

2025
SUSTAINABILITY REPORT

mcallistertowing.com

McALLISTER SINCE 1864

ABOUT
THE REPORT

This is McAllister Towing's fourth annual Sustainability Report, which presents a comprehensive overview of our ongoing efforts in environmental, social, and governance (ESG) areas. The reporting entity for this document is McAllister Towing, covering all subsidiaries and business operations along the U.S. East Coast and Puerto Rico. The report provides insights into our sustainability strategy, achievements, and the key metrics used to measure our progress for the fiscal year ending December 31, 2025. In our fourth year of reporting, we maintain our commitment to transparency and continuous improvement, building upon the foundation established last year. This report reflects our alignment with the Global Reporting Initiative (GRI) Core standards and includes sector-specific metrics from the Sustainability Accounting Standards Board (SASB). Our aim is to keep stakeholders informed and engaged as we navigate our sustainability journey.

REPORTING PERIOD

The report consists of disclosures for the Calendar year which ended on 31 December 2025.

REPORTING STANDARD

Global Reporting Initiative (GRI)
Our report has been prepared in accordance with the GRI standards: Core option, which is widely seen as the global best practice for sustainability reporting.

Sustainability Accounting Standards Board (SASB)
We have also applied Maritime Transportation reporting standard offered by the SASB to guide our disclosures on sector-specific ESG issues.

GRI SUSTAINABILITY DISCLOSURE DATABASE

SASB STANDARDS
Now part of IFRS Foundation

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EXECUTIVE **SUMMARY**

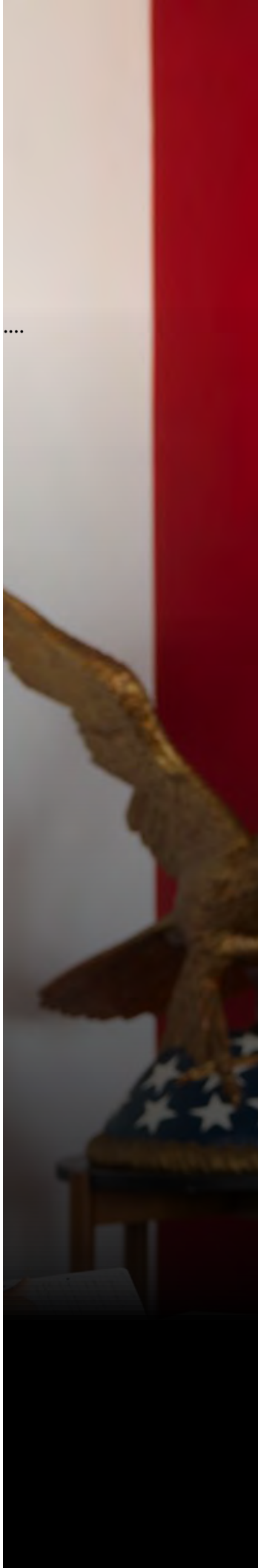
To our employees, customers, partners, and communities:

At McAllister Towing, we have always believed that being a successful family-owned business means more than moving vessels safely and efficiently; it means doing the right thing for our people, our customers, and the communities that depend on us. For decades, our marine towing operations have played an essential role in supporting commerce, port activity, and maritime safety along the East Coast of the United States and in Puerto Rico. From some of the nation's busiest harbors to critical island operations, our work helps keep vessels moving, supply chains functioning, and waterfront economies strong.

Today, with an operating fleet of over 70 vessels, McAllister Towing is proud to be a trusted partner across this region. Over the past year, our crews serviced nearly 16,000 ships and successfully completed more than 40,000 jobs, each one requiring skill, coordination, and a deep commitment to safety and reliability. These numbers reflect more than scale. They reflect the confidence our customers place in us, the professionalism of our mariners and shoreside teams, and the critical role marine towing plays in the everyday movement of goods and commerce. Whether assisting a vessel into berth in a major East Coast port or supporting operations in Puerto Rico, we understand that our performance matters far beyond the dock.

As we formalize our Environmental, Social, and Governance commitments, we are proud to share how the values that have guided our business for generations — seamanship, accountability, hard work, and respect — continue to shape our future.

Buckley McAllister
President of McAllister Towing





"We want McAllister Towing to be the best company in the boat business. Continuous improvement is an essential element of this goal."

– Buckley McAllister

OUR ENVIRONMENTAL **RESPONSIBILITY**

We are acutely aware that our industry has a direct impact on the marine and coastal environment. Our fleet works in some of the nation's most important ports and waterways, and we are committed to conducting that work responsibly.

9

LOW EMISSION VESSELS

We are committed to reducing our environmental footprint by:

Tier IV as the New Standard

All newly built tugs in our fleet are EPA Tier IV vessels, significantly reducing emissions such as NO_x and particulate matter. This is a deliberate choice to invest in cleaner technology that supports both our customers' expectations and our environmental commitments.

Modernizing and Maintaining Our Fleet

As we refresh our fleet, we prioritize higher-efficiency engines and systems. For our existing vessels, we focus on meticulous maintenance and operational best practices to ensure they operate at peak efficiency and reduced emissions.

Optimizing Operations Along the Coast

From harbor transits to coastal tows, we work to optimize routes, speed, and tug utilization. Better planning reduces fuel consumption, idle time, and associated emissions, while maintaining the reliability and responsiveness our customers require.

Responsible Environmental Practices

We maintain strict procedures for fuel handling, spill prevention, waste management, and ballast practices, complying with all applicable regulations and aligning with industry best practices to protect the waters where we operate.



Acknowledging this impact is the first step; taking action is the next.

FAMILY **VALUES**

From our earliest days, McAllister Towing has been a family business in more than name alone. Many of our captains, engineers, deckhands, and shoreside staff have built long careers with us, spanning generations and ports up and down the East Coast.



SAFETY

Putting safety first for every captain, technician, and dispatcher through continuous training, robust safety protocols, and investment in equipment that protects our people onboard.

DEVELOPMENT

Offering fair wages and benefits that support long-term careers, not just short-term jobs, including opportunities for advancement, skills development, and leadership.

INCLUSION

Fostering a culture of respect and inclusion, where every employee, whether onboard or in the office, is treated with dignity and has a voice.

Our Commitment to People and Communities

Marine towing is, at its core, a people business. We support shipowners, terminals, and ports during critical operations, docking, undocking, coastal transits, and emergency response. How we show up in those moments defines who we are.

OUR SOCIAL **COMMITMENTS**

We are strengthening our social commitments by:



Championing maritime safety, working with pilots' associations, port authorities, and other stakeholders to support safe navigation, incident prevention, and effective emergency preparedness in our harbors and approaches.



Supporting the coastal communities we call home through local hiring, training, and mentorship opportunities, as well as engagement with maritime academies, port associations, and local organizations along the East Coast.

Honoring the heritage of maritime work, recognizing that our people carry forward long traditions of seamanship, service, and stewardship that define the character of our ports and communities.



OUR **BUSINESS**

Our success is tied to the strength and resilience of the ports and coastal communities we serve from the U.S. East Coast to Puerto Rico. We are committed to being a trusted long-term partner in each of them. Our goal is that when people think of working in maritime, they think of McAllister as the standard for professionalism, care, and opportunity.

- **McAllister Offshore**
- **Offshore and Contract Towing**
- **Ship Docking**
- **LNG Services**
- **LNG Bunkering**



Our services are rapidly expanding, and as we grow and compete in a changing maritime market, strong governance is essential. For us, that means operating with integrity, transparency, and discipline, whether in how we treat employees, how we serve customers, or how we manage safety, compliance, and risk.

