

# Toward the Next Century

---

2021 Sustainability Report







<b>A Message from the CEO</b>	<b>5</b>
<b>Toward a Sustainable Century</b>	<b>6</b>
Our Approach to Sustainability	7
Our Products	8
The Task Force on Climate-Related Financial Disclosures (TCFD)	8
The Paris Agreement	9
<b>Innovation</b>	<b>10</b>
Natur-Al™	10
Investing in Sustainability	11
Sun and Wind in the Netherlands	11
Scrap Reprocessing	12
<b>Energy</b>	<b>13</b>
Energy Strategy	13
Total Electricity Consumption	13
The Importance of Renewable Energy	14
Investing in Technology and Performance	14
Fossil Fuels	14
<b>Emissions</b>	<b>15</b>
The Three Types of Emissions	15
Measuring Our Carbon Footprint	15
Air Quality	17
Utilizing Green Accounting	17
<b>Water, Waste, and Recycling</b>	<b>18</b>
Water Withdrawal	18
Spent Pot Lining	19
<b>The People at Century</b>	<b>20</b>
Advancing Our Safety Culture	21
Safety Incidents at Century Facilities	21
Incident Review Board (IRB)	22
Safety Leadership Training	22
Managing a Culture of Safety	22
Employee Health and Well-being	23
Century's COVID-19 Response	23
Heat Stress Safety and Monitoring Program at Our U.S. Smelters	24
Diversity, Equality, and Inclusion	25
Talent and Culture	25
Attracting Incoming Talent	26
Training and Education	27
Supporting Our Rising Leaders	28
Attracting and Developing Talent in Iceland	28
Labor Rights	29
Freedom of Association and Collective Bargaining	29
Human Rights	30
<b>Good Governance</b>	<b>32</b>
<b>A Code of Ethics</b>	<b>33</b>

Century monitors environmental, social, and governance (ESG) topics that may have a material impact on the Company. With the help of an external expert and through engagement of internal stakeholders, we determined that the following topics were the most relevant to Century's business priorities in 2021 and were the foundations of our Sustainability endeavors for the past year. We continue to periodically review this list of material topics with key stakeholders to ensure that the areas identified below continue to represent the key to advancing sustainability initiatives at Century.

Century has aligned our sustainability report with the most comprehensive and internationally recognized standards for corporate sustainability reporting. This report is prepared in accordance with the Sustainable Accounting Standards Board (SASB) Metals & Mining Standards and the Global Reporting Initiative (GRI) Standards.

GRI 102-46 Defining report content and topic boundaries

GRI 102-44 Key topics and concerns raised

GRI 102-47 List of material topics

#### **Cautionary Statements**

The information contained in our 2021 Sustainability Report is provided by Century Aluminum Company (the "Company" or "Century") as of the publication date and is subject to change. After the publication of this 2021 Sustainability Report, Century does not have any responsibility or obligation to update or revise any such statements, regardless of whether those statements are affected by new information, future events, or otherwise. This 2021 Sustainability Report is provided for informational purposes only for Century's stakeholders. It does not constitute any offer to buy or the solicitation of an offer to sell any securities of Century.

This Sustainability Report contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, and Section 21E of the Securities Exchange Act of 1934. Forward-looking statements are statements about future events and are based on our current expectations. These forward-looking statements may be identified by the words "believe," "expect," "hope," "target," "anticipate," "intend," "plan," "seek," "estimate," "potential," "project," "scheduled," "forecast," or words of similar meaning, or future or conditional verbs such as "will," "would," "should," "could," "might," or "may." Where we express an expectation or belief as to future events or results, such expectation or belief is expressed in good faith and believed to have a reasonable basis. However, our forward-looking statements are based on current expectations and assumptions that are subject to risks and uncertainties which may cause actual results to differ materially from future results expressed, projected, or implied by those forward-looking statements. Important factors that could cause actual results and events to differ from those described in such forward-looking statements can be found in the risk factors and forward-looking statements cautionary language contained in our Annual Report on Form 10-K, quarterly reports on Form 10-Q, and in other filings made with the Securities and Exchange Commission. Although we have attempted to identify those material factors that could cause actual results or events to differ from those described in such forward-looking statements, there may be other factors that could cause results or events to differ from those anticipated, estimated, or intended. Many of these factors are beyond our ability to control or predict. Given these uncertainties, stakeholders are cautioned not to place undue reliance on our forward-looking statements. We undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events, or otherwise.

# Protect, Evolve, and Deliver

---

We are pleased to present to you our second Century Aluminum Sustainability Report. We are proud of the progress we have made since last year and are excited to share with you the steps taken to build momentum toward a more sustainable future. It is our enthusiastic belief that aluminum will be part of the solution to the climate challenge. Given its light weight, conductivity, and infinite recyclability, aluminum is the material of choice, and we believe Century is well-positioned to supply society with the products it needs to lower emissions.

As we look ahead, we're excited for the "green future," and in this report we will share some of our initiatives and accomplishments. We start this journey by ensuring safe and responsible operations as our foundation. This belief – safety first – is reflected in our core values that focus around our responsibility to provide a safe and environmentally sustainable workplace for our people and the communities in which we operate. We want every Century citizen to return home safely at the end of the day.

In 2021 we created a new corporate strategy – Protect, Evolve, Deliver – where the first pillar, "Protect," is our obligation to protect our people, our planet, and our communities. As part of this process we redefined our safety vision and conducted company-wide training programs to embed this belief throughout the organization.

Century also "Evolved" during 2021. In our Company's first Sustainability Report we outlined our commitment to diversity, equity and inclusion, progressing climate change initiatives, protecting critical habitat, and best-in-class governance. We increased the transparency of our ESG efforts and goals, and we will continue to improve upon them in the coming years. Furthermore, we certified our corporate headquarters with the Aluminum Stewardship Initiative (ASI) as a first step toward gaining certification for our U.S. facilities. This program promotes responsible aluminum production and assures that certificate holders comply with a complete range of ESG standards to meet the 1.5 degree climate scenario.

We're proud to say we also "Delivered." In 2021 we produced and sold record volumes of our low-carbon aluminum product Natur-Al™. With direct CO<sub>2</sub> levels below two tonnes CO<sub>2</sub> per tonne of aluminum, Natur-Al™ has one of the lowest CO<sub>2</sub> footprints in the world. Although our journey is not complete, Century continues to work toward lowering the carbon footprint at all our operations.

Despite the challenges from operating through another year of COVID interruptions, our employees performed admirably, improving our operations while upholding our core values and our commitment to operate safely and sustainably. Each should be proud of their dedication, hard work, and respect for the health and safety of their colleagues and communities.

We encourage all of our stakeholders to read this Sustainability Report; we are always interested in hearing the thoughts and opinions of all stakeholders to help us continue to improve.

**Jesse Gary**



# Toward a Sustainable Century

Century Aluminum Company is a global producer of primary aluminum with corporate headquarters in Chicago, Illinois, and operations in the United States, Iceland, and the Netherlands. We operate three aluminum smelters in the United States – in Hawesville, Kentucky (Hawesville), Robards, Kentucky (Sebree), and Mt. Holly, South Carolina (Mt. Holly) – as well as one aluminum smelter in Grundartangi, Iceland (Norðurál). These facilities produce standard grade and value-added primary aluminum products. Our current annual production capacity is just over one million tonnes per year (tpy), which makes us responsible for roughly 1.5% of the global production of primary aluminum.

In addition to our aluminum operations, we also operate a carbon anode production facility in Vlissingen, Netherlands (Vlissingen), which supplies carbon anodes to Norðurál. Anode production facilities are operated on-site at our U.S. smelters. Carbon anodes are essential to the electrolysis process in the production of primary aluminum.

**At the end of 2021, Century employed over 2,000 people globally.**



# Our Approach to Sustainability

At Century, we understand the importance of environmental stewardship and continually seek ways to mitigate any environmental impact from our operations. Every employee contributes to this effort through their own actions and by upholding our Company values. This philosophy applies to our approach in addressing climate change, where we collaborate with international organizations working toward a collective climate solution. We contribute by monitoring and reporting our energy use and emissions at each of our facilities, as well as looking for, assessing, and evaluating opportunities to invest in cleaner and more efficient production processes and technology upgrades. We also participate in industry-wide efforts aimed at addressing this important issue for the future of our world.

As a major player in the global primary aluminum sector, and as the largest producer of primary aluminum in the United States, Century has a critical role to play in building momentum toward a more sustainable future.

The world is facing increased risks and challenges relating to climate change, as well as other environmental and social issues, and consumers and investors are demanding more responsible practices and greater accountability from businesses. Companies, including Century, are building momentum on sustainability, which has been recognized as an imperative for companies as we move forward into 2022 and beyond. Century is well positioned to be part of the broader solution to sustainable development.

As shown, Century's total production of primary aluminum in 2021 was 809,000 metric tons (MT) at four smelters. The Company's total capacity is 1,020,000 tonnes per year (tpy).

