



2021

ENVIRONMENTAL, SOCIAL
RESPONSIBILITY AND
GOVERNANCE REPORT





TABLE OF CONTENTS

Introduction	3
About the Report.....	3
Message from the President & CEO.....	4
Company Overview	6
Our History.....	6-7
Operations.....	8
Metal Coatings Segment.....	9
Infrastructure Solutions Segment.....	10
Vision & Values.....	11
Governance.....	14
Board Committees.....	14
Board Membership, Composition & Diversity.....	16
Board Oversight of Risk Management.....	17
Communicating with the Board.....	17
Board Oversight over ESG.....	18
Executive Compensation.....	19
Global Ethics Alertline.....	19
Corporate Policies.....	20
Code of Conduct.....	20
Environment.....	21
Scope 1 Usage & Emissions.....	21
Scope 2 Usage & Emissions.....	22
Water.....	22
Recycling & Waste Management.....	23
Research & Development.....	25
Supply Chain.....	26
Social Responsibility	27
Employees.....	27
Diversity, Equity & Inclusion.....	30
Growth & Development.....	31
Health & Safety.....	32
Community Involvement	33
Stakeholder Engagement	34
GRI Index.....	35
SASB Index.....	38

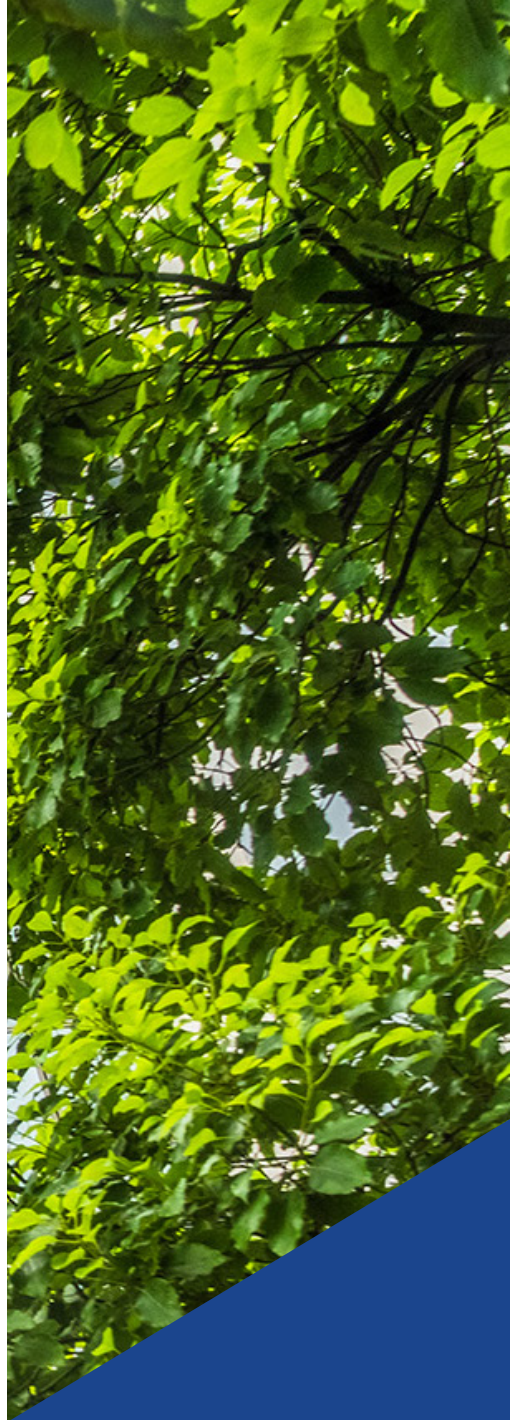
ABOUT **THIS REPORT**

This is AZZ Inc.'s ("AZZ" or the "Company") initial Environmental, Social Responsibility and Governance Report ("ESG Report"), which provides our stakeholders with an overview of our corporate sustainability initiatives and progress. We will be issuing our ESG Report annually. This report covers AZZ's fiscal year 2021 ("FY2021"), which covers the period from March 1, 2020 to February 28, 2021. AZZ has obtained third-party assurance on our fiscal year 2021 baseline environmental data relating to its use of electricity, natural gas and water. We will continue to refine our environmental data collection and expand on our sustainability disclosures to provide additional details on our methodology and performance goals.

The data contained in this ESG Report includes AZZ's locations in the United States, unless otherwise stated. In preparing this ESG Report we referenced the Global Reporting Initiative ("GRI") Sustainability Reporting Standards and the Sustainability Accounting Standards Board ("SASB") Standards for the Industrial Machinery and Goods Industry, as relevant to our operations. An index for our GRI and SASB disclosures can be found beginning on page 35.

For questions or comments about this ESG Report, please contact Tara D. Mackey, Chief Legal Officer and Corporate Secretary or Dave Nark, Senior Vice President - Marketing, Communications, and Investor Relations at:

AZZ Inc.
One Museum Place
3100 West 7th Street, Suite 500
Fort Worth, TX 76107
Telephone: 817-810-0095
Email: info@azz.com



MESSAGE FROM THE **PRESIDENT & CEO**



Dear Valued Stakeholders:

AZZ Inc. ("AZZ") is pleased to present our first annual Environmental, Social Responsibility and Governance Report (the "ESG Report") as we are committed to growing our business in a sustainable and socially responsible manner. Publishing our first ESG Report represents our initial step in our commitment to regularly disclose our ESG performance.

As an essential infrastructure focused company with over 60 subsidiaries, including both domestic and foreign operations, we recently navigated the challenge of collecting and tracking various sustainability performance metrics for our facilities on a consolidated basis. In FY2021, we licensed an environmental data management system, which collects and consolidates our utility consumption data from our facilities and provides benchmarking and other analytics to our Sustainability Council and Board of Directors. While AZZ has had a long standing emphasis on recycling its packaging and by-products, investing in energy efficient improvements and focusing on the safety of our employees, the investment in any environmental data management system has provided measurable base line data for our usage of energy, water, natural gas, carbon emissions, waste management and recycling efforts. This information will assist in identifying opportunities for even greater operational

efficiencies in the future and will enable AZZ to further integrate sustainability into our business strategy and ensure consistent reporting of our environmental footprint. Looking to the future, our goal is to set targets and to work towards improving the benchmarks that we have identified in this ESG Report and to continue to build upon our current ESG and sustainability initiatives, including adding ESG targets in our annual incentive plans.

Over the past 18 months, we have:

- Focused on enhancing our environmental, social and governance ("ESG") policies and practices;
- Formed a council, led by the Company's Chief Legal Officer, with members of the Council selected based on their knowledge of sustainability issues and cross-functional expertise in AZZ's business;



- Disclosed our ESG and sustainability principles within a newly created ESG section located on AZZ's website;
- Amended our Nominating and Corporate Governance Committee Charter for the committee to provide oversight of the Company's ESG policies and sustainability practices; and
- Amended the Company's Code of Conduct and Corporate Governance Guidelines and adopted a Human Rights Policy, an Environmental Health and Safety Policy and a Vendor Code of Business Conduct to reflect the Company's commitment to sustainability, diversity, equity and inclusion.

We are dedicated to advancing ESG as a strategic priority across our organization. We believe that investing in our people and the communities in which we live and work and operating our business sustainably, will drive long-term value for AZZ and our stakeholders.

Best regards,

A handwritten signature in black ink, appearing to read 'T. Ferguson', with a long, sweeping horizontal line extending to the right.

Tom Ferguson
President and Chief Executive Officer

OUR HISTORY

1956

Aztec Manufacturing establishes its headquarters in Fort Worth, Texas

Aztec Manufacturing designs and distributes steel, iron, metal, and plastic products for the oil field industry.

Galvanizing expands Aztec's portfolio

Aztec builds its first hot-dip galvanizing plant in Crowley, Texas.

1966

Galvanizing provides a strong base for growth

Additional state-of-the-art galvanizing facilities are built in:

- Jackson, Mississippi (1970)
- Houston, Texas (1975)
- Waskom, Texas (1982)
- Moss Point, Mississippi (1985)



1970-85

A new direction leads to new acquisition

Seeking to expand into adjacent industries, Aztec acquires Rig-A-Lite Inc., a leading manufacturer of industrial lighting for oil, gas, and other hazardous environments.

The Calvert Company becomes part of Aztec's growth plan

Acquisition of The Calvert Company takes Aztec into the field of electrical bus duct systems design and installation.

1990



1993

The Electrical Product Platform is born

By combining Atkinson, Calvert and Rig-A-Lite Inc., The Electrical Products Platform is formed and Aztec moves into fabricated enclosure systems.

Expansion and consolidation spur growth

With a total of eight galvanizing operations, Aztec establishes itself as the largest galvanizing company in the U.S.