- Clear standards of conduct, with policies and procedures that emphasize ethical behavior, safety, and professionalism throughout the company.
- Accountability and oversight, including clearly defined leadership responsibilities and regular review of operational, environmental, and safety performance.
- Transparent relationships with customers and partners, ensuring that how we win and conduct business reflects our values and supports long-term trust.

Being family-owned does not mean being informal; it means we take our responsibilities personally. Our name is on every hull, and our reputation is earned one job at a time.

LOOKING **AHEAD**

The marine towing industry is evolving. Customers expect reliability, safety, operational excellence, and increasingly measurable ESG performance.

Regulators, ports, and communities are also raising expectations for environmental responsibility and transparency.

With 70 vessels, operating more than 85,000 hours each year, McAllister Towing has both the scale and the responsibility to lead. We believe the maritime companies best positioned for long-term success will be those that invest in their people, modernize their operations, and act as responsible stewards of the communities and waterways they serve. We intend to be one of those leaders.

This ESG report is an important step in making our commitments visible and holding ourselves accountable. It will continue to evolve as we learn, improve, and raise our standards. We do not claim to have every answer today, but we are committed to measuring what matters, improving where we can, and communicating openly about our progress.

To our crew members: thank you for your skill, dedication, and professionalism. You are the reason our company is trusted across the East Coast and Puerto Rico.

To our customers and partners: thank you for your confidence in us. We will continue earning your trust by delivering marine services that are safe, reliable, and responsible.

To our communities: we are proud to serve your ports and waterways, and we are committed to being a good neighbor and a dependable partner for the future.

On behalf of our family and our leadership team, we invite you to read this report as a reflection of who we are and the future we are building together.

Our Strategy

- Deliver best-in-class service
- Differentiate through safety, reliability, and ESG leadership
- Invest in people, fleet, and technology



MEET THE GERALD MCALLISTER: **MCALLISTER'S NEXT-GEN TUG**

Power, ingenuity, maneuverability — the Gerard McAllister, brings all three to the Port of New York.



GERARD MCALLISTER is McAllister's 13th tug with over 80 tons of bollard pull, underscoring the company's continual drive toward a more powerful, hi-tech, and sustainable fleet.

Driven by two Caterpillar engines totaling 6,770 horsepower, the GERARD MCALLISTER is built to handle the largest ships arriving on the U.S. East Coast. With eco-friendly engines and Markey winches, this American-made tugboat ranks among the most advanced and capable ship-docking tractor tugs serving the Port of New York.

84 Metric Ton Bollard Pull

Driven by 2 Tier 4 Engines

Eco-Friendly Markey Winches



The GERARD MCALLISTER's first sail wasn't just a delivery — it was a career showcase. On her way from the shipyard to New York, she stopped at Massachusetts Maritime Academy, giving cadets the chance to step aboard, tour the new tug.

For the next generation of mariners, the GERARD MCALLISTER is a terrific representation of where the industry is headed: high-tech, low-emission, and mission-critical to global trade.

"This vessel represents where McAllister is headed — more power, cleaner technology, and new opportunities for the next generation of mariners."
— Gerard McAllister



OUR ALLIANCES & **PARTNERS**

Strategic partnerships play a vital role in advancing our sustainability goals at McAllister.

By collaborating with like-minded organizations, suppliers, and industry leaders, we amplify our efforts to address both environmental and social challenges. These partnerships enable us to share expertise, pool resources, and innovate solutions to drive meaningful change in our organization as well as the surrounding communities.

By sitting on key industry boards and advisory committees, our leadership team contributes to shaping best practices, regulatory frameworks, and strategic direction across our sector. McAllister leaderships sits on the board of various organizations such as the AWO and PVA. This involvement reflects our commitment to ethical governance, transparency, and long-term value creation-not only within our own organization but across the broader industry.



ENVIRONMENTAL

MCALLISTER
OPERATIONAL IMPACT

2025	
Arrivals	8,636
Tug Moves	41,892
Avg. NRT	27,763
2024	
Arrivals	8,773
Tug Moves	42,555
Avg. NRT	26,827
2023	
Arrivals	8,920
Tug Moves	41,868
Avg. NRT	26,626
2022	
Arrivals	8,418
Tug Moves	39,312
Avg. NRT	25,130
2021	
Arrivals	8,046
Tug Moves	38,151
Avg. NRT	24,069
2020	
Arrivals	7,816
Tug Moves	35,328
Avg. NRT	25,242

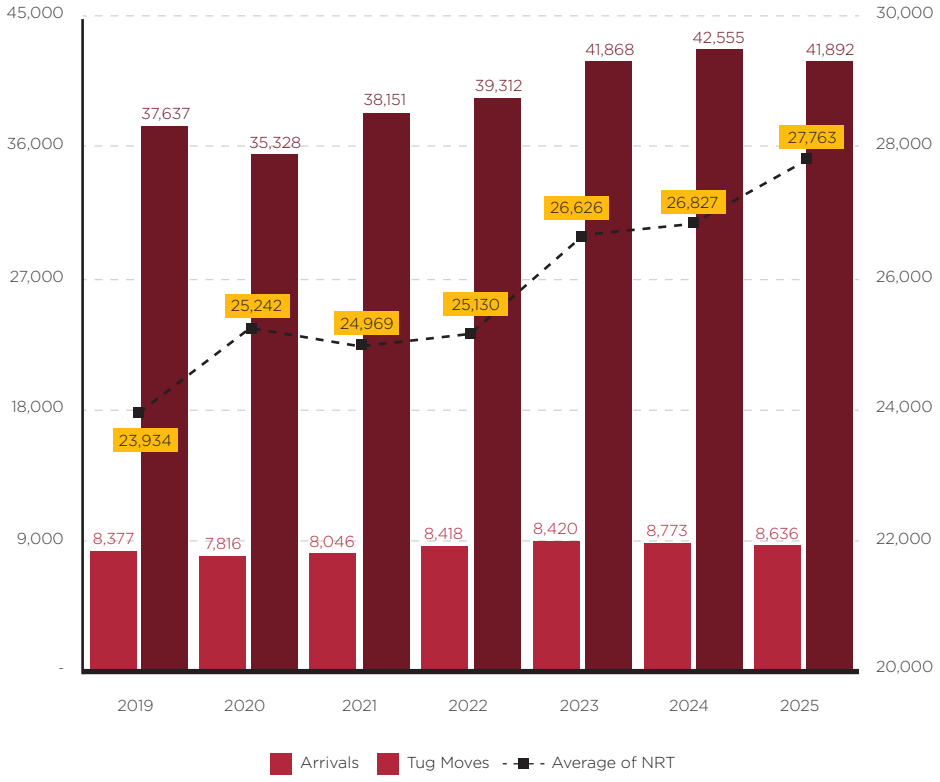
McAllister is proud to highlight the strength and consistency of its operations, which have remained resilient over the past several years.

While certain 2025 operating metrics were modestly below the prior year, overall performance remained strong and continued to reflect our commitment to delivering reliable service and long-term value to our stakeholders.

At the same time, we have continued to position the company for future growth by expanding our capabilities and increasing net registered tonnage over time. This steady investment supports our ability to meet evolving customer needs across a range of services, including towing, offshore wind, LNG operations, and ship-assist activities for vessels that continue to increase in size.

Through disciplined execution and ongoing investment in fleet capability, McAllister remains well-positioned to provide the high-quality maritime support our customers depend on while building the foundation for continued growth in the years ahead.