Aluminum is a key enabler of the transition to a low-carbon and resource-efficient society. Its unique properties, such as infinite recyclability, strength, lightness, and versatility, help to respond to the demands of society today without compromising the ability of future generations to meet their needs. Century applies its specialized knowledge and experience in the primary aluminum industry to deliver consistent, high-quality products to customers, while in turn working to improve the sustainability performance of our own operations.

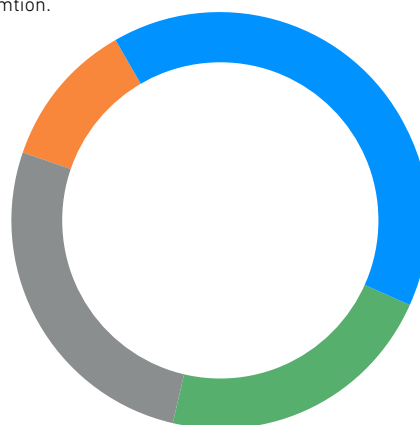
At Century, we strive to provide innovative and reliable aluminum products to our customers, best-in-class returns for our stakeholders, and a safe and environmentally sustainable workplace for our people and the communities in which we operate. We seek to responsibly operate our businesses to maintain a strong balance sheet through commodity cycles, while investing to lower our cost structure, expand our production, and increase our competitiveness.

## **Mt. Holly SC – 88,000 MT**

Work flow analysis helped eliminate bottlenecks in billet manufacturing to increase efficiency and reduce power consumption.

## **Norðurál ICE – 315,000 MT**

ASI-certified electricity from 100% renewable sources. Natur-Al™ – the World's Greenest Aluminum.



## **Sebree KY – 209,000 MT**

Improved cleaning process for copper anode rods reduced voltage drop to increase pot stability and current distribution and reduce power consumption.

## **Hawesville KY – 172,000 MT**

The largest High Purity Aluminum manufacturer in the U.S. New protocols identify and correct pot temperature control, improving operational stability.

---

# Our Products

---

In 2021, Century produced approximately 809,000 tonnes of primary (non-recycled) aluminum. Our range of products includes Natur-Al™, our low-carbon aluminum, delivered in ingots; high purity aluminum for precision instruments and aerospace; and value-added products such as primary foundry alloys, slabs, and billets, as well as pure raw aluminum delivered in sows.

Carbon anodes are produced in Vlissingen, to supply Norðurál in Iceland. The anodes, a critical component in the production of primary aluminum, require substantial amounts of natural gas – a resource not readily available in Iceland – for their manufacture. Our U.S. smelters produce anodes at on-site facilities.



## Pure Enough for Space

**Our Hawesville facility in Kentucky is proud to be the largest producer of high purity aluminum in the United States. At purity levels that average over 99.9%, this premium product is suitable for the most demanding applications, such as in high performance aircraft, scientific equipment, and the International Space Station.**

**Fostering transparent and open dialogue with our stakeholders is integral to Century's continued success. Our engagement with stakeholders is based on communication and collaboration. We take stakeholder feedback into account when determining how we conduct our business, how we retain customers, and how to understand the impacts from our operations.**

## Aligning with the Task Force on Climate-Related Financial Disclosures (TCFD)

As part of our stakeholder engagement dialogues, our investors and other stakeholders have identified TCFD as an important guiding framework for companies to demonstrate their response to climate change. In 2021, we at Century performed our first initial assessment following the recommendations of TCFD to map our strategy against the TCFD core elements. This work will continue to be advanced as we move forward into 2022 and the coming years.

## EU Emission Trading System

As members of the European Economic Area (EEA) and signatories to the Paris Agreement, Iceland and the Netherlands have each implemented legislation to abide by the Paris Agreement and Directive 2003/87/EC of the European Parliament, which establishes a "cap and trade" scheme for greenhouse gas emission allowance trading. We comply with the Directive by participating in the European Union (EU) Emissions Trading System, which requires us to purchase carbon dioxide allowances for our Norðurál and Vlissingen plants.



---

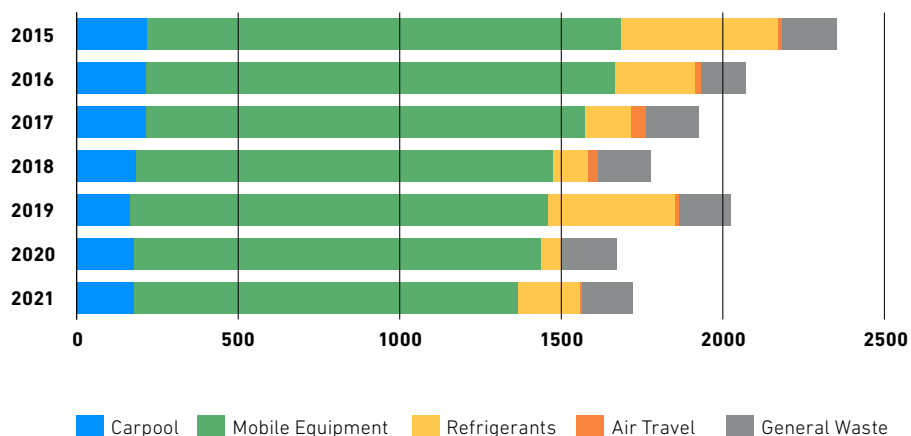
# The Paris Agreement

---

Norðurál has set ambitious targets for reducing GHG emissions and waste from sources outside the EU Emissions Trading System by 40% by 2030, with a 2015 baseline. Significant success has already been achieved. As of 2020, greenhouse gas emissions within the scope of the Action Plan have decreased by 29% and the amount of waste by 2%.

## Norðurál Emissions by Origin

in CO<sub>2</sub> equivalents (tonnes)



Mobile equipment is responsible for the greatest share of emissions, while emissions by carpooling and refrigerants can be significantly reduced. A reduction of 14% has already been achieved.

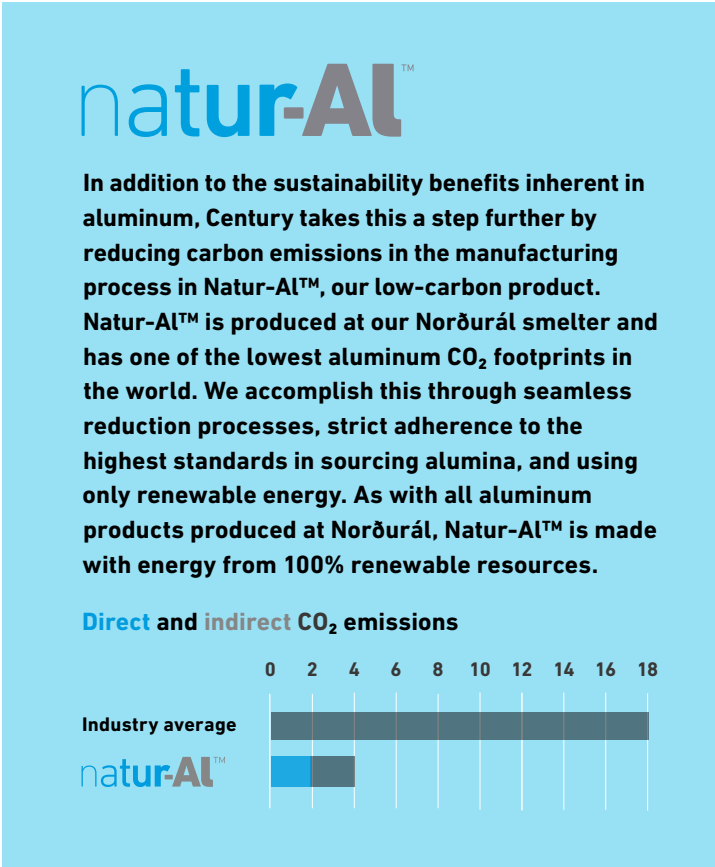
We continue to monitor any climate change regulations and policies that are implemented or considered in the United States, the Netherlands, and Iceland, including any new policies or regulations connected to the reentry of the United States into the Paris Agreement in early 2021. We will continue to ensure that we are compliant with any climate-related regulations that may govern the way we do business, now and into the future.

# Innovation

Doing our part to combat climate change means investing in new technology and machinery to reduce our carbon footprint and improve production efficiencies, as well as continuing to improve our internal processes. Through these investments we distinguish ourselves in environmental sustainability efforts and reinforce the Century brand.

We believe aluminum will play a central role in creating a sustainable future. The light weight, formability, and durability of the metal make it desirable to use in a variety of applications, while offering significant advantages to producers and end users. By using a lighter metal, manufacturers can make products lighter, more fuel efficient, and recyclable. With over 75% of all aluminum ever produced still in circulation today, combined with the reduced energy needs for repurposing it, this material offers unrivaled recyclability.

Our mission is to enhance the value of all products that are built with our metal. Century is committed to working with all our partners across the supply chain to produce a sustainable and lower-carbon aluminum product. We firmly believe that Natur-Al™ helps Century and our customers contribute toward a better, greener future. We want manufacturers to use our product with pride, and to use it to their own advantage in highly competitive markets for consumer goods, vehicles, medicine, construction materials, and countless other applications. Like all aluminum, Natur-Al™ is 100% recyclable, and repeated recycling will reduce its footprint even further into the future. In addition, Natur-Al™ ZERO is our fully offset, pure, carbon-neutral aluminum product line through which we encourage and assist our customers in reaching carbon neutrality through contributions to reforestation and wetland reclamation projects.



