

nuro

April 2022

# 2021 ESG Report



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# Letter from the founders

At Nuro, our mission is to better everyday life through robotics. We measure our success by how many people's lives are substantially improved by our products.

We believe that the work we are doing at Nuro can promote more efficient use of our resources, our time, and our attention. For everyone. But only if we do it correctly.

We aim to deliver a service that will have a meaningful impact on sustainability and to take action to improve sustainability in our own business.

This [2021 ESG Report](#) explains how our service can help make the way goods move more sustainable and details the actions we have undertaken to create a sustainable company in our first five years—focusing on 2021 and our plans for 2022. This report presents a snapshot of how we are thinking about environmental, social, and governance issues and how we are organizing our efforts. We are focusing on eleven material topics across three subject areas: Governance, Sustainable Products, and People. Following our discussion of each material topic are key metrics, so that stakeholders can follow our performance.

We hope that, ultimately, our technology will be a part of daily life, driving on the streets where our children play, our pets walk, and where we live. We have to make sure that what we are doing is right and safe, not just the easiest path. We believe that, by being transparent and working together, we will create groundbreaking technology and have an enduring impact.



**Jiajun Zhu**  
Co-Founder and CEO

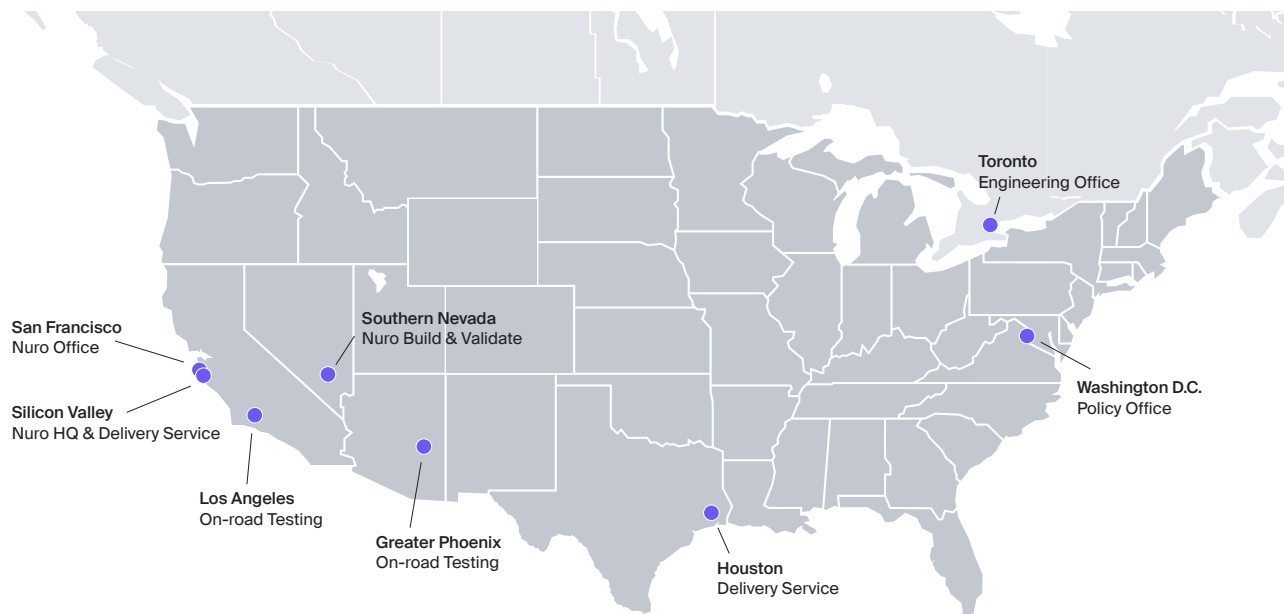


**Dave Ferguson**  
Co-Founder and President

# About Nuro



Nuro exists to better everyday life through robotics. Our custom electric autonomous vehicles are designed to bring the things you need—from produce to prescriptions—right to your home. Nuro’s autonomous delivery can give you valuable time back and more freedom to do what you love. This convenient, eco-friendly, safe alternative to driving can make streets safer and cities more livable. Nuro has brought autonomous delivery to local communities in Arizona, California, and Texas—for less driving and more thriving.



## Nuro Locations



## How autonomous delivery benefits the world

We fulfill our mission to better everyday life through our autonomous delivery service, in order to replace the vehicle trips that individuals take today to run errands with a cleaner, safer, and more accessible goods delivery service. This will lead to a better quality of life by saving customers time and by enriching our communities.

We believe that successfully delivering this service will improve road safety, reduce air pollution, expand access to goods, boost local economies, and create jobs.

- **Safety:** We believe Nuro can help address the rising count of traffic deaths with an autonomous driving system that avoids human causes of crashes such as distraction, impairment, and speeding, and a custom vehicle design that decreases the number of vehicle occupants at risk of injury on our roadways and lowers the likelihood and severity of crashes. In particular, Nuro's vehicles are designed with pedestrians and cyclists in mind, providing more room on the road and introducing novel pedestrian protection hardware features.
- **Sustainability:** Because Nuro's custom vehicles are 100% battery electric, lighter weight, and capable of operating more efficiently than personal vehicles running errands individually, Nuro can help reduce CO2 emissions, as well as local air pollution that contributes to rising rates of asthma. These vehicles are also powered by 100% renewable electricity.
- **Access:** Communities without ready access to the fresh produce or lower prices found in supermarkets could benefit from AV delivery, enabling more affordable access to essential goods. Seniors, people with disabilities, and those with limited access to transportation can also benefit from goods brought to their homes. These underserved communities are more likely to be low income and include neighborhoods that are majority people of color.
- **Local economies:** Affordable, low-cost local delivery can reinvigorate local commerce, including small "Main Street" businesses. The introduction of autonomous vehicles can also help build local innovation ecosystems, such as Houston's "Silicon Bayou," and Nuro actively invests in our local communities through engagement with community organizations and educational programs with STEM students.
- **Jobs:** Creating a meaningful local delivery service will create new jobs at Nuro, our retail partners, and in our communities. These jobs include grocery store employees who will pick and pack fresh food for delivery, mechanics and technicians who will assemble and maintain an entirely new fleet of small electric vehicles, engineers and software developers who constantly work to improve our autonomous vehicle driving systems, and more.

