



# 2015

## Environmental, Health and Safety

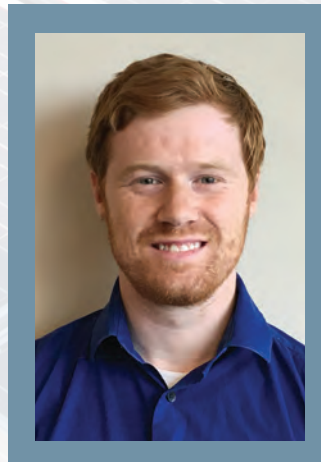
Annual Report



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## Forward from the Chief Executive Officer



United States Cold Storage, Inc. (referred to as USCS or in some cases the “Company” in this report) is committed to the safety of our employees and the sustainable development of our business. We are also committed to the transparent reporting of our record in these areas. This is the third report that USCS has prepared in accordance with the Global Reporting Initiative and I hope that all our stakeholders will find the information provided here helpful.

USCS’s Lost Time Injury Rate for 2015 was again well below industry levels. A number of new safety initiatives were introduced during the year, including measures to improve pedestrian safety in our warehouses and to reinforce the need for safe handling of forklifts. USCS is investing in a program to retrofit its fleet of forklifts with blue warning lights. USCS also takes food safety very seriously. Six warehouses received BRC certification in 2015, bringing the total number of USCS certified warehouses to 20.

2015 saw a number of milestones in USCS’s efforts to reduce our impact on the environment. In October 2015, the official opening of USCS’s new warehouse in Covington, Tennessee took place. This nine million cubic feet facility is the first USCS warehouse to receive LEED Gold certification. In November 2015, USCS completed the installation of a 2.68 MW solar array at our Lumberton, North Carolina facility. The Lumberton solar array was partly funded by a grant from the Swire Group Sustainable Development Fund. During the year, USCS’s team of engineers also began a review of energy usage across all our warehouses with the goal of reducing energy consumption by 5% in 2016.

I am proud to lead a team of professionals who are dedicated to providing a best-in-class service to our customers without compromising the safety of our workforce or the long-term sustainability of our Company. I am confident that in 2016 USCS will bring more improvements to the way we operate, for the benefit of all our stakeholders.

David M. Harlan  
President & Chief Executive Officer



## Commitment to Sustainability

United States Cold Storage Inc. is a subsidiary of UK-based John Swire & Sons Ltd, the parent company of the Swire group. The Swire group's holding include Swire Pacific Limited, Swire Properties Limited, Cathay Pacific Airways Limited and Hong Kong Aircraft Engineering Company Limited which are all public companies listed in Hong Kong, as well as a number of significant privately owned companies. Swire has made a commitment to sustainable business development by minimizing the group's impact on the environment through reducing waste generation and investing in the communities in which they operate. USCS shares the sentiment of our parent company, and has taken several steps and initiatives to reduce the carbon footprint of our operation while providing a safe and healthy atmosphere for our workforce and surrounding communities. The information contained in this report will serve as a benchmark for the progress made by these initiatives.



Covington, TN proud recipient of LEED Gold Status in the US Green Building Council's (USGBC) Leadership in Energy and Environmental Design (LEED) program.

## Parameters of this Report

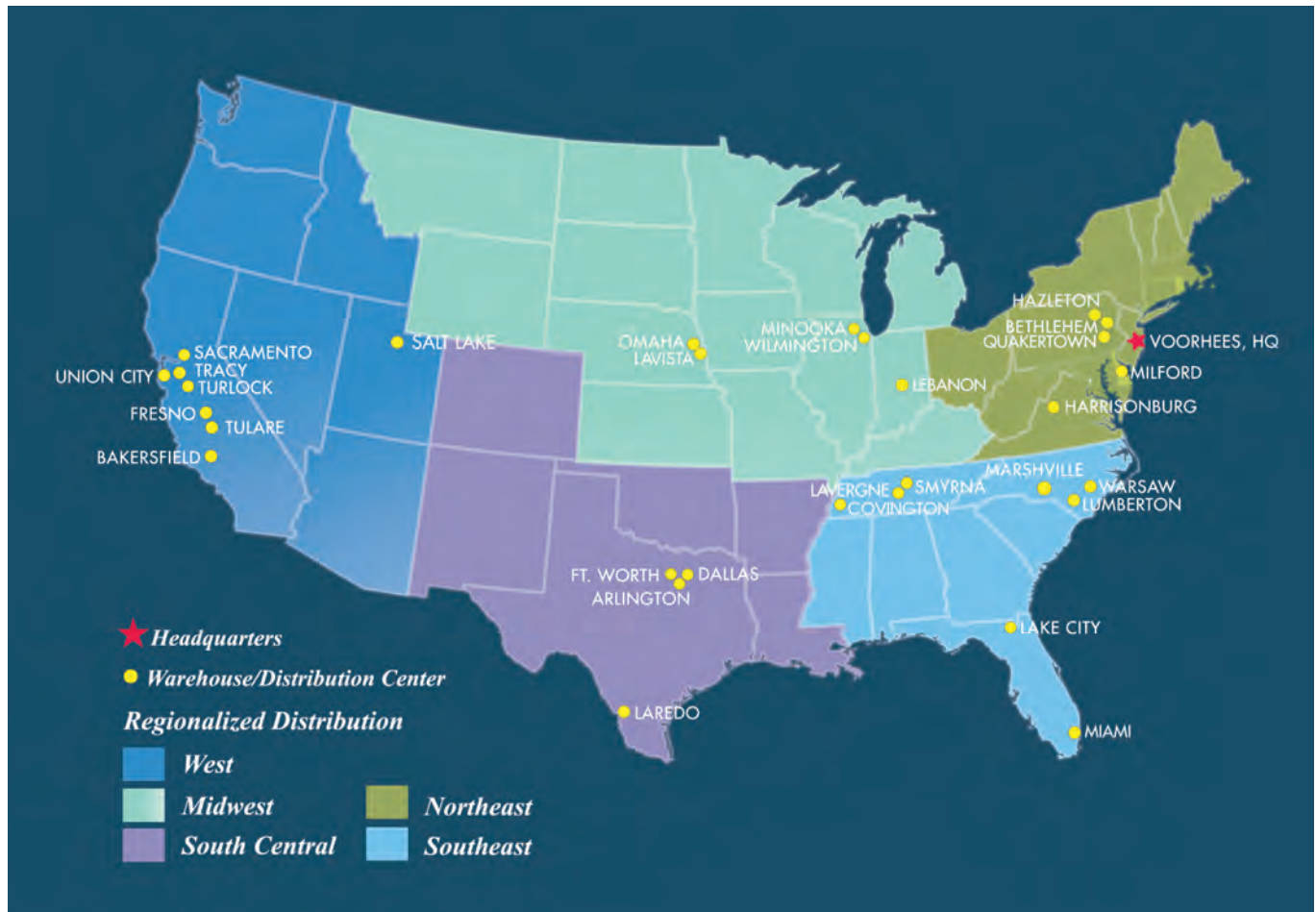
The 2015 Environmental, Health and Safety Report covers the 2015 calendar year for the activities of all facilities within United States Cold Storage. The previous report was issued for the 2014 calendar year in 2015, however USCS is also required to issue a monthly EH&S update to Swire that focuses on many of the same topics. This report focuses on the USCS workforce and their protection both financially and on the job, the impact that our operation has on the environment, and how we are planning to improve in the future. This is the third iteration of this report to follow the GRI Level C template for sustainability reporting, the previous annual reports had been issued to Swire without such a template. Because of this, there are portions of some metrics that are not fully reported on due to limited data recording. The infrastructure has been put into place to record all data that has been omitted from this report in 2015 and to include this information in subsequent issues of this report.



