



2023 Sustainability Progress Report

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Darling Ingredients plays an important role in circularity, taking materials that would otherwise be wasted and transforming them into valuable ingredients that the world depends on daily. Our unique size and scale allows us to make entire industries less wasteful and more sustainable, while helping to keep our own business sustainably profitable.

2023 was a year of setting up for the future, as we worked hard to integrate our acquisitions and started construction on our Sustainable Aviation Fuel (SAF) unit at Diamond Green Diesel (DGD). Our growth in South America, where our facilities use more than 97% renewable energy, has also come with a substantial reduction in our emissions intensity.

Even with our large positive impact, we are working to reduce our own footprint, and I am proud to announce our goal of reducing our scope 1 and 2 emissions by 42% by 2030, which aligns to meet our commitment to the Science Based Targets initiative (SBTi). This is ambitious, and we are on track to submit our scope 1, 2 and 3 targets to SBTi by the end of 2024. We are already working on projects like our partnership with GreenGas to reduce methane emissions from our wastewater, while providing renewable energy to customers. Additionally, we have completed our inventory of Forest, Land Use and Agriculture (FLAG) emissions. Processing approximately 15% of the world's animal byproducts, our value chain and our emissions footprint are large and complex, and we are exploring how we can have an impact throughout the value chain.

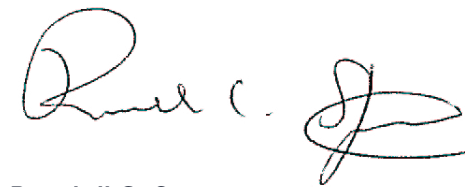
We are committed to providing a safe, diverse and inclusive workplace. As part of this we renewed our commitment to health and safety for our growing workforce, rolling out new programs and management structures to drive continual improvement that you will find detailed in this report.

I am excited for the future, in part because of the sustainable way in which we will continue to build our business, but also because of the increase in renewable energy offerings we are making today and will continue to make in the future. While creating energy offerings doesn't directly lower Darling's emissions, it does help other companies make progress against climate change, and we are proud of that. In 2023, DGD was the world's largest producer of renewable diesel, and by the end of 2024 DGD will also be one of the world's largest producers of SAF-providing vital decarbonization in the hard-to-abate aviation sector.

Being in business for more than a century has taught us many lessons. The greatest of which is this: the best way to protect nature is to act like nature.

At Darling Ingredients, that's exactly what we do.

Sincerely,



Randall C. Stuewe
Chairman and CEO



About Us

1882

Founded

\$6.8B

Net sales

~15,000

Global employees

IRVING, TX

Headquarters

260+

Facilities

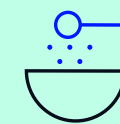
15+

Countries

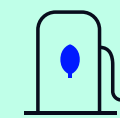
Net Sales



\$4.47B
Feed



\$1.75B
Food



\$563M
Fuel

2023 Highlights

2023 was a year of strong sustainability progress for Darling Ingredients. We continued to advance our goals, demonstrating sustainability is core to who we are and what we do. In 2023, we:

Set an emissions target to **reduce our Scope 1 and Scope 2 emissions 42%** by 2030 against a 2023 baseline

Took the next steps to pioneer sustainable solutions in aviation through our **Diamond Green Diesel joint venture, with our Sustainable Aviation Fuel project**

Increased the number of women at the senior management level

Continued our partnership with FFA, donating more than \$270,000 in 2023 alone

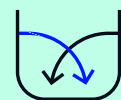
Proactively mapped biodiversity risks across our U.S. operations to **better understand species richness and habitat availability** across our locations

Sustainability Is Our Business

Nothing in nature is wasted. Every atom of every living thing is reused again and again. At Darling Ingredients, we apply this same circularity to industry, taking materials that would otherwise be wasted and transforming them into hundreds of valuable ingredients that the world depends on daily – food for livestock, pets and people; gelatin and collagen for human health and wellbeing; low-emission fuel for cars, trucks and planes; and renewable energy to power homes and businesses.

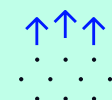
As a family of brands that spans the globe, we are the number one publicly traded company of our kind. We help make entire industries less wasteful and more sustainable. A whole new cycle of good, born from the old, exactly as nature intended.

Our Rendering Process



Collect

We collect materials from the animal agriculture and food industries, helping these industries be more sustainable by providing an alternative to landfilling and incineration.



Process

We separate the materials into fats and proteins, and also extract water - treating and returning more water back to the environment than we use.



Create

We create the highest value for our fats and proteins, which go on to nourish people, feed animals and crops, and fuel the world with renewable energy.

About This Report

Our 2023 Sustainability Progress Report describes our environmental, social and governance (ESG) programs, progress and performance and demonstrates how, at Darling Ingredients, sustainability is central to the way we operate.

In this report, we disclose information about fiscal year 2023 (January 1–December 30) unless otherwise noted. We have aligned these disclosures with the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), the United Nations Sustainable Development Goals (SDGs) and the Task Force on Climate-related Financial Disclosures (TCFD). For 2023, we added select additional disclosures in line with the EU's Corporate Sustainability Reporting Directive (CSRD), for which detailed data are not available for 2021 and 2022.

We welcome your feedback. Reach out to us at darlingii.com/contact.

United Nations Sustainable Development Goals

The 17 United Nations Sustainable Development Goals provide a framework for countries and companies to promote peace and prosperity for people and planet. While all 17 goals are critical, Darling contributes most directly to SDGS 6, 7, 12 and 13.



Water is a vital resource for healthy communities and ecosystems. We responsibly manage the water we use and generate in our operations, and we are committed to monitoring and mitigating water risks. Darling Ingredients returns approximately 11 billion gallons of water back to the environment each year. As a net water producer, we directly contribute to SDG 6, ensuring that water from animal byproducts is returned to the environment after processing.



We transform materials from the animal agriculture and food industries into valuable ingredients that nourish people, feed animals and crops and fuel the world with renewable energy. We plan to continue to increase renewable energy production to continue supporting customers' green energy needs.



As a world leader in circularity, we're always chasing new ways to maximize resources and help the world find solutions, innovating to create new products from the old, making lives better and more sustainable. In 2023, Darling Ingredients processed more than 15 million metric tons of raw material, reusing materials that might have otherwise gone to waste, making a direct impact on SDG 12.



Climate change poses significant risks to ecosystems, communities and economies. We recognize the need to leverage our over 100 years of experience as world leaders in circularity to drive global emissions reductions.

Awards and Recognition

Listed among America's Most Responsible Companies by Newsweek

Recognized as an ESG Industry Top Rated Company by Sustainalytics

Winner of Innovation in Food and Beverage for 2023 from D Magazine

Named a TxN 20 Honoree by Texan by Nature

Double Materiality Assessment

To inform and update our sustainability strategy, we partnered with a third party in 2023 to conduct a double materiality assessment. This undertaking evaluated materiality across two dimensions: impact materiality, the topics that Darling Ingredients might impact, and financial materiality, the topics that might impact our business performance.

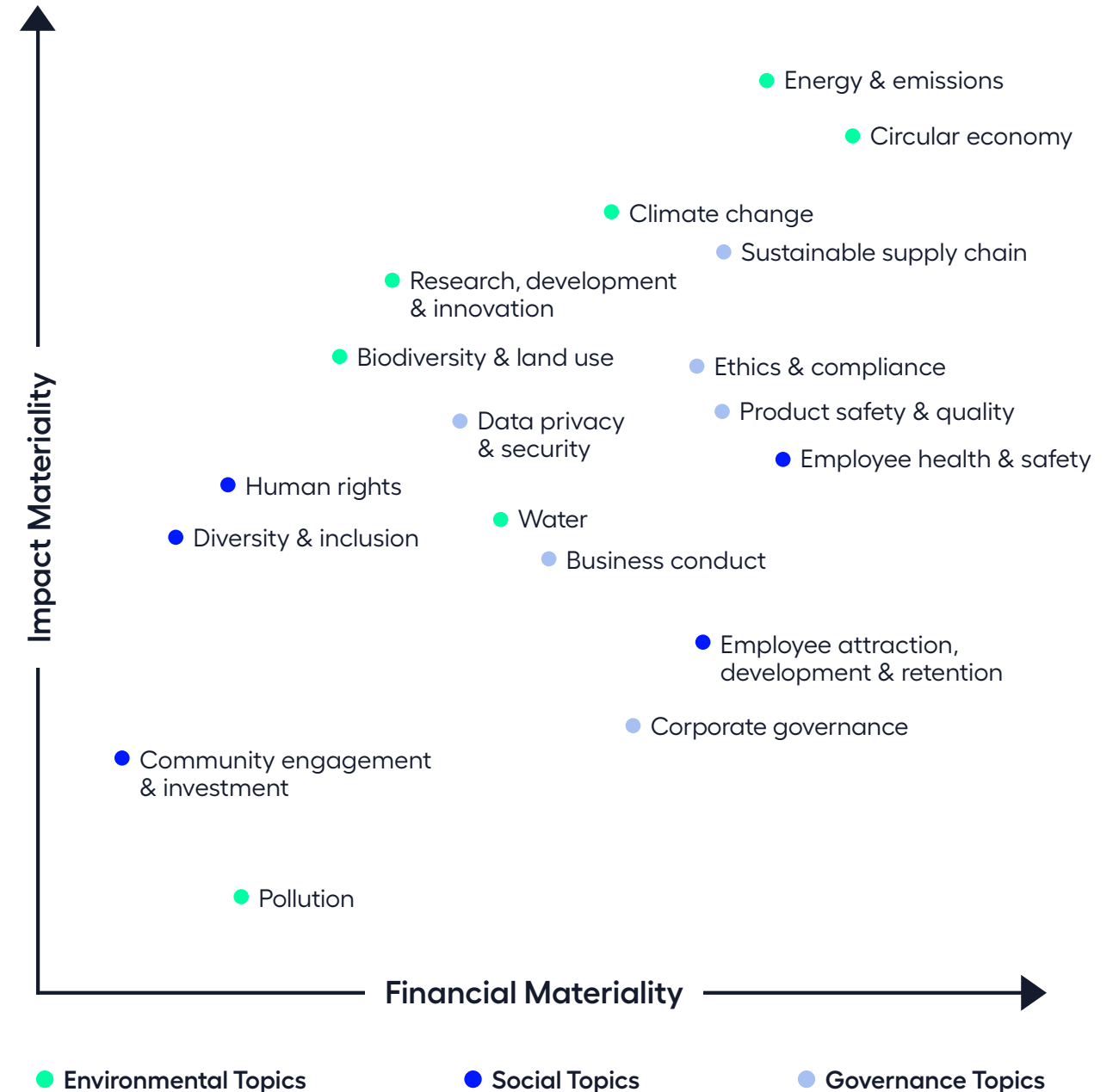
The assessment included input from internal stakeholders such as directors and employees, as well as suppliers and customers across our value chain. By incorporating diverse perspectives on our business, we strengthen our strategy and gain insight to better identify, understand and address associated risks and opportunities. These findings inform our reporting efforts and enable us to refine and broaden our sustainability policies, practices and goals.

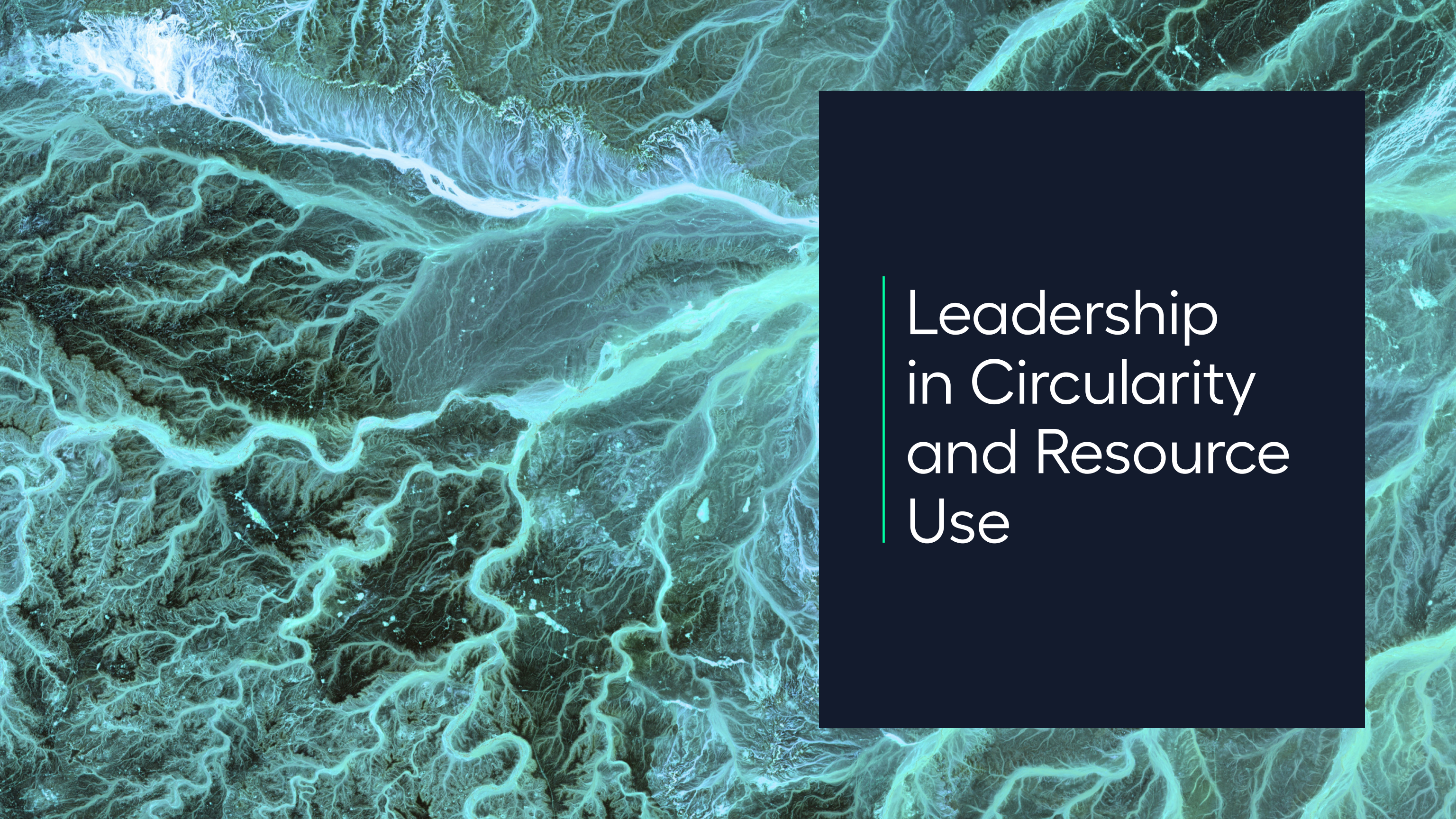
Impact Materiality

If the company is likely to impact a topic due to its operations— whether directly or indirectly.

