



2022 Corporate  
Sustainability Report



# In 2022, Carlisle Companies...



Sold  
\$3.5 billion

in LEED qualified products  
for 54% of our total sales



Saved  
155 million

megawatt hours of energy on all  
products sold, enough to power 13.8  
million homes in the U.S. for a year



Prevented  
33 million

metric tons of CO<sub>2</sub> emissions  
based on products sold, equivalent  
to the operation of 7 million gas-  
powered passenger vehicles in a year



Planted  
255,000+

trees to date through our  
partnership with American Forests



Achieved  
0.67

OSHA Incident Rate due to  
our Path to Zero initiative,  
compared to a 3.4 industry average  
(U.S. Bureau of Labor Statistics)



Maintained  
56%

gender, racial, or ethnic diversity  
among Board of Directors,  
compared to a <30% U.S. average  
(ISS Corporate Solutions)

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Above: United Nations Sustainable Development Goals addressed in each section  
 Previous page: A primary school in Sulingen, Germany featuring CCM Europe's RESITRIX SK W Full Bond EPDM membrane  
 Cover: Ballet Memphis features PAC-CLAD's Snap-Clad and Tite-Loc 1/2" and 7/8" panels

This is Carlisle Companies Incorporated's fourth annual Corporate Sustainability Report (CSR), covering all our operations for the period of January 1, 2022, through December 31, 2022. Carlisle is committed to collecting and presenting reliable information regarding our sustainability performance.

## Forward-Looking Statements

This report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements generally use words such as "expect," "foresee," "anticipate," "believe," "project," "should," "estimate," "will," "plans," "intends," "forecast," and similar expressions, and reflect our expectations concerning the future. Such statements are made based on known events and circumstances at the time of publication and, as such, are subject in the future to unforeseen risks and uncertainties. It is possible that our future performance may differ materially from current expectations expressed in these forward-looking statements, due to a variety of factors such as: increasing price and product/service competition by foreign and domestic competitors, including new entrants; technological developments and changes; the ability to continue to introduce competitive new products and services on a timely, cost-effective basis; our mix of products/services; increases in raw material costs that cannot be recovered in product pricing; domestic and foreign governmental and public policy changes including environmental and industry regulations; the ability to meet our goals relating to our intended reduction of greenhouse gas emissions, including our net-zero commitments; threats associated with and efforts to combat terrorism; protection and validity of patent and other intellectual property rights; the identification of strategic acquisition targets and our successful completion of any transaction and integration of our strategic acquisitions; our successful completion of strategic dispositions; the cyclical nature of our businesses; the impact of information technology, cybersecurity or data security breaches at our businesses

or third parties; the outcome of pending and future litigation and governmental proceedings; the emergence or continuation of widespread health emergencies such as the COVID-19 pandemic, including, for example, expectations regarding their impact on our businesses, including customer demand, supply chains and distribution systems, production, our ability to maintain appropriate labor levels, our ability to ship products to our customers, our future results, or our full-year financial outlook; and the other factors discussed in the reports we file with or furnish to the Securities and Exchange Commission from time to time. In addition, such statements could be affected by general industry and market conditions and growth rates, the condition of the financial and credit markets, and general domestic and international economic conditions, including inflation and interest rate and currency exchange rate fluctuations. Further, any conflict in the international arena, including the Russian invasion of Ukraine, may adversely affect general market conditions and our future performance. Any forward-looking statement speaks only as of the date on which that statement is made, and we undertake no duty to update any forward-looking statement to reflect events or circumstances, including unanticipated events, after the date on which that statement is made, unless otherwise required by law. New factors emerge from time to time, and it is not possible for management to predict all of those factors, nor can it assess the impact of each of those factors on the business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statement.

# To Our Stakeholders



It is my pleasure to report that 2022 has been another milestone year in Carlisle's sustainability journey. Our businesses remained resilient through inflationary and supply chain challenges, leading to the delivery of record financial and sustainability results. We remained focused on the execution and expansion of initiatives that strengthen our ability to innovate and create value for our stakeholders.

In December, we announced our goal to achieve net-zero emissions by 2050. In support of that ambition, Carlisle proposed two near-term emissions reduction targets through the Science Based Targets Initiative (SBTi). We have committed to a 38% reduction in our operational emissions and a 48% reduction in the intensity of our emissions throughout our value chain by 2030.

Globally, the "built environment" accounts for about a third of GHG emissions. In order to ensure a sustainable future, we must work to reduce this burden. Carlisle is ideally positioned to meet this challenge and enable

a net-zero future through the development, manufacture, and delivery of energy-saving and emissions-reducing building materials.

Our strategy to achieve our net-zero pledge is focused in three areas:

First, **Carlisle is dedicated to providing our customers with energy-efficient products.** Throughout last year, Carlisle sold more than \$3.5 billion worth of LEED qualified products to the residential and commercial building industry. Our customers will save as much as 155 million megawatt hours over the lifetime of those products, which is enough energy to power almost 14 million homes in the U.S. for a year.

Second, through Carlisle's culture of continuous improvement driven by the Carlisle Operating System, or COS, **we are actively reducing our operational and value chain emissions.** We are deploying energy conservation measures (ECMs) including the installation of LED lighting, the conversion of our vehicle fleet to electric models, and the

Our strategy is to deliver products that improve the energy efficiency of buildings, reduce emissions in our value stream, and reduce the volume of construction materials in landfills as we work to achieve net zero.

certification of our manufacturing sites to the ISO 14001 and 50001 standards. Additionally, as our Scope 3 emissions account for over 90% of Carlisle's GHG footprint, we are working with our supply chain partners to replace petroleum-based feedstocks with bio-based alternatives.

Finally, since construction materials contribute as much as 30% of landfilled waste, **Carlisle is developing programs to recycle and upcycle materials which divert them from landfills.** In 2022, Carlisle piloted a program to recover and recycle tear-off roofing materials.

Additionally, we diverted 95,000 metric tons of production stream waste from landfills.

Carlisle's commitment to achieve net zero by formally aligning with SBTi is a meaningful step in our sustainability journey. This ambitious goal understandably cannot happen overnight and will require the coordination of our value chain partners as well as improvements to the global energy infrastructure. However, our employees remain engaged and focused, and Carlisle is committed to making our operations and products more efficient, with the goal of creating a more sustainable future.

Thank you for taking the time to read this sustainability report. We are proud of our accomplishments in 2022 and look forward to continued progress and updates in the future.

Sincerely,

D. Christian Koch  
Chair, President, and Chief Executive Officer  
August 1, 2023

## Our 2030 SBTi Goals

Carlisle commits to reducing scope 1 & 2 GHG emissions by

38%

from a 2021 base year by:

Installing LED lighting and optimizing HVAC systems at our manufacturing plants

Increasing solar generation at our facilities

Transitioning to low emission process fuels

Upgrading our fleet to electric vehicles

Carlisle commits to reducing scope 3 GHG emissions by

48%

per pound produced through:

Transitioning to more bio-based feedstocks

Transitioning to low emission blowing agents

# About Carlisle

Carlisle Companies Incorporated is a leading supplier of innovative Building Envelope products and energy efficient solutions to enable the sustainable buildings of the future. Through our family of leading brands, Carlisle delivers high-performance, labor-reducing, and environmentally responsible products and solutions.

Driven by our strategic plan, Vision 2025, Carlisle is committed to generating superior shareholder returns and maintaining a balanced capital deployment approach, including investments in our businesses, strategic acquisitions, share repurchases, and continued dividend increases. Carlisle is also a leading provider of products to the aerospace, medical technologies, and general industrial markets through our Interconnect Technologies and Fluid Technologies business segments.

**Carlisle Construction Materials and Carlisle Weatherproofing Technologies** develop innovative, easy to install, and energy efficient solutions for the building products industry through the Carlisle Experience.

**Carlisle Interconnect Technologies** designs and manufactures high performance wire and cable for commercial aerospace, military and defense electronics, medical device, test and measurement, and industrial markets.

**Carlisle Fluid Technologies** is dedicated to providing customers with industry-leading, sustainable solutions for the supply, control, application, and curing of a wide range of paints, powders, sealants, foams, and other applied materials.



Our Vision  
2025 Goals

Our 2022  
Progress

\$8B in sales

\$6.6B in sales

20% operating income

19.4% operating income

\$15 GAAP earnings per share

\$17.58 GAAP earnings per share

\$3B capital deployed

\$3.1B capital deployed

12,000+ employees

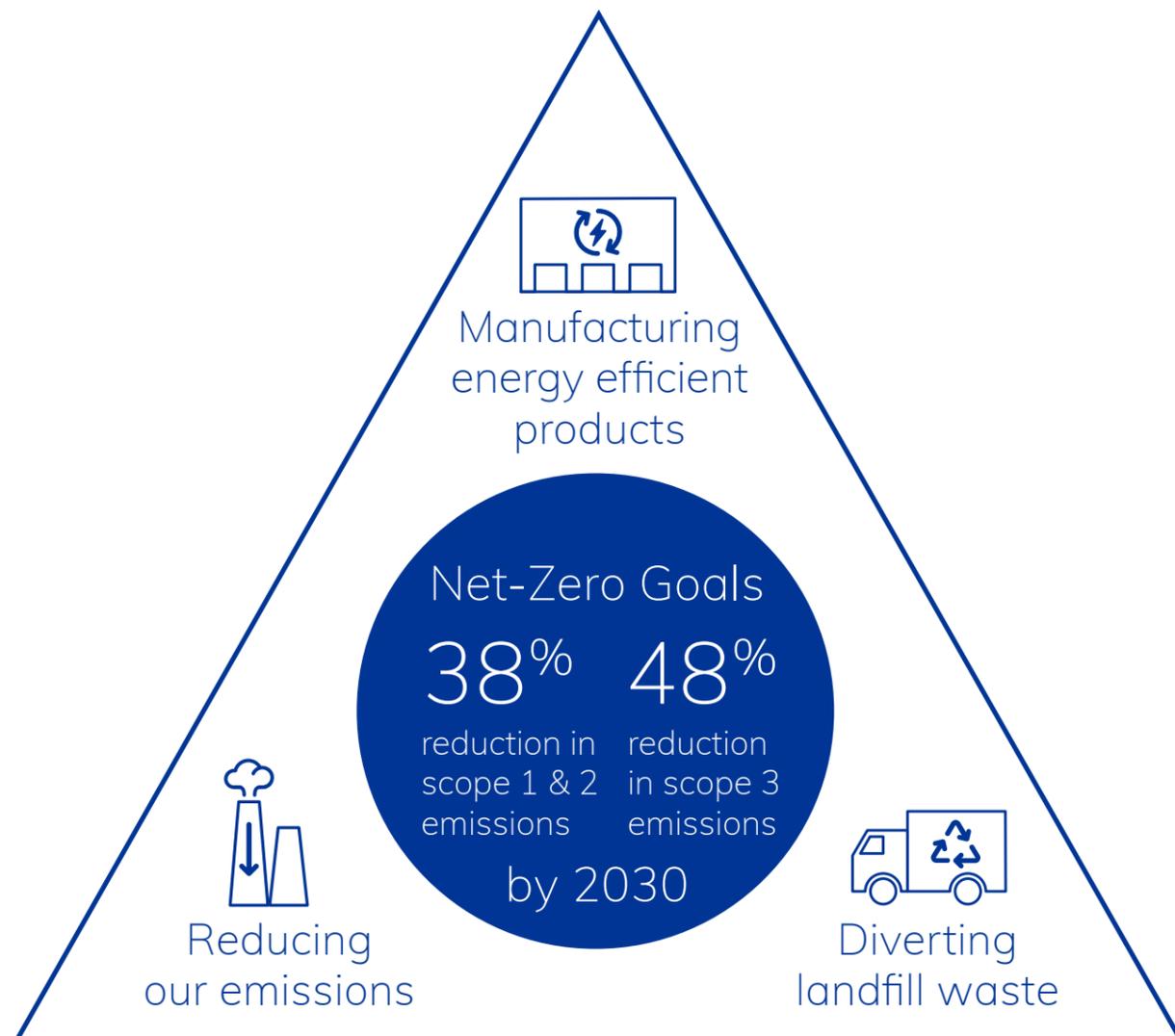
The solar array at CCM's Montgomery, NY plant generated over 900 MWh of electricity in 2022

# About Carlisle

For more than a hundred years, Carlisle has refined our culture of reducing waste and improving efficiency. This legacy will help enable a net-zero future and informs the three pillars of our sustainability strategy: manufacturing energy efficient products, minimizing our value chain greenhouse gas emissions, and diverting waste and end-of-life materials from landfills. While the road ahead is challenging, Carlisle will continue to make progress against our goals.