Bill Gentis, Chief Engineer, Tracy, California

# Organization

## USCS Network



	2011	2012	2013	2014	2015
No. of Facilities At Year End	34	34	35	35	35
Storage Capacity (Cubic Feet) <sup>1</sup>	190 million	198 million	215 million	224 million	240 million

<sup>1</sup> Cubic feet of cold storage capacity. Figures represent year-end totals.



## Organizational Structure and Markets Served

This report covers the operational activities of USCS, together with those of its subsidiary companies, collectively “USCS.” USCS operates exclusively in the United States and is managed by geographical region. As of December 31, 2015, the Company operated 36 facilities located in 12 states: California, Delaware, Florida, Illinois, Indiana, Nebraska, North Carolina, Pennsylvania, Tennessee, Texas, Utah and Virginia. USCS headquarters is located in Voorhees, New Jersey.

The USCS network of facilities services a customer base with requirements ranging from primary storage to fully integrated third-party logistics solutions. USCS offers more than 240 million cubic feet of temperature-controlled warehouse and distribution space and has nearly 2,800 employees nationwide. Due to its wide range of refrigerated storage and logistics services, USCS customers include many of the top American and international food companies. USCS is among the top five largest public refrigerated warehouse (“PRW”) companies in the United States of America.

Over the past year, there were no major operational changes for the company other than warehouse commissioning, decommissioning and warehouse expansions. In 2015 a new facility was opened in Covington, TN with a rail expansion in Quakertown, PA and a blast freezer expansion in Lumberton, NC.



Tracy, California

## Legal Form and Governance

### Board

The Board, which is tasked with organizational oversight and setting strategy, comprises three Executive Directors responsible for various aspects of the business, Non-Executive Directors representing the shareholder, John Swire & Sons Limited, and two Independent Non-Executive Directors.



**James Hughes-Hallett**  
Non-Executive Chairman



**David M. Harlan**  
Executive Director –  
President &  
Chief Executive Officer



**Andrew M. Clarke**  
Executive Director –  
Vice President, Finance &  
Chief Financial Officer



**J. Larry Alderfer**  
Executive Director –  
Vice President, Corporate  
Development & Logistics



**J. B. Rae-Smith**  
Non-Executive Director



**Jack Pelo**  
Non-Executive Director



**Paul Henson**  
Non-Executive Director



**Craig Owens**  
Independent Non-Executive  
Director



**William R. Dalton**  
Independent  
Non-Executive Director



## Legal Form and Governance (continued)

### Internal audit

USCS has an in-house Internal Audit function which is monitored by the Audit Committee. The Internal Audit function carries out audits of the Company's facilities across the United States as well as at Head Office.

### Audit Committee

The Audit Committee is chaired by an independent non-executive director. The other two members of the Audit Committee are comprised of one representative of John Swire & Sons Limited and the President and Chief Executive Officer. In addition, the Chief Financial Officer attends the Audit Committee meetings together with members of the Internal Audit function and a representative of our external auditors, Grant Thornton.

### The Audit Committee's remit, as set out in its Terms of Reference, involves:

- Evaluating the adequacy of the mechanisms for the assessment and management of risk.
- Reviewing risk management processes including policies around health and safety, fraud and competition compliance.
- Reviewing the external auditors' independence, proposed audit scope and annual performance as well as the co-operation between internal and external audit.
- Monitoring the timeliness of management's response to recommendations made by the internal and external auditors.
- Reviewing planned internal audit activities and considering their adequacy as a basis for an independent and objective opinion on risk management, control and governance.