Financial Materiality

If the company is likely to be financially impacted by a topic.



An aerial photograph of a vast, intricate river network, likely a delta or a large floodplain. The water channels are a mix of light blue and white, contrasting with the darker, forested land. The network is dense and branching, resembling a tree or a web. On the right side of the image, there is a dark blue rectangular overlay containing white text.

Leadership in Circularity and Resource Use

Our business model is inspired by the circular processes of nature, where waste from one system is an essential ingredient for another. We repurpose resources that would otherwise burden the environment, preventing waste-related emissions and reducing the amount of waste sent to landfills. Through innovative solutions, we salvage proteins, fats and other animal and food byproducts to produce critical products that nourish people, feed animals and crops and fuel the world with renewable energy, all while reducing our environmental impact.

Our unique scale allows us to make entire industries less wasteful and more sustainable while helping to keep our own business sustainably profitable. Though our business drives global resource efficiencies, we also recognize the importance of reducing the impact of our own operations.

By year-end 2024, we plan to submit Scope 1, 2 and 3 greenhouse gas (GHG) reduction targets to the Science Based Targets initiative (SBTi) for validation, demonstrating our ambition to achieve net zero GHG emissions by 2050.

Oversight and Accountability

Oversight of our environmental strategies, risks and opportunities is entrusted to our full Board of Directors and the Board Sustainability Committee. At the operational level, our multidisciplinary Global Sustainability Committee (GSC) establishes sustainability goals and leads sustainability disclosure efforts, including the publication of our annual Sustainability Progress Report. Acting on behalf of the GSC, Darling's Director of Sustainability provides quarterly updates to the Board Sustainability Committee.

The GSC works with our global environmental affairs leadership team to monitor and disclose environmental metrics and manage related policies and performance. This integrated approach enables centralized oversight of environmental performance alongside localized management of our impact reduction efforts.

Climate Change

We recognize climate change poses significant risks to ecosystems, communities and economies. We have committed to the SBTi, which is in line with the goals of the Paris Agreement.

We are setting a goal to reduce Scope 1 and 2 emissions 42% by 2030 from a 2023 baseline year with aspirations for net zero emissions by 2050. We plan to submit our targets to SBTi for validation by the end of 2024.

Regarding Scope 3 emissions, we mapped our emissions from Forest, Land and Agriculture (FLAG) sources to inform our targets and develop an emissions reduction pathway. Following this evaluation, we plan to submit our targets to the SBTi by the end of 2024.

This goal represents an important step in our journey to net zero and will further integrate emissions reduction activities into our operations and decision-making process.

We are setting a goal to **reduce Scope 1 and 2 emissions 42% by 2030**

Environmental Management System

Supporting our commitment to environmental stewardship is our Environmental Management System (EMS), a structured framework comprising the principles, policies and processes that guide our approach. Informed by ISO 14001 standards, our EMS enables us to systematically manage our footprint and identify opportunities for improvement. Transparency and clear communication are paramount for coordinating our EMS, with EMS leads reporting to business leaders, who ultimately report to the CEO.

We hold ourselves accountable to the standards outlined by our EHS policy and EMS with self-audits, internal compliance visits and third-party assessments where needed. Across our footprint, we aim for larger Darling sites to undergo corporate team visits and compliance reviews every two years and smaller sites to receive these visits at least once every five years.

Greenhouse Gas Emissions and Energy Use

We strategically focus on both energy efficiency and emissions reducing actions. In recent years, we have invested significantly in energy efficiency projects by upgrading equipment at our plants. We are also actively phasing out carbon-intensive “backup fuels” in our operations and transitioning to cleaner-burning natural gas alternatives. As we assess equipment replacement or upgrades, energy efficiency and emissions reductions remain key considerations in our capital planning and decision-making process.

We are also exploring opportunities with our U.S.-based fleet managers to reduce transportation-related emissions. Addressing fleet emissions—which constitute ~9% of our Scope 1 and Scope 2 emissions—poses unique challenges due to the heavy-duty nature of our fleet operations. In the Netherlands, we are working to use natural gas to fuel parts of our international fleet.

Energy Management

Energy management plays a key role in our efforts to reduce emissions. As combustion and steam production represent our largest use of energy, we work to find more efficient alternatives. We have also revised our criteria for motor replacements, opting for higher efficiency motors to further enhance energy conservation.

In the EU, stringent regulations mandate that companies evaluate and implement energy reduction initiatives. This regulatory framework serves as an additional catalyst for our efforts to reduce energy usage and increase operational efficiency.

Measurement Approach

We measure and disclose a comprehensive greenhouse gas inventory in line with the GHG Protocol’s Operational Control approach. Despite the complexities of collecting Scope 3 emissions from our network of over 80,000 suppliers, we recognize the importance of transparency and continue to integrate Scope 3 emissions into our overall climate strategy. The Scope 3 data we provide is predominantly emissions factor- and spend-based.

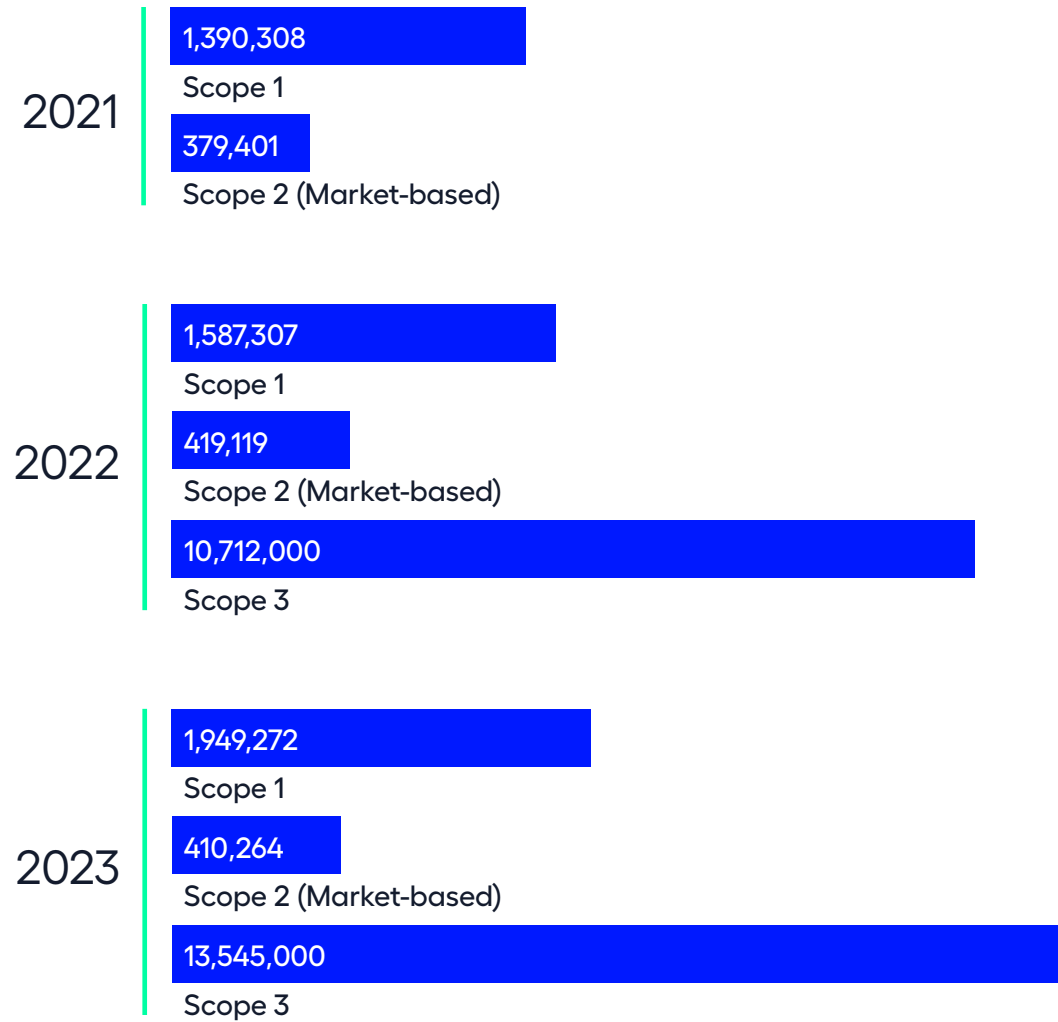
Emissions intensity is an important tool for understanding process efficiency. In addition to revenue-based intensity, we disclose intensity in terms of metric tons of CO₂e per metric ton of raw material. We believe this metric is more useful for understanding and contextualizing the actual intensity of our operations versus a revenue-based metric, given our revenue can fluctuate based on various factors including market prices for our finished products.

The Rendering Plant of the Future

We are developing strategies to achieve carbon neutrality at our rendering plants. One opportunity we are investigating is whether we can design a plant to run on electric processing equipment and systems to transition away from higher-emissions energy sources. Simultaneously, we are reimagining retrofits to existing plants, aligning our efforts with our goal to strive for net zero emissions by 2050. These parallel initiatives represent a bold vision for sustainability as we pave the way toward a lower-carbon future.

Metrics

Total Greenhouse Gas Emissions¹ (tonnes CO₂ equivalent)



Emissions Intensity	2021	2022	2023
Total Scope 1 and Scope 2 emissions intensity (t CO ₂ e/kt raw material)	149	138	149
Total Scope 1 and Scope 2 emissions intensity (t CO ₂ e/net revenue)	0.37	0.31	0.35



¹Most increases from 2021 to 2023 are due to our acquisitions of Valley Proteins, FASA Group, and Gelnex.

Greenhouse Gas Emissions ¹	2021	2022	2023
Scope 1 (t CO₂e)²			
Stationary Fuel	1,253,270	1,448,253	1,519,434
Mobile Fuel	137,030	139,046	205,544
Fugitive Emissions	9	8	224,294
Percentage of Scope 1 GHG emissions from regulated emissions trading schemes	17%	12%	12%
Scope 1 Total	1,390,308	1,587,307	1,949,272
Scope 2 (t CO₂e)			
Scope 2 total (location-based)	326,062	374,003	395,442
Scope 2 total (market-based)	379,401	419,119	410,264
Scope 3 (t CO₂e)³			
Scope 3 category 1: purchased goods and services		7,287,000	9,124,000
FLAG		5,977,000	7,692,000
Energy/Industry		1,086,000	1,208,000
Indirect Procurement (spend-based)		224,000	224,000
Scope 3 category 2: capital goods		84,000	123,000
Scope 3 category 3: fuel-and energy-related activities (market-based)		351,000	401,000
Scope 3 category 4: upstream transportation and distribution		80,000	190,000
Scope 3 category 5: waste generated		13,000	50,000
Scope 3 category 6: business travel		3,000	5,000
Scope 3 category 7: employee commute/work from home		17,000	17,000
Scope 3 category 10: processing of sold products		2,859,000	3,617,000
Scope 3 category 15: investments		18,000	18,000
Scope 3 total		10,712,000	13,545,000
Biogenic Emissions total (t CO₂)⁴	233,458	410,115	776,481



¹Higher figures in 2022 are due to our acquisition of Valley Proteins and FASA Group. Higher figures in 2023 are due to our acquisition of Gelnex and inclusion of wastewater emissions.

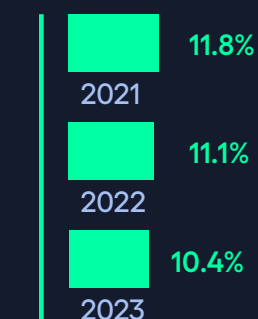
²Scope 1 emissions include CO₂, CH₄, N₂O and HFCs. We use emission factors from the U.S. Environmental Protection Agency and the International Energy Agency, global warming potential (GWP) factors from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (2014), and methodologies outlined in the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.

³2022 Scope 3 emissions were modified with updated emission factors and the addition of the FLAG inventory. The 2021 inventory was not recalculated and so has been removed.

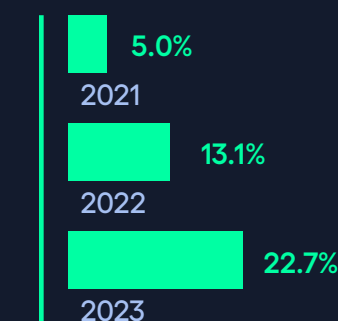
⁴Not included in "scope" emissions.