1994-96

1999

Compressed Gas Insulated Transmission (CGIT) business takes AZZ into new territory

AZZ acquires a CGIT business and becomes involved in long-distance power transmission.



Aztec is listed on the NYSE and becomes AZZ Incorporated

2000

2001

Central Electric Manufacturing is added to AZZ's portfolio

With the acquisition of Central Electric Manufacturing, AZZ adds metal-clad switchgear to its growing electrical product portfolio.

Galvanizing operations continue to grow

AZZ acquires North American Galvanizing Company which operates 11 facilities in eight states.

2010

2012-13

Nuclear solutions are added to AZZ's service offering

Nuclear Logistics Inc., the leading supplier of parts and services to the nuclear power industry, is acquired by AZZ.



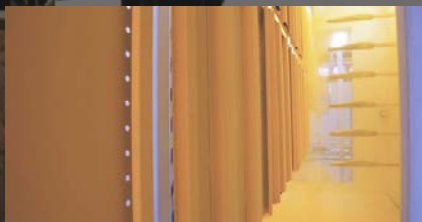
AZZ Enclosure Systems LLC is formed

AZZ Inc. acquires Maryland-based Power Electronics Inc, strengthening its position in the fabrication of custom electrical enclosures, and forms AZZ Enclosure Systems LLC.



AZZ Enclosure Systems – Chattanooga LLC is formed

AZZ Inc. acquires certain assets of Tennessee-based Lectrus Corporation, strengthening its position in the fabrication of custom electrical enclosures, and forms AZZ Enclosure Systems – Chattanooga LLC.



AZZ Divests Nuclear Logistics LLC

AZZ Inc, seeking to focus on its core business units, sells Nuclear Logistics LLC to Paragon Energy Solutions.

2021

AZZ galvanizing locations increase to 36; Becomes the largest galvanizer in North America

Galvcast Manufacturing, and G3 Galvanizing along with Galvan Metal of Quebec is added to the AZZ portfolio.

2012

Welding strengthens AZZ's portfolio

AZZ acquires Aquilex SRO; adds Welding Services Inc (WSI) and Southeastern Mechanical Service, two leading providers of machine weld overlay, to its growing portfolio.

2016

AZZ expands Metal Coatings Solutions

AZZ opens first powder coating operation in Crowley, Texas and strategically expands its metal coatings product portfolio beyond galvanizing.

Switchgear offering bolstered with the acquisition of Powergrid Solutions Inc.

Strategic acquisition expands AZZ's switchgear portfolio, manufacturing capacity and market reach.

Enhanced Powder Coating Ltd. acquired

AZZ Inc. acquired Enhanced Powder Coating Ltd (EPC), a NADCAP certified provider of powder coating, plating and anodizing services based in Gainesville, Texas.

2018

Tennessee Galvanizing Inc. acquisition adds Chattanooga location

AZZ acquires Tennessee Galvanizing Inc., in Chattanooga Tennessee.

AZZ Surface Technologies adds locations

AZZ Surface Technologies acquires K2 Partners, Inc., NucZinc, LLC, and Preferred Industries, Ltd. expanding the number of locations in Dallas-Fort Worth to six and one in Tampa, FL.

2020

Acme Galvanizing acquisition adds location in Milwaukee

AZZ acquires Acme Galvanizing, Inc., along with their well-established metal coatings operation, to form AZZ Galvanizing and Plating-Milwaukee.

ABOUT AZZ INC.

AZZ Inc. is a holding company incorporated in the state of Texas and listed on the New York Stock Exchange (NYSE:AZZ). AZZ's headquarters is located in Fort Worth, Texas and has operations in the United States, Brazil, Canada, China, Netherlands, Poland and Saudi Arabia.

AZZ is a global provider of metal coatings solutions, welding solutions, specialty electrical equipment and highly engineered services. For over 65 years, AZZ has been committed to developing innovative products and services to address the challenge of aging infrastructure and to create corrosion-resistant structural assets for bridges, highways, stadiums, sports and recreation, agriculture, and transportation. Our Infrastructure Solutions segment provides equipment and highly engineered solutions for power generation, electricity transmission and distribution, which are inherently safe, sustainable and efficient.

Industries Served



Metal Coatings

AZZ's Metal Coatings segment is a leading provider of metal finishing solutions for corrosion protection, including hot-dip galvanizing, spin galvanizing, powder coating, anodizing and plating to the North American steel fabrication industry. This segment generated 55% of our annual sales in FY2021.

Infrastructure Solutions

AZZ's Infrastructure Solutions segment is comprised of two platforms: Electrical and Industrial. This segment is dedicated to delivering safe and reliable transmission of power from generation sources to end customers, and automated weld overlay solutions for corrosion and erosion mitigation to critical infrastructure in the energy and waste management markets worldwide. This segment generated 45% of our annual sales in FY2021.

OPERATIONS

METAL COATINGS



The Metal Coatings segment provides hot-dip galvanizing, powder coating, anodizing and plating, and other surface coating applications to the steel fabrication and other industries through facilities located throughout the U.S. and Canada. Hot-dip galvanizing is a metallurgical process in which molten zinc is applied to steel. The zinc alloying renders corrosion protection and strength to fabricated steel for periods of up to 75 years. Hot-dip galvanized steel provides decades of maintenance-free longevity to steel structures. Zinc and steel are 100% recyclable, which makes hot-dip galvanized steel an infinitely renewable building material. Utilizing hot-dip galvanized steel ensures that less natural resources are consumed, fewer emissions are produced, with minimal environmental impact over the life of a customer's project. As of February 28, 2021, we operated 39 galvanizing plants and six surface technologies plants, which are located in various locations throughout the U.S. and Canada.

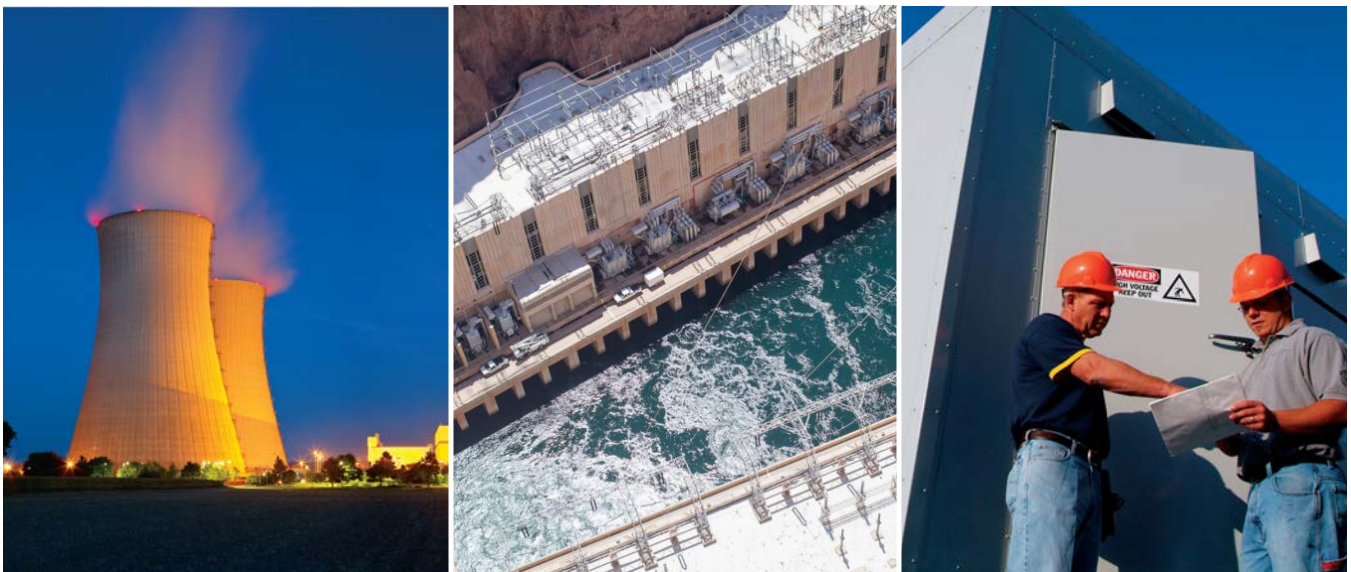


OPERATIONS

INFRASTRUCTURE SOLUTIONS



The Infrastructure Solutions segment is a leading provider of specialized products and services designed to support primarily industrial and electrical applications. Our product offerings include custom switchgear, electrical enclosures, medium and high voltage bus ducts, explosion proof and hazardous duty lighting and tubular products. In addition to our product offerings, AZZ's Infrastructure Solutions segment focuses on life-cycle extension for power generation, refining and industrial infrastructure, through providing automated weld overlay solutions for corrosion and erosion mitigation.