- Reviewing the effectiveness of the USCS systems for monitoring, addressing and reporting on compliance with laws and regulations.
- Reviewing the USCS financial statements and judgmental areas contained therein.

### Other Committees

A number of committees are in place at the Head Office which cover a range of issues including Risk Management, Pensions and IT. Each facility has a Health & Safety Committee.

### Policies and Procedures

A Corporate Code of Conduct has been developed with the aim of making all employees fully aware of their responsibility for ensuring that USCS conducts its business in accordance with applicable laws and regulations. All new employees are given a copy of the Code of Conduct as part of their induction process. During 2014, a video highlighting key parts of the Code of Conduct was produced. This has been shown to all employees.

### Employee Communication

USCS encourages dialogue between employees and Head Office management. This is achieved through regular visits by Head Office management to the local facilities, in-house training programs, employee surveys, magazines and newsletters.

## Workforce Information

USCS offers a wide range of employment opportunities across the country. However, the vast majority of those employed are warehouse forklift operators. USCS is committed to the safety and wellbeing of its entire workforce, providing extensive benefit plans for full-time employees. The tables below provide details of USCS's workforce.

Total workforce by employment type, employment contract, and region broken down by gender (LA1).

Type	Male	Female
Total employees:	2,814	490
Supervised Workers:	2,795	488
Executives:	19	2

**Chart 1.** The total workforce broken down by employees, supervised workers

Type	Male	Female
Full Time	2,797	482
Part Time	14	8
Casual Laborers	3	0

**Chart 2.** The total number of employees broken down by type of employment

Type	Male	Female
Full Time	2,797	482
Part Time	14	8
Casual Laborers	3	0

**Chart 3.** The total number of permanent employees broken down by employment

Region	Male	Female	Total	%
Corporate	55	43	98	3%
Pennsylvania	604	105	709	21%
Mid-Atlantic	146	29	175	5%
Mid-West	769	93	862	26%
South	636	76	712	22%
Laredo	100	25	125	4%
West	504	119	623	19%
Total	2,814	490	3,304	

**Chart 4.** The total workforce broken down by region and gender



## New Employee Hires and Employee Turnover

Total workforce by employment type, employment contract, and region broken down by gender and region (LA2).

Type	Entering Employment			Leaving Employment		
	Male	Female	Total	Male	Female	Total
Full-Time	765	94	859	623	83	706
Part-Time	7	2	9	4	4	8
Casual Laborer	0	0	0	6	0	6
Total	772	96	868	633	87	720

**Chart 5.** Turnover of employment during this reporting period

Entering Employment		Leaving Employment	
Age Group	Total	Age Group	Total
Under 20	27	Under 20	9
20-24	194	20-24	152
25-29	190	25-29	158
30-34	140	30-34	110
35-39	105	35-39	81
40-44	80	40-44	61
45-49	65	45-49	47
50-54	47	50-54	49
55-59	16	55-59	27
60-64	4	60-64	12
		65-69	14

**Chart 6.** Total number of employees entering and leaving employment during the reporting period broken down by age group.

Entering Employment		Leaving Employment	
Region	Total	Region	Total
Corporate	19	Corporate	6
Pennsylvania	195	Pennsylvania	175
Mid-Atlantic	32	Mid-Atlantic	38
Mid-West	239	Mid-West	323
South	237	South	84
Laredo	42	Laredo	33
West	104	West	61

**Chart 7.** Total number of employees entering and leaving employment during the reporting period by region

## Economic Performance

### Coverage of the USCS Defined Benefit Pension Plan (EC3)

USCS operates both a defined benefit and a 401(k) pension plan. There are no longer any employees that are members of multi-employer union pension schemes. Employees are eligible to join the USCS defined benefit pension plan at age 21 and after one year of service. As shown in the table below, as of December 31st, 2015 68% of US Cold's employees were members of the defined benefit plan.

**Membership of USCS Defined Benefit Pension Plan  
as of December 31<sup>st</sup>, 2015**

Members of USCS Defined Benefit Plan	1,897	67.87%
Members of Union Pension Plan	0	0.00%
Ineligible (employed less than 1 year)	862	30.84%
Ineligible (not yet 21 years of age)	27	0.97%
Ineligible (Part-time / Casual)	9	0.32%
<b>Total USCS Employees</b>	<b>2,795</b>	

**Chart 8.** Breakdown of Pension Plan memberships. This employment total in bold is as of December 31, 2015

USCS funds the defined benefit pension plan and no contributions are made by employees. As of December 31<sup>st</sup>, 2015 the value of the defined benefit pension plan assets was \$51.2 million and the value of the benefit obligation was \$53.1 million. The value of the pension plan obligation was calculated by independent actuaries as of December 31<sup>st</sup>, 2015.