Energy Use ¹	2021	2022	2023
Energy Consumption (MWh)			
Total direct energy consumed (excluding fleet vehicles)	7,009,427	9,009,323	10,530,697
Total indirect energy consumed	934,368	1,163,828	1,257,294
Total fleet fuel consumed - non-renewable	537,574	546,750	813,795
Total energy consumption from fossil sources	8,081,789	9,384,919	9,923,809
Total energy consumption from nuclear sources	0	0	0
Total energy consumption from renewable sources disaggregated by:	399,581	1,334,982	2,677,977
a. fuel consumption for renewable sources including biomass (also comprising industrial and municipal waste of biologic origin), biofuels, biogas, hydrogen from renewable sources, etc.	399,581	1,334,982	2,433,727
b. consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	0	0	221,614
c. consumption of self-generated non-fuel renewable energy	0	0	22,637
Total energy consumption from fossil sources by:	8,081,789	9,384,919	9,923,809
a. fuel consumption from coal and coal products	352,859	335,152	329,548
b. fuel consumption from crude oil and petroleum products	577,106	611,581	876,075
c. fuel consumption from natural gas	6,217,456	7,274,358	7,682,507
d. fuel consumption from other fossil sources	0	0	0
e. consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	934,368	1,163,828	1,035,679
Non-renewable energy production	0	0	0
Renewable energy production	122,924	203,896	231,001
Energy Intensity (MWh/MT)			
Global energy intensity per unit of raw material	0.71	0.74	0.80
Energy intensity (total energy consumption per net revenue) associated with activities in high climate impact sectors	1.8	1.6	1.9

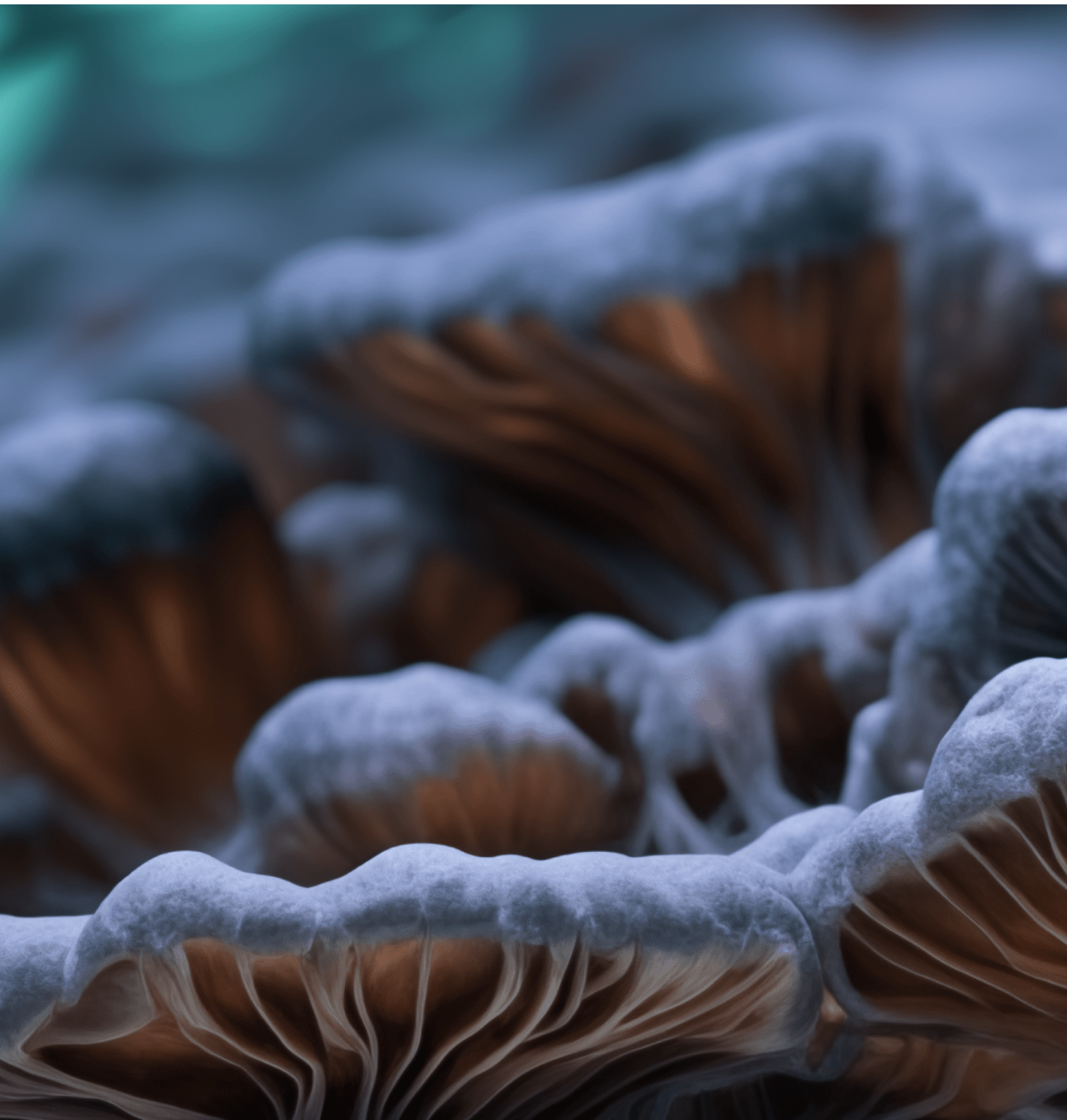
Percentage of energy consumed - grid (excluding fleet vehicles)



Percentage of energy consumed - renewable (excluding fleet vehicles)



¹Most increases from 2021 to 2023 are due to our acquisitions of Valley Proteins, FASA Group, and Gelnex.



Emissions and Energy Reduction

Across our global operations, we have invested in numerous projects to reduce our Scope 1 and Scope 2 emissions. From installing solar panels and upgrading boilers to using cleaner-burning natural gas, we have piloted and adopted impactful solutions and will continue to innovate and explore emerging low-carbon options.

Solar Panels in Spain

Rousselot Girona is the first site within Rousselot to produce its own renewable electricity through solar panels installed in early 2023. These solar panels generated 231 MWh of renewable energy in 2023.

Renewable Energy in the Netherlands

At our Rendac facilities, we launched two renewable energy projects in 2023. The first was the installation of on-site solar panels to generate renewable energy. Complementing this initiative, we also transitioned to use biogas instead of natural gas for our thermal incinerator.

Thermal Energy in Brazil

Two plants in Brazil showcase the thermal energy savings potential from boiler upgrades. At our FASA Faros plant, we retrofitted an existing woodchip-fired steam boiler with a fully automated system, saving thermal energy, wood used for fuel, electricity and water. This upgrade reduced thermal energy consumption by approximately 15%, equivalent to 5% of the plant's total annual usage. Similarly, at our FASA Vigor plant, the installation of a fully automated woodchip-fired steam boiler led to a reduction of approximately 4-5% of the total annual thermal energy consumption.

Our South American plants use **97% renewable energy.**

Renewable Energy

We are committed to increasing our production and use of cleaner and renewable energy to advance a low-carbon future. In 2023 alone, we generated over 100,000 MWh of renewable energy in the Netherlands and Belgium. We are working to grow our renewable energy business to continue supporting our company and customers' renewable energy needs and replicate the success of our international renewable energy production in our North American operations.

In Europe, we produced enough renewable gas to supply ~5,500 homes, and enough renewable electricity to power ~52,000 homes.

We use anaerobic digestion to sustainably transform organic waste from food industries, restaurants and slaughterhouses into either biogas—which is then converted into renewable electricity, heat and renewable natural gas, or ingredients for nutrient-rich fertilizer. Expanding renewable energy production is a focal point of our technology development efforts as we explore different technologies to support our sustainability goals.

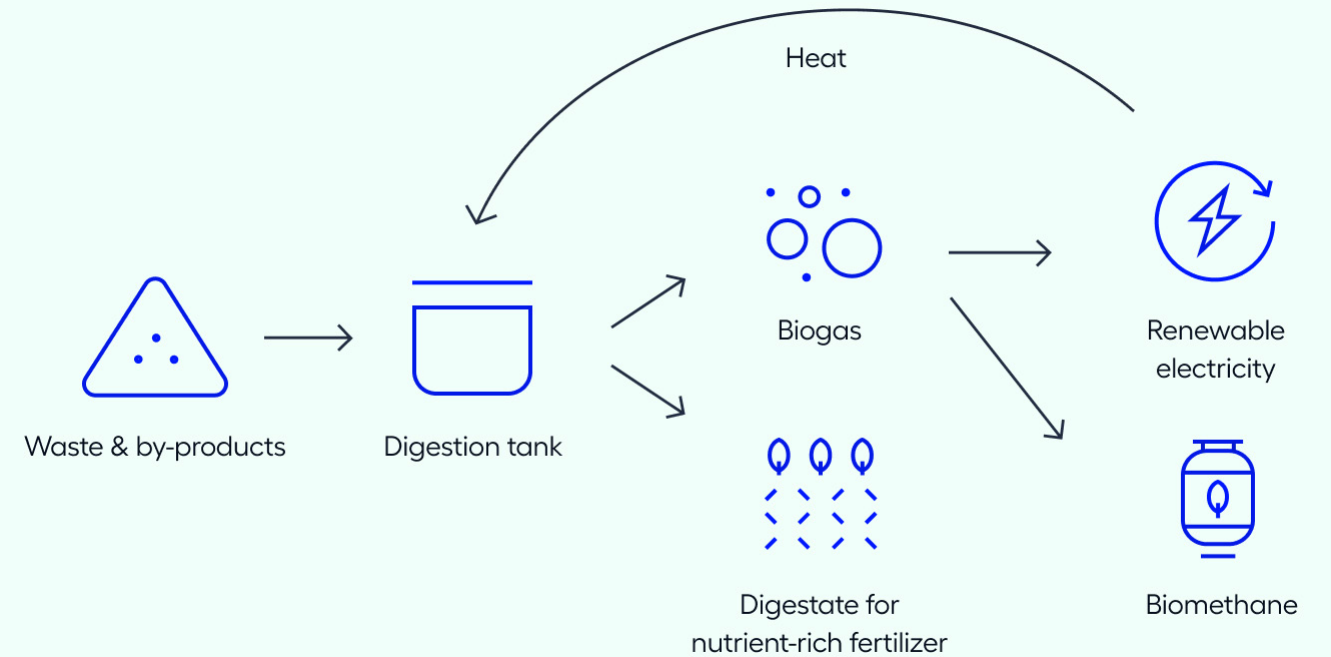
Diamond Green Diesel

In 2011, Darling partnered with Valero Energy on a 50/50 joint venture—Diamond Green Diesel (DGD). With plants in Norco, Louisiana, and Port Arthur, Texas, DGD takes waste fats and oils and converts them into renewable diesel. The renewable diesel produced at DGD can be seamlessly integrated into preexisting petroleum-based infrastructure and is easily transported by pipeline, rail or truck, unlike ethanol or biodiesel.

Transportation fuels produced by DGD are up to 80% less emissions-intensive than traditional fossil fuels. In 2023, DGD produced more than 1.2 billion gallons of renewable diesel, providing customers with a reliable and sustainable alternative to traditional diesel.

The renewable diesel produced at DGD avoided more than 10 million tonnes of emissions- more than **4x** our Scope 1 & 2 Carbon Footprint

Our anaerobic digestion process



We are pioneering sustainable solutions in aviation through our DGD joint venture. Under construction and on track to produce Sustainable Aviation Fuel (SAF) in late 2024, our SAF project represents a pivotal endeavor in the global effort to reduce aviation emissions. It will enable approximately 50% of the plant's production to be upgraded to SAF—making DGD one of the largest SAF manufacturers in the world.

Water

Water is a vital resource for healthy communities and ecosystems. We responsibly manage the water we use and generate in our operations, and we are committed to monitoring and mitigating water risks. In 2023, our global water intensity remained consistent with our substantial improvement in the prior year, while water use increased by 8%.

Our facilities explore and employ a variety of water recovery and reuse processes that help increase efficiency, including:

- High-pressure and low-flow wash systems;
- Steam condensate recovery and return systems;
- Waste heat capture and reuse for evaporative processes; and
- Water conservation plans for operations in higher water-risk areas.

Although these processes differ based on the function of each facility, together, they are critical for achieving our water goals. For example, whereas our collagen and gelatin production process requires withdrawing more water than we produce, our rendering process results in a net water gain.

Rendering

Our rendering process is inherently water efficient. While it does require water as an input, we extract far more water from the raw materials during processing, resulting in a net water gain. Approximately 50–60% of our raw material is made up of water, which after appropriate treatment, is returned back to the environment. Most of the water generated during processing is treated and returned to the environment.

Collagen and Gelatin

Our collagen and gelatin production processes differ significantly from rendering. Water is required to extract the collagen and gelatin from the raw material. There is also water in the raw material, which is extracted during processing. Both sources of water are ultimately treated together and returned to the environment.

Water Risk

We monitor and assess water risk across our portfolio to understand existing risks as well as locations where water scarcity or quality could affect future operations. To identify facilities with the highest water risk, we use water accounting data and indicators from the Aqueduct Water Risk Atlas in conjunction with our internal technical knowledge. Approximately 26% of our total water withdrawal occurs in water-stressed areas, an increase from the figure we reported last year. We believe this change is primarily driven by recent acquisitions and updates to the Aqueduct Water Risk Atlas to incorporate more accurate underlying data.

We actively reduce water withdrawal and optimize water use across our operations through a risk-based approach. As of 2023, all international sites and regions had been assessed for water scarcity, with some sites identified for further withdrawal reduction initiatives.

Water Reduction Initiatives

We monitor water use regionally and at the business unit and plant levels, implementing efficiency upgrades and withdrawal reduction initiatives based on plant and corporate goals. Water output is typically returned to surface water after treatment at our on-site facilities or municipal treatment plants in accordance with regulatory guidelines.

We continuously test new methods to reduce water use in our processes, adopting the strongest technologies and solutions we find. The following stories of success in water conservation from our international facilities in 2023 exemplify our innovative culture and showcase how we continuously seek new ways to maximize resources.

Rousselot L'Isle-sur-la-Sorgue, France

In 2023, we adopted innovative solutions at our Rousselot facility in France to significantly reduce water consumption. By reusing cooling water as process water and implementing a new liming process that partly reuses effluents, we decreased water consumption by over 1,000,000 cubic meters compared to 2022—a ~20% reduction.

Sonac Vuren, The Netherlands

We started a flash recovery project to reuse pressurized condensate in our cooker, saving both energy and water. The project finished in early 2024 and will achieve an annual savings of up to 10,000 MWh of energy and 9,000 cubic meters of water. These amounts correspond to approximately 6% of the plant's annual thermal energy consumption and 1% of the plant's annual water consumption.

Rousselot L'Isle-sur-la-Sorgue reduced water consumption by over 1 million cubic meters in 2023—a ~20% decrease.