OPERATIONS

VISION & VALUES

Creating a culture through values

All employees want their work to be personally fulfilling, to be treated with respect and dignity, and to take pride in their company. AZZ understands the importance of employees who feel valued and united through shared beliefs and guiding principles. Our values shape our corporate culture, attract high performing individuals, and encourages talent development programs to increase engagement and growth.

Our Mission

AZZ continues to create superior value in a culture where people can grow and TRAITS matter.

We are diverse, collaborative, and service-minded, operating in a culture of Trust, Respect, Accountability, Integrity, Teamwork, and Safety.



Guiding Values

We Value Our Dedicated Employees by training and equipping them, and providing a safe environment to grow professionally, personally and spiritually.

We Value Our Customers by providing them reliable high-quality products and services with outstanding customer service.

We Value Our Shareholders by consistently providing outstanding returns above our peer group and, preferably, above all industrial indices.

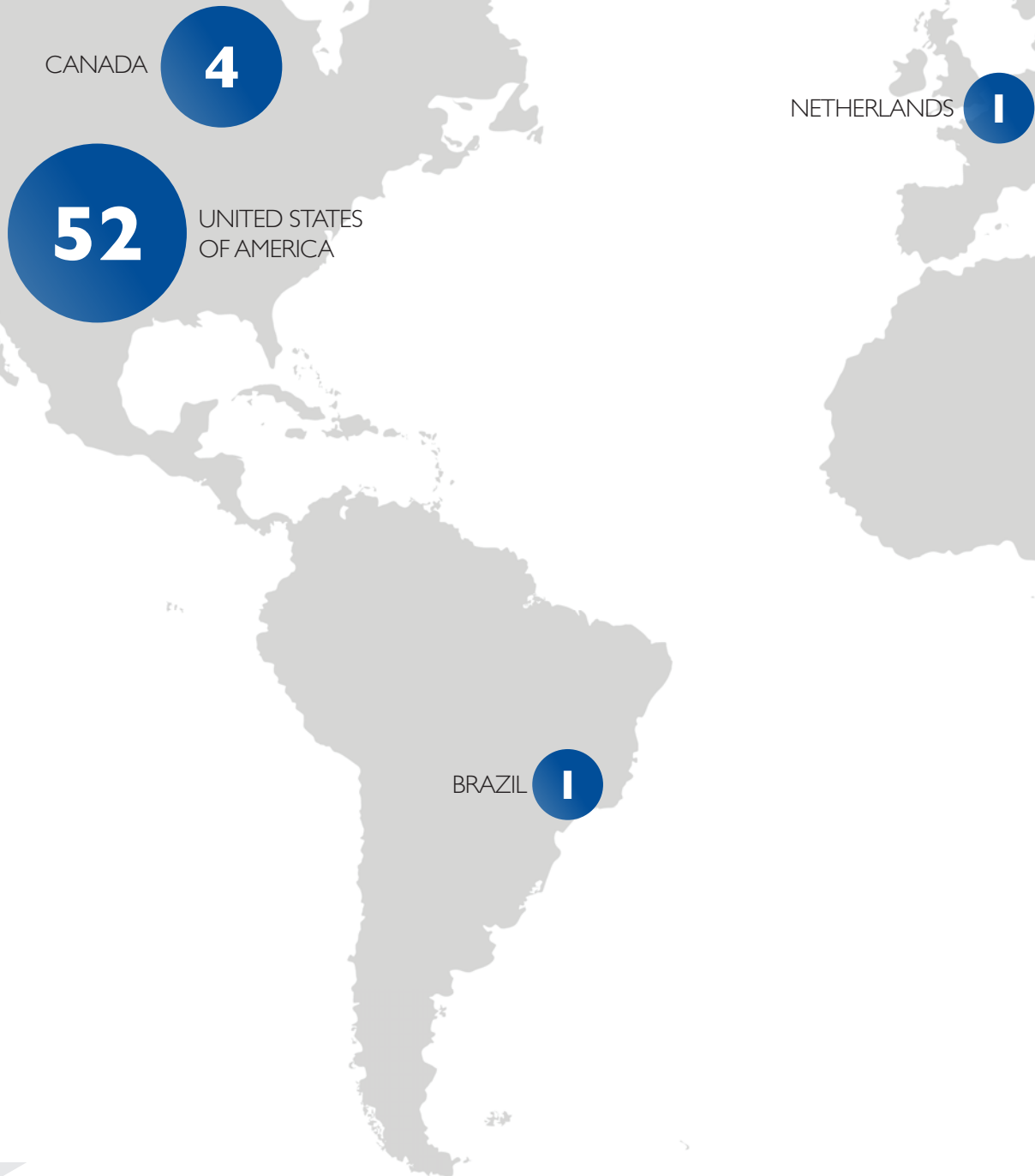


Together, we can make a difference

The AZZ Cares Foundation provides charitable support and assistance to AZZ employees and their families when an emergency, disaster, or personal hardship occurs. The Foundation is also able to provide support to other 501(c)(3) organizations that serve the communities in which our employees live and work. To learn more, visit AZZCaresFoundation.org.



AZZ OPERATIONS MAP



AZZ OPERATIONS MAP

I POLAND

CHINA **I**

I SAUDI ARABIA

OVER 3,800 EMPLOYEES
LOCATED IN 7 COUNTRIES

With over 60 locations strategically located across four continents, AZZ Inc. maintains a strong global presence. Through state-of-the-art facilities and a worldwide network of sales representatives, AZZ delivers essential products and services reliably and efficiently.

GOVERNANCE

AZZ's Board of Directors (the "Board") believes that strong corporate governance is a prerequisite to the continued success of the Company. AZZ is committed to sound governance principles, and the Board has adopted corporate governance. We have practices that promote the effective functioning of our Board, its committees and the Company. The Board believes that strong corporate governance is critical to achieving long-term growth and to maintaining the trust and confidence of our stakeholders.

For a more detailed discussion of the Company's corporate governance practices, please see our 2021 Proxy Statement beginning on page 18. Our 2021 Proxy Statement can be found on our website at www.azz.com/investor-relations or www.sec.gov.

Board Committees

The Board has established three standing board committees: the Audit Committee; the Compensation Committee; and the Nominating and Corporate Governance Committee ("NCGC"). Each board committee is governed by a charter that is reviewed annually and revised as deemed necessary. A copy of each charter is available on the Company's website at www.azz.com.

The Audit Committee oversees the integrity of the financial statements of the Company, the independent auditor's qualifications and independence, the performance of the Company's independent auditors internal audit function and the Company's compliance with legal and regulatory requirements.

The Compensation Committee oversees the risks relating to the Company's compensation philosophy and programs and regularly evaluates any potential effect the Company's compensation structure may have on management risk taking. The Compensation Committee reviews the recommendations of its compensation consultant and the management team regarding adjustments to the Company's executive compensation programs.

The NCGC provides (i) oversight on the composition of the Board and its committees; (ii) leadership to the Board in maintaining best corporate practices in the Company's corporate governance principles and practices; and (iii) oversight of the Company's ESG policies and practices including climate-related risks and opportunities.



Pictured from left to right. First row: Danial Berce, Thomas Ferguson, Carol Jackson and Steven Purvis
Second row: Paul Eisman, Ed McGough, Daniel Feehan, Clive Grannum and Venita McCellon-Allen.

Name	Age	Director Since	Independent	Nominating & Corporate Governance Committee	Audit Committee	Compensation Committee	Other Public Company Boards
Daniel E. Berce President & Chief Executive Officer; General Motors Financial Company	67	2000	✓				2
Paul Eisman Former President & Chief Executive Officer, Alon USA Energy, Inc.	65	2016	✓				-
Daniel R. Feehan Chairman of the Board, AZZ, Inc. Chairman of the Board, First Cash, Inc.	70	2000	✓				2
Thomas E. Ferguson Presidents & Chief Executive Officer; AZZ Inc.	64	2013					-
Clive A. Grannum President, Performance Alloys & Com- posites, Materion Corporation	55	2021	✓				-
Carol R. Jackson President, Chief Executive Officer & Chairman of the Board, HarbisonWalker International	49	2021	✓				1
Venita McCellon-Allen Former President & Chief Operating Officer, Southwestern Electric Power Company	61	2016	✓				-
Ed McGough Senior Vice President, Global Manufacturing & Technical Operations, Alcon, Inc	60	2017	✓				-
Steven R. Purvis Trustee & Portfolio Manager; Luther King Capital Management	56	2015	✓				-