McAllister Ship Docking Arrivals, Tugs Moves and Average NRT (2019 - 2025)



GHG **EMISSIONS**

(REPORTING YEAR 2025)

In 2025, McAllister Towing continued to make meaningful progress in reducing the environmental impact of our operations.

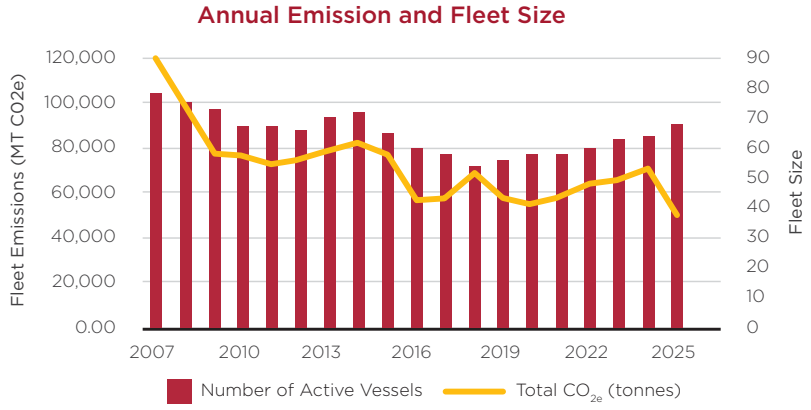
Compared with the prior reporting year, our fleet emissions have decreased by 28.7%, reflecting the combined effect of fleet modernization, operational discipline, and our long-term commitment to more efficient marine towing operations.

This reduction is a significant achievement for a company whose services are inherently operationally intensive and essential to port activity, vessel movement, and supply chain continuity. A key driver of this improvement is our continual work to keep our fleet up to date and running with the newest technology available. All newly constructed tugs entering our fleet utilize Tier IV engines, which support lower emissions of nitrogen oxides (NO_x) and particulate matter as well as increased efficiency. As we modernize the fleet over time, we expect these investments to remain an important part of our emissions reduction strategy.

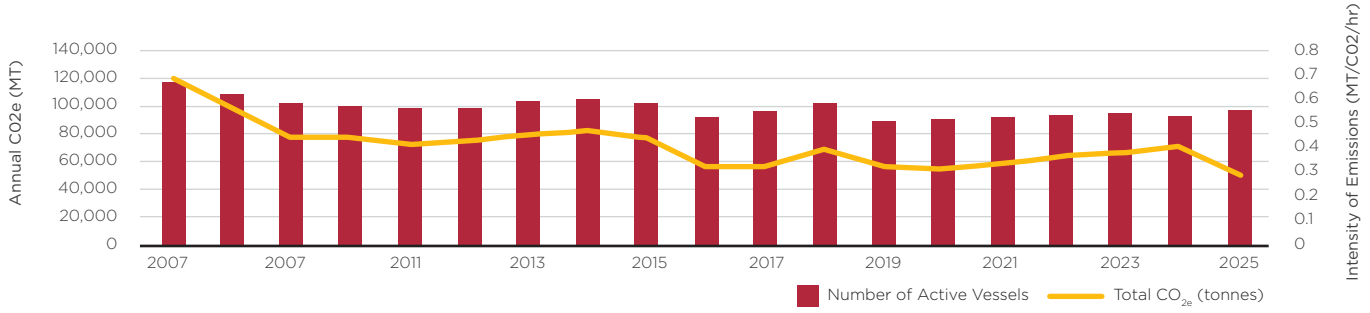
In addition to fleet renewal, our 2025 emissions performance reflects a broader operational focus on efficiency. Through disciplined vessel maintenance, improved deployment planning, and more effective management of operating time and fuel use, we are working to reduce emissions intensity while preserving the high level of responsiveness our customers depend on.

While we are encouraged by this year's results, we recognize that emissions reduction is an ongoing process rather than a one-time milestone. We will continue to evaluate practical opportunities to improve fleet efficiency, expand the use of cleaner technologies, and strengthen the environmental performance of our operations across the region.

Scope 1	50,594.24
Scope 2	1,609.01
NO_x	415.37
SO_x	1,069.46
PM	65.68



Scope 1 - Intensity (Time-Based) **Annual Emission and Fleet Size**



DECARBONIZATION **INITIATIVES**

McAllister has continued to advance practical decarbonization initiatives in 2025 through targeted investments in fleet efficiency, cleaner shoreside infrastructure, and lower-emission operating practices.

First, McAllister strengthened waterfront infrastructure in Narragansett Bay through the installation of 900 linear feet of new bulkhead, including shore power for cold ironing and sewage pumpout capability to support zero-discharge vessel operations. These upgrades improve environmental performance at the dock by allowing vessels to reduce engine use while alongside and by supporting more responsible waste handling practices.

McAllister is also investing in cleaner energy at its shoreside facilities. In 2025, the New York Operations Center advanced the design and preparation work needed for the installation of solar panels at its Staten Island offices.





This facility supports a 24/7/365 operation and consumes more than 450,000 kWh of electricity annually. The planned solar installation is intended to help reduce reliance on grid electricity and support the long-term transition to cleaner power for our support operations.

Together, these initiatives reflect McAllister's practical and phased approach to decarbonization. By combining operational improvements, infrastructure investment, and emerging efficiency technologies, we are working to reduce emissions while maintaining the safe, dependable maritime services our customers and communities rely on.

SUSTAINABILITY IN ACTION
MCALLISTER FERRY SERVICES

2025
Operating Year

5,441
Trips

1,225,753
Passengers

531,599
Vehicles Carried

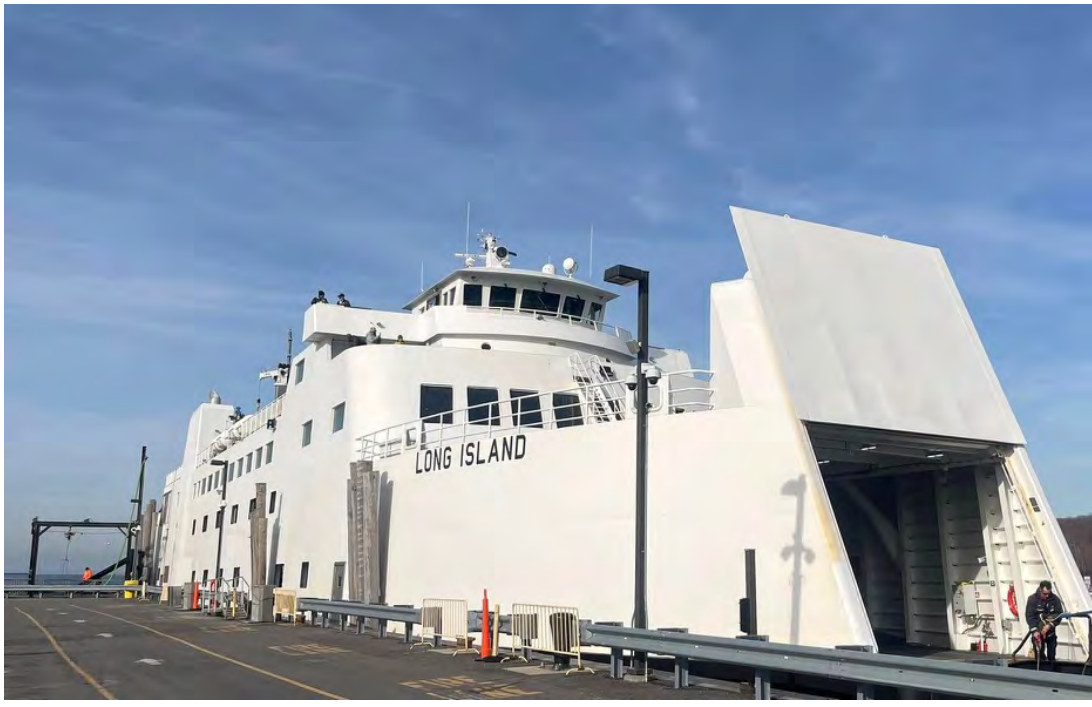
McAllister's ferry service provides an essential transportation link between Bridgeport, Connecticut, and Port Jefferson, New York, offering a practical alternative to an approximately 100-mile roadway journey.

