



2024 IMPACT REPORT

# Built for Sustainable Growth

**StanleyBlack&Decker**

*For those who make the world.™*





As a worldwide leader in tools and outdoor products, and a leading provider of engineered fastening solutions, our brands, growth, and innovation are driven by the needs of our end users. We focus our sustainability<sup>1</sup> efforts on making the greatest positive impact where there is inherent value for our business and stakeholders—as we equip those who make the world with the tools and means to make a difference.



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**Donald Allan, Jr.**  
President &  
Chief Executive Officer

As Stanley Black & Decker has transformed, we have sharpened our focus on driving sustainable growth for our stakeholders and in the way we do business.

## Integrating Sustainability Into Our Business

Our business focus and objectives for sustainable performance are intertwined—all driven by the needs of our end users—to forge the impact we seek.

Our strategy entails objectives across our People, Product and Planet pillars—clear and purposeful commitments each owned by members of our senior management team.

As we drive progress towards these goals in line with our growth strategy, we reinforce the success of our business by strengthening our resiliency and supporting long-term value creation.

## Driving Positive Impact Across Our Operations

We are making substantial progress across our goals, which are tied to our brand-led, user-focused approach to sustainable growth. Highlights from 2024 include:

- **Growing the Trades:** We are on track to exceed our goal of investing \$30 million by 2027 to support educating tradespeople and closing the skilled trades gap. With more than \$19 million already invested, the tangible impact this support is having in the communities we serve provides us with the conviction to double down on our commitment to a longer-term goal to invest \$60 million by 2030. These funds support organizations serving core building trades, focusing on equipping individuals with the skills for productive, profitable, and thriving careers in the trades.

“

We see our Grow the Trades program as synergistic with our success—by supporting the tradespeople and communities we serve, we are also unlocking future growth. As we trend towards surpassing our initial goal one year early, we are expanding our commitment to this critical initiative by doubling our investment in the trades.”

\* Versus leading competitors; one (1) crew defined as (2) DEWALT POWERSHIFT™ Vibrators and (1) DEWALT POWERSHIFT™ Concrete Power Screenshot; US average grid output emission rates and grid loss based on the US EPA's eGRID2022 database, published Jan. 30, 2024 ([epa.gov/egrid](https://epa.gov/egrid)); fuel emissions factors based on the U.S. Energy Information Administration's Carbon Dioxide Emissions Coefficients for finished motor gasoline, published Sep. 7, 2023 ([eia.gov](https://eia.gov)).

- **Delivering More Sustainable Innovation:** We are delivering innovative solutions to the jobsite as evidenced by our most awarded new product line of 2024, the DEWALT POWERSHIFT™ Cordless Equipment System. Building upon DEWALT's 100-year legacy of end-user inspired innovation, this line of cordless tools is revolutionizing the concrete jobsite and helping to reduce emissions, enabling a single crew to produce up to 87% less CO<sub>2</sub>e emissions during use per year versus gas-powered equipment.\*

We are not stopping there—our new product development process integrates sustainability considerations into the critical “define” and “design” phases so that as we solve future end user or jobsite challenges with innovative solutions, we do so with a lasting positive impact in mind.

- **Improving Our Operational Efficiency:** Our renewable energy upgrades are tied to our supply chain transformation, and incorporate resiliency, efficiency, and cost factors. In 2024, we broke ground on our newest solar installation in Massachusetts, which is scheduled for launch in 2025, and is expected to deliver more than \$270K in annual electrical savings for the site. Within our value chain, we are working collaboratively with our suppliers to help them improve their efficiency and resilience, and we have significantly increased the number of suppliers who have agreed to our recommended emissions reduction targets in 2024. These sustainability gains are a result of our intentional process of creating a more strategic, agile, collaborative, and focused supply chain—a true value chain—aligning with our goal to serve the evolving needs of our end users and markets.

## Celebrating DEWALT at the Dawn of Its Second Century

Celebrating DEWALT at the Dawn of Its Second Century: Since its founding in 1924, DEWALT has continued to lead in bringing the jobsite of the future to life with innovations that prioritize durability, safety, and productivity for our professional end users.



## Our Shared Journey Continues

Nearly 50,000 amazing team members at Stanley Black & Decker are driving our efforts forward—and they have demonstrated intense focus as we transformed our company so that our strategy starts with the end users of our products. Together, we have made great progress simplifying our Company by getting back to our core and we have positioned Stanley Black & Decker for sustainable growth into the future.

I am excited to share that Chris Nelson will succeed me as President and CEO, effective October 1, 2025, while I transition to Executive Chair of our Board of Directors for one year, after which time the Board intends to revert to a governance structure of Independent Board Chair. Chris and I share the deep conviction that Stanley Black & Decker will continue to flourish in the markets we serve thanks to the foundational traits which make this Company great—its people, its brands, and its incredible innovation.

We welcome your views as we continue driving towards a future of sustainable business growth.

**Donald Allan, Jr.**

President & Chief Executive Officer





# Our Objectives for Sustainable Performance

Our approach to sustainability<sup>1</sup> is integrated into our business strategy and operations. This includes a set of impact objectives across our pillars of People, Product, and Planet, which guide our focus. Each impact objective is sponsored and owned by a member of our senior management team and is part of our plan for long-term value creation.

## PEOPLE

### Workforce of the Future

Attract, develop and retain the workforce of the future, where all employees and tradespeople thrive and are motivated to deliver their best work and extraordinary outcomes.

### Upgraded: Grow the Trades\*

Commit \$60 million to initiatives that help grow skills for tradespeople over a 7-year period, by 2030.

## PRODUCT

### Supply Chain Sustainability

52% reduction goal in Scope 3 greenhouse gas emissions intensity by 2030 from a 2022 baseline.<sup>2</sup>

67% of suppliers by spend set Scope 1 and 2 emissions reduction targets by 2027.<sup>3</sup>

### Circular Design

Prioritize the reduction and elimination of problematic plastics and improve packaging sustainability, with a commitment expected by year-end 2025.<sup>4</sup>

## PLANET

### Operational Emissions

42% reduction goal in absolute Scope 1 and 2 greenhouse gas emissions by 2030 from a 2022 baseline.<sup>5</sup>

### Zero Waste to Landfill

100% Zero Waste to Landfill goal for global manufacturing and distribution sites by 2040.<sup>6</sup>

\* Upgraded goal of \$60 million investment by 2030 is an extension and expansion of prior \$30 million investment goal by 2027, and is thereby inclusive of the \$19.8 million spend to date under our Grow the Trades program since 2023, our base year.





# Impact Highlights<sup>7</sup>



## PEOPLE

**\$19M+**

invested since 2023 in Grow the Trades initiatives designed to help expand skills for tradespeople.

**18%**

year-over-year reduction in Recordable Incidents.<sup>8</sup>

**100+ employees**

enrolled in the Stanley Black & Decker Leadership Program (SLP).

**3,700+**

volunteer hours logged by employees.

**4**

employee-led Business Impact Groups (BIGs) launched in 2025.

**9,600+**

tradespeople trained across the U.S. in commercial applications of our tools at Stanley Black & Decker University.



## PRODUCT

Up to  
 **60% less**

CO<sub>2</sub>e emissions during use with our industry-acclaimed DEWALT POWERSHIFT™ Cordless Equipment System versus gas-powered equivalent.\*

**30%**

of suppliers by spend with approved Scope 1 and 2 emission reduction targets in 2024, up from ~20% in 2023.<sup>3</sup>

**~\$1.2B**

in sales of electric outdoor and other high powered products.<sup>9</sup>

**1.3M+ lbs**

of problematic plastic removed from product packaging.<sup>10</sup>

**#1 best seller**

DEWALT's bio-based bar & chain oil tops even petroleum-based oils across the category on a leading e-commerce platform.<sup>11</sup>

**Recycling**

program for new high energy batteries launched in partnership with Call2Recycle.<sup>12</sup>



## PLANET

**14%**

reduction in Scope 1 and 2 emissions since 2022 baseline.<sup>5</sup>

**54,800mT CO<sub>2</sub>e**

reduction in Scope 1 and 2 emissions from 2022 baseline.<sup>5</sup>

**91%**

of waste diverted from landfill.<sup>13</sup>

**~150k MWh**

of renewable energy powered our sites.

**165+**

energy efficiency projects identified by employees in grassroots engagement campaign.<sup>14</sup>

**40%**

of sites with Zero Waste to Landfill status, of 100% site goal by 2040.<sup>6</sup>

\* Versus leading competitors, average of individual DEWALT POWERSHIFT™ equipment weighted by lifetime emissions during use; U.S. average grid output emission rates and grid loss based on the U.S. EPA's eGRID2022 database, published Jan. 30, 2024 ([epa.gov/eGRID](https://www.epa.gov/eGRID)); fuel emissions factors based on the U.S. Energy Information Administration's Carbon Dioxide Emissions Coefficients for finished motor gasoline, published Sep. 7, 2023 ([eia.gov](https://www.eia.gov)).



# People

Committed to elevating our workforce, we aim to provide our people with the support, work environment, and opportunities they need to grow and flourish. We also strive to strengthen our business by empowering people beyond our walls—investing in upskilling programs to close the trades skills gap with the aim of positively impacting the communities and markets we serve.

“

Attracting, developing, and retaining top talent has been and will continue to be critical to our success. We continue to focus on embedding engagement into our daily operations to cultivate an environment where all colleagues thrive while positively impacting the competitive advantage of our organization and the customers we serve.