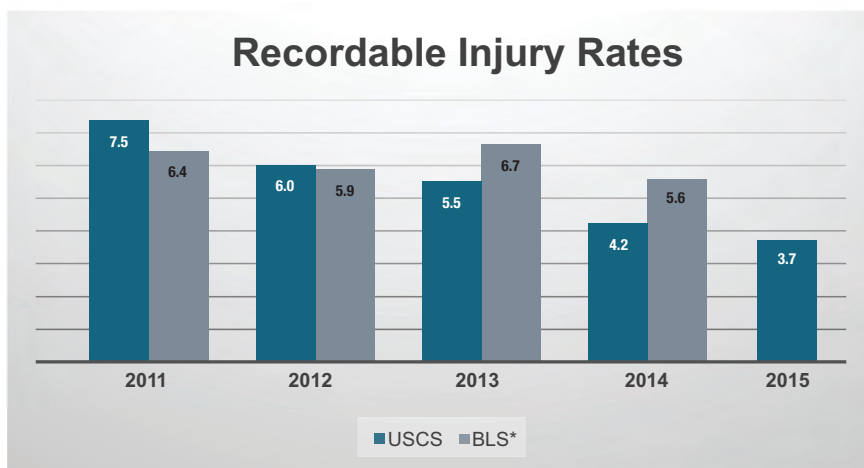


## Employee Safety (LA7, LA8)

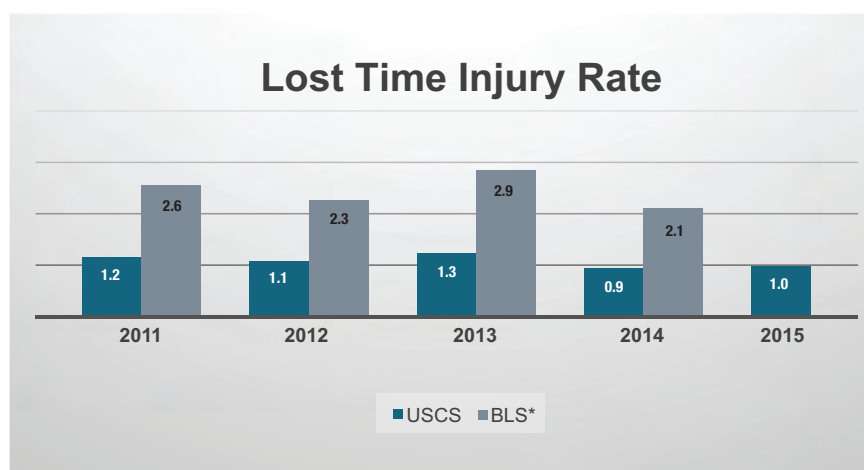
USCS employees achieved a record breaking year for safety performance in 2015!!! We measured the lowest total recordable and DART injury rates in our record keeping history (since 2006). In 2015 the USCS total recordable injury rate met our 10% reduction goal from the previous year. We are truly best in class, with a total recordable injury rate and lost time rate 33% and 49% below published industry average rates respectively.

The Company had 21 locations with ZERO lost-time injuries. In addition, there were seven locations with ZERO recordable injuries. Those locations were Harrisonburg, VA; Fresno, CA; Milford, DE; Warsaw, NC; Lebanon, IN; Syracuse, UT; as well as the Company's Voorhees, NJ, headquarters.

The Fresno location and the Mid-Atlantic Region were presented with a safety milestone award for working one million hours without a lost time injury.



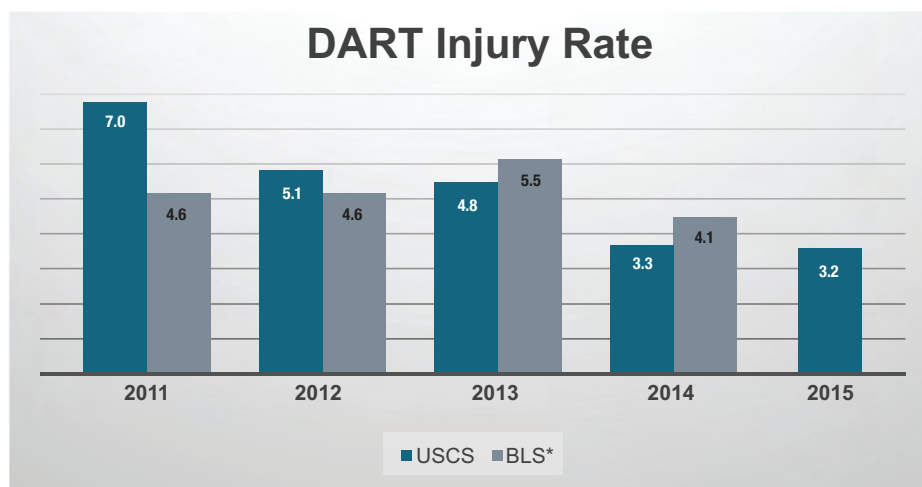
**Chart 9.** USCS Company Wide Five-Year Recordable Injury Rate Compared to Labor Statistics Average



**Chart 10.** Five-Year USCS Lost Time Injury Rate

\* 2015 Bureau of Labor Standards Statistics are not available.

## Employee Safety (continued)



**Chart 11.** USCS Five-Year Days Away, Restricted and Transferred Rate (DART)

Listed below are examples of safety initiatives implemented in 2015:

- Issued and conducted training on the updated Crisis Management Programs.
- Conducted a Crisis Management Drill.
- Completed the roll out of Hazard Identification Tracking and Training (HITT) application. (The HITT system is a software application used to enter and track all incidents/near misses, and record and conduct training)
- Issued safety encouragement signs to all locations to help promote a positive safety culture.
- Conducted a bi-annual executive review of all the incidents for each region.
- Conducted analysis of worker compensation cost by type of incident and executed a plan to reduce Powered Industrial Truck (PIT) Incidents. The plan included issuing two new safety directives for Pedestrian Requirements, implementing PIT Speed Limit Requirements and conducting a test installation of blue safety warning lights for the PITs.
- Finalized 12 Job Safety Analysis (JSA) reports for Covington.
- Conducted Safety Supervisor Employee Engagement classes for the Mid-West region.