Our decision to build our custom vehicles from the ground up is fundamental to our impact. Nuro is building an all-electric fleet of vehicles designed for zero occupants. This has allowed us unique opportunities in the design, manufacturing, and operations stages to enhance safety and to reduce emissions.

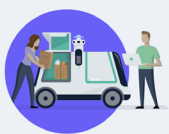
# The scale of the opportunity



When Nuro was founded in 2016, we anticipated that autonomous delivery could transform local commerce by making the convenience of on-demand delivery affordable for all. But we also believe this business, if scaled across the United States, could significantly improve people's day-to-day lives, grow the economy, and improve the environment.

We asked the transportation specialists at Steer to produce the first independent economic impact study specifically evaluating autonomous delivery services. They found that from 2025–2035, Americans could use AV delivery services instead of personal cars for many of their daily shopping trips and errands, and this would create jobs, reduce road injuries, and avoid emissions.

## Benefits 2025-2035



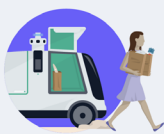
**3.4M** jobs created



**407M** tons of CO<sub>2</sub> reduced



**\$4.1T** U.S. economic activity generated



**21B** hours saved



**348K** fewer crash injuries

Source: Economic Impacts of Autonomous Delivery Services in the U.S., Steer (2020)

Case study: putting our values into action

Houston’s Third Ward is the kind of neighborhood known as a “food desert,” a low-income area without a nearby supermarket. And, like most food deserts, it’s a predominantly minority neighborhood. This neighborhood lies two miles from the Kroger’s grocery store where we first launched our delivery service in the city.

From our conversations with Houston’s Health Department, we know that there is an 8-year gap in life expectancy between the richest and poorest neighborhoods in Houston. They also identified that access to healthy food and medical care are two major drivers in this gap.

More than twenty million low-income people in America live in food deserts. They have to choose between local mini marts, which have higher prices and fewer healthy, fresh options, or traveling to other neighborhoods to get the week’s groceries. This extra burden falls on those who are less able to afford the higher costs and has only worsened during the pandemic.

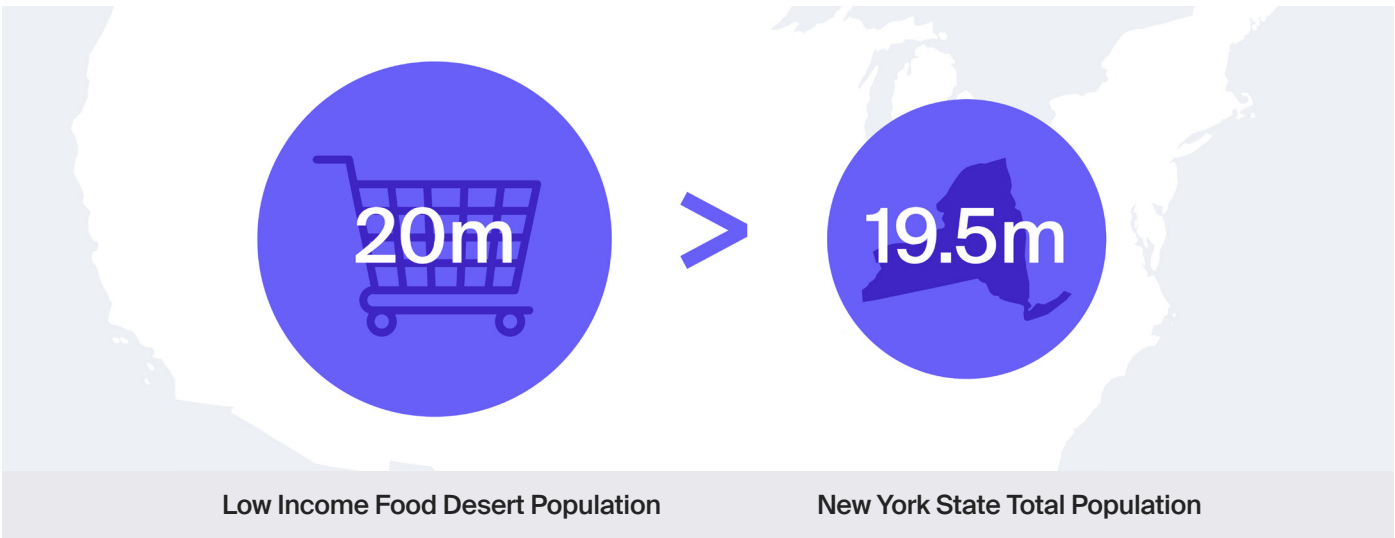
At Nuro, we’re building an autonomous vehicle designed to deliver groceries, prescription drugs, and other local products on demand. While existing grocery delivery services add \$10–20 to the cost of an order, our goal is

to reduce this delivery cost to something that anyone can afford, offering people living on fixed or low incomes the same convenient and affordable access to fresh fruits, vegetables, milk, or meat as those who live in food-rich areas.

We will do this by building an entirely new, electric, delivery-only vehicle that will cost less to build, maintain, and deploy at scale than a traditional, gas-powered car typically used for delivery. Our research has found that this technology could reach more than 70% of the low-income Americans that live in food deserts.

During the pandemic, Nuro began working with the Houston Food Bank to deliver food to families in need, including in the Third Ward. And we have committed to deliberately including more underserved communities in our future deployment decisions.

The issues that have given rise to unequal food access will require communities to address long-standing problems that go well beyond tech. Nuro’s engagement with this issue is part of our ongoing commitment to meet our communities and customers where they are.





# Governance



# Corporate governance and business ethics



One of Nuro's core values is that we do the right thing. First, we prioritize doing what's right, not doing what's easy. We put the long-term interests of our shareholders, customers, employees, partners, and the broader community ahead of short-term convenience or ease of execution. Second, we believe in transparency. We believe in sharing the context and rationale behind decisions and making information widely available so all employees can make informed and thoughtful decisions.

To help us live up to these values, a strong governance system is important. [Governance and Oversight](#) of Nuro's operations is provided by our Board of Directors and our executive managers.