**DEBORAH WINTNER**

Chief Human Resources Officer

Executive co-sponsor  
of our Workforce of the  
Future priority objective

## Investing in Our Workforce of the Future

At Stanley Black & Decker, we see each employee as a contributor to our shared success. Our investments in training and development work hand-in-hand with our efforts to foster a safe, collaborative, and engaging environment where everyone can feel supported and empowered to own and progress in their career at Stanley Black & Decker.

### Advancing Our Culture of Collaboration

We launched our new Office of Impact & Inclusion in 2024 with a mission to foster a collaborative environment in our daily operating activities in order to drive business impact.

### Business Impact Groups (BIGs)

In early 2025, we introduced our new BIGs, empowering them to drive business impact and bring our Company purpose to life. Our inaugural four BIGs include Culture, Talent, Grow the Trades, and Safety. These mission-driven groups, open to all employees, offer opportunities to connect, share perspectives, expand capabilities, and drive key business initiatives by partnering with team members across the organization. BIGs will act as force-multipliers, accelerating and amplifying our strategies on the ground and helping us expand market reach.

**30,000+**

employee learning hours completed across topics ranging from leadership development to new product offerings.

“

We take care to create a collaborative, consistent employee experience that empowers our teams to innovate, unlock creativity, accelerate our business speed, and create meaningful value for all stakeholders.”



**ALLISON LAWRENCE**

Chief Impact & Inclusion Officer

Executive co-sponsor  
of our Workforce of the  
Future priority objective

### Our Engaged and Empowered Workforce

Each year, Stanley Black & Decker engages Gallup to measure our employee engagement. Over the past three years our employee engagement efforts have earned and enjoyed historically high participation rates, with marked strengths in the categories of Integrity, Productivity, and Customer Focus. In 2024, we expanded our Employee Engagement Survey to all operational employees.

#### Strong Employee Engagement

**80%**

Participation Rate

**3.88/5.0**

Engagement Score

### Respecting Human Rights

Human rights are non-negotiable both in our own operations and across our value chain. We abide by the UN Guiding Principles on Business and Human Rights and the Universal Declaration of Human Rights, and we uphold our policies and commitments such as our Modern Slavery Act Statement and our Company Human Rights Policy Statement, as well as our [Supplier Handbook](#), [Supplier Code of Conduct](#), and [Conflict Minerals policy](#).

### Strengthening Our Culture of Safety

As a world-leading manufacturer of tools, outdoor and engineered fastening, safety is a top priority. Over the past two years, as we reshaped and streamlined our business, we also transformed and reset foundational aspects of our Environmental Health & Safety (EHS) infrastructure, with a focus on strengthening our safety culture.

This culture change is evidenced by increased leadership engagement, commitment, and accountability for safety, which has improved our assessment and audit processes, helped identify hazards, and reduced risks.

Over the past year we made a conscious shift from transformation to sustainment, using data to focus our efforts on top safety risks in our manufacturing facilities. Informed by metrics, we focused on timely review of serious incidents or serious near misses to determine root cause and then shared applicable learnings and corrective actions across operational sites to help prevent re-occurrence. Our goal now is to sustain these gains and drive further improvement in workplace safety, as we continue our journey toward world-class EHS performance.

**18%**

reduction in Recordable Injuries year over year in 2024, following a 22% reduction year over year in 2023.<sup>8</sup>

### Safety Cardinal Rules

Our seven Safety Cardinal Rules, established in 2023, set clear expectations for all employees and contractors to follow. These Safety Cardinal Rules are tied to risks that have the potential for causing serious injuries or fatalities.

### Advancing EHS with a Centralized Information Source

In 2024, we selected a new EHS data management platform. This platform represents a significant investment to advance our commitment to responsible and safe operational practices. The platform implementation is designed to enhance our ability to manage and analyze EHS data effectively, in order to support compliance, improve safety outcomes, and support our EHS and sustainability goals. The deployment of the platform will continue through 2025.

In our ongoing commitment to excellence in EHS management, we launched a revised EHS Management System Plan simplified into 10 core elements to increase understanding and implementation of our EHS policies and procedures across our global enterprise. We also formalized our EHS compliance assurance audit program. This initiative aims to enhance our internal capabilities, to support compliance and risk mitigation, and foster our culture of continuous improvement.



# Grow the Trades

Communities around the world face a skilled trades gap, and we are working together with our partners to close it. Through our Grow the Trades program, we donate tools and financial resources to organizations that help educate current and future tradespeople—putting our tools in the hands of tradespeople to enable them to build long-term, successful careers in the trades.

## Empowering Tradespeople

This fully activated, brand-led growth strategy aligns our philanthropic investment with our business imperatives—investing in addressing the skilled trades gap in the building trades, including the concrete, electrical, pipe, mechanical, and finishing trades. Since 2023, we have invested nearly \$20 million to support initiatives focused on skilling and upskilling tradespeople. Grow the Trades is seen as a force multiplier by leading industrial construction customers.

In 2024, our cash and tool donations supported roughly 166 nonprofits. For example, we partner with organizations such as the Homebuilders Institute, the North American Building Trades Unions (NABTU), and Associated Builders and Contractors (ABC) which provide direct skills training, as well as organizations like ACE Mentor Program of America, which brings mentorship opportunities to students interested in architecture, construction, and engineering. We also align with community colleges and not-for-profit organizations that bring more women, veterans, and people from underserved communities into the trades, recognizing that closing the skilled trades gap requires a wide-reaching effort.

## Upgrading Our Goal

We are increasing our investment goal to \$60 million by 2030, starting from our 2023 base year, to fund skill-building initiatives for the trades—based on the growing demand for skilled tradespeople in the markets we serve and positive feedback from those we have engaged and supported to date through our Grow the Trades program.

With nearly \$20 million of our original \$30 million goal invested, this expansion will enhance our support for tradespeople and communities we serve while also unlocking future growth for our business.



Tradespeople are our end users, and they are in high demand. DEWALT is the tool brand committed to supporting the trades through innovation, safety, and a \$60 million commitment to support initiatives that educate tradespeople. This commitment grows the population of tradespeople, improves skills, and enables sustainable careers in the trades.”



**PATRICK HALLINAN**  
Executive Vice President & Chief Financial Officer  
Executive sponsor of our Grow the Trades priority objective

## Strengthening Our Communities through Focused Philanthropy

Trades-related education has been featured prominently in our philanthropic efforts over the years. This includes serving as a premier platinum sponsor of WorldSkills Lyon 2024 for WorldSkills International, as well as partnering with Girl Scouts of the USA to inspire girls to become makers and tradespeople. We also delivered 200 prepackaged toolkits to volunteer fire departments nominated by our employees, in honor of National First Responders Day.

Stanley Black & Decker is a proud supporter of the American Red Cross Disaster Responder Program through our proactive investment of \$250,000. This investment helps communities across the country, including where our employees live and work, respond to and rebuild from disasters.

ToolBank USA is another valued, long-term partner of Stanley Black & Decker, whom we support through disaster recovery efforts, volunteerism and product donations. We have worked with ToolBank USA to run several volunteer builds, where hundreds of our employees teamed up to build park benches and picnic tables for donation to local nonprofits. Employees taking part in the builds included approximately 100 members of our Stanley Black & Decker Leadership Program and more than 250 of our senior business leaders.

## HIGHLIGHTS OF GROW THE TRADES IMPACT IN 2024



Don Allan, Jr., President & CEO, at a Grow the Trades construction site activation event in New York City.



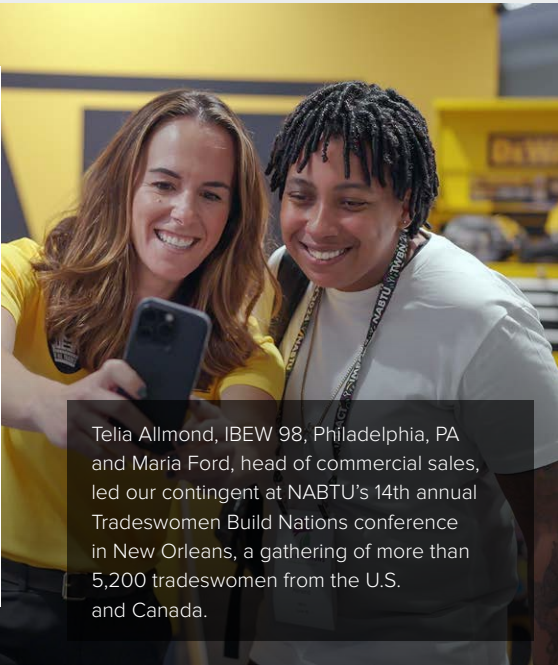
Chris Nelson, COO, EVP & President, Tools & Outdoor, attending WorldSkills in France.



With women making up only a small portion of the trades, engaging women to pursue these careers helps address the major deficit of tradespeople, who are our end users. It's a clear win-win, and Stanley Black & Decker knows from experience, when women are supported through resources and access to opportunities, the possibilities are endless.”



**MARIA FORD**  
President, Commercial Construction, Tools & Outdoor



Telia Allmond, IBEW 98, Philadelphia, PA and Maria Ford, head of commercial sales, led our contingent at NABTU's 14th annual Tradeswomen Build Nations conference in New Orleans, a gathering of more than 5,200 tradeswomen from the U.S. and Canada.