*Dave Smith, VP of Sustainability*

## Aligning our Net-Zero Commitment to Our Sustainability Strategy



## Carlisle Companies' 2022 progress

	Action	Impact
	88 million MWh avoidance over lifetime of polyiso insulation sold	Equivalent to yearly emissions from 17 coal-fired power plants
	6 million mt CO <sub>2</sub> e avoidance over lifetime of roofing membrane sold	Carbon sequestered by 11 million acres of U.S. forests in one year
	4 million mt CO <sub>2</sub> e avoidance over lifetime of spray foam sold	Annual GHGs from 3 million gas-powered vehicles
	48,000 mt CO <sub>2</sub> reduced by transitioning HFCs to HFOs	Annual energy use for more than 6,000 homes in the U.S.
	3 million lb of bio-based chemical alternatives purchased	Carlisle's purchased raw material emissions footprint accounts for over 70% of our total emissions
	95,000 tons of material diverted from landfills via re/upcycling	~30% of all waste in landfills are construction materials
	200,000 lb of roofing material recovered and recycled from end-of-life tear-off projects	Program piloted late 2022 and expected to grow rapidly

Carlisle further demonstrated our commitment to a net-zero future by submitting our GHG reduction plan to SBTi.



Business has a vital role to play in driving down GHG emissions and building the resilient, zero-emissions economy we urgently need. In order to facilitate these actions, the Science Based Targets Initiative (SBTi), an independent body that works with the United Nations and CDP (formerly the Carbon Disclosure Project), provides companies with the guidance and tools to establish emission reduction initiatives using targets grounded in climate-based science. SBTi launched its groundbreaking Net-Zero Standard in 2021 and since its inception over 4,000 companies worldwide, accounting for more than 1.5

billion tons of CO<sub>2</sub> emissions, are leading the transition to a net-zero economy by setting emissions reduction targets grounded in climate science.

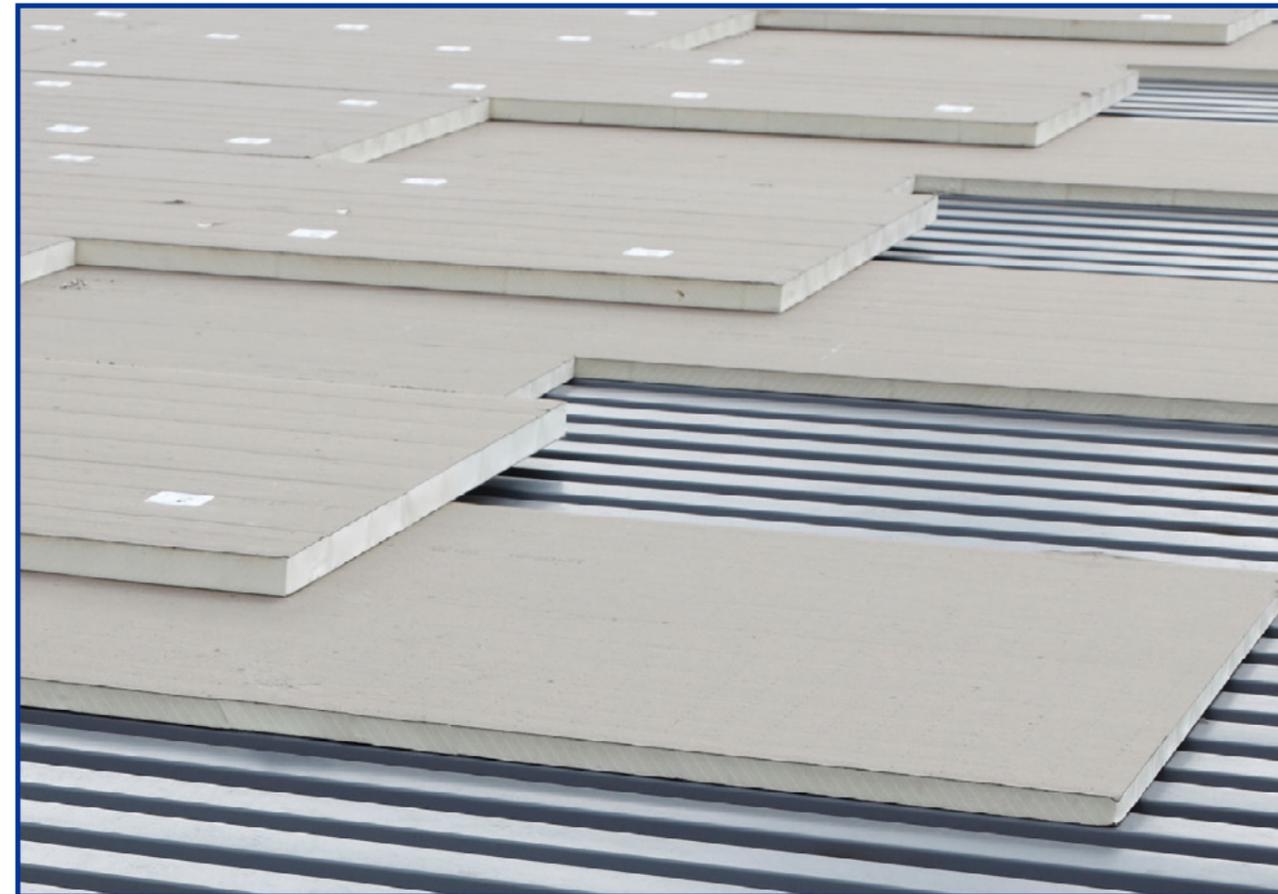
In 2020, Carlisle established our Environmental Sustainability Policy, which helped inform the development of our net-zero commitment. The policy prescribed the collection of consumption data from our more than 100 operating facilities across the globe. Data for water, electricity, gas, and hazardous waste were collected to establish baselines for efficiency targets. In addition to Energy Conservation Measures in our operations, we are engaged with our value chain partners to develop products with reduced GHG emissions.

# Enabling a Net-Zero Future

## Our Energy Efficient Products



Carlisle manufactures a wide range of energy efficient roofing and insulation solutions that advance energy savings in both commercial and residential buildings and help enable the transition to a net-zero future.



*In 2022, Carlisle sold enough polyiso insulation to save building owners 88 million megawatt hours of energy over the product's lifetime in avoided heating and cooling demand, or enough energy to power over 7.8 million homes in the U.S. for a year*

### Polyiso Roofing & Wall Insulation

Carlisle's lightweight, cost-effective polyiso insulation products provide energy efficient solutions for buildings in any region and climate, as well as an outstanding return on investment and significant energy savings — up to 47 times the amount required for its production.

In 2022, Carlisle sold enough polyiso insulation to save building owners 88 million megawatt hours of energy over the product's lifetime in avoided heating and cooling demand, or enough energy to power over 7.8 million homes in the U.S. for a year.



*A Capital One building in McLean, VA featuring Henry Blueskin VP160 self-adhered water resistive air barrier*



# Our Energy Efficient Products

## Roofing Membranes

Nearly 60 years ago, Carlisle developed Ethylene Propylene Diene Monomer (EPDM) roofing membranes, which are widely considered to be the most durable and versatile roofing membranes available. With high recyclability, weather resistance, and low lifecycle costs, EPDM offsets its carbon footprint in as little as 15 years, compared to other materials that may require up to 54 years.

Thermoplastic polyolefin (TPO) is highly reflective of heat and UV resistant, providing long-term energy efficiency, especially in warmer climates. Carlisle TPO membranes

are made with as much as 10% pre-consumer recycled content.

Carlisle introduced the industry's first 16' TPO membrane line in August 2022. Using wider rolls results in fewer rolls to handle and seams to weld, which reduces labor and saves customers money. The increased size also decreases the volume of packaging waste to dispose of at the end of the project.

Polyvinyl Chloride (PVC) roofing membrane is highly resistant to hazards such as fire and solvents thanks to its feedstock composition of nearly 60% saltwater.



Since 2004, Carlisle has sold almost 19.5 billion square feet—about twice the area of San Antonio, TX—of TPO, EPDM, and PVC membrane combined, helping to increase building energy efficiency and reduce energy costs in a variety of climates

## Spray Foam Insulation

Carlisle Spray Foam Insulation (CSFI), a leading manufacturer of spray polyurethane foam insulation products in North America, achieved a spray foam industry milestone

by publishing an externally validated Environmental Product Declaration (EPD) for its complete spray foam insulation product portfolio, the first of its kind in the industry.



In 2022, CSFI sold enough spray foam to account for over 215,000 metric tons of avoided CO<sub>2</sub> emissions using low global warming potential hydrofluoroolefins (HFOs), compared to the industry standard using HFCs

A key finding from the EPD highlights that CSFI products decreased associated emissions by 30% compared to the industry average. This publication and the launch of new ultra-low global warming potential (GWP) SealTite and SealTite PRO products underline CSFI's commitment to sustainability leadership in the building products industry.

Carlisle offers continuous EPS insulation for all facets of residential and commercial buildings, including below grade, floors, walls, attics, and roofing.

