



**DOUGLAS
DYNAMICS**

2024

IMPACT REPORT

ENVIRONMENTAL, SOCIAL, & GOVERNANCE





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About the Company

We are committed to providing best-in-class products to our customers while upholding our strong culture and continued focus on sustainability.

Douglas Dynamics is North America's premier manufacturer and upfitter of commercial work truck attachments and equipment. Our products and solutions have enabled end-users to perform their jobs more efficiently and effectively for over 75 years.

Home to the most trusted brands in the industry, our portfolio of products and services are offered through two market-leading segments: **Work Truck Attachments** and **Work Truck Solutions**.



The **Work Truck Attachments** segment includes our operations that manufacture and sell snow and ice control attachments and other products available under the FISHER®, SnowEx®, and WESTERN® brands. This segment includes the industry's broadest equipment offerings with a full range of snowplows, sand and salt spreaders, and related parts and accessories. We sell our Work Truck Attachments products through a distributor network, primarily to professional snowplowers who are contracted to remove snow and ice from commercial and residential areas.



The **Work Truck Solutions** segment manufactures snow and ice control products for the municipal market as a part of the HENDERSON® brand and upfits work trucks with market-leading attachments and storage solutions under the HENDERSON® and DEJANA® brands. This segment provides the highest quality custom solutions and upfit services primarily for Class 3-8 trucks and other commercial work vehicles. We also provide customized turnkey solutions to governmental agencies, including Departments of Transportation (DOTs) and municipalities. We believe that our Work Truck Solutions segment is a leading manufacturer of storage solutions for vans and trucks.





At a Glance

+75 YEARS

MAKING A DIFFERENCE



6

MANUFACTURING
LOCATIONS

15

INSTALLATION &
DISTRIBUTION CENTERS

1

GLOBAL SOURCING OFFICE
IN BEIJING, CHINA

1,681

EMPLOYEES

Core Values



Our Winning Behaviors – How We Win

BE CUSTOMER & RESULTS DRIVEN

How to do it...CONSIDER THE CUSTOMER IN EVERYTHING YOU DO. Focus on meaningful results that benefit both our customers and organization.



ANTICIPATE THE POSSIBILITIES

How to do it...SEE AROUND CORNERS. Envision and embrace new or unique ideas and seek to understand their impact on the future of our business.



COLLABORATE & CARE

How to do it...APPRECIATE THE VALUE IN WORKING TOGETHER. Work as a team to care for our customers, our business, our communities and most importantly, each other.



COMMUNICATE RESPONSIBLY

How to do it...COMMUNICATE TO BUILD CULTURE AND TRUST. Place an emphasis on listening and speaking in ways that help everyone succeed.



DEVELOP SELF & OTHERS

How to do it...TAKE ACTIVE OWNERSHIP OF YOUR DEVELOPMENT AND SUPPORT OTHERS. Continually improve your knowledge, skills and abilities.



GET BETTER EVERY DAY

How to do it...MAKE EVEN THE SMALLEST IMPROVEMENT EVERY DAY. Continuous improvement is at the center of everything we do. Not just what we do, but how we do it, every single day.





CEO Letter

As we reflect on our journey since our 2022 ESG Impact Report, Douglas Dynamics continues to adapt and evolve in response to the challenges and opportunities we encounter. Our unwavering commitment to our employees, the environment, and the communities we serve remains at the forefront of our operations.

The principle of "winning the right way" continues to guide our actions. We have taken steps to strengthen our governance practices and risk management programs by upholding the highest ethical standards and fostering accountability. This dedication ensures we operate with integrity, building trust with our stakeholders.

Our team members have been instrumental in bringing our Core Values and Winning Behaviors to life. Through the Douglas Dynamics Management System (DDMS), we have maintained our focus on continuous improvement,

delivering industry-leading products and services. Notably, our track record of more than 75 years without a single product safety recall stands as a testament to our commitment to quality.

Employee health and safety remain paramount. We have enhanced our training programs and safety awareness initiatives, fostering a culture where every team member feels valued and protected.

In line with our environmental objectives, we have implemented additional measures to reduce the environmental impact of our operations and products,

PEOPLE

PROCESS

PLANET

PRODUCTS



supporting sustainability within the communities where we operate. This includes investments in energy-efficient technologies and waste reduction programs.

Investing in our people is central to our mission. We have expanded our learning and development programs, offering new opportunities for professional growth and fostering an inclusive, collaborative work environment. We continue to support local nonprofits and employee volunteerism as part of our community engagement efforts.

As a leader in the work truck industry, we recognize our responsibility to drive positive change. We have strengthened partnerships with key organizations to support education, workforce development, and advocacy efforts that benefit the entire sector.

On behalf of Douglas Dynamics and our Board of Directors, I extend my deepest gratitude to our dedicated employees for their unwavering

commitment and to our stakeholders for their continued trust and support. Together, we look forward to building a more sustainable and responsible future.

Thank you,

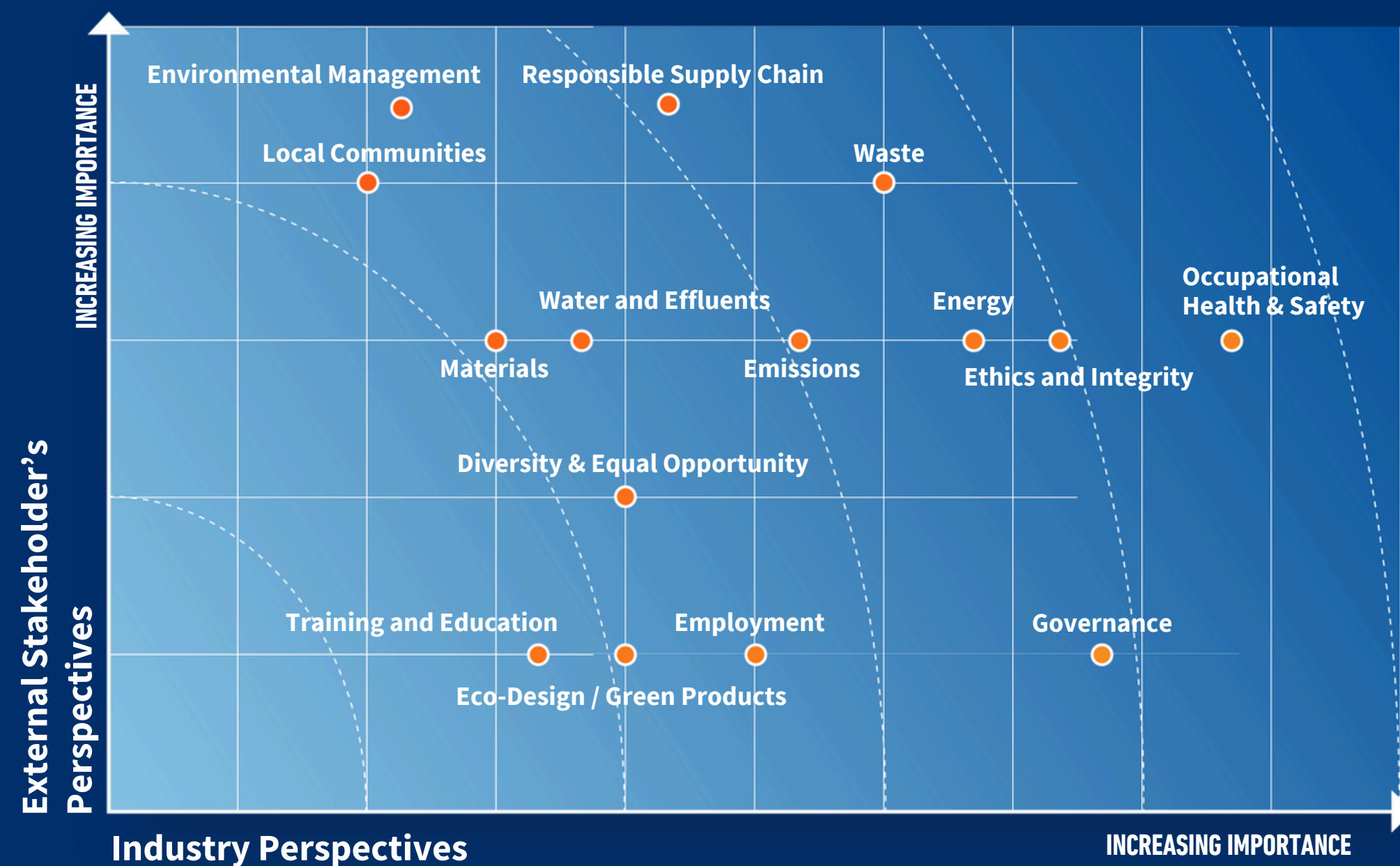
Mark Van Genderen
President and CEO





Material ESG Topics

OVERVIEW OF MATERIAL ESG TOPICS



Douglas Dynamics' Materiality-based Approach to ESG

To inform this ESG Impact Report, in 2022, Douglas Dynamics completed its first ESG materiality assessment. As part of this work, we retained the Governance & Accountability Institute (G&A), a highly respected advisor on ESG issues, to perform an independent third-party assessment.

The assessment began by examining a range of key stakeholders, including investors, partners, employees, industry peers, and ESG rating organizations, to analyze their material ESG topics. These topics included those from the GRI 2021 Universal Standards, the SASB Industrial Machinery & Goods 2018 Sustainability Accounting Standard, the SASB Auto Parts 2018 Sustainability Accounting Standard, and other ESG topics of interest to investors and other important stakeholders.

G&A then mapped sector-specific material ESG topics identified by these stakeholders to the GRI Standards topics. Any material ESG topics that did not map directly to a GRI Standards topic were noted as an additional "non-GRI material topic" in the materiality analysis. This review produced a list of 38 topics of interest to different groups of stakeholders.

G&A then conducted a deeper analysis to prioritize these topics, starting with an assessment of highly rated ESG industry peers and partners in order to identify the material ESG topics prioritized in their sustainability disclosures, investment decision-making, goal setting, and strategies. The methodologies of leading ESG investor raters and institutional investors, as pertaining to our industry, were also analyzed to inform their level of importance to our business.

From this research, G&A calculated an overall materiality score for each ESG topic to help focus our strategy and disclosures in this report. Using this quantitative model, as well as input from our leadership, 15 of the highest-scoring topics were identified as most material to our company.

Management believes that the topics identified in the materiality assessment completed in 2022 are still relevant and, therefore, are covered in this 2024 ESG Impact Report. In the future, Douglas Dynamics may perform additional materiality assessments deemed necessary as market and industry conditions evolve. Unless otherwise stated, data within the narrative of this report is as of December 31, 2024.



OUR PEOPLE



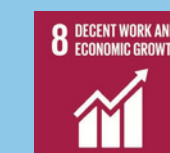
We advance our ESG and sustainability efforts by fostering a culture that prioritizes employee health and safety while empowering personal and professional growth. We promote inclusion across our workforce and strive to make a meaningful impact in the communities where we live and work.

COMPANY AWARDS

For the **15th consecutive year**, Douglas Dynamics was recognized by the Milwaukee Journal Sentinel as a **Top Workplace in Southeast Wisconsin—a distinction earned by only nine companies since the program began.**

Top Workplaces are nominated by employees and are judged solely based on employee surveys measuring qualities such as leadership, career opportunities, workplace flexibility, compensation and benefits, and the impact of their policies on innovation and morale.

SECTION SDG ALIGNMENT:





Chapter 1: Human Capital Management



At Douglas Dynamics, human capital management (HCM) remains a key priority, led by our Senior Vice President of People & Culture, who provides regular updates to the Board of Directors. Senior management keeps the Committee informed on various initiatives, including health and safety and talent recruitment and development.

Guided by our [Code of Conduct](#), we uphold fair labor and employment practices, ensure equal opportunity, and prohibit any form of unlawful harassment or discrimination. We believe we have a strong culture of teamwork influenced by our Winning Behaviors program. This program helps attract, develop, and retain talent by clearly communicating our Core Values and what it takes to thrive within our organization.

People Development

Douglas Dynamics is dedicated to fostering our employees' development, growth, and high performance. We encourage individuals to take ownership of their personal development while supporting colleagues and contributing to our culture of continuous improvement.

Our continually improving performance evaluation process, Performance Development, is designed to better align performance reviews with employee development. We believe the core of a positive employee experience is two-way performance development discussions centered on coaching, feedback, recognition, and opportunities for growth.

This approach moves beyond traditional reviews to foster meaningful conversations that drive performance and growth. At Douglas Dynamics, we recognize the strong connection between individual performance and organizational development, reinforcing our commitment to a culture of continuous improvement.

Juan Garcia -
Installation
Technician





DOUGLAS DYNAMICS UNIVERSITY (DDU)

Douglas Dynamics University (DDU) is a comprehensive set of offerings from our Organizational Development team focused on enhancing our team members’ knowledge, skills, and abilities. The offerings encompass a wide range of learning experiences, including instructor-led training (virtual and in-person), self-paced eLearning, and curated resources from partnerships with industry-leading learning solutions providers.

The effectiveness of our training programs is evaluated using performance indicators such as knowledge retention and adherence to company standards. Every course and program undergoes a structured feedback process, including digital post-course evaluations and targeted focus groups —particularly for leadership programs — to obtain deeper insights from participants and continuously refine our offerings.