# Product

At Stanley Black & Decker, our innovation begins with the end user—inspired by what professionals want and need to drive and safeguard their productivity. As innovators of tools and solutions for those who make the world, we are committed to responsible activities all along our value chain.

“

Innovation is our lifeblood. As champions for the electrification of gas-powered equipment in our industry, sustainability is integrated within our business strategy. We also actively engage and collaborate with our suppliers, and we continually rethink and reengineer select packaging and product designs in an effort to reduce problematic plastics and waste, while supporting responsible end-of-life solutions. Our actions speak to a simple truth: Stanley Black & Decker is committed to innovating with sustainability in mind.”



**CHRISTOPHER J. NELSON**  
Chief Operating Officer,  
Executive Vice President &  
President, Tools & Outdoor  
  
Executive sponsor of our  
Product priority objectives

## Innovating For Our End Users

Our customers are increasingly requesting improved sustainable product offerings, commitments, and supporting data. Accordingly, we continue to pursue decarbonization efforts across our product portfolio with an eye toward three key Scope 3 categories: Purchased Goods and Services, Upstream Transportation and Distribution, and Use of Sold Products. In each of these categories, we understand that the path to decarbonization is through collaboration across our value chain. Our procurement and product design teams strive to utilize environmentally friendlier materials without sacrificing performance. Within Transportation, our logistics team is working to reduce our reliance on emissions-intensive transportation modes and reduce average shipment distance. Lastly, within Use of Sold Products, our sales, marketing, and engineering teams are partnering to design and promote energy-efficient and electrified solutions for our end users’ toughest challenges.

### Reapproved Science-Based Targets

In early 2024, our updated Scope 1, 2, and 3 targets were officially approved by the Science Based Targets initiative (SBTi). These reset decarbonization objectives replace those set in 2018 to account for significant acquisitions and divestitures, which were made to simplify and focus our portfolio on our core strengths.

### Putting the End User at the Center of How We Innovate

Direct user feedback inspires our engineers to redefine what is possible. Using the latest technology, we are taking on jobsite challenges with the goal of increasing efficiency, boosting productivity and safety, and helping end users get more out of our tools. This alignment between the company and our stakeholders allows us to bring a sustainability mindset to solve challenges and advance our business.

### Embracing Sustainable Thinking in Product Design

The new product development process for our Tools & Outdoor business provides a streamlined design and innovation process that enables our sustainability experts to collaborate with product design teams at the outset of a project. We introduce such thinking early in the design process, identifying product-level decisions that drive desired long-term business outcomes. These efforts cover the following development steps:

- The Define phase, to offer input on the product specification;
- The Design phase, to provide on-demand consulting; and, finally,
- The Validation phase, to support claims and other public statements highlighting the sustainability improvements that were made.

### Shifting from Tactical to Strategic Sourcing

Across Stanley Black & Decker, participation in our priority impact objectives has increased dramatically due to the variety of new resources, tools, and trainings implemented to help our teams drive progress. Our procurement category managers, equipped with conversation guides, training, and increased ownership of our objectives, delivered substantial progress in 2024 with 10% more suppliers by spend adopting emissions reduction targets—taking us to 30% of our supply base with reduction targets versus our goal of 67% by 2027.

We continue to collaborate with our suppliers to create a more efficient and sustainable supply and value chain. We include a variety of social and environmental requirements in our [Supplier Code of Conduct](#), [Supplier Handbook](#), and supplier contracts, setting our expectations of integrity and compliance, and allowing us to routinely monitor, collaborate, and improve the responsibility of our value chain. We include emissions reduction targets in our standard purchase agreement language for suppliers with over \$1M spend and offer resources to support this action.

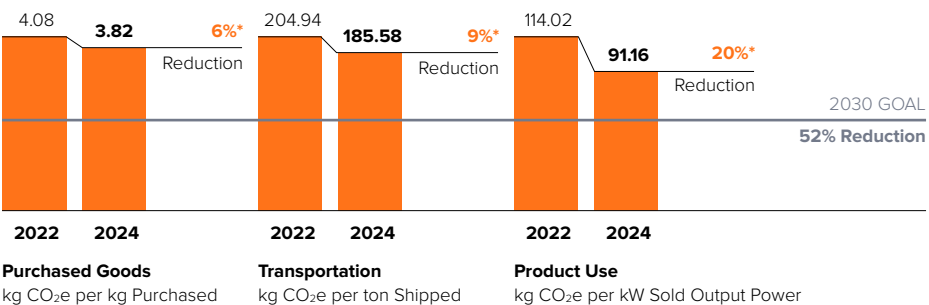
“

We’re working directly with many of our top suppliers to advance their own emissions reductions, offering our know-how and guidance. Setting Scope 1 and 2 emissions reduction targets is key. And our suppliers understand that the benefits of managing toward these targets go far beyond just dropping our Scope 3 numbers.”



**STEVE KATZFEY**  
Chief Procurement Officer

Scope 3 Progress to Goal vs. 2022 Baseline



\* Percent reduction reflects business portfolio as of year-end 2024.



# DEWALT POWERSHIFT™

## A Welcome Revolution in Concrete

Up to  
**60% less**

CO<sub>2</sub>e emissions during use with our industry-acclaimed DEWALT POWERSHIFT™ Cordless Equipment System versus gas-powered equipment.\*\*\*

One crew can produce up to  
**87% less**

CO<sub>2</sub>e emissions during use per year vs. gas-powered equipment.\*\*\*\*

**72%**

of construction employees surveyed who switched to electric-powered tools say they've allowed them to complete projects up to 2x-3x times faster than gas-powered tools.<sup>15</sup>

**96%**

of construction managers say they have worked on a proposal for a bid or have managed a bid that required consideration of sustainability regulations.<sup>15</sup>

\*\*\* Versus leading competitors, average of individual DEWALT POWERSHIFT™ equipment weighted by lifetime emissions during use; U.S. average grid output emission rates and grid loss based on the U.S. EPA's eGRID2022 database, published Jan. 30, 2024 ([epa.gov/eGRID](https://www.epa.gov/eGRID)); fuel emissions factors based on the U.S. Energy Information Administration's Carbon Dioxide Emissions Coefficients for finished motor gasoline, published Sep. 7, 2023 ([eia.gov](https://www.eia.gov)).

\*\*\*\* Versus leading competitors; one (1) crew defined as (2) DEWALT POWERSHIFT™ Vibrators and (1) DEWALT POWERSHIFT™ Concrete Power Screed; US average grid output emission rates and grid loss based on the US EPA's eGRID2022 database, published Jan. 30, 2024 ([epa.gov/eGRID](https://www.epa.gov/eGRID)); fuel emissions factors based on the U.S. Energy Information Administration's Carbon Dioxide Emissions Coefficients for finished motor gasoline, published Sep. 7, 2023 ([eia.gov](https://www.eia.gov)).



This groundbreaking line of battery powered concrete tools optimizes the workflow of concrete jobsites through high powered electrification. Designed to meet the critical needs of concrete professionals—power, runtime, and ergonomics—DEWALT POWERSHIFT™ allows users to transition away from gas-powered equipment without compromising productivity and performance. Tools include a plate compactor, rammer, two vibrators, power screed, and core drill. Powered by the DEWALT POWERSHIFT™ 554 Wh battery (sold separately), the system is backed by DEWALT's portfolio of complementary tools, accessories, and technology.

### Rapid Uptake by Industrial Customers

Well received following its launch at the World of Concrete industry event in early 2024, this line saw rapid uptake by customers who enjoy the “no gas, no cords, no job too big” performance and runtime.

### Delivering Efficiency

The entire DEWALT POWERSHIFT product line incorporates ergonomics that flatten the learning curve for new users and high-performance for those transitioning away from the noise and fumes of gas-powered devices, delivering efficiency benefits across the jobsite. As with all DEWALT products, each product in the line was designed with the end user's performance demands in mind.

### Recognition

TIME magazine named DEWALT POWERSHIFT™ one of the Best Inventions of 2024 in its “Sustainability” category—one of the year's top 200 new products that are making the world better and smarter. Popular Science, Concrete Contractor, and Equipment Today also named DEWALT POWERSHIFT™ a top product of 2024, and Popular Mechanics has named the POWERSHIFT Plate Compactor to its Tool Awards 2025.

## PRODUCTS COMBINING PRODUCTIVITY, POWER AND SUSTAINABILITY

### DEWALT Converge Concrete Curing Sensor

An innovative, wireless concrete sensor powered by Converge, a leading concrete material and operations optimization company, the DEWALT Converge Concrete Curing Sensor lets the contractor know exactly when the concrete has cured and is ready for the next phase of construction. The real-time concrete curing data includes milestone alerts, materials performance analytics, AI predictions, and Building Information Modeling (BIM) integration—viewable from any connected mobile device—and can be used to tailor the exact amount of cement needed in the mixture. This allows concrete professionals to begin work sooner as users can directly measure hardening rather than relying on estimation, and in addition, to tailor the exact amount of cement needed in the mixture which helps reduce unnecessary carbon emissions.