## Investing in Sustainability

Century has invested significant capital in recent years to increase our production and grow our product portfolio to include more value-added aluminum products, thus better serving our customers in the U.S. and Europe. We believe that our focus on lowering costs and commoditizing our product line will enable us to deliver profitable long-term growth. This will also differentiate Century from overseas competitors who have longer supply lines into the markets in which we serve.

In 2021, we commenced construction on a new casthouse at Norðurál. The new value-added casthouse will have a capacity of 150,000 tonnes of billet production and is expected to start production in the first quarter of 2024. The expansion project will also double Grundartangi's annual capacity to produce primary foundry alloys from its current 60,000 tonnes of capacity to 120,000 tonnes. The new Natur-Al™ billets and foundry products will be produced to meet growing demand from European customers for low-carbon aluminum products. In addition, by utilizing renewable electricity to further process our aluminum into billets in Iceland, we are creating a more valuable product, strengthening the Natur-Al™ brand and lowering the carbon footprint of aluminum production throughout Europe. We are proud to announce that the project will be fully financed with Icelandic green financing from Arion Bank and powered with green energy from our partners at Landsvirkjun. Natur-Al™ billet and foundry products are expected to have less than a quarter of the CO<sub>2</sub> content of the industry average, fulfilling the growing demand from Europe's most environmentally conscious consumers.

At our U.S. operations, we are continuously working to better understand the characteristics and properties of raw materials and their impact on the sustainability of our process. With this information, we can make better decisions on how to adjust manufacturing, optimize raw materials to improve efficiencies, and reduce emissions. In addition, we educate our employees to better understand the impact of various operational decisions on the environmental performance of our plants. All of these efforts help minimize environmental impact, as well to increase safety and efficiency in our production processes.



### Sun and Wind in the Netherlands

**In 2021, our team at Vlissingen partnered with energy cooperative Zeeuwind in the Netherlands to install solar panels on Vlissingen's roofs over the course of the coming year. A total of 9,000 solar panels will be installed, providing enough energy to power 1,000 households. Regulatory restrictions prevent us from using the energy in our own manufacturing processes, but we are proud to provide clean, sustainable energy to the local community.**

Century also offers aluminum made with recycled content for our clients looking to minimize their environmental impacts. We continuously look for opportunities to further integrate recycled content into our products, and in 2021 our Sebree smelter started a partnership with a customer to develop a new alloy containing a material amount of recycled content. This helps customers lower their own carbon footprint while helping Century conserve resources and in turn reduce emissions. Century can purchase scrap at bulk from waste markets, and since recycled aluminum requires 95% less energy to process than primary aluminum, this offers multiple layers of emission reductions.

As outlined in our Health, Safety, and Sustainability Policy, Century has a focus on reducing the carbon footprint of our aluminum products. Our EVP, Global Operations, and Operations team are primarily responsible for continuing to investigate new ways of producing aluminum with less carbon, exploring and proposing new ways we can collaborate with customers and suppliers to produce new products that distinguish us from our competitors. All our casthouses are certified to the ISO 9001 Quality Management standard, which demonstrates our ability to consistently deliver products that meet customer and regulatory requirements. By better understanding the needs of our stakeholders, we can create innovative products to capitalize on new markets.

GRI 103-1/2/3 Management Approach Innovation  
GRI 103-1/2/3 Management Approach Low Carbon Products

## Scrap Reprocessing

As part of our operations, we maintain billet casthouses where, over the course of the past few years, we have increased the amount of scrap we recycle back into our products. We are also in the midst of constructing a new casthouse at our Grundartangi operations, where additional recycling of scrap will occur. Century is also committed to exploring additional opportunities to reprocess and reuse scrap aluminum in its operations going forward. As we continue to increase the amount of scrap aluminum that is reprocessed in our operations, we are in turn reducing our carbon footprint and giving our customers the opportunity to buy aluminum products with recycled content.

### 2021

- We secured a green finance loan for a new billet casthouse at our Norðurál operations. This smelter will use 100% renewable energy to process Natur-Al™ aluminum and help reduce the carbon footprint in the value chain of aluminum production. Since this project will have significant, positive environmental impact, it qualified for a green loan from Arion Bank, who awards these types of loans based on the standards set by the International Securities Markets Association (ISMA).
- Mt. Holly conducted a life-cycle engineering analysis to study the work flow of the billet manufacturing process. This analysis was used to identify production bottlenecks and allows our manufacturers to anticipate and address delays and backlogs before they escalate.
- Our operations at Sebree made improvements to the cleaning process for copper anode rods that reduce the voltage drop across the anode rod to the aluminum bus connection. The increased cleanliness improved this connection and reduced the voltage drop by 50 MV, directly impacting pot stability and anode current distribution and lowering power consumption.
- Sebree implemented a unique system to combine alumina of various quality to create a usable blend. This allows us to minimize alumina spillage, improve pot performance, and optimize metal purity. Over the year, Sebree successfully blended five different suppliers, minimizing the negative impact of out-of-specification alumina around particle size and impurities.
- Hawesville improved production efficiency by implementing a new operational organization that proactively identifies complications and corrects them. This has allowed us to focus on pot temperature control through training, in addition to facilitating early intervention on pots before they become unstable.
- At Norðurál we are continuing to transition from diesel vehicles to electric ones. This fleet upgrade includes vehicles used on site in addition to carpooling cars, and to date has resulted in a 14% emission reduction for on-site vehicles and an 18% reduction for carpooling cars since 2015.
- In partnership with Qair, we have agreed to join forces in the development of a solution to capture CO<sub>2</sub> from the Norðurál smelter. If successful, the captured CO<sub>2</sub> would be used for the production of eFuel in connection with Qair's hydrogen plant, which is planned on a site in the Grundartangi industrial area.
- The Midcontinent Independent System Operator (MISO), which provides most of the electricity to our U.S. smelters, decreased its emissions per MWh by over 5%. We are continuing to actively pursue opportunities to add renewable power sources directly into the supply chain for our Kentucky plants through bilateral arrangements.



# Energy

The reduction of alumina, our principal raw material, into primary aluminum requires a significant amount of electric power. In the last year, the primary aluminum industry has continued to focus on the goal of a significant reduction in its carbon footprint, which in large part arises from the electric power consumed in the smelting process; Century has been and will continue to be a committed participant in these critical efforts.

## Energy Strategy

Reliable access to electricity is critical to our operations, and electrical power is our single largest production cost. Century sells aluminum into a global commodity market, and in order to maintain, grow, and expand our operations, we must have consistent access to reliable power at all of our smelters on competitive terms. At the same time, the carbon footprint of our electricity supply is the single largest determinant of the carbon footprint of our products and our company as a whole. Our energy strategy is threefold:

- (i) We seek opportunities to reduce the overall energy we consume through a variety of production efficiency and technology upgrades at all of our facilities.
- (ii) We seek to secure competitively priced power for our operations.
- (iii) We seek to lower our carbon footprint through the increased use of renewable energy in our power mix across our operations.

All of our efforts are constrained at any given time by the applicable laws, regulations, and regulatory regimes we are subject to both domestically and abroad.

## Like a City of Millions

**During the smelting process, alumina – a chemical compound of aluminum and oxygen – is dissolved into a solution and a strong electric current is applied to free the aluminum from its strong bond to the oxygen molecules. Even with the most modern processes, it takes 14–16 MWh of electricity to produce a tonne of pure aluminum, about 1.5 times the amount of energy an average household uses over a whole year. Our total consumption of electricity in 2021 was a little over 12.5 TWh, equivalent to around a million households.**

## Total Electricity Consumption 2019–2021

MWh Electricity Consumed	2019	2020	2021
Mt. Holly	1,712,043	1,637,468	1,464,474
Hawesville	2,739,955	3,025,888	3,004,498
Sebree	3,367,131	3,229,453	3,290,881
Norðurál**	4,677,219	4,645,419	4,688,527

\*\* We have combined the electricity consumption data for our Vlissingen and our Norðurál operations as Vlissingen produces more than 90% of the anodes used by Norðurál for its production process for primary aluminum. All our U.S. facilities have anode facilities on site, and therefore the electricity consumption data above for Hawesville, Sebree, and Mt. Holly incorporate electricity consumption associated with their anode production as well as their primary aluminum production processes.

## The Importance of Renewable Energy

In Iceland, Norðurál sources 100% of its energy requirements from highly reliable hydroelectric and geothermal resources. This, along with Norðurál's world-class operational performance, results in Norðurál's CO<sub>2</sub> emissions being among the lowest in the world. We are currently exploring diversifying our renewable energy sources still further for the Norðurál operation, including through windfarms.