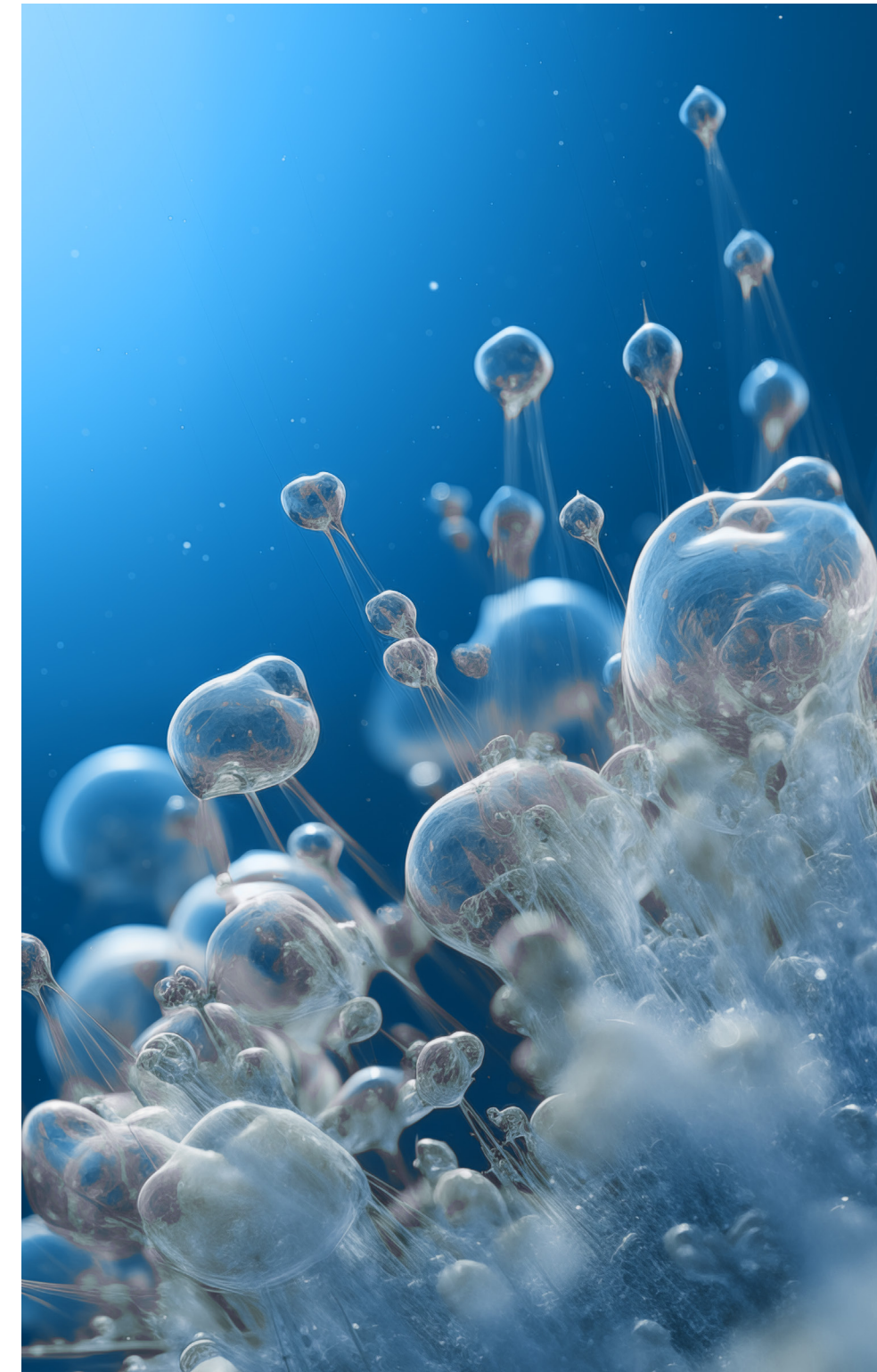
Water Metrics ¹	2021	2022	2023
Water Withdrawal (1000 m³)			
Total water withdrawal – all sources	34,397	34,021	36,911
Total water purchased from third parties	5,401	6,875	7,629
Total fresh surface water	17,401	14,922	18,046
Total groundwater	11,595	12,225	11,236
% water withdrawn from areas with water stress ²	10.4%	12.8%	26.0%
Water withdrawal efficiency (net revenue/total water withdrawal (megaliters))	138	192	184
Water Production (1000 m³)			
Total produced/entrained water	6,093	7,753	8,690
Water Intensity			
Global water intensity (m ³ withdrawn/MT of raw material)	2.9	2.3	2.3
Water Discharged³ (1000 m³)			
Total water discharged	40,491	41,774	45,601

¹Most increases from 2021 to 2023 are due to our acquisitions of Valley Proteins, FASA Group, and Gelnex.

²Darling Ingredients conducts a basin-level water risk assessment of its full operational portfolio using the Aqueduct Water Risk Atlas tool, created and regularly updated by the World Resources Institute (WRI).

Note: Withdrawals reported on in this section exclude our water contribution.

³We estimate water discharge as being equal to water withdrawals (freshwater) plus water produced/entrained (removed from raw materials). Water consumption is not factored into this estimate.



In 2023, Darling collaborated with the University of Memphis to proactively map biodiversity risks at our U.S.-based facilities, gaining valuable insight into species richness and habitat availability across our physical locations.

Waste

We see waste as a resource that can and should be productively repurposed. Our business takes what others see as waste and transforms it into value-added feed, food and fuel ingredients.

Our facilities generate negligible amounts of waste that require disposal. Given our small waste footprint and the fact that most of our finished products require minimal packaging, we neither collect nor monitor data related to waste disposal.

In 2024, we announced a partnership with GreenGasUSA to produce renewable natural gas and capture CO₂ from wastewater at our U.S. facilities. The partnership is expected to reduce our emissions while generating beneficial co-products.

Biodiversity and Land Use

We are committed to reducing our ecological footprint and supporting conditions conducive to biodiversity near our operations. While we primarily operate processing facilities with limited direct impacts on local wildlife, our environmental site assessments consider both biodiversity and ecosystem impacts prior to starting operations.

In 2023, we used the World Wildlife Fund's [WWF biodiversity risk](#) filter to map our global facilities' exposure to risks to the diversity and intactness of ecosystems, species and ecosystem services. We also develop risk mitigation plans before establishing operations in new locations. Additionally, we expect our suppliers to minimize their impact on ecosystems, biodiversity and natural resources, in accordance with local, state and national environmental protection laws. For more information, see our [Supplier Code of Conduct](#).

The background features a complex, fluid pattern of wavy lines. The left side is dominated by warm yellow and gold tones, while the right side transitions into cooler blue and teal hues. The overall effect is organic and dynamic, resembling liquid or smoke in motion.

Workforce
Wellbeing
and
Community
Engagement

As a global family of brands and businesses, Darling employees are the driving force behind our efforts to maximize resources for a more sustainable society. Our commitment to recruiting and retaining top talent is supported by an emphasis on cultivating a safe work environment, promoting inclusivity and fostering continuous learning and development. Beyond our workplace, we actively engage in our communities through partnerships, grants, engagement with youth education programs and volunteer initiatives to amplify our impact.

Health and Safety

We protect and nurture the safety, health and well-being of our team members, customers, business partners and the communities in which we operate. We believe safety succeeds through integrity and a foundation of values that drive a culture of excellence. Across our operations, we ensure all employees are well acquainted with our safety standards and practices and empowered to actively contribute to creating a safe and healthy workplace environment. Contractors are required to meet or exceed our standards, while maintaining their own rigorous safety protocols.

Workplace Safety

Our Global Commitment to Safety details a series of statements that define the ways we create a strong safety culture. We hold both full- and part-time employees, as well as all contractors, accountable for strict adherence to this commitment.

Safety Management and Oversight

Safety is a core value at Darling and is directly overseen by our Board of Directors. At least quarterly, the full Board receives safety strategy and performance updates, led in North America by our Chief Operating Officer (COO) of North America, and internationally by our Executive Vice President of International Rendering and Specialties and our Executive Vice President of Rousselot. In support of our safety culture, our CEO and executive team signed and released an updated safety management statement in 2023, further reaffirming our commitment to safety at the highest level.

To ensure safety is ingrained in our operations, we maintain a three-tiered safety management system both in the U.S. and internationally. This system includes a centralized safety team, regional health and safety managers and site-level health and safety managers and coordinators. Together, they implement thorough processes and procedures, fostering a safety culture across our company.

Safety Management at Darling

Corporate

We maintain centralized teams to support safety across our global operations. Each of these teams develop safety processes and standards and oversee their implementation at the regional and site levels.

Regional

Our regional safety teams consist of Regional Safety Directors (RSDs), each of whom works with a group of sites to implement corporate safety initiatives and proactively address safety issues. RSDs serve as partners to our sites, helping coach individual teams on how to embed safety into site culture, improve safety processes and mitigate risk.

Site

Each of our facilities has an onsite safety coordinator. These individuals implement corporate safety policies and processes, complete self-audits of site programs and processes and work collaboratively with RSDs and corporate safety teams to improve performance.

Safety Culture

In 2023, we launched a comprehensive three-year strategy to strengthen our safety management programs and structure. Coinciding with the launch, our CEO released an updated safety management statement, reaffirming our global commitment to embed a strong culture of safety in our daily operations.



Our three-year strategy began by ensuring each site is equipped with the necessary teams and skillsets to foster a safe work environment. We then established standardized work plans detailing daily, weekly, monthly, quarterly and annual tasks to build a firm foundation for our safety processes. Lastly, we adjusted our use of safety metrics, shifting our primary focus to leading, rather than lagging, indicators to better target performance improvements.

Safety Training

We prioritize thorough and frequent safety training to equip all employees and contractors with critical knowledge to maintain a safe work environment. Health and safety training for operational employees occurs during onboarding and regularly thereafter to comply with regulatory requirements and address emerging risks identified through near misses or safety incidents. Training methods vary between online and in-person sessions to address the unique needs of each site and job function. Employees also undergo specialized training tailored to their specific roles and responsibilities.

Life Saving Rules

Our Life Saving Rules are quick, easy-to-remember rules designed to keep employees safe when completing high-risk daily tasks. First introduced by our international team, the eight Life Saving Rules exist to keep injury prevention top-of-mind for all our employees each and every day.



Advancing Safety Leadership

In 2023, we developed and conducted a new safety leadership workshop to further build safety awareness. Throughout the year, plant managers and supervisors took part in local two-day workshops designed to strengthen our safety culture by elevating risk awareness and empowering employees to identify and safely address risks. The workshop was conducted across the globe in local languages with up to 12 participating managers and supervisors per site.

Goals and Metrics

We maintain non-zero corporate health and safety goals for Lost Time Incident Rate (LTIR), Lost Day Frequency Rate (LDFR) and fleet accident rates, as well as site-specific goals that address unique safety needs and performance. For 2024, our corporate goal is to achieve a 15% rate improvement over our 2023 LTIR, or an LTIR rate of 1.0 or less. We measure and disclose five safety metrics—Total Recordable Injury Rate (TRIR), LTIR, Lost Day Rate (LDR), Fleet Rate (FR)¹ and Fatalities.

Despite our established programs and ongoing efforts to keep employees safe, in 2023 we tragically experienced one fatality in North America directly related to chemical mixing. This incident is unacceptable and we are unwavering in our commitment to ensure this does not recur. We took immediate action to implement a series of preventive measures, revising our mixing process to engineer out the potential for such accidents, enhancing our controls and strengthening our existing chemical safety training.

These actions are part of our ongoing commitment to ensure the safety and wellbeing of our employees. We will continue to assess and improve our safety protocols to maintain a safe working environment for all. In 2023, we focused on bringing recently acquired locations up to our safety standards. Our metrics for 2023 reflect these efforts, and we expect performance to continue to improve as new employees adhere to our safety standards and processes.

Employee Health & Safety	2021	2022	2023
TRIR Annual Goal	5.4	5.4	5.6
TRIR ²	5.5	5.5	5.7
LTIR	1.6	1.6	1.9
LDR	45	53	40
Fleet Rate ³	.09	.11	.09
Fatalities	1	4	1
Percentage of workforce covered by health and safety management system and/or recognized standards or guidelines	100%	100%	100%



¹Fleet rate is measured as the number of accidents that occur on the road for every 100,000 miles driven.

²TRIR is only recorded in North America. Performance includes all full-time (FT) and part-time (PT) employees.

³Fleet rate (FR) calculation is based on the number of on-road accidents per 100,000 miles.



Employee Engagement and Retention

Our talented and highly committed employees are the reason we continue to successfully create new value-added products from materials that would otherwise be wasted. It is our goal to support their growth and wellbeing, both professionally and personally. Through equitable and competitive compensation, comprehensive benefits and a growing number of learning and development opportunities, we empower our employees to reach their full potential and care for themselves and their families.

Employee engagement is vital for attracting and retaining talented individuals who drive our company’s value. Across our U.S. and international locations, we foster engagement through a variety of initiatives. Our company intranet serves as a hub for internal communication and connection, broadcasting employee stories and disseminating relevant news and information. We host local and international town hall meetings that serve as platforms for open communication between employees and company leaders as well as a space for higher-level business updates and Q&A. Regional and plant-level meetings and town halls further strengthen our connection with employees, ensuring their voices are heard and valued.

In the U.S., initiatives such as social committees in multiple office locations reinforce a culture of belonging and deepen community involvement. Employees who are not computer-based, particularly those working in our plants, also receive information and updates through mailers and on video monitors in break areas.

These and other efforts to increase employee satisfaction are important aspects of our retention strategy. In 2023, our voluntary turnover rate decreased—from 18% in 2022 to 15% in 2023. As we continue to introduce new and enhanced programs in the coming years, we remain committed to driving down turnover rates and fostering a supportive and fulfilling work environment for all our employees.

Turnover	2021	2022	2023
Voluntary turnover (%)	18%	18%	15%
Total number of employees who left during the reporting period	2,177	3,667	3,887
Employee turnover in the reporting period	22%	26%	25%

Recruitment

We actively seek future Darling leaders and talented individuals to join our team, whether they are seasoned professionals or recent graduates. Our referral program, available to all employees, incentivizes employee participation in local talent acquisition by offering cash rewards for successful local hires they refer. In our commitment to providing career growth and advancement opportunities for all team members, we also prioritize internal announcements of job openings before promoting them externally, ensuring that our employees have the first chance to pursue new roles within the organization.

Employees receive cash awards for referring successful job applicants to our recruitment teams.

Internship Programs and University Recruitment

We develop the next generation of talent through internships and co-op programs that create early recruitment opportunities and provide college students with valuable on-the-job training. Each year, we hire passionate and talented young professionals directly from these programs.

In the U.S., our internship program operates at both office and plant levels, offering students the opportunity to gain credit as well as valuable experience. For credit-based internships, students typically remain with a specific department, while those seeking work experience participate in a rotational program across departments. Although our recruitment efforts cast a wide net, we focus on universities near our offices and major plants. In our efforts to attract interns representing diverse backgrounds, we also conduct outreach and partner with agricultural degree programs.

Internationally, our university recruitment initiatives extend to local universities and technical institutions, targeting both bachelor's and master's degree programs to identify and cultivate promising young talent. We actively participate in recruitment fairs, conduct plant visits for graduating student groups and leverage our employees—especially those who are alumni of targeted universities—to speak with students about career opportunities at Darling. Through these initiatives, we aim to not only attract top talent but also to contribute to the development and growth of future industry leaders.

Employee Health and Wellbeing

Across our operations, we offer employees the resources they need to care for themselves and their families. Both in the U.S. and internationally, we provide benefits programs that support financial, mental and physical wellbeing and promote a healthy work-life balance.

Dependent on location, our benefits include an Employee Assistance Program (EAP) for mental health services and assistance with various life challenges such as finding elder and childcare or legal help, as well as medical, dental and vision insurance and with 24/7 nurse care lines and support for managing chronic illnesses. We also provide short- and long-term disability coverage, paid time off, retirement savings options and financial health services.

Promoting Employee Wellness

Each month, U.S.-based employees can participate in our monthly wellness education program, launched in 2023. The program offers engaging webinars and an educational series covering wellness topics from mental health and physical fitness to financial security. Delivered through virtual platforms like Teams meetings or WebEx, the monthly sessions highlight new programs, vendors and available employee benefits to support a culture of holistic wellness and personal development.

100%

of Darling employees are eligible to take family-related leave.

Learning and Development

Continued learning is critical for every member of our team, and we proactively ensure access to diverse training opportunities for employees at all levels so they can build new skills and advance in their careers.