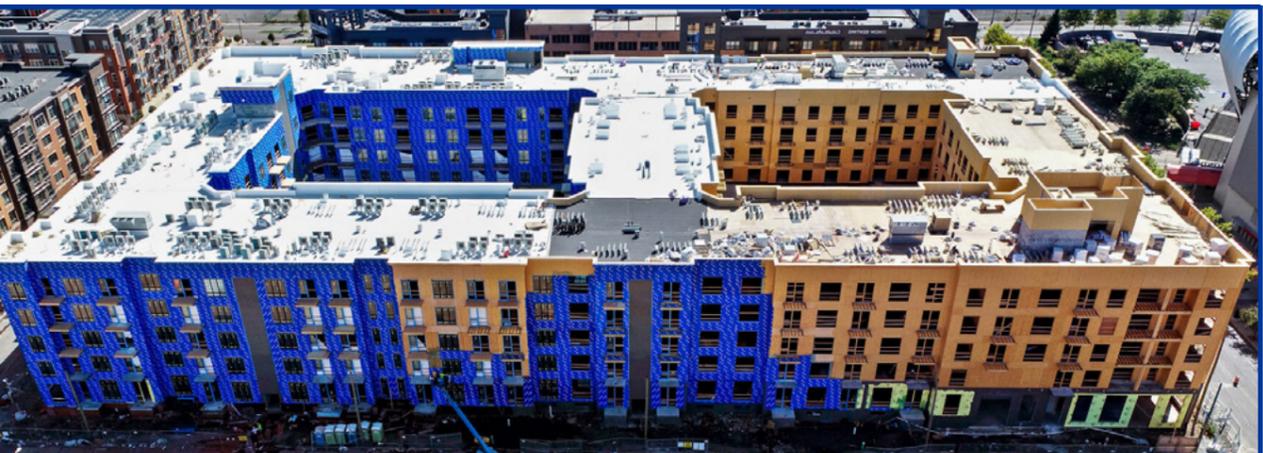
## Expanded Polystyrene Insulation (EPS)

EPS rigid insulations are 100% recyclable, insect- and decay-resistant, have a stable long-term R-Value, and have the lowest carbon footprint of all rigid insulations. They are manufactured with sustainability in mind, as they contain no dyes, formaldehyde, or ozone-depleting substances such as hydrofluorocarbons (HFCs), all while providing potential energy offsets of up to 55 times the amount used in its production.



Each metric ton of EPS in Carlisle's installed base saves 5.1 mt of CO<sub>2</sub>e per year over its 35-year service life, amounting to nearly 60 million mt of expected CO<sub>2</sub>e avoidance from all products sold since 2013

# Our Energy Efficient Products



Henry Blueskin VP160 on the Riverbend apartments in Harrison, NJ

## Air & Vapor Barriers

Air and vapor barriers such as Henry Blueskin VP160, are a key part of the building envelope system, especially in humid climates where air leakage can allow 50–100 times more moisture to enter the building envelope. These barriers are proven to effectively block air leakage and reduce condensation, which improves the energy efficiency and comfort for building occupants.

## Metal Roof Systems

Our Carlisle Architectural Metals roofing and siding products are nearly 100% recyclable and can contain as much as 90% post-consumer recycled content. They can be painted in a variety of colors, the majority of which are Cool Roof rated: highly reflective and efficiently re-emitting any heat they absorb, these roofs help improve occupant comfort and reduce the urban heat island effect. Metal roofing systems also provide an ideal platform for the installation of solar panels, leading to the reduction of the embodied energy of a building over its lifespan.



Offering energy saving benefits and a lifetime of protection, our Pac-150 standing seam metal roofing systems deliver technical advancements while maximizing cost efficiencies and sustainability

## Roof Coatings

Henry building envelope systems contribute to more energy efficient buildings and stronger structures. With a streamlined portfolio of roof cements, mastics, sealants, and coatings, our products cover all application needs in any weather—all while delivering superior workability, durability, and water-tight solutions. Henry roof coatings reflect heat from the sun and can last for decades, leading to increased building energy efficiency and helping customers save as much as 15% on their energy bills.



Henry roof coatings are ENERGY STAR rated and can help lower roof surface temperatures by up to 60°



A Henry green roof at the U.S. Coast Guard Headquarters in Washington, D.C.

## Roof Gardens

Carlisle offers a diverse line of traditional and modular roof garden systems with a variety of vegetative options to choose from.

Roof gardens serve both aesthetic and functional needs. Integrating vegetation means less weathering impact and erosion, resulting in a roof that lasts significantly longer

than traditional roofs, while removing the stress of managing stormwater on facilities.

The greenery of roof gardens serves as a natural air and water purifier, capturing airborne pollutants and creating healthier air to breathe. Vegetation also absorbs sunlight, bringing down the temperature on buildings and reducing the urban heat island effect.



# Reducing Energy Consumption

Carlisle is in the business of reducing energy consumption.

Carlisle continues to be a leader in the commercial roofing materials and building envelope spaces. We recognize that the design and construction of buildings is changing, and their improved energy efficiency is pivotal to the world meeting our environmental goals. With many product and service innovations underway, Carlisle is ideally positioned to address trends impacting the building space such as product circularity, energy conservation, localization, emerging material technologies, construction labor efficiency, evolving building use, technology proliferation, and job site transformation. In addition, COS and our culture of continuous improvement will allow deeper technological integration alongside gains in operational efficiency and product quality.

## The Importance of Energy Efficiency

Buildings account for about one-third of total global GHG emissions. Meaning that the continuous improvement of energy efficiency in buildings is absolutely key in the push towards a net-zero future. Buildings must switch from being passive and inefficient energy consumers into active participants in the energy stream. As a manufacturer of energy efficient building products, Carlisle's portfolio of construction materials helps enable this transition.

Energy efficient buildings have many benefits, including reduced energy bills, decreased environmental pollution, improved work and home productivity, increased property values, and avoided power generation investment. Improved thermal comfort in buildings has been shown to benefit cardiovascular and respiratory health and a global review of health impacts of residential energy efficiency improvements found that providing a warm home in winter is a key determinate of physiological, psychological, and social health. There have also been many individual

case studies that link improved thermal comfort in buildings to improved productivity. Studies of office workers in the U.S. showed that worker productivity in certified 'green' offices was 2-3% higher than standard offices, and that these gains are equivalent to annual energy costs (see p. 52 for sources).

Carlisle's products are developed with energy efficiency as a priority, and we provide many options for those looking to take advantage of the benefits of an energy efficient building. Carlisle designs, engineers, and manufactures products that will help enable the transition to a net-zero future.

## Green Building Certifications

In the construction industry, there are several programs pushing for greener buildings, including LEED, Green Globes, and the Living Building Challenge. All three of these programs seek to reduce the carbon footprint of buildings, with each taking a unique approach to accomplishing this goal.



**LEED** wants to make buildings better for the environment, community and those who use the building.



**Green Globes** wants to make buildings more environmentally efficient based on commonly valued environmental outcomes.



**Living Building Challenge** promotes buildings that have a positive environmental impact on the planet.



Engineers in CCM's Research and Innovation Center lab

## Carlisle Research and Innovation Center

In the last five years we have invested approximately \$14 million into our 40,000 square foot research and development technical center in Carlisle, PA. This investment will help us to maintain a technological leadership position in the building and construction materials industry while meeting the demands of climate adaptation for buildings.

## Product Sustainability Reference Guide

In 2021, Carlisle released our first Product Sustainability Reference Guide focused on our Carlisle Syntec products. This guide was designed to provide external stakeholders clarity on the sustainability attributes of our products and how they can be applied to various green building certifications. The guide also provides a general overview of each product and its features and benefits.

There are various ways in which Carlisle products contribute to meeting the green qualifications for LEED, Green Globes, and the Living Building Challenge.



LEED V4 & V4.1 Sustainable Sites



LEED V4 & V4.1 Water Efficiency



LEED V4 & V4.1 Energy and Atmosphere



LEED V4 & V4.1 Materials and Resources



LEED V4 & V4.1 Indoor Environmental Quality



Green Globes



LBC Materials and Health and Happiness Petals



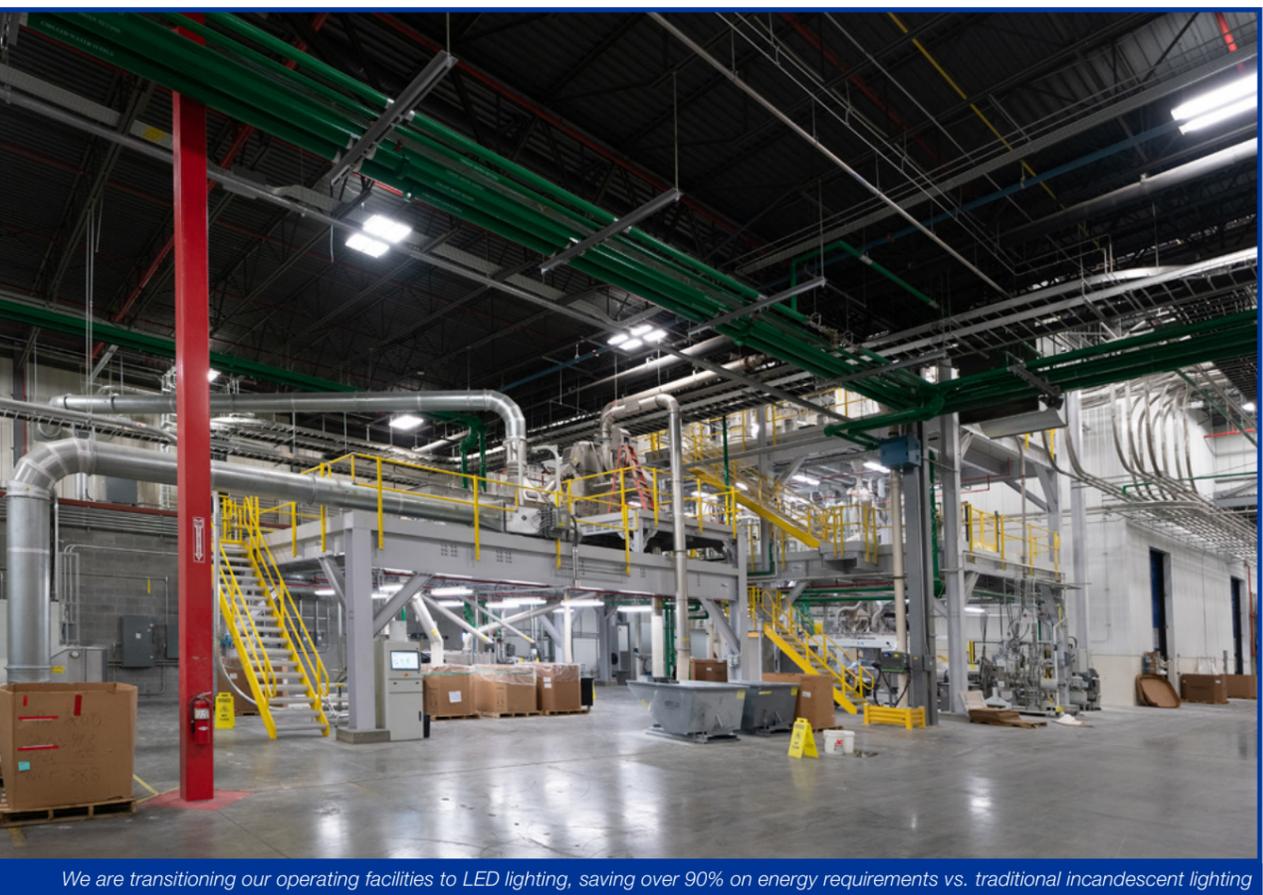
# Reducing Our Emissions

In the past year, Carlisle has made significant progress in reducing our operational GHG emissions. We eliminated nearly 2,000 metric tons of carbon emissions from direct operations through the implementation of Energy Conservation Measures at our facilities such as solar power and LED lighting.

We also engaged our key suppliers to stimulate the development of bio-based raw materials and placed orders for the first batches of petrochemical alternatives. And finally, we piloted our rooftop recovery and recycling program, paving the path for substantial landfill waste diversion in 2023 and beyond.

## Converting to LED Lighting

To date, 43 out of Carlisle's 88 principal manufacturing facilities covering approximately 49% of our total footprint have been converted to LED lighting with motion sensors. This has resulted in savings of more than 8 million kWh annually, reducing greenhouse gas emissions by over 3,000 metric tons, or as much energy required to power as many as 700 homes for a year.