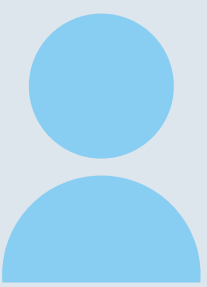


TAKING THE
LEAD IN
LEARNING



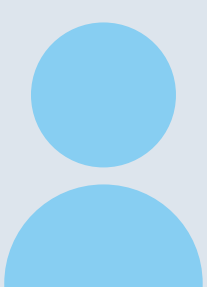
VOLUNTARY UNIQUE LEARNING PARTICIPANTS

2023



1,275
Employees

2024



1,007
Employees

In 2023 and 2024, we saw strong engagement in voluntary learning participation, with team members actively taking charge of their own development through a variety of training programs.



LEARNING WHERE IT MATTERS MOST

We believe some of the most impactful learning happens on the job—**right where the work gets done**. That is exactly what our Organizational Development team put into practice in 2024 with the rollout of **5S training**—Sort, Set in Order, Shine, Standardize, and Sustain—**delivered directly on the shop floor**.

A total of **119 team members** engaged in hands-on sessions to build cleaner, more efficient workspaces that reduce waste and improve productivity—putting **nearly 60 hours of improvements into action** and transforming workspaces across our facilities.

The results were immediate and visible—proof that when learning meets action, real change follows.



BEFORE



AFTER



EMPOWERING EVERYDAY IMPROVEMENT

We are building a culture where continuous improvement is second nature. That is why we partner with Gemba Academy to offer Yellow Belt Certification in Lean and Six Sigma.

Through this program, employees gain practical tools—from waste elimination and 5S to problem-solving and process mapping—all designed to improve how work gets done every day.

YELLOW BELT CERTIFICATION ENROLLMENTS



Employee Engagement

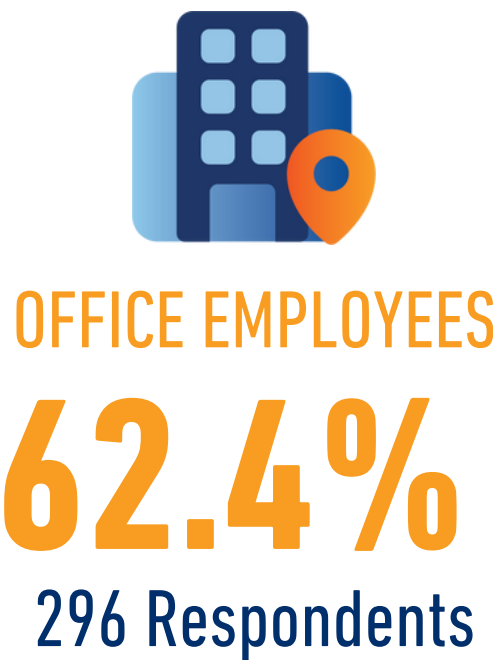
Each year, we conduct an Employee Experience (“EX Pulse”) survey to better understand our employees’ current work experiences and identify opportunities for improvement. The insights gained from the survey allow us to make timely, data-informed decisions and address issues as they arise.

To ensure broad participation, EX Pulse is administered to all employees, providing a comprehensive perspective across the organization. To maximize the survey participation, our Organizational Development and IT teams partnered to develop multiple survey delivery methods tailored to employee roles.

For shop floor employees, the survey is deployed through time clocks—prompting one question per shift at clock-in. This continues until all survey questions are answered or the survey period ends, making participation easy and non-disruptive.

For office staff, the survey is distributed via email with a link to all the questions at once, providing a user-friendly experience and sufficient time to respond.

2024 EX PULSE SURVEY SNAPSHOT





The feedback collected from the EX Pulse Survey helps shape our strategies and actions—especially around communication, recognition, and daily interactions between supervisors and team members. We continue to build a stronger, more connected workplace culture by listening closely and responding appropriately.

TOP 5 AREAS OF OUR EMPLOYEE EXPERIENCE

Of our twenty-nine total employee experience questions, these five stand out as our strongest areas — each scoring above benchmark levels compared to similar companies.



I feel comfortable giving feedback to my manager/supervisor.



My manager/supervisor helps me understand how our work impacts the customer.



I see myself working here one year from now.



I have access to the learning and development I need to do my job well.



My manager/supervisor encourages a continuous improvement mindset in everything we do.



DRIVE Onboarding

At Douglas Dynamics, we know that the first 90 days of an employee's time with us is critical, and so we are committed to delivering a robust onboarding program. In 2024, we launched a revamped onboarding program called DRIVE - Develop, Retain, Include, Value, and Engage. This program includes:

- Twelve onboarding classes specifically developed for our new employees
- Twenty-two safety-focused topics developed and mapped to specific roles
- 90-day onboarding plan templates available to help managers plan effectively for both the formal and informal aspects of the program
- A dedicated intranet site to provide critical information for new hires and hiring managers
- Auto-assigned and scheduled eLearning classes

Following the launch of DRIVE, our first 90-day new hire survey shows strong results.

DRIVE: 90-DAY NEW HIRE SURVEY RESULTS



96.8%

“ I feel welcome here



94.2%

“ My manager has been helpful



93.1%

“ HR has been helpful



94.4%

“ I had access to the Learning & Development to do my job well



Benefits

We are committed to providing competitive, affordable benefits that support the health, well-being, and financial security of our employees and their families. While offerings may vary by location, our benefits are tailored to meet the needs of the local markets where we operate.

Our self-insured healthcare plans include comprehensive coverage options, including medical, prescription drug, dental, and voluntary vision insurance. We also offer supplemental coverage for critical illness, hospitalization, and accidents, as well as telemedicine and virtual healthcare options for non-emergency medical and behavioral health needs. All employees have access to our Employee Assistance Program (EAP), and some healthcare plans are eligible for participation in Health Savings Accounts (HSAs).

Full-time employees receive company-paid basic term life insurance, accidental death & dismemberment (AD&D) insurance, and both short-and long-term disability coverage. Supplemental life insurance is also available, along with a 401(k) retirement plan for U.S. employees, which includes a company match.

In addition, all full-time employees are eligible for unpaid family and medical leave in accordance with the federal Family and Medical Leave Act (FMLA) and applicable state laws.



EMPLOYEE BENEFITS INCLUDE:



Company-Paid Life Insurance



Critical Illness, Hospitalization & Accident Policies



Employee Assistance Program



Supplemental Life Insurance



Wellness Programs by Location



Telemedicine And Virtual Healthcare for Non-Emergency Conditions and Behavioral Health Needs

Executive Compensation Philosophy

At Douglas Dynamics, we strive to maintain competitive compensation programs that help us attract and retain skilled, experienced, and committed executive officers. Our approach is designed to motivate strong performance and drive long-term value for our stockholders. Our compensation program includes a balanced mix of short- and long-term incentives and cash and non-cash components. While we do not have a specific policy on the exact allocation of these elements, we regularly review best practices in executive compensation and adjust our policies and practices to align with what is appropriate for our company.

We also review our compensation structures to ensure they promote sound decision-making and discourage excessive risk-taking, reinforcing our commitment to responsible leadership and sustainable performance



Chapter 2: Culture



Douglas Dynamics is dedicated to fostering an inclusive workplace through equal-opportunity hiring practices and the ongoing development of talent. We believe that when employees feel valued, included, and empowered to perform at their best, it fuels both individual success and our Winning Behaviors culture.

Our commitment to maintaining a good culture begins with the company’s Board of Directors, which has assigned oversight of these efforts to the Compensation Committee. This includes overseeing strategies and programs related to human capital management. Our Senior Vice President of People & Culture regularly updates the Board on these initiatives.

TOTAL U.S.
WORKFORCE

27% 14%
Ethnically Diverse Female

BOARD OF
DIRECTORS

33% 33%
Ethnically Diverse Female



Hannah Thompson -
Inside Sales
Specialist



Talent & Building Awareness

We are committed to building a diverse talent pipeline. We are continuously evaluating and refining our training programs that address cultural challenges related to promotion and retention. We believe our unique and diverse employees are what help make us a strong company. As a result, we embed training and education around culture, communication, collaboration, and acceptance into many of our learning experiences. Ultimately, this is about creating an exceptional culture and employee experience for everyone in our organization.

**Through ongoing education and awareness,
we are shaping a workplace where every
voice matters, and every employee can thrive.**



Investing in growth: team members participate in development training



Raising awareness is key to fostering an inclusive workplace. We integrate diversity and inclusion topics into our regular Code of Conduct training and gather employee input through our annual Employee Experience survey and follow-up focus groups. This feedback directly informs our approach and helps shape new initiatives.



WISCONSIN
SCHOOL OF BUSINESS
UNIVERSITY OF WISCONSIN-MADISON
TOGETHER FORWARD®

CENTER FOR
PROFESSIONAL
& EXECUTIVE
DEVELOPMENT

BUILDING BELONGING

In 2023, we partnered with the University of Wisconsin to offer two impactful training sessions: **Exploring Unconscious Bias** and **Leading an Inclusive Culture**.

These optional sessions equipped employees with tools to foster respectful, inclusive environments where everyone feels they belong. The goal? **Stronger culture, better retention, and greater satisfaction.**

A total of **139 employees** completed the training—each one helping to shape a more inclusive workplace.



Chapter 3: Community Involvement



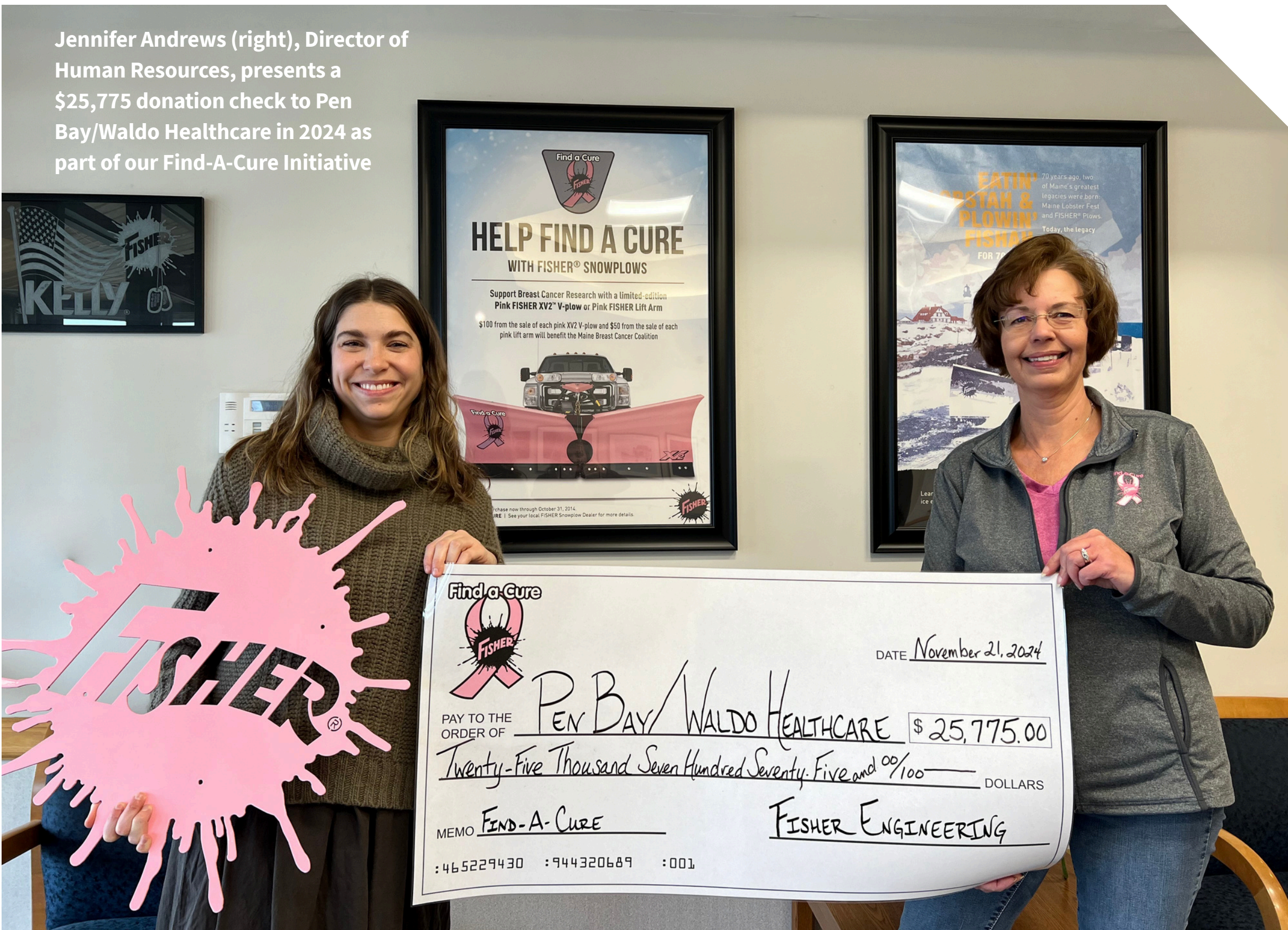
At Douglas Dynamics, we believe in doing our part to make a difference in the communities where our team members live and work. Guided by our Core Values and commitment to responsible corporate citizenship, we actively support programs and initiatives that enhance the well-being of individuals and families in the communities where we operate. Through volunteer efforts, charitable donations, and partnerships with local organizations, our employees and brands work together to make a meaningful difference, creating a positive social impact that extends beyond our business.