### DEWALT Biobased Lubricants Product Line Expands

The #1 best selling bar-and-chain oil on a leading e-commerce platform<sup>1</sup>, our DEWALT biodegradable bar and chain oil and related lubricants are formulated to help reduce environmental impact without compromising on lubrication and protection. Expanding the line, we recently launched a Trimmer + Blade Oil, and a 4 Cycle Oil (SAE approved 10W-30) that can be used in your motor vehicle. Proudly made with soy grown in the USA, this suite of biobased oils represent a significant innovation in rapidly renewable and biodegradable solutions to traditionally petroleum-based tool lubricants. We are taking steps within our own operations to expand the use of biobased lubricants across broader applications.



### DEWALT XR 8 Ah Battery

By delivering 50% more power and a longer lifespan<sup>2</sup>, our new battery pack accelerates the shift from gas to electric by demonstrating that high performance and improved sustainability can go hand in hand. The battery joins the XR® portfolio comprised of the high performance line of 20V MAX\* batteries and power tools from DEWALT.

\* Maximum initial battery voltage (measured without a workload) is 20 volts. Nominal voltage is 18.

<sup>2</sup> In regards to 50% more power: 50% more power: vs. DEWALT DCB208 battery, not in application. In regards to longer lifespan: Based on charge cycles vs. DEWALT DCB208 battery.





# Advancing Circular Design

Our approach to circular design seeks to optimize material use with the added benefit of driving cost savings and productivity. We are building on our progress in evolving our packaging toward renewable and recyclable materials, including innovative and user-friendly applications that revitalize an old standby: cardboard. This is a collaborative effort across our business ecosystem, energized by the people of Stanley Black & Decker.

## Circular Design Priorities

Our focuses for circular design are to:

- 1. Remove problematic plastics<sup>4</sup>
- 2. Transition to recycled content
- 3. Improve recyclability

## Our Packaging Progress

We established a Company policy in 2023 to accelerate the removal of problematic plastics from our packaging and in our product design, building on efforts initiated years earlier. Since 2020, we have removed over 2.2 million pounds of such plastic from our packaging. This includes having converted nearly all DEWALT battery packaging to recyclable materials—primarily cardboard. Our efforts and priorities are informed by, and continue to evolve with, applicable regulatory requirements as well as our customers' expectations.

## PATHWAY TO ESTABLISHING A SPECIFIC, MEASURABLE IMPACT OBJECTIVE

We continue to make progress toward developing a specific, measurable impact objective for circular design focused on packaging with a commitment expected by year-end 2025. We currently have a team of data technologists evaluating our extensive product offerings at the SKU level, cataloging all of the packaging components and associated data attributes (e.g., material type, weight) to facilitate further analysis and reporting. Subsequently, our packaging and sustainability teams plan to work together to structure and articulate a public goal on packaging circularity improvement, and implement corresponding policies and procedures across the Company.

## HIGH ENERGY BATTERY RECYCLING

Powering a sustainable future means using more high energy batteries. This places unique demands on recycling infrastructure to help keep people, property, and the environment safe once those batteries reach end of life.

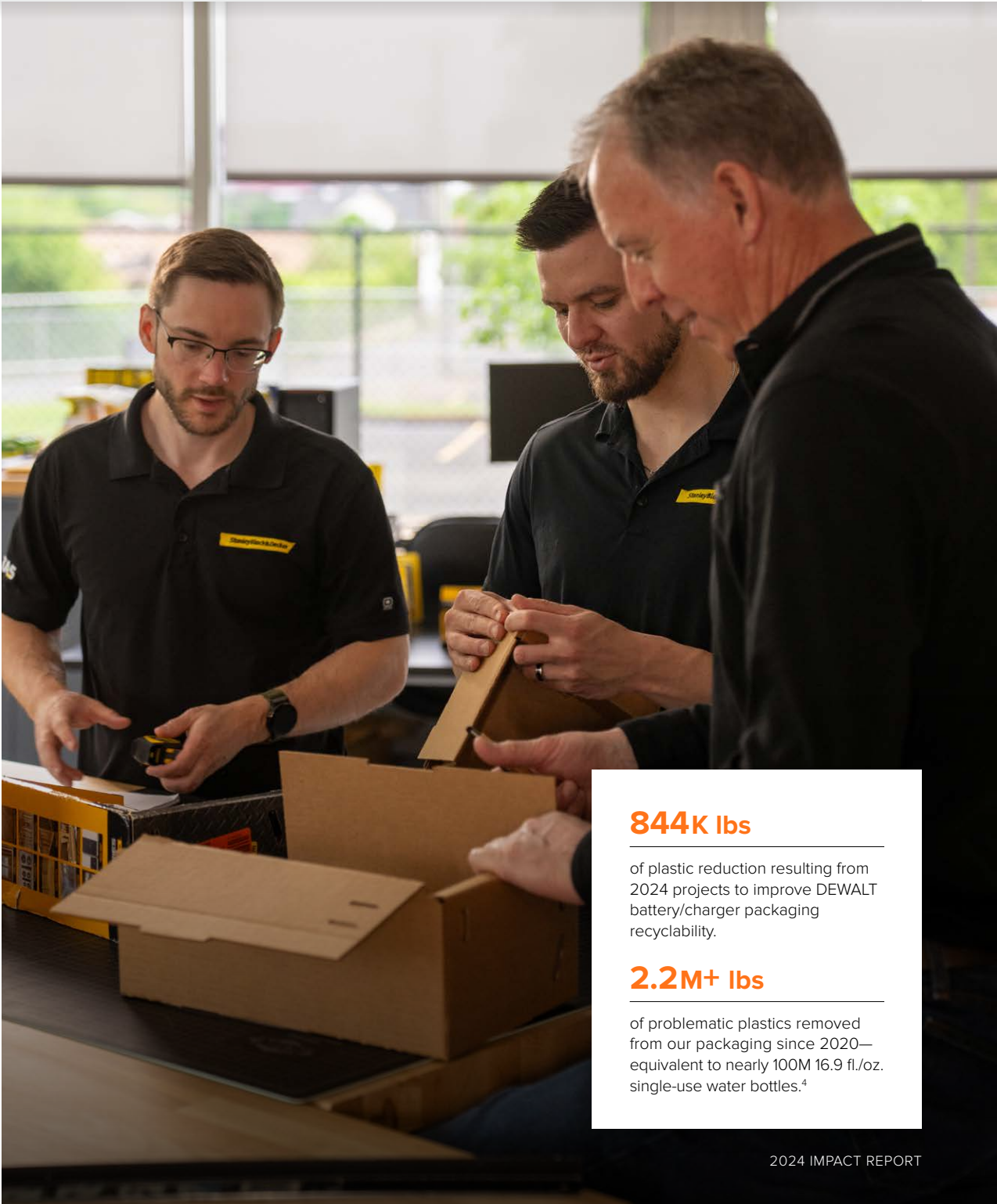
Our collaboration with Call2Recycle is helping to meet that challenge. Our Company is a contributor to the Call2Recycle High Energy Battery Recycling Program that facilitates the safe collection and responsible recycling of batteries designed to deliver more than 300 watt hours, such as our DEWALT POWERSHIFT™ batteries.

“

In our transition to more sustainable materials, we've made great progress, particularly in regard to sustainable packaging. Our team is demonstrating how even cardboard can drive transformative impact—not only by making our packaging fully recyclable, but also by optimizing unit design to allow us to ship more product efficiently.”



**RICARDO MUNOZ**  
Chief Engineering & Technology Officer



844K lbs

of plastic reduction resulting from 2024 projects to improve DEWALT battery/charger packaging recyclability.

2.2M+ lbs

of problematic plastics removed from our packaging since 2020—equivalent to nearly 100M 16.9 fl./oz. single-use water bottles.<sup>4</sup>





# Planet

The energy efficiency improvements we are driving across our business are intended to help lower our long-term operating costs while delivering other tangible benefits. We continue to make progress across our global enterprise toward reducing our overall operational environmental footprint, including increasing energy efficiency and reducing emissions and waste.

“

Investing in energy efficiency drives value for our stakeholders while helping to reduce our emissions and decarbonizing our operations. We see these efforts as an opportunity to continuously improve our operations and support our bottom line. Investing in sustainability yields tangible results from a number of angles.”



**JASON LARRY**  
VP Engineering and Property Services

## Reducing Operational Emissions

Our supply chain transformation strategy focuses on improving our ability to serve customers through reduced lead times and facility resilience. To meet these customer demands, we continue to invest in our facilities, including in more resilient, efficient and clean power sources, while always considering additional sources of energy. Based on an uptick in sustainability inquiries, we believe our customers increasingly see this as a value proposition, especially for those who value more sustainable upstream suppliers as they work to reduce their own carbon footprints.

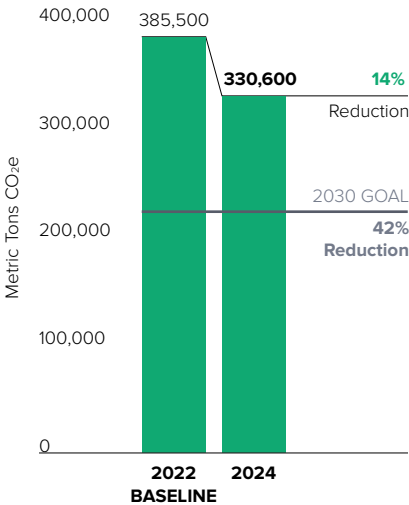
### Decarbonizing Our Operations

We continue to make progress toward achieving our Scope 1 and 2 reduction Science-Based Targets.