In the U.S., an increasing percentage of our electricity is generated from renewable sources, such as wind and solar. We continue to actively pursue opportunities to add renewable power sources directly into the supply chain for our plants located in Kentucky and South Carolina. In partnership with one of the Department of Energy's laboratories, we are in the initial stages of a project focused on testing new technology in our U.S. operations that would allow more flexible potline operations and facilitate greater integration of intermittent renewables into the power grid from which we take energy. We are also evaluating the potential of a number of proposed solar projects at all of our U.S. locations, from on-site generation to the acquisition of renewable energy credits (RECs) for the purpose of further reducing our emissions.

## Investing in Technology and Performance

One of the Key Performance Indicators (KPI) by which we measure our smelters is the amount of electrical power required to produce a tonne of aluminum; we make significant investments in technology toward reducing the power intensity of our plants. We also measure and work to reduce the number and duration of anode effects. In our operations, anode effects measure the stability of the reduction process and have a direct correlation to the environmental performance of the smelters. Each of these KPIs has been continuously improving across our system.

We also make significant investments and take particular care in the operation of the environmental systems at each of our facilities, the performance of which is regularly reviewed by local regulatory authorities. In addition, we have efforts at each of our plants aimed at maximizing materials reused or sent to recycling facilities, as well as minimizing the amount sent to landfills.

## Fossil Fuels

In addition to electricity, fuel consumption is a component of our overall energy consumption, and includes our use of diesel, natural gas, gasoline, and propane. In 2021, we consumed approximately 170,216 MWh of fuel at Vlissingen, 4,899 MWh of fuel at Norðurál, 214,146 MWh of fuel at Hawesville, 376,410 MWh of fuel at Seabree, and 218,013 MWh of fuel at Mt. Holly.

We remain committed to the continued exploration of new ways to increase our use of reliable renewable energy while decreasing our reliance on more carbon-intensive energy sources. The aluminum smelting process is continuous, and any interruption to the power supply can lead to costly damage to reduction cells and other smelting equipment. This makes the reliability and competitively priced nature of our power supply crucial to our operations. While the U.S. power utilities and power markets we source power from are in the process of retiring high-carbon power plants and replacing with lower-carbon natural gas and zero-carbon renewable generation, the expected pace of change of the overall generation mix may limit our ability to produce "green" metal at a pace that suits us. We are therefore actively investigating the economic viability of direct purchases or virtual PPAs with renewable projects for our U.S. plants.

GRI 302 Management Approach

# Emissions

Century is committed to minimizing environmental impacts from its operations and complying with or exceeding the requirements of all applicable environmental laws and regulations. We monitor our emissions throughout the aluminum production process at each of our facilities. Relevant GHG, particulate, and volatile emissions are measured, captured, and maintained within regulated levels and operating licenses. Century performs regular inspections on the equipment used to measure and manage these emissions to ensure their proper function. All our operations have effective environmental management systems in place; in particular, Norðurál is certified to the ISO 14001 Environmental Management standard, and we have started our journey toward ISO 14001 certification for our U.S. facilities. We spend significant resources and effort toward operating our smelters within a tight band of consistency and stability, mindful of the direct correlation between the stability of operations and the emissions produced in the primary aluminum process.

SASB EM-MM-110a.2  
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions

GRI 305 Management Approach

## The Three Types of Emissions

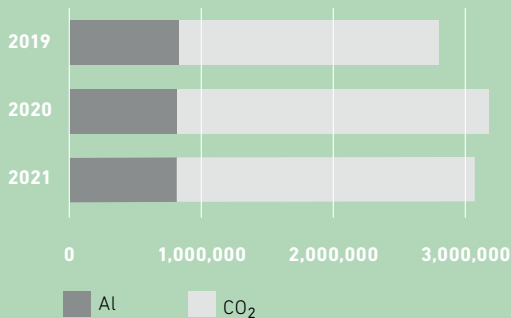
We measure and report Scope 1 (direct) and Scope 2 (indirect) emissions at each of our sites. For our U.S. operations, we calculate Scope 1 emissions according to methodologies found in the EPA Greenhouse Gas Reporting Program and the Greenhouse Gas Protocol. At our Icelandic and Dutch operations, we operate pursuant to the EU Emissions Trading Scheme, and our Scope 1 emissions data and calculations are independently audited at each location.

In addition, our aluminum production at Norðurál in Iceland is certified by the ASI Performance Standard requiring life-cycle analysis of finished products, including traceability from mine to metal and a third-party verification of CO<sub>2</sub> emissions (Scope 1, Scope 2, and Scope 3).

## Measuring Our Carbon Footprint

The data contained in the charts below represent the CO<sub>2</sub> emissions generated from our aluminum production processes. While our CO<sub>2</sub> emissions have increased since 2019 as we increase and expand our operations, the all-important measure of CO<sub>2</sub>/tAl shows significant improvements.

CO<sub>2</sub> Emissions and Production of Primary Aluminum



## Sustainable Growth

**As we grow and expand our operations, our commitment is to manage our emissions responsibly and reduce CO<sub>2</sub> emissions per tonne of primary aluminum. Even incremental reductions of our carbon footprint per tonne of finished product require steady improvements in technology and processes, investments in operational stability, training of skills and environmental awareness, and constant oversight over the entire value chain.**

# Emissions

Unless otherwise noted, we combine the Scope 1 emissions data for our Vlissingen and Norðurál operations, as Vlissingen produces more than 90% of the anodes used by Norðurál for its production process for primary aluminum. Our U.S. facilities all produce anodes on site, and therefore the Scope 1 emissions data for Hawesville, Sebree, and Mt. Holly all incorporate emissions associated with their anode production as well as their primary aluminum production processes.

## Scope 1 (Direct) Emissions in MT CO<sub>2</sub>e

	2019	2020	2021
Mt. Holly (a)	251,397	250,380	258,063
Hawesville (a)	615,196	940,316	812,481
Sebree (a)	537,224	595,640	606,559
Norðurál (b)	561,400	568,400	582,355

SASB EM-MM-110a.1 – Gross global Scope 1 emissions  
GRI 305-1 – Direct GHG emissions (Scope 1)

(a) All Scope 1 emissions numbers denoted above for Hawesville, Sebree, and Mt. Holly reflect data that the Company reports to the U.S. EPA on an annual basis.

(b) All Scope 1 emissions numbers reflected above for Norðurál were calculated in accordance with the EU Emissions Trading System.

## Consolidated Scope 1 Emissions in MT CO<sub>2</sub>e per MT Aluminum

	2019	2020	2021
All Facilities	2.36	2.87	2.79

## Scope 2 (Indirect) Emissions in MT CO<sub>2</sub>e

	2019	2020	2021
Mt. Holly (a)	527,300	504,300	451,138
Hawesville (a)	1,188,100	1,312,100	1,302,283
Sebree (a)	1,464,200	1,400,400	1,417,635
Norðurál (b)	8	8	8
Total	3,179,608	3,216,808	3,171,064

(a) All Scope 2 emissions numbers denoted above for Hawesville, Sebree, and Mt. Holly reflect data that the Company reports to the U.S. EPA.

(b) Our Scope 2 emissions arising out of the Norðurál smelter alone were calculated through the use of the average emission factors for electricity production in Iceland, published by the Environmental Agency in Iceland; the component of this calculation arising out of the Vlissingen facility comes from data furnished by our power suppliers in Vlissingen.

## Consolidated Scope 2 Emissions in MT CO<sub>2</sub>e per MT Aluminum

	2019	2020	2021
All Facilities	3.83	3.92	3.92



# Air Quality

As part of our manufacturing processes, the release of various particles other than CO<sub>2</sub> into our atmosphere is all but inevitable. We work hard to remain well within all applicable environmental standards, permits, and licenses, and in 2021 there was no material breach by our operations against environmental permits or licenses at any of our locations. In this report, we provide data on carbon monoxide (CO), nitrous oxide (NO<sub>x</sub>), sulphur dioxide (SO<sub>2</sub>), and fluoride. We also emit particulate matter, mercury (Hg), and volatile organic compounds (VOC), all of which are monitored.

## Hawesville Air Quality Emissions

	2019	2020	2021
CO	124.57 MT	600.16 MT	N/A
NO <sub>x</sub>	153.31 MT	146.87 MT	168.46 MT
SO <sub>2</sub>	1,428.45 MT	1,429.54 MT	1,295.28 MT
PM10	205.48 MT	359.61 MT	381.47 MT
Hg	2.17E-5 MT	7.73E-4 MT	0.001 Kg
VOC	94.17 MT	108.59 MT	162.39 MT
Fluoride	N/A	N/A	N/A

## Mt. Holly Air Quality Emissions

	2019	2020	2021
CO	20,442 MT	22,326 MT	20,547 MT
NO <sub>x</sub>	83 MT	99 MT	104 MT
SO <sub>2</sub>	1,595 MT	1,572 MT	1,033 MT
PM10	91 MT	75 MT	74 MT
Hg	0.029 MT	0.059 MT	0.057 MT
VOC	14.4 MT	13.4 MT	13.8 MT
Fluoride	29.2 MT	24.39 MT	30.4 MT

## Sebree Air Quality Emissions

	2019	2020	2021
CO	22,872 MT	21,690 MT	22,113 MT
NO <sub>x</sub>	40 MT	42 MT	45 MT
SO <sub>2</sub>	3,914 MT	3,605 MT	3,761 MT
PM10	132 MT	108 MT	116 MT
Hg	0.00E+00 MT	0.00E+00 MT	0.00E+00 MT
VOC	3 MT	3 MT	3 MT
Fluoride	95.56 MT	186.57 MT	191.56 MT

## Norðurál Air Quality Emissions

	2019	2020	2021
CO	N/A	N/A	N/A
NO <sub>x</sub>	N/A	N/A	N/A
SO <sub>2</sub>	3,421 MT	2,700 MT	3,348 MT
PM10	235 MT	218 MT	222 MT
Hg	<LOD	<LOD	<LOD
VOC	8 MT	18 MT	N/A
Fluoride	121 MT	120 MT	121 MT

## Utilizing Green Accounting

Norðurál keeps and publishes its Green Accounting on an annual basis and delivers this report to the Environment Agency of Iceland in accordance with applicable law and regulations. The aim of Green Accounting is to improve our Norðurál plant's ability to identify opportunities to increase efficiency, improve processes, reduce waste, and increase general awareness of environmental issues throughout the manufacturing process. Century is in the process of implementing Green Accounting at all U.S. facilities.