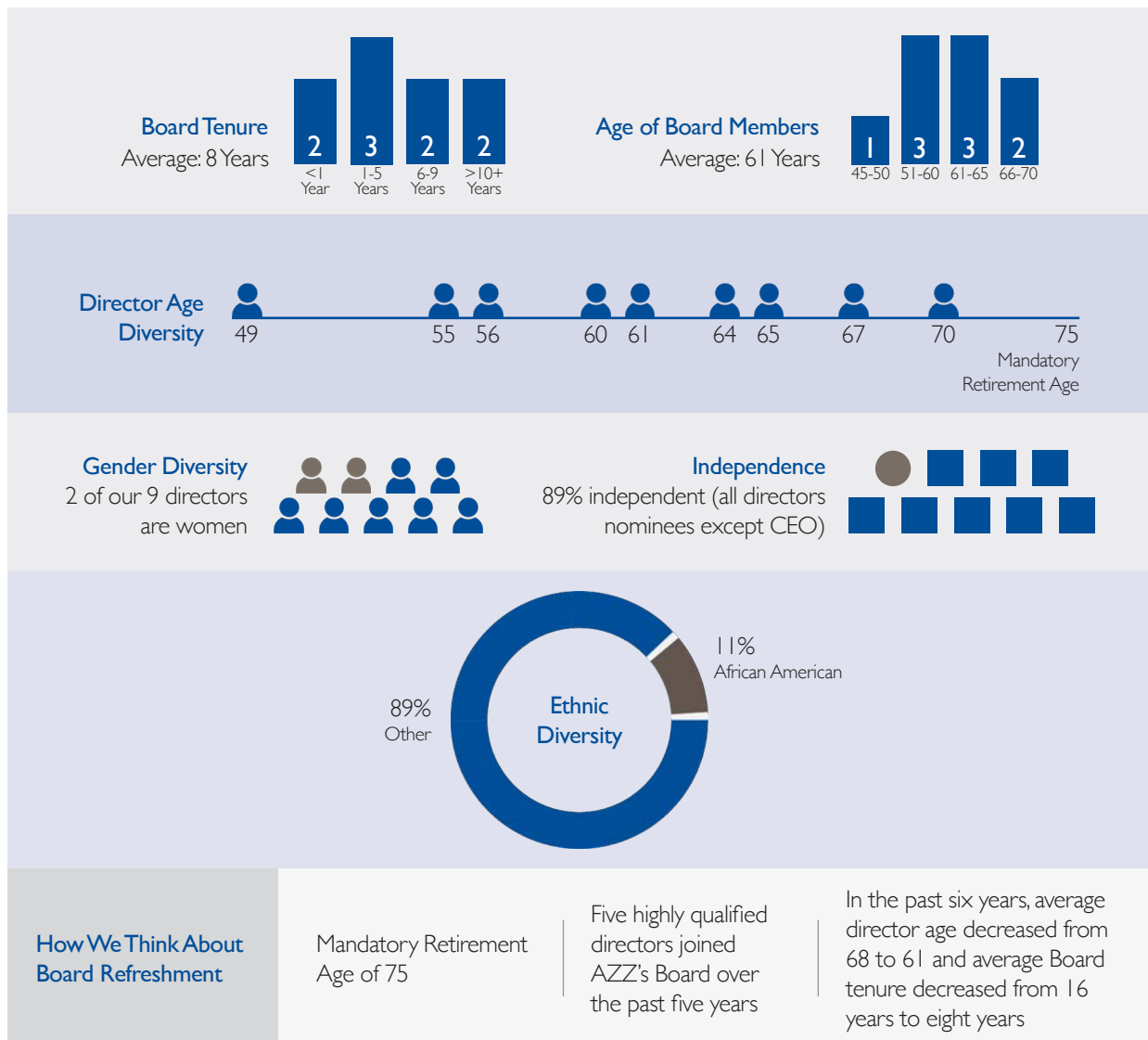
Chair Member

GOVERNANCE (CONTINUED)

Board Membership, Composition and Diversity

The Board regularly assesses the Company's long-term strategic objectives and selects nominees in accordance with the procedures and criteria as set forth in AZZ's Corporate Governance Guidelines. The Board seeks a diverse group of candidates who possess the background, skills and expertise to make a significant contribution to the Board and the Company. Candidates for director are expected to be free of conflicts of interest or relationships that may interfere with the performance of their duties. While the Board does not have a formal policy on diversity, it has always been an element of the Board's recruiting process. The Board considers business experiences, functional skills, gender, race, ethnicity and cultural backgrounds as critical components of diversity.

Our Director Nominees have an Effective Mix of Diversity, Experience and Fresh Perspective



GOVERNANCE (CONTINUED)

Board Oversight of Risk Management

AZZ's Board has overall responsibility for the effective oversight of risk, whether financial, operational or strategic. This oversight function necessarily focuses on the most significant risks facing the Company and is deemed an important priority by the Board. The Board does not attempt to view in isolation risks applicable to the Company's business, but tries to manage risk holistically and as a proper component of the Company's short-term and long-term strategy. The Board does not believe it is possible, nor even desirable, to eliminate all business risk. Rather, reasonable and calculated risk-taking by senior management is deemed appropriate and necessary for the Company to remain competitive and successful in its markets. One of the Board's primary responsibilities is overseeing and interacting with senior management with respect to key aspects of the Company's business, including annual enterprise risk assessments and monitoring risk mitigation efforts. Our Board meets at least quarterly with our senior management to discuss strategy and to address any identified key risks that the Company may face.

Communicating with the Board

The Board has established a process by which shareholders can send communications to the Board. All interested parties are able to communicate directly with the Chairman of the Board of Directors or with non-employee directors as a group by sending written communications to one or more members of our Board at the address noted below:

Mr. Daniel R. Feehan
Chairman of the Board
c/o AZZ Inc.
One Museum Place, Suite 500
3100 West 7th Street
Fort Worth, Texas 76107

GOVERNANCE (CONTINUED)

Board Oversight Over ESG

AZZ is committed to growing its business in a sustainable and socially responsible manner. We have organized our sustainability efforts using a framework that focuses on environmental stewardship, social responsibility, and corporate governance and integrated our sustainability strategy and initiatives into our overall business strategy. The Company's Chief Legal Officer ("CLO") formed a Sustainability Council with members selected based on their knowledge of sustainability issues, their functional expertise and their ability to integrate sustainability into our operations and corporate culture. The Board's NCGC provides oversight to the Company's ESG policies and sustainability practices. AZZ updates the NCGC on the progress of the Company's sustainability efforts and the Sustainability Council's recommendations on continuing to improve the Company's ESG initiatives. With Board oversight of the program and executive-level sponsorship, sustainability has top-down support and is considered a company-wide priority.

ESG Oversight Structure



GOVERNANCE (CONTINUED)

Executive Compensation

Our goal for our executive compensation program is to attract, motivate and retain key high performance executives who provide consistent leadership and collaborative team efforts to contribute to the Company's continued success in the highly competitive markets in which we operate. We seek to accomplish this goal by rewarding performance and aligning the long-term interests of our executives with our shareholders. The Board's Compensation Committee oversees the executive compensation program and has responsibility for establishing, implementing and continually monitoring adherence to the Company's compensation philosophy.

Our executive compensation program is designed to link performance and executive pay and aligns the interests of our executive officers with the interests of our shareholders. The Compensation Committee monitors market and peer group pay practices and engages with our shareholders and other stakeholders to ensure that our executive compensation program continues to support the Company's strategy and remains competitively positioned and appropriately structured to align pay and performance. Our executive compensation program has three key elements: base salary, annual cash incentive compensation and long-term incentive compensation, consisting of time-based and performance-based equity awards. Additional details regarding our executive compensation programs can be found in our 2021 Proxy Statement, which is located on our Company website at www.azz.com/investor-relations.

Global Ethics Alertline

The AZZ Alertline allows employees, customers, vendors, contractors, or any other third parties to anonymously report unsafe, illegal, unethical behavior and harassment or any other concerns related to our business. Our global hotline is available twenty-four hours a day, seven days a week, and in multiple languages to address employees or others who may have concerns in various countries in which we operate. We maintain reports regarding any concerns reported on the hotline and any related investigations. Our Chief Legal Officer provides a summary report to the Audit Committee of our Board each quarter regarding the number and nature of all claims reported.

Calls to the AZZ Alertline and electronic submissions can be made pursuant to the following:

AZZ Alertline: (855) 268-6428

AZZ Alertline Website: <https://azz.alertline.com>

Email: AZZ Chief Legal Officer at TaraMackey@azz.com

GOVERNANCE (CONTINUED)

Corporate Policies

AZZ has strong beliefs on ethics, business conduct and compliance with the law. Adherence to our corporate policies is the key in maintaining our corporate integrity. Our most important policies related to our corporate integrity include:

- Code of Conduct
- Vendor Code of Business Conduct
- Environmental, Health and Safety Policy
- Human Rights Policy
- Gifts and Entertainment Policy
- Anti – Corruption Policy
- Export Management and Compliance Policy
- Insider Trading Policy
- Conflict Minerals Policy
- Related Party Transaction Policy

All of AZZ's corporate policies may be found at www.azz.com/investor-relations.