Body	Role
Board of Directors	Our business and affairs are managed under the direction of our board of directors. As of the end of 2021, we had a six-member Board of Directors, consisting of two executive directors and four non-executive directors. Our Board had one female director at that time.
Board Committees	<p>Our Board has two committees.</p> <div> <div> <b>Nominating and Corporate Governance Committee:</b> <ul style="list-style-type: none"> <li>• Assist in identifying candidates for the Board of Directors and its committees.</li> <li>• Assist in developing and maintaining corporate governance policies.</li> <li>• Oversee the evaluation of the Board.</li> </ul> </div> <div> <b>Compensation Committee:</b> <ul style="list-style-type: none"> <li>• Review and approve all compensation to be provided to executive officers and directors.</li> <li>• Review and approve equity compensation to be provided to all service providers.</li> </ul> </div> </div>
Operating Committee (OC)	The OC is Nuro's executive leadership team and is ultimately responsible for guiding the company to long-term success. The OC aligns leaders on company-level strategy, sets and tracks goals, makes key decisions, and ensures accountability. All members of our operating committee hold equity in the company.

Nuro is guided by a [Code of Business Conduct and Ethics](#) that is designed to deter wrongdoing and promote business conduct consistent with our core values. It includes provisions on:

- **Compliance with laws**
- **Avoiding conflicts of interest**
- **Public communications**
- **Financial reporting**
- **Safeguarding company assets**
- **Guidelines for interactions with customers, suppliers, and competitors**
- **Working with governments**
- **Corruption and bribery**

We have an open-door policy that encourages employees to speak up and a reporting tool, [Nuro Listens](#), which allows employees to report any issues via internet, phone, or text message. Nuro Listens is powered by an outside company and employees are not required to provide any personally identifying information in order to make a report. When a report is received, it is forwarded to the appropriate individuals on the Legal or Workplace teams at Nuro. We take these reports seriously, and each one is thoroughly reviewed and addressed as appropriate. Our Code of Business Conduct and Ethics strictly prohibits reprisals, threats, retribution, or retaliation against anyone who raises a concern in good faith.

# ESG management

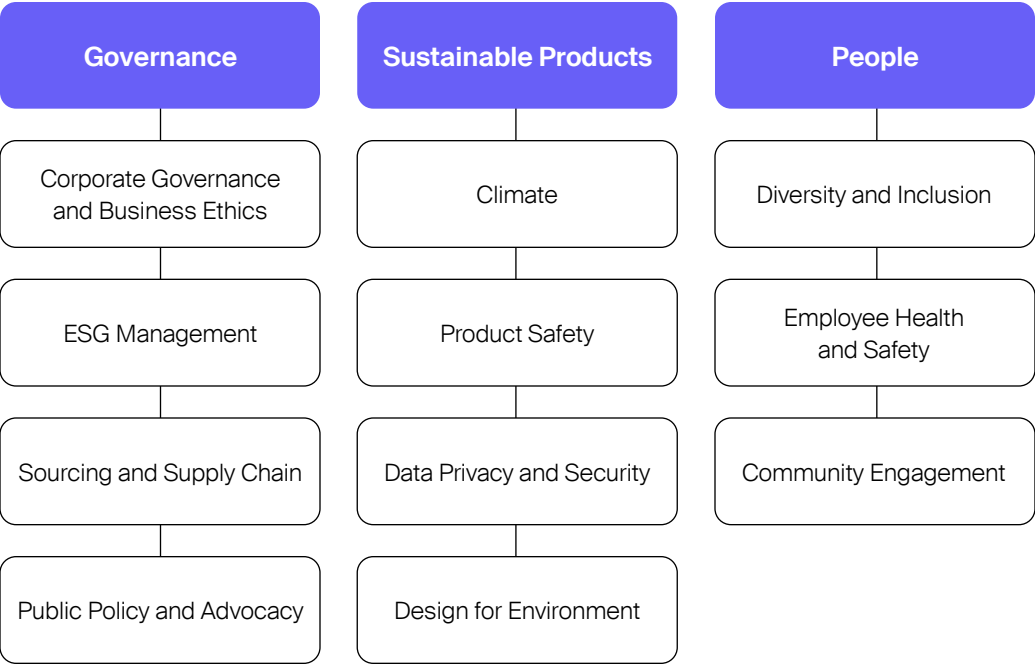


In 2021, we formalized our approach to ESG, including ESG management and oversight mechanisms to ensure sustainability is embedded into decision-making processes and that we hold ourselves accountable for our ESG performance.

- **Board of Directors:** Provides oversight on ESG program.
- **Operating Committee:** Sets our ESG course and ensures appropriate resources are allocated to initiatives.
- **ESG Steering Committee:** A cross-functional group of leaders from every area of the company, the ESG Steering Committee is responsible for the development and implementation of ESG policies and programs, as well as tracking and reporting ESG performance indicators.

Last year, we also conducted a sustainability assessment that included a materiality assessment, peer benchmarking, and a SWOT assessment. The assessment was based on Sustainability Accounting Standards Board (SASB) standards for materiality, internal subject matter interviews, and a review with Nuro's leadership team. Out of this assessment came a sustainability framework with eleven material ESG topics that we organized into three workstreams: Governance, Sustainable Products, and People. This framework focuses us on the most important topics and helps us communicate consistently with stakeholders.

ESG Management, continued



In 2021, we also published our key policies on our website at [nuro.ai/legal](https://nuro.ai/legal), including our Code of Business Conduct and Ethics, Supplier Code of Conduct, Environment, Health and Safety Policy, Labor and Human Rights Policy, and Sustainability Position Statement.

We are building on this progress by developing a roadmap of initiatives and beginning to execute. ESG is being incorporated into our annual and quarterly planning processes, including budget planning.

# Sourcing and supply chain



Building and deploying a fully autonomous vehicle involves an extensive value chain. We work with our supply chain to advance sustainability.

In 2021, we formally extended our ESG efforts into the supply chain with the creation of the Nuro [Supplier Code of Conduct](#). The Supplier Code of Conduct, which we are integrating into our supplier contracting process, formalizes the minimum standards that Nuro expects its suppliers to comply with in regard to business, labor, and environmental practices. At a minimum, suppliers are expected to:

- Comply with all applicable laws, regulations, contractual agreements, and generally recognized standards,
- Respect the personal dignity, privacy, and human rights of each individual, and
- Act in compliance with applicable statutory and international standards and industry best practices for protecting the natural environment.

We also reached out to selected suppliers to understand what ESG management systems, self-assessment and third-party auditing, and sustainability reporting standards they already have in place. Armed with that information, Nuro can understand what existing efforts are already underway and where our engagement with suppliers can have the greatest impact.