GRI 302-1 Energy consumption within the organization  
SASB EM-MM-130a.1 (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable  
GRI 103-1/2/3 Management Approach Energy  
GRI 305-1 Direct GHG Emissions

GRI 305-2 Energy-based Indirect GHG Emissions  
GRI 103-1/2/3 Management Approach Emissions  
SASB EM-MM-110a.1 Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations

# Water, Waste, and Recycling

Water is perhaps the most important component of any ecosystem. All living organisms need water to grow and survive, and all freshwater ultimately depends on the continued healthy functioning of ecosystems. Water is also the primary medium through which we will feel the effects of climate change.

Water availability is, and has always been, uneven, with some places enjoying an overabundance of water and others enduring almost perpetual scarcity.

Iceland is an example of a country with an almost limitless availability of fresh water that can be used responsibly without affecting groundwater levels. In all cases we take every measure to limit our water usage, limit waste, and recycle as much as we can of the water we have access to.

## Water

The largest source of water consumption at our facilities is in our casthouses, and they represent our greatest opportunity to reduce the amount of water we use. We are constantly looking at ways to minimize our water use and to implement new technologies that improve the efficiency of our use of water. As an example, in 2021, we installed an air-cooled HDC caster at the Mt. Holly facility. This investment will help the facility save water used during operation by using air for cooling instead of drawing water.

## Water Withdrawal in Thousands m<sup>3</sup>

	2019	2020	2021
Mt. Holly	409.70	431.70	224.60
Hawesville	40.60	61.20	49.70
Sebree	1,913.50	464.30	478.90
Norðurál**	185.28	180.61	177.12
Vlissingen	96.11	113.47	108.40
Total	2,645.19	1,251.28	1,038.72

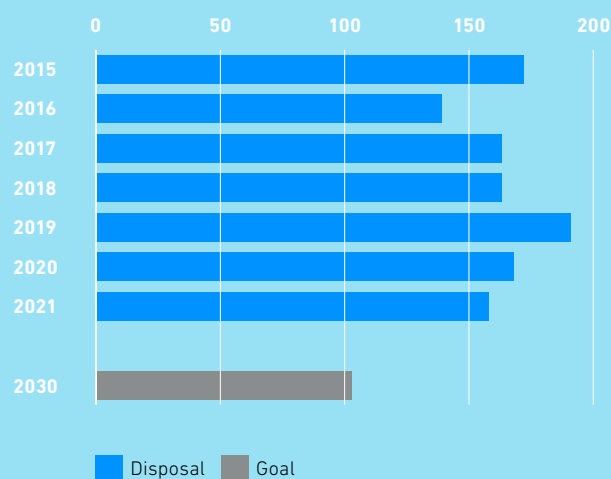
\*\* Norðurál additionally uses some seawater during its operations; however, this represents less than 3% of Norðurál and Vlissingen's total water consumption.

## Waste

Managing, reducing, and redirecting the waste we produce in our operations and during the smelting process is an important part of our environmental stewardship efforts and sustainability strategy. Our procedures ensure the responsible and efficient management of any hazardous and non-hazardous waste, and the sustainable recycling and disposal of aluminum and other by-products produced during the aluminum production process.

## Reduced Waste Disposal

in CO<sub>2</sub> equivalents (tonnes)



**In 2020 more than 76% of the waste generated by Norðurál's activities was recycled. A major part of that is production waste such as anode waste and coal dust.**

## Spent Pot Lining

Spent pot lining (SPL) is a waste material generated from our aluminum production processes. In essence, pots used in our operations will have cell linings that absorb various materials and substances, including fluorides and aluminum. Pots eventually fail and will need to be removed as part of the ordinary course of operating an aluminum smelter. This removed material from the pots is known as SPL. SPL is considered a hazardous waste material under the guidelines set forth by the U.S. EPA.

We recycle and reuse any SPL in accordance with applicable laws and requirements at each of our operations, as well as with our own internal practices on appropriate care and handling of such waste material.

## Hawesville Waste in Metric Tons

	2019	2020	2021
Recycled Waste	2,800	1,240	N/A
Waste to Landfill	N/A	N/A	N/A

## Sebree Waste in Metric Tons

	2019	2020	2021
Recycled Waste	511	2,517	1,378
Waste to Landfill	8,791	7,048	7,586

## Mt. Holly Waste in Metric Tons

	2019	2020	2021
Recycled Waste	4,781	4,397	8,850
Waste to Landfill	4,052	2,365	16,284

## Norðurál Waste in Metric Tons

	2019	2020	2021
Recycled Waste	42,565	42,722	41,752
Waste to Landfill	10,393	11,571	10,408







---

# The People at Century

---

With over 2,000 employees in three countries, we are united by our commitment to delivering consistent, high-quality aluminum products to our customers. Our teams bring together unique skills, backgrounds, and perspectives to solve challenges and meet market demand for responsibly produced, high-quality primary aluminum.

Every employee plays a role in helping us reduce and manage our environmental impact and carbon footprint. We prioritize taking care of each other and building a culture that values the health and safety of our employees, communities, and environment.

## Advancing Our Safety Culture

Nothing is more important than the health and safety of our employees and their families. We strive for zero injuries and accidents, to foster systems and processes aimed to continuously improve our health and safety performance, and to integrate risk management relating to health and safety into all aspects of our operations. Teamwork gets us home, every day, because safety is our first priority.

In 2021, we continued to expand on our commitment by building upon and improving our existing health, safety, and environmental programs and management systems. In the process, in late 2021, we created a new VP of HSE, Sustainability and Management Systems role. Steinunn Dögg Steinsen, HSE Manager at Norðurál, was selected for that role and reports directly to the EVP of Global Operations. We are on the path to interdependency amongst all of our operations, both domestic to the United States and overseas. We are committed to aligning our HSE structures, training materials, and process as well as roles and responsibility across the entirety of our Century operations. Each plant is reviewing HSE procedures against the Corporate HSE management system and making adjustments to align these procedures accordingly.

We remain focused on strengthening our safety culture and advancing our processes in place to support it. We take an all-hands-on-deck approach to safety: we require employees to stop work immediately when they recognize a potential hazard and report it to the appropriate members of their teams. We investigate significant incidents at our facilities according to internal policies and procedures, and of course any applicable laws and regulations. In the event of an incident, we use it as a learning opportunity and strive to prevent the recurrence of any such incidents in the future at both the facility where it occurred and at any of our other operations.

We recognize the importance of upholding these high standards in our daily commitment to keeping each other safe. As such, we equip employees with the knowledge and training needed to respond to an array of incidents including fire response, confined space rescue, emergency medical response, HAZMAT response, man overboard training, and AED/CPR training. We provide training and workshops on high-risk topics to aid in hazard recognition and hazard management for our employees in addition to our Leadership Training.

## Incident Rate at Century Facilities

	2018	2019	2020	2021
Total Recordable Injury Rate	1.51	1.05	1.28	2.27
Days Away and Restricted Injury Rate	0.78	0.41	0.62	1.39
Fatalities	0	0	2	0

## Incident Review Board (IRB)

In 2021, we established the Incident Review Board (IRB) to review HSE incidents at all of the operations by Century leadership. The IRB brings together leadership from across all Century sites, providing an opportunity to share event details, corrective actions, and learnings in a discussion format as a team. Feedback is invited and welcomed as an avenue for each site to learn from the others and to share critical knowledge and systems that may have been discovered through the occurrence of any such events. Through this process, we work to identify the root cause and appropriate corrective actions to be implemented and shared amongst all Century teams.

## Safety Leadership Training

In 2021, we conducted Safety Leadership Training at all U.S. plants that included front line to Senior Management. This was a two-day interactive course focused on our vision and values, culture, critical thinking, leadership skills, communication skills, and individual safety messages. Both Union executive committees at our Kentucky plants have been trained, and an hourly version of the program is being developed for rollout in 2022. The leadership training objectives are meant to align leaders to our vision and values, advance our HSE culture, ensure clear communication on the importance of safety, analyze human performance factors, and instruct how to conduct incident analysis. The intent of the leadership training is to develop capabilities for driving positive HSE outcomes and providing fundamental leadership skills to our front-line leaders.