Whether through online modules or in-person sessions, employee development at Darling begins with comprehensive onboarding for all new hires, covering essential topics such as our Code of Conduct, compliance, cybersecurity and role-specific skills. In Europe, for example, targeted groups of new hires receive two-day in-person onboarding with a detailed introduction to Darling and the scope of our business. As employees progress in their roles, we tailor training to their specific responsibilities and career aspirations—and to ensure our support remains responsive and adaptable, we encourage our employees to request additional training from their managers as needed.

In the U.S., our annual Darling University and Darling Leadership programs cater to employees at different career stages, focusing on topics relevant to their professional growth. While Darling University engages early career employees who may be new to the company, the Darling Leadership program provides a nine-month experience for plant leaders and senior leaders to develop managerial skills and foster a cohesive Darling leadership approach. In each of these programs, employees cultivate soft skills such as effective communication, managing up, managing change or exploring the DISC personality assessment to learn about themselves and how they can more effectively collaborate with others.

We also offer an educational assistance program in the U.S., providing annual tuition reimbursement up to \$3,000 for relevant courses and certifications that employees successfully complete. This offering aims to remove financial barriers to continuing education and encourage our employees to pursue their educational goals while contributing to Darling's success.

Internationally, we offer specialized programs like Darling Involve and Explore, an internal MBA-inspired program designed by TIAS, a top-ranked business school, tailored to Darling's business needs. With modules created and taught by current leaders at Darling, the program takes 30 annual participants on a deep dive into strategy, customer relations and other key business areas.

These initiatives, along with subsidized advanced educational programs, demonstrate our commitment to developing talent and empowering employees worldwide.

Performance Management

We manage the performance of all corporate- and manager-level employees through an annual evaluation process. Our approach for each employee begins with setting clear goals aligned with the company's overall priorities, as well as personalized development plans to navigate their career growth. Throughout the year, employees and their managers hold regular performance check-ins that inform merit-based pay increases and ensure ongoing feedback and support. These check-ins culminate in formal performance reviews at mid-year and year-end to discuss achievements, progress toward goals and areas for improvement. Additionally, our variable compensation program acknowledges and rewards outstanding performance, further motivating employees to excel. All salaried employees engage in regular performance reviews.

For hourly employees, we established performance management protocols that focus on conduct and job performance. This ensures that all team members receive fair and consistent evaluations, promoting accountability and continuous improvement at every level of our organization.



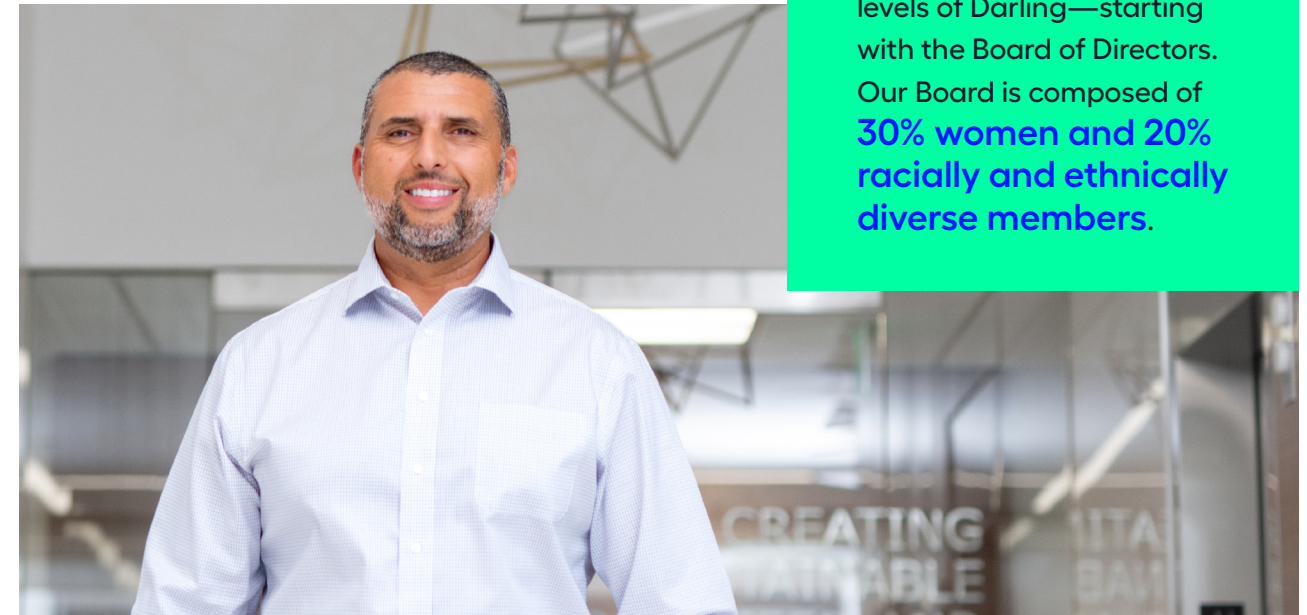
Diversity, Equity and Inclusion (DE&I)

Fostering a diverse, equitable and inclusive work environment is critical to our success. We recognize that advancing DE&I not only enriches our talent pool but also fuels innovation across our operations. We are dedicated to ensuring that hiring, development and promotion decisions are merit-based to create a work environment free from discrimination and harassment. These commitments are outlined in our [Code of Conduct](#) and reinforced through onboarding, regular training sessions and ongoing communication channels.

Leading our DE&I efforts in the U.S. is the Vice President of Human Resources, with oversight from our Board Sustainability Committee. Our programs are designed to support a culture where every employee's voice is valued and respected. We continue to expand, test and implement new DE&I initiatives, including new awareness-building workshops on crucial topics including unconscious bias, among others. We are also refining our approach to diverse recruitment and providing leadership training on generational, social and cultural differences.

Diverse Talent Recruitment

We strive to build a talented workforce that reflects the rich diversity of our stakeholders and communities. This starts with diverse and inclusive hiring practices. To advance our U.S. recruitment efforts, we post job openings on a wide range of recruiting websites and conduct outreach to underrepresented groups near our operations. In 2023, we concentrated our U.S. outreach on universities—particularly Historically Black Colleges and Universities (HBCUs)—and other academic programs focused on minority students to contribute to an inclusive and equitable recruitment strategy.



Diversity is important at all levels of Darling—starting with the Board of Directors. Our Board is composed of **30% women and 20% racially and ethnically diverse members.**

Pay Equity

Ensuring equity is a fundamental principle within our company. We reduce the possibility of gender-based discrimination in our hiring practices by assessing every position to create standardized job descriptions. We prioritize objectivity in compensation, with pay determined solely by job level and performance score rather than demographic factors such as race or ethnicity. Across all locations, vacancies are filled based on merit, and pay decisions are guided by median data that remains unbiased by gender. In 2023, we conducted our inaugural pay equity analysis. We are in the process of assessing results and will report progress in our 2024 report.

Metrics

As a global organization, we employ a diverse range of employees. Due to varying data collection and privacy restrictions in other countries, our reporting on racial and ethnic diversity metrics is limited to our U.S. workforce, offering only a partial view of the true diversity of our employee demographics. We publish our [EEO-1 report](#) on our website.

While we provide insights into our global gender diversity, these metrics rely on voluntary self-reporting across all regions. In 2023, we increased the number of women leaders serving at the senior management level. We expect this trend to continue as our company experiences future growth.

Gender Diversity ¹	2021	2022	2023
Females global (%)	14%	18%	18%
Females global (total)	637	2,530	2,809
Males global (%)	86%	82%	82%
Males global (total)	4,000	11,495	12,543
Females in global senior management roles (%)	18%	16%	17%
Females in global senior management roles (total)	22	23	27
Males in global senior management roles (%)	82%	84%	83%
Males in global senior management roles (total)	101	123	129

Race and Ethnicity (U.S. only) ²	2021	2022	2023
American Indian or Alaska Native	1%	1%	1%
Asian	2%	1%	1%
Black or African American	14%	21%	21%
Hispanic or Latino	17%	15%	15%
Native Hawaiian or Other Pacific Islander	1%	< 1%	1%
White	65%	60%	60%
Two or more races	1%	1%	1%



¹Gender data is U.S. only for 2021, and global for 2022 and 2023.

²Ethnicity data is collected in the U.S. only.

Employee Data¹

	2021	2022	2023
Total number of employees by headcount	9,569	14,025	15,358
a. Total permanent employees			14,521
b. Total permanent female employees			2,593
c. Total permanent male employees			12,078
d. Total temporary employees			681
e. Total temporary female employees			216
f. Total temporary male employees			465
g. Total non-guaranteed hours employees			156
h. Total non-guaranteed hours female employees			18
i. Total non-guaranteed hours male employees			138
Full-time employees			14,961
Part-time employees			397

Collective Bargaining¹

	2021	2022	2023
The percentage of total employees covered by collective bargaining agreements			47%
Percentage of employees covered by collective bargaining agreements in the European Economic Area (EEA)			13%
Percentage of employees covered by collective bargaining agreements outside the EEA			34%



¹Due to acquisitions and improvements in data collection practices, detailed data are not available for 2021 and 2022.

Community Engagement

We believe supporting the communities where we live, work and play is a vital aspect of our company culture. We strive to be true partners in our communities, donating funds, expertise and time to positively impact the places where we live and work. All Darling locations are empowered to address local needs and support solutions through contributions, sponsorships and volunteerism to foster stronger, more resilient communities.

Through initiatives like open-door days, we invite the community to tour our facilities and meet our leaders, sparking interest in our work and enabling constructive dialogue for mutual benefit. We support numerous initiatives in our locations to meet specific community needs.

Our employees are at the forefront of these efforts, leading the direction of our community engagement in ways that make a real impact. For instance, in France, we demonstrate environmental stewardship by collaborating with community members for an annual river cleanup. We also sponsor organizations selected by our employees. Exemplifying our dedication to causes close to our team's heart, two examples include sponsoring a local piece of art featured in a community town square and funding an organization working with service animals.

FFA

We are strategic partners of the [FFA](#), a U.S. national organization dedicated to empowering youth through agricultural education, leadership development and career readiness. Through our collaboration at the national level, we fund scholarships and grants to support motivated students, promoting their growth and success in the agricultural sector. We actively engage with state FFA associations as well, contributing to engagement initiatives and career day activities to educate students on career opportunities.

Our commitment extends beyond financial support as Darling employees at the plant level collaborate with local chapters to provide students with classroom teaching, mentorship programs and blue jacket donations. Many of our employees have personal connections to FFA, having been former members themselves, and they relish the opportunity to connect with

and inspire the next generation of leaders. At the national convention, 10 of our team members participated in various activities, including judging competitions, student showcases and events like CEO roundtables and discussions on women in agriculture.

In 2023, our support for national, state and local-level FFA programs totaled more than \$270,000. In recognition, we received Silver Sponsor status for our dedicated involvement and annual contributions exceeding \$250,000. This milestone year also marked 25 years of our FFA sponsorship, a testament to our enduring commitment to supporting agricultural education and youth development.

Looking ahead to 2024, we are excited to deepen our involvement at all FFA levels by chartering the Darling Alumni and Supporters Chapter. Through ongoing mentorship initiatives and skills training programs, we are preparing students for success as they embark on their careers in agriculture.



FFA 2023 Highlights

- 18 scholarships totaling over \$160K
- 25 participating Darling locations
- 66 chapters supported across the U.S.
- 150 students received Blue Jackets
- Over \$270,000 donated to FFA

Meaningful Impacts for Local FFA Chapters

Using our 2023 donations, local FFA chapters in Virginia, Texas and California enhanced their education programs and expanded their footprint to benefit future leaders in agriculture.

Sherando FFA, Virginia

In Virginia, the Sherando FFA chapter used its donation to fund activities during Food for America Day. Local fourth graders learned about their food and where it comes from with 12 interactive education stations, including greenhouse and beef displays. Participants received Darling-sponsored drawstring bags with byproduct snacks and giveaways.

San Angelo Central FFA, Texas

In Texas, funds were used to modernize FFA equipment and facilities, providing students with hands-on experience using the latest agricultural technology. We also donated FFA blue jackets to instill a sense of pride and unity within the chapter, which were worn by students during local events, community service projects and competitions.

Patterson FFA, California

In California, funds helped support supervised agricultural experience projects. The Patterson chapter organized two Seed Giveaway events, distributing seeds, biodegradable pots and soil to students for starting their own at-home gardens. Each student received a kit to initiate their garden, helping overcome hurdles for socioeconomically disadvantaged students.

Campbell County and Pendleton FFA, Kentucky

Each year, select National FFA Officers visit sponsor companies to learn more about the agriculture industry. In 2023, our Cold Spring, Kentucky office welcomed the National FFA President and Secretary for an annual visit, along with students from the Pendleton and Campbell County FFA chapters. The visit represented an opportunity for employees and National FFA officers to interact with students, learn more about our work, and to help nurture future agricultural leaders.

Supporting FFA Blue Jackets – Bright Futures

We invest in the future of our industry by partnering with the FFA Blue Jacket program, which connects U.S. plants with local FFA chapters to foster agricultural education through community outreach, career development opportunities and financial assistance. Our sponsorship of these jackets—which are recognizable symbols of FFA membership—help foster a sense of belonging and reduce financial barriers to participation, allowing members to tap into their potential.





Operating
with Integrity

We operate with integrity in everything we do. Our commitment to transparency and ethical conduct is fundamental to our approach, driving us to uphold the highest standards of governance. Through robust ethics and compliance programs, we not only build trust but also deliver sustainable, long-term value to our stakeholders.

Sustainability Oversight

Board Oversight

Our commitment to sustainability begins at the highest level with our Board of Directors, which receives regular updates on sustainability matters. The Sustainability Committee of the Board—tasked primarily with overseeing sustainability strategy, programs and initiatives—convened four times in 2023 to monitor and advance progress.

Management Oversight

The CEO has tasked Executive Management with the development of our sustainability strategy. The Global Sustainability Committee (GSC), led by the Executive Vice President and Chief Strategy Officer, sets goals in line with our strategic priorities. The GSC consists of senior cross-functional leaders from investor relations, human resources, environmental affairs, health and safety, community relations, product quality, engineering, regulatory affairs, information security and ethics and compliance.

To emphasize our sustainability priorities and incentivize progress, aspects of the variable compensation of our named executive officers, as appropriate, are tied to sustainability performance.

Sustainability Governance Structure

Full Board

The full Board of Directors receives regular updates from the Board Sustainability Committee.

Board Sustainability Committee

The Board Sustainability Committee is responsible for overseeing our sustainability strategy, as well as related policies, programs and risks. The Committee receives updates from the Executive Vice President and Chief Strategy Officer during each of its scheduled meetings.