Since 1883, The Bridgeport and Port Jefferson Steamboat Company has enhanced regional connectivity and supported the efficient movement of both passengers and commercial vehicles.

Four ferries play an important role in alleviating roadway congestion. Each year, they remove over 500,000 vehicles from the Long Island Expressway and I-95 traffic. In addition, more than 18,000 trucks avoid the longer overland route, reducing traffic volumes on already congested regional highways and improving the flow of goods throughout the corridor.

In addition to these mobility benefits, the service delivers measurable environmental value. By diverting traffic from the full roadway route, the ferry helps avoid almost 20,000 metric tons of carbon emissions annually offsetting our own Scope 2 emissions. This contribution highlights the role marine transportation can play in reducing emissions, supporting more efficient freight movement, and strengthening the overall resilience of the regional transportation network.

Our newest ferry, the LONG ISLAND was recognized among WorkBoat's 10 Significant Boats of 2025, reflecting the impact of its service and our company's long-term commitment to the community.



MCALLISTER
SHORT SEA SHIPPING

Short sea shipping plays a key role in our sustainable logistics strategy, offering significant environmental and operational advantages over traditional road or long-haul transport modes.

As part of our commitment to reducing our carbon footprint and enhancing supply chain resilience, we actively integrate short sea shipping into our operations.

By shifting this cargo away from congested roadways, short sea shipping can shift towards more energy-efficient maritime routes producing significantly less greenhouse gas emissions per ton-mile.

This is saving over 28,000 trucks from making this trip every year clearing up the roadways for commuters and avoiding over 30,000 tons of CO_2.

2025
Operating Year

310
Containers Per Trip

6,481,121
Semi-Truck Miles Saved

232
Kgs of CO_2 Avoided/Truck




Ingram Marine Group
J. Russell and Jill P. Flowers
SEAMEN'S CHURCH INSTITUTE
MARITIME
HOKA

SOCIAL

OUR PEOPLE: **A STABLE AND GROWING WORKFORCE**

Our People

We are proud of our workforce of 944 employees, including 856 full-time employees, whose dedication supports our operations and strengthens our culture across the organization. McAllister continued to maintain strong employee retention in 2025, with no significant workforce fluctuations during the reporting period. Full-time employee headcount increased from 809 in 2024 to 856 in 2025, reflecting a 5.8% increase and continued investment in a stable workforce.

We also welcomed 188 new hires during the year, noting a 3% increase in female hires, strengthening workforce continuity and supporting operational needs across the business. New hires spanned a range of age groups, underscoring McAllister's balanced approach to attracting both emerging talent and experienced professionals.

Employee Benefits

McAllister remains committed to employee well-being through a comprehensive benefits program designed to support health, financial security, and work-life balance. All permanent employee receive the same benefit package irrespective of location.

Healthy Life

Medical, Dental, Vision, Life Insurance, Disability Plans, Flexible Spending Account (FSA)

Healthy Lifestyle

Vacation, Sick Leave, Personal Time, Family Medical Leave

Prepare for the Future

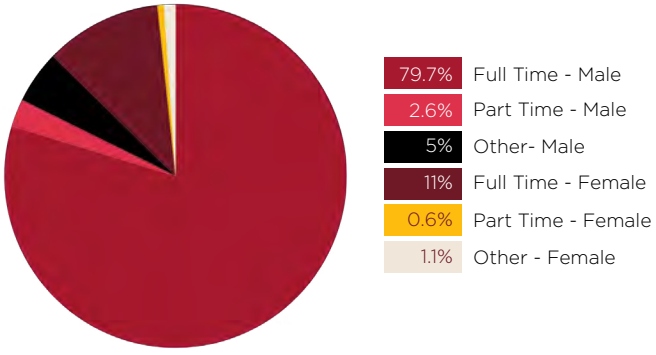
401(k) Retirement Plan, Savings Plan

Diversity and Equal Opportunity

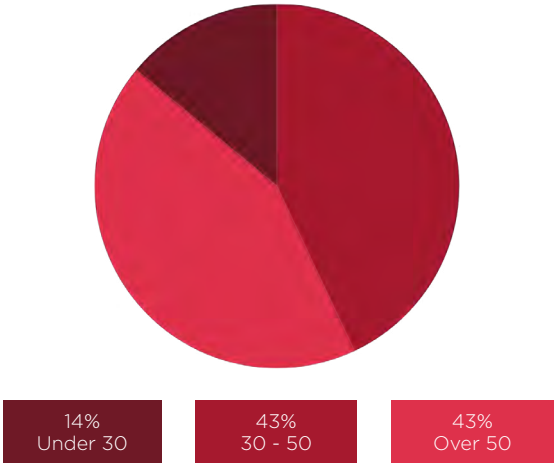
McAllister remains committed to equal opportunity and an inclusive workplace.

We support workforce diversity through multiple mechanisms, including cadet programs that help educate and develop a broad range of students, as well as policies and practices that promote fair labor standards across the organization.

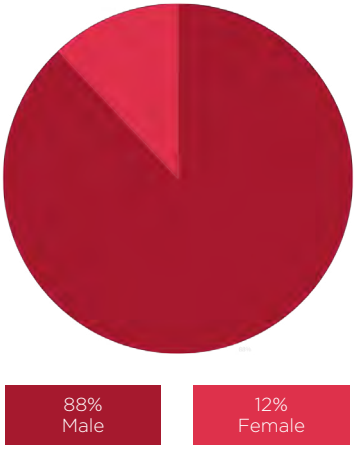
Employee Breakdown - Gender



New Hire Breakdown - Age



New Hire Breakdown - Gender



HIGHLIGHTING **DIVERSITY ONBOARD**

McAllister operates in a sector where many roles, particularly in vessel operations and other maritime positions, have historically been held by men.

As the industry evolves, we see an important opportunity to ensure that women entering the workforce, or building careers within maritime services, view McAllister as a place where they can succeed.

Our approach is grounded in the fundamentals of a strong workplace: safety, professionalism, respect, and opportunity. We are committed to fostering an environment where women feel secure, supported, and able to contribute fully across both vessel and shoreside roles. This includes maintaining clear expectations for professional conduct, supporting safe working conditions, and creating a culture where employees are judged by the quality of their work, their skills, and their commitment to the team.

We also recognize that building a strong workforce requires attention not only to hiring, but also to retention and career development. McAllister aims to attract talented women to maritime careers, support their long-term growth within the organization, and provide opportunities for advancement as they gain experience and develop their expertise. Strengthening these pathways helps us build a deeper talent pipeline and a more resilient organization over time.

As a family-owned company with a long history in the maritime industry, we believe that being a great place to work means being a place where women can build meaningful careers with confidence. We remain committed to sustaining a workplace where women are welcomed, respected, and positioned to grow as part of McAllister's future.





TRAINING AND **EDUCATION**

At McAllister, ongoing training is essential to safe and effective maritime operations.

Our crews and shoreside teams work in complex, high-risk environments, making continuous skill development a critical part of reducing accidents and maintaining operational readiness.