## Managing a Culture of Safety

Our goal is to maintain a safe work environment and culture through focus and continued investment in our safety programs and risk reduction initiatives. Century's HSE Vision and Values, HSE Policy, and our Health, Safety, and Sustainability Policy, as well as other individual facility and internal policies, set forth expectations designed to provide a safe work environment for all employees.

Safety is everyone's responsibility, and we expect each of our employees to support our commitment to safety by working in compliance with all applicable safety laws and our company-wide and individual site policies. Leadership and employees work together on incident investigations to determine root cause and corrective actions. We have instituted our Incident Review Board process in 2021 to ensure the learning and knowledge from any incidents, and related investigations are shared across Century. All of our operations have health and safety management systems in place. Our Norðurál plant in Iceland is certified to the ISO 45001 Occupational Health and Safety Management system. This is an internationally recognized standard, which showcases its commitment to providing a safe and healthy workplace. Work toward certification in our U.S. plants has begun.

At each of our facilities, we have a performance-linked incentive system for employees that considers safety and environmental factors. For our executive management team, we link payouts under our annual incentive plan to achievement of certain pre-established safety performance targets.

## Employee Health and Well-being

Century works to help employees ensure they are physically fit to perform the requirements of the job by conducting health screenings and by providing well-being services to our employees and their families. These well-being efforts supported by the Company include:

- Health screenings for incoming and existing employees at all operations
- Beryllium health screenings in accordance with Occupational Safety and Health Administration (OSHA) regulatory standards at our U.S. locations
- Physical fitness evaluations at all operations
- Medical support and treatment on site at each of our operations
- Drug and alcohol testing program at each of our operations
- Hexavalent chromium screenings and crystalline silica screening per OSHA regulatory standards at our Kentucky operations
- Employee financial assistance at all locations
- Resources for any Family and Medical Leave Act (FMLA)/Short-Term Disability (STD) claims at our U.S. locations
- Seminars in the workplace regarding health and well-being

## Century's COVID-19 Response

Our commitment to safety is underscored by our response to the COVID-19 pandemic. From the beginning, we have taken aggressive proactive steps to protect our employees who have come to work throughout the entirety of the pandemic. As the situation evolves, we have adapted our strategy to ensure we limit cases of COVID-19 amongst our employees. Over the course of the last few years, our employees have continued to keep all of our operations running throughout these unprecedented times, with neither curtailments nor closures.

In 2021, Century hosted 12 free vaccination clinics across the U.S. to provide employees with the opportunity to get the COVID-19 vaccine. Employees who provided proof of vaccination were entered into raffle drawings for prizes such as gift cards, grills, and coffee makers. This incentive resulted in more employees providing proof of vaccination, which allowed Century to more accurately track vaccination percentages of its employees.

## Heat Stress Safety and Monitoring Program at Our U.S. Smelters

Each year, our employees at our U.S. smelters are faced with high temperatures and humidity, especially during the summer months. Through years of physical monitoring, risk and task evaluation, and temperature monitoring, we have put in place heat stress programs at Mt. Holly, Hawesville, and Sebree. For example, at our Sebree plant, each summer we provide a hydration program in which we hire people from the local community to distribute water and other hydration products to our employees across the facility. We also hire local emergency responders at Sebree to monitor at-risk employees throughout the workday in an effort to prevent any medical conditions that may arise due to heat stress. During this time, the emergency responder monitors blood pressure, pulse rate, pulse oximetry, and temperature of the employee as well as his or her reaction and recovery time. We have a strict set of guidelines that help determine who may be at risk of suffering from heat stress symptoms, and we have on-site medical staff at each facility to respond to any concerns.

GRI 403-9 Work-related injuries

SASB EM-MM-320a.1 (1) MSHA all-incidence rate, (2) fatality rate, (3) near miss frequency rate (NMFR), and (4) average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees

GRI 103-1/2/3 Management Approach Health and Safety

GRI 403-1 Occupational health and safety management system

## Our Employees

United States		2018	2019	2020	2021
Full Time	Female	104	114	104	116
	Male	1,574	1,590	1,540	1,611
Part Time	Female	11	6	16	4
	Male	25	31	26	9
Total Employees		1,714	1,741	1,686	1,740

Iceland		2018	2019	2020	2021
Full Time	Female	87	83	90	97
	Male	446	425	431	443
Part Time	Female	26	26	24	28
	Male	39	36	36	33
Total Employees		598	570	581	601

Netherlands		2018	2019	2020	2021
Full Time	Female	1	-	-	-
	Male	55	58	56	56
Part Time	Female	8	9	8	8
	Male	2	2	7	7
Total Employees		66	69	71	71

We held several events for Century employees and their families to enjoy. Company picnics were held at a local amusement park in Kentucky, where Century provided admission tickets, a catered lunch, and bingo with \$1,000 in cash prizes. For employees unable to attend, Century provided tickets for employees to go at their own convenience. Additionally, our employees in South Carolina and their spouses or partners enjoyed a formal Christmas dinner on two nights in December 2021.

GRI 102-8 Information on employees and other workers



## Diversity, Equality, and Inclusion

Century recognizes the importance of actively fostering workforce diversity and promoting an environment of cultural inclusion. Bringing together people with different backgrounds and experiences is critical to our success and ability to solve problems.

We seek to provide a workplace that is inclusive and reflects the communities in which we operate. In 2021, we looked across Century's operations in Kentucky with diversity at the forefront of our minds and recognized that there was a significant potential workforce of Hispanic/Latino descent in the surrounding communities. To better foster diversity and inclusion of the Hispanic and Latino populations, we translated our onboarding and safety HR policies into Spanish and are currently translating employment applications.

We are committed to promoting equal employment opportunity in all of our operations. It is the Company's policy that we do not tolerate discrimination or harassment in any form on the basis of race, color, religion, sex, sexual orientation, age, national origin, disability, veteran status, or genetic information as defined in the Genetic Information Nondiscrimination Act of 2008, whether or not such discrimination violates law, and to comply fully with all laws prohibiting discrimination and promoting opportunity and advancement in employment. This policy extends to all aspects of employment opportunity including recruitment, hiring, compensation, benefits, promotion, transfer, layoff, recall, reduction in force, termination, retirement, placement, training, and all other privileges, terms, and conditions of employment.

Our Norðurál plant has implemented the Equal Pay Standard ÍST85:2012 and has received certification with the PwC Gold standard. The certification verifies that Norðurál employees are paid salaries according to responsibility, expertise, and work contribution, not gender or origin.

## Talent and Culture

Century is committed to providing employees with education and training opportunities that begin on their first day in a new role and continue throughout their career advancement. To foster the development of our employees, we offer a wide range of experiences that support and encourage professional growth and continuous learning.

In 2021, the importance of talent acquisition and development was underscored by Century's restart project at our Mt. Holly aluminum smelter. We exceeded our goal to introduce 79 additional jobs through the restart, adding approximately 200 people to date. Restoring potlines is a very technical process that requires building teams with the know-how to activate pots quickly and efficiently. Through our commitment to training and education, within the first few months we increased the number of pots activated from an average of one to two, to three to four, per week.

Training and development are overseen by Century's Human Resources departments. Our training and development processes include ongoing conversations between managers and employees, centered on performance feedback and career development. All permanent, salaried employees are invited to a performance appraisal at least once a year. During the review, employees are provided with the opportunity to discuss their career aspirations with management and develop a plan of action to achieve their goals.



### A Nice Shift

**In 2021, we conducted an analysis in Sebree to see what works best for our workers' shift schedules, based on management and employee input. Through this process, we identified barriers from our previous 21-day swing shifts and switched to "5-5-3" workday periods. This change has contributed to greater satisfaction among existing employees and has in turn helped to attract new employees.**

### Attracting Incoming Talent

We recognize the importance of bridging the generation gap between employees in order to continuously drive innovation and growth within Century. In 2021, we implemented several initiatives focused on attracting and retaining a more diverse demographic, including marketing and specific job placement efforts.

We also engaged corporate recruiters and local community colleges to attract graduates from mechanical and electrical programs. This included attending recruiting events at universities and institutions including Clemson University, Rose Hulman Institute of Technology, and Western Kentucky University.

In 2021, Century participated in the GO FAME program, the Greater Owensboro Chapter of KY Fame (Kentucky Federation for Advancing Manufacturing Education), a group of manufacturing companies offering apprenticeship-style programs. This program blends classroom instruction with on-site work experience for an Associate's Degree in Mechanical Maintenance. In Kentucky and Mt. Holly, we hosted five open-interview events where we interviewed over 100 candidates in total. To ensure our job openings were user friendly and remained accessible to young candidates, we digitized our application process and leveraged social media platforms to market these openings.

## Training and Education

Century is invested in providing our employees with education and training that supports them in their current roles and in their career advancement within the Company. To encourage the development of our employees, we offer a wide range of experiences that support and encourage our employees' professional growth and continuous learning.