Executive Vice President and Chief Strategy Officer

The Executive Vice President and Chief Strategy Officer leads the GSC and provides regular updates on the company's sustainability programs and performance to the Chairman and CEO, Board Sustainability Committee and full Board.

Global Sustainability Committee

Representing a cross-functional group of senior leaders, the GSC implements our sustainability strategy at a functional level. The GSC meets at least quarterly.

Business Conduct

Our commitment to robust ethics and compliance standards underscores all that we do and enables us to create long-term value for all stakeholders. It is the responsibility of every Darling employee across our global footprint to uphold our ethical practices.

Oversight

Our business ethics program is overseen at the highest level by the Audit Committee of the Board. As detailed in its [charter](#), the Audit Committee is responsible for reviewing disclosure processes and internal controls, potential incidences of fraud, significant risks and management's efforts to minimize those risks, as well as overseeing our compliance with applicable legal, ethical and regulatory requirements, among other responsibilities.

At the management level, our Senior Vice President and Chief Compliance Officer (CCO) oversees our ethics and compliance program and reports to the company's Executive Vice President and Chief Administrative Officer and to the Chairman of the Audit Committee of the Board of Directors.

Business Conduct Policies and Corporate Culture

Our Code of Conduct sets forth the standards to which we hold all full- and part-time employees, officers and directors accountable. Beyond enumerating our expectations, the Code of Conduct provides clear guidance for employees in navigating their roles and responsibilities in any context. Covering crucial topics such as anti-bribery and corruption, anti-money laundering, anti-trust and competition, conflicts of interest and privacy, it ensures a shared understanding of how we uphold the highest ethical standards.

Training

All full- and part-time global Darling employees undergo mandatory Code of Conduct training upon joining the company and annually thereafter. For employees operating in specific roles, additional training is tailored to their responsibilities. For example, employees are trained on the Foreign Corrupt Practices Act and anti-money laundering to identify transactions with elevated risk levels, due diligence and report to management.

Training methods vary, with online modules available for most employees and classroom-based sessions conducted for those without computer access, particularly in our plants. Upon completing training, every employee signs a pledge committing to adhere to our Code of Conduct.

In 2023, our employees completed nearly

23,000

online and classroom ethics and compliance courses.



Detecting and Addressing Risks of Bribery and Corruption

To demonstrate our proactive approach to compliance, we use detection tools integrated into our Enterprise Resource Planning (ERP) system. These tools are designed to identify high-risk transactions and assess them for violations of both anti-money laundering, corruption and sanctions. In instances where a transaction is flagged, our compliance team conducts a thorough review in collaboration with the finance and business teams to ascertain the transaction's source and evidence. This dual-layered approach ensures rigorous due diligence and compliance both upfront and during subsequent review processes, effectively mitigating the risks of corruption.

Reporting and Investigating Ethical Concerns

Our open-door approach empowers employees to [speak up](#) in the event of a violation of our values or Code of Conduct. Employees can report concerns through various channels including their supervisors, our human resources department, the company's CCO, or through our anonymous, third-party-managed "[Speak Up](#)" [whistleblower hotline](#), which is available 24/7 by phone or web in a variety of languages. We communicate details of this reporting process through our annual Code of Conduct training, as well as by posting guidance on the company intranet and in high-traffic areas in our facilities.

Reports are managed professionally and promptly through our Corporate Compliance department. When a report is received, it is immediately routed to the appropriate investigator who acknowledges receipt, investigates the allegations and determines the course of action to bring the case to a close. Once appropriate actions are taken, whistleblowers are notified. The Audit Committee of the Board receives annual updates by the CCO of reports made through the hotline and other reporting channels.

As emphasized in our [Code of Conduct](#), we have zero tolerance for retaliation against whistleblowers for reports made in good faith or for providing information in investigations.



Policies

We maintain a range of policies that keep us accountable and detail the standards to which we hold ourselves around the world. For an updated list of policies, see our [website](#).

Product Quality and Safety

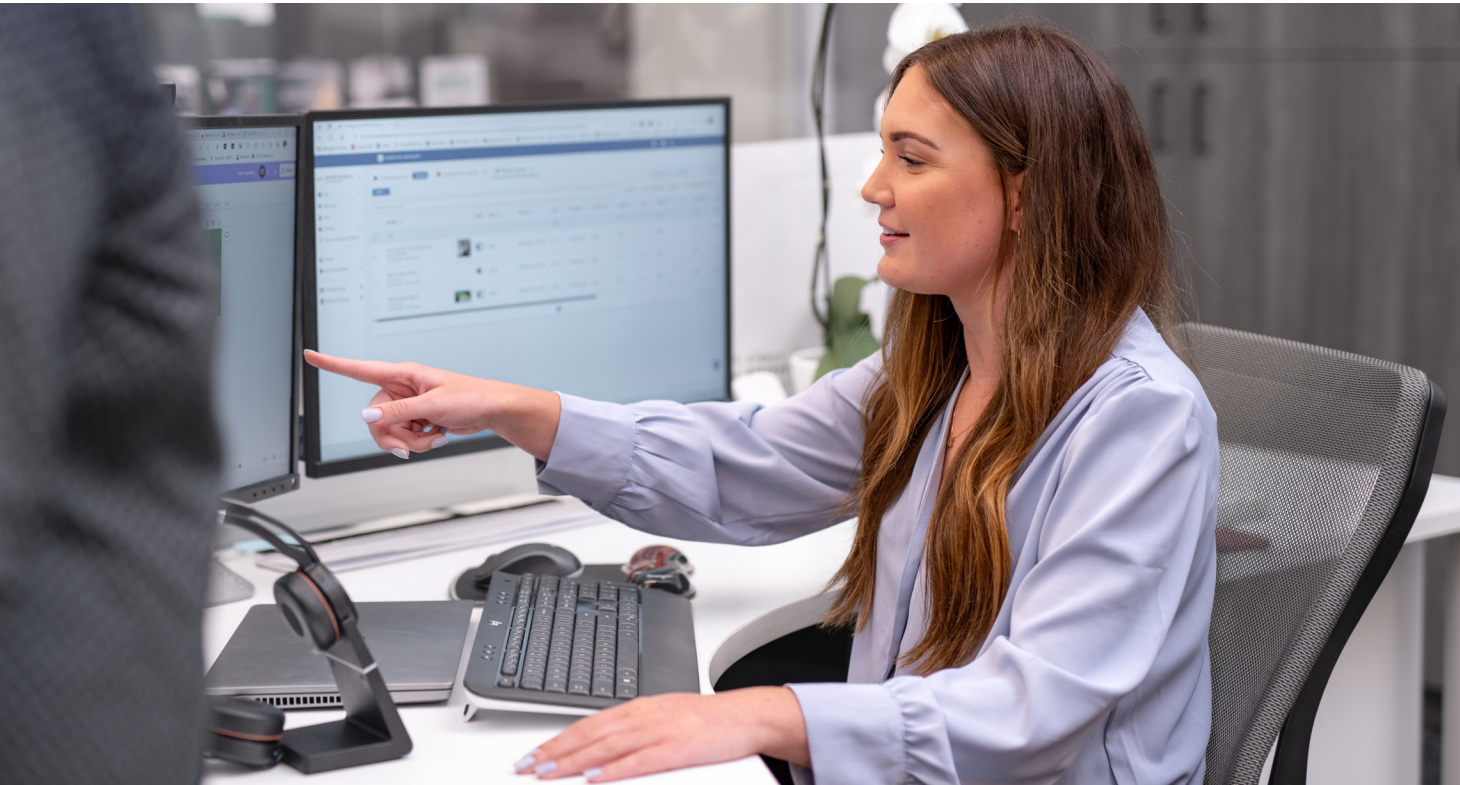
We are deeply committed to the quality and safety of our products. These principles are the foundation of our core values of integrity and transparency. Through adherence to the Food and Drug Administration's (FDA) current good manufacturing practices (cGMPs) at the corporate and plant levels in the U.S., as well as other international best practices, we set a high bar for employee conduct and expectations. Every member of our team carries the responsibility of upholding a quality mindset and is empowered to implement initiatives that elevate our standards to new heights.

Oversight

Responsibility for product quality and safety varies across our operations, falling under the purview of the Vice President of Quality and Regulatory Affairs in the U.S. and specific business units or functions at the international level. We appoint a dedicated Quality Health and Safety Manager in each region of our global operations, along with managers at individual plants.

Given the diverse range of products and customer specifications across our operations, each plant maintains its own set of quality specifications and requirements. This ensures that products meet the highest standards while addressing specific customer needs.

Darling operates under two main frameworks to uphold quality and safety standards—cGMP programs, focused on compliance, and our corporate programs, designed to ensure strategic alignment with best practices and with customer specifications. Both frameworks provide essential policies that guide operations across the entire company, ensuring consistent adherence to quality and safety protocols.



At Rousselot, our health and wellness brand, our employees live our quality mindset on a daily basis. This includes training, identifying quality improvement projects and developing communications campaigns to continue to bring awareness to our quality mindset. Rousselot hosts an annual Quality Mindset Day, complete with quizzes, games and other fun activities, to recognize and reiterate our commitment to quality. In 2023, Rousselot also convened all plant quality managers for a four-day Worldwide Quality Meeting. Through engaging discussions and a visit to a local plant, participants collaborated in working groups to tackle specific quality projects. In the future, meetings will be held every other year or once every three years.

Training and Continuous Quality Improvement

We invest in resources and technology that help meet and exceed quality standards and we provide our stakeholders with a clear view into our quality management processes. Our ongoing improvement initiatives include biannual training for all employees, regular policy and product reviews, product sampling and testing and thorough reviews with suppliers and customers.

In 2023, we organized the following training and compliance activities to promote high standards for product quality:

- Preventive Control Qualified Individual certification (PCQI)
- Monitoring equipment calibration
- Corrective and preventive actions
- Product safety assessments (HARPC/HACCP)
- Regular product sampling, including chemical screenings, species identification and nutritional performance

Darling provided 50 industry professionals with over 20 hours of classroom training on the Preventive Control Qualified Individual certification (PCQI) at the Animal Protein Producers Industry conference in 2023. The initiative, organized by the Animal Protein Producers Industry (APPI), attracted the participation of industry professionals who were eager to build their skills and knowledge under Darling’s guidance. This collaborative effort not only demonstrates our leadership in the field, but also highlights the industry’s recognition of our expertise.



PREVENTIVE CONTROL QUALIFIED INDIVIDUAL



Quality and Safety Testing

Through comprehensive quality and safety testing protocols, we uphold our standards of excellence and customer satisfaction while mitigating potential risks. Our advanced sample analysis technology allows us to rapidly assess quality based on predetermined parameters and product specifications.

All products undergo rigorous testing at each stage of the production process. Raw materials are randomly tested upon arrival at the plant, during processing and post-production, as well as before delivery to our customers. Testing frequency varies from annual to monthly to even daily, depending on the product.

Product Quality and Safety Risk Management

While quality and safety concerns rarely occur, we promptly address any concerns by initiating tailored response and remediation protocols based on the context. Upon receiving notification of an issue from our suppliers, we immediately initiate a risk assessment process to evaluate the nature and extent of the issue and determine the appropriate course of action in accordance with local regulations. In the event of a product issue or recall, we maintain active communication with our customers to ensure their safety and satisfaction.

We take action to prepare for potential recalls, with executive-level responsibility for our response to recalls and potentially harmful or hazardous products. In the event of a recall, we adhere to all requirements outlined by the regulatory schemes we operate under and uphold stringent standards to ensure a swift and coordinated response.

Quality and Safety Audits

All facilities undergo regular audits to evaluate their adherence to standards and obtain third-party certifications. Audits are conducted by a variety of internal and external entities—including federal and state regulators, our internal audit function, suppliers and third-party certification bodies—that evaluate our change controls, documentation, policies, practices and training programs. Additionally, Darling participates in customer audits to ensure we meet their specific requirements.

When issues or instances of non-conformance arise from customer complaints or audits, we systematically document and investigate the issue. Once investigations are complete, we enact countermeasures as needed and then communicate resolutions.

We conduct internal audits of each facility every two years, with some requiring more frequent assessments based on unique needs, certifications or past incidents. For example, our sites that are certified as GMPC and ISO 9001 are annually audited by a third-party. Our compliance team collaborates to develop risk assessments that inform audit plans and response strategies, ensuring proactive measures to address any issues identified during the audit process.

GFSI Certification

We joined many other producers to improve food safety through the supply chain by adopting and certifying many of our facilities to Global Food Safety Initiative (GFSI) standards. GFSI certification addresses food and feed manufacturing, packaging, storage and distribution for producers, manufacturers and distributors.

Auditing Product Quality and Safety

We ensure consistent adherence to quality and safety standards through regular facility audits. All global Darling facilities receive a mix of regulatory, supplier and internal audits. In 2023, we conducted: 585 internal food safety audits and 669 other audits.

585

internal food safety audits

669

other audits

Political Involvement

Our Code of Conduct delineates our standards for political involvement, emphasizing the importance of contributing to society while maintaining transparency and compliance. Although we encourage employees to engage in the democratic process, we do not reimburse donations or loans made to candidates or political parties.

We have a Darling Federal Political Action Committee (DarPAC), which enables collective company support for both Republican and Democratic U.S. Senate and House of Representatives candidates who advocate for policies aligned with our company's interests.

DarPAC operates through voluntary employee contributions, with participation limited to certain employee levels. While Darling itself cannot directly contribute to DarPAC, our CCO manages regulatory compliance and adherence to company bylaws.

Darling engages with various trade associations, working to align our viewpoints on values, objectives and specific issues such as climate policy.

Supplier Engagement

We build and maintain long-term relationships with suppliers that share our commitment to the highest ethical and operating standards. Our [Supplier Code of Conduct](#) outlines our expectations for suppliers across a range of topics—from labor and human rights to animal welfare. The Supplier Code of Conduct is aligned with the United Nations (UN) Guiding Principles on Business and Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights for Work.

While we prioritize adherence to high ethical standards, we recognize there is progress to be made in improving the integration of sustainability considerations into our procurement process. To drive progress in supply chain sustainability, we encourage our existing suppliers to proactively monitor and reduce their environmental and social impacts.

Our Rousselot brand mandates that all animal hides sourced from Brazil's Amazon Basin come exclusively from supplier facilities gold-certified by the Leather Working Group (LWG). This certification guarantees a commitment from leather suppliers to eliminating supply chain deforestation and ecosystem conversion by 2030.

Local Procurement and Employment

Across our locations, we aim to employ host-country nationals and local community members, and we support these economies by procuring local materials and supplies. This helps positively contribute to the communities where we operate.