We regularly review and strengthen our training programs to reflect evolving regulations, operational experience, and lessons learned across the fleet. This includes a continued focus on vessel operations, emergency response, safety procedures, and role-specific development for both mariners and shoreside personnel.

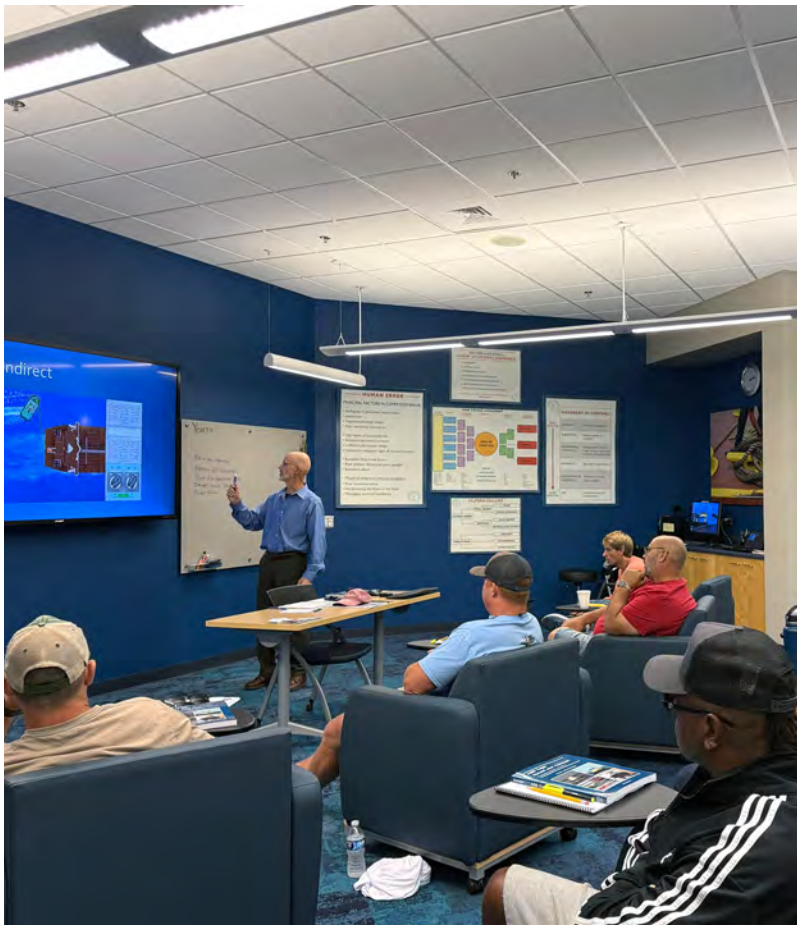
By treating training as an ongoing process rather than a one-time requirement, McAllister supports employee development while reinforcing a culture of safety, professionalism, and continuous improvement across our operations.

CORE TRAINING FOCUS

MANEUVER TYPE	DESCRIPTION
Tethered Escorts Ops	High-speed dynamic towing with emphasis on timing and team coordination
T2 & T2D Positioning	Critical lateral control and braking power through 70° towline alignment
Indirect Maneuvering	Steering vessels via hull hydrodynamics without direct contact
Deck Edge Immersion	Emergency and high-risk scenario drills near pier/dock boundaries
Bow-to-Bow Techniques	Precision control in head-to-head, limited-space positioning

Simulation Training

McAllister Towing has served the maritime industry with honor and integrity for over 160 years. Today, we continue that legacy by preparing the next generation of tug professionals through high-level training that blends technology, teamwork, and leadership. Our latest cohort of mariners recently completed advanced simulation training at the Seamen's Church Institute in Paducah, KY, where they engaged in real-time, high-pressure ship-assist scenarios under the guidance of expert instructors. This training doesn't just build technical capacity, it develops instincts, judgment, and the leadership qualities that define a great mariner.



Why This Matters to Our Customers

- Safety First: Well-trained crews mean fewer incidents and faster recoveries
- Operational Confidence: Enhanced maneuverability leads to better outcomes in tight harbors
- Sustainability: Skilled tugs perform more efficiently, reducing fuel burn and emissions
- Professionalism: The pride of a legacy maintained through modern skill-building

OCCUPATIONAL **HEALTH AND SAFETY**

100%
of the workers covered under our comprehensive Management System

0
Port state control deficiencies and detentions

Continued Performance Improvement

2025 marks McAllister's fourth consecutive year of sustainability disclosure. We are proud of our 2025 occupational health and safety performance, which reflects McAllister's ongoing efforts to reduce incidents and promote safe working conditions.

McAllister continues to prioritize health and safety as a core element of operational excellence. The Company has a mature Safety Management System that has been in use for over 20 years. It has maintained compliance with the International Safety Management (ISM) Code and in accordance with Title 46 of the Code of Federal Regulations (CFR), Subchapter M, while also supporting compliance with applicable Occupational Safety and Health Administration (OSHA) and U.S. Coast Guard requirements. This approach is reinforced through certified management systems and recognized frameworks, including the ISM Code, the American Waterways Operators Responsible Carrier Program (AWO RCP), and ISO 9001.

McAllister's Safety Management System covers all workers across the organization and provides a structured framework for managing workplace risks, promoting safe work practices, and supporting continuous improvement across both vessel and shoreside operations. Through established policies, processes, and training, we work to strengthen risk awareness, reinforce accountability, and protect our employees in all working environments.

2025 SAFETY PERFORMANCE

INDICATOR	2025
Fatalities as a result of work-related injuries	0
High-consequence work-related injuries	0
Recordable work-related ill health	0
Recordable work-related injuries	12 (marine personnel) 0 (shoreside personnel)
Total esposure hours	255,646
Rate of recordable work-related injuries*	1.04 (marine personnel) 0 (shoreside personnel)
Lost time incident rate (LTIR)*	0.78
Injury type	Slip, Trip, Fall

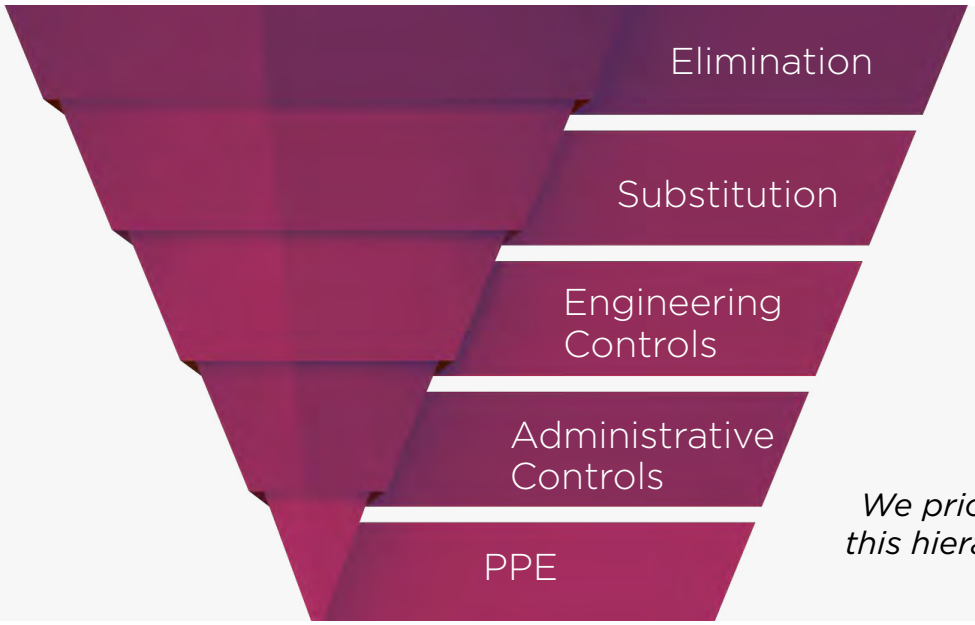
*All rates were calculated based on 200,000 hours worked

OUR PROACTIVE **HAZARD IDENTIFICATION AND RISK ASSESSMENT**

Work-related Hazard Identification

Central to McAllister Towing's safety strategy is a formal, proactive process for identifying work-related hazards and assessing risks associated with both routine and non-routine activities. This systematic approach utilizes the hierarchy of controls to guide mitigation efforts, prioritizing elimination, substitution, engineering controls, administrative controls, and, finally, personal protective equipment (PPE) to minimize workplace risks effectively.