*We are transitioning our operating facilities to LED lighting, saving over 90% on energy requirements vs. traditional incandescent lighting*

## Electrifying Our Fleet

We are transitioning our sales fleet of over 600 vehicles and our nearly 620 factory forklifts to electric models, thereby reducing the emissions of our fleet operations.

To date, Carlisle has deployed over 130 electric forklifts and 40 electric vehicles, with additional deliveries expected throughout 2023.



*A new CCM EV forklift, which doesn't emit GHGs or require air ventilation, leading to lower heating demands and increased energy efficiency*

## Increasing Our Solar Capacity

In our Waltershausen, Germany membrane facility we installed a solar photovoltaic (PV) system expected to save approximately 15% of our electricity consumption and reduce our greenhouse gas emissions by as much as 150 metric tons per year.



*Carlisle's new membrane plant in Waltershausen, Germany features a state-of-the-art PV system*



# Reducing Our Emissions



Our newest polyiso plant in Sikeston, MO is set to open in summer 2023

## Building LEED Platinum Plants

Carlisle is nearing completion of our newest polyiso manufacturing facility in Sikeston, MO, which was designed and built to LEED Platinum specifications. Carlisle product contributions to this facility include:

- **Sure-Weld EXTRA TPO White Roofing Membrane**, a highly reflective material that protects against extreme heat exposure, leading to reductions in the urban heat island effect and energy consumption
- **SecurShield HD Composite Polyiso Insulation**, a HFC-free formulation with the highest R-value per inch, providing maximum energy saving and emissions avoidance
- **Highline S1 Precision Series Metal Panels**, made from as much as 27% recycled material—products are all 100% recyclable
- **Barrithane Air and Vapor Barriers**, which prevent air and moisture diffusion through the application of low VOC, fluid-applied membrane which improves a building's energy efficiency

- **SunWeld Plus Dynamic Domes by VELUX Skylight**, which contain over 36% pre-consumer recycled content and save energy normally used for artificial lighting

In addition to employing the latest advancements in LEED building technology such as solar power generation and energy baseload control systems, the facility will lower the carbon footprint of our supply chain and improve lead times to customers due to its central U.S. location. The facility is scheduled to become operational in the summer of 2023.

## Implementing Environmental and Energy Standards

By the end of 2025, Carlisle is committed to qualifying all our manufacturing sites to the ISO 14001 standard, which defines the requirements for an environmental management system. In 2022, we continued to make progress by qualifying additional sites to the ISO 14001 standard, bringing

our total count to 32, or 36% of our principal manufacturing sites.

We also are committed to qualifying our facilities to ISO 50001, the ISO standard for energy management. To date, four of

our facilities are certified to the ISO 50001 standard. Through ISO 50001 we will continue to refine and elevate our energy efficiency initiatives to promote best energy practices and improve overall energy performance.

More than 90% of Carlisle's GHG emissions are derived from our scope 3 emissions. In order to meet our robust reduction targets, Carlisle is working with our supply chain partners to replace petroleum-based feedstocks with bio-based alternatives.

## 2022 Scope 3 Intensity Targets

	<i>Emissions (mt CO<sub>2</sub>e)</i>	<i>2022 intensity (mt CO<sub>2</sub>e / mt production)</i>	<i>2030 target</i>	<i>Reduction projects</i>
Purchased goods and services	2,156,935	4.472	2.081	Bio-based feedstock development
Upstream transportation and distribution	2,440	0.005	0.002	Freight optimization and electrification
Downstream transportation and distribution	2,205	0.005	0.002	Freight optimization and electrification
Waste generated in operations	6,980	0.014	0.011	COS/Continuous improvement
Processing of sold products	58,885	0.122	0.074	Blowing agent conversion to low GWP alternatives
Use of sold products	141,278	0.293	0.177	Blowing agent conversion to low GWP alternatives
End-of-life treatment of sold products	26,066	0.054	0.031	End-of-life recycling/tear-offs
<b>Total</b>	<b>2,394,789</b>	<b>4.965</b>	<b>2.377</b>	

For more information on scope 3 intensity targets see p. 52

## Bio-Feedstocks

In 2022, Carlisle leveraged our Supplier Relationship Management programs to poll key suppliers on their product sustainability efforts. Strong partnerships backed by executive leadership collaboration have helped Carlisle secure initial volumes of bio-based chemical alternatives to polyol

and MDI, key materials in the manufacturing of polyiso insulation. In addition, we began qualifying recycled carbon black in some of our membrane products. The development and scaling of such bio-based raw materials will be integral to the achievement of our net-zero goals.



# Diverting Waste From Landfills

In 2022 Carlisle piloted a rooftop membrane recycling initiative which diverted over 200,000 lb of roofing materials from landfills. This pilot led to the development of a fully operational program with industry recycling partners to incentivize installation contractors to recycle roofing membrane and insulation during roof replacements.

The program was announced in early 2023, and initial data suggests our customers and industry contractors are reacting positively to the opportunity. We will continue to explore upcycled and recycled outlets for the massive volume of construction materials that historically have ended up in landfills.

## 2022 Landfill Diversion

Membrane scrap reworked into manufacturing stream	10,000 tons
Tires recycled into flooring	21,000 tons
Manufacturing metal recaptured	12,000 tons
Recycled material used in polyiso manufacturing	60,000 tons

## Manufacturing Products with Recycled Content

**EcoStorm VSH coverboards** are engineered composite building materials made from a proprietary blend of plastic and cellulose fiber sourced 100% from post-industrial and post-consumer waste streams. EcoStorm coverboards are moisture and mold resistant while providing durability for insulation.

Our **polyiso insulation** is composed of up to 36% post-consumer recycled content. When including pre-consumer recycled content, some of our polyiso boards are comprised of over 50% recycled content.

Carlisle's labor-saving **APEEL Protective Film**, composed of 50% recycled content, guards the surface of PVC membranes from scuffs and dirt accumulation during installation. APEEL delivers a clean, reflective roof without the need for pressure washing or cleaning after installation, which can be resource intensive.

## Recycling and Upcycling Paper

As a key component of polyiso boards, Carlisle sources black facer paper made from 100% recycled paper and pulp, amounting to over 43,000 tons of paper waste saved from landfills in 2022.

Additionally, Carlisle upcycled over 470 tons of office paper into facer paper.



Recovered tear-off polyiso insulation



Carlisle is committed to scaling recycling initiatives across our businesses while eliminating waste in our operations

## Upcycling Tires

Ultimate RB is one of the largest and most technically advanced tire recyclers in the world, with the ability to make quality products that contain up to 96% post-consumer waste.

In 2022, Ultimate RB recycled over two million tires into high quality rubber products, diverting nearly 21,000 tons of landfilled waste.

## Repurposing Polyiso Waste

Carlisle has installed specialty equipment in our polyiso facilities to upcycle waste into briquettes, which are used at water treatment plants to aid with filtration. This process minimizes our board scrap at a rate of 25:1, allowing Carlisle to divert over 550 tons of polyiso waste from landfills in 2022.



Polyiso scrap is utilized to form water filtration briquettes

## Partnering to Save Our Forests

According to the National Interagency Fire Center there were an average of 67,000 wildfires and 7 million acres burned every year over the past 10 years. With the help of our customers, Carlisle's One Tote, One Tree program has made significant contributions to reforestation efforts in North America with American Forests.

In 2022, our donation funded the planting of new seedlings to repopulate forest territory in Essex County, Ontario, Canada as part of the region's Clean Water Green Space program and Southern Ontario Conservation Authority Woodland Restoration Program. The Ontario project will plant thousands of trees and shrubs over 218 acres at 57 publicly and privately owned properties, helping to protect at-risk species, increase water retention and support water and air purification. Carlisle Tyrfil has planted over 255,000 trees through our partnership with American Forests.

# Carlisle Operating System



The Carlisle Operating System (COS) supports our core business strategy and is key to our culture of continuous improvement, leading us to attain sustained exceptional results across our business. COS allows us to create greater value for customers and stakeholders while prioritizing the respect and engagement of our people, and the creation of an innovative workplace founded on accountability, transparency, and data-driven decision making. COS elevates the entrepreneurial culture of Carlisle's employees and supports the optimization of our processes to eliminate waste, delivering better operating results.

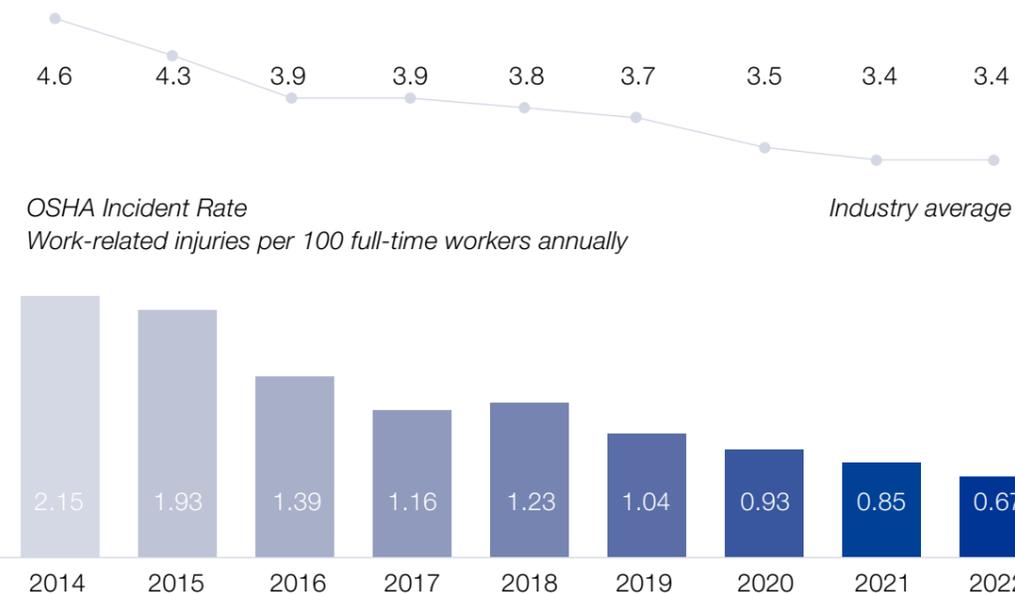
Overall savings and benefits in 2022, which included a significant lift from cost avoidance, reached a record \$208 million. This focus on continuous improvement and innovation makes the Carlisle Operating System key to achieving our net-zero goals.

As more typical business practices resumed in 2022 after the challenges of navigating and driving learning through the pandemic in 2020 and 2021, the COS teams around the world refocused our employees on classroom trainings, Kaizen events, and team problem solving across our facilities. This deep-dive into quality training better equipped our employees to prioritize Safety, Quality, Delivery, and Cost—in short, focused on delivering the Carlisle Experience to our customers.

## The SQDC Model

The use of our Safety, Quality, Delivery, and Cost (SQDC) system backed by the Policy Deployment monitoring process ensures continuous improvement in the execution of our organizational goals.

## Path to Zero continues to inspire our industry-leading safety record



The SQDC system in action

### Safety

In 2022, we achieved record results in our pursuit of an incident-free workplace with an OSHA Incident Rate of 0.67 per 100 full-time workers annually, our all-time low, beating the industry average more than fivefold and falling nearly 70% since 2014. This improvement is tied to the 2020 launch of 'Path to Zero', which represents our commitment to creating the safest possible work environment with the goal of zero accidents and zero injuries.

