initiatives in partnership with Leadership to foster a more equitable, inclusive, and thriving work environment.

- **Charmaine Garrison, Black/African American**

As a new employee, being a part of the BRGs has given me the unique opportunity to connect with the Freeman family across the varied lines of business.



- **Brittanie Jordan, BRG Enthusiast**



Strategic Partnerships

Freeman has also created partnerships externally, and our teams constantly explore opportunities to create additional strategic partnerships that align with our commitment to DEI in our business, industry, and communities.

Diversity in Design (DID) Collaborative

Initiated to foster systemic change by increasing diversity and improving conditions for Black creatives across the design industry. Freeman serves as a founding partner.

Tourism Diversity Matters

Provides tourism and events industry decision-makers resources to develop and retain a diverse workforce. Freeman Chair of the Board, Carrie Freeman Parsons serves as a TDM board member and contributing speaker.

Growth and Well-being

We are invested in providing opportunities for our people to experience professional and personal growth and well-being, which includes career development and community building through philanthropic outreach. **We continuously develop virtual and in-person programs and workshops to enhance our people's skills and knowledge:**

- Foundations of Leadership
- Leading Hybrid Teams
- Leadership Essentials for Non-People Leaders
- Navigating Through Change
- Change Influencer Program
- Quarterly People Leader Workshops
- Performance management leader training sessions



All employees complete eight annual training segments that revolve around our planet, people, and principles:



Source: Internal Freeman Data

Learning by the Numbers

2,428

employees engaged in Freeman's MyLearning LMS portal

6,985

in-person and virtual instructor-led training courses taken

4.9/5

star average employee experience rating of all instructor-led courses

70,847

online learning courses taken (technical training, safety, DEI, other)

3,960

external professional development courses taken

Source: Internal Freeman Data



Talent Development

Beyond training, individual development is critical for growth and well-being. Freeman launched tools and resources for both employees and leaders to engage in meaningful and effective assessments. This process ensures that employees know what is expected, feel valued, and understand what is required to achieve their goals.

Building Community within Our Communities

We believe another big part of growth and well-being is helping others. Today, our employees actively participate in a range of companywide and local philanthropic programs and fundraising efforts focused on community impact, health, wellness, and education. By giving back, we create progress in the communities that are home and host to the events we help create.



Education and Students

- + Provide hands-on industry experience to students at Bemidji State University, the only university offering an undergraduate Exhibit and Experience Design Degree.
- + Sponsored eight participants to attend the RSNA Conference in Chicago.
- + Sponsored students from Cristo Rey Dallas College Prep to receive valuable industry training and insight as part of our work study program, and provided \$37,500 in tuition support.
- + Donated labor and supplies to the city of Dallas Mayor's Back to School Fair to help Dallas ISD students.
- + Contributed funds to help event organizers enrich the in-person event serving economically disadvantaged students and their families by enabling a one-stop shop for free school supplies.

Industry and Local Communities



Produce Inside LIVE DC, a monthly series that gathers association partners for learning, discussion, and networking — while actively partnering with CEU for required professional certification credits.

815

Donated Easter baskets to Child Haven, an organization dedicated to helping foster and orphaned children in Las Vegas.

Source: Internal Freeman Data

360

 containers of peanut butter

2,500

 lunches

in a Spread the Love campaign for the San Antonio Food Bank.



Health and Wellness

Host the annual Freeman Invitational, which increases awareness of the American Heart Association and last year raised \$80,000 for the organization. Over the course of the partnership, **the event has raised more than \$1 million in donations to date.**





How We Do Better

Our Principles

How We Do Better

Our Principles



Doing better means always looking inward.

As we continue to evolve and grow, so does our workforce, our offerings, and how we conduct business. We constantly scrutinize the status quo to make our systems better, safer, more compliant, and, in the end, more efficient to ensure happier and healthier people.

Our Priorities

Freeman is always looking toward the next innovation and service we can offer. But we also spend a lot of time looking at current systems and policies to make sure they are as effective and efficient as possible.

Our Progress

A huge part of looking inward is also looking forward, anticipating what's coming next. Because let's be clear: We're not setting up processes for the next couple of years. We're talking decades of growth.

With that in mind, we introduced a series of forward-thinking initiatives and principles. This is our long-term strategy to support our growth ambitions while we continue to deliver our vision for the next 100 years.



Safety

Think safety. Work safely.

When it comes to making and doing our work better, safety tops the list. One of the most basic concepts of safety is awareness, which starts with us. Our mission is to create a risk-aware culture that will help protect our organization as well as the safety and well-being of the industry's leading talent, customers, exhibitors, and attendees.

As a result, we recently updated our values to emphasize safety as a core tenet since it's foundational for the work we do and the people we serve. We also launched corresponding programs across the organization, including a new safety pledge for all employees, daily safety talks at event sites, and three new Obligations of Safety.

Enterprisewide safety training initiatives include:

- Forklift certifications
- Hazard awareness and recognition
- Branch training
- Defensive driver training

We strive to collaboratively lead the industry in safety culture, best practices, and programs.



Refuse to do anything you consider unsafe.



Stop anyone being unsafe.



Listen if informed you are being unsafe.