The quality of our hazard identification and risk assessment processes is maintained through annual internal and external audits, complemented by thorough management reviews. We also ensure that personnel carrying out these risk assessments are competent, relying on hiring skilled and, where relevant, licensed individuals whose expertise is continually enhanced through ongoing education and training programs.



We prioritize safety measures using this hierarchy, moving from the most effective solutions down.

Worker Empowerment and Reporting Channels

Empowering our workforce is paramount to a proactive safety culture. All employees are equipped with Stop Work Responsibility (SWR). This program grants every individual the authority and responsibility to stop work, or not commence it, if they believe an unsafe condition or environmental hazard exists, crucially, without fear of reprisal for raising the concern. Any SWR request requires immediate compliance. Furthermore, a clear channel exists to contact the Designated Person Ashore (DPA). The DPA possesses the necessary authority and responsibility to independently address any safety and environmental concerns brought forward.



FAIR LABOR **PRACTICES**

Supplier Qualification Vetting Program
Our key control for mitigating labor rights risks in the supply chain

100%
Of employees and suppliers have received formal training on our human rights policy and its application

0
Identified violations concerning all aspects of human rights in 2025

Responsible Labor Practices

McAllister's approach to responsible labor practices is grounded in policies, processes, and training designed to promote fairness, accountability, and compliance across the organization.

As an Equal Employment Opportunity (EEO) employer, we ensure that all employment decisions are based solely on merit and business needs, free from discrimination based on protected characteristics. These expectations extend beyond McAllister's direct workforce and into the value chain. Supplier qualification and approved vendor vetting processes are intended to support responsible business conduct and help identify and mitigate potential labor-related risks within the supply chain.

Preventing Discrimination and Harassment

McAllister strictly prohibits any form of harassment or discrimination in the workplace. We are committed to providing a workplace free from any actions that could create a hostile environment. McAllister manages non-discrimination through HR-led policies, training, and oversight that promote fair and equitable treatment of employees and applicants. This includes consistent employment practices, anti-discrimination and anti-harassment training, formal complaint procedures, and monitoring for compliance with applicable laws and company policies.

2025 Labor Rights Oversight Outcomes

Together, these policies, processes, training, and oversight mechanisms support strong labor practices across our operations and supplier base, contributing to positive 2025 outcomes.

- Reported incidents of discriminatory practices by employees: **Zero**
- Identified operations at significant risk for child labor: **Zero**
- Identified suppliers at significant risk for child labor: **Zero**
- Identified operations with significant risk of forced labor: **Zero**
- Identified suppliers at significant risk of forced labor: **Zero**
- Identified incidents of violations involving the rights of indigenous peoples: **Zero**



EMERGENCY **RESPONSE**

McAllister is committed to protecting the safety and well-being of our employees, the communities we serve, and the environments in which we operate.

A core part of that commitment is our ability to respond quickly and effectively when emergencies arise. McAllister has a long history of supporting people and communities during urgent and high-impact events. In many cases, our teams are among the first to mobilize, providing critical assistance in emergency response situations. We view this work as an important part of our responsibility as a maritime operator and community partner. By applying our expertise, assets, and operational readiness where they are needed most, we strive to help reduce the human, operational, and environmental impacts of emergencies. This commitment reflects not only the essential nature of our services, but also the values that guide how we operate every day.

On September 11, McAllister's New York Operations Center received an emergency call reporting a pier fire at the Duraport Marine & Rail Terminal. Chief Dispatcher Joe Tesoriero immediately dispatched the rescue tug Capt. Brian A. McAllister.

Upon arrival, Captain Will Jackson positioned the tug to support firefighting efforts, and the crew activated onboard fire pumps capable of delivering more than 11,000 gallons of water per minute. The tug assisted in suppressing the fire for approximately 30 minutes, working alongside local responders until the fire department could extinguish the blaze.

This response highlights McAllister's operational readiness and commitment to protecting people, infrastructure, and the environment during emergency situations.



COMMUNITY **IMPACT**

McAllister is committed to supporting the communities where we operate and helping strengthen the future of the maritime industry.

Through outreach and engagement with local communities, students, and young professionals, we work to raise awareness of maritime careers and encourage interest in the industry among the next generation of talent.

In addition to workforce outreach, McAllister supports local communities through charitable giving, donations, and other forms of community engagement. Together, these efforts reflect our commitment to being a responsible community partner and to creating a positive impact beyond our core operations.



As a long-time sponsor we continue to support Maritime College Cadets' continued success.



McAllister and its subsidiaries have worked alongside Make-a-Wish Maine for years to raise money and provide children with unforgettable experiences. The firework show at left is one event that McAllister helps run.



McAllister employees who placed 1st in The Seamen's Church Institute Mountain Challenge.



We are pioneering an innovative deckhand training program alongside the Virginia Maitland Sachs Foundation.



GOVERNANCE

INTEGRITY AND **ETHICAL CONDUCT**

In 2025, McAllister continued to uphold the highest standards of ethical conduct, building on its long-standing commitment to quality, integrity, and responsible operations.

Across the organization, we remain focused on conducting business in a manner that reflects strong corporate values and full compliance with applicable laws, regulations, and industry standards.

As part of this commitment, McAllister initiated efforts to pursue ISO 14001 certification, reinforcing our focus on structured environmental management and continuous improvement. This process supports a more formalized approach to identifying, managing, and reducing the environmental impacts of our operations over time.

We also advanced a strategic effort to increase ownership of the real estate where we operate. By owning more of our operating locations, McAllister gains greater control over how these sites are managed, maintained, and improved. This approach strengthens our ability to oversee environmental performance, support responsible land and waterfront management, and align site operations more closely with our long-term standards and objectives.

Together, these efforts reflect McAllister's broader commitment to ethical business practices, operational accountability, and responsible stewardship of the environments in which we work. Our commitment to corporate ethics is supported by the key practices outlined below.

Risk Assessment

No specific risk assessment matrix for corruption, but responsibilities are defined in the Standards of Business Conduct & Anti-Bribery Policy across departments (sales, accounting, purchasing, management).