### Quality

As an enterprise, Carlisle achieved a 5-sigma external quality level of 175 PPM (5-sigma equates to a 230 PPM level). While we have made progress over the years, our goal is to achieve world-class delivery in the form of 6-sigma.

### Delivery

We have also made progress in delivery efficiency through such projects as the implementation of a predictive logistics model, which has ensured that Carlisle is maximizing full truck loads from order entry to fulfillment to shipping, thereby lowering emissions, and saving money for the company.

### Cost

Carlisle's focus on improving our Safety, Quality, and Delivery record continues to support building capacity for value creation in our business processes, as evidenced by COS' transformational impact on our businesses. Since full implementation of COS in 2009, the program has generated over \$875 million in savings and benefits.

# Industry Engagement

We engage with top ESG rating agencies to provide clear and useful data for greater transparency and to help improve ESG practices around the sharing of data and performance.



Sustainalytics ESG Risk Ratings measure a company's exposure to material industry-specific ESG risks and how well a company is managing those risks on an annual basis. As of December 2022, Carlisle received an ESG Risk Rating of 22.9 and was assessed to be at medium risk of experiencing material financial impacts from ESG factors (see p. 52).



For the second consecutive year, Carlisle partnered with SCS Global Services, a third-party verification body that certifies that an organization's measured GHG emission calculations are thorough and accurate. We received verification of our water, energy, and scope 1, 2, and 3 GHG declarations (p. 51).

Carlisle is grateful to have been recognized for our continuing sustainability related efforts.

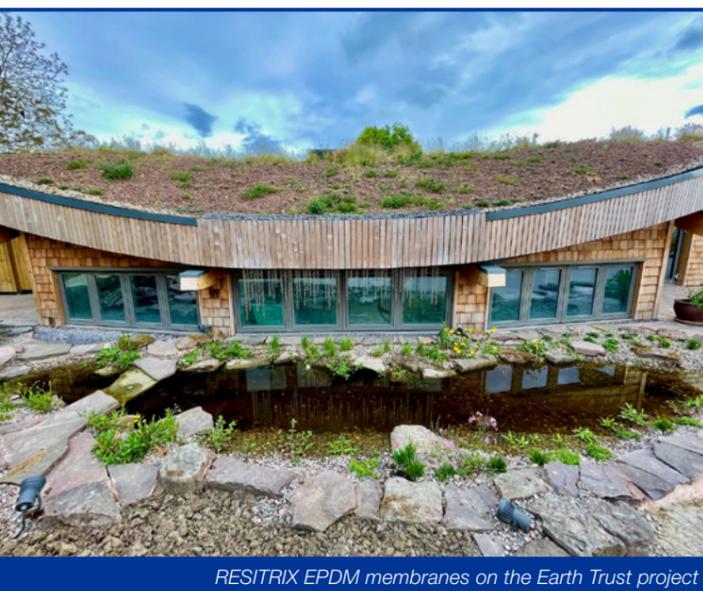
Carlisle's European team and Delomac Roofing won the SPRA award in the Best Sustainability category for the Earth Trust project, which features a curved green roof made watertight by Carlisle's RESITRIX hybrid EPDM membranes.



Henry Company has been awarded The Home Depot's Building Materials Vendor of the Year. The Henry team has quickly adopted Carlisle's culture of continuous improvement to reach new heights with The Home Depot by focusing on delivering innovative and energy efficient products and solutions for our customers.



Carlisle was also included as one of America's Most Responsible Companies for 2022 and 2023 by Newsweek, which recognizes top performing companies making a difference through their environmental initiatives, social engagement, and corporate governance.



RESITRIX EPDM membranes on the Earth Trust project

Carlisle is proud to serve on the board or as a participating member of the following trade organizations and associations:



## Trade Association Memberships

Carlisle is a Platinum member of the USGBC, an organization committed to transforming how our buildings are designed, constructed, and operated through the Leadership in Energy and Environmental Design (LEED) program. LEED is the world's most widely used green building system, with more than 120,000 buildings participating today.

Carlisle is also a founding member of the Sustainable Roofing and Waterproofing Alliance (SRWA). Established in 2007, the Alliance is a sustainable construction initiative to improve the dialogue and information sharing between roof designers and manufacturers. SRWA has expanded to become an international group of professionals representing the highest standards in the roofing and waterproofing industry.

## Net Zero: A Community Effort

Carlisle's net-zero commitment is a major step in our ESG journey, providing a greater context for our ongoing commitment to sustainability showcased in both our product lines and our internal operations.

Achieving net zero will take more than the efforts of any individual team and will require community-wide commitment amongst an ever-changing global backdrop. We are confident that with this industry-wide collaboration, we can make an impact by investing in a more sustainable future.

# Social Impact



## CARLISLE

## Leadership Development

Carlisle's thousands of dedicated and talented team members provide a true competitive advantage, which is why we continue to invest significantly in employee development and foster a welcoming and rewarding environment where our employees can flourish.

*Lori Snyder, VP of Human Resources*

### Our People Make All the Difference

Carlisle's thousands of dedicated and talented team members are a crucial element underpinning our continued success. We have a long history of investing in our people, and we strive to cultivate an environment in which we can achieve our fullest potential together. In 2022, our work centered around three main areas that form the foundation of a multi-year journey for Carlisle. These include developing our next generation of leaders, continuing our journey to increase diversity, and enhancing our culture in the areas of inclusivity and employee engagement.

### Developing the Next Generation of Leaders

Launched in 2021, the Carlisle Leadership System provides a comprehensive platform for accelerating leadership at all levels, enabling team members to take on new challenges and meet the growing demands of our organization. Within this ecosystem, there are three signature programs:

Our flagship program, the **Carlisle Leadership Summit**, is an annual event where top talent engages with the CEO and Carlisle's Executive Team to develop a deeper

understanding of the business, strengthen enterprise-level thinking, and increase readiness to tackle new challenges. In 2022, we re-established participant criteria for the program, doubling the number of participants from prior years.

The **Carlisle Leadership Program** is designed to advance the strategic leadership capabilities of mid to senior-level managers who demonstrate the potential to advance into or within the executive leadership ranks. In 2022, through our partnership with the Wharton School of the University of Pennsylvania, we refocused the program content and design, creating stronger alignment with those capabilities necessary to support the future growth and leadership of the company.

The **Carlisle Leadership Foundations** supports the development of high-performing individual contributors who are expected to advance, or recently advanced, to their first leadership role. This program enables leadership success by imparting foundational skills and helping participants define their own leadership style.

In addition to our signature leadership development programs, we also provided the following opportunities to help our employees learn and grow:

- In 2022 we introduced Inside-Out Coaching—the G.R.O.W.™ Model—at Carlisle. Through a combination of training and hands-on coaching labs, we aim to improve our overall talent development capabilities and performance. More than 800 people leaders participated in the program in 2022.
- Carlisle provided over \$440,000 of tuition assistance in 2022 to employees pursuing higher education.
- We continued to sponsor our on-site MBA program, a partnership between Lebanon Valley College and our construction materials business, which launched in 2020. Our first cohort of 20 employees is expected to graduate in May 2023.

# Diversity, Equity & Inclusion

We view diversity as a fundamental strength at Carlisle, where ensuring that multiple perspectives are considered from employees with various backgrounds is key to success.

In 2021, we began establishing annual targets for diversity at the senior leadership level and deployed plans to achieve these targets in our largest business units. We continue to improve our systems and processes to

support our recruiting and retention of a diverse workforce. While we achieved mixed success, we continue to learn through the process and make the adjustments needed to achieve our goal.

## Our 2025 DEI Goals

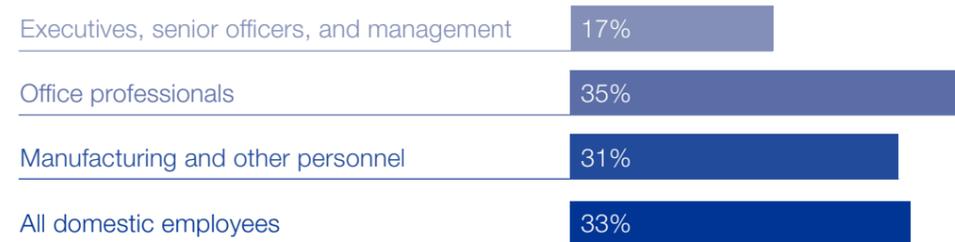
30%

gender diversity in directors and above

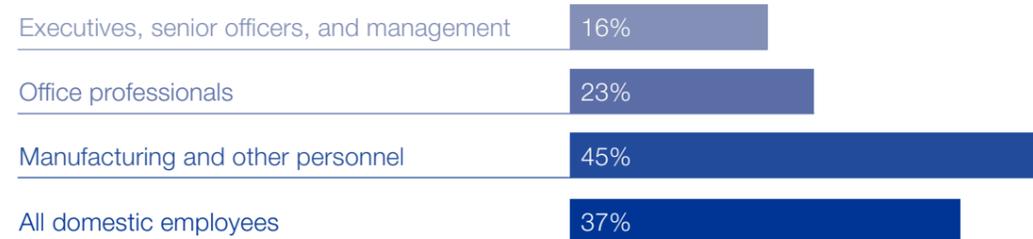
20%

racial diversity in directors and above

## Our Current Representation from Women



## Current Representation from People of Color (POC)



Pay equity is reviewed annually at Carlisle. Having achieved gender and race pay equity in 2021, we took steps to maintain equity in 2022.

We also engaged our workforce in the Day of Understanding, a company-wide learning event focused on mitigating unconscious bias and fostering greater inclusivity. This was the fourth annual event held by Carlisle

since joining the CEO Action for Diversity & Inclusion pledge in 2018. With over 2,400 signatories, the pledge is the largest CEO-driven business commitment to advancing diversity and inclusion in the workplace.

**CEO ACT!ON FOR DIVERSITY & INCLUSION**



Carlisle employees in the 2022 Day of Understanding workshop

# Culture & Community

In 2022 we launched a project to advance our current Employee Resource Groups (ERGs) across Carlisle. Carlisle's ERGs provide a valuable learning and development opportunity for our workforce and foster inclusivity.

## Veterans and Allies ERG

The Veterans and Allies ERG was founded in 2021 with the goal of embracing Carlisle's community of employee veterans and advocates while promoting a culture that provides opportunities for growth and engagement. The ERG aims to include and appreciate current veteran employees while also working to create a brand awareness attracting veteran talent.



## Women of Carlisle ERG

The Women of Carlisle ERG's mission is to foster an inclusive environment where all women are recognized and developed to their full potential in support of Carlisle's Vision 2025 goals.

The Women of Carlisle ERG provides a network of communication, support, education, and mentorship for the women who work at Carlisle. It offers an opportunity for women to meet other women throughout the company, to learn about gender differences and unconscious bias in the workplace, to learn how to advocate for themselves, and to build confidence and capacity for growth.

The group hosts virtual sessions where woman can connect with each other and learn how to be their best selves in the workplace. In 2022, Women of Carlisle grew by 125 members, increasing their ranks from 85 to 210 women.



Having the opportunity to connect with so many high performing women in our company has been empowering to know the true possibilities for growth and development within Carlisle. 

*Women of Carlisle ERG member*



## Environmental ERG

The goal of the Environmental ERG is to make the world a better place for future generations through action within the workplace and our communities. The Environmental ERG collaborates as a cross-functional team to enhance environmental knowledge, drive actions that positively impact the environment, and support Carlisle's sustainability vision.