Our brands are more than product names — they are platforms for impact. Through targeted initiatives that support causes aligned with our company's values, brands like FISHER® and WESTERN® engage customers, dealers, and communities in purpose-driven campaigns that raise awareness and generate critical funding.



From limited-edition snowplows to community raffles, we raise awareness and critical funds for breast cancer research and care.

Jennifer Andrews (right), Director of Human Resources, presents a \$25,775 donation check to Pen Bay/Waldo Healthcare in 2024 as part of our Find-A-Cure Initiative



FISHER ENGINEERING

Each October, Fisher Engineering proudly launches its annual Find-A-Cure Initiative in honor of Breast Cancer Awareness Month. This meaningful campaign features a line of limited-edition pink snow and ice control products — including the Pink FISHER XV2™ V-Plow, Pink FISHER Lift Arm, and the Pink Ribbon Blade Decal. Designed to raise awareness and support those affected by breast cancer, these distinctive products do more than stand out in the snow; a portion of the proceeds is donated directly to support cancer research and patient care in our local community.



Over the past two years, the Find-A-Cure Initiative has raised a total of \$60,950 for Pen Bay Medical Center and Waldo County General Hospital. These funds play a crucial role in advancing cancer research and providing care for patients navigating a cancer diagnosis. The initiative reflects our commitment not only to engineering excellence but also to making a meaningful difference in the lives of those around us.

In addition to product sales, Fisher Engineering extended its impact by sponsoring a plow raffle at the “Making Strides Against Breast Cancer” walk in Maine. All proceeds from the raffle were donated to the American Cancer Society, further supporting the fight against breast cancer and demonstrating our dedication to community involvement and social responsibility.

\$60,950

donated to Pen Bay Medical Center and Waldo County General Hospital in Maine during 2023 and 2024.



WESTERN PRODUCTS

Each year in honor of Veterans Day, WESTERN® hosts a special auction to support Camp Hometown Heroes — a nonprofit dedicated to providing healing experiences for children and siblings of fallen U.S. service members. The centerpiece of this event is a custom, military-themed piece of equipment that serves as a tribute to the bravery and sacrifice of America’s veterans.

In 2023 and 2024, WESTERN® auctioned off two unique items: a custom MARAUDER Hopper Spreader and a specially designed MVP 3™ V-PLOW honoring the 80th anniversary of D-Day. Both products featured symbolic design elements that told powerful stories of service and remembrance.

The two auctions raised a combined total of \$24,554, with all proceeds benefiting Camp Hometown Heroes. These donations help provide support and comfort to children coping with the loss of a loved one who served in the military.



Bern Buczek - Creative Manager
Designer of the D-Day MVP 3™ V-PLOW

\$24,554

donated to support



CORPORATE DONATIONS AND SPONSORSHIPS

Through strategic corporate donations and event sponsorships, we support organizations whose missions align with our Core Values — from empowering future business leaders to advancing equity and helping families rebuild their lives. These efforts reflect our broader commitment to corporate citizenship and social responsibility.

One of our annual key partnerships is with Junior Achievement of Wisconsin, where we sponsor the Young Entrepreneur Competition. Held in both 2023 and 2024, this program gives high school students the opportunity to develop and pitch innovative business ideas for a chance to win a \$10,000 scholarship. Our support helps nurture the next generation of entrepreneurs and prepares them for leadership roles in business and beyond.

We are also proud to support Meta House, a Milwaukee-based nonprofit that helps women overcome substance use disorders and rebuild their lives. As an annual sponsor of the Meta House Gala, we contribute to critical fundraising efforts that provide essential resources for women and children working toward recovery, healing, and long-term stability.



CORPORATE DONATIONS

TOTAL

2023

2024

\$102,041

\$69,943



Employee Donations and Volunteering

At Douglas Dynamics, giving back is more than a tradition—it is part of our culture. Each year, employees across our brands and locations take meaningful action to support their local communities. Whether through food drives, holiday donations, or volunteer efforts, our team members exemplify compassion, leadership, and a shared commitment to making a positive impact where it is needed most.

Dejana Truck & Utility Equipment - Annual Food Drive

Employees at all nine Dejana locations participated in the annual “Give Thanks & Give Back” Food Drive, supporting local food banks during the holiday season. In 2023 and 2024, the team donated over 1,400 pounds of food and household essentials, helping to combat food insecurity and support neighbors in need across the communities where we operate.

Douglas Dynamics – Diaper Drive for Sojourner Family Peace Center

Our corporate team partnered with the Sojourner Family Peace Center, Wisconsin’s largest nonprofit focused on domestic violence prevention and intervention. Employees organized a diaper and wipes drive, collecting essential supplies to support the center’s mission of serving nearly 8,000 individuals each year.

Henderson Products - Giving Tree Program

Each year, Henderson Products supports the Delaware County Pay It Forward Giving Tree Program, which provides holiday gifts to children in families facing financial hardship. Employees select tags from the tree and donate toys, clothing, and other wish list items, helping ensure every child experiences the joy and magic of the holiday season.



Dejana employees collected over 1,400 pounds of non-perishable food items, household essentials, and personal care products in 2023 and 2024 through the annual “Give Thanks & Give Back” Food Drive



Team members from our Madison Heights location deliver holiday donations to Goodfellows as part of their ninth year supporting the Adopt-a-Family Drive



Work Truck Attachments - Holiday Giving with Goodfellows

For the ninth consecutive year, employees at our Madison Heights location supported the Goodfellows Adopt-a-Family Donation Drive. Each holiday season, the team donates gifts, groceries, and essential items to families in need, bringing warmth, comfort, and hope to local children and parents during a time that can be especially difficult.



Henderson Products – Manchester Static Parade

Henderson Products proudly participates in the Manchester Chamber of Commerce Static Parade, a festive community event that raises funds for Operation Santa Claus. This initiative delivers holiday support to families in need throughout the local area, and Henderson's ongoing involvement helps strengthen community ties during the giving season.

Work Truck Attachments – Operation Winter Wonderland

Since 2020, employees at our Milwaukee location have partnered with Cedar Community, a retirement and assisted living facility in West Bend, Wisconsin, to create a magical Winter Wonderland. Each year, the team transforms the facility's courtyard with holiday lights and displays, bringing joy and festive spirit to residents all winter long.

Douglas Dynamics – Toy Drive for Children's Wisconsin

In 2024, the corporate team launched its first toy drive to benefit Children's Wisconsin, the state's only independent pediatric health system. Employees donated toys from a curated wish list, helping to brighten the holidays for young patients spending the season in the hospital.



Toy Drive donations collected for patients at Children's Wisconsin



PROCESS

PEOPLE

PROCESS

PLANET

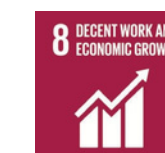
PRODUCTS



Douglas Dynamics is dedicated to conducting business in alignment with our Core Values and Winning Behaviors, ensuring we focus on achieving success the right way. These Core Values establish clear expectations for upholding high ethical standards and strong governance policies, holding us accountable to all our stakeholders.

We maintain comprehensive risk management programs and processes to ensure compliance with relevant laws and regulations, particularly those governing ethical business practices in our relationships with suppliers, business partners, customers, and the broader industry.

SECTION SDG ALIGNMENT:





Chapter 4: Ethics and Integrity



Douglas Dynamics is guided by our Core Values and Winning Behaviors, which ensure we uphold the highest ethical standards and operate with integrity. Our commitment to ethics begins at the top, with the Board's Audit Committee overseeing and receiving regular updates on key ethics and compliance initiatives from the Company's Chief Financial Officer. The CFO has management responsibility for ethics and compliance, including handling reports of violations and any subsequent investigations.

The Board of Directors and CEO also oversee our [Human Rights Policy](#), which is aligned with our Code of Conduct and is informed by principles outlined in the Universal Declaration of Human Rights, the International Bill of Rights, and the International Labor Organization's 1988 Declaration on Fundamental Principles and Rights at Work.

Code of Conduct / Ethics and Compliance Training

[The Douglas Dynamics Code of Business Conduct and Ethics \(Code of Conduct\)](#) outlines our commitment to legal and ethical behavior, offering clear guidance on expected business practices for all employees, officers, and directors. The Code of Conduct addresses critical topics, including anti-bribery and anti-corruption, discrimination, harassment, privacy, proper use of company assets, safeguarding confidential information, and reporting violations.

All employees, officers, and directors undergo training on the Code of Conduct and are required to certify their understanding and compliance with its principles upon hire and annually.



Hilda Celis - Parts Utility
Aurora Jasso - Install Technician
Yvette Montiel - Installation Administrator I



Anti-Bribery, Anti-Corruption, and Antitrust Compliance

We are dedicated to adhering to all federal and state laws and regulations related to anti-bribery, anti-corruption, and antitrust, as outlined in our Code of Conduct. This includes compliance with the U.S. Foreign Corrupt Practices Act and similar laws in the countries where we operate.

Our commitment to upholding high ethical standards and integrity extends to our supply chain partners, who are expected to conduct their business in accordance with Douglas Dynamics' Code of Conduct. Further details on our Supply Chain can be found in [Chapter 11](#).



Reporting Ethics Violations

As part of our commitment to ethical behavior, we encourage employees, officers, and directors to seek guidance from supervisors, managers, or other appropriate personnel when uncertain about the best course of action in any given situation.

Any concerns or questions regarding potential or actual violations of the Code of Conduct or applicable laws and regulations should be reported directly to the Company's Chief Financial Officer or anonymously through the Board's Audit Committee via the Company's Financial Concern Hotline, which also serves to report Code of Conduct issues.

The Hotline, managed by a third-party provider, offers two confidential reporting methods: through a secure web forum at <https://www.whistleblowerservices.com/plow/>; or a 24/7 toll-free voicemail line for the Audit Committee at 866-265-4239.

All reports are treated as confidential, to the extent possible, unless disclosure is required to investigate the matter or mandated by law. Douglas Dynamics strictly prohibits retaliation of any kind for good faith reports of violations or suspected violations. All concerns raised are promptly and thoroughly investigated, and violations of the Code of Conduct may lead to disciplinary action, including termination.

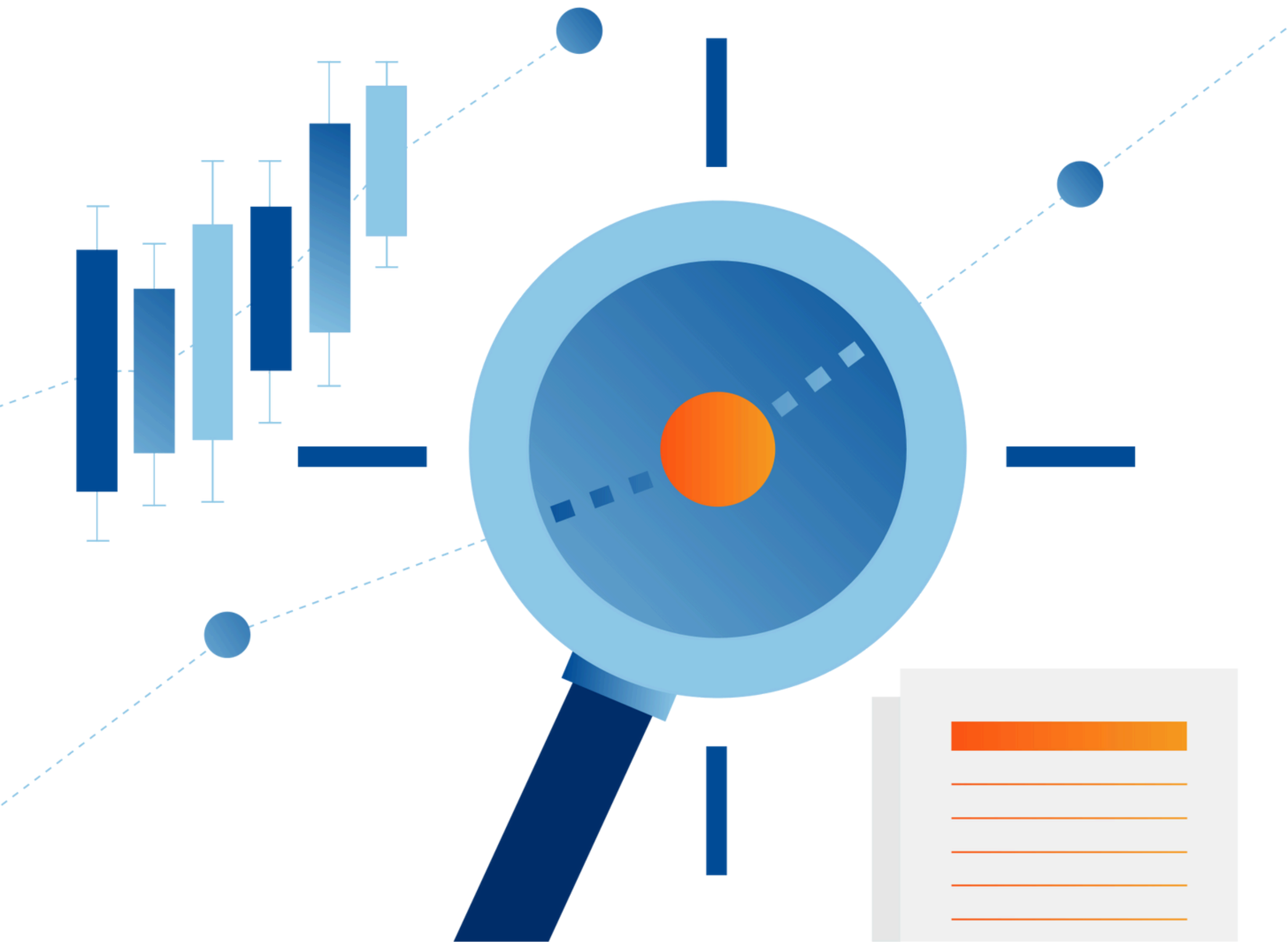


We are committed to safety, integrity, and ethical conduct across all levels of our organization.