Our theme for 2016 will be “Building a Team of Safety Leaders.” In order to continue improving on our safety performance more than ever we need everyone’s help.

In 2016, we will focus on establishing realistic goals based on published industry averages. Having injury rates well below industry average has always been the “Best in Class” way, and now we will set goals to support this belief. The goals for 2016 are listed below:

- Recordable rate 35% below industry average
- DART rate 25% below industry average
- Lost time rate 55% below industry average

\* 2015 Bureau of Labor Standards Statistics are not available.



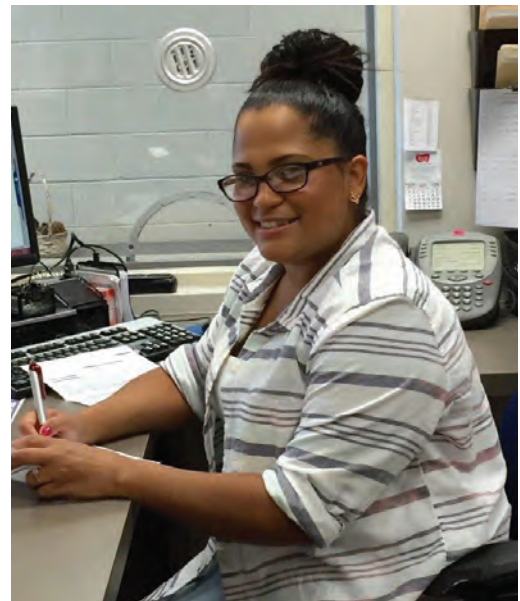
## Employee Safety (continued)

In 2016 we are planning to:

- Issue a beginning of year safety award and message from leadership.
- Fully utilize the HITT system including non-injury incident and near miss reporting.
- Update 3 Process Safety Management (PSM) programs and 2 safety directives
- Issue bi-annual motivational poster.
- Conduct mock OSHA audits (one location per region).
- Create a Corporate driven monthly safety topic program.
- Conduct a Recognized and Generally Accepted Good Engineering Practices (RAGAGEP) Evaluation report for each location.
- Conduct supervisor safety leadership training on:
  - o Employee engagement
  - o Incident prevention and response

## Food Safety:

Six additional facilities received their initial BRC certifications in 2015 which brought our corporate total to 20 certified facilities. The facilities currently certified include: Fresno, Tracy, Tulare North, Tulare South, Lake City, Minooka, Wilmington, Lebanon, Warsaw, Hazleton, Arlington, Dallas South, Ft. Worth, Laredo III, Bethlehem, Laverne, Smyrna, Syracuse, Bakersfield and Turlock. We plan on securing BRC certification at five more facilities in 2016. Locations scheduled for 2016 certification include: Quakertown, Medley, Lumberton, Omaha, and Covington, and early in 2017, Milford.



Top: Robert Garza – Bakersfield, California  
Left: Justin Lopez – Tulare, California  
Right: Johanka Grullon – Hazleton, Pennsylvania

## Environment

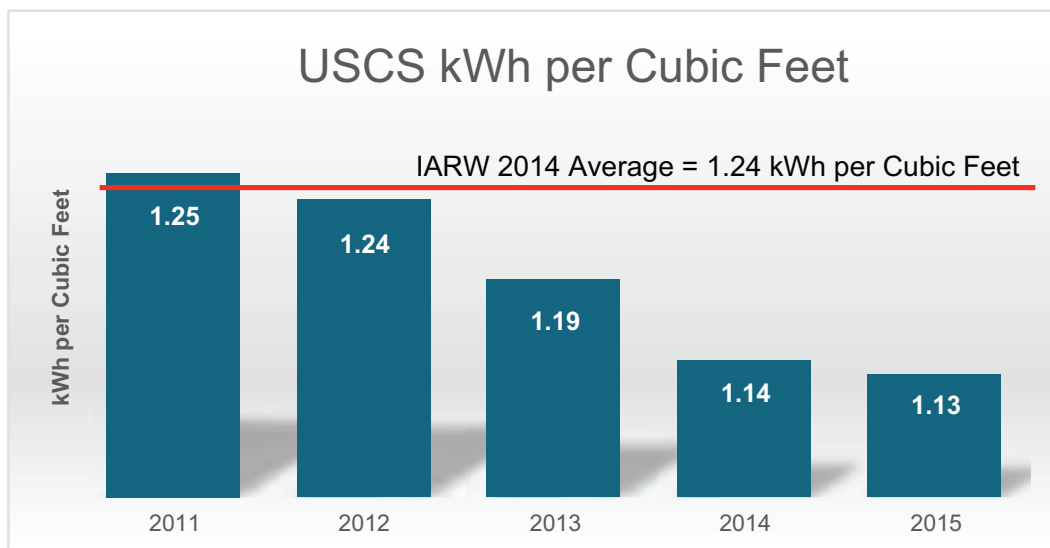
USCS warehouses require significant quantities of electricity, water and refrigeration oil during their normal operations. This section summarizes the performance indicators that impact the environment in which we do business. The Company continues to implement energy efficiency measures, improve warehouse design and optimize operational practices to minimize environmental impact. The critical performance indicators that were identified by USCS include:

- Energy Consumption
- Green House Gas Emissions
- Water Consumption
- Sewage Generation
- Waste Oil Generation
- Renewable Energy Generation (Solar)

The performance indicators utilized were based on yearly statistics compiled from every USCS facility. A full breakdown of these statistics is provided in the Appendix.