## Emerging Professionals ERG

The Emerging Professionals ERG strives to promote the advancement of professionals inside and outside of CCM. They aim to foster a culture where everyone can feel welcome, thrive, and have the opportunity to become future leaders.

# Culture & Community

Carlisle is committed to four areas of community engagement: civility, veterans, education, and mental health services. Our employees take great pride in identifying and working toward solutions that benefit the communities in which we live and work. Carlisle is engaged with more than a hundred community organizations, charities, and philanthropic initiatives across the globe. Below are a few of those organizations:



Carlisle is proud to support UMOM New Day Center. Founded in 1964, UMOM was created to support those experiencing homelessness and living in impoverished neighborhoods in the Phoenix area. UMOM's work has helped many people and families struggling with homelessness, including efforts such as creating the first homeless shelter solely for single women, youth development programs, affordable housing programs supporting homeless populations and military veterans and their families, partnerships to provide job opportunities to those experiencing homelessness, and health and wellness services.

Roughly 11% of adult homeless Americans are U.S. military veterans. UMOM's intensive case management and supportive services help veterans, and their families rebuild their

lives. UMOM has served 185 veteran families over the past 18 months, providing support when families need it the most. With rental prices in Phoenix increasing 17% annually for the last three years, the aging veteran population with fixed incomes has become the largest demographic in need. UMOM's innovative approach to addressing veteran homelessness places disabled veterans in affordable housing units and provides ongoing support to meet not just immediate needs, but needs throughout their lifespan. UMOM allows aging veterans to reclaim their dignity, restoring hope and ensuring our nation's commitment to serving those who served us first.

In support of the veterans that UMOM serves, Carlisle donated funds to supply furniture and home necessities to the affordable housing communities set up by UMOM in Phoenix. Carlisle is extremely pleased to extend our partnership with UMOM in providing support for those in need.

185  
veteran families  
served in 2022

80%  
increased their  
household income

100%  
of families provided with  
immediate assistance

98%  
connected to VA benefits  
after program completion



Founded by veterans, for veterans, Headstrong is one of the nation's leading mental health care providers for military veterans and their family members. Headstrong provides confidential, barrier-free, and stigma-free PTSD treatment to veterans, service members, and family connected to their care, treating an average of 1,500 clients per month through 300 clinicians nationwide.

In 2022, Headstrong celebrated their ten year anniversary, showcasing their commitment to supporting those who bravely served their country, regardless of service area or discharge status, and battle daily with the impact of trauma. Carlisle is proud to be a supporter of Headstrong's commitment to care and their efforts to expand access to targeted mental health care for veterans and their families.

1,500

active clients served a month

300

clinicians engaged across the U.S.

40,000

individual sessions in 2022

67%

showed decline in PTSD symptoms



Carlisle is excited to announce our significant investment in Phoenix Children's Hospital. Phoenix Children's was named the top children's hospital in Arizona for the twelfth consecutive year by *U.S. News and World Report* 2022-2023, ranked number 17 in the top 100 healthiest workplaces—jumping 54 places from the previous year—and named the 2022 Healthiest Employer by the *Phoenix Business Journal*.

Phoenix Children's offers one of the only psychiatry programs for children and young adults in the Phoenix area. The youth mental health crisis in Arizona is not going away on its own, which is why Carlisle has

made a significant multi-year investment in Phoenix Children's to support their efforts in addressing mental health among kids, teens, and their families in Arizona. This investment will help ensure that they have access to the care and services they need and will support Phoenix Children's pilot program to address suicide prevention among young people in Arizona. Together, we will bring life-saving mental and behavioral health services to kids who need it most.



In 2022, Carlisle furthered our relationship with Elevate Phoenix, a program that delivers long-term, life-changing relationships to urban youth in Phoenix. The Elevate Phoenix model has proven effective in enabling urban youths to overcome roadblocks to self-sufficiency.

# Culture & Community

Carlisle's long history of supporting the communities in which we live and work embodies the Carlisle spirit of engaging and lifting those around us.

## Carlisle Corporate Employees Support the Sojourner Center

In December 2022, the Scottsdale team at our corporate headquarters held a charity drive for the Sojourner Center, an organization with a mission to support women who are victims of domestic violence in Arizona to find housing and access the services that they need.

## CFT Jackson Team Supports Adopt A Teen

The Rusty Mac Adopt A Teen program, supported by the Carl Perkins Exchange Club for the Prevention of Child Abuse, was created by radio personality Rusty Mac

in 1996 when he realized that younger children were more likely to receive donated Christmas gifts than older teens in the foster care system. Each \$100 donated provided gifts for one teen. In 2022, the Jackson team donated \$1,000, providing a Christmas experience for ten teens in foster care in western Tennessee.

## CCM Team Raises Money to Combat Food Insecurity

The CCM team in Carlisle, PA came together to fund raise for Project SHARE, an organization with a mission to reduce food insecurity in the greater Carlisle area by providing access to nutritious food, programs, and a support network that promotes self-sufficiency, fosters dignity, and instills hope. Their group was able to raise over \$3,000.

## Carlisle Sponsors the Arizona Women's Golf Classic

Carlisle supports athletes who are not only committed to excellence and winning, but who embody Carlisle's culture of integrity, continuous improvement, and perseverance.

Carlisle is proud to be the title sponsor for the Arizona Women's Golf Classic. Held annually at the Longbow Golf Club in Mesa, AZ, the Carlisle Classic is a key stop on the Epson Tour, the official qualifying tournament for the LPGA.

To further support Carlisle's commitment to community engagement, official beneficiaries of the Women's Golf Classic include Phoenix Children's Hospital and Girls Golf of Phoenix.

Girls Golf of Phoenix is an empowerment group for girls that builds confidence, enhances athletic ability, and provides engaging event opportunities to enrich their lives through golf. The Girls Golf mission is supported by the five E's:

- Empower girls with confidence and inspire them to dream big
- Enrich girls lives by expanding their minds and character on and off the golf course with unique opportunities
- Energize girls with passion for the game of golf and opportunity for friendships that will last a lifetime
- Engage girls with positive female role models, mentors, and partners that share our love of golf
- Exercise girls' minds and bodies helping them unlock their full potential for athletic development and growth

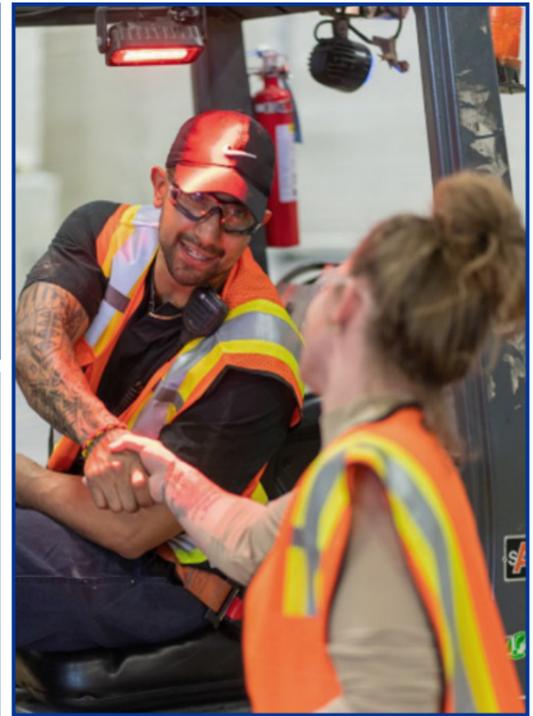


Congratulations to 2022 Classic winner Fatima Fernandez Cano



Carlisle is proud to support Girls Golf of Phoenix as an official beneficiary of the Carlisle Arizona Women's Golf Classic

# Faces of Carlisle



# Corporate Governance

## Our Board of Directors



Carlisle's Board at our Insulfoam expanded polystyrene insulation (EPS) plant in Phoenix, AZ. Carlisle offers continuous EPS for all facets of residential and commercial construction. Capable of returning up to 55 times the amount of energy required to produce it, EPS building insulation is an ideal choice for sustainable building design.

- |   |  |  |
|---|--|--|
| <p><b>1 James D. Frias</b><br/>Former Chief Financial Officer,<br/>Treasurer and Executive Vice<br/>President<br/>Nucor Corporation</p> | <p><b>4 Corrine D. Ricard</b><br/>Senior Vice President<br/>The Mosaic Company<br/>President<br/>Mosaic Fertilizantes</p>      | <p><b>7 Gregg A. Ostrander</b><br/>Former Chairman, President<br/>and Chief Executive Officer<br/>Michael Foods, Inc.</p>                      |
| <p><b>2 Jesse G. Singh</b><br/>Chief Executive Officer<br/>The AZEK Company</p>   | <p><b>5 D. Christian Koch</b><br/>Chair, President and<br/>Chief Executive Officer<br/>Carlisle Companies<br/>Incorporated</p> | <p><b>8 Robin J. Adams</b><br/>Former Vice Chairman,<br/>Chief Financial Officer and<br/>Chief Administrative Officer<br/>Borg Warner Inc.</p> |
| <p><b>3 Robert G. Bohn</b><br/>Former Chairman, President<br/>and Chief Executive Officer<br/>Oshkosh Corporation</p>                   | <p><b>6 Maia A. Hansen</b><br/>Chief Operating Officer<br/>Athersys, Inc.</p>  | <p><b>9 Jonathan R. Collins</b><br/>Senior Vice President<br/>Online<br/>Parts Town</p>  |

# Board Leadership Structure

Currently, the Company has a Chair of the Board, President, and Chief Executive Officer, and a lead independent director. In addition, the Compensation Committee conducts an annual performance review of the Chair, President, and CEO, and based upon this review, makes compensation recommendations (including base salary and annual incentive and equity compensation) for approval by the independent members of the Board. The Board has three standing committees: the Audit Committee; the Compensation Committee; and the Corporate Governance and Nominating Committee. Each committee of the Board functions pursuant to a written charter adopted by the Board.

## Audit Committee

The Audit Committee provides assistance to the Board in fulfilling its responsibility to oversee the corporate accounting, internal controls and reporting practices of the Company and the quality and integrity of the Company's financial statements. The Audit Committee also assists the Board in its oversight of the Company's compliance with legal and regulatory requirements, policies relating to risk assessment and environmental and social issues (including those related to climate and sustainability), the independent registered public accounting firm's qualifications and independence, and the performance of the Company's internal audit function and independent registered public accounting firm. In so doing, it is the responsibility of the Audit Committee to maintain free and open means of communication among the Board, the independent registered public accounting firm, the internal auditors, and the financial management of the Company. During 2022, the Audit Committee held six meetings.