**~54,800mT CO<sub>2</sub>e**

reduction in Scope 1 and 2 emissions from 2022 baseline.<sup>5</sup>

Scope 1 & 2 Progress to Goal



### SPOTLIGHTS

#### Harnessing Waste Heat to Generate Power at U.S. Outdoor Manufacturing Plant

There's more to energy innovation than solar and wind renewables. An employee-generated initiative created to capture heat from a furnace/burnoff-oven to drive a turbine—turning waste heat into electric power—is slated to launch in 2025 at our manufacturing site for outdoor equipment in Martin, TN. This innovation will operate without the use of additional fuel, generate no additional emissions, and is estimated to save 426K kWh while avoiding 135 MT CO<sub>2</sub>e in year one.

“

We're in a new era of safety, productivity, and waste and carbon efficiency as we advance outdoor manufacturing toward more sustainable and efficient operations. Our ongoing efforts, such as the project to convert waste heat into electrical power, demonstrate our commitment to optimizing the carbon efficiency of our facility and embracing innovative technologies.”



**TIM MCCOLLUM**  
Plant Manager,  
Martin, TN, facility,  
Tools & Outdoor

#### “Treasure Hunt” Decarbonization Program<sup>14</sup>

This employee-led program is designed to advance carbon efficiency from the ground up across our manufacturing and distribution sites. Employees are encouraged to bring their ideas and insights forward to reduce long-term costs and our global carbon footprint. Some common projects include updating lighting with LEDs, electrifying forklifts, fixing air compressor leaks, HVAC repairs/cleaning, and automatic switches that turn things on/off as workflows demand.

**165+**

energy efficiency projects identified by employees in grassroots engagement campaign

**22**

projects identified for implementation

#### East Longmeadow, MA, Plant's Solar Panel Installation

This new solar project, a ground-mount and carport style system using STANLEY NeoBolt fasteners on the carport roofs, broke ground in 2024 and is scheduled for launch in 2025. It is expected to deliver the following:

**3.8MW**

power capacity

**1,846 MT**

of carbon reduction in year one

**>\$270k**

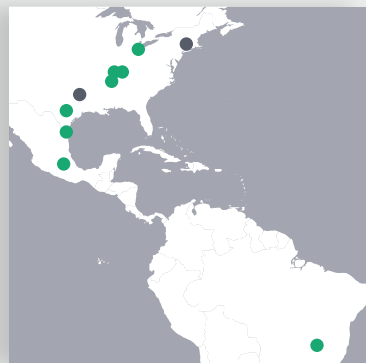
electrical savings for the site in year one



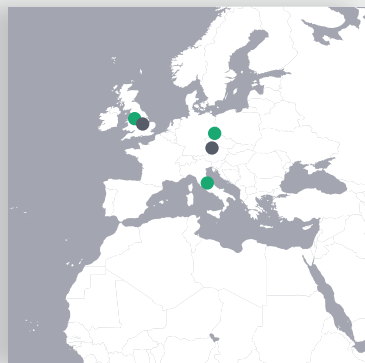
## Reducing Our Environmental Impact Around the World

We continue to invest in projects and initiatives within our global footprint that bring us closer to our goals on emissions and waste reduction.

### North and South America



### Europe



### Asia



- Manufacturing/Distribution facility with 2024 environmental project
- ZWTL facility achieved in 2024

## Zero Waste to Landfill<sup>6</sup>

Our efforts to reduce landfill waste globally continue as we identify and deploy strategies aligned with our priority impact objective of achieving Zero Waste to Landfill (ZWTL). We are working to achieve this through a multiyear strategy, collaborating cross-functionally with our EHS, facilities, and sourcing partners as well as key waste and recycling suppliers. We continue to make incremental progress in diverting waste from landfills, relying on sharing of best practices, management system enhancements, and third-party support and assurance.

**91%**

of waste diverted from landfill.

**40%**

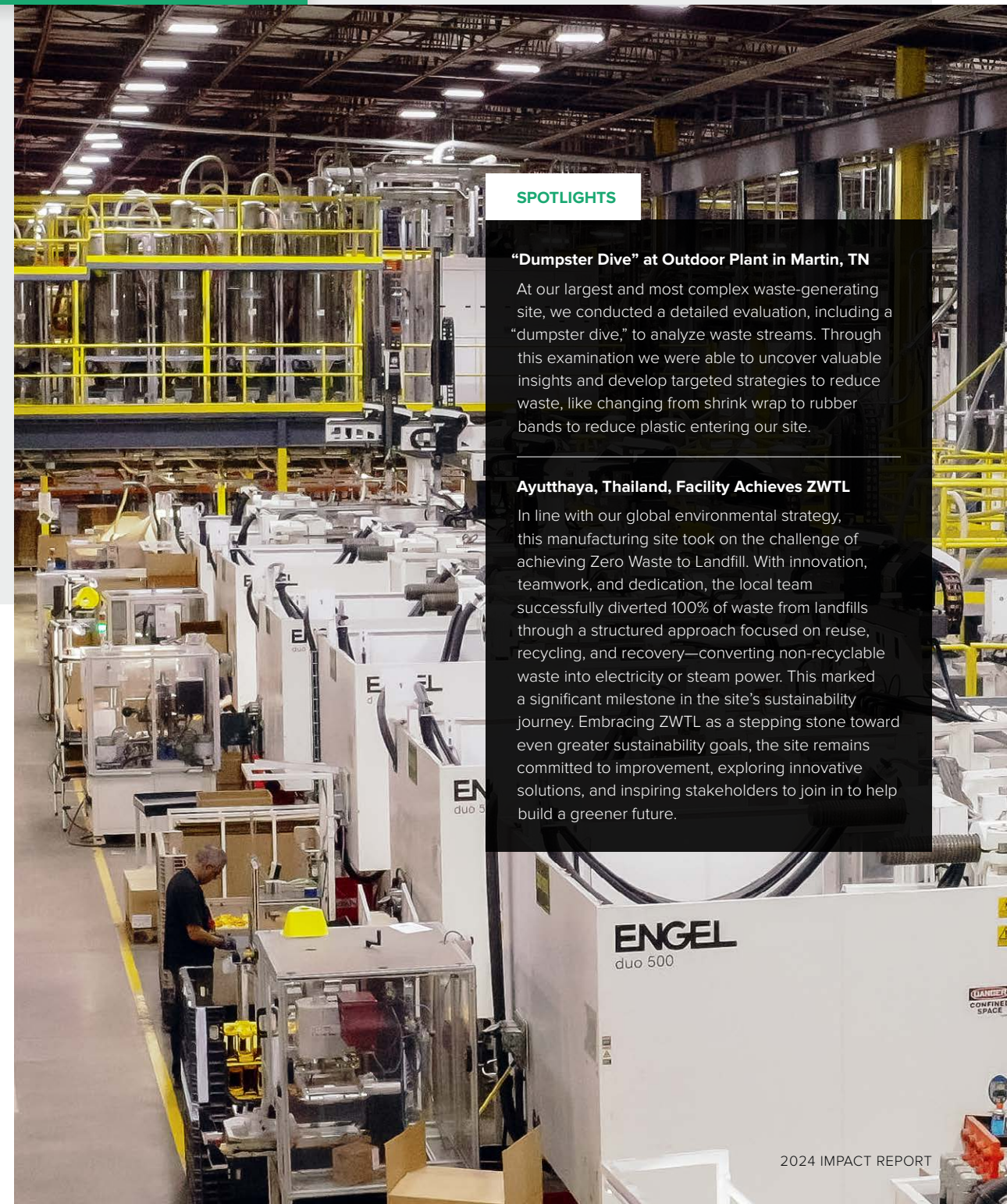
of sites with Zero Waste to Landfill status, of 100% goal by 2040.

“

By encouraging waste minimization throughout our manufacturing sites and distribution facilities, we are able to improve the efficiency of our operations. This has led to 40% of our sites achieving Zero Waste to Landfill status and we're excited to continue building on this progress in pursuit of 100% Zero Waste to Landfill across our operations, by 2040.”



**JOE ADAMS**  
VP, EH&S—EMEA APAC



### SPOTLIGHTS

#### “Dumpster Dive” at Outdoor Plant in Martin, TN

At our largest and most complex waste-generating site, we conducted a detailed evaluation, including a “dumpster dive,” to analyze waste streams. Through this examination we were able to uncover valuable insights and develop targeted strategies to reduce waste, like changing from shrink wrap to rubber bands to reduce plastic entering our site.

#### Ayutthaya, Thailand, Facility Achieves ZWTL

In line with our global environmental strategy, this manufacturing site took on the challenge of achieving Zero Waste to Landfill. With innovation, teamwork, and dedication, the local team successfully diverted 100% of waste from landfills through a structured approach focused on reuse, recycling, and recovery—converting non-recyclable waste into electricity or steam power. This marked a significant milestone in the site's sustainability journey. Embracing ZWTL as a stepping stone toward even greater sustainability goals, the site remains committed to improvement, exploring innovative solutions, and inspiring stakeholders to join in to help build a greener future.





# Governance

The Corporate Governance Committee and the Board are committed to managing the Company with integrity and strong corporate governance to generate long-term value for all of our stakeholders.