### Energy Consumption (EN3)

In 2015, USCS consumed 272,460,078 kWh (980,186 GJ) of power across all facilities, an increase over last year's total of 243,871,808 kWh (877,959 GJ). The average cubic storage capacity of the Company increased, from 213,185,000 cubic feet (6,036,717 cubic meters) to 239,612,000 cubic feet (6,785,045 cubic meters). In order to account for the changing amount of cold storage space, USCS internally uses power consumption per cubic food to measure the efficiency performance of the Company as a whole.



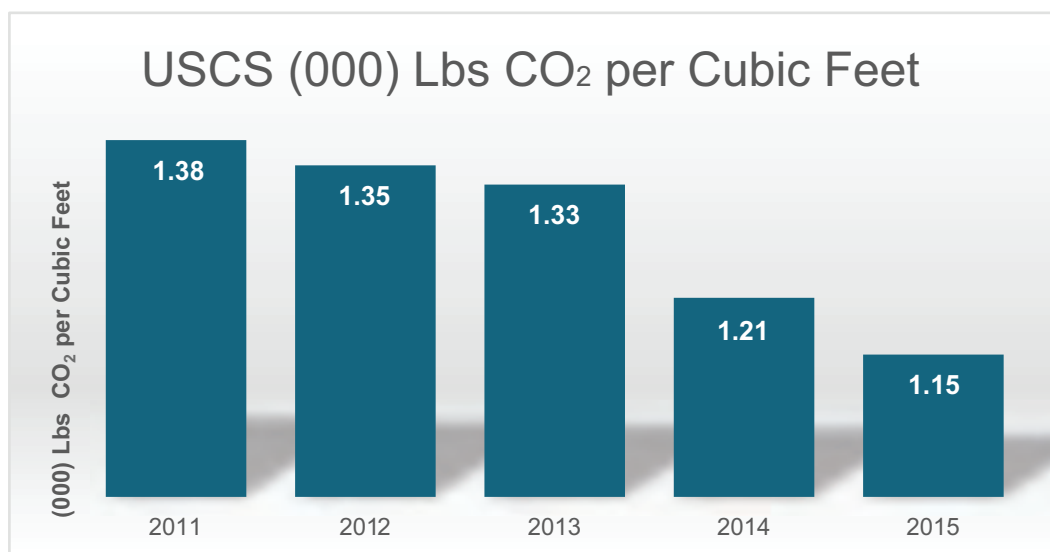
**Chart 12.** Five-Year Average USCS kWh per Cubic Foot Compared to the International Association of Refrigerated Warehouses (IARW) Industry Five-Year Average as reported in the 2014 IARW Production and Benchmarking Report (report is published every two years).

## Environment (continued)

Over the past 5 years, USCS has taken several measures to reduce power consumption such as investing in energy-saving LED lighting projects for warehouses, bringing in third party energy specialists to perform studies at select locations and investing in renewable energy resources such as solar panel arrays. As expected, there is a downward trend in kWh per cubic foot for the Company. USCS' goal is to provide year-over-year kWh per cubic foot reduction by 1.5%. This goal was not realized in 2015 due to projects that increased power consumption at certain warehouses without significantly increasing storage capacity. The warehouse in Lumberton, NC added a new blast freezer addition and a rail dock was added to the Quakertown East facility. Both of these projects increased profitability as well as energy consumption but did not add to the total cubic capacity.

## Greenhouse Gas Emissions EN16

Over 99% of USCS' greenhouse gas emissions in 2015 were generated from the purchase of electricity while the remainder was generated from the usage of Company owned vehicles.



**Chart 13.** Five-Year Greenhouse Gas Emissions

USCS has quantified the amount of carbon dioxide it either directly (scope 1 activity) or indirectly (scope 2 activity) generates as a result of conducting normal business operations. The methodology for the calculation of these quantities for years 2014 and 2015 are represented in the Appendix. In 2015, USCS generated the equivalent of 275,880,539 lbs (124,998 tonnes) of carbon dioxide. When measured relative to storage capacity, there is a slight increase over 2014 but still an overall downward five year trend which can be attributed to increased energy efficiency company-wide. This is the result of the following factors:

- 1) USCS' continued investment in energy efficient technologies such as variable frequency drives and LED freezer lighting.
- 2) Continuous improvement philosophy applied to efficient warehouse design and operation.
- 3) Energy audits at Wilmington and Minooka.



## Environment (continued)

### Renewable Energy (EN6)

In 2015, USCS built and commissioned a 2.68 MW ground based photovoltaic array adjacent to the Lumberton, North Carolina refrigerated warehouse facility. This system was brought online in mid-November of 2015 and produced 186,270 kWh through the balance of the year. The Lumberton solar array is projected to generate 3,595,917 kWh of energy over its first twenty years of operation, which will offset approximately \$250,000 of power cost per year. Together with the roof mounted solar array in Tulare, USCS generated 921,078 kWh of renewable energy in 2015.

The panels require cleaning multiple times per year. Since system commissioning, 4,541,318 kWh of renewable energy has been generated, which is approximately 0.3% of USCS's annual energy requirement.



Lumberton, North Carolina solar array.

## Environment – Renewable Energy (continued)

### USCS Solar Arrays

	Total USCS Consumption kWh	Solar Array Output kWh	% of Total Usage Produced by Solar Array
2011	243,827,414	736,414	0.30%
2012	242,384,949	743,949	0.31%
2013	248,585,560	740,560	0.30%
2014	243,871,808	734,808	0.30%
2015	272,460,078	921,078	0.34%

**Chart 14.** Solar kWh Production Comparison



Tracy, California.