Chapter 5:

Board Governance and Oversight



Our [Corporate Governance Guidelines](#) provide a robust framework to ensure effective management of the company, reinforcing accountability and transparency across both the Board of Directors and the management team. These guidelines are designed to meet or exceed the standards set by the New York Stock Exchange (NYSE) and the requirements of the U.S. Securities and Exchange Commission (SEC).

Our governance policies and practices include:

- Having a majority of independent directors
- Regular meetings of independent directors
- Appointment of a Lead Independent Director as applicable
- Annual self-evaluations of the Board and its committees
- Stock ownership guidelines for directors and executive officers

The Board of Directors is responsible for overseeing the company's management and operations, including reviewing and evaluating business strategies and monitoring their implementation. The Board also provides oversight of management's efforts related to environmental, social, and governance (ESG) initiatives, as well as the company's approach to risk management, as outlined in the following sections.



Board Committees

Our Board of Directors maintains three standing committees: Audit, Compensation, and Nominating and Corporate Governance. Each committee is composed entirely of independent directors, including its chair, and operates under a [written charter](#) detailing its responsibilities.



THE AUDIT COMMITTEE

The Audit Committee's primary role is to assist the Board in overseeing the Company's accounting and financial reporting processes, including the internal audit function and interactions with the independent external auditor. The committee also oversees compliance with legal and regulatory requirements, ethical standards, cybersecurity matters, and reports of issues submitted through the Ethics Line, as detailed in [Chapter 4](#).



THE COMPENSATION COMMITTEE

The Compensation Committee is responsible for assessing and approving the overall compensation philosophy and policies for executive officers and directors, including incentive and equity-based compensation plans. The committee also regularly reviews and oversees the Company's human capital management (HCM) activities, focusing on talent management and development, recruitment and retention, and employee engagement.



THE NOMINATING AND CORPORATE GOVERNANCE COMMITTEE (GOVERNANCE COMMITTEE)

The Nominating and Corporate Governance Committee (Governance Committee) is responsible for identifying and recommending qualified individuals for election as directors, filling vacancies on the Board, and making recommendations regarding committee appointments and director compensation. The committee selects director nominees based on several criteria, including independence, judgment, skills, diversity, character, ethics and integrity, experience with similarly sized organizations, executive or advisory experience with public and private companies, specialized knowledge or expertise, and alignment with the Board's overall composition and needs.

The committee also plays a key role in developing and recommending the Company's Corporate Governance Guidelines to the Board and oversees the annual self-assessments of the Board and its committees. Insights from these evaluations are used to identify opportunities to improve the Board's effectiveness in guiding Douglas Dynamics' goals and objectives.

DOUGLAS DYNAMICS BOARD OF DIRECTORS



Donald
Sturdivant



Joher
Akolawala



Lisa
Rojas Bacus



Margaret
Dano



James L.
Janik



Ken
Krueger



Mark
Van Genderen



ESG Oversight

We believe that strong corporate citizenship and a commitment to comprehensive ESG principles are crucial to our long-term success. The Governance Committee supports the Board in overseeing the Company's ESG and sustainability programs and objectives, including monitoring related strategies, initiatives, policies, reporting standards, and disclosures, such as reviewing the Company's ESG Impact Report.

At the management level, Douglas Dynamics has an ESG team led by the Senior Vice President of People & Culture and the Director of Financial Reporting & Sustainability. The ESG team is a cross-functional group that includes representatives from Corporate Communications, Finance, Human Resources, Information Technology, Investor Relations, Organizational Development, Safety, and Strategic Sourcing and Supply Chain. The team meets regularly to review policies and programs, and its leaders provide annual updates on ESG matters to senior management and the Board.



ESG team members
Shannan Vlieger,
Nathan Elwell, and
Isabel Tarnowski



Risk Management and Oversight

The full Board of Directors is responsible for overseeing the Company's risk management process, which is carried out by management. In this role, the Board establishes the Company's overall risk profile, evaluates specific risks—including those related to cybersecurity and climate change — and reviews the actions taken by management to mitigate those risks.

Douglas Dynamics conducts an annual evaluation of enterprise risks, led by the internal audit team. This process includes meetings with business leaders to evaluate and prioritize risks based on their materiality and likelihood.

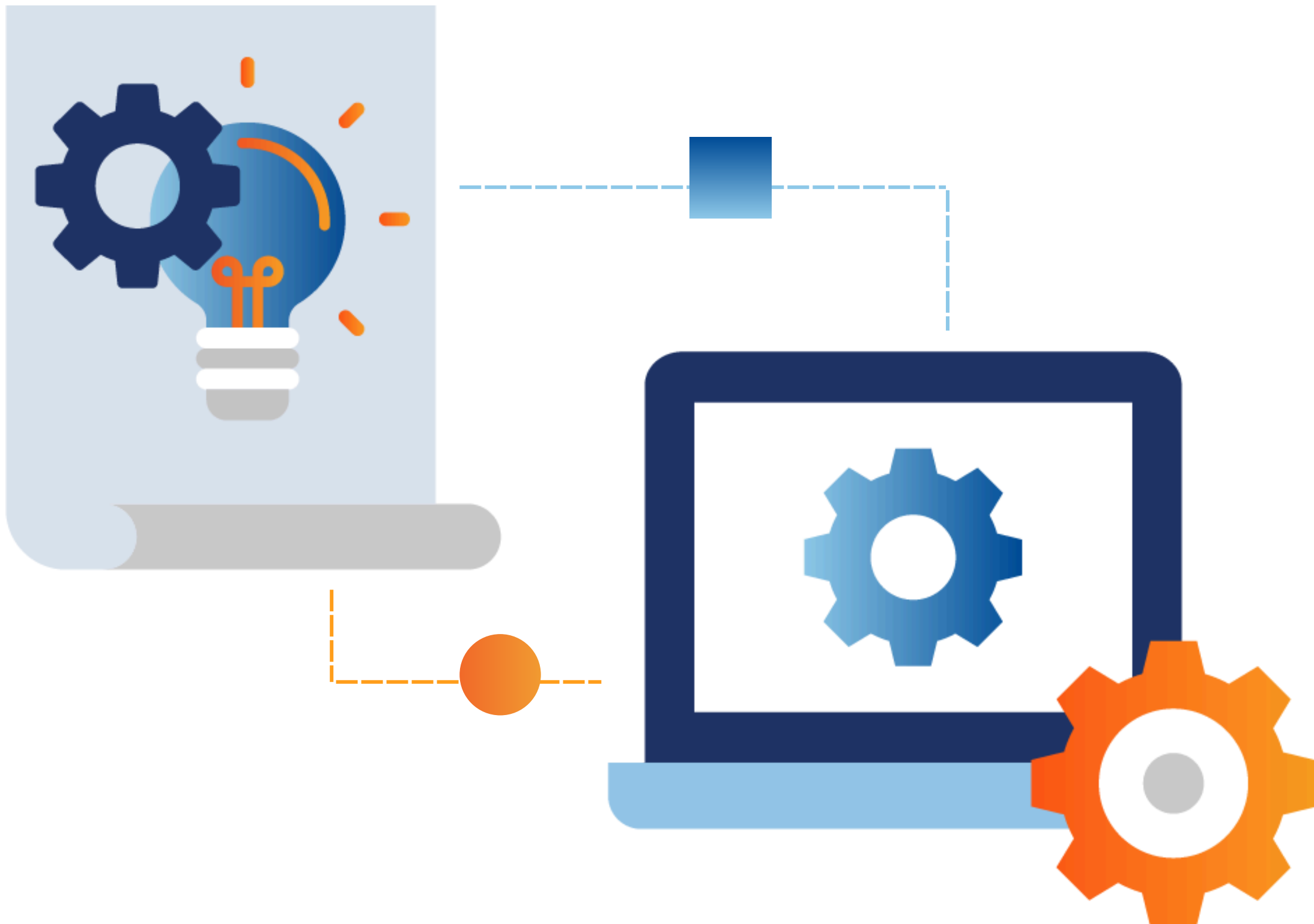
The Board delegates oversight of specific risk areas to its standing committees.

- The Compensation Committee oversees risks related to the Company's executive compensation plans and the incentives created by the awards it administers.
- The Audit Committee is responsible for overseeing the management of enterprise risks, including cybersecurity and financial risks, and monitors potential conflicts of interest.
- The Governance Committee manages risks related to the independence of the Board.

Management provides regular updates on relevant risks to the appropriate Board committees or the full Board, with additional reporting as needed or at the Board's request.



Chapter 6: Douglas Dynamics Management System



Our commitment to continuous improvement allows Douglas Dynamics to consistently deliver what we believe to be the highest-quality and most reliable products in our industry. At the core of this commitment is the Douglas Dynamics Management System (DDMS), a comprehensive, company-wide approach to managing our business that promotes rapid deployment, effective integration, ongoing optimization, and sustainable growth.



We use proven processes and problem-solving tools to drive performance and support sustainable growth.



Quality and Continuous Improvement

DDMS is an integrated system grounded in lean principles and continuous improvement, evolving alongside our business to support strategic priorities and goals. It incorporates best-in-class processes and practical tools designed to solve problems and deliver greater value to our customers by eliminating waste and enhancing operational efficiency. These tools enable streamlined processes across the entire value chain, including within our supply base and with our end customers.



The system helps us uphold the highest standards of safety and quality in our manufacturing and upfit environments. We are proud of our track record of zero product safety recalls in more than 75 years of operation. Our warranty level, as a percentage of gross sales, is less than 1% — well ahead of world-class benchmarks. This commitment to manufacturing excellence and innovation has positioned Douglas Dynamics as the leading manufacturer and upfitter of commercial work truck attachments and equipment in North America.

DDMS also serves as the foundation for our continuous improvement efforts in occupational health and safety ([outlined in Chapter 7](#)), using its tools to efficiently track critical data, such as safety incidents, within our Health and Safety Management System. DDMS also strengthens our environmental protection programs ([discussed in Chapters 8-10](#)) through ongoing improvements to our Environmental Health & Safety (EH&S) Management System, enabling better tracking and reporting of key environmental data.

PRODUCT SAFETY RECALLS

0 in +75 Years



Chapter 7: Occupational Health & Safety



PEOPLE

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Douglas Dynamics is dedicated to fostering a world-class safety culture that prioritizes the health and safety of our employees. Guided by our Core Values of Grow, Improve, and Engage, we emphasize continuous improvement in our health and safety practices and procedures. The safety of our workers is our top priority, and no production goal or other demand ever takes precedence over ensuring a safe work environment.

Health and Safety Management System

Douglas Dynamics complies with all applicable U.S. worker safety regulations, as outlined by the Occupational Safety and Health Administration (OSHA). We follow industry best practices to drive continuous improvement in our safety procedures, aiming to minimize the number of injuries and illnesses that occur at our facilities.

In 2024, we restructured our Health and Safety department to strengthen oversight and ensure a consistent approach across the organization. At the corporate level, the Senior Vice

President of People & Culture and the Senior Manager of Environmental Health & Safety (EH&S) define the scope and framework of our Health and Safety Management System. Each division is supported by dedicated EH&S professionals who monitor all safety incidents. Together with frontline supervisors and managers they investigate concerns and collaborate with management to implement appropriate responses.