Sourcing and Supply Chain, continued

In 2022, we plan to focus on developing a supplier ESG program that collects baseline information from suppliers about their environmental, labor, product responsibility, and governance practices. We intend to start with vendors who manufacture and supply custom parts for our custom vehicles, and then move to our second category of suppliers, who provide supporting infrastructure and equipment. Ultimately, our goal is to find opportunities for collaboration with key suppliers to accelerate our ESG commitments to reduce our carbon footprint, expand the use of renewable energy, and minimize the lifecycle impact of our service.

Category	Examples	ESG Focus Areas
Suppliers who provide custom vehicle parts and components	Door panels, electric batteries, sensors, headlamps, GPS systems	<ul style="list-style-type: none"><li>• Product compliance, labeling, and materials of concern</li><li>• Environmental impacts of raw materials and manufacturing processes</li><li>• Labor conditions during manufacturing, including health and safety</li></ul>
Suppliers who provide supporting infrastructure and equipment	Support vehicles, charging stations, mapping hardware and software, data centers	<ul style="list-style-type: none"><li>• Energy efficiency of the product during use</li><li>• Renewable energy options</li><li>• Data privacy and security</li></ul>
Suppliers who provide services, facility support, or “off-the-shelf” vehicle components	Leased properties, utilities, professional service firms, IT peripherals (cords, chargers, etc.)	<ul style="list-style-type: none"><li>• Green building features</li><li>• Overall alignment with our ESG values and priorities</li></ul>



# Public policy and advocacy



We believe autonomous vehicles can help improve our communities by replacing the vehicle trips that individuals take today with cleaner, safer, and more accessible services. Therefore, we are focused on supporting a regulatory framework at all levels of government that enables the safe deployment of autonomous vehicles, both directly and through industry associations such as the Self-Driving Coalition for Safer Streets. Nuro has not made any corporate contributions to political campaigns or related organizations.

In addition, in 2021, Nuro co-founded the Coalition for Safe Autonomous Vehicles and Electrification (SAVE), which is a group of companies building electric, autonomous vehicles with innovative designs to improve road safety and sustainability. SAVE Coalition engages with policymakers and the public to ensure we realize the benefits of our current revolution in vehicle technology.

Nuro also advocates on policy issues related to our core mission, even if they do not directly impact our business, because we believe we will be more successful if our communities have cleaner air, safer streets, and less food insecurity:

- **Sustainable transportation:** Nuro supported groundbreaking [legislation](#) in California that requires AVs to be electric, five years ahead of the state's goal for traditional vehicles. We also supported the federal Infrastructure Investment and Jobs Act, which makes the largest-ever investments in electric vehicle charging and active transportation (cycling and walking) infrastructure, encouraging more zero-emission transportation and shared streets.

## Public Policy and Advocacy, continued

- **Safe streets:** Since Nuro operates at low speeds in neighborhoods surrounding our partners' locations, we know how valuable slowing down can be for safety—reducing the risk of a serious crash and making families more comfortable using their streets. In California and Texas, we supported legislation that gives local communities more flexibility to set lower speed limits on their roads where they find it improves safety.
- **Fighting hunger:** We hope our core product can help serve America's food deserts, but we recognize this is only one small part of the effort to address food insecurity. Last year, we [joined](#) the Alliance to End Hunger in its mission to end hunger by 2030. Through this leading organization, we have lent our voice in support of efforts to expand nutrition, anti-poverty, and health-equity programs in the Build Back Better Act, and to legislation that would create the first White House Conference on Hunger since the Nixon administration.

In 2022, we plan to expand our advocacy on sustainability, safety, and hunger issues, and sponsor events with local organizations in our operating areas that educate the community or advocate on these policy issues.

# Sustainable products





# Climate



At Nuro's core is a mission focused on creating healthier, more sustainable cities. Our decision to invest in making our vehicles electric is driven by these values.

According to the U.S. Environmental Protection Agency, transportation is the [leading cause](#) of U.S. carbon emissions, accounting for 29% of the nation's total emissions in 2019. Cars and trucks cause public health impacts that disproportionately affect people of color in our communities. We believe that transformational technologies, such as our zero-emission electric, autonomous vehicle, are part of the solution.

- **Electric vehicles:** The use of electric AVs for deliveries has the potential to reduce transport emissions by replacing trips made with the 98% of U.S. vehicles that are powered by internal combustion engines. [Research by Steer](#) found that delivery AVs can help avoid 407 million tons of CO2 emissions from 2025-2035. This would offset the emissions from powering all of the homes in NYC, LA, Chicago, and Houston combined for a decade.
- **Renewable electricity:** We know that part of our commitment to sustainability is addressing our own emissions. Beginning January 2022, we are using 100% renewable electricity from wind farms in Texas to power both our battery-electric fleet and our own physical footprint nationwide.
- **EV charging infrastructure planning:** As states prepare for unprecedented investment in building electrification infrastructure, we are planning for a future that powers our expanding fleet with renewable power and creates efficiencies to minimize total vehicle miles traveled. To accommodate Nuro's ongoing service expansion and subsequent fleet expansion, we are working with utilities, agencies and experts to inform our plans around electrification infrastructure.

So far this year, we have completed our first carbon footprint analysis on our 2021 emissions, and that data is reflected in this report. Later this year, we plan to begin the target-setting process for carbon reduction based on the science-based targets methodology and explore partnerships with international organizations around our carbon goals.

### **Cleaner air for our communities**

Nuro can help reduce exposure to fine particulate matter (PM2.5)—the largest environmental cause of human mortality—through our use of small, electric vehicles. Communities of color are exposed to disproportionately high levels of PM2.5, and gasoline-powered vehicles are the largest source of PM2.5 emissions for these communities. Lighter-weight vehicles also emit less PM2.5 from tire, brake, and road wear, and Nuro's vehicles weigh thousands of pounds less than most electric vehicles sold today.



# Product safety



Safety is core to Nuro's mission. More than 38,000 fatalities occur yearly on America's roads—a total that is tragically increasing at record rates during the pandemic—and approximately 1.3 million lives are lost each year worldwide. Autonomous vehicles have the potential to significantly improve road safety, and Nuro is working to accelerate those benefits.

Autonomous vehicles never get distracted or impaired, see 360° with diverse and redundant sensors, and can be programmed to consistently follow the rules of the road. Zero-occupant vehicles such as Nuro's, designed specifically for delivery of goods and without human occupants, present an additional opportunity to rethink the safety of the car itself and to drive more cautiously.