Human Rights

We treat all individuals with dignity and respect, whether employees, contractors, community members, suppliers or other stakeholders. In line with the UN Guiding Principles on Business and Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, our Board-approved [Human Rights Policy](#) details our commitment to upholding fundamental human rights across our supply chain. All employees receive information about our human rights commitments during their annual Code of Conduct training.

As outlined in the [Human Rights Policy](#) as well as in our [Code of Conduct](#) and [Supplier Code of Conduct](#), we aim to follow national, regional and local laws related to human rights and expect all those we work with to do the same. We encourage individuals to report actual or suspected human rights violations to their supervisors, our compliance department, human resources or through the Speak Up Line.

Animal Welfare and Testing

We transform materials from the animal agriculture and food industries into valuable ingredients for customers. Given the scope of our operations, the majority of our facilities do not handle or interact with live animals, nor do they conduct animal testing. While this limits our ability to directly impact or implement animal welfare practices in our own operations, we expect our suppliers and vendors to adhere to high standards of animal welfare and facilitate humane treatment. Our [Animal Welfare Policy](#) and our [Supplier Code of Conduct](#) detail the nature of our operations and the expectations we have for ourselves and our suppliers.

Rousselot, our leading gelatin and collagen brand, is the one area of our business where animal testing is relevant. Rousselot produces biomedical gelatin and collagen, which are used to create a variety of products that support human and public health. Uniquely, these gelatins and collagens allow for greater use of in vitro techniques—where gelatin mimics cells and reduces the need for whole animal testing.

We are nonetheless committed to reducing animal testing and adhere to the principles of the 3Rs ethical framework, which aim to Replace, Reduce and Refine all animal testing. Our Rousselot business maintains a more detailed [statement on animal testing](#).

We maintain an array of memberships in animal health and welfare associations to support animal welfare more broadly. Our memberships include:



National Institute
for Animal
Agriculture



The Science Source for Food,
Agricultural, and Environmental Issues

CAST- The Science
Source for Food,
Agricultural, and
Environmental Issues



Poultry Science
Association



International
Poultry Welfare
Alliance (IPWA)



United States
Animal Health
(USAHA)



American
Dairy Science
Association



American Society
of Animal Science

Data Privacy and Cybersecurity

Robust data privacy and cybersecurity programs are critical for safeguarding sensitive company, employee and customer information, as well as maintaining the trust of our customers, partners and other key stakeholders.

Oversight

Our approach to data privacy and cybersecurity enlists personnel at all levels, from board members and the executive team to plant-level employees, to take responsibility for the security of the information we manage. To manage cybersecurity, we utilize a cross-functional working group comprised of our Cybersecurity department, which is responsible for overseeing cybersecurity for information systems; and plant operational technology (OT) personnel, who are responsible for the security of plant OT. This group works together due to the interconnectivity of these systems, as well as to collaborate on cybersecurity matters.

The Cybersecurity department is headed by the Director of Global Cybersecurity, who reports to the Company's Chief Information Officer (CIO). The department consists of a global team of skilled individuals who are responsible for setting our cybersecurity policies, standards and benchmarks, conducting penetration testing and overseeing repairs of technical elements that fail testing. We also have a Global Cybersecurity Committee comprised of leaders across multiple internal functions that, with the Director of Global Cybersecurity and CIO, meets regularly to review active and thwarted cybersecurity incidents, systemic threats, attack trends and techniques, counter and preventative measures.

Within this oversight framework, we also have a Computer Incident Response Plan (CIRP) to address cybersecurity incidents, which defines response protocols, resource allocations and personnel engagement by severity level. The CIRP helps us to ensure rapid and orderly responses to cybersecurity incidents.

Processes and Procedures

Our Cybersecurity department uses a system based on the critical security controls set forth by the Center for Internet Security, Inc. (CIS) as a benchmark and framework for our cybersecurity defenses and has implemented cybersecurity policies and controls designed using the CIS controls framework.

Our incident response plan also helps us prepare for potential cybersecurity events or incidents. This proactive approach minimizes potential impacts on our operations and data integrity. Regular assessments conducted by our internal IT Compliance team and external consultants serve to continuously enhance security, keeping us ahead of emerging risks.



Darling Named to Forbes' 2023 List of America's Most Cybersecure Companies

In 2023, Darling was named to the [Forbes 2023 America's Most Cybersecure Companies](#) list for our ability to secure our data and network. Qualifying companies were evaluated based on a range of factors, including network and application security, malware vulnerability, regularity of patches, robustness of cybersecurity personnel and monitoring of hacker chatter about possible exploits.

Training

Every employee is responsible for safeguarding company information. We prioritize cybersecurity and data privacy awareness by providing online cybersecurity and privacy training to our employees, as well as cyber-attack simulation exercises with executive leadership. Additionally, regular phishing testing and awareness campaigns further reinforce our commitment to security. All employees are also required to acknowledge our Information Security Policy for End Users on an annual basis.

In 2023, we augmented our cybersecurity training efforts with monthly training modules to update employees on emerging threats and defensive measures executed at the user level. Following each training session, employees are given a brief quiz concerning the primary points from the module, ensuring comprehension and retention of key concepts.



Data Privacy

We handle personal data provided by customers, suppliers and employees, adhering to a strict set of data privacy principles outlined in our regularly updated [Privacy Policy](#). Our data privacy programs are overseen by the CCO and our compliance extends to the requirements mandated by the General Data Protection Regulation (GDPR), Brazilian General Data Protection Law (LGPD) and the California Consumer Privacy Act (CCPA).

At Darling, the practice of selling personal information to third parties for marketing, advertising or any other commercial purposes is strictly prohibited. We encourage direct communication with our CCO for any inquiries from our employees, fostering a culture of transparency and accountability. Customers are welcome to contact us with questions about our Privacy Policy at privacy@darlingii.com.

Closing the Loop on Circularity

We help move the world toward a more circular economy. We restore purpose to millions of tons of material from the animal agriculture and food industries – helping to nourish people, feed animals and crops, and fuel the world with renewable energy.

The background of the slide is a close-up photograph of green leaves, showing their intricate vein patterns and natural curves. The lighting is soft, highlighting the texture of the foliage.

| Appendix

GRI

Statement of use	Darling Ingredients has reported the information cited in this GRI content index for our 2023 fiscal year (FY) ending December 30, 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Darling Ingredients Inc. (NYSE:DAR) Incorporated in Delaware 5601 N MacArthur Blvd, Irving, TX 75038 Form 10-K (pgs. 4-18)
	2-2 Entities included in the organization’s sustainability reporting	As of December 30, 2023, the Company operates a global network of over 260 locations, including 188 production facilities, across five continents. All of the processing facilities are owned except for 10 leased facilities and the Company owns and leases a network of transfer stations. Form 10-K (pg. 46)
	2-3 Reporting period, frequency and contact point	Highlights and metrics shared in this report represent our 2023 fiscal year (FY) ending December 30, 2023. https://www.darlingii.com/about/contact
	2-4 Restatements of information	No major changes: any adjustments are explained within the report.
	2-6 Activities, value chain and other business relationships	Introduction – About Us Introduction – Sustainability Is Our Business Form 10-K (pgs. 4-18)

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021 (cont'd)	2-7 Employees	~15,000 full-time employees.
	2-9 Governance structure and composition	Operating with Integrity – ESG Oversight 2024 Proxy Statement (pgs. 10-17) To learn more about the governance structure and composition at Darling Ingredients and its committees, visit our Governance website.
	2-10 Nomination and selection of the highest governance body	Nominating and Corporate Governance Committee Charter For a complete description of the company’s corporate governance practices, please visit our Governance website.
	2-11 Chair of the highest governance body	Please visit our Governance website under https://www.darlingii.com/leadership to learn more.
	2-12 Role of the highest governance body in overseeing the management of impacts	Operating with Integrity – ESG Oversight 2024 Proxy Statement (pgs. 10-17)
	2-13 Delegation of responsibility for managing impacts	Operating with Integrity – ESG Oversight 2024 Proxy Statement (pgs. 10-17)
	2-14 Role of the highest governance body in sustainability reporting	Operating with Integrity – ESG Oversight 2024 Proxy Statement (pgs. 10-17)
	2-15 Conflicts of interest	The Board has adopted a Code of Conduct to which all officers, directors and employees (who for purposes of the Code of Conduct are collectively referred to as employees) are required to adhere in addressing the legal and ethical issues encountered in conducting their work. The Code of Conduct requires that all employees avoid conflicts of interest; comply with all laws, rules and regulations; conduct business in an honest and fair manner; and otherwise 2024 Proxy Statement (pgs. 17, 69)

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021 (cont'd)	2-16 Communication of critical concerns	Operating with Integrity – Business Conduct
	2-17 Collective knowledge of the highest governance body	Environmental, Social and Governance Committee Charter
	2-18 Evaluation of the performance of the highest governance body	Each year, the members of the Board and each committee conduct a self-assessment and each of our directors completes a comprehensive questionnaire developed by our nominating and corporate governance committee. This annual evaluation process is designed to assess Board and committee effectiveness, and covers a thorough list of topics to be considered by the directors, including Board and committee structure, oversight, information, culture and mix of director skills, qualifications and experiences. The results of the evaluations are part of the nominating and corporate governance committee's consideration in connection with their review of director nominees to ensure the Board continues to operate effectively. 2024 Proxy Statement (pgs. 10, 15-16)
	2-19 Remuneration policies	2024 Proxy Statement (pgs. 28-66) For information on integration of ESG into executive compensation, see the 2024 Proxy Statement (pg. 42) .
	2-20 Process to determine remuneration	2024 Proxy Statement (pgs. 28-66)
	2-21 Annual total compensation ratio	2024 Proxy Statement (pg. 61)
	2-22 Statement on sustainable development strategy	Introduction – Sustainability Is Our Business, Introduction – Double Materiality Assessment
	2-23 Policy commitments	Operating with Integrity – Business Conduct – Business Conduct Policies and Corporate Culture
	2-26 Mechanisms for seeking advice and raising concerns	Operating with Integrity – Business Conduct – Business Conduct Policies and Corporate Culture
	2-27 Compliance with laws and regulations	Risks Related to Legal and Regulatory Compliance from Form 10-K (pgs. 29-30). Form 10-K (pgs. 29-30)
	2-28 Membership associations	Operating with Integrity - Animal Welfare and Testing
	2-30 Collective bargaining agreements	Workforce Wellbeing and Community Engagement – Diversity, Equity and Inclusion (DE&I) - Metrics Approximately 17% of North America employees are covered. Form 10-K (pg. 13)

GRI Standard	Disclosure	Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Introduction – Double Materiality Assessment
	3-2 List of material topics	Introduction – Double Materiality Assessment
	3-3 Management of material topics	Introduction – Double Materiality Assessment
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Appendix – TCFD Index
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Operating with Integrity – Business Conduct – Business Conduct Policies and Corporate Culture
	205-2 Communication and training about anti-corruption policies and procedures	Operating with Integrity – Business Conduct – Business Conduct Policies and Corporate Culture
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Please see our most recent Form 10-K for information on legal proceedings. Form 10-K
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Leadership in Circularity and Resource Use – Greenhouse Gas Emissions and Energy Use – Metrics
	302-2 Energy consumption outside of the organization	Leadership in Circularity and Resource Use – Greenhouse Gas Emissions and Energy Use – Metrics
	302-3 Energy intensity	Leadership in Circularity and Resource Use – Greenhouse Gas Emissions and Energy Use – Metrics
	302-4 Reduction of energy consumption	Leadership in Circularity and Resource Use – Greenhouse Gas Emissions and Energy Use – Metrics
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared re-source	Leadership in Circularity and Resource Use – Water – Water Risk
	303-2 Management of water discharge-related impacts	Leadership in Circularity and Resource Use – Water
	303-3 Water withdrawal	Leadership in Circularity and Resource Use – Water – Water Metrics
	303-4 Water discharge	Leadership in Circularity and Resource Use – Water – Water Metrics

GRI Standard	Disclosure	Location
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Leadership in Circularity and Resource Use – Greenhouse Gas Emissions and Energy Use – Metrics
	305-2 Energy indirect (Scope 2) GHG emissions	Leadership in Circularity and Resource Use – Greenhouse Gas Emissions and Energy Use – Metrics
	305-3 Other indirect (Scope 3) GHG emissions	Leadership in Circularity and Resource Use – Greenhouse Gas Emissions and Energy Use – Metrics
	305-4 GHG emissions intensity	Leadership in Circularity and Resource Use – Greenhouse Gas Emissions and Energy Use – Metrics
	305-5 Reduction of GHG emissions	Leadership in Circularity and Resource Use – Greenhouse Gas Emissions and Energy Use
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Leadership in Circularity and Resource Use – Waste
	306-4 Waste diverted from disposal	Leadership in Circularity and Resource Use – Waste
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Operating with Integrity – Supplier Engagement
		We expect our suppliers to recognize and respect all principles and standards detailed in our Supplier Code of Conduct, which includes environmental criteria.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Workforce Wellbeing and Community Engagement – Employee Engagement and Retention
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	We do not currently report on new employee hires by age group, gender or region. Workforce Wellbeing and Community Engagement – Employee Engagement and Retention – Employee Health and Wellbeing

GRI Standard	Disclosure	Location	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Workforce Wellbeing and Community Engagement – Health and Safety	
	403-2 Hazard identification, risk assessment, and incident investigation	Workforce Wellbeing and Community Engagement – Health and Safety	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Workforce Wellbeing and Community Engagement – Health and Safety	
	403-5 Worker training on occupational health and safety	Workforce Wellbeing and Community Engagement – Health and Safety – Safety Training	
	403-6 Promotion of worker health	Workforce Wellbeing and Community Engagement – Health and Safety	
	403-8 Workers covered by an occupational health and safety management system	Workforce Wellbeing and Community Engagement – Health and Safety – Safety Management and Oversight	
	403-9 Work-related injuries	Workforce Wellbeing and Community Engagement – Health and Safety – Goals and Metrics	
	GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Workforce Wellbeing and Community Engagement – Employee Engagement and Retention – Learning and Development
		404-3 Percentage of employees receiving regular performance and career development reviews	Workforce Wellbeing and Community Engagement – Employee Engagement and Retention – Performance Management
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Workforce Wellbeing and Community Engagement – Diversity, Equity and Inclusion (DE&I)	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Operating with Integrity – Supplier Engagement	
		We expect our suppliers to recognize and respect all principles and standards detailed in our Supplier Code of Conduct, which includes social criteria.	
GRI 415: Public Policy 2016	415-1 Political contributions	Operating with Integrity – Political Involvement	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Operating with Integrity – Product Quality and Safety	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Operating with Integrity – Data Privacy and Cybersecurity	

SASB

Agricultural Products – Sustainability Disclosure Topics & Accounting Metrics

Topic	Accounting Metric	Unit of Measure	Code	Response/Location
Greenhouse Gas Emissions	Gross global Scope 1 emissions	Metric tons (t) CO ₂ -e	FB-AG-110a.1	See Greenhouse Gas Emissions and Energy Use, pages 13-14 .
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions re-duction targets, and an analysis of performance against those targets	n/a	FB-AG-110a.2	See Greenhouse Gas Emissions and Energy Use, pages 12-15 .
	Fleet fuel consumed, percentage renewable	Gigajoules (GJ), Percentage (%)	FB-AG-110a.3	See Greenhouse Gas Emissions and Energy Use, page 15 .
Energy Management	(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	Gigajoules (GJ), Percentage (%)	FB-AG-130a.1	See Greenhouse Gas Emissions and Energy Use, page 15 .
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Ex-tremely High Baseline Water Stress	Thousand cubic meters (m ³), Percentage (%)	FB-AG-140a.1	See Water, pages 19-20 .
	Description of water management risks and discussion of strategies and practices to mitigate those risks	n/a	FB-AG-140a.2	See Water Risk, pages 19-20 .
	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	Number	FB-AG-140a.3	Zero incidences of non-compliance in 2023. In measuring the number of instances of noncompliance that resulted in formal enforcement actions, we look to the views of the SEC to define such numbers as the amount of environmental proceedings which occurred during that calendar year that are (i) based on non-compliance with water quality permits, standards or regulations and (ii) required to be disclosed pursuant to Regulation S-K 103 (applying the lowest numerical disclosure threshold in effect at the time). Please see our Quarterly Reports on Form 10-Q and 2023 Annual Report on Form 10-K .