Code of Conduct

AZZ is committed to the highest standards of honest and ethical behavior and integrity in carrying out its business activities. Our Code of Conduct reflects our commitment to compliance and corporate citizenship at every level of the Company. The Board's Nominating and Corporate Governance Committee annually reviews the Code of Conduct relating to any recent developments in the law, so that revisions can be made to update our policy and practices.

All of our employees must follow our Code of Conduct and comply with all applicable laws and regulations in connection with our business activities and operations. Additionally, all employees are required to review and acknowledge their understanding of the Code of Conduct and agree to abide by its principles upon hiring and once every three years.

See the full policy at www.azz.com/investor-relations.

Anti – Corruption Policy

AZZ is committed to being a responsible corporate citizen and conducting all of its business transactions with integrity and transparency. It is essential for AZZ to comply with all applicable laws and regulations in the jurisdictions in which we conduct business. Our employees and any third parties who are engaged to act on AZZ's behalf are required to fully comply with all applicable laws, our Company Code of Conduct and the Vendor Code of Business Conduct. Employees who have international, financial, bookkeeping or sales responsibilities receive bi-annual training on anti-bribery, anti-corruption and trade compliance. Prior to the engagement of third parties to conduct business on AZZ's behalf internationally, we conduct pre-screening due diligence and require contractual compliance with U.S. and international anti-corruption and anti-bribery laws. Our Legal Department and Internal Audit Department also conducts periodic testing and audits of our processes for compliance with domestic and foreign transactions in an effort to mitigate enterprise risks.

Our Anti – Corruption Policy is available at www.azz.com/esg.

ENVIRONMENT

AZZ is committed to protecting the environment and managing our business in an environmentally responsible manner and to continue creating ways to minimize the environmental impact of our operations. All of our employees, including our leadership, is expected to provide high quality products and services while maintaining compliance with environmental regulations, and to use raw materials in an environmentally conscientious and sustainable manner.

We use an automated software system to collect and manage our environmental data relating to electricity, natural gas and water usage. This platform allows us to simplify data collection, analyze progress, and prioritize areas for modifications.

The results below include data from our U.S. facilities. At the end of FY2021, we had 42 U.S. locations in our Metal Coatings segment and 10 U.S. locations in our Infrastructure Solutions segment. We have nine facilities located internationally, which we will include in future iterations of this report.

Now that AZZ has collected its initial consumption data and assessed its baseline, our Sustainability Council will work to set targets to demonstrate key next steps for the Company.

Energy Usage and Intensity

Natural Gas (Scope 1)	FY2020 Usage (MM Btu)	FY2021 Usage (MM Btu)
Metal Coatings Segment ⁽¹⁾	1,418,236	1,427,438
Infrastructure Solutions Segment	52,328	62,887
Enterprise Total	1,470,564	1,490,325

⁽¹⁾ In our Metal Coatings segment, the hot-dip galvanizing process, which utilizes 48 kettles heated with natural gas, entails dipping fabricated steel into a kettle of molten zinc.

Natural Gas Intensity	FY2020	FY2021	Unit
Metal Coatings Segment	0.00086	0.00094	MMBtu/lbs. of steel galvanized
Infrastructure Solutions Segment	0.00009	0.00017	MMBtu/total revenue

Electric Power (Scope 2)	FY2020 Usage (kWh)	FY2021 Usage (kWh)
Metal Coatings Segment	41,581	41,440
Infrastructure Solutions Segment	12,002	10,999
Enterprise Total	53,582	52,439

Electric Power Intensity	FY2020	FY2021	Unit
Metal Coatings Segment	0.02521	0.02735	MWh/lbs. of steel galvanized
Infrastructure Solutions Segment	0.0212	0.0289	MWh/total revenue

ENVIRONMENT (CONTINUED)

Emissions

Natural Gas (Scope 1)	FY2020 Usage MT CO ₂ e	FY2021 Usage MT CO ₂ e
Metal Coatings Segment	75,329	75,818
Infrastructure Solutions Segment	2,779	3,340
Enterprise Total	78,108	79,158

Electric Power (Scope 2)	FY2020 Usage MT CO ₂ e	FY2021 Usage MT CO ₂ e
Metal Coatings Segment	20,894	20,541
Infrastructure Solutions Segment	5,620	5,290
Enterprise Total	26,514	25,831

Total Carbon Emissions and Intensity

Emission Intensities			
	FY2020	FY2021	Unit
Total Carbon Emissions (Scope 1 and Scope 2)	104,623	104,989	MT CO ₂ e
Total Carbon Intensity – Metal Coatings	0.063	0.069	kg CO ₂ e/lbs. of steel galvanized
Total Carbon Intensity – Infrastructure Solutions	0.0000149	0.0000226	kg CO ₂ e/total revenue

Water Usage

Water	FY2020 Usage (Gallons)	FY2021 Usage (Gallons)
Metal Coatings Segment	49,745,546	64,497,979
Infrastructure Solutions Segment	4,096,375	6,252,644
Enterprise Total	53,841,921	70,750,623

Water consumption is primarily used in our Metal Coatings segment. Water used in the Infrastructure Solutions segment is primarily for personal use.

Definitions:

Scope 1 - Direct emissions; occur from sources that are controlled or owned by AZZ (e.g. emissions associated with fuel combustion).

Scope 2 - Indirect emissions; occur from the purchase of electricity, steam, heat or cooling.

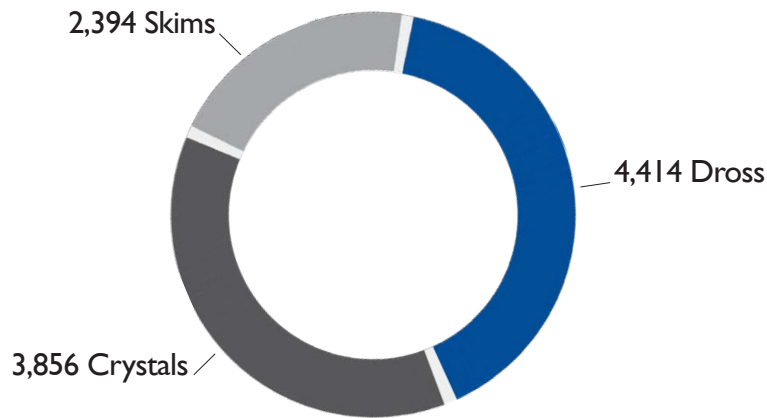
Intensity - A measurement of the total usage of each resource per pounds of steel galvanized or per total revenue for the Metal Coatings and Infrastructure Solutions segments, respectively.

ENVIRONMENT (CONTINUED)

Recycling Zinc Compounds

The hot-dip galvanizing process generates recyclable products such as ferrous sulfate crystals caused from sulfuric pickle solution, zinc oxide skims that are removed from the surface of the galvanizing bath and zinc iron ally dross that has been removed from the bottom of the galvanizing bath.

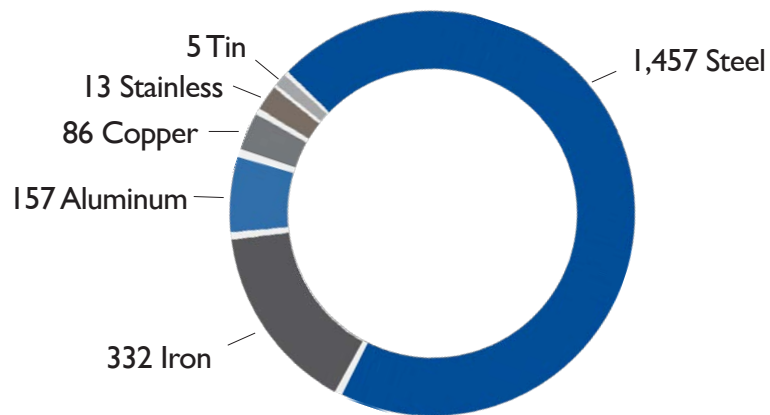
Galvanizing Plant Zinc Compound Recycling Summary (in Tons)



Infrastructure Solutions Metals Recycling

Through product fabrication and specialty welding, our Infrastructure Solutions segment generates a large amount of metal that is collected, segregated and recycled for reuse.