Left to Right: Lorenzo Terriquez, Brenton Meeks, Bill Gentis, Vincent Cao, Johnnie Brunet

Environment – Renewable Energy (continued)

Water Consumption/Discharge (EN8, EN21)

Water is an essential natural resource that is utilized in all of our warehouses for refrigeration, personnel hygiene, and landscape irrigation.

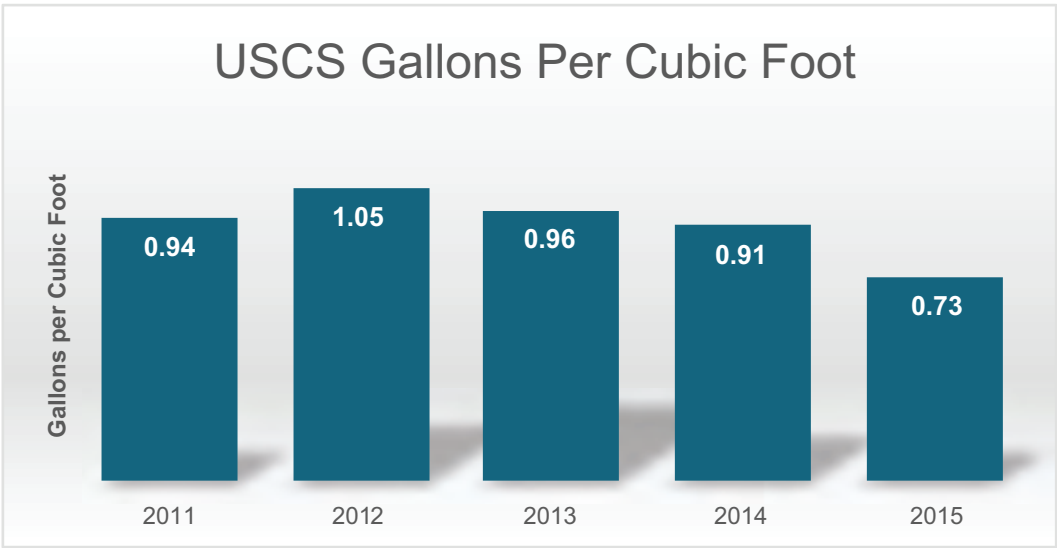


Chart 15. Five-Year USCS Water Utilization

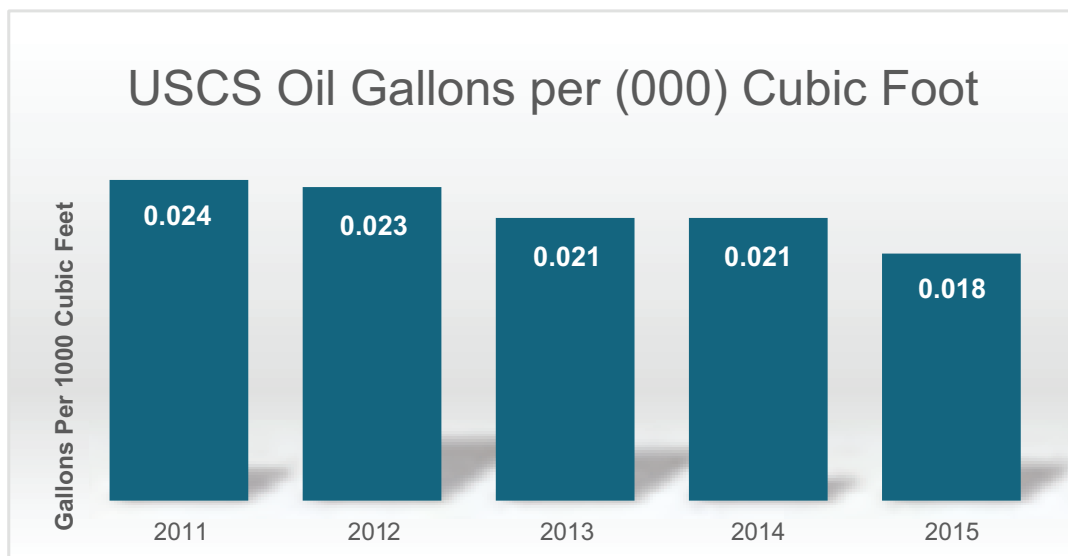
The figure in the chart above represents five-year water utilization per cubic foot. In 2015, USCS utilized 174,510,518 gallons (660,592,113 litres) of water, all from municipal water sources. 2015 saw a 16% drop in water usage per cubic foot. USCS’s goal is to reliably measure both water and sewer utilization and to reduce consumption on a yearly basis. Reducing water consumption can be achieved by increasing the cycle of concentration on evaporative condensers, as well as using rain harvesting technologies. The amount of wastewater disposed for USCS in 2015 was 93,387,238 gallons (353,508,051 litres), all to municipal sewers. Approximately 60% of the water used by cold storage facilities is evaporated into the air or used for landscaping and not sent into sewers.



## Environment – Renewable Energy (continued)

### Waste Oil Reduction (EN22)

Approximately 4,393 gallons (16,629 litres) of waste oil was recycled in 2015. Oil consumption per cubic foot has been consistent over the past five years.



**Chart 16.** Five-year USCS Recycled Oil

USCS continues the practice of replacing mineral-based refrigeration oil with synthetic refrigeration oil when new oil is to be purchased. Synthetic oil has proven to provide a longer cycle between oil changes due to synthetic oil's higher thermal viscosity. **Chart 16** above represents recycled oil per 1,000 cubic feet. Thus far, recycled oil has been the only waste product monitored by USCS. Going forward the Company has made plans to record all other forms of waste from our facilities, such as used stretch wrap and damaged pallets. It is our goal as a company to become zero-landfill with regards to solid waste.