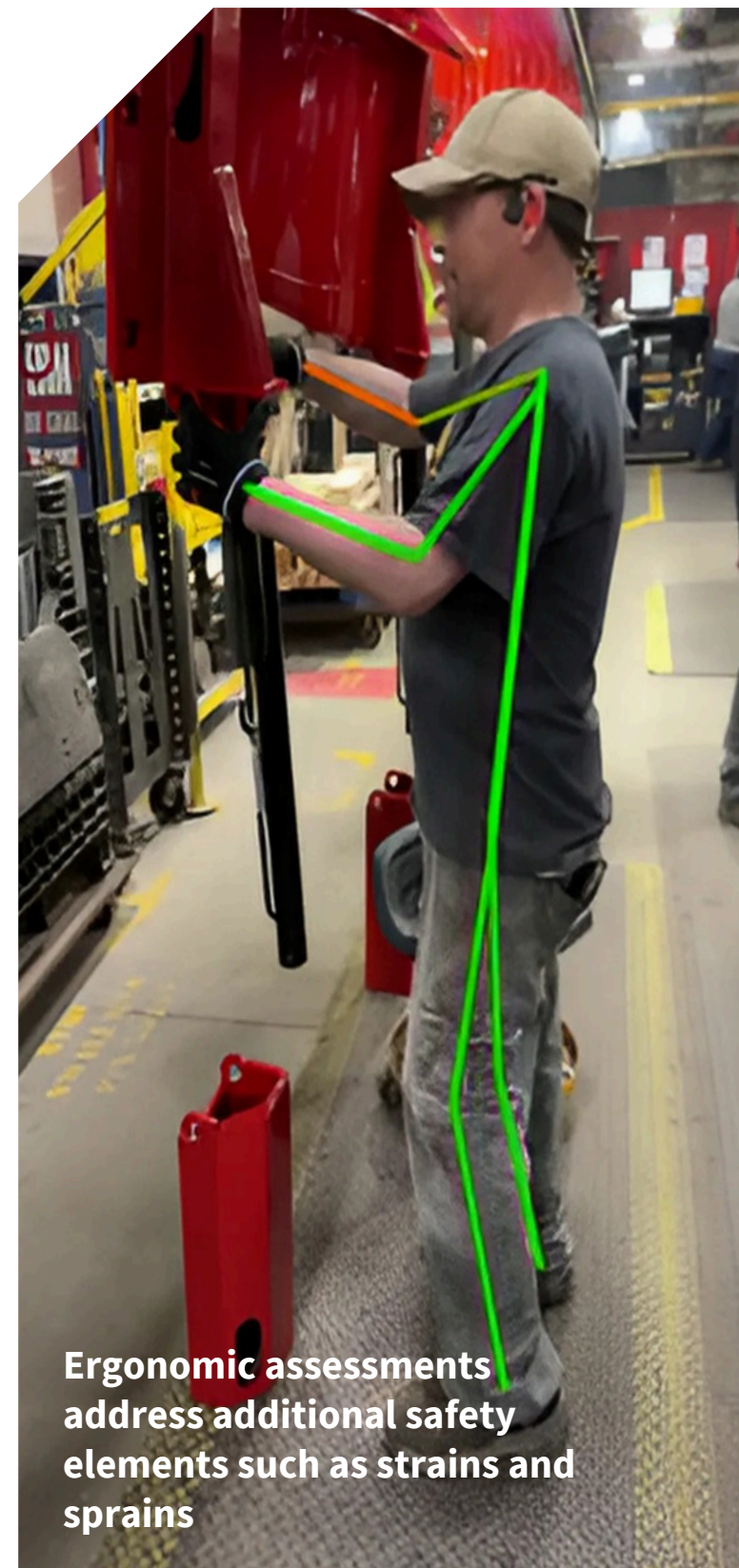
Jason Ruehl -
Senior Manager,
Environmental,
Health & Safety



Monthly incident reports detailing the number and types of safety incidents are reviewed by senior management and reported to the Board every quarter. We address identified risks based on these reports and conduct periodic internal audits to ensure proper reporting and corrective actions. Our safety leaders bring the knowledge, experience, and leadership necessary to further improve our ability to measure, analyze, and reduce risks to our employees.

Our primary safety metric across all Douglas Dynamics facilities is the Days Away, Restricted, or Transferred (DART) rate. We maintain an internal DART rate target and are actively developing additional health and safety goals to further improve performance.

We also partner with ergonomic consultants to assess our work processes and implement improvements to reduce strains and sprains among employees. These improvements include increasing the use of mechanical lifting instead of manual lifting, better matching employees to specific tasks, and offering time for stretching and exercises.



Ergonomic assessments address additional safety elements such as strains and sprains

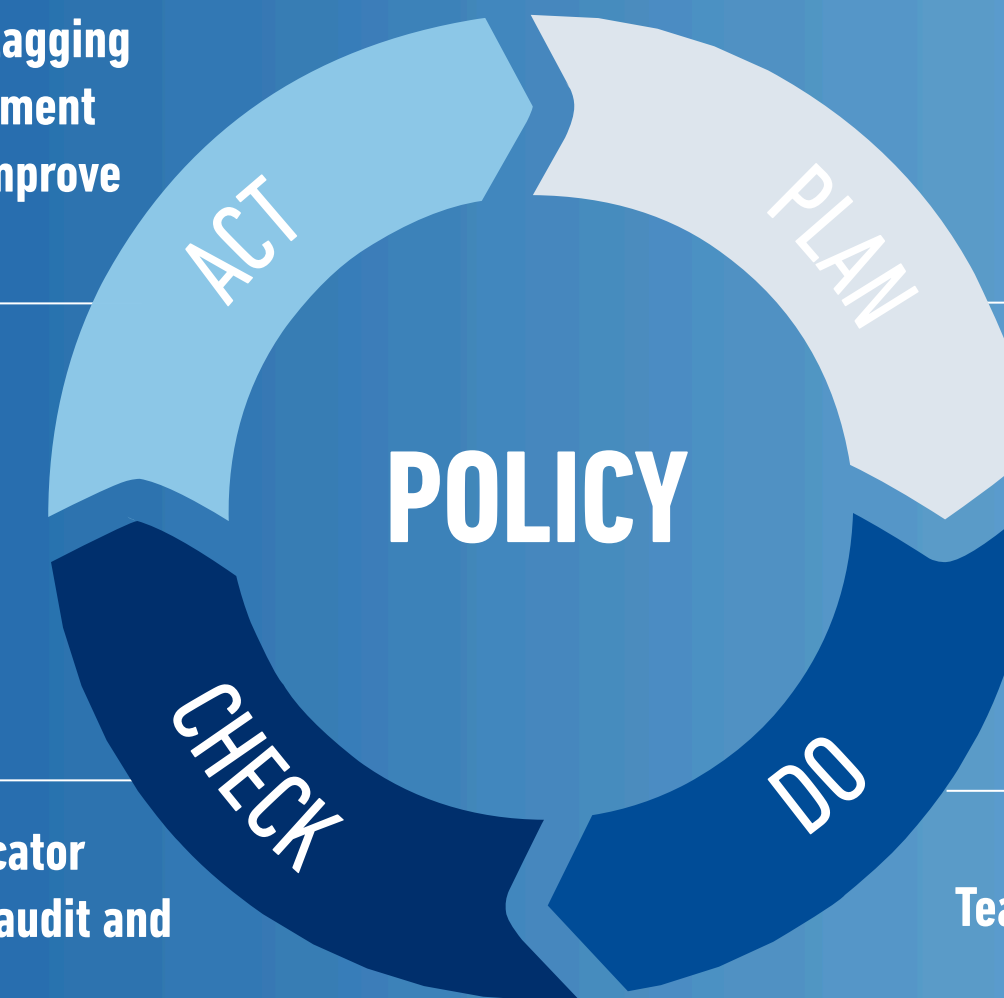


HEALTH AND SAFETY MANAGEMENT SYSTEM



Review leading and lagging indicators and implement programs to Grow, Improve and Engage

Conduct a gap analysis across WTA and prioritize program aspects for implementation



Develop leading indicator quantitative scoring audit and set target goals and objectives

Develop Implementation Teams at each site and create policies, training and procedures



Our Work Truck Attachments segment has implemented a Health and Safety Management System built around the “Plan – Do – Check – Act” framework. We are in the process of adopting this model Company-wide, which will help further enhance safety reporting and auditing capabilities. In 2024, we also updated eight safety policies and programs to align more closely with industry best practices and standardize safety processes across our operations.



Health and Safety Training

Douglas Dynamics is committed to fostering a world-class safety culture by promoting awareness and conducting regular safety training. Safety is more than just a priority at Douglas Dynamics—it is the bedrock upon which our entire culture is built.

Our comprehensive employee onboarding program, DRIVE, includes a wide range of safety topics. This training is reinforced with follow-up sessions, including weekly safety talks.

The DRIVE Onboarding program has a comprehensive variety of safety training topics, which are assigned to new employees depending on their roles over the first 90 days of employment. The training materials are delivered in multiple languages (primarily English and Spanish) so all our employees can fully participate. Some of the topics covered in the training include the following:



RESPIRATORY PROTECTION



FALL PROTECTION



FORKLIFT CERTIFICATION



ERGONOMICS



MACHINE SAFETY



HAZMAT



We also provide mandatory training for specialized job functions, such as forklift and crane operators, as well as lockout training. Compliance with all safety training requirements is tracked at each facility through our Health and Safety Management System, and the training data is reviewed monthly by management.



15,700 Toolbox Talks



92,310 Training Minutes

SAFETY STARTS WITH THE CONVERSATION

At every Douglas Dynamics location, **Weekly Toolbox Talks** keep safety top of mind. These short, focused discussions help teams learn from recent incidents and reinforce best practices.

Each month brings a new topic—for example, **heat stress** in early summer. From recognizing signs of heat exhaustion to preventing slippery grips from sweaty palms, these sessions offer **practical tips that protect our people** and keep operations running smoothly.

Because safety is not just a priority—it is part of our culture.

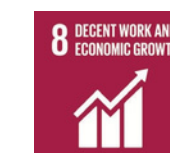


PROTECTING OUR ENVIRONMENT

Douglas Dynamics is dedicated to reducing the environmental impact of our operations while promoting environmental awareness and education across all levels of the Company. We are committed to delivering innovative, world-class products and services that help reduce emissions, protect biodiversity, minimize environmental harm, and safeguard public health.

To ensure accountability and transparency, we prioritize tracking and reporting key environmental metrics to our stakeholders, including employees, investors, clients, and the communities in which we operate.

SECTION SDG ALIGNMENT:





Chapter 8: Environmental Management and Climate Change



PEOPLE

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Our commitment to continuous improvement extends to our environmental protection efforts, which integrate industry best practices into our manufacturing processes to minimize environmental impact. We manage these efforts through an Environmental Health & Safety (EH&S) Management System, which includes tracking and reporting data such as facility permits, air and water quality, waste management, soil and groundwater monitoring, emergency preparedness, training, and certification.

Douglas Dynamics is committed to complying with all relevant environmental laws and regulations in the communities where we operate. Our EH&S Management System outlines the specific laws and regulations we adhere to, establishes ownership of standard procedures for consistent execution, and ensures timely data collection and reporting. This includes providing an inventory of toxic chemical releases to the U.S. Environmental Protection Agency (EPA).

Monthly reports on environmental issues are reviewed by our operations leadership team, and periodic internal audits are conducted to ensure proper implementation of the system. As a leader in Work Truck Attachments and Solutions for snow and ice control, we recognize that our performance is influenced by snowfall levels, timing, and location. A prolonged reduction in snowfall could negatively impact our operations and financial results. As part of our risk management process (outlined in [Chapter 5](#)), our management team and Board of Directors assess climate change risks and support regulatory and governmental efforts that aim to reduce greenhouse gas (GHG) emissions.



Chapter 9: Energy and Emissions



PEOPLE

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Douglas Dynamics is committed to strategically investing in systems and technology to reduce energy consumption at our manufacturing facilities. This is the most effective and cost-efficient way to lower our carbon footprint.

To minimize electricity use, we have collaborated with local energy providers to upgrade to LED lighting and implement smart sensor technology to reduce unnecessary energy consumption. We have also enrolled in state-funded community solar programs in New York and Illinois that directly support solar farms being built and operated in those states.

In both new construction and facility upgrades, we prioritize the use of natural lighting, open workspaces, and reflective roofing to lower lighting and cooling costs.

We have also leveraged energy efficiency rebate programs in several states and municipalities. Additionally, we have invested in advanced technologies to reduce chemical emissions by improving the efficiency of our filtration systems and adding HEPA filters to further minimize emissions.

We quantify select emissions data and are working to implement systems for more accurate and comprehensive data collection to better assess our environmental performance. Our current data includes actual and estimated emissions from electricity, natural gas, propane, vehicle emissions, and refrigerant use at our facilities. We will continue monitoring emissions data to track progress and identify opportunities for improvement.



LED lighting in our
Rockland, ME facility



REDUCING EMISSIONS, ONE TRUCK AT A TIME

Dejana Truck & Utility Equipment partners with customers to improve vehicle energy efficiency. One example is the installation of auxiliary power units in gas-powered vehicles.

These units automatically shut off the engine when the vehicle is stationary, while still allowing the use of heat, air conditioning, and accessories—helping reduce emissions and lower the vehicle's overall carbon footprint.



Optimized delivery routes and fully loaded trailers help improve transportation efficiency



A Dejana team member installs an auxiliary power unit to help reduce emissions

SMARTER DELIVERIES, LOWER EMISSIONS

At Work Truck Solutions, we recognize that vehicle delivery can be a carbon-intensive process. That is why we have taken steps to make it as efficient and sustainable as possible.

We regularly evaluate and optimize our delivery routes to reduce fuel use and emissions. Additionally, we maximize the space on our tractor-trailers to minimize the number of trips required—further lowering our environmental impact.



Chapter 10: Water and Waste Management



Douglas Dynamics is dedicated to reducing our environmental footprint by minimizing landfill waste and conserving water resources. Our facilities track data on waste production, water usage, and discharge, using this information to drive process enhancements at the site level. We adhere to all local, state, and federal regulations concerning hazardous waste management and wastewater discharge and report toxic chemical emissions to the U.S. Environmental Protection Agency.

Waste Reduction

We are dedicated to minimizing landfill waste by prioritizing material

reuse and recycling, with a key focus on reducing waste generated in our production processes. In partnership with our primary waste services partner, Waste Management, we assess and enhance our waste management practices, including landfill diversion, recycling, and waste-to-energy efforts.

Steel is a key raw material in our manufacturing operations, and we strive to collect and recycle all of our scrap steel. All cardboard is recycled, and we regularly recycle office furniture as we make facility updates. Materials such as batteries, paper, plastics, e-waste, and metals are consistently recycled throughout production and office spaces.

Scrap steel is collected and recycled as part of our ongoing commitment to responsible materials management





Water Conservation

Douglas Dynamics understands the growing scarcity of water and has developed a comprehensive water conservation strategy aimed at reducing water use in our manufacturing operations whenever possible. We are committed to conserving water sourced from municipalities, surface water, and wells. Our facilities are focused on continuous process improvements, including the use of advanced reverse osmosis technology to recycle water efficiently.