Infrastructure Metals Recycling (in Tons)



We do not transport hazardous waste

ENVIRONMENT (CONTINUED)

Significant Spills and Environmental Compliance

	FY2020	FY2021
Metal Coatings Segment		
Significant Spills*	0	0
Notices of Violation	15	12
Infrastructure Solutions Segment		
Significant Spills	0	0
Notices of Violation	3	4

*For the purposes of the metrics above, AZZ defines a “significant spill” as any spill required to be reported under state law in the state of operation.



No bodies of water were significantly affected by water discharges in our operations

RESEARCH & DEVELOPMENT

Digital Galvanizing System

AZZ's proprietary solution, Digital Galvanizing System ("DGS"), has resulted in unprecedented efficiency to our hot-dip galvanizing process, project management and financial reporting. Over the past two years, we have fully integrated DGS across a growing number of our facilities in the Metal Coatings segment. Implement DGS has enhanced and streamlined a broad number of our internal processes by reducing administrative duties for plant personnel, improving reporting and analytics, increased monitoring of the use of zinc for improved forecasting, and provided real-time project status updates to enhance customer service. DGS is saving time and money for AZZ and our customers by minimizing zinc usage, providing customer-centric solutions and tracking on time delivery of AZZ's quality products and services.

Texas A&M Material Science and Engineering Department Project

The Texas A&M Material Science and Engineering Department has partnered with AZZ to create a mini prototype hot-dip galvanizing operation to conduct research on extending the life cycle of fixtures, shackles, frames, baskets, chains and wire used in the hot-dip galvanizing process. Each of these processing tools and fixtures

are dipped in caustic, acid, flux and then immersed in a bath of molten zinc, several times each day. The Texas A&M University simulation lab is testing different types of steel, including stainless steel, black oxide steel and galvanized steel, and different shaped processing baskets and chains. The results from this research will assist AZZ with determining the material, working load limits and safety measures for each of the components used to secure the steel while it goes through the galvanizing process, consisting of the pre-solution baths and the hot molten zinc.



SUPPLY CHAIN

A well-managed supply chain is crucial to AZZ's long-term success. We are committed to engaging with our suppliers as valued partners and expect our suppliers to comply with our commitment to corporate social responsibility. Suppliers working with AZZ are responsible for knowing and understanding our corporate vendor policies and Code of Conduct, and ensuring that those policies are reflected in their daily business activities. Suppliers have the responsibility to report any non-compliance that they may observe. AZZ reserves the right to audit its supplier records, including on-site inspections of their facilities to ensure that they are in compliance with our Vendor Code of Business Conduct.

Vendor Code of Business Conduct

We seek to maintain high ethical standards and to comply with all applicable laws and regulations, which extends to all of our vendors, suppliers, representatives, agents, contractors and other third parties acting on AZZ's behalf. All AZZ vendors are expected to adhere to our Environmental Health and Safety Policy and Vendor Code of Business Conduct to help AZZ maintain its ethical and socially responsible culture.

Our Vendor Code of Business Conduct is available at www.azz.com/ESG.

Conflict Minerals Policy

AZZ supports efforts to end human suffering and environmental harm associated with certain minerals that may have originated in the Democratic Republic of Congo (the "DRC") and adjoining countries, and is committed to the ethical sourcing of all minerals used in our manufacturing processes and supply chain. AZZ is dedicated to continue to comply with all legislative and regulatory requirements to help end civil conflict and human rights abuses in the DRC region.

The process of tracing the origin and chain of custody of minerals through a global supply chain is sometimes complicated and challenging because some component suppliers or sub-suppliers state they lack the resources to trace minerals all the way back to their source. AZZ endeavors in good faith to continue to have its suppliers exercise reasonable due diligence to evaluate their respective supply chains to reduce the risk that minerals in our supply chain come from mines that finance or benefit armed groups in the DRC region. We evaluate our suppliers annually and report our findings to the Securities Exchange Commission every on an annual basis.

Our Conflicts Mineral Policy is available at www.azz.com/ESG.

SOCIAL RESPONSIBILITY

EMPLOYEES

As of February 28, 2021, our fiscal year end, AZZ had 3,883 employees worldwide (which excluded 868 variable workforce employees), with 3,341 of them employed in the U.S. and 542 employed outside of the U.S.

Employees	FY2020	FY2021
Total⁽¹⁾⁽²⁾	4,550	3,883
Salary	1,010	833
Hourly	3,540	3,050
Employees, Union/Non-Union		
Total⁽¹⁾⁽²⁾	4,550	3,883
Union	288	343
Non-Union	4,262	3,540
Employees By Region		
Total⁽¹⁾⁽²⁾	4,550	3,883
United States	4,024	3,341
Brazil	32	100
Canada	217	204
China	33	19
Netherlands	33	23
Poland	211	195
Saudi Arabia	0	1
Full-Time	80.5%	99.5%
Variable Workforce (not included in employee information above)		
Total	1,254	868

⁽¹⁾ Employee totals exclude variable workforce employees related to our weld overlay business for FY2020 and FY2021, respectively. These variable workforce employees fluctuate by season and size of projects within our Industrial Platform of the Infrastructure Solutions segment.

⁽²⁾ The decrease in the total number of employees in FY2021 was primarily due to the disposition of two of our subsidiaries in our Infrastructure Solutions segment in February 2020 and October 2020, respectively. For more information on these dispositions, smaller acquisitions and the shuttering of other facilities in the Metal Coating segment to optimize operational efficiencies, please see our 2021 Annual Report at www.azz.com/investor-relations.



5.5 Years is the Average AZZ Employee Tenure

EMPLOYEES (CONTINUED)

Membership Associations

A list of the main industry associations and organizations to which we belong in the United States includes

- American Galvanizers Association (AGA)
- American Petroleum Institute (API)
- American Society of Mechanical Engineers (ASME)
- American Welding Society (AWS)
- Institute of Electrical and Electronics Engineers (IEEE)
- Manufacturers Alliance for Productivity and Innovation (MAPI)

Additionally, one of the Company's subsidiaries in our Infrastructure Solutions segment participates in a Research Consortium with Ohio State University.



EMPLOYEE COMPENSATION & BENEFITS

We believe that economic growth is only inclusive and sustainable when our employees receive fair and living wages. We are committed to continue to pay our employees competitive and fair compensation that is commensurate with their experience, position and performance and is competitive in the markets in which they work. We conduct regular surveys of the market rates for our positions to ensure that our compensation and benefits are competitive within our industry and the geographic locations in which we operate. We offer annual merit-based increases, as well as annual short- and long-term incentive packages that are aligned with the Company's key business objectives and are intended to motivate high performance and reward superior shareholder return.

We believe our employees are critical to the success of our business and we structure our benefits package to attract and retain a highly talented and engaged workforce. We are continuously evaluating our programs to adapt to market trends, and to provide comprehensive health, wellness and quality of life benefits to our employees' and their families. Our programs vary slightly by location, but most include the following benefits:

Health	Financial	Work/Life
Medical, Dental and Vision	Competitive Base Salaries	Company/Voluntary Life Insurance
Medical Insurance Premium Reduction	Hourly Overtime & Shift Differential Pay	Paid Time Off, Holiday Pay, & Flexible Work Arrangements
Health Screenings & Flexible Spending Account	Cash Incentive Program (annual)	Accidental Death & Dismemberment
Prescription Drug Coverage	Employee Stock Purchase Plan	Paid Short-Term & Long-Term Disability
24/7/365 Virtual & Telehealth Services	100% 401(k) match for the first 1% & 50% match between 2% & 6%	Paid Sick & Safe Leave
Annual Flu Immunizations & Free COVID Testing & Vaccinations	Pre-tax & Roth IRA Contributions to Eligible Savings Accounts	Family Medical Leave
Employee Assistance Program	Tuition Reimbursement	Military Leave



60% of our employees take advantage of our company 401K



69% of our employees opt into AZZ sponsored health insurance

DIVERSITY, EQUITY & INCLUSION

We embrace the diversity of our employees, customers, vendors, suppliers, stakeholders and consumers, including their unique backgrounds, experiences, creative solutions, skills and talents. Everyone is valued and appreciated for their distinct contributions to the continued growth and sustainability of our business.

Equal Opportunity Employment is a fundamental principle of our Company, where employment and applications for employment are evaluated based upon a person's capabilities and qualifications without discrimination based on actual or perceived race, color, religion, sex, age, national origin, disability, genetic information, marital status, veteran status, sexual orientation, or any other protected characteristic as established by applicable local, state, federal or international laws. Equal opportunity and inclusion is incorporated into all of AZZ's policies and procedures relating to recruitment, hiring, retention, promotions, compensation, benefits, discipline, termination and all of AZZ's other terms and conditions of employment. We continuously seek to improve our hiring, talent development, advancement and retention of a diverse talent pool and increase our overall diversity representation across all of our facilities.