Our goal is to constantly improve the safety of our technology to realize this promise and work to educate the public. In 2021, our focus areas included:

- **Updated safety report:** Nuro was the first startup to publish a Safety Report outlining our approach to designing safe technology, which we released in 2018. This year, we [updated our report](#) to reflect the latest methodologies, reflecting the safety advances in our autonomy system as well as our second-generation vehicle, R2.

- **Quantified benefits of novel vehicle design:**

Zero-occupant vehicles decrease the number of vehicle occupants at risk of injury on our roadways, mitigate crash severity due to improved pedestrian protection and lower mass (without offsetting risk in occupant protection), and reduce the probability of crashes due to a narrow design. A recent study from the [Virginia Tech Transportation Institute](#) showed that zero-occupant vehicles could reduce fatalities by 58% and injuries by 62% for every mile of driving in traditional vehicles that they replace—on top of the safety benefits from avoiding human driving errors.

- **Pedestrian protection:** Nuro's R2 is designed for neighborhood driving, and so we place a special emphasis on pedestrian safety. Our narrower and lighter vehicles take up less space on the road, leaving more room for pedestrians and bicyclists. Gull wing doors open on only one side, reducing the risk of "dooring" injuries for cyclists. Studies Nuro completed in 2021 with the University of Virginia showed that R2's front end, which is designed to absorb energy rather than protect occupants, could reduce pedestrian injury risks by 20% or more in some crashes.

## Product Safety, continued

In 2022, we plan to build on these programs by continuing to evolve our safety case approach that documents why and how our technology is safe for public roads, and building out new vehicle innovations—including development work on a pedestrian airbag that further improves the safety of the vehicle's design.

# Nuro

## Third-generation vehicle

### Specifications

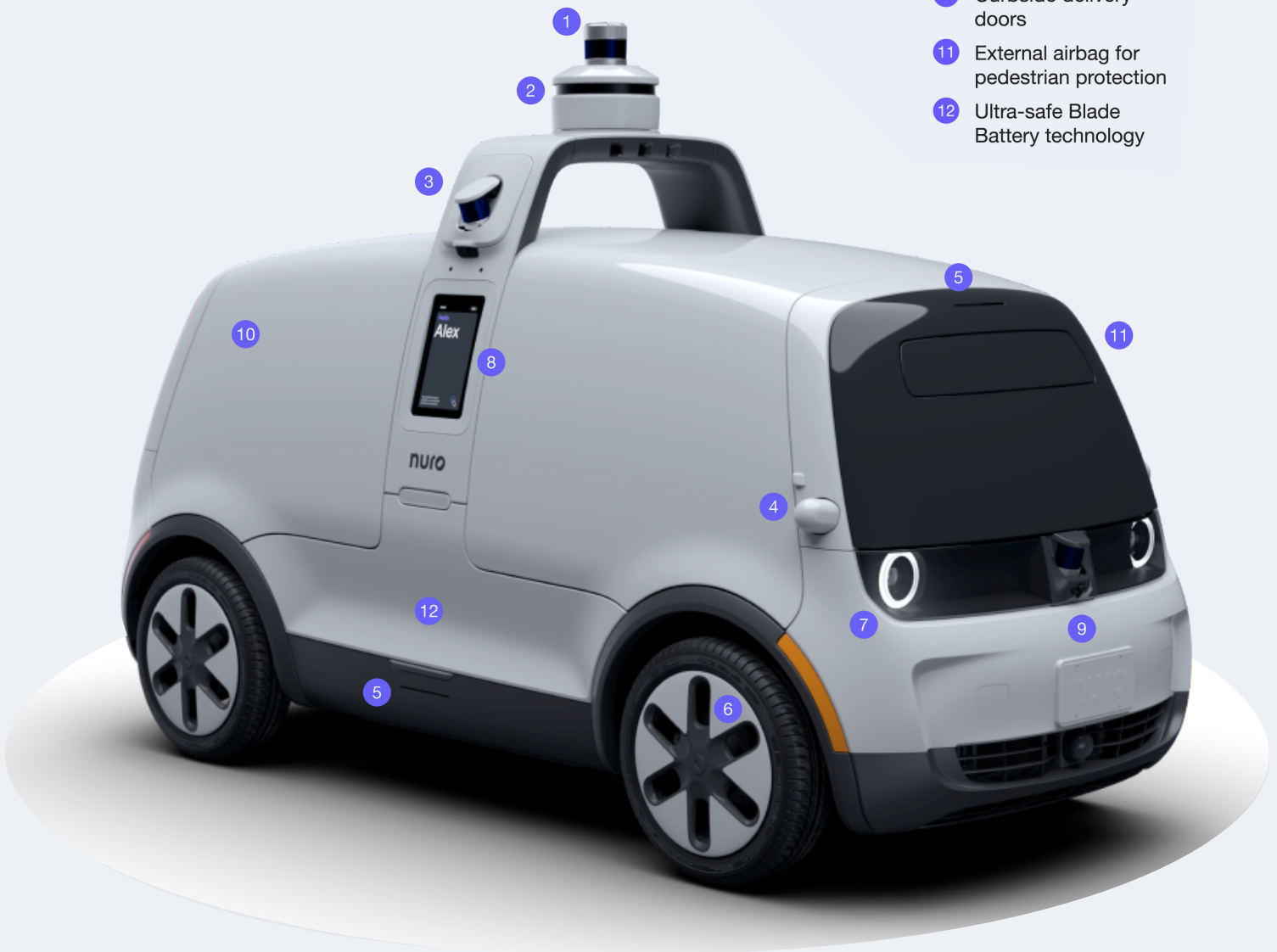
Max speed:	45 mph
Battery size:	52 kWh
Charge speed:	AC (6.6kw/hr) & DC (L2, Type 1 CCS)
Gross weight:	1,610 kg / 3,549 lbs
Payload:	225 kg / 496 lbs
Carrying capacity:	0.917 cubic meters / 32.4 cubic feet

### Sensors

- 1 Long range sensors
- 2 Thermal imaging cameras
- 3 Short range sensor module
- 4 Short range radars
- 5 Audio/microphone sensors

### Safety features

- 6 Redundant braking and control systems
- 7 Automotive lighting and signals
- 8 Touch screen for customer access or law enforcement interaction
- 9 Sound generator for pedestrian safety
- 10 Curbside delivery doors
- 11 External airbag for pedestrian protection
- 12 Ultra-safe Blade Battery technology



# Data privacy and security



We collect information from consumers who provide this information directly to us, our retail partners, certain service providers we work with, and automatically via our website. We also collect information about the surrounding environment through our vehicles' sensors as we complete deliveries, test our technology, and create or maintain maps of our operating areas. Protecting this information is important to maintaining our operations and retaining the confidence of the public, our partners and customers, our investors, and other stakeholders.