We also prioritize wastewater treatment to ensure safe and compliant discharge. Standard practices across our facilities include regular testing for chemical particulates and continuous monitoring of pH, temperature, and flow. The State of Maine has certified our stormwater disposal process, and our work at the Rockland, Maine facility is being used as a model to restore a nearby pond and improve stormwater management practices.

Our goal is to reduce water runoff in our processes, helping to prevent sewage overflows that could negatively impact local communities and the surrounding environment. Each of our stormwater drains and outfalls is currently certified or is in the process of being certified as part of a Storm Water Pollution Prevention Program (SWPPP). The Milwaukee Metropolitan Sewerage District has recognized Douglas Dynamics as a Significant Industrial User in the District's regulatory program and has recognized the company 20 times on its Honor Roll for our efforts to protect the environment while contributing to the economic vitality of the region.



The MMSD conducts physical inspections of our processed water on an annual basis and takes samples from our Powdercoat washer pretreatment areas twice per year.



Set along the shores of Lake Michigan, Milwaukee, WI is the headquarters for Douglas Dynamics



Chapter 11: Responsible Supply Chain



PEOPLE

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Douglas Dynamics strives to collaborate with suppliers who align with our Core Values and are committed to upholding the highest standards of integrity and ethics, regardless of their location. We view responsible supply chain management as a critical component of our operations and success.

Our approach includes thorough supplier evaluations, careful selection processes, and continuous performance monitoring to ensure compliance with our expectations for quality, sustainability, and ethical conduct.

Whenever possible, we prioritize sourcing products and supplies from local businesses in the regions where we operate. In 2024, 90 percent of Douglas Dynamics' procurement spending supported suppliers based in North America.

90%

of Douglas Dynamics
procurement spending
went to North American
suppliers



Filiz Angin, David Stanley, and Tyler Fitzpatrick visit a division-wide supplier



Supplier Selection and Monitoring

Douglas Dynamics is committed to partnering with suppliers who meet our rigorous standards for quality and reliability. Our supplier selection process includes a detailed assessment of employment practices, human rights, occupational health and safety, quality controls, and environmental compliance.

Our comprehensive Supplier Information page on the company website includes the key behaviors we expect from a successful supplier. This site also contains our Supplier Code of Conduct, which outlines our expectations for ethical labor practices, business conduct, and adherence to all applicable laws and regulations. All selected suppliers are required to review and acknowledge this Code as part of their onboarding.

DRIVING GLOBAL IMPACT THROUGH CONTINUOUS IMPROVEMENT

In 2023, team members from our Global Sourcing Office in Beijing, China, partnered with one of our largest suppliers in Vietnam for a four-day collaborative improvement event. By applying proven continuous improvement frameworks and techniques, the team identified key opportunities to enhance operational efficiency. The result? Measurable improvements that strengthened supplier performance and reinforced our commitment to building resilient, high-performing supply chains across the globe.

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The Supplier Code of Conduct requires suppliers to consent to unannounced onsite inspections of their manufacturing facilities and employee housing, reviews of employment-related records, and confidential interviews with employees. If inspections reveal non-compliance with the Code, suppliers are placed on probation and required to take corrective action. Failure to comply can result in immediate termination.

Suppliers are also expected to communicate the Supplier Code of Conduct to their employees and subcontractors, as necessary. We offer supplier training through multiple channels, including onsite one-on-one sessions and full-day workshops where suppliers participate in training exercises and seminars.

To enhance supply chain visibility and manage risk, Douglas Dynamics uses an assessment tool to identify potential gaps with Tier 2 and Tier 3 suppliers, particularly in key commodities like steel and components sourced from Asia.

This tool helps us quickly assess any potential disruptions. We track supplier performance monthly using scorecards and incorporate this data into our overall risk management strategy. We also receive real-time alerts in 23 impact categories, with labor disruptions and natural disasters being the most common.



Global Sourcing team members collaborate with key suppliers to drive improvements and strengthen supply chain



FORESTRY PRODUCT CERTIFICATIONS

Virgin fiber used in the corrugated packaging of our products—manufactured by our supplier, The Royal Group—is sourced from responsibly harvested trees in North America and Europe. The Royal Group maintains active Forest Stewardship Council (FSC) and Sustainable Forestry Initiative (SFI) chain-of-custody certifications, as verified by SGS. These certifications help ensure that the fiber used in our packaging originates from sustainably managed forests. We continue to evaluate opportunities to increase the use of recycled or certified materials throughout our packaging operations.



Conflict Minerals

Douglas Dynamics has a formal Conflict Minerals Policy addressing the use of columbite-tantalite, cassiterite, gold, wolframite, and their derivatives, specifically tantalum, tin, and tungsten (referred to as Conflict Minerals under U.S. law), that originate from the Democratic Republic of the Congo (DRC) or surrounding countries (collectively, the Covered Countries). As outlined in our policy, we do not aim to fully prohibit the procurement of Conflict Minerals or products from the Covered Countries; instead, our goal is to encourage responsible sourcing practices.

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We comply with the disclosure requirements of Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act and the U.S. Securities and Exchange Commission's (SEC) Conflict Mineral Disclosure Rules. To ensure compliance, we make reasonable efforts to identify all Conflict Minerals essential to the functionality or production of products made by Douglas Dynamics and its subsidiaries globally. We have a dedicated internal team, led by our Director of Financial Reporting & Sustainability, supported by cross-functional subject matter experts, including those from the supply chain team who manage our conflict minerals compliance strategy. Senior management is regularly updated on the progress of our due diligence efforts.

As stated in our most recent [SEC filing](#), available on the Investor Relations page of our website, certain Douglas Dynamics products contain Conflict Minerals. However, due to the lack of direct relationships with the smelters and refiners that process

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these minerals, our ability to trace the ultimate origin of Conflict Minerals in our products is limited. Douglas Dynamics is committed to working closely with suppliers to gather information on potential Conflict Minerals in our products and report these findings in accordance with SEC requirements. Our policy is to minimize, where feasible, the use of Conflict Minerals that are not deemed "DRC conflict-free" under the Conflict Mineral Disclosure Rules.

Our Global Sourcing and Supply team earned a 2023 Customer Appreciation Award from a key logistics partner for excellence in collaboration and reliable global shipping support.

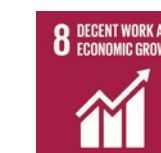




PRODUCTS

Douglas Dynamics has established itself as a leader in our industry by prioritizing continuous improvement in product safety and quality. We invest in the development of new products and enhance existing ones to improve performance, reduce costs, and minimize environmental impact. We also actively collaborate with industry associations to drive the advancement of our sector through education, advocacy, and support for responsible public policies and legislation.

SECTION SDG ALIGNMENT:

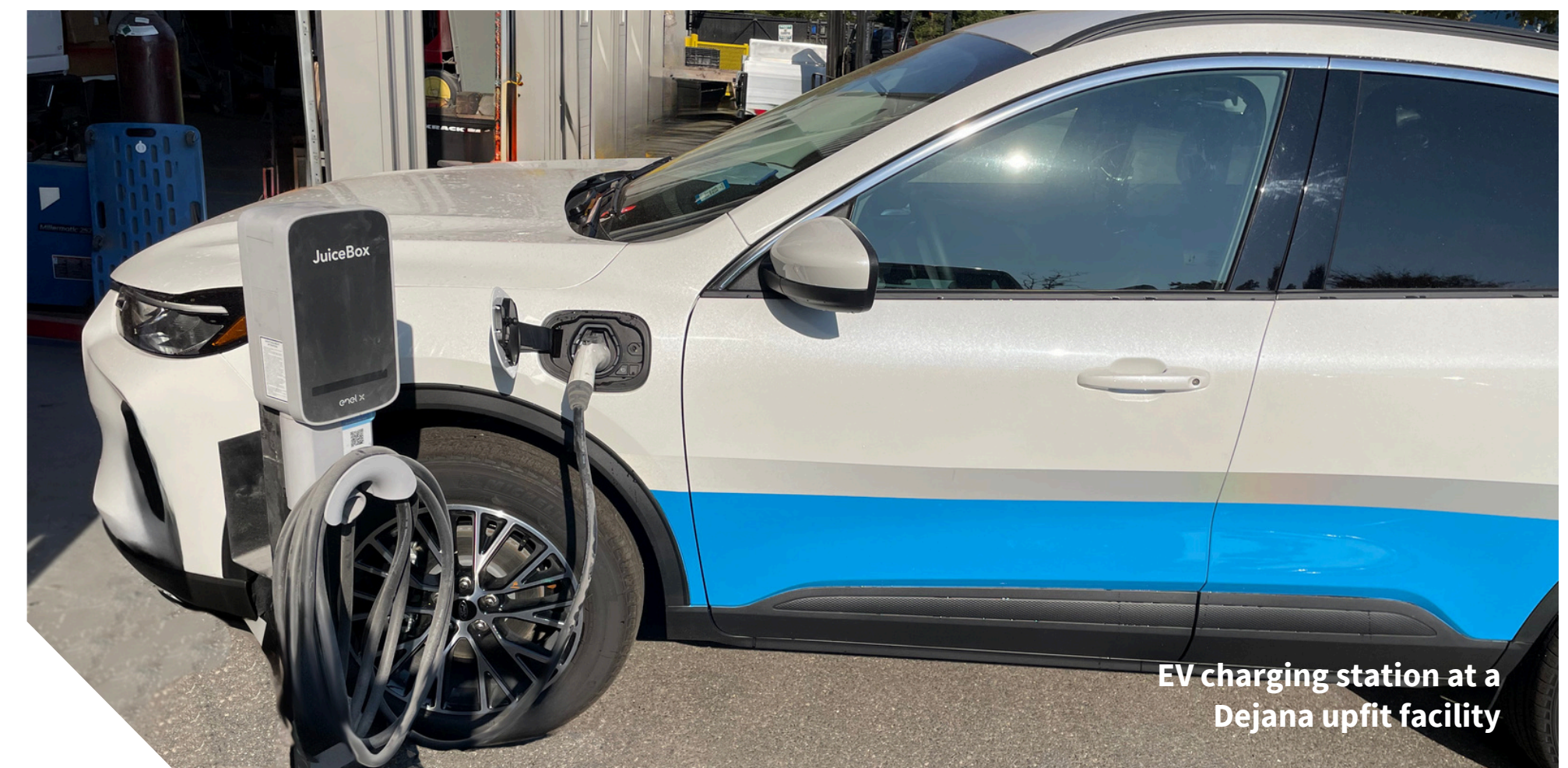




Chapter 12: Product Innovation & Environmental Impact



Our product innovation efforts are designed to help customers enhance the efficiency of their operations, reducing both costs and environmental impact. Douglas Dynamics has led the way in showing customers how to increase efficiency. Our research and development work on hopper spreaders and liquid solutions is focused on improving efficiency and reducing salt usage, helping to protect waterways and preserve biodiversity. Additionally, we strive to optimize de-icing equipment to lower emissions by minimizing the need for multiple material reloads.



EV charging station at a
Dejana upfit facility

ADAPTING TO ELECTRIC VEHICLE NEEDS

As the commercial vehicle industry recognizes the role of electrification, we are making proactive changes to meet evolving customer needs. At Dejana, all facilities are now equipped with EV charging stations to support growing electric fleets. Behind the scenes, our engineering and operations teams are collaborating closely with customers to fine-tune upfitting processes specifically for EVs—ensuring added equipment does not overtax battery systems. These efforts help maintain the performance, efficiency, and reliability our customers expect as they transition to electric.



SNOWPLOWS

Snowplows remain the most sustainable solution for large-scale snow removal. Douglas Dynamics leads the industry in product development and innovation, offering the broadest product portfolio to meet the diverse needs of our customers. Our product development teams focus on understanding the unique challenges operators face and providing the right-sized snowplow for each job, whether it is a large municipal highway, commercial parking lot, residential driveway, or UTV-accessible sidewalk or path. By offering tailored products, including wing and hydraulic wing snowplows that can adjust in size, we help customers maximize their efficiency in any environment.

Our innovations also include designing snowplows with various edge materials, including metal and poly, to ensure optimal scraping based on the surface being cleared. This helps reduce the need for de-icing materials. Our proprietary mounting systems —UltraMount® 2, Minute Mount® 2, and Automatixx®— enable operators to quickly remove their snowplows after completing a job, reducing vehicle weight and lowering emissions.

INNOVATION THAT MOVES MORE WITH LESS

In 2023, we introduced our largest commercial plow yet—the fixed-wing pusher—followed by a hydraulic model in 2024. Featuring TRACE™ edge technology, these plows adapt to surface contours for better snow removal and reduced salt usage, delivering greater efficiency and environmental impact.



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HOPPER SPREADERS

Hopper spreaders are essential tools for operators to apply sand, salt, liquid solutions, or a combination of these materials for anti-icing (preventing ice buildup on roads and bridges) and de-icing (removing ice after a weather event). Douglas Dynamics offers one of the most comprehensive lines of hopper spreaders in the industry, enabling operators to seamlessly switch between granular, liquid, and pre-wet applications to handle various weather conditions while minimizing environmental impact.