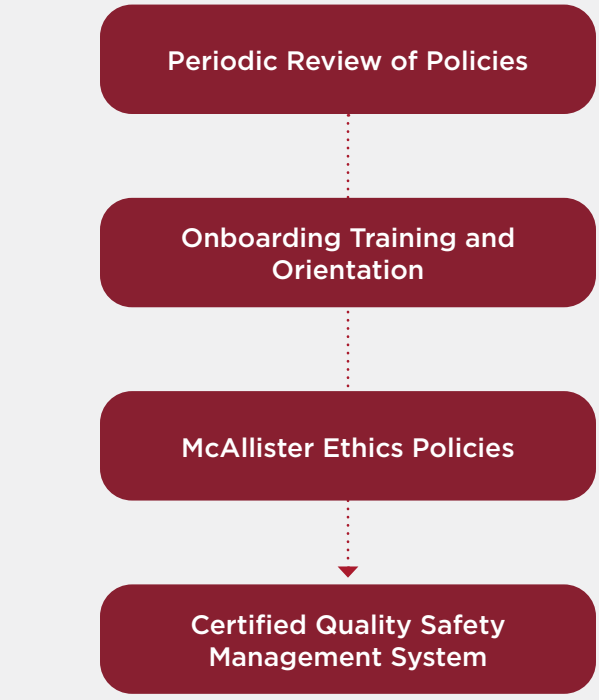
Policy Communication

Anti-corruption policies/procedures have been communicated to:

- 100% of governance body members
- 100% of employees
- 100% of business partners

Incidents & Actions

- 0 confirmed incidents of corruption
- 0 employees dismissed/disciplined for corruption
- 0 contracts terminated/not renewed due to corruption
- 0 Public legal cases regarding corruption



CYBERSECURITY AND **DATA PROTECTION**

0
Complaints concerning breaches of customer privacy

0
Complaints received from outside parties

0
Complaints from regulatory bodies

0
Identified leaks, thefts, or losses of customer data

McAllister maintained its strong commitment to cybersecurity and data protection in 2025, with zero incidents involving breaches of customer privacy during the reporting year. Protecting the information entrusted to us by customers, partners, and other stakeholders remains essential to maintaining the confidence and trust that underpin our business.

Our cybersecurity program is designed to safeguard sensitive data, strengthen operational resilience, and reduce the risk of unauthorized access or information loss. McAllister's approach is aligned with the National Institute of Standards and Technology (NIST) Cybersecurity Framework, and is further informed by applicable maritime security guidance, including expectations established by the U.S. Coast Guard and the Maritime Transportation Security Act.

In 2025, McAllister also advanced its efforts to pursue Cybersecurity Maturity Model Certification (CMMC) Level 3, an important step in strengthening our cybersecurity controls and supporting compliance with evolving government and industry expectations. Achieving CMMC Level 3 requires a three-year phase-in process, and we are continuing to make steady progress in enhancing the policies, systems, and practices needed to meet this standard.

We view cybersecurity as an area of continuous improvement. As threats evolve, McAllister remains focused on refining its controls, aligning with industry best practices, and investing in the systems and governance needed to protect both data and operations. Our strong record in customer privacy and information security reflects a sustained, company-wide commitment to responsible data protection.





APPENDIX

GRI INDEX

Statement of use: McAllister Towing has prepared its 2025 Sustainability Report in accordance with the GRI Universal Standards and GRI Topic Standards covering the period from 1 January to 31 December 2025.

Code	Disclosure	Report Section(s)	Additional Information/ Reason for Omission
2-1	Organizational details	Appendix	McAllister Towing and Transportation, Co. Inc. Location: 17 Battery Place, Suite 700, New York, NY 01004
2-2	Entities included in the organization's sustainability reporting	About the Report	-
2-3	Reporting period, frequency and contact point	About the Report Appendix	This report will cover CY2025 and is conducted annually
2-4	Restatements of information		Not Applicable
2-5	External assurance	Appendix	This report has not been externally assured. McAllister Towing maintains a Board of Directors who provide oversight of the organization's management and financial practices to ensure the highest level of integrity and compliance.
2-6	Activities, value chain and other business relationships	Our Business	-
2-7	Employees	Our People	Region: United States. Permanent Employees: 887 (777 male, 110 female) Temporary Employees: 0 Non-guaranteed hour employees: 57 (47 male, 10 female) Full-time employees: 856 (752 male, 104 female) Part-Time Employees: 31 (25 male, 6 female) McAllister Towing's activities have resulted in an increase in the number of employees from 840 (full & part time) to 887; a 6% increase overall, with a 12% increase in female employees.
2-8	Workers who are not employees	Appendix	Not Applicable
2-9	Governance structure and composition	Appendix	McAllister is a privately held company governed by duly elected Board of Directors. The Board of Directors oversees the parent and affiliated company; however, all employees are tasked with the management and impacts of our corporate ESG policies set out in our management system. McAllister Towing's governance starts from the top with President, Ex VP, VP Operations, CFO, Engineering Manager and the HSQE Manager / DPA. The governance body is mainly comprised of senior management personnel. As the ESG Report is finalized, committees will be established to address the materiality topics goals for the future.
2-10	Nomination and selection of the highest governance body	Appendix	The governance body is mainly comprised of senior management personnel. As the ESG Report is finalized, committees will be established to address the materiality topics goals for the future. Senior Management including the review, approval and support of the President will be necessary to ensure top-down understanding of the initiatives. The Compliance department will analyze the impacts for the highest governance body who will review the data and confirm any suggestions for improvement.
2-11	Chair of the highest governance body		
2-12	Role of the highest governance body in the overseing the management of impacts		
2-13	Delegation of responsibility for managing impacts		
2-14	Role of the highest governance body in sustainability reporting	Executive Summary Appendix	The President of McAllister Towing, who is the chairman of the Board of Directors, is responsible for reviewing and approving the reported information.

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2-15	Conflcts of interest	Appendix	McAllister Towing and Transportation Company, Inc. operates under its management system policies and Human Resources policies with outline the prevention and mitigation of conflicts of interest, including a policy on anti-bribery and corruption. Conflicts of interest should be self-reported when it becomes clear to the personnel that engage in the situation that a conflict of interest may exist. However, McAllister employees are all tasked with reporting conflicts of interest up the chain-of-command in line with McAllister's corporate policies. There is also exceptions to reporting, if a supervisor is the person who engages in the conflict of interest, in such a case, the employee may contact any higher-level personnel in the company to inform them of the conflicts.
2-16	Communication of critical concerns	Appendix	Any critical concerns will be communicated to the governance body via email. If needed, a virtual meeting can be arranged in order to review the status of concerns. Through the customer satisfaction and the corrective action process, the governance body will be able to track critical concerns to ensure issues are addressed.
2-17	Collective knowledge of the highest governance body		Board of Directors are regularly informed of the Company's activities and performance aspects of its operations. Directors attend and participate in management system review meetings.
2-18	Evaluation of the performance of the highest governance body	N/A	McAllister is a privately held company that does not release its financial related information. Note that McAllister follows all applicable laws and regulations related to these matters.
2-19	Remuneration policies		
2-20	Process to determine remuneration		
2-21	Annual total compensation ratio		
2-22	Statement on sustainable development strategy	Executive Summary Integrity and Ethical Conduct Appendix	McAllister policies address ethics and conduct as well as human rights. At McAllister, the high road is the only road. We conduct operations in compliance with all applicable laws, requirements, and standards. We demand our representatives protect confidential information, avoid conflicts of interest, and conduct themselves fairly and truthfully at all times.
2-23	Policy commitments		
2-24	Embedding policy commitments	Integrity and Ethical Conduct	-
2-25	Processes to remediate negative impacts		McAllister's grievance mechanism is contained within our HR manuals and sets out how an employee can report a grievance to their supervisor personally, through our HRIS system, or up the chain-of-command.
2-26	Mechanisms for seeking advice and raising concerns	Appendix	i. All employees have access to policies and practices within their assigned responsibilities and can seek advice on implementing from their supervisor or the DPA. ii. The Corrective Action process allows for a review of any concerns or non-conformities. This allows the proper person to take the corrective actions needed to address.
2-27	Compliance with laws and regulations	Integrity and Ethical Conduct	-
2-28	Membership associations	Our Alliances and Partners Appendix	-
2-29	Approach to stakeholder engagement		Participation in membership associations and direct contacts through business activities.