We take a number of administrative, technical, and physical security measures to protect personal information and ensure that it is used in accordance with our [Privacy Policy](#). Recent key initiatives include:

- **Data minimization:** Collecting, sharing, and using less personal data reduces overall risk as well as cost. We strive to collect or retain only the information needed to develop, operate, and improve our technology and service. We also use industry standard techniques for personal data minimization and protection such as pseudonymization, anonymization, and aggregation where possible, as well as employing technical protections, such as secure storage, encryption, and access controls, among others.

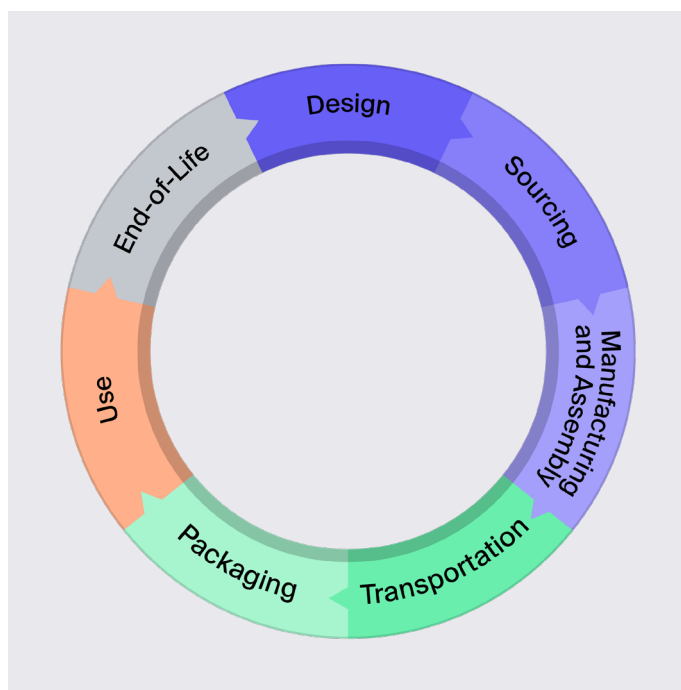
- **Supplier vetting:** Implementing strong technical protections for both the data that Nuro and the people we do business with maintain is important. We have implemented a robust data security supplier vetting process, including penetration tests and independent assessment of vendor security, for all vendors that have access to sensitive Nuro data or personal data before we onboard them.
- **Incident preparedness:** We have instituted a calendar of regular program reviews, simulated incidents, and employee training to prepare our staff and systems.

In 2022, we intend to investigate aligning our data policies with new industry best practices such as the [Privacy Principles for Mobility Data](#), further strengthen our supplier vetting process, and include additional data security and data privacy commitments in our contracts. Privacy and security are ongoing endeavors, and we strive for continuous improvement.

# Design for environment



While we expect the majority of our environmental impact will eventually come from thousands of Nuro autonomous electric vehicles on the road, we recognize that the design, manufacturing, and end-of-life of those vehicles also needs to be carefully managed. Design for Environment is a new initiative we are launching to bring a full lifecycle view to our service.



## Current initiatives

- **Design and manufacturing:** Nuro and our suppliers are actively investigating the ability to incorporate recycled plastics into our vehicle body. We recognize that components that are primarily functional and less visible in our product, such as interior liners and decorative trim, present an opportunity to source recycled material in place of virgin material.
- **Charging:** In 2021, we launched a Request for Proposal process with major charging providers to implement distributed “mobility hubs” for our next-generation vehicles. These mobility hubs would provide charging, cleaning, data offloading, daily inspections, and/or parking services. These mobility hubs are intended to be distributed and close to (potentially co-located) our retailer sites in order for us to minimize the dead miles our vehicles would need to travel each day.
- **End-of-life:** We have launched a working group to examine the end-of-life impacts of our Prius fleet of vehicles. The goal of this working group is to determine the safest and most sustainable way to recycle the entire Nuro Prius vehicle and its Nuro contents with minimal impact to the environment. This team will define and select the appropriate resources to ensure proper recycling of vehicles and components, in alignment with current federal, state, and local regulations.



## Design for Environment, continued

Design for Environment is a relatively new initiative, and Nuro is beginning to incorporate it into our work. In 2022, we are considering a number of options, including recycled plastics, EV charging station infrastructure, and end-of-life planning initiatives. We know this is a longer-term process that requires engagement from multiple areas of the company, from engineering to R&D, design to sourcing.

# People





# Diversity, inclusion, and belonging



**Diversity, Inclusion, and Belonging (DIB)** is focused on the practices that make Nuro a psychologically safe, welcoming, and inclusive workplace. This includes how diversity, inclusion, and belonging is included in recruitment/retention, family-friendly and worker-friendly policies and benefits, employee affinity groups, and workplace diversity demographics.

To disrupt an entire industry, we must value diverse perspectives and integrate them into our work. At Nuro, we know that people and communities are at their best when they can be their authentic selves. That is why we're committed to:

- **Employee Resource Groups:** ERGs offer our employees the opportunity to build community in groups that share similar backgrounds and experiences. ERGs actively increase retention and promote healthy workplace interactions for members and their immediate teams.
- **Advanced voluntary demographic data collection:** This program allows Nuro to establish highly nuanced employee demographic data that allows for people insights at the macro and micro levels. In this data rich environment, we can continue to be iterative with DIB programming and customize solutions for specific demographic groups in addition to the more traditional identity groups.

People-focused initiatives are at the heart of our 2022 strategy and planning. In 2022, we are broadening our diversity, inclusion, and belonging scope to include fertility benefits with our new benefits partner, a women's onboarding buddy program to support end-to-end onboarding for the first ninety days a new hire joins the company, diversity hiring programs to increase diversity in our pipeline and ultimately new hires, and a more rigorous human resources information system (HRIS) platform.

This suite of programming and initiatives allows Nuro to remain on the cutting edge of diversity, inclusion, and belonging, and also allows for Nuro to strengthen workplace culture earlier in our company's maturation than the traditional company maturity trajectory.