## Compensation Committee

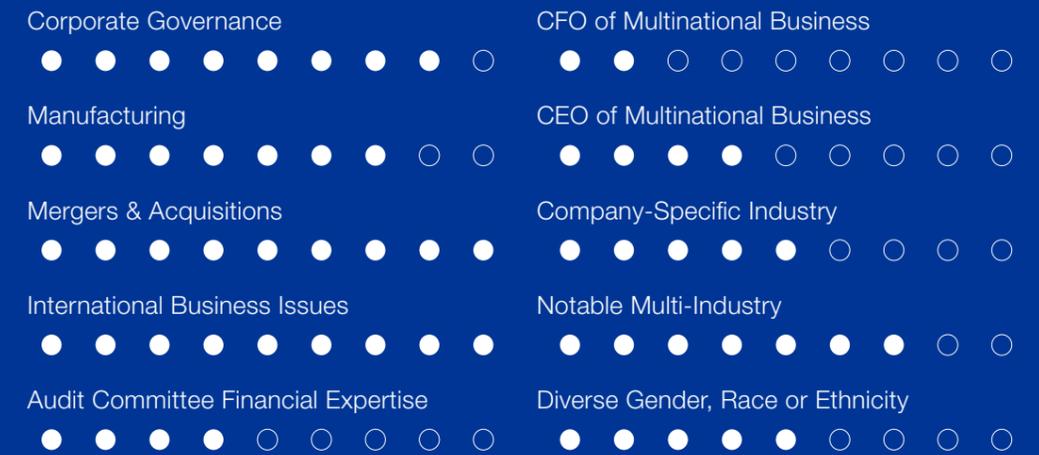
The Compensation Committee discharges the Board's responsibilities relating to the compensation of the Company's

executives in such a way as to enable the Company to attract and retain executives of the highest quality. The Compensation Committee prepares the report on executive compensation required to be included in the Company's annual proxy statement in accordance with applicable SEC rules. The Compensation Committee also reviews and recommends to the independent directors on the Board the compensation of the Chief Executive Officer, reviews and approves the compensation of the Company's other senior executives and assists the Board in its oversight of the Company's human capital management. During 2022, the Compensation Committee held three meetings.

## Corporate Governance and Nominating Committee

The Corporate Governance and Nominating Committee assists the Board by identifying individuals qualified to be members of the Board, consistent with criteria approved by the Board, and recommending such individuals be nominated by the Board for election to the Board by the stockholders or be elected by the Board to fill a vacancy or a newly created directorship. The Corporate Governance and Nominating Committee also: (a) develops and recommends to the Board a set of corporate governance principles applicable to the Company that are consistent with sound corporate governance practices and in compliance with applicable legal, regulatory, and other requirements; (b) periodically evaluates the performance of the Chief Executive Officer and Chair of the Company, discusses succession planning and recommends a new Chief Executive Officer as appropriate; (c) oversees the annual evaluation of the performance of the Board and its committees; and (d) monitors and reviews any other corporate governance matters which the Board may refer to the committee from time to time. During 2022, the Corporate Governance and Nominating Committee held two meetings.

## Carlisle's Board brings a diverse set of skills to senior management



## ESG Steering Committee

Carlisle's ESG Steering Committee is a cross-functional senior management committee that supports our ongoing commitment to environmental, health and safety, corporate social responsibility, corporate governance, sustainability, and other public policy matters relevant to the Company. The Committee assists the executive management in: (a) setting general strategy relating to ESG

matters; (b) developing, implementing, and monitoring initiatives and policies based on that strategy; (c) overseeing communications with employees, investors, and stakeholders with respect to ESG matters; and (d) monitoring and assessing developments relating to and improving the Company's understanding of ESG matters.

# Appendix

Carlisle believes transparency is important to ensuring accountability for our sustainability strategy and performance. We disclose relevant information and progress around the management of our ESG priorities and aim to stay up to date with relevant sustainability reporting standards that best meet the needs of our stakeholders.

Our sustainability disclosure is informed by leading frameworks such as the Sustainability Accounting Standards Board (SASB), the Global Reporting Initiative (GRI), the Task Force for Climate-Related Financial Disclosures (TCFD), and CDP (formerly known as the Carbon Disclosure Project). Carlisle is committed to prioritizing ESG metrics that are material to our business.

Snap-Clad metal roofing panels, 7.2 exposed fastener panels, M-42 & M-36 panels, and flush & reveal wall panels at the John S. McCain III Elementary School in Buckeye, AZ

## SASB Index\*

GHG Emissions	Code	Response
Gross global scope 1 emissions	EM-CM-110a.1	86,301 metric tons CO <sub>2</sub> e
Percentage covered under emissions-limiting regulations	EM-CM-110a.1	0%
<u>Air Quality</u>		
NOx	EM-CM-120a.1	49 metric tons
SOx	EM-CM-120a.1	<1
PM10	EM-CM-120a.1	<1
VOCs	EM-CM-120a.1	1,147
PAHs	EM-CM-120a.1	<1
<u>Energy Management</u>		
Total energy consumed	EM-CM-130a.1	2,467,976.4 gigajoules
Percentage grid electricity	EM-CM-130a.1	46%
Percentage alternative	EM-CM-130a.1	0%
Percentage renewable	EM-CM-130a.1	0.13%
<u>Water Management</u>		
Total fresh water withdrawn	EM-CM-140a.1	1153 x 10 <sup>3</sup> cubic meters
Percentage recycled	EM-CM-140a.1	**
Percentage withdrawn in regions with high or extremely high baseline water stress	EM-CM-140a.1	29%
Percentage consumed in regions with High or extremely high baseline water stress	EM-CM-140a.1	30%
<u>Waste Management</u>		
Total waste generated	EM-CM-150a.1	39,130 metric tons
Percentage of hazardous waste generated	EM-CM-150a.1	2.8%
Percentage of waste recycled	EM-CM-150a.1	42%
<u>Workforce Health and Safety</u>		
Total recordable incident rate (TRIR) for full-time employees	EM-CM-320a.1	0.67
TRIR for contract employees	EM-CM-320a.1	0.007
<u>Product Innovation</u>		
Percentage of products that qualify for credits in sustainable building design and construction certificates	EM-CM-410a.1	54%
<u>Pricing Integrity and Transparency</u>		
Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	EM-CM-520a.1	\$0

\*Carlisle's complete SASB Index can be found at [esgdatacenter.carlisle.com](https://esgdatacenter.carlisle.com).

\*\*Carlisle maintains closed-loop systems where less than 3% of water is maintained in our products. 1/50<sup>th</sup> of a gallon of water per production unit is used in our insulation, membrane, and spray foam facilities.

# GRI Index\*

GHG Emissions (MT)	GRI #	2019	2020	2021	2022
Total direct and indirect market-based GHG emissions	305-1	228,327	213,882	213,450	193,395
Total direct and indirect location-based GHG emissions	305-2	200,136	191,807	182,606	200,797
Direct (scope 1) GHG emissions	305-1	78,126	78,981	75,288	86,301
Indirect (scope 2) location-based GHG emissions	305-2	122,009	112,826	107,318	114,496
Indirect (scope 2) market-based GHG emissions	305-2	150,201	134,901	138,162	107,099
Other indirect (scope 3) emissions	305-3	-	-	-	3,480,747
GHG intensity, direct (scope 1) per \$M revenue**	305-4	15.2	17.8	15.7	13.1
GHG intensity indirect (scope 2 location-based) per \$M revenue**	305-4	26.2	27.4	22.3	17.4
GHG intensity indirect (scope 2 market-based) per \$M revenue**	305-4	32.5	33.0	28.7	16.2
<b>Energy (MWh)</b>					
Energy consumption	302-1	631,325	607,073	627,591	685,549
Total direct energy (scope 1)	302-1	327,219	321,505	337,194	373,859
Natural gas	302-1	301,156	295,862	310,282	336,604
Mobile fuels	302-1	26,063	25,643	26,912	37,255
Total indirect energy (scope 2)	302-1	304,106	285,567	290,397	311,690
Electricity	302-1	298,164	279,326	284,613	305,086
Purchased steam	302-1	5,942	6,241	5,784	5,704
Solar (self-generated)	302-1	0	0	0	900
Energy intensity per \$M revenue**	302-3	126	137	130	104
<b>Air Emissions (MT)</b>					
Volatile organic compounds (VOCs)	305-7	1,049	1,001	1,220	1,147
Nitrous oxides (NOx)	305-7	52	50	36	49
Sulfur oxides (SOx)	305-7	1	1	4	<1
<b>Environmental Compliance</b>					
Significant fines for noncompliance with environmental laws or regulations	307-1	0	0	0	0

Water (m <sup>3</sup> )	GRI	2019	2020	2021	2022
Water withdrawal	303-3	1,119,830	1,160,546	1,054,316	1,149,515
Water withdrawal intensity per \$M revenue**	303-3	246	286	219	174
Water consumed	303-3	-	-	159,947	46,115
Water discharged	303-3	-	-	894,373	1,103,399
<b>Waste Management (MT)</b>					
Hazardous waste generated	306-3	2,238	1,494	1,472	1,133
Hazardous waste recycled or waste-to-energy	306-4	-	-	807	496
Nonhazardous waste generated	306-3	-	-	59,970	37,998
Nonhazardous recycled or waste-to-energy	306-4	-	-	25,248	16,088
Landfill diversion rate	-	-	-	42.4%	42.4%
<b>Employees</b>					
Total employees	2-7	-	12,435	11,249	12,517
Permanent employees	2-7	-	11,988	10,981	12,144
Temporary employees	2-7	-	447	268	373
<b>New Hires &amp; Departures</b>					
New hires – total	401-1	-	2,285	2,133	3,145
New hires – % female	401-1	-	32%	33%	32%
Departures – total	401-1	-	3,506	3,407	1,877
Departures – % female	401-1	-	36%	37%	32%
<b>Employee Diversity</b>					
% female employees	405-1	-	32%	31%	32%
% racial/ethnic diversity of US employees	405-1	-	-	15%	37%
<b>Board Diversity</b>					
Female board members	405-1	-	20%	22%	22%
Board members identifying as gender, racially, or ethnically diverse	405-1	-	50%	56%	56%
<b>Safety</b>					
Total recordable OSHA incident rate	403-9	-	0.93	0.85	0.67
Total recordable injuries	403-9	-	130	116	96

\*Carlisle's complete GRI Index can be found at [esgdatacenter.carlisle.com](https://esgdatacenter.carlisle.com)

\*\*Historical information related to intensity for 2019-20 reflects Carlisle business prior to acquisition of Henry Company

# Climate-Related Disclosures



## Climate Governance

The Chair, President, and Chief Executive Officer reviews and approves the strategic direction for Carlisle's sustainability approach. Carlisle's sustainability approach is guided to execution through the Vice President of Sustainability and the ESG Steering Committee. The Vice President of Sustainability, reporting to the Chair, President, and Chief Executive Officer, leads the ESG Steering Committee, which is composed of key executives in the areas of human resources, COS, legal and finance. The ESG Steering Committee develops strategy, provides oversight, and monitors accountability in our ESG and climate-related initiatives through the deployment of the Carlisle Environmental Sustainability Policy. On a periodic basis, Carlisle's Board of Directors reviews the status of the Company's ESG initiatives. In accordance with our environmental sustainability policy, a management representative is appointed for each of our business units who, in addition to other responsibilities, shall ensure that the requirements of the environmental sustainability policy are met at each facility within the business unit.

## Transitional Risks

### Climate-related policy and regulation

Changes in environmental and climate change laws or regulations, including laws relating to GHG emissions, could lead to new or additional investment in the Company's products or facilities and could increase environmental compliance expenditures. Changes in climate change concerns including GHG emissions, and the regulation of such concerns including climate-related disclosures, could subject the Company to additional costs and restrictions, including

increased energy and raw material costs and other compliance requirements which could negatively impact the Company's reputation, business, capital expenditures, results of operations and financial position.