For FY2020 and FY2021, our U.S. employees had the following race and ethnicity demographics:

Race/Ethnicity	FY2020	FY2021
White	53.3%	54.0%
Hispanic	32.5%	33.0%
African American	9.7%	8.4%
Asian	1.9%	1.4%
Multi-Racial	1.6%	1.6%
American Indian or Alaska Native	0.84%	0.67%
Native Hawaiian or Other Pacific Islander	0.16%	0.93%

Approximately 46% of our employees are diverse, as reported to the Equal Employment Opportunity Commission on an annual basis.

For FY2020 and FY2021, our employees had the following gender and age demographics:

	Women		Men	
	FY2020	FY2021	FY2020	FY2021
US Employees	13.4%	13.3%	86.6%	86.7%
Global Employees	7.3%	12.4%	92.7%	87.6%

Age	% of Total Employees FY2020	% of Total Employees FY2021
Under 20	0.1	1.4
20 - 29	14.4	18.3
30 - 39	26.3	25.1
40 - 49	26.5	24.9
50 - 59	21.0	21.0
60>	11.7	9.3

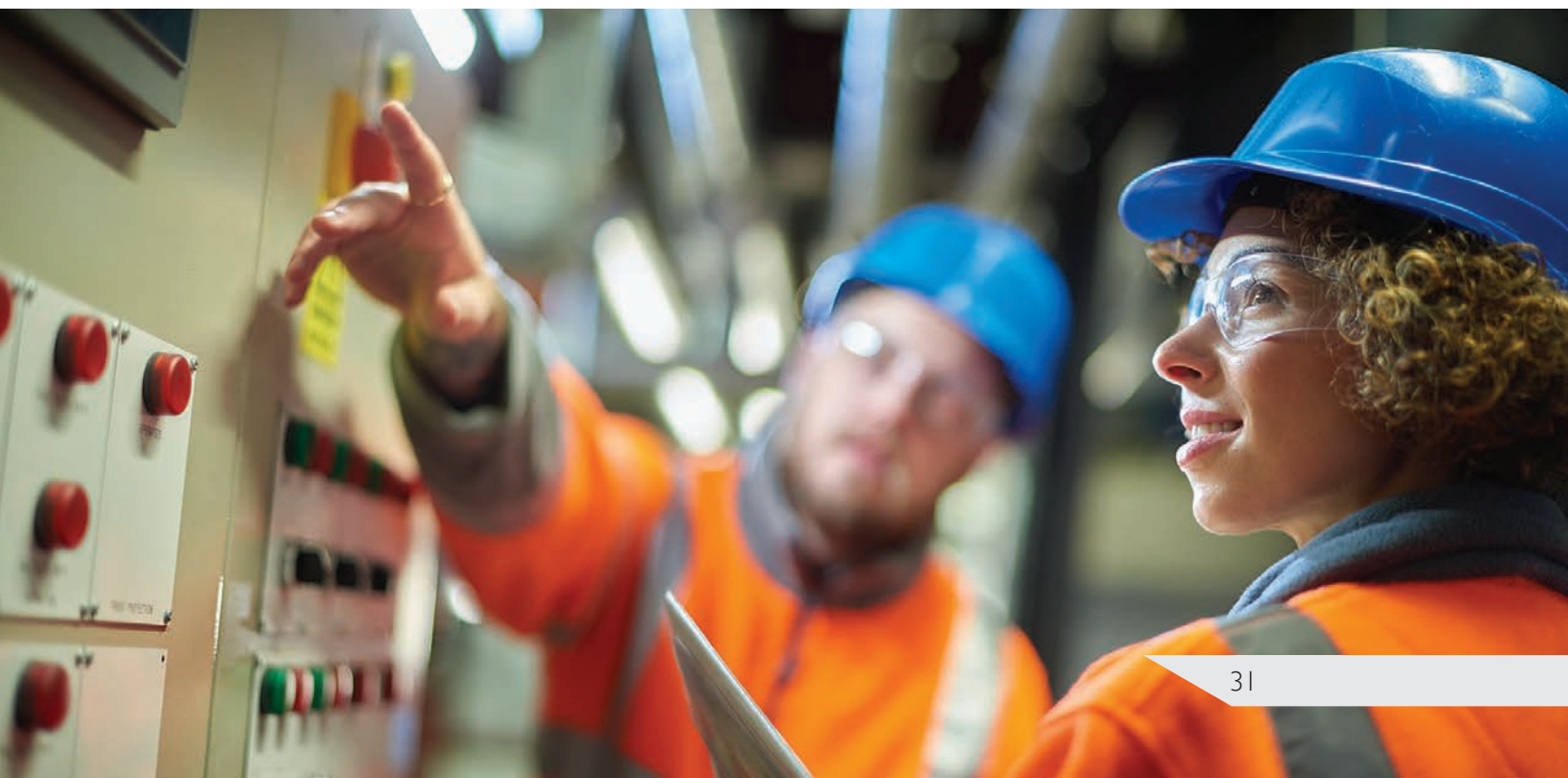
GROWTH & DEVELOPMENT

We invest in and provide ongoing development and continuous learning opportunities for all AZZ employees. AZZ supports enterprise-wide training and development by offering a variety of instructor-led and self-paced learning programs ranging in audience from individual contributors to supervisors and executive leadership. We also provide a variety of resources to help our employees grow professionally and personally and build new skills, including (i) online development courses containing unlimited access to more than 4,500 learning modules, (ii) continuing education credits, and (iii) learning preferences such as in-person seminars, videos and webinars. AZZ also provides a tuition assistance program for employees enrolled in higher education programs directed at improving their performance or helping them prepare for future leadership roles within the Company. We also emphasize individual development training as part of our annual performance goal setting process.



100% of our full-time employees received performance and career development reviews in FY2021

Annually, all employees have the opportunity and are encouraged to provide feedback on their employee experience through an anonymous and confidential employee survey. The feedback received through this survey is used to drive actions that will improve the overall experience for employees across the Company, as well as to support continuous improvement in leader effectiveness and to continuously enhance our corporate culture.



HEALTH & SAFETY

Core to our corporate values and T.R.A.I.T.S., AZZ emphasizes the safety of our people and fostering a culture of safety awareness that promotes the well-being of our employees, contractors and business partners. We maintain a safety culture grounded on the premise of eliminating workplace incidents, risks and hazards, while operating and delivering our work responsibly and sustainably. AZZ has created and implemented training, audit processes, and incident learning communications to help mitigate safety events and to reduce the frequency and severity of accidents in the future. AZZ has safety teams and a formal mentor training program that includes a diverse group of management and hourly employees that contribute to the safety focused culture of our facilities.

In fiscal years 2020 and 2021, we continued to demonstrate excellence in safety, with zero work-related employee fatalities at 60 locations worldwide, and incident rates as indicated below:

	TRIR		LTIR		DART	
	FY20	FY21	FY20	FY21	FY20	FY21
Metal Coatings Segment	6.39	4.40	1.70	1.30	4.51	3.10
Infrastructure Solutions Segment						
Electrical Platform	1.90	0.95	0.52	0.34	1.04	0.84
Industrial Platform	0.28	0.00	0.00	0.00	0.00	0.00

Lagging indicators include the Occupational Safety & Health Administration:

- (i) Total Recordable Incident Rate ("TRIR");
- (ii) Lost Time (or Lost Workday) Incident Rate ("LTIR") based upon the number of incidents per 100 employees (or per 200,000 work hours); and
- (iii) Days Away, Restricted or Transferred Rate ("DART").

Metal Coatings Segment

31.14% reduction in TRIR and 31.26% reduction in DART from FY2020 to FY2021

Infrastructure Solutions Segment

Electrical Platform - 50% reduction in TRIR and 28.8% reduction in DART from FY2020 to FY2021

Industrial Platform achieved zero recordable injuries in FY2021

Zero Fatalities

We had zero work-related fatalities in our business operations during FY2020 and FY2021

Injury-Free Facilities

	FY2020	FY2021
Metal Coatings Segment	4	9
Infrastructure Solutions Segment	3	4

COMMUNITY INVOLVEMENT

Our commitment to supporting people extends beyond just our employees. Our employees are connected to the communities where we operate. AZZ and its employees donate money, time, skills and resources to support many organizations and programs in communities in which they live and work.



Hurricane Harvey Disaster Relief

In 2017, the state of Texas was hit by Hurricane Harvey as a category 4 hurricane. The storm dumped a years-worth of rain in less than a week on Houston and much of southeastern Texas. AZZ employees, customers, suppliers and distributors from around the world generously donated over \$200,000 to assist those in need. These contributions were able to help 47 AZZ employees and their families who suffered damages to their homes.