## Corporate Governance Highlights

Our Corporate Governance Guidelines, Restated Certificate of Incorporation, as amended, and Bylaws are regularly reviewed and updated to incorporate robust governance practices and regulatory updates, including the following practices:

GOVERNANCE PRINCIPLE	CORPORATE GOVERNANCE PRACTICE
Accountability to Shareholders	<ul style="list-style-type: none"><li>• Only one class of common stock, with one vote per share</li><li>• Annual director elections, with majority standard for uncontested elections, and director resignation policy</li><li>• Proxy access, allowing eligible long-term shareholders holding 3% or more of our outstanding shares of common stock to include nominations for directors in the Company’s Proxy Statement</li><li>• No shareholder rights (“poison pill”) plan</li><li>• Shareholder right to act by written consent and to amend Bylaws by a majority vote</li><li>• Shareholders representing 25% of voting power may call special meeting</li></ul>
Robust Board Independence	<ul style="list-style-type: none"><li>• Independent Board Chair<sup>16</sup></li><li>• All directors are independent, other than our CEO<sup>16</sup></li><li>• Independent directors meet in executive session at each regularly scheduled Board and committee meeting</li></ul>
Comprehensive Board Policies and Practices	<ul style="list-style-type: none"><li>• Committed to balanced Board refreshment with five of the independent directors first appointed in the last four years and a mixture of various tenures</li><li>• Director overboarding policy that establishes directors may serve on no more than four other public company boards (or one other public company board for the CEO)</li><li>• Mandatory director retirement at age 75 to support efficient succession planning</li><li>• Annual Board and committee self-assessments to review effectiveness</li><li>• Full Board reviews sustainability strategies and goals as a component of our annual strategic plan review process while the Corporate Governance Committee provides director oversight of the Company’s sustainability policies, objectives and practices, except to the extent specifically allocated to another committee of the Board</li></ul>
Alignment of Interests with Long-Term Shareholders	<ul style="list-style-type: none"><li>• Policy adopted to prohibit the hedging or pledging of Company stock for all directors, executive officers and employees</li><li>• Robust stock ownership guidelines for directors and executive officers</li></ul>
Compensation Governance Aligns with Best Practices	<ul style="list-style-type: none"><li>• 2024 equity plan contains an annual limit on total director compensation</li><li>• No excise tax gross-ups under change in control agreements with executive officers or our equity plans and no tax gross-ups on perquisites, other than on relocation benefits</li><li>• Double trigger vesting provisions requiring both a change in control and qualifying termination of employment under our equity plans</li><li>• Recoupment (“clawback”) policies covering equity and cash compensation, both time- and performance-based, of all Section 16 Officers, including in compliance with Rule 10D-1 and related NYSE listing standards</li></ul>



# Board of Directors<sup>16</sup>



**ANDREA J. AYERS**  
Chair, Stanley Black & Decker, Inc.  
Retired President and Chief Executive Officer, Convergys Corporation



**DONALD ALLAN, JR.**  
President and Chief Executive Officer, Stanley Black & Decker, Inc.



**SUSAN K. CARTER**  
Retired Senior Vice President and Chief Financial Officer of Ingersoll Rand plc (now Trane Technologies plc)



**DEBRA A. CREW**  
Former Chief Executive of Diageo plc



**JOHN L. GARRISON, JR.**  
Former Chairman, President and Chief Executive Officer of Terex Corporation



**MICHAEL D. HANKIN**  
Co-President and Co-Chief Executive Officer, Brown Advisory Incorporated



**ROBERT J. MANNING**  
Retired Chairman and Chief Executive Officer, MFS Investment Management



**ADRIAN V. MITCHELL**  
Former Chief Operating Officer and Chief Financial Officer, Macy's, Inc.



**JANE M. PALMIERI**  
President, Industrial Intermediates & Infrastructure, Dow Inc.

## DIRECTOR AGE AND TENURE



1 <1 Year    3 1–5 Years    5 ≥6 Years

90%

**INDEPENDENT DIRECTORS**  
Fully Independent Audit, Governance, Compensation and Finance Committees

5

**INDEPENDENT DIRECTORS WERE ADDED IN PAST 4 YEARS**  
Independent Chair or Independent Lead Director Since 2000

4.9 Years

**AVERAGE TENURE**

60 Years

**AVERAGE AGE**





# Skills Matrix

The following chart sets forth the primary factors which the Board believes are important to the Company’s business and industry and which the Corporate Governance Committee relied on in connection with identifying and recommending individuals to serve as directors. While marked qualifications, skills and experiences indicate strong expertise or experience in the applicable category or categories, it does not necessarily mean the director is an “expert” in that area, and the absence of a mark does not mean that a particular director does not possess that qualification, skill or experience.

# Skills and Experience<sup>17</sup>

		Donald Allan, Jr.	Andrea J. Ayers	Susan K. Carter	Debra A. Crew	John L. Garrison Jr.	Michael D. Hankin	Robert J. Manning	Adrian V. Mitchell	Jane M. Palmieri
SENIOR LEADERSHIP										
Current Executive (Non-Public Company CEO)	Provides current insight into the best practices and challenges of leading a complex organization.						✓			✓
Public Company CEO Experience (Current and Former)	Provides insight into effectively leading a complex organization like ours with transparency and integrity.	✓	✓		✓	✓				
BUSINESS OPERATIONS										
Finance/Accounting/Capital Allocation Experience	Enables effective monitoring of the Company’s financial reporting and control environment; assessment of its financial performance; and supporting appropriate shareholder returns.	✓		✓			✓	✓	✓	
Legal/Regulatory/Government Affairs	Enhances understanding of the impact and risks of legal and regulatory matters and public policy issues.				✓	✓	✓			
Manufacturing/Logistics/Supply Chain/Global Operations	Enhances the Board’s ability to oversee cost-effective, technology-driven manufacturing and logistics processes and facilitates assessment of the Company’s complex, international operations.	✓		✓		✓				✓
Sales/Marketing/Brand Management	Provides insights into the sales and marketing process and increasing the perceived value of our brands in the marketplace.				✓					✓
RISK & RESILIENCE MANAGEMENT										
Risk Management	Important to the identification, oversight and mitigation of significant risks.	✓		✓			✓	✓	✓	
Cybersecurity Experience	Provides insight to the Board as it oversees the Company’s cyber risk management program in an evolving environment.			✓			✓	✓		
Sustainability and Climate-Related Risk	Strengthens the Board’s oversight of environmental policies, initiatives and reporting.			✓			✓	✓		✓
STRATEGIC DEVELOPMENT										
Product Development	Provides insights into ideation, research and development, and commercialization of products and services.				✓	✓		✓		✓
Digital	Relevant to understanding and evaluating the Company’s efforts in areas such as eCommerce and data and analytics.			✓					✓	
Innovation/Technology	Enhances the Board’s ability to appraise our progress in executing the strategy of becoming known as one of the world’s leading innovators.		✓		✓				✓	
Strategic Transformation	Important in helping inform the Board’s oversight of the Company’s supply chain improvements and streamlining and simplification initiatives.	✓	✓			✓				

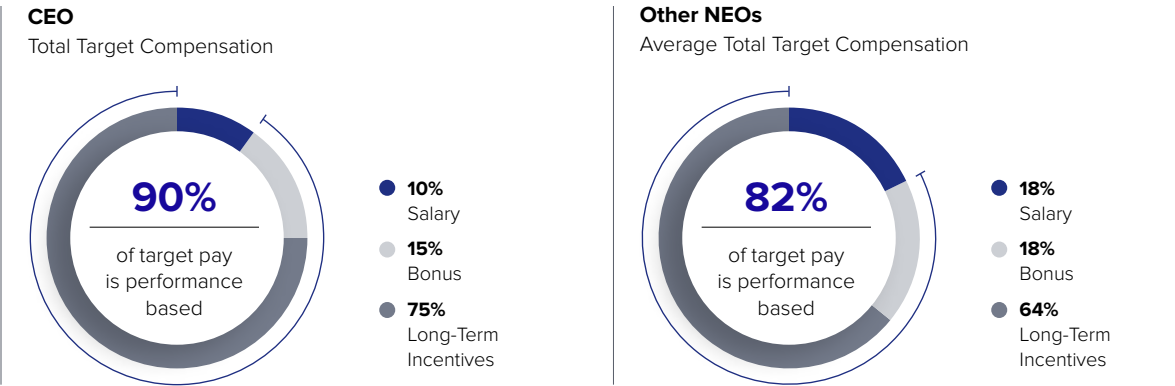


# Management Compensation

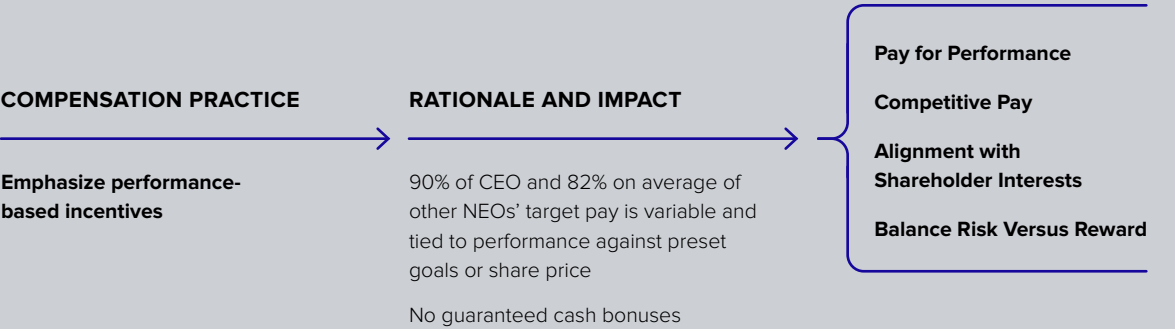
## Resulting Pay Mix for Our Named Executive Officers

Our executive compensation programs are designed to incentivize our executives to achieve or exceed pre-established, objective financial goals for the Company and deliver superior returns to our shareholders. As depicted in the charts below, 90% of our CEO's and an average of 82% of our other named executive officers'

target compensation opportunities for 2024 were variable and tied directly to the achievement of financial goals or share price performance. These charts include the target annual bonus opportunities and regular annual equity grants to our named executive officers during 2024.