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Code	Disclosure	Report Section(s)	Additional Information/ Reason for Omission
2-30	Collective bargaining agreements	Appendix	All McAllister employees are employed on an at-will basis, except for employees of McAllister Towing and Transportation Company, Inc., Puerto Rico Branch, whose workforce is unionized and covered by a collective bargaining agreement. Less than 3% of total employees covered by collective bargaining agreements.
3-1	Process to determine material topics		McAllister has conducted a materiality assessment in previous reporting cycles to identify and prioritize key environmental, social, and governance topics. The results of this assessment have been consistently applied across prior sustainability reports and continue to guide the development, structure, and content of the current report.
3-2	List of material topics		
3-3	Management of material topics	Our Governance of Sustainability	Specific management approaches related to individual topics are further elaborated within their respective sections.
ENVIRONMENT			
302-4	Reduction of Energy Consumption	Decarbonization Initiatives	-
303-1	Interactions with water as a shared resource	Appendix	Shoreside: Water consumption is limited to potable and hotel type services. Vessels: Fresh water consumption is limited to potable water, ballast, and use in closed-loop cooling systems for engines.
303-2	Water Management		All are governed by the limitations set by the Vessel's General Permit (VGP) and anymore restrictive regulations (e.g., no discharge zone)
305-1	Direct (Scope 1) GHG emissions	GHG Emissions	-
305-2	Energy indirect (Scope 2) GHG emissions		-
305-4	GHG emissions intensity	GHG Emissions, Decarbonization Initiatives	-
305-5	Reduction of GHG emissions		-
305-7	Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	GHG Emissions	-
SOCIAL			
401-1	New employee hires and employee turnoever	Our People	188 new hires were welcomed in 2025.
401-2	Benefits provided to full-time employees		All permanent employees receive the same benefit package irrespective of location.
401-3	Parental Leave		All employees are elegible for parental leave as defined under applicable federal and state laws.
403-1	Occupational health and safety management system	Occupational Health and Safety	McAllister Towing has implemented an occupational health and safety management system in compliance with the International Safety Management System (ISM) Code and in accordance with 46 CFR Subchapter M.
403-2	Hazard identification, risk assessment, and incident investigation	Our Proactive Hazard Identification and Risk Assessment	-

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Code	Disclosure	Report Section(s)	Additional Information/ Reason for Omission
403-3	Occupational health services	Occupational Health and Safety	McAllister's occupational health and safety functions are supported by policies that empower every employee to identify and report hazards to supervisors, HR, or Senior Management through established channels, including near-miss reporting, safety meetings, and direct access to the DPA. The quality and effectiveness of these services are further validated through recurring internal audits, comprehensive health and safety inspections, and active engagement with Senior Management during site visits.
403-4	Worker participation, consultation, and communication on occupational health and safety		All employees have established channels to report safety concerns to supervisors and submit suggestions for management system improvements.
403-5	Worker training on occupational health and safety	Appendix	McAllister provides comprehensive health, safety, and environmental training to all employees, with needs assessed annually during management reviews. Curriculums address regulatory requirements and findings from incident investigations, delivered via in-person sessions, online platforms, and advanced simulators in a language understood by all. All training is provided free of charge during paid working hours, with effectiveness validated through regular drills, exercises, and internal audits to ensure operational readiness.
403-6	Promotion of worker health		McAllister promotes worker health by offering voluntary programs that address non-occupational risks, such as stress, mental health, and chronic disease, including an Employee Assistance Program, quarterly wellness webinars, rewards-based programs, and specialized health navigation support. Employees are regularly informed about these resources through the HRIS system, annual open enrollment materials, and targeted manager communications to ensure broad access and participation.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Prevention and mitigation of significant negative occupational health and safety impacts that are not under direct control are addressed through contract agreements with our customers and service providers.
403-8	Workers covered by an occupational health and safety management system		All workers are covered by McAllister's occupational health and safety management system.
403-9	Work-related injuries	Occupational Health and Safety	-
403-10	Work-related health		-
404-1	Average hours of training per year per employee	Training and Education Appendix	McAllister delivered 4,636 training hours, with average hours per employee ranging from 2 to 10, depending on their category. McAllister does not differentiate training requirements by gender; assignments are based strictly on operational roles and tenure.
404-2	Programs for upgrading employee skills and transition assistance programs		-
404-3	Percentage of employees receiving regular performance and career development reviews		-
405-1	Diversity of governance bodies and employees	Our People	-

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Code	Disclosure	Report Section(s)	Additional Information/ Reason for Omission
406-1	Incidents of discrimination and corrective actions taken	Fair Labor Practices	-
408-1	Operations and suppliers at significant risk for incidents of child labor		-
409-1	Opeations and suppliers at significant risk for incidents of forced of compulsory labor		-
413-1	Operations with local community engagement, impact assessments, and development programs	Community Impact Appendix	McAllister implements active community engagement and impact assessment programs across 100% of its operating locations
GOVERNANCE			
205-1	Operations assessed for risks related to corruption	Integrity and Ethical Conduct	McAllister ensures that all operations adhere to our Standards of Business Conduct and Anti-Bribery Policy. We strictly abide by all applicable laws to prevent corruption and ensure that our workforce acts with the highest ethical standards, regardless of specific risk designations.
205-2	Communication and training about anti-corruption policies and procedures		-
205-3	Confirmed incidents of corruption and actions taken		-
206-1	Legal actions for anti-competitive behaviors, anti-trust, and monopoly practices		-

SASB INDEX

Statement of use: McAllister has applied the metrics from SASB Maritime Transportation Sustainability Accounting Standard in its 2025 Sustainability Report covering the period from 1 January to 31 December 2025.

Code	Disclosure	Report Section(s)	Additional Information/ Reason for Omission
		ACTIVITY METRICS	
TR-MT-000.A	Number of shipboard employees	Executive Summary, Our Peple	Male: 602 Female: 23 Total: 625
TR-MT-000.E	Number of vessels in total shipping fleet		Tugboats: 66 Support Vessels: 4
		GREENHOUSE GAS EMISSIONS	
TR-MT-110a.1	Gross Scope 1 emissions	GHG Emissions	50,594.24 tCO_2e
		AIR QUALITY	
TR-MT-120A.1	Air emissions of the following pollutants: (1) NO_x (excluding N_2O); (2) SO_x; (3) Particulate matter (PM10)	Our Operational Air Emissions	(1) 415.37 t (2) 1,069.46 t (3) 65.68 t
		ECOLOGICAL IMPACTS	
TR-MT-160a.1	Shipping duration in marine protected areas or areas of protected conservation status	Appendix	Data of travel days into Marine Protected Areas (MPAs) is currently unavailable. However, a majority of McAllister's operations occur within harbor tugboat navigation zones. Therefore, we estimate that our total vessel interactions with MPAs are minimal.
		EMPLOYEE HEALTH & SAFETY	
TR-MT-320a.1	Lost time incident rate (LTIR)	Occupational Health and Safety	0.78
		BUSINESS ETHICS	
TR-MT-510a.2	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	Business Ethics	0
		ACCIDENT & SAFETY MANAGEMENT	
TR-MT-540a.1	(1) Number of marine casualties; (2) Percentage classified as very serious	Occupational Health and Safety Appendix	(1) 0 (2) N/A
TR-MT-540a.2	Number of Conditions of Class or Recommendations	Appendix	126
TR-MT-540a.3	Number of port state control (1) deficiencies and (2) detentions	Compliance with Laws and Regulations	(1) 0 (2) 0


MCALLISTER
SINCE 1864