Topic	Accounting Metric	Unit of Measure	Code	Response/Location
Food Safety	Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Rate	FB-AG-250a.1	These metrics are not relevant to our overall business because only specific facilities require GFSI certifications. See page 39 for more information.
	Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	Percentage (%) by cost	FB-AG-250a.2	These metrics are not relevant to our overall business because only specific facilities require GFSI certifications. See page 39 for more information.
	(1) Number of recalls issued and (2) total amount of food product recalled	Number, Metric tons (t)	FB-AG-250a.3	These metrics are not relevant to our overall business because only specific facilities require GFSI certifications. See page 39 for more information.
Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	Rate	FB-AG-320a.1	See Health and Safety, page 25 .
Environmental & Social Impacts of Ingredient Supply Chain	Percentage of agricultural products sourced that are certified to a third-party environmental and/or social standard, and percentages by standard	Percentage (%) by cost	FB-AG-430a.1	This metric is not relevant to our business; our agricultural outputs are negligible.
	Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Rate	FB-AG-430a.2	We expect our suppliers to recognize and respect all principles and standards detailed in our Supplier Code of Conduct and do not currently audit their conformance with our Code.
	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	Discussion and Analysis	FB-AG-430a.3	This metric is not relevant to our business; we do not engage in contract growing and commodity sourcing.
GMO Management	Discussion of strategies to manage the use of genetically modified organisms (GMOs)	Discussion and Analysis	FB-AG-430b.1	GMOs are not relevant nor material to our business.
Ingredient Sourcing	Identification of principal crops and description of risks and opportunities presented by climate change	Discussion and Analysis	FB-AG-440a.1	This metric is not relevant to our business; our agricultural outputs are negligible.
	Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	Percentage (%) by cost	FB-AG-440a.2	This metric is not relevant to our business; our agricultural outputs are negligible.

Activity Metrics

Activity Metric	Code	Response/Location
Production by principal crop	FB-AG-000.A	This metric is not relevant to our business; our agricultural outputs are negligible.
Number of processing facilities	FB-AG-000.B	We have 188 production facilities across five continents.
Total land area under active production	FB-AG-000.C	This metric is not relevant to our business; our agricultural outputs are negligible.
Cost of agricultural products sourced externally	FB-AG-000.D	This metric is not relevant to our business; our agricultural outputs are negligible.

TCFD

Governance

Board

Darling's Board actively engages with senior management to understand and oversee various risks, including those related to climate change. The Board receives regular updates from senior management and the ESG Board Committee on climate-related risks and other risk management concerns.

The Board delegates direct oversight of climate-related risks to the ESG Board Committee. As part of its role, the ESG Board Committee is responsible for considering the impact of climate change in relevant strategic decision making and financial planning, including by signing off on company-wide carbon reduction targets and mitigation measures.

Management

The CEO is ultimately responsible for assessing and managing climate-related risks and opportunities, using an interdisciplinary approach that coordinates the views of operational, commercial, regulatory, financial and legal groups into long-term strategic planning. The CEO provides updates to the Board on climate related issues at least quarterly.

Darling Ingredients' senior executives, in coordination with the ESG Board Committee and the GSC, are responsible for day-to-day management of strategic, operational and compliance risks, including the creation of appropriate risk management policies and the assignment of responsibility and accountability for their implementation.

The GSC provides updates on climate-related matters, which includes the identification and assessment of risks and opportunities, to the Board annually.

Strategy

To ensure the longevity of our business strategy, we aim to understand and manage the potential impacts of climate change on our operations and financial performance over time. We manage these potential impacts by identifying and assessing climate-related risks and opportunities and integrating the appropriate measures into our existing risk management processes.

Climate-related risks and opportunities are identified by our ESG Board Committee and senior management. We consider both operational and supply chain risks and qualify material risks and opportunities as those that represent >5% adjusted EBITDA.

Timeframe for evaluating risks and opportunities:

- Short: 0–5 years
- Medium: 5–10 years
- Long: 10–30 years

We focus on the below areas to identify and manage risks:

Products and Services: Our investment in Diamond Green Diesel and in the production of other alternative fuels supports the transition to a low-carbon economy.

Operations: We continue to evaluate measures to increase efficiency and reduce the direct operations of our operations.

Supply Chain: We will continue to work to develop a supply chain management program plan.

Financial Planning: Our GSC performs qualitative risk analysis to assess scenarios that may impact Darling Ingredients' future financial position.

Darling turns animal byproducts and food waste into sustainable products. As a result, seasonal factors and weather can impact the availability, quality and volume of raw materials that we process and can negatively affect our operations.

We continuously enhance our efforts to identify climate-related risks and opportunities, and in the future aim to consider the impact of various climate scenarios to assess the resilience of our business strategy over time.

Risk Management

Climate risk assessment begins with the GSC and senior management and is performed annually for long-term risks. The company integrates climate-related risks into a multi-disciplinary company-wide risk management process. The company qualifies a risk as material if it poses a threat that would result in implications >5% of EBITDA. The company also closely monitors existing and emerging regulatory requirements related to climate change, for example by strictly following EPA regulations and policies and carbon pricing schemes.

Darling Ingredients uses multiple metrics to assess climate-related risks and opportunities. The primary transition risk metrics include greenhouse gas (GHG) emissions and the WRI Aqueduct Water Risk Assessment tool, reviewed annually since 2020.

Metrics and Targets

We use a range of metrics to monitor and mitigate our climate-related risks and opportunities. We calculate and report our emissions across all scopes in alignment with the Greenhouse Gas Protocol, helping us to understand our impact, as well as understand potential risks related to the consumption of natural gas and diesel. Simultaneously, we measure and report renewable energy production. As significant producers of renewable energy, we believe this acts as a risk mitigation tool, reducing GHG emissions for our customers and their end-users.

Beyond emissions, we conduct an annual Water Risk Assessment using WRI's Aqueduct tool, which supports the company to actively measure and assess water scarcity risk. This information helps us to better target reductions in water withdrawal and enhanced efficiencies, in turn reducing future risks related to water in a changing climate.

Our environmental goals further support the management of climate-related risks and opportunities, of which more information can be found on pages 11-21. Current goals include:

Emissions:

- Reduce Scope 1 and 2 emissions 42% by 2030 with aspirations for net zero emissions by 2050

Energy:

- Reduce energy consumption by 5% per unit processed by 2025, based on 2020 values.

Water:

- Withdraw 5% less water per unit processed by 2025, based on 2020 values.
- Achieve sustainable water use by 2050.
- Aim to achieve 100% water circularity and replenish more water than we withdraw in priority watersheds identified in our water risk assessment.

Forward-Looking Statement

This report includes “forward-looking” statements that are subject to risks and uncertainties that could cause actual results to differ materially from those expressed or implied in the statements. Statements that are not statements of historical facts are forward-looking statements and are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Words such as “estimate,” “guidance,” “outlook,” “project,” “planned,” “contemplate,” “potential,” “possible,” “proposed,” “intend,” “believe,” “anticipate,” “expect,” “may,” “will,” “would,” “should,” “could,” and similar expressions are intended to identify forward-looking statements. All statements other than statements of historical facts included in this report are forward-looking statements. Forward-looking statements are based on the Company’s current expectations and assumptions regarding its business, the economy and other future conditions. The Company cautions readers that any such forward-looking statements it makes are not guarantees of future performance and that actual results may differ materially from anticipated results or expectations expressed in its forward-looking statements as a result of a variety of factors, including many that are beyond the Company’s control.

Important factors that could cause actual results to differ materially from the Company’s expectations include: existing and unknown future limitations on the ability of the Company’s direct and indirect subsidiaries to make their cash flow available to the Company for payments on the Company’s indebtedness or other purposes; reduced demands or prices for biofuels, biogases or renewable electricity; global demands for grain and oilseed commodities, which have exhibited volatility, and can impact the cost of feed for cattle, hogs and poultry, thus affecting available rendering feedstock and selling prices for the Company’s products; reductions in raw material volumes available to the Company due to weak margins in the meat production industry as a result of higher feed costs, reduced consumer demand, reduced volume due to government regulations affecting animal production or other factors, reduced volume from food service establishments, or otherwise; reduced demand for animal feed; reduced finished product prices, including a decline in fat, used cooking oil, protein or collagen (including, without limitation, collagen peptides and gelatin) finished product prices; changes to government policies around the world relating to renewable fuels and greenhouse gas (“GHG”) emissions that adversely affect prices, margins or markets (including for the DGD Joint Venture), including programs like the U.S. government’s renewable fuel standard, low carbon fuel standards (“LCFS”) and tax credits for biofuels both in the United States and abroad, or loss or diminishment of tax credits due to failure to satisfy any eligibility requirements, including, without limitation, in relation to the blender tax credit or the Clean Fuels Production Credit; climate related adverse results, including with respect to the Company’s climate goals, targets or commitments; possible product recall resulting from developments relating to the discovery of unauthorized adulterations to food or food additives or products which do not meet specifications, contract requirements or regulatory standards; the occurrence of 2009 H1N1 flu (initially known as “Swine Flu”), highly pathogenic strains of avian influenza (collectively known as “Bird Flu”), severe acute respiratory syndrome (“SARS”), bovine spongiform encephalopathy (or “BSE”), porcine epidemic diarrhea (“PED”) or other diseases associated with animal origin in the United States or elsewhere, such as the outbreak of African Swine Fever in China and elsewhere; the occurrence of pandemics, epidemics or disease outbreaks, such as the COVID-19 outbreak; unanticipated costs and/or reductions in raw material volumes related to the Company’s compliance with the existing or unforeseen new U.S. or foreign (including, without limitation, China) regulations (including new or modified animal feed, Bird Flu, SARS, PED, BSE or ASF or similar or unanticipated regulations) affecting the industries in which the Company operates or its value added products; risks associated with the DGD Joint Venture, including possible unanticipated operating disruptions, a decline in margins on the products produced by the DGD Joint Venture and issues relating to the announced SAF upgrade project; risks and uncertainties relating to international sales and operations, including imposition of tariffs, quotas, trade barriers and other trade protections imposed by foreign countries; tax changes, such as the introduction of a global minimum tax; difficulties or a significant disruption (including, without limitation, due to cyber-attack) in the Company’s information systems, networks or the confidentiality, availability or integrity of our data or failure to implement new systems and software successfully; risks relating to possible third party claims of intellectual property infringement; increased contributions to the Company’s pension and benefit plans, including multiemployer and employer-sponsored defined benefit pension plans as required by legislation, regulation or other applicable U.S. or foreign law or resulting from a U.S. mass withdrawal event; bad debt write-offs; loss of or failure to obtain necessary permits and registrations; continued

or escalated conflict in the Middle East, North Korea, Ukraine or elsewhere, including the Russia-Ukraine war and the Israeli-Palestinian conflict and other associated or emerging conflicts in the Middle East; uncertainty regarding the exit of the U.K. from the European Union; and/or unfavorable export or import markets. These factors, coupled with volatile prices for natural gas and diesel fuel, inflation rates, climate conditions, currency exchange fluctuations, general performance of the U.S. and global economies, disturbances in world financial, credit, commodities and stock markets, and any decline in consumer confidence and discretionary spending, including the inability of consumers and companies to obtain credit due to lack of liquidity in the financial markets, among others, could cause actual results to vary materially from the forward-looking statements included in this report or negatively impact the Company's results of operations. Among other things, future profitability may be affected by the Company's ability to grow its business, which faces competition from companies that may have substantially greater resources than the Company. The Company's announced share repurchase program may be suspended or discontinued at any time and purchases of shares under the program are subject to market conditions and other factors, which are likely to change from time to time. For more detailed discussion of these factors and other risks and uncertainties regarding the Company, its business and the industries in which it operates, see the Company's filings with the SEC, including the Risk Factors discussion in Item 1A of Part I of the Company's Annual Report on Form 10-K for the fiscal year ended December 30, 2023. The Company cautions readers that all forward-looking statements speak only as of the date made, and the Company undertakes no obligation to update any forward-looking statements, whether as a result of changes in circumstances, new events or otherwise.

The information, data, goals, and targets discussed in this report, including our 2030 and 2050 climate goals and targets, are based on currently available information, data, and reasonable estimates, have a high degree of uncertainty, and constitute forward-looking statements that may later be adjusted. Many of the risks and uncertainties associated with the information, data, goals, and targets in this report are out of our control and others are not even known as of the publication of this report. There are numerous uncertainties associated with the information and data in this report, some of which include the methodologies and standards for collecting, calculating, and estimating GHG emissions, reductions, and avoidance. These methodologies and standards are continuing to be developed and adapted, which may necessitate later revisions to the information and data in this report and the goals and targets premised on such information and data. There are also numerous risks associated with achieving the goals and targets in this report, some of which include the potential for changes to government policies, including GHG related incentives and mandates; operational challenges associated with our GHG reduction work; challenges or delays with sustainability or climate targeted technological advancements or implementations; and new or unforeseen climate events, burdens, or impacts. Adjustments to the goals and targets in this report may also be required over time due to other factors, such as the Company's performance, cash flows, or operational needs and objectives, or market factors.



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