## Appendix A - Environmental Statistics (US)

United States Cold Storage			Report	Quantity for the year					Quantity per unit of output								
Environmental statistics				reference	2015	2014	2013	2012	2011	Unit	2015	2014	2013	2012	2011		
Business Volume Indicators				Revenue	US\$/m												
				Average amount of cold storage space for the year	cu ft	-	239,612,000	213,185,000	208,020,000	195,277,000	193,776,000	-	-	-	-	-	-
				Average headcount	No.	2,795	2,379	1,900	2,007	1,761	-	-	-	-	-	-	
Electricity consumed (Actual)				page 14	kWh	272,460,078	243,871,808	248,585,560	242,384,949	243,827,414	kWh/Cu ft	1.14	1.14	1.20	1.24		
					kWh	921,078	734,808	740,560	743,949	736,414							
					kWh	271,539,000	243,137,000	247,845,000	241,641,000	243,091,000	kWh/Cu ft	1.13	1.14	1.19	1.24		
Electricity purchased														1.25			
Greenhouse Gas (GHG)																	
CO <sub>2</sub> equivalent emissions by type																	
SCOPE 1 CO <sub>2</sub> from industrial diesel + town gas				page 15	lb	1,051,826	722,675	1,380,976	1,321,089	1,363,098		-	-	-	-		
SCOPE 1 from HFC						0	0	0	0	0		-	-	-	-		
SCOPE 2: Electricity						274,828,713	257,550,771	275,579,175	262,651,629	264,861,402		-	-	-	-		
Total						275,880,539	258,273,447	276,960,151	263,972,718	266,224,500		-	-	-	-		
Water																	
Water consumed																	
Potable				page 18	gal	174,510,518	194,202,575	199,845,029	204,364,050	182,674,560	gal/000 Cu ft	910.96	960.70	1,046.53	942.71		
Process wastewater disposed				page 18	gal	93,387,238	0 <sup>4</sup>	0 <sup>3</sup>	0 <sup>2</sup>	0 <sup>1</sup>	gal/000 Cu ft	-	-	-	-		
Solid Waste Produced																	
Waste oil				page 19	gal	4,393	4,445	4,362	4,539	4,585	gal/000 Cu ft	0.018	0.021	0.021	0.023		
0.024																	
Health and Safety statistics																	
Lost Time Injury Rate (LTIR)				page 11	#/200000 hrs	1.04	0.94	1.27	1.13	1.21	-	-	-	-	-		
Total Recordable Injury Rate (TRIR)				page 11	#/200000 hrs	3.74	4.20	5.48	6.00	7.49	-	-	-	-	-		

## Appendix B - Environmental Statistics (SI)

United States Cold Storage			Report reference	Quantity for the year					Quantity per unit of output						
Environmental statistics				Unit	2015	2014	2013	2012	2011	Unit	2015	2014	2013	2012	2011
Business Volume Indicators															
Revenue		page 4, 10	US\$m	-	-	-	-	-	-	-	-	-	-	-	-
Average amount of cold storage space for the year			m <sup>3</sup>	6,785,045	6,036,717	5,890,461	5,529,620	5,487,116	-	-	-	-	-	-	-
Average headcount			No.	2,795	2,379	1,900	2,007	1,761	-	-	-	-	-	-	-
Energy and Fuel Use															
Electricity consumed		page 14	GJ	980,186	877,959	894,920	872,559	877,769		GJ/m <sup>3</sup>	0.14	0.15	0.15	0.16	0.16
Less electricity generated			GJ	2,645	2,666	2,678	2,651	2,641		-			-	-	-
Electricity purchased			GJ	977,540	875,293	892,242	869,908	875,128		GJ/m <sup>3</sup>	0.14	0.14	0.15	0.16	0.16
Greenhouse Gas (GHG)															
CO <sub>2</sub> equivalent emissions by type															
SCOPE 1 CO <sub>2</sub> from industrial diesel + town gas				327,800	626,400	421,400	434,800	644,000			-	-	-	-	-
SCOPE 1 from HFC				0	0	0	0	0			-	-	-	-	-
SCOPE 2: Electricity		page 15	tonne	124,660	116,823	125,001	119,137	120,139		t/US\$m of turnover	-	-	-	-	-
Total				124,988	117,449	125,422	119,572	120,783			-	-	-	-	-
Water															
Water consumed															
Potable		page 18	litres	660,592,113	756,988,747	755,007,614	693,238,815	631,470,017		l/m <sup>3</sup>	97.36	125.40	128.17	125.37	115.08
Process wastewater disposed		page 18	litres	353,508,051	0 <sup>4</sup>	0 <sup>3</sup>	0 <sup>2</sup>	0 <sup>1</sup>		l/m <sup>3</sup>	-	-	-	-	-
Solid Waste Produced															
Waste oil		page 19	litres	16,629	16,826	16,512	17,182	17,356		l/1000 m <sup>3</sup>	2.45	2.79	2.80	3.11	3.16
Health and Safety statistics															
Number of incidents resulting in days away from work		page 11	#/200000 hrs	1.04	0.94	1.27	1.13	1.21		-	-	-	-	-	-
Total Recordable Injury Rate (TRIR)		page 11	#/200000 hrs	3.74	4.20	5.48	6.00	7.49		-	-	-	-	-	-





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