# Employee Health and Safety



When we say that “safety drives everything that we do,” we do not just mean on the street. Nuro’s focus on preventing incidents and impacts extends to the workplace. The health and safety of our people is critical, and we prioritize continuous focus and improvement on our safety measures by addressing the following core areas:

- **Environmental, Health and Safety (EHS) Management System:** This system enables us to understand EHS risks, including hazards and potential consequences, as well as the programs to prevent or mitigate them. It allows us to prioritize our resources based on the risk profile.
- **Job Hazard Analysis (JHA):** A JHA is an analysis of the hazards and risks associated within each job role/responsibility, focused on identifying and controlling those hazards and risks. Developing and deploying JHAs provides a process for analyzing the work activities, identifies the tools, materials, and equipment (e.g., PPE) needed, and determines the procedures for accomplishing the task safely.
- **Routine Site Audits:** Nuro understands the role of safety requires both continuous improvements as well as continuous attention. To that end, Nuro conducts bi-monthly site walkthroughs (Hazard Hunts) of each facility, full quarterly internal audits of each facility, and

annual independent third-party audits of our facilities, policies, and programs to measure compliance against OSHA requirements.

- **Safety Culture and Reporting:** A Safety Culture requires a population that takes pride in maintaining a safe and healthy workplace. At Nuro, when we “see something” we “say something,” and we have developed numerous reporting channels ranging from Nuro’s anonymous Nuro Listens incident reporting tool, to email and Slack channels. We raise awareness about these channels and responsibilities, including through monthly all staff communications.

In 2022, Nuro aspires to take our EHS Programs to the next level. We are growing our team, and focusing on our leading and lagging indicators, deploying training, and providing even more regular attention to identifying hazards within our workplaces.

## Resolving Safety Findings Quickly

Nuro is committed to investigating, resolving, and implementing measures that reduce or eliminate safety issues quickly and effectively. We strive to meet the high bar of 100% completion of safety findings from high and medium priority issues and incidents resolved within 7 days, and 100% resolved within 30 days for low priority issues and incidents.

# Community engagement



Our team is dedicated to making a difference in the communities where we live and work through our delivery service and also through direct engagement with our neighbors. We engage with our communities by listening to residents at community meetings and events, understanding the priorities of local representatives, and partnering with nonprofit and government organizations to further their missions. We prioritize programs that address basic needs that connect with our product and values, including enhancing public health, education and workforce development, safety of all road users, sustainability, and access to affordable goods.

In addition to our charitable giving, in-kind donations, and local public policy support, our employees volunteer their time for causes they care about. Volunteering in our communities brings employees together and sparks new ideas for collaboration. Getting to know local nonprofits gives us more insight into the needs of the community.

Our engagement with the community has included:

- **COVID response:** During the pandemic, we [partnered](#) with the California Office of Emergency Services in Sacramento and with San Mateo County to complete contactless deliveries with R2 of medical supplies and food at two new sites that were set up as COVID field hospitals and testing centers, helping save healthcare workers time and fostering the safety and health of both patients and staff. We complemented this with donations of tens of thousands of masks to local organizations early in the pandemic to help address the limited supply of PPE. We also partnered with local food banks across our operating areas, including Second Harvest Food Bank in the Bay Area, Houston Food Bank, and Waste Not in Greater Phoenix to bring food to families in need.



- **Inclusive workforce development:** Nuro is investing in labor force preparedness and inspiring students for careers in robotics to help build an inclusive workforce to address both current and future needs. Our programs include donations and employee volunteering with Self e-STEM and Oakland Girls STEM Robotics Team and the co-creation of the nation's first community college [certificate program](#) with De Anza College in Cupertino as part of Nuro's [Upskilling Initiative](#). This includes a free tuition option to develop a direct pathway to autonomous and electric vehicle fleet technician positions for all learners.
- **Deliveries for paratransit customers:** We believe that nobody should be left behind as autonomous vehicle technology advances. This is why we launched a research pilot with Houston METRO (Houston's public transportation authority), Kroger, and Texas A&M Transportation Institute (TTI) to offer [free delivery of groceries to METROLift paratransit customers](#) with disabilities in our service area, and identify key learnings throughout the pilot.
- **Employee donations:** Nuro employees are generous, dedicating their time and resources to causes they care about. In 2020, we [built on that generosity](#) by matching donations to nonprofits dedicated to equal rights, justice, educational opportunity, legal defense, and equality for Black Americans, up to \$500 per team member.
- **Education & community interaction:** We have interacted with thousands of community members in Houston, the Bay Area, and Phoenix through sponsoring and participating in community events, such as the Harris and Montgomery Counties' Walk Like MADD event, hosting demos at our depots, using interactions with our drivers as an opportunity to listen and inform, and using social channels to expand our reach. We are also a longtime member of [Partners for Automated Vehicle Education](#), a nonprofit that supports public education about autonomous vehicles.

In 2022, we will develop a broader social impact strategy that will consider how we expand and cultivate impact in our communities. This may include:

- Increased staffing,
- Improving our systems to measure volunteering and corporate giving,
- Translating research findings on METROLift partnership into measurable action,
- Expanding our workforce development and STEM education commitment by extending our Upskilling Initiative to all of our operating areas in partnership with colleges and local nonprofit job training organizations, and
- Continuing to support K-12 STEM education.

# About this document

## Boundary and scope

This report covers Nuro's ESG activities up to and including calendar year 2021, with a specific focus on 2021 activities. It is inclusive of 100% of Nuro's owned and/or operated facilities and 100% of Nuro's workforce as of December 31, 2021 with the following exceptions:

- Environmental data includes only locations with more than 10 people, except for our Scottsdale, Arizona facility.

## Carbon footprint methodology

- Methodology: GHG Protocol
- Global Warming Potentials: 100-year GWPs, AR5
- Consolidation approach: Operational
- Baseline year: 2021
- Scope Coverage:
  - ◆ Scope 1: All material emissions
    - ◇ Natural gas in buildings
    - ◇ Diesel and unleaded fuels for company vehicles
  - ◆ Scope 2: All material emissions
    - ◇ Electricity used in buildings
    - ◇ Electricity used for EV charging
  - ◆ Scope 3: Not assessed
- Scope 2 Calculations
  - ◆ Market-based: All California electricity-related emissions were calculated using utility-specific energy mixes. For facilities that opt into utility green power programs, that program's specific energy mix, where applicable.
  - ◆ Location-based: All non-California electricity-related emissions were calculated using e-Grid emissions factors.