Our pre-wet models and kits enhance the effectiveness of granular materials by up to 30%, reducing material usage and the number of trips needed to complete de-icing operations. Our dual variable speed controls give operators precise control over material distribution and application speed, helping cut waste and minimize material usage. Additionally, shutter deflectors on our broadcast models further enhance precision, directing

granular materials exactly where they are needed, reducing salt use, and preventing excess materials from affecting surrounding landscapes. Since 2008, Douglas Dynamics has been leading the shift from gas-powered to electric-powered hopper spreaders. As of 2024, all Work Truck Attachments hopper spreaders are 100% electric powered, helping reduce greenhouse gas (GHG) emissions in the snow and ice removal industry.



SMARTER SPREADING, LESS WASTE

In 2023 and 2024, we introduced new FISHER® and WESTERN® stainless steel and poly hopper models equipped with the **HELIXX™ auger system**. This innovation gives operators **greater material control**, helping **reduce overall salt usage** without compromising performance. Cover kits and spill guards further minimize waste by preventing spillage - supporting more **efficient** and **sustainable** operations.



LIQUID SOLUTIONS

Liquid solutions for snow and ice control, particularly brine applications, play a critical role in reducing salt usage and mitigating the negative environmental impacts associated with salt. Excess salt can harm infrastructure, contaminate waterways with chlorides, and damage vegetation along roadways. Douglas Dynamics has been at the forefront of researching and developing brine products that enable municipalities and contractors to use less salt, reduce trips, and achieve savings in fuel, labor, and carbon emissions.

Applying brine before snow and ice events, known as anti-icing, prevents snow and ice from bonding to road surfaces. This method has been shown to reduce salt application rates by up to 75% compared to not using pre-treatment. Direct liquid applications also ensure more accurate placement than traditional rock salt, which can be scattered, plowed, or blown off the surface, potentially affecting the surrounding environment.



Our wide-ranging portfolio of brine equipment includes several models of brine makers and the industry's most comprehensive offering of brine application tools. We also equip vehicles with pre-wetting systems that boost the effectiveness of granular materials by up to 30%, reducing the volume of salt required and the number of trips needed to complete operations.

As advocates for more sustainable winter maintenance practices, our liquid solutions experts actively educate industry professionals and promote widespread adoption. A proactive anti-icing approach also reduces vehicle emissions and decreases dependence on large salt stockpiles that must otherwise be mined, transported, and stored.



Innovating for Cleaner, Smarter Winter Operations

At Henderson Products, innovation continues to drive our efforts to support more sustainable snow and ice management. In 2023, we introduced the StormXtreme™, which offers the **highest liquid capacity** of any spreader on the market. This gives operators the flexibility to switch between liquid and salt applications based on changing weather conditions—**without needing to convert trucks in the middle of a storm**. By making it easier to rely on environmentally friendly brine, the StormXtreme is helping reduce overall salt usage in the field.

Another breakthrough came in 2024, when we launched the LAS E-Series, the **industry's first electric liquid application system** designed for highway use. Unlike traditional hydraulic systems powered by a truck's engine, the electric LAS significantly reduces carbon emissions and opens the door for brine application in more regions. Early customer adoption has been encouraging, and we expect momentum to grow as fleets look for **cleaner alternatives**.

We also made key upgrades to our brine makers, incorporating flex controls to ensure a **more accurate and consistent mix**.

This prevents unnecessary salt use during brine production, further contributing to responsible and efficient material management.

These innovations reflect our ongoing commitment to helping customers do more with less—**protecting people and the planet** while maintaining high performance in the harshest conditions.



Henderson Products -
LAS™ (electric) E-Series
Liquid Application System



Chapter 13: Public Policy and Industry Associations

As the leading manufacturer and upfitter of commercial work truck attachments and equipment in North America, Douglas Dynamics collaborates with major organizations to educate their members and advocate for responsible legislation. Aligned with our commitment to continuous improvement, we view our industry affiliations as essential to advancing the work truck sector as a whole. Through these partnerships, we contribute to the development of environmentally responsible practices, more efficient technologies, and sustainable products that enhance the communities where we live and operate.

ASSOCIATIONS



APWA (American Public Works Association)

The American Public Works Association serves professionals in all aspects of public works — a fact that sets it apart from other organizations and makes it an effective voice of public works throughout North America. With a worldwide membership of 30,000, APWA includes not only personnel from local, county, state/province and federal agencies, but also private sector personnel who supply products and services to those professionals.



ASCA (Accredited Snow Contractors Association)

The Accredited Snow Contractors Association is dedicated to providing snow and ice control professionals with the tools they need to protect their business against risk. In addition to representing the industry with the insurance world, ASCA represents the industry with local, state, and federal governments, provides education and certification, and fosters networking opportunities among industry peers.



NTEA (National Truck Equipment Association)

Established in 1964, NTEA – The Association for the Work Truck Industry – represents more than 2,000 companies that manufacture, distribute, install, sell, and repair commercial trucks, truck bodies, truck equipment, trailers, and accessories. Buyers of work trucks and the major commercial truck chassis manufacturers also belong to NTEA. The Association provides in-depth technical information, education, and member programs and services and produces The Work Truck Show®.



SIMA (Snow & Ice Management Association)

The Snow & Ice Management Association is a non-profit national trade association for the snow and ice control industry. SIMA's mission is to raise awareness through networking, education, training, events, and other resources for snow and ice control professionals and manufacturers.



Public Initiatives

Douglas Dynamics supports numerous industry task forces and research initiatives to advance sustainable snow and ice control practices. We collaborated with the Snow and Ice Management Association (SIMA) and the Accredited Snow Contractors Association (ASCA) to develop industry standards and contributed equipment for research to establish baseline salt application rates, helping to reduce material waste and minimize the environmental impact of excessive de-icing material use. Additionally, we engage a broad range of stakeholders including the following groups in order to promote certifications, best practices, and public awareness campaigns that safeguard waterways and preserve biodiversity:

- Snow and Ice Contractors
- Municipal Public Works Departments
- Elected Officials
- Watershed Groups
- Property Owners



Allison Wang, Marketing Manager for Douglas Dynamics Beijing, presented on “Snow and Ice Removal Equipment for Tourist Resorts,” highlighting the electric, eco-friendly, easy-to-use, and efficient features of our small and medium-sized multi-functional snow removal equipment



Industry Education

Douglas Dynamics is dedicated to advancing the education of snow and ice removal professionals and supporting the broader industry. We publish an annual digital guide for SIMA titled "In Focus," which educates individuals on best practices for snow and ice removal operations. Our product managers create educational videos and presentations each year, addressing key topics relevant to the snow and ice sector. In collaboration with SIMA, the Douglas Dynamics sales team provides hands-on training for snowplows, spreaders, and sidewalk equipment, helping contractors enhance efficiency and reduce material waste.

SHOWCASING SUSTAINABLE SNOW SOLUTIONS IN CHINA

In 2023, our global sourcing team in Beijing participated in the **World Snow and Ice Economy of Cold Regions Conference** in Changchun, Jilin Province. The event brought together **industry leaders from 22 countries** to explore trade and cooperation opportunities in the growing snow and ice economy—fueled in part by a post-Olympics tourism boom across China. With over 75 winter resorts in Jilin looking for faster and more efficient snow removal, we showcased two **electric, eco-friendly solutions** designed specifically for clearing snow.

SUPPORTING SMARTER SALT USE

In 2024, our WESTERN® brand proudly sponsored the first Midwest Snow and Ice Conference, hosted by the Snow & Ice Management Association (SIMA) at Waukesha County Technical College in Wisconsin. Snow professionals, grounds managers, and municipal leaders gathered to explore sustainable salt use, with hands-on spreader calibration demos and panel discussions on best practices for liquid de-icing—all aimed at improving efficiency and reducing environmental impact in winter operations.



APPENDIX

PEOPLE

PROCESS

PLANET

PRODUCTS



DATA TABLES
CONTENT INDEX GRI
CONTENT INDEX SASB



SOCIAL	2023	2024
EMPLOYEES		
Total Employees	1,951	1,681
Permanent Employees		
Total	1,951	1,679
Female	287	231
Male	1,664	1,448
Employees by Ethnicity		
Total	1,951	1,681
Asian	89	51
Black or African American	190	128
Hispanic or Latino	265	248
Native Hawaiian or other Pacific Islander	6	5
American Indian or Alaska Native	1	2
White	1,355	1,221
Two or more races	39	19
Decline to answer	6	7
Full-Time Employees		
Total	1,906	1,644
Female	282	230
Male	1,624	1,414



SOCIAL	2023	2024
Part-Time Employees		
Total	45	37
Female	5	1
Male	40	36
NEW HIRES		
Total Hires	520	355
Rate of Hires	27%	21%
Number of Hires, by Gender		
Female	74	37
Male	446	318
Rate of Hires, by Gender		
Female	4%	2%
Male	23%	19%
Number of Hires, by Age		
Under 30	223	151
30 to under 45	185	129
45 to under 60	89	65
60 or More	23	10



SOCIAL	2023	2024
Rate of Hires, by Age		
Under 30	11%	9%
30 to under 45	9%	8%
45 to under 60	5%	4%
60 or More	1%	1%
TURNOVER		
Total Turnover	510	564
Rate of Turnover (Annualized)	26%	34%
Voluntary Turnover	346	349
Rate of Voluntary Turnover (Annualized)	18%	21%
Turnover by Gender		
Female	64	68
Male	446	496
Rate of Turnover, by Gender (Annualized)		
Female	3%	4%
Male	23%	30%
Turnover by Age		
Under 30	168	171
30 to under 45	171	216
45 to under 60	115	125
60 or More	56	52



SOCIAL	2023	2024
Rate of Turnover by Age		
Under 30	9%	10%
30 to under 45	9%	13%
45 to under 60	6%	7%
60 or More	3%	3%
Turnover by Ethnicity		
White	306	336
People of Color	204	228
Rate of Turnover by Ethnicity		
White	16%	20%
People of Color	10%	14%
PARENTAL LEAVE		
Number of Employees Entitled to Parental Leave		
Female	196	214
Male	1,296	1,373
Number of Employees That Took Parental Leave		
Female	7	3
Male	25	21
Number of Employees That Returned to Work in the Reporting Period After Parental Leave Ended		
Female	6	2
Male	22	16

SOCIAL	2023	2024
Total Number of Employees That Returned to Work After Parental Leave Ended That Were Still Employed 12 Months After Their Return		
Female	5	1
Male	18	13
EMPLOYEE DIVERSITY		
By Gender		
Female	15%	14%
Male	85%	86%
By Race		
Asian	5%	3%
Black or African American	10%	8%
Hispanic or Latino	14%	15%
Native Hawaiian or other Pacific Islander	0%	0%
American Indian or Alaska Native	0%	0%
White	69%	73%
Two or more races	2%	1%
Decline to answer	0%	0%
PAY EQUITY		
Ratio of Basic Salary and Remuneration of Women to Men	1.13	1.16

SOCIAL	2023	2024
BOARD DIVERSITY		
By Gender		
Female	2	2
Male	5	4
By Age		
18-30	0	0
31-50	0	0
51+	7	6
By Race		
Asian	1	1
Black or African American	0	0
Hispanic or Latino	1	1
Native Hawaiian or other Pacific Islander	0	0
American Indian or Alaska Native	0	0
White	5	4
Two or more races	0	0
Decline to answer	0	0



SOCIAL	2023	2024
EMPLOYEE TRAINING AND EDUCATION		
Average Number of Hours of Training Provided to Employees Per Year		
Total	4.86	8.02
Female	6.09	9.17
Male	4.66	7.84
Percentage of Leadership with Active Successions Plans	100%	100%
Percentage of Employees Receiving Regular Performance and Career Development Reviews ¹	93%	91%
HEALTH AND SAFETY		
FOR ALL TYPES OF WORKERS ²		
Number of Recordable Work-related Injuries		
Total	243	238
Number of High-Consequence Work-related Injuries (Excluding Fatalities)		
Total	117	109
Work-related Ill Health		
Number of Fatalities as a Result of Work-related Ill Health	0	0
Total Recordable Incident Rate (TRIR)		
Total	7.28	8.19
Days Away, Restricted or Transferred (DART) Rate		
Total	3.28	4.91

1 - All employees actively employed more than 90 days receive performance reviews.
2 - Scope of the data includes all full-time, part-time, contingent workers, and contractors.



SOCIAL	2023	2024
Number of Fatalities	0	0
Rate of Fatalities	0.00	0.00
Total Number of Hours Worked by All Employees	5,975,432	5,696,187
GOVERNANCE	2023	2024
Board Independence		
Percentage of Independent Directors	71%	83%
Ethics & Compliance		
Number of Instances of Non-compliance with Laws and Regulations	2	2
Monetary Value of fines for Instances of Non-compliance with Laws and Regulations	\$49,683	\$12,127
Whistleblower Reports Received	4	1
Total Number of Critical Concerns That Were Communicated to the Highest Governance Body During the Reporting Period	0	0
Total Amount of Monetary Losses as a Result of Legal Proceedings Associated with Anticompetitive Behavior Regulations	0	0
PRODUCTS	2023	2024
Number of Recalls Issued	0	0
Total Units Recalled	0	0
Revenue From Recyclable Product	\$267,192,119	\$257,246,063



GENERAL	2023	2024
Number of Parts Produced	65,292	44,015
Number of Trucks Upfit	14,530	12,932
Weight of Parts Produced (t)	40,990	29,642
Area of Manufacturing Plants (sq ft)	956,105	956,105
Area of Truck Upfitting Plants (sq ft)	510,854	510,854
Percentage of Spending on Local Suppliers ³	88.5%	90.0%

ENVIRONMENTAL ⁴	2023	2024
ENERGY & EMISSIONS		
Energy Consumption, by Fuel Type (GJ)		
Natural Gas ⁵	151,529	132,732
Propane ⁶	36,922	30,833
Electricity	81,782	70,644
Greenhouse Gas Emissions ⁷ , by Fuel Type (tCO2e)		
Natural Gas (Scope 1)	7,630	6,672
Propane (Scope 1)	2,208	1,858
Other (Scope 1)	1,344	1,415
Electricity (Scope 2)	9,010	7,548

3 - “Local” is defined as companies based in North America.