Crisis Management

Ensuring business continuity amid unforeseen challenges

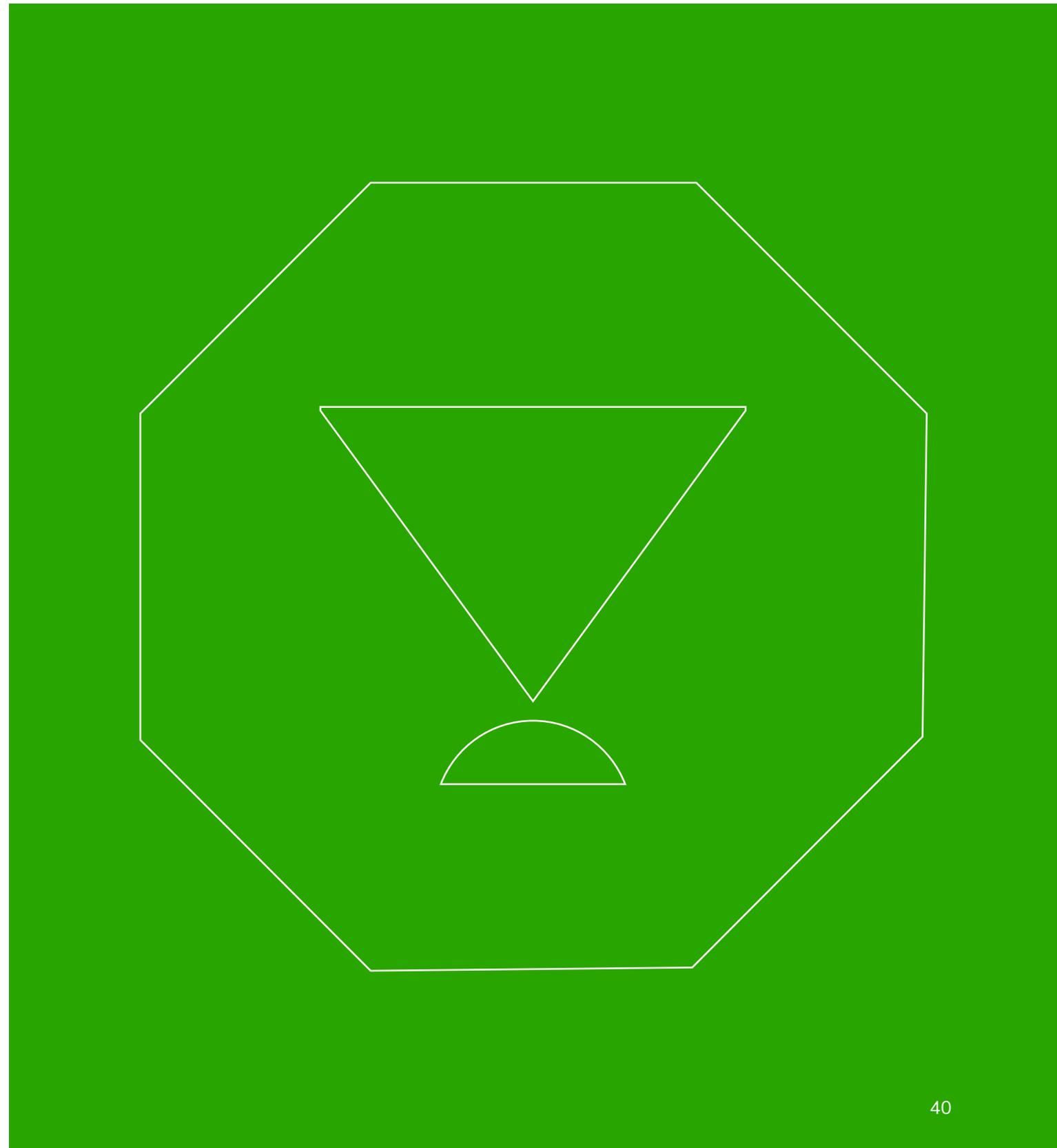
Our industry is a planning industry. Building a plan that includes a backup plan and a secondary backup plan for the first backup plan is our business. So, crisis management is built in. If the pandemic proved one thing unequivocally, it's that the industry is resilient because of our ability to plan and adapt.

Crisis management is a testament to our resilience and adaptability — it's essential that in the face of unforeseen challenges, we ensure continuity for the business and for our people.

In our work, these challenges can range from inclement weather to global health crises to technical failures to supply chain disruptions. An effective crisis management strategy mitigates financial and operational setbacks and safeguards our most valuable assets: our employees, customers, audiences, stakeholders, and brand reputation.

We support our team members by providing frequent and ongoing training programs, including:

Emergency notification system training	Annual fire evacuation drill
In-person and virtual active shooter preparedness training	AED/CPR training



Code of Conduct

We fundamentally believe it is our shared responsibility to maintain an ethical, respectful, and professional environment. Our code is grounded in our belief system, which serves as the foundation that supports our business activity.

Be Good

& Do the Right Thing

Be Fair

& Respectful

Be Safe

& Hold Each Other
Accountable for Safety

Be Ethical

& Fair in Business Dealings

Be Loyal

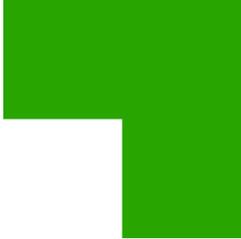
& Trustworthy

Be Honest

& Accurate

Be Dedicated

to Social & Environmental
Responsibility



Doing better today and tomorrow — together.

Every day, our people, clients, and partners share our intention to do better. Freeman feels the importance of this moment to do everything in our power to realize a better future. And by looking forward and every single day doing better than the day before, we all succeed.

Freeman¹®