## Restatements

There are no data restatements from past reports.

## Feedback

We welcome your feedback. Contact us with questions, concerns and suggestions at [esg@nuro.ai](mailto:esg@nuro.ai).

## Cautionary statement

This document contains information deemed valid as of December 31, 2021 and contains goals and expectations subject to risk and uncertainty depending on future events.

# ESG tearsheet

This section of the report aggregates ESG disclosures throughout the report and adds additional metrics often requested by stakeholders. In particular, we reference a select number of indicators from the Sustainability Accounting Standards Board (SASB) standards that most closely match our business model and impacts:

- Road transportation (TR-RO)
- Automobiles (TR-AU)
- Hardware (TC-HW)
- IT Services (TC-SI)

## Environmental data

SASB reference	Indicator	Unit	2021 Data
TR-RO-110a.1	Scope 1 emissions	Metric tons (t) CO <sub>2</sub> e	418
	Scope 2 emissions	Metric tons (t) CO <sub>2</sub> e	228
	<i>Location-based (California facilities and EV charging stations)</i>	Metric tons (t) CO <sub>2</sub> e	80
	<i>Market-based (non-California facilities and EV charging stations)</i>	Metric tons (t) CO <sub>2</sub> e	148
TR-RO-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	See page 18
TR-RO-110a.3 TC-SI-130a.1	Total electricity consumed - buildings	Gigajoules (GJ)	9,811
	<i>Percentage renewable (from grid)</i>	Percentage (%)	30
	<i>Percent renewable (from utility green power programs)</i>	Percentage (%)	4

SASB reference	Indicator	Unit	2021 Data
TR-RO-110a.3 TC-SI-130a.1	Total electricity consumed - EV charging	Gigajoules (GJ)	280
	<i>Percent renewable (from grid)</i>	Percentage (%)	33
	<i>Percent renewable (from utility green power programs)</i>	Percentage (%)	0
	Total fuel consumed	Gigajoules (GJ)	6,596
	<i>Gasoline</i>	Percentage (%)	70
	<i>Diesel</i>	Percentage (%)	5
	<i>Natural gas</i>	Percentage (%)	25
	<i>Renewable</i>	Percentage (%)	0
TR-AU-410a.3	Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities	Discussion and Analysis	See page 18
	Zero emissions vehicles (ZEVs) manufactured	Percentage (%)	100
TC-HW-410a.1	Products that contain IEC 62474 declarable substances	Percentage (%) by revenue	N/A as Nuro has not generated any revenue to date. However, Nuro's R2 and Nuro robots currently in production include sensors and computing components that contain silicon, a declarable substance under IEC 62474.
TC-HW-440a.1 TR-AU-440a.1	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	See page 13

SASB reference	Indicator	Unit	2021 Data
TR-AU-440b.2	Weight of end-of-life material recovered, percentage recycled(GJ)	Metric tons (t), Percentage (%)	No Nuro AVs exited their useful life in 2021. Our first AV bots, R1s, are intact and on display at our headquarters.
TC-SI-130a.2	Total water withdrawn	Thousand cubic meters (m3)	11.3
	<i>Percentage in regions with High or Extremely High Baseline Water Stress</i>	Percentage (%)	0
	Total water consumed	Thousand cubic meters (m3)	0 <sup>1</sup>
	<i>Percentage in regions with High or Extremely High Baseline Water Stress</i>	Percentage (%)	0
	Hazardous waste generated	Metric tons (t)	Nuro does not generate hazardous waste in quantities that require permits or reporting.

<sup>1</sup> With the exception of negligible water consumed for drinking and food preparation, no water is consumed.



## Social data

SASB Reference	Indicator	Unit	2021 Data
TC-HW-330a.1 TC-SI-330a.3	Management Team (Director+)	Number (#)	53
	<i>Women</i>	Percentage (%)	26
	<i>Racial/Ethnic Minority</i>	Percentage (%)	45
	Technician Employees <sup>2</sup>	Number (#)	28
	<i>Women</i>	Percentage (%)	4
	<i>Racial/Ethnic Minority</i>	Percentage (%)	57
	Professional Employees	Number (#)	702
	<i>Women</i>	Percentage (%)	28
	<i>Racial/Ethnic Minority</i>	Percentage (%)	56
	Hourly Employees	Number (#)	209
	<i>Women</i>	Percentage (%)	22
	<i>Racial/Ethnic Minority</i>	Percentage (%)	76

<sup>2</sup> Following Equal Employment Opportunity Commission definitions, engineers are classified as "Professional Employees."

SASB Reference	Indicator	Unit	2021 Data
	Employee engagement rate <sup>3</sup>	Rate	80
TR-RO-320a.1	Fatalities - Employees	Number (#)	0
	Fatalities - Contractors	Number (#)	0
	Total Recordable Incident Rate - Employees	Rate	0.08
	Total Recordable Incident Rate - Contractors	Rate	0
TR-AU-250a.2	Number of safety-related defect complaints	Number (#)	0
	<i>Percentage investigated</i>	Percentage (%)	N/A
TR-AU-250a.3	Vehicles recalled	Number (#)	0

<sup>3</sup> Nuro's employee engagement is 80%, 4% higher than the average of new tech companies with 1000+ employees (with an average engagement score of 76%).

## Governance and other data

SASB Reference	Indicator	Unit	2021 Data
	# ESG Steering Committee Meetings	Number (#)	2
	Average attendance	Percentage (%)	82%
TC-HW-230a.1	Description of approach to identifying and addressing data security risks in products	Discussion and Analysis	See page 23
TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Discussion and Analysis	See page 23
TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	N/A	None
TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion and Analysis	See page 23
Nuro 2021 Dues to Coalitions and Associations that informed Federal and State Policy <sup>4</sup>	\$20,001-50,000	N/A	<ul style="list-style-type: none"> <li>• Business Forward</li> <li>• Self-Driving Coalition for Safer Streets<sup>5</sup></li> </ul>
	\$10,000-20,000	N/A	<ul style="list-style-type: none"> <li>• Alliance to End Hunger</li> <li>• Chamber of Progress</li> </ul>

<sup>4</sup> Nuro is a member of numerous groups that advocate on policy issues impacting the company. This indicator omits groups where Nuro contributed less than \$10,000, such as local Chambers of Commerce or neighborhood associations

<sup>5</sup> The Self-Driving Coalition renamed itself in 2022 to the Autonomous Vehicle Industry Association.