## EXECUTIVE COMPENSATION PRACTICES LINKED TO OUR PHILOSOPHY



## EXECUTIVE COMPENSATION PHILOSOPHY TENETS

The primary tenets of our executive compensation philosophy are:

**Pay for Performance**

- A majority of annual and long-term compensation is performance based, directly linked to both absolute and relative Company performance against preset goals.
- Above-target compensation should be paid when performance exceeds goals, and below target compensation should be paid when performance falls short.

**Competitive Pay**

- To attract and retain high caliber executive talent, total target compensation for our named executive officers is generally aligned with the median of our Compensation Peer Group and published surveys.
- While focusing on the market median, the Compensation Committee retains the flexibility to set individual total compensation opportunities based on its assessment of performance, experience, service in current position, responsibilities, criticality of the role to the Company and/or retention risk.

**Alignment with Shareholder Interests**

- Interests of executives are aligned with long-term economic interests of shareholders through stock-based compensation, stock ownership requirements and performance metrics that drive share value.

**Balance Risk Versus Reward**

- Providing a competitive performance-based compensation package motivates executives to take actions aligned with our strategic objectives.
- Designing an appropriate incentive and pay governance structure mitigates compensation risk by disincentivizing excessively risky decisions.



# Shareholder Engagement Efforts

We are committed to regular, year-round proactive engagement with our shareholders to better understand their perspectives about our Company and the market generally.

In 2024, the Company invited shareholders representing approximately 60% of its shares outstanding to participate in discussions and continues to maintain an open dialogue with its shareholders. Shareholders representing greater than 40% of outstanding shares either accepted the Company’s invitation to have a formal discussion or replied indicating they were satisfied with

recent engagement and an additional meeting was not required. During the engagements, we discussed the Company’s strategy, Board composition and skill set, human capital management, risk management, sustainability strategy and executive compensation, among other topics. We maintain an active and open dialogue with our shareholders and communicate key feedback and questions to the Board and relevant committees, which informs their discussions and decisions. The Board and Company are proud of the Company’s track record of being responsive to shareholder feedback as outlined in the table below:

Shareholder Feedback	Board and Company Actions
<b>CORPORATE GOVERNANCE</b>	
Increase accountability and responsiveness to shareholders Eliminate supermajority vote requirements	Amended governance documents to: <ul style="list-style-type: none"><li>• Adopt majority vote standard for uncontested director elections, including a director resignation policy</li><li>• Eliminate supermajority voting requirements</li><li>• Permit shareholder action by written consent</li><li>• Proactively lower the minimum threshold for shareholders to call a special meeting from 35% to 25%</li><li>• Adopt annual elections for all directors</li></ul>
Evaluate regular Board refreshment and appropriate composition, skills and expertise	<ul style="list-style-type: none"><li>• Five of the independent director nominees were first appointed in the last four years</li><li>• Recently added board members bring perspectives critical to the Company’s business and industry in areas such as finance and risk management, operations and supply chain, sales and marketing, analytics and digitization, technology and innovation, transformation experience and capital allocation</li></ul>
<b>EXECUTIVE COMPENSATION</b>	
Increase percentage of performance-based compensation pay elements Reinforce execution of Global Cost Reduction Program in executive compensation program Evaluate inclusion of Adjusted EPS as a metric in both MICP (annual bonus program) and LTIP Increase focus on absolute amount of Free Cash Flow and balance sheet health	<ul style="list-style-type: none"><li>• 90% of CEO target pay was variable and tied to performance against preset goals or share price</li><li>• Added a transformation modifier to the 2023 MICP, based upon achievement against goals under our Global Cost Reduction Program, which was replaced by the adjusted gross margin modifier for the 2024 MICP</li><li>• Eliminated the use of Adjusted EPS as a metric in the 2023–2025 LTIP PSUs and future cycles and replaced it with Relative Organic Sales Growth versus Market for the 2023–2025 and 2024–2026 LTIP PSUs</li><li>• Adopted a Free Cash Flow metric (calculated as operating cash flow less capital and software expenditures) in place of the historical cash flow multiple of net earnings metric in 2023</li></ul>
<b>SUSTAINABILITY</b>	
Incorporate sustainability strategy within the business model	<ul style="list-style-type: none"><li>• Refined sustainability goals to reflect current business portfolio and to align with the business strategy of a more focused company</li></ul>



### Cybersecurity

The Company has a comprehensive cybersecurity program to assess, identify and manage risks from cybersecurity threats that may result in adverse effects to the confidentiality, integrity, and availability of its information systems and oversee compliance with applicable regulatory, operational, and contractual requirements.

For information about our cybersecurity oversight and risk management, please see our [2024 Form 10-K](#).





# Appendix

Stanley Black & Decker’s 2024 Impact Report updates stakeholders on our strategies and progress toward our commitments. This report has been prepared with reference to the GRI Universal Standards. We also publish disclosures under the SASB section, Industrial Machinery and Goods.

## About This Report

This report contains “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements other than statements of historical fact are “forward-looking statements” for purposes of federal and state securities laws, including, but not limited to, any statements about the Company’s future financial results, commitments, goals, targets, objectives, aspirations, or expectations regarding sustainability, inclusion and employee engagement, environmental matters, corporate responsibility, and our employees, policies, business opportunities, and risks; and any statements of assumptions underlying any of the foregoing. Forward-looking statements may include, among others, the words “may,” “believe,” “aim,” “will,” “estimate,” “intend,” “could,” “project,” “plan,” “continue,” “expect,” “strive,” “realize,” “anticipate,” “run-rate,” “annualized,” “goal,” “objective,” “target,” “design,” “commit,” “commitment,” “initiatives,” or any other similar words. Although the Company believes that the expectations reflected in any of its forward-looking statements are reasonable, actual results could differ materially from those projected or assumed in any of its forward-looking statements. Forward-looking statements in this report speak only as of the date hereof, and forward-looking statements in documents that are referenced herein speak only as of the date of those documents. Any forward-looking statements are subject to change and to inherent risks and uncertainties, such as those disclosed or incorporated by reference in the Company’s filings with the Securities and Exchange Commission. The Company does not undertake any obligation or intention to update or revise any forward-looking statements, whether as a result of future events or circumstances, new information or otherwise, except as required by law.

Each of the forward-looking statements we make in this report or in documents referenced herein involves risks and uncertainties that could cause actual results to differ materially from these forward-looking statements. Factors that might cause the Company’s actual results, performance and achievements, or industry results to differ materially

from estimates or projections contained in its forward-looking statements include, but are not limited to, legal and regulatory developments, stakeholder engagement, climate conditions or events, changes in macroeconomic conditions, changes in customer preferences and demand, changes in technology, and those set forth in the Company’s Annual Report on Form 10-K and Quarterly Reports on Form 10-Q, including under the headings “Risk Factors,” “Management’s Discussion and Analysis of Financial Condition and Results of Operations” and in the Consolidated Financial Statements and the related Notes.

Information included in, and any issues identified as material or any derivatives of the word material for purposes of, this report may not be considered material for other reporting purposes, including pursuant to regulatory reporting regimes in the U.S., UK, Europe and other jurisdictions, as well as voluntary reporting frameworks. Within the context of this report, the term “material” (or any derivatives of the word material) is distinct from, and should not be confused with, any such term as defined for statutory, governmental, voluntary, or other reporting purposes. Website references and hyperlinks throughout this report are provided for convenience only, and the content on the referenced websites is not incorporated by reference into this report, nor does it constitute a part of this report.

While the Company is actively working to achieve its sustainability goals, the goals set forth in this report or in documents referenced herein are forward-looking statements that reflect expectations only as of the date of this report not historical facts or guarantees of future performance, achievement, or results. There is no guarantee that the Company will meet its goals, objectives, targets, aspirations, commitments, estimates, or increasing stakeholder sustainability expectations. In addition, historical, current, and forward-looking information included in this report may be based on standards and practices for measuring progress that are still developing, diligence, internal controls and processes that continue to evolve, current or historical goals, objectives, targets, aspirations, commitments, or estimates, data, certifications, or representations provided or reviewed

by third parties, including information from acquired entities that is incomplete, subject to ongoing review, has not yet been integrated into the Company’s reporting processes, or, once integrated, is not reconcilable with such processes, and assumptions that are subject to change. Accordingly, such historical, current, and forward-looking information or underlying assumptions may be subject to modifications in future reports or change at any time without notice due to such developing standards, practices, and controls and processes. The Company undertakes no obligation to update or revise any forward-looking or other statements, whether as a result of new information, future events, or otherwise, and notwithstanding any historical practice of doing so. Certain sustainability-related historical data for dates and periods prior to 2024 presented, discussed, referenced, or otherwise included in this report has been revised to reflect updates made as a result of our internal review processes, acquisition and divestiture activity, and developing standards, practices, controls, and processes. Readers are cautioned not to place undue reliance on any such information set forth in this report. Any reference to the Company’s support of a third-party organization within this report does not constitute or imply an endorsement by the Company of any or all of the positions or activities of such organization. The Company’s franchisees and suppliers are independent business owners who make decisions for their own organizations while maintaining core standards for our brand and customer satisfaction. The Company cannot prescribe solutions for them. The Company works with suppliers to identify objectives and targets, monitor progress, and engage collaboratively on shared innovation opportunities and challenges. Through self-managed excellence, suppliers are encouraged to identify and manage key sustainability risks and opportunities within their own companies, and incorporate relevant goals into their business strategies.