We require all incoming employees to participate in orientation and onboarding processes that introduce new team members to our company and culture. These extensive sessions cover topics such as our HSE policies and protocols, emergency preparedness and response, and risks associated with the employee's work activities. All salaried employees also receive regular, mandatory training on the Code of Ethics, Anti-Corruption Policy, Insider Trading Policy, Human Rights Policy, Health Safety and Sustainability Policy, as well as employee handbook policies, including training on discrimination and harassment. This specific training reinforces the importance of our values and outlines our expectations for how employees should handle certain interactions, transactions, and business opportunities. Employees may also be required to participate in job-specific training for an average of three to five weeks at the onset of employment, depending on their role and prior work experience.

## Training Subjects May Include:

- Heat Stress Safety
- Molten Metal Safety
- Crane Safety and Operation
- Mobile Equipment Safety and Operation
- Machine Safety and Operation
- Lock Out-Tag Out
- Confined Space Entry Procedures

We believe that proper training is key to ensuring our employees understand the risks and the challenges they may face in their specific roles at our facilities.

Our training is geared toward the roles that an employee is serving and the circumstances with which they may be faced. All of our employees are expected to complete on-the-job training regularly; such training varies by role and location.

*"Mt. Holly gave me the opportunity to pave my way through Clemson University, earning a degree in Chemical Engineering and valuable life lessons as I rotated working and attending school over four years. Before I graduated, I was offered a position in Engineering at the Mt. Holly plant. From the day I started, I was treated like family across all levels of the plant, and that support allowed me to succeed early in my engineering career. Within four years, I was running a production department while obtaining my MBA at night. Over the course of the next fifteen years, I moved through various management positions, eventually becoming the Plant Manager. My rapid and diverse career path was directly related to the family atmosphere and support of the entire plant."*  
– Dennis Gregory, SVP

## Supporting Our Rising Leaders

In 2021, Century participated in the Western Kentucky University Continuing Education kickstart program. The intent of this program is to help reacquaint our employees with the concept of continuous education as well as to begin the process of developing our supervisors and managers. This is a seven-month program with classes held one day per month and with two classes taught each day. Our HR and Plant Management teams identify supervisor and manager-level candidates to participate in this program.

We also partnered with Michigan State University to offer a 12-week certificate program in Supervisory Management. This program is designed for companies promoting technically proficient employees who require leadership and management training. Each class lasts for four weeks.

## Attracting and Developing Talent in Iceland

In 2021, Norðurál employees received approximately 5,250 training hours in total, about 9.5 hours per employee. Some sample training programs in 2021 included:

- Team-building training, an 8-hour-long training program scheduled for all permanent employees. By the end of 2021, over 90% of the workforce participated in this training, with the remaining postponed due to COVID-19.
- Management training, held for 14 shift leaders and foremen who spent a total of 140 training hours.
- Presentations and micro-presentations for review and re-training, on topics such as traffic rules, handling of fire extinguishers, GDPR, molten metal, usage of grinding rock, and more.

Norðurál operates a Heavy Industry School (HIS) with a curriculum that awards points toward the Icelandic school system. The HIS provides between 15 to 17 students at a time with the opportunity to further their education. As of December 31, 2021, 180 employees have graduated from the Industry School since 2012. Eighty percent of these graduates are still working for the company, and many employees have continued with further education. In 2021, students attended 15 days between September and December, totaling over 1,300 hours of training.

GRI 403-5 Worker training on occupational health and safety  
GRI 404-2 Programs for upgrading employee skills and transition assistance programs  
GRI 103-1/2/3 Management Approach Training and Education  
GRI 404-3 Percentage of employees receiving regular performance and career development reviews

## Labor Rights

We recognize and respect our employees' rights to freedom of association and collective bargaining. This is evidenced by the fact that in 2021, the majority of our employees participated in collective bargaining agreements and labor unions. Our Norðurál labor agreement is effective through December 31, 2024. Our Vlissingen labor agreement is effective through November 30, 2022. Hawesville and Sebree labor agreements are scheduled to expire April 1, 2026 and October 28, 2023, respectively. There were no labor disruptions at any of our operations in 2021.

### Agreement Reached in Hawesville

**In April 2021, Century announced a new, five-year collective bargaining agreement for employees at our Hawesville location. The new agreement, which covers 470 hourly workers, will run until April 1, 2026.**

*"We are pleased to reach a new agreement with the United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union (USW) and excited about adding these new positions as our expansion continues. These productive negotiations between the two parties are a great example of how we work together with the USW to provide the best opportunities for our employees and to put Hawesville in a position to succeed in a highly competitive aluminum market," said Gunnar Gudlaugsson, Century's Executive Vice President, Global Operations, and Dayan Neves, Hawesville's plant manager.*

## Freedom of Association and Collective Bargaining

Approximately 63% of our workforce was covered by union representation in 2021. Approximately 86% of Norðurál's workforce is represented by five labor unions, governed by a labor agreement that establishes wages and work rules for covered employees. All of Vlissingen's workforce is represented by the Federation for the Metal and Electrical Industry (FME), a Netherlands' employers' organization for companies in the metal, electronics, electrical engineering, and plastic sectors. The FME negotiates working conditions with trade unions on behalf of its members, which, when agreed upon, are then applicable to all employees of Vlissingen. Approximately 55% of our U.S.-based work force is represented by United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union. Mt. Holly employees are not represented by a labor union.

Our Plant Managers and HR Managers along with our Legal Team are ultimately responsible for overseeing labor relations. Our plants hold Labor/Management meetings regularly. During these meetings, management discusses the current state of the business and key performance indicators. The intent is to help employees understand the business and how they play a part in the success of the company. Any employee with concerns or grievances related to freedom of association or collective bargaining can submit those anonymously through our independent third-party reporting system, Ethical Advocate. We are not aware of any instances in which the right to freedom of association and collective bargaining was violated during 2021.

GRI 103-1/2/3 Management Approach Labor Rights - Freedom of Association and Collective Bargaining

GRI 102-41 Collective bargaining agreements

SASB EM-MM-310a.1 Percentage of active workforce covered under collective bargaining agreements, broken down by U.S. and foreign employees

GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk



## Human Rights

We are dedicated to the protection of human rights and the prevention of human trafficking and forced labor, and we are committed to providing a workplace that is fair, equitable, and free from harassment of any kind.

In 2020, Century published our Human Rights Policy, setting out our values and expectations with respect to these issues and requiring full compliance with all applicable federal, state, and local laws, rules, and regulations. While parts of our Human Rights Policy are reflective of our review of certain human rights standards promulgated by others – including the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and the OECD Guidelines for Multinational Enterprises – this Human Rights Policy represents our own interpretation of such human rights standards and reflects our own values and principles rather than those of a third party. Our Human Rights Policy works alongside our Code of Ethics as well as our Code of Ethics for Suppliers and Business Partners. In 2021, we introduced training on our new Human Rights Policy to complement our annual training on Century's Code of Ethics.

Our Human Rights Policy reiterates our commitment to a harassment-free work environment. Century does not tolerate any form of harassment, which may include, but may not be limited to: (a) jokes, insults, bullying, threats, or other inappropriate actions involving a person's race, color, gender, age, religion, national origin, ancestry, sexual orientation, citizenship, disability, veteran status, social/economic status, or education; (b) unwelcome advances, verbal or physical conduct, or displaying objects or pictures, of a sexual nature; and (c) any conduct which may create a fearful or hostile work environment for a director, officer, or employee of the Company. In 2021, we found no substantiated evidence of any such discrimination.

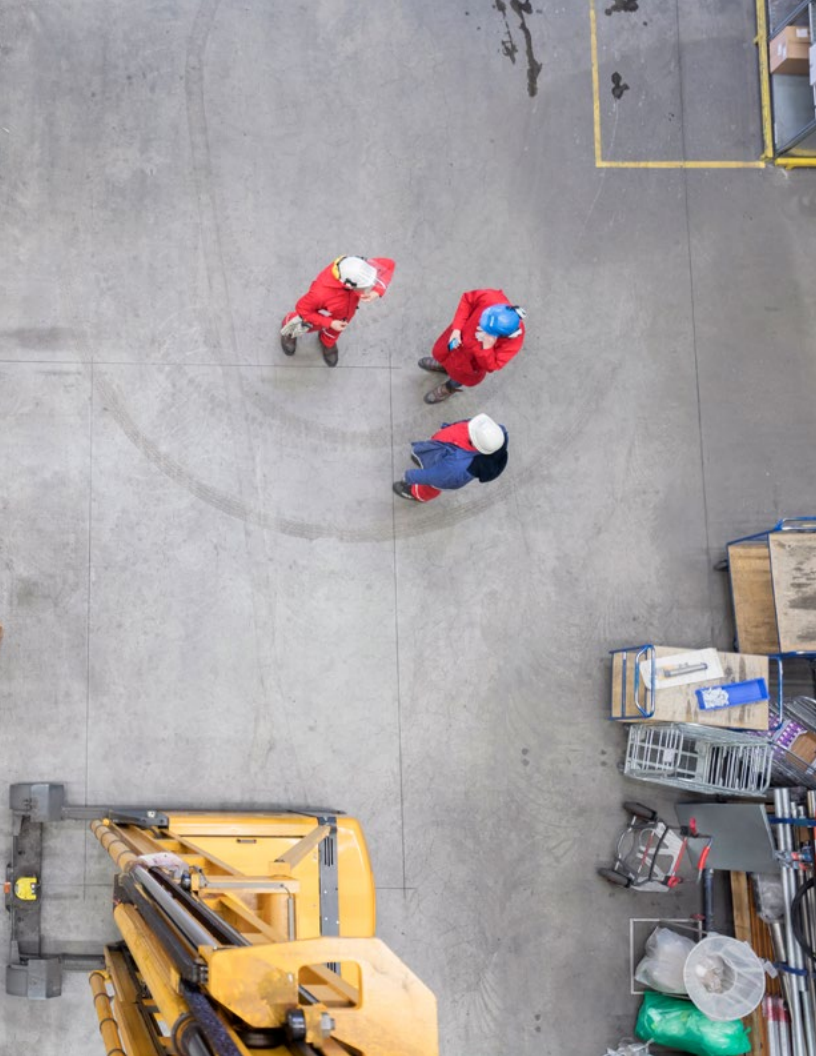
GRI 103-1/2/3 Management Approach Human Rights - Non-discrimination, Child Labor, Forced or Compulsory Labor  
GRI 406-1 Incidents of discrimination and corrective actions taken  
GRI 408-1 Operations and suppliers at significant risk for incidents of child labor  
GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor

## Human Rights – Non-Discrimination, Child Labor, Forced or Compulsory Labor

Our Code of Ethics, Human Rights Policy, and Code of Ethics for Suppliers and Business Partners set out our values and standards regarding human rights and the standards that we expect from those with whom we do business.

We are committed to promoting equal employment opportunity in all of our operations. All Century employees receive regular, mandatory training on the Code of Ethics which includes training on human rights, anti-discrimination, and anti-harassment. In 2021, we conducted such training virtually, but our legal team plans to conduct this training on site at each of our operations in 2022.

We comply with all laws regarding child labor and forced or compulsory labor, primarily through careful vetting of all Century employees and human rights training of all Century employees, and by communicating our Code of Ethics for Suppliers and Business Partners to our vendors and business partners. In 2021, we were not aware of any instances of any violations of laws regarding child labor and forced or compulsory labor.





---

# Good Governance

---

Century is committed to leading with sound corporate governance that promotes long-term value for our stakeholders while holding ourselves accountable to the highest ethical standards.

Many of our corporate governance practices have evolved through ongoing collaboration and open communication with our various stakeholders. Our strong governance begins at the top with our Board of Directors, who sets high standards for our employees, officers, and directors. The Board, which oversees all business affairs of Century, defines corporate policies, sets strategic direction, and oversees management, who are responsible for Century's day-to-day operations.

To assist it in carrying out its duties, the Board has established four standing committees:

- Health, Safety, and Sustainability
- Audit
- Compensation
- Governance and Nominating

Each committee has a written charter that outlines its roles and responsibilities within Century's corporate governance framework. We recognize the importance of fostering a Board that brings together diverse skills, backgrounds, and perspectives. Our directors provide distinct perspectives and expertise that reflect the global industry in which we participate.

We view diversity and inclusion as an important aspect in Board composition. As such, we consider diversity when evaluating any recommendations for nominations to the Board. The Governance and Nominating Committee's charter reflects the Rooney Rule, requiring searches for potential director candidates to include qualified candidates reflecting diverse backgrounds, including diversity of gender, ethnicity, and race. We appointed Ms. Jennifer Bush to our Board of Directors in December 2021; her expertise in industrial settings focused on safety and operational excellence aligns with Century's core values. We have an ongoing active search with the aim of adding to the diversity of our group of directors.

Details of our Company's bylaws and committee charters along with Century's other corporate governance policies are available on our website at [www.centuryaluminum.com](http://www.centuryaluminum.com).

GRI 102-18 Governance structure

---

# A Code of Ethics

---

High ethical standards form the foundation of our core values of honesty, integrity, and transparency. Our global Code of Ethics embodies these values and outlines our expectations for how employees, directors, and officers should handle all business interactions.

The Code reflects our commitment to comply with all laws, rules, and regulations that are applicable wherever we do business. We expect our directors, officers, and employees to act in the best interests of the Company and request employees' transparency when faced with a conflict of interest.

It is critical that all employees understand these expectations. As such, all salaried employees are required to participate in regular training on the Code of Ethics and our employee handbook. All salaried employees are required to complete and return an annual certification and acknowledgement that they have read, understood, and will comply with these policies. In 2021, due to the COVID-19 pandemic, we did not require our employees to attend in-person training but rather used a virtual tool to provide comparable training regarding the importance of our Code of Ethics and other corporate governance policies.

We encourage our employees to raise concerns so they can be evaluated and addressed in a timely manner. Any director, officer, or employee of Century who becomes aware of any violation of the Code of Ethics or of any of our corporate governance policies is required to report the violation. Reports may be made to any supervisor, any member of human resources or site management, or to the General Counsel. Reports can also be made anonymously through our independent third-party reporting system, Ethical Advocate. Reports through this system can be made 24 hours a day, any day of the year. The line is available in multiple languages for our employees. We maintain a strict policy of no retaliation for reporting in good faith any violation or suspected violation.

Our Code of Ethics and Anti-Corruption Policy and Business Courtesy Guidelines prohibit business-related gifts or free services beyond ordinary business practice. We regularly assess our operations for material risks of corruption and are not aware of any material violations in 2021. In 2021, we did not receive any material fines for non-compliance with environment, social, or economic laws or regulations in any jurisdiction in which we operate.

## Code of Ethics for Suppliers and Business Partners

We expect our suppliers and third-party contractors to maintain the same high ethical standards that we hold ourselves to. Our Code of Ethics for Suppliers and Business Partners sets forth the principles, standards, and practices that we expect from all suppliers, business partners, vendors, contractors, agents, and consultants of Century and its subsidiaries.

Environmental and socioeconomic compliance issues are also overseen by our Legal Team. Company-wide policies in this area include our Code of Ethics, HSE Policy, and Code of Ethics for Suppliers and Business Partners. We are also subject to the confines of various environmental permits and applicable environmental laws relating to our operations. Due to the global nature of our business, as well as the complexity of Century's operations and the primary aluminum production processes, our Legal Team relies upon outside counsel at certain times in order to help us achieve our legal compliance objectives.

GRI 103-1/2/3 Management Ethics and Compliance – Anti-corruption, Environmental Compliance, Socioeconomic Compliance

---

# Executive Team Changes

---

2021 was a year of transition in Century's executive leadership team. Over the previous 10 years, Century had expanded its operations both through acquisition of Mt. Holly, Seabree, and Vlissingen and through capacity expansion at Grundartangi. During this time, the company successfully emerged from the global financial crisis, battled through a very difficult period where much of the U.S. primary aluminum capacity closed, and navigated through the COVID-19 pandemic. By the end of this period Century had become the largest producer of primary aluminum in the United States and a major global producer. In July 2021, after nearly 10 years as President and CEO, Michael Bless retired.

The Century Board of Directors conducted a thorough search process and selected Jesse Gary to succeed Mike as President and CEO. Prior to his appointment as CEO, Jesse had 12 years of experience at Century and had most recently served as Executive Vice President, General Counsel and Chief Operating Officer. In addition, during this transition, Century appointed several new members to the executive team.

Gunnar Gudlaugsson was appointed Executive Vice President of Global Operations, replacing John Hoerner. Gunnar had been with Century since 2008 and most recently served as Vice President of European Operations and Managing Director of Norðurál. Additionally, John DeZee was appointed Executive Vice President, General Counsel, replacing Jesse Gary. John joined Century in 2008 and most recently served as Associate General Counsel. Finally, Matt Aboud was named Senior Vice President, Strategy and Business Development. Matt joined Century from Norsk Hydro, where he was employed for nearly 18 years serving in various commercial, strategy, and leadership roles.

## Senior Management

<b>Jesse E. Gary</b>	President Chief Executive Officer and Director
<b>John DeZee</b>	Executive Vice President, General Counsel and Secretary
<b>Gunnar Gudlaugsson</b>	Executive Vice President, Global Operations and Managing Director of Norðurál
<b>Michelle M. Harrison</b>	Senior Vice President, Finance and Treasurer
<b>Matthew F. Aboud</b>	Senior Vice President, Strategy and Business Development
<b>Agust Hafberg</b>	Senior Vice President and Chief Commercial Officer
<b>Kenneth L. Calloway</b>	Vice President, Human Resources
<b>Rob Hoffman</b>	Vice President, Chief Accounting and Information Officer
<b>Peter A. Trpkovski</b>	Vice President, Finance and Investor Relations

## Board

<b>Andrew Michelmore</b>	Chairman of the Board
<b>Jarl Berntzen</b>	Director
<b>Jennifer (Jenny) Bush</b>	Director
<b>Jesse E. Gary</b>	President Chief Executive Officer and Director
<b>Errol Glasser</b>	Director
<b>Wilhelm van Jaarsveld</b>	Director