4 - Environmental data reflects all of our manufacturing, upfitting, office and warehousing locations. Includes estimated data using interpolation and extrapolation methods as applicable.

5 - Reflects five manufacturing sites that consume natural gas.

6 - Reflects one manufacturing site that consumes propane instead of natural gas.

7 - Emissions data includes those resulting from the energy consumption reported above, as well as other Scope 1 emissions from company vehicles and refrigerants. These were calculated using eGRID 2020 emission factors as published by the United States Environmental Protection Agency (EPA).



ENVIRONMENTAL	2023	2024
WASTE MANAGEMENT		
Total Waste Generated (mT)	5,200.0	5,162.6
Waste by Disposal Method (mT)		
Landfilled	2,257.4	2,117.3
Diverted from Landfill ⁸	1,358.4	1,187.3
Recycled Steel ⁹	1,584.2	1,858.0
WATER MANAGEMENT		
Water Usage (M ³)	63,325.7	63,434.8

8 - Excludes recycled steel noted below.

9 - Includes steel that was directly recycled in one of our six manufacturing facilities. Unused scrap steel and other various materials at our other facilities is sold and ultimately recycled. Scrap sales were \$2,557,040 for 2023 and \$1,987,177 for 2024.



GRI STANDARD	DISCLOSURE	REPORT LOCATION / REFERENCES	SDG
GENERAL DISCLOSURES			
GRI 2: GENERAL DISCLOSURES 2021	2-1 Organizational details	About The Company, page 3 About This Report, page 61 2024 Annual Report	
	2-2 Entities included in the organization’s sustainability reporting	About This Report, page 61	
	2-3 Reporting period, frequency and contact point	About This Report, page 61	
	2-4 Restatements of information	This report does not include any restatements of information	
	2-5 External assurance	We have not sought external assurance for the contents of this report	
	2-6 Activities, value chain and other business relationships	2024 Annual Report	
	2-7 Employees	Data Tables, page 47	
	2-9 Governance structure and composition	Chapter 5: Board Governance and Oversight, page 23 2025 Proxy Statement	



GRI STANDARD	DISCLOSURE	REPORT LOCATION / REFERENCES	SDG
GRI 2: GENERAL DISCLOSURES 2021	2-10 Nomination and selection of the highest governance body	2025 Proxy Statement	
	2-11 Chair of the highest governance body	2025 Proxy Statement	
	2-12 Role of the highest governance body in overseeing the management of impacts	Chapter 5: Board Governance and Oversight, page 23-25 2025 Proxy Statement	
	2-13 Delegation of responsibility for managing impacts	Chapter 5: Board Governance and Oversight, page 25	
	2-14 Role of the highest governance body in sustainability reporting	Chapter 5: Board Governance and Oversight, page 25	
	2-15 Conflicts of interest	Chapter 5: Board Governance and Oversight, page 25 2025 Proxy Statement Code of Conduct	
	2-16a Communication of critical concerns	2025 Proxy Statement	



GRI STANDARD	DISCLOSURE	REPORT LOCATION / REFERENCES	SDG
GRI 2: GENERAL DISCLOSURES 2021	2-19 Remuneration policies	Chapter 1: Human Capital Management, page 12 2025 Proxy Statement	
	2-20 Process to determine remuneration	2025 Proxy Statement	
	2-21 Annual total compensation ratio	2025 Proxy Statement	
	2-22 Statement on sustainable development strategy	2025 Proxy Statement	
ETHICS AND INTEGRITY	2-23 Policy commitments	Chapter 4: Ethics and Integrity, page 21 Human Rights Policy	
	2-24 Embedding policy commitments	Chapter 4: Ethics and Integrity, page 21-22	
	2-26 Mechanisms for seeking advice and raising concerns	Chapter 4: Ethics and Integrity, page 22	



GRI STANDARD	DISCLOSURE	REPORT LOCATION / REFERENCES	SDG
ETHICS AND INTEGRITY	2-27 Compliance with laws and regulations	Chapter 4: Ethics and Integrity, page 22	
	2-28 Membership associations	Chapter 13: Public Policy and Industry Associations, page 44	
	2-29 Approach to stakeholder engagement	Material ESG Topics, page 6	
	2-30 Collective bargaining agreements	2024 Annual Report	
GRI 3: GENERAL DISCLOSURES 2021	3-1 Process to determine material topics	Material ESG Topics, page 6	
	3-2 List of material topics	Material ESG Topics, page 6	
ECONOMIC TOPICS			
PROCUREMENT			
GRI 3-3: MANAGEMENT OF MATERIAL TOPICS 2021	3-3 Management of material topics	Chapter 11: Responsible Supply Chain, page 37-39	#8 Decent Work and Economic Growth
GRI 204: PROCUREMENT PRACTICES 2016	204-1 Proportion of spending on local suppliers	Chapter 11: Responsible Supply Chain, page 37	



GRI STANDARD	DISCLOSURE	REPORT LOCATION / REFERENCES	SDG
ENVIRONMENTAL TOPICS			
ENERGY			
GRI 3-3: MANAGEMENT OF MATERIAL TOPICS 2021	3-3 Management of material topics	Chapter 9: Energy and Emissions, page 33	
GRI 302: ENERGY 2016	302-1 Energy consumption within the organization	Data Tables, page 51	#12 Responsible Consumption & Production
WATER AND EFFLUENTS			
GRI 3-3: MANAGEMENT OF MATERIAL TOPICS 2021	3-3 Management of material topics	Chapter 10: Water and Waste Management, page 35	
GRI 303: WATER AND EFFLUENTS 2018	303-1 Interactions with water as a shared resource	Chapter 10: Water and Waste Management, page 36	#6 Clean Water & Sanitation
EMISSIONS			
GRI 305: EMISSIONS 2016	305-1 Direct (Scope 1) GHG emissions	Data Tables, page 51	#12 Responsible Consumption & Production #15 Life on Land
	305-2 Energy indirect (Scope 2) GHG emissions	Data Tables, page 51	



GRI STANDARD	DISCLOSURE	REPORT LOCATION / REFERENCES	SDG
WASTE MANAGEMENT			
GRI 306: WASTE 2020	306-3 Waste generated	Data Tables, page 51	#12 Responsible Consumption & Production
	306-4 Waste diverted from disposal	Data Tables, page 51	
	306-5 Waste directed to disposal	Data Tables, page 51	
SOCIAL TOPICS			
EMPLOYMENT			
GRI 3-3: MANAGEMENT OF MATERIAL TOPICS 2021	3-3 Management of material topics	Chapter 1: Human Capital Management, page 8-12 Human Rights Policy	
GRI 401: EMPLOYMENT 2016	401-1 New employee hires and employee turnover	Data Tables, page 47-48	#10 Reduced Inequalities
	401-3 Parental leave	Data Tables, page 48-49	#5 Gender Equality #8 Decent Work and Economic Growth



GRI STANDARD	DISCLOSURE	REPORT LOCATION / REFERENCES	SDG
OCCUPATIONAL HEALTH AND SAFETY			
GRI 3-3: MANAGEMENT OF MATERIAL TOPICS 2021	3-3 Management of material topics	Chapter 7: Occupational Health and Safety, page 28-30 EHS Policy	#8 Decent Work and Economic Growth
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1 Occupational health and safety management system	Chapter 7: Occupational Health and Safety, page 28-29	
	403-2 Hazard identification, risk assessment, and incident investigation	Chapter 7: Occupational Health and Safety, page 29	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Chapter 7: Occupational Health and Safety, page 29	
	403-5 Worker training on occupational health and safety	Chapter 7: Occupational Health and Safety, page 30	
	403-9 Work-related injuries	Data Tables, page 50	
	403-10 Work-related ill health	Data Tables, page 50	
TRAINING AND EDUCATION			
GRI 3-3: MANAGEMENT OF MATERIAL TOPICS 2021	3-3 Management of material topics	Chapter 1: Human Capital Management, page 8-10	



GRI STANDARD	DISCLOSURE	REPORT LOCATION / REFERENCES	SDG
GRI 404: TRAINING AND EDUCATION 2016	404-1 Average hours of training per year per employee	Data Tables, page 50	#10 Reduced Inequalities
	404-2 Programs for upgrading employee skills and transition assistance programs	Chapter 1: Human Capital Management, page 8-11	#4 Quality Education
DIVERSITY AND INCLUSION			
GRI 3-3: MANAGEMENT OF MATERIAL TOPICS 2021	3-3 Management of material topics	Chapter 2: Culture, page 13 2024 Annual Report	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1 Diversity of governance bodies and employees	Chapter 2: Culture, page 13 Data Tables, page 49	#5 Gender Equality
	405-2 Ratio of basic salary and remuneration of Women to Men	Data Tables, page 49	
COMMUNITY INVOLVEMENT			
GRI 3-3: MANAGEMENT OF MATERIAL TOPICS 2021	3-3 Management of material topics	Chapter 3: Community Involvement, page 15 2025 Proxy Statement	
SUPPLIER SOCIAL ASSESSMENT			
GRI 3-3: MANAGEMENT OF MATERIAL TOPICS 2021	3-3 Management of material topics	Chapter 11: Responsible Supply Chain, page 37-39	#8 Decent Work and Economic Growth
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	414-2 Negative social impacts in the supply chain and actions taken	Chapter 11: Responsible Supply Chain, page 38-39 Human Rights Policy	



SASB TOPIC	ACCOUNTING METRIC	CODE	REPORTING STATUS	RESPONSE
ENERGY MANAGEMENT	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	TR-AP-130A.1	PARTIAL	Data Tables, page 51 We do not currently report the percentage of grid electricity or renewable energy.
WASTE MANAGEMENT	(1) Total amount of waste from manufacturing, (2) percentage hazardous, (3) percentage recycled	TR-AP-150A.1	PARTIAL	Data Tables: page 51 We do not currently report the percentage of hazardous waste.
PRODUCT SAFETY	Number of recalls issued, total units recalled	TR-AP-250A.1	FULL	Data Tables, page 50
DESIGN FOR FUEL EFFICIENCY	Revenue from products designed to increase fuel efficiency and/or reduce emissions	TR-AP-410A.1	PARTIAL	Data Tables, page 50
MATERIALS SOURCING	Description of the management of risks associated with the use of critical materials	TR-AP-440A.1	PARTIAL	Chapter 11: Responsible Supply Chain, page 39
MATERIALS EFFICIENCY	Percentage of products sold that are recyclable	TR-AP-440B.1	PARTIAL	We do not currently collect data on the weight of products sold that are recyclable.
	Percentage of input materials from recycled or remanufactured content	TR-AP-440B.2	PARTIAL	We do not currently collect data on the weight of input materials that were recycled or remanufactured.
COMPETITIVE BEHAVIOR	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	TR-AP-520A.1	FULL	We had no monetary losses in 2024.
ACTIVITY METRICS	Number of parts produced	TR-AP-000.A	FULL	Data Tables, page 51
	Weight of parts produced	TR-AP-000.B	FULL	Data Tables, page 51
	Area of manufacturing plants	TR-AP-000.C	FULL	Data Tables, page 51



About This Report

Our 2024 ESG Impact Report covers Company-wide data and metrics related to the 2023 and 2024 calendar years unless otherwise noted. This report was prepared with reference to the Global Reporting Initiative (GRI) 2021 Universal Standards and the Sustainability Accounting Standards Board (SASB) 2018 Standards for the Auto Parts Industry. Content indexes are available from page 52.

Douglas Dynamics is committed to transparency, engagement, and consistent communication of our ESG strategies and programs to all stakeholders. This is our third published ESG Report, which takes a materiality-based approach to disclosure. Please contact investorrelations@douglasdynamics.com for questions about the reported information.

This report contains certain forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended, that are not historical in nature, including statements regarding the Company's beliefs, estimates, and expectations. These statements are often identified by use of words such as "anticipate,"

"believe," "intend," "estimate," "expect," "continue," "should," "could," "may," "plan," "project," "predict," "will" and similar expressions and include references to assumptions and relate to our future prospects, developments, and business strategies. Such statements involve known and unknown risks, uncertainties and other factors that could cause our actual results, performance, or achievements to be materially different from any future results, performance or achievements expressed or implied by these forward-looking statements. Factors that could cause or contribute to such differences include those discussed in the Company's filings with the Securities and Exchange Commission, including the Company's Annual Report on Form 10-K for the year ended December 31, 2024, quarterly reports on Form 10-Q and current reports on Form 8-K. You should not place undue reliance on these forward-looking statements. In addition, the forward-looking statements in this report speak only as of the date hereof and we undertake no obligation, except as required by law, to update or release any revisions to any forward-looking statement, even if new information becomes available in the future.



Douglas Dynamics, Inc.
11270 West Park Place, Suite 300
Milwaukee, WI 53224