AZZ Cares Foundation

Caring is our culture. After Hurricane Harvey, AZZ established the AZZ Cares Foundation in 2018 dedicated to providing charitable support and assistance to AZZ employees and their families when impacted by an emergency, disaster, or personal hardship. To date, the Foundation has provided assistance to 59 employees and their families.



Texas A&M Scholarship (Engineering Program)

We recognize the need to invest in the next generation of industry professionals. That commitment led AZZ to establish two fellowships in the Department of Materials Science and Engineering at Texas A&M University.

The AZZ Faculty Fellowship in Materials Science and Engineering and the AZZ Graduate Fellowship in Materials Science and Engineering provides funds to support faculty and students in the department.

AZZ Care Team School Supply Scavenger Hunt

In August 2021, the AZZ Care Teams launched the School Supply Scavenger Hunt across 12 locations to support at least one local school in each location.

The AZZ Care Teams were able to provide school supplies for teachers and students for 13 schools.



AZZ WSI Brazil Winter Clothing Campaign

In July 2021, AZZ WSI Brazil launched its Winter Clothing Campaign and collected warm clothes and blankets for their community.

Employees delivered warm clothes to a local church and donated over 50 blankets to the small community of Pirapora do Bom Jesus.



STAKEHOLDER ENGAGEMENT

Our key stakeholders include our employees, customers, investors and the members of the communities in which we live and work. We engage with our stakeholders on an ongoing basis and we utilize the feedback that we receive to provide both the Board of Directors and the management team with deeper insights into the topics that are important to our stakeholders.

During FY2021, we increased our shareholder engagement communications, enhanced the Company's strategic content, and built stronger relationships with our investor community. Throughout last fiscal year, we engaged in over 170 investor relations conference calls and virtual investor road shows to address investor questions and provide perspective on the Company's strategy and sustainability commitments.

	Employees	Customers	Investors	Community
Method of Communication	Employee Surveys	Informal Conversations	Investor Calls and one-on-one meetings	Volunteering
	Internal Social Media	Customer Satisfaction Surveys	Investor Conferences and Events	Philanthropy
	Annual Performance Reviews	Social Media	Annual Shareholders Meeting	Disaster Preparedness
	Employee Bulletins	Company Website	Quarterly Earnings Calls	Social Media
	Intranet	Negotiations	Company Website	Company Website
		Industry Associations	Press Releases	
			SEC Filings	
Topics	Benefits	Customer Service	Financials	Volunteering
	Compensation	Products	Capital Investments	Disaster Relief
	Safety	Pricing	Market Trends and Company Strategy	
	Career Development	Vendor Policies	Corporate Governance	
	Training	Safety	Pending or Proposed Industry Legislation	
	Employee Engagement			

GRI INDEX

GRI Indicator	Description	Page
Organizational Profile		
I02-1	Name of the organization	Pages 3 and 8
I02-2	Activities, brands, products and services	Pages 6-10
I02-3	Location of headquarters	Page 8
I02-4	Location of operations	Pages 8 and 12-13
I02-5	Ownership and legal form	Page 8
I02-6	Markets served	Pages 8-10 and 12-13
I02-7	Scale of the organization	Pages 8-10 and 12-13
I02-8	Information on employees and other workers	Pages 27-32
I02-9	Supply chain	Page 26
I02-10	Significant changes to the organization and its supply chain	None
I02-11	Precautionary principle or approach	Pages 14 and 17
I02-12	External initiatives	Pages 33-34
I02-13	Membership or associations	Page 28
Strategy		
I02-14	Statement from senior decision maker	Pages 4-5
I02-15	Key impacts, risks, and opportunities	Pages 4-5
Ethics and Integrity		
I02-16	Values, principles, standards and norms of behavior	Pages 11 and 19-20
I02-17	Mechanisms for advice and concerns about ethics	Pages 17 and 19
Governance		
I02-18	Governance Structure	Pages 14-20 herein; and included in the Company's 2021 Definitive Proxy Statement, filed with the Securities and Exchange Commission on June 1, 2021 ("2021 Proxy"), pages 18-28
I02-19	Delegating authority	2021 Proxy, pages 23-28
I02-20	Executive-level responsibility for economic, environmental, and social topics	Page 18 herein; and 2021 Proxy, pages 18 and 24
I02-21	Consulting stakeholders on economic, environmental, and social topics	Page 34
I02-22	Composition of the highest governance body and its committees	Pages 14-18 herein; and 2021 Proxy, pages 23-24
I02-23	Chair of the highest governance body	Pages 15 and 17 herein; and 2021 Proxy, pages 13, 24 and 31
I02-24	Nominating and selecting the highest governance body	Page 16 herein; and 2021 Proxy, pages 32-34
I02-25	Conflicts of interest	Page 16

GRI Indicator	Description	Page
102-26	Role of highest governance body in setting purpose, values, and strategy	Page 17 herein; and 2021 Proxy, page 27
102-27	Collective knowledge of highest governance body	Pages 14-15 herein; and 2021 Proxy, pages 13-17
102-28	Evaluating the highest governance body's performance	2021 Proxy, page 26
102-29	Identifying and managing economic, environmental, and social impacts	Page 14-15 herein; and 2021 Proxy, pages 27-28
102-30	Effectiveness of risk management processes	Page 17 herein; and 2021 Proxy, pages 27-28
102-31	Review of economic, environmental, and social topics	2021 Proxy, pages 23-24
102-32	Highest governance body's role in sustainability reporting	Page 18 herein; 2021 Proxy, pages 18 and 24
102-33	Communicating critical concerns	Page 17 herein; 2021 Proxy, page 31
102-35	Remuneration policies	Page 19 herein; 2021 Proxy, pages 29-30 and 39-57
102-36	Process for determining remuneration	2021 Proxy, pages 39-57
102-37	Stakeholders' involvement in remuneration	2021 Proxy, pages 39-57
102-38	Annual total compensation ratio	2021 Proxy, page 71
102-39	Percentage increase in annual total compensation ratio	2021 Proxy, page 71
Stakeholder Engagement		
102-40	List of stakeholder groups	Page 18 and 34
102-41	Collective bargaining agreements	Page 27
102-42	Identifying and selecting stakeholders	Page 34
102-43	Approach to stakeholder engagement	Page 34
102-44	Key topics and concerns raised	Page 34
Reporting Practice		
102-45	Entities included in the consolidated financial statements	2021 Form 10-K, Exhibit 21
102-46	Defining report content and topic boundaries	Page 3
102-47	List of material topics	Page 2
102-48	Restatements of information	This is the first report prepared.
102-49	Changes in reporting	This is the first report prepared.
102-50	Reporting period	Identified where data is disclosed throughout the report.
102-51	Date of most recent report	This is the first report prepared.
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Page 3
102-54	Claims of reporting in accordance with GRI standards	Page 3
102-55	GRI content index	Pages 35-38
Anti-Corruption		
205-2	Communication and training about anti-corruption policies and procedures	Page 20

GRI Indicator	Description	Page
Environmental		
Energy		
302-1	Energy consumption within the organization	Pages 21-22
302-3	Energy Intensity	Pages 21-22
302-4	Reduction of energy consumption	Pages 21-22 (Scope 2)
Water		
303-5	Water consumption	Page 22
Emissions		
305-1	Direct (Scope 1) GHG emissions	Page 22
305-2	Energy indirect (Scope 2) GHG emissions	Page 22
305-4	GHG emissions intensity	Pages 21-22
Effluents and Waste		
306-2	Management of significant waste-related impacts	Page 23
306-3	Significant Spills	Page 24
306-4	Transport of hazardous waste	Page 24
306-5	Waste diverted from disposal	Page 24
Social		
Employment		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 29
Occupational Health and Safety		
403-1	Occupational health and safety management system	Page 32
403-2	Hazard identification, risk assessment, and incident investigation	Page 32
403-4	Worker participation, consultation, and communication on occupational health and safety	Page 32
403-5	Worker training on occupational health and safety	Page 32
403-6	Promotion of worker health	Page 32
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 32
Training and Education		
404-2	Programs for upgrading employee skills and transition assistance programs	Page 31
404-3	Percentage of employees receiving regular performance and career development reviews	Page 31
Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	Pages 16 and 30
Freedom of Association and Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	None

GRI Indicator	Description	Page
Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	None
Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	None
Human Rights Assessment		
412-1	Operations that have been subject to human rights reviews or impact assessments	None
Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Pages 5, 13 and 32
413-2	Operations with significant actual and potential negative impacts on local communities	None

SASB INDEX

SASB Code	Topic	Accounting Metric	Page
RT-IG-130a.1	Energy Management	(1) total energy consumed; (2) percentage grid electricity; (3) percentage renewable	Page 21
RT-IG-320a.1	Employee Health and Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	Page 31
RT-IG-000.B	Number of Employees	Activity Metrics	Pages 13 and 27

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