### Reputational risks relating to our ESG commitments

Carlisle has made several public commitments regarding our intended reduction of GHG emissions, including commitments to achieve net zero GHG emissions by 2050 and the establishment of science-based targets to reduce GHG emissions from our operations and the operations of our value chain. Although we intend to meet these commitments, we may be required to expend significant resources to do so, which could increase our operational costs. Further, there can be no assurance of the extent to which any of our commitments will be achieved, or that any future investments we make in furtherance of achieving such targets and goals will meet investor expectations or any binding or non-binding legal standards regarding sustainability performance. Moreover, we may determine that it is in the best interest of our company and our stockholders to prioritize other business, social, governance or sustainable investments over the achievement of our current commitments based on economic, regulatory, and social factors, business strategy or pressure from investors, activist groups, or other stakeholders. If we are unable to meet these commitments, then we could incur adverse publicity and reaction from investors, activist groups, and other stakeholders, which could adversely impact the perception of our brands and our products and services by current and potential customers, as well as investors, which could in turn adversely impact our results of operations.

### Increased costs of raw materials

The Company utilizes petroleum-based products, chemicals, resins, and other commodities in its manufacturing processes. Raw materials, including inbound freight, accounted for approximately 79% of the Company's cost of goods sold in 2022. Significant increases in the costs of these materials may not be recovered through selling price increases and significant disruption to the Company's supply chains or significant shortages of materials could adversely affect the Company's business, financial condition, results of operations and cash flows. The Company also relies on global sources of raw materials, which could be adversely impacted by unfavorable shipping or trade arrangements, including import and export tariffs and global economic conditions. Changes in climate-related concerns, or in the regulation of such concerns, could further subject Carlisle to increases in cost of goods sold from raw materials.

### Weather-related events impact on construction activities and demand for materials

Adverse weather conditions such as heavy or sustained rainfall, cold weather, and snow can limit construction activity and reduce demand for roofing materials.

## Opportunities

### Increased demand for low-emission goods and services

In the United States, more than 30% of emissions come from the built environment, making building energy efficiency one of the most impactful ways to reduce GHG emissions. The 1.5°C scenario calls for a 50% reduction in GHG emissions by 2030. As we continue to push towards this goal and

other emissions-reducing efforts, demand for Carlisle's energy conserving and thermal insulation systems will increase, which will in turn increase revenues.

### Resource substitutes leading to resilience opportunity

Carlisle's legacy of recycling and continuous improvement began over 100 years ago with the introduction of scrap rubber into the inner-tube production line. Today, millions of pounds of scrap material feed Carlisle's production processes and provide post-consumer or production waste to a wide variety of products. Carlisle will continue this legacy by growing end-of-life programs. Recycled end-of-life materials can be used to supplement raw material purchases of carbon-intensive products.

## Risk Management

Carlisle analyzes risks and opportunities based on criteria such as likelihood, materiality to our business, and stakeholder perception. Climate risk assessment results are integrated into our existing Enterprise Risk Management System. Each year, Carlisle Enterprise Risk Management (ERM) uses a structured materiality and likeliness framework to identify high-probability risks and inform strategic response. Because Carlisle operates over 100 facilities globally, risks are considered on a regional, decentralized basis. Carlisle ERM assesses risks each year to confirm continued materiality and likelihood. The assessment of risks deemed to have a potential substantive financial or strategic impact are reviewed annually by the Financial Planning & Analysis team and incorporated into annual financial reporting. Risks are integrated into multi-disciplinary company-wide risk management processes that are maintained within Carlisle and its business units.

# Climate-Related Disclosures



CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts. Each year CDP supports thousands of reporting bodies measure and manage their risks and opportunities on climate change, water security and deforestation.

Our 2021 submission achieved a CDP score of C, which indicates awareness and knowledge of impacts on, and of, climate issues. This score is in alignment with both North American and global average scores.



We are excited to report on our 2022 progress and are committed to continuous improvement and action in sustainability to support our 2022 net-zero commitment.

Low-carbon products: All products listed were classified as low carbon under the Leadership in Energy and Environmental Design (LEED) taxonomy utilizing a Life Cycle Assessment analysis covering the product lifecycle from cradle to grave.

## Polyiso Insulation

Polyiso is the industry's premier roofing insulation. It can be attached using a variety of methods and is compatible with all of Carlisle's single-ply systems. Polyiso's low thermal conductivity limits a building's operational energy consumption and associated environmental impacts, such as carbon emissions. Polyiso has a CO<sub>2</sub> avoidance ratio of 34 meaning that for each unit of CO<sub>2</sub> emitted in the extracting, transporting, manufacture, and installation of Polyiso, 34 units of CO<sub>2</sub> are avoided due to the building's lower operational energy consumption. To put it another way, the CO<sub>2</sub> embodied in our Polyiso is recouped within 13 months of the building's operation.

*Estimated avoided emissions (metric tons CO<sub>2</sub>e per functional unit) compared to reference product/service or baseline scenario: 13,900,000*

## EPS Insulation

Carlisle offers continuous EPS insulation for all facets of residential and commercial buildings including below grade, floors, walls, attics, and roofing. EPS building insulation is an ideal choice for sustainable building design with tangible energy efficiency, recycling, and material benefits.

Energy Efficiency: EPS can return up to 55 times the amount of energy required to extract and transport raw materials, manufacture, and install; Reduction in global warming potential by over 33 times the CO<sub>2</sub> equivalent of the emissions from extraction and transport raw materials, manufacture, and install.

Recycling: EPS is 100% recyclable and can be recycled back into the production stream.

Material: Contains no dyes, formaldehyde, or ozone depleting HFCs; Does not sustain mold or mildew growth; Geofoam – 1 truckload of geofoam replaces up to 12 truckloads of soil.

*Estimated avoided emissions (metric tons CO<sub>2</sub>e per functional unit) compared to reference product/service or baseline scenario: 7,237,121*

## Spray Polyurethane Foam (SPF)

This roof system is a spray-in-place insulation made of rigid, closed-cell SPF foam. This fully adhered, self-flashing system is seamless and seals all penetrations with no joints or fasteners. SPF can be sprayed in place in a way that builds slope to enhance drainage and eliminate ponding water. Most importantly, SPF reduces energy usage of a building up to 40% compared to traditional insulation materials.

*Estimated avoided emissions (metric tons CO<sub>2</sub>e per functional unit) compared to reference product/service or baseline scenario: 3,673,387*

## SCS Global Services Data Verification

**Verified Emissions, Energy, Water**

Emissions Summary – Tonnes CO <sub>2</sub> e					
Scope	CO <sub>2</sub>	CH <sub>4</sub>	N <sub>2</sub> O	HFCs	Total (tCO <sub>2</sub> e)
Scope 1	72,384	40	44	13,833	86,301
Scope 2 - Location	113,929	222	345	0	114,496
Scope 2 - Market	107,014	18	67	0	107,099
Scope 3 – Cat1 - Purchased Goods and Services	Expressed as tCO <sub>2</sub> e				2,648,531
Scope 3 – Cat2 – Capital Goods	Expressed as tCO <sub>2</sub> e				109,609
Scope 3 – Cat3 – Fuel and Energy Related Activities	Expressed as tCO <sub>2</sub> e				48,720
Scope 3 – Cat4 – Upstream Transportation & Distribution	Expressed as tCO <sub>2</sub> e				93,327
Scope 3 – Cat5 – Waste Generated in Operations	Expressed as tCO <sub>2</sub> e				14,569
Scope 3 – Cat6 – Business Travel	Expressed as tCO <sub>2</sub> e				4,272
Scope 3 – Cat7 – Employee Commuting	Expressed as tCO <sub>2</sub> e				19,038
Scope 3 – Cat8 – Upstream Leased Assets	Expressed as tCO <sub>2</sub> e				5,660
Scope 3 – Cat9 – Downstream Transportation & Distribution	Expressed as tCO <sub>2</sub> e				120,041
Scope 3 – Cat10 – Processing of Sold Products	Expressed as tCO <sub>2</sub> e				73,755
Scope 3 – Cat11 – Use of Sold Products	Expressed as tCO <sub>2</sub> e				176,960
Scope 3 – Cat12 – End of Life Treatment of Sold Products	Expressed as tCO <sub>2</sub> e				166,265

Energy Summary – MWH	
Scope	Total (MWH)
Scope 1 - Energy	373,859
Scope 2 - Energy	311,690

Water Summary – M3	
Scope	Total (M3)
Water – Withdrawals (M3)	1,149,515
Water – Discharge (M3)	1,103,399
Water – Consumption (M3)	46,115
Water – Withdrawals from Water Stressed Regions (% of Withdrawals)	29.3%

**Lead Verifier**  
*Tavio Benetti* DATE: 05-30-2023  
 Tavio Benetti, Program Manager, GHG Footprint Verification Program  
 Environmental Certification Services  
 SCS Global Services, 2000 Powell Street, Suite 600,  
 Emeryville, CA 94608 USA

**Independent Reviewer**  
*Gregory Sills* DATE: 5/30/2023  
 Gregory Sills, Technical Specialist II, GHG Footprint Verification  
 Environmental Certification Services  
 SCS Global Services, 2000 Powell Street, Suite 600,  
 Emeryville, CA 94608 USA

# Corporate Information

## Corporate Headquarters

Carlisle Companies Incorporated  
16430 N Scottsdale Road, Suite 400  
Scottsdale, AZ 85254  
480 781 5000  
carlisle.com

## ESG Resources

Carlisle has published the following materials relevant to our ESG initiatives, which serve as additional background on our ESG related policies, strategies, and communications. Please visit [carlisle.com/sustainability](https://carlisle.com/sustainability) for more details.

2022 Annual Report - Form 10K  
Code of Business Conduct and Ethics  
Environmental Sustainability Policy  
Conflict Minerals Policy  
Conflict Minerals Report  
Carlisle Operating System  
Statement of Corporate Governance  
Guidelines and Principles

## Stock Listing

The Company's ticker symbol on the New York Stock Exchange is CSL.

## Shareholder Services

Computershare Investor Services  
2 N LaSalle Drive  
Chicago, IL 60602  
800 897 9071  
[computershare.com/us](https://computershare.com/us)

## Investor Relations

Mehul Patel  
Vice President, Investor Relations  
310 684 5230  
[mpatel@carlisle.com](mailto:mpatel@carlisle.com)

### Scope 3 Intensity Targets (from p. 21)

*In accordance with SBTi requirements, Carlisle developed its scope 3 reduction goals under the following parameters: not all scope 3 categories have reduction targets; however, the categories included in the boundary and the % of emissions of said categories included in the boundary comprise >67% of total scope 3 emissions, as per the requirements laid out by SBTi. Carlisle uses 2021 as its baseline year for measuring progress on its scope 3 reduction targets.*

### ESG Rating Agency Required Disclaimers (from p. 24)

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### Energy Efficiency Sources (from p. 26)

*"Improved thermal comfort in buildings..."  
Willand, N., Ridley, I., Maller, C., (2015) 'Towards explaining the health impacts of residential energy efficiency interventions - A realist review. Part 1: Pathways' *Social Science & Medicine* [133] pp. 191-201*

*"There have also been many individual case studies..."  
Chapman R, Howden-Chapman P, Viggers H, O'Dea D, Kennedy M. (2009) 'Retrofitting houses with insulation: a cost-benefit analysis of a randomised community trial' *Journal of Epidemiology and Community Health* [63] pp. 271-277.*

*"Studies of office workers in the U.S...."  
Edwards, B. (2006) 'Benefits of green offices in the UK: Analysis from examples built in the 1990s' *Sustainable Development* 14(3), 190-204.*

**CARLISLE**