# Impact Performance Data

Indicators	Units	2022	2023	2024
EMISSIONS AND ENERGY				
Emissions				
Scope 1	Metric Tons CO <sub>2</sub> e	116,846	104,121	101,044
Scope 2—Location Based	Metric Tons CO <sub>2</sub> e	286,121	271,607	290,890
Scope 2—Market Based	Metric Tons CO <sub>2</sub> e	268,650	186,614	229,575
Scope 3—Category 1—Purchased Goods & Services	Metric Tons CO <sub>2</sub> e	11,090,785	8,538,321	8,882,358
Scope 3—Category 4—Upstream T&D	Metric Tons CO <sub>2</sub> e	545,053	489,881	415,503
Scope 3—Category 11—Use of Sold Products	Metric Tons CO <sub>2</sub> e	7,154,166	5,420,054	4,682,688
Total Emissions—Upstream Scope 3	%	56%	56%	60%
Total Emissions—Downstream Scope 3	%	42%	42%	38%
Total Emissions—Operational Scope 1 and 2	%	2%	2%	2%
Energy				
Renewable Energy	%	—	18%	12%
Non-Renewable Energy	%	—	82%	88%





IMPACT PERFORMANCE DATA

Indicators	Units	2022	2023	2024
WASTE AND WATER				
Water				
Water Withdrawals	Gallons	—	505,960,345	505,140,433
Waste				
Waste	Metric Tons	—	147,385	130,610
Hazardous Waste	Metric Tons	—	5,145	5,652
Total sites with Zero Waste to Landfill status	%	—	37%	40%
Waste Disposition—Diverted from Landfill	%	—	91%	91%
Waste Disposition—Landfill	%	—	9%	9%
OCCUPATIONAL HEALTH AND SAFETY				
Total Recordable Incident Rate	# of recordable injuries or illness cases x 200,000 hours)/hours worked for the year	—	0.74	0.62
Lost Time Injury Rate	# of lost time injuries or illness cases x 200,000 hours)/hours worked for the year	—	0.23	0.23
Fatalities	Employees, Temporary and Agency Workers	—	0	0
Recordable Injury/Illness	Year-over-year decrease %	—	22%	18%
Recordable Injury/Illness	#	—	447	366
Lost Time Injury/Illness	#	—	138	136
Lost Days due to Injury/Illness	#	—	5,075	3,666
Work Hours	Millions	—	121.2	118.4
Headcount	Employees	—	50,500	48,500





# GRI Index

## GENERAL DISCLOSURES

Statement of use	Stanley Black & Decker, Inc. has reported the information cited in this GRI content index for the period January 1, 2024 through December 31, 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Disclosure	GRI Disclosure Title	Stanley Black & Decker Response
THE ORGANIZATION AND ITS REPORTING		
2-1	Organizational details	Stanley Black & Decker, Inc. is a publicly traded company listed on the New York Stock Exchange. Stanley Black & Decker’s global headquarters are located in New Britain, Connecticut USA. Refer to our <a href="#">2024 10-K Report, Exhibit 21</a> for countries of operation.
2-2	Entities included in the organization’s impact reporting	Refer to our <a href="#">2024 10-K Report, Exhibit 21</a> for countries of operation.
2-3	Reporting period, frequency and contact point	Sustainability reporting period and frequency: Calendar year 2024, Annual Fiscal year: December 31, 2023 to December 28, 2024 Difference in sustainability reporting period vs. fiscal year is due to the reporting schedules for our sustainability data. Contact point: <a href="mailto:investorrelations@sbdinc.com">investorrelations@sbdinc.com</a>
2-4	Restatements of information	Refer to the Endnotes and “About this Report” section of our 2024 Impact Report
2-5	External assurance	Refer to our <a href="#">2024 Assurance Statement</a>
ACTIVITIES AND WORKERS		
2-6	Activities, value chain and other business relationships	Refer to our <a href="#">2024 10-K Report</a> —Part 1, Item 1
2-7	Employees	Refer to our <a href="#">2024 10-K Report</a> —Part 1, Item 1 and the latest EEO-1 Report on the “Resources & Policies” section of our website at <a href="http://www.stanleyblackanddecker.com">www.stanleyblackanddecker.com</a>
2-8	Workers who are not employees	Refer to our <a href="#">2024 10-K Report</a> —Part 1, Item 1



GRI INDEX

GRI Disclosure	GRI Disclosure Title	Stanley Black & Decker Response
GOVERNANCE		
2-9	Governance structure and composition	Refer to the Governance section of our 2024 Impact Report, <a href="#">pgs. 13–17</a> , and the “Corporate Governance” section of our <a href="#">Proxy Statement</a>
2-10	Nomination and selection of the highest governance body	Refer to the “Board of Directors” section of our <a href="#">Proxy Statement</a>
2-11	Chair of the highest governance body	Refer to the “Corporate Governance” section of our <a href="#">Proxy Statement</a>
2-12	Role of the highest governance body in overseeing the management of impacts	Refer to <a href="#">pg. 17</a> in the Governance section of our 2024 Impact Report and the “Corporate Governance” section of our <a href="#">Proxy Statement</a>
2-13	Delegation of responsibility for managing impacts	Refer to the “Corporate Governance” section of our <a href="#">Proxy Statement</a>
2-14	Role of the highest governance body in impact reporting	Refer to the “Corporate Governance” section of our <a href="#">Proxy Statement</a>
2-15	Conflicts of interest	Refer to the “Corporate Governance” section of our <a href="#">Proxy Statement</a>
2-16	Communication of critical concerns	Refer to the “Corporate Governance” section of our <a href="#">Proxy Statement</a>
2-17	Collective knowledge of the highest governance body	Refer to the “Corporate Governance” section of our <a href="#">Proxy Statement</a>
2-18	Evaluation of the highest governance body’s performance	Refer to the “Corporate Governance” section of our <a href="#">Proxy Statement</a>
2-19	Remuneration policies	Refer to the “Compensation Discussion & Analysis” and “2024 Executive Compensation” sections of our <a href="#">Proxy Statement</a>
2-20	Process to determine remuneration	Refer to the “Compensation Discussion & Analysis” and “2024 Executive Compensation” sections of our <a href="#">Proxy Statement</a>
2-21	Annual total compensation ratio	Refer to the “Compensation Discussion & Analysis” and “2024 Executive Compensation” sections of our <a href="#">Proxy Statement</a>
STRATEGY, POLICIES AND PRACTICES		
2-22	Statement on sustainable development strategy	See Message from our CEO on <a href="#">pg. 3</a> of our 2024 Impact Report
2-23	Policy commitments	Refer to our Code of Business Ethics and Human Rights Policy Statement on the “ <a href="#">Governance Documents</a> ” <a href="#">section of our website</a> ; additional policies can be found under “ <a href="#">Resources &amp; Policies</a> ” on our website at <a href="#">www.stanleyblackanddecker.com</a>
2-24	Embedding policy commitments	Refer to our <a href="#">Code of Business Ethics</a> , housed on the “Governance Documents” section of our website at <a href="#">www.stanleyblackanddecker.com</a>
2-25	Process to remediate negative impacts	Refer to our <a href="#">Code of Business Ethics</a> , housed on the “Governance Documents” section of our website at <a href="#">www.stanleyblackanddecker.com</a>
2-26	Mechanisms for seeking advice and raising concerns	Refer to our <a href="#">Code of Business Ethics</a> , housed on the “Governance Documents” section of our website at <a href="#">www.stanleyblackanddecker.com</a>
2-27	Compliance with laws and regulations	Refer to our <a href="#">2024 10-K Report</a>
2-28	Membership associations	Refer to our “ <a href="#">Policy Advocacy Disclosure</a> ” on the “Resources & Policies” section of our website at <a href="#">www.stanleyblackanddecker.com</a>
STAKEHOLDER ENGAGEMENT		
2-29	Approach to stakeholder engagement	Refer to <a href="#">pg. 17</a> in the Governance section of our 2024 Impact Report
2-30	Collective bargaining agreements	Refer to our <a href="#">2024 10-K Report</a> —Part 1, Item 1





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Topic	Accounting Metric	Code	Management Narrative	Accounting Metric Disclosure
Energy Management	1. Total Energy Consumed 2. Percentage Grid Electricity 3. Percentage Renewable	RT-IG-130a.1	Our strategy for more sustainable operations focuses on the responsible stewardship of our owned facilities. We continue to invest in renewable power sources like wind and solar, while working to improve efficiencies through capital investments, and evaluating additional tools like power purchase agreements and energy attribute certificates. We believe responsible stewardship can support fortifying energy independence and operations resilience. We believe our customers increasingly see this as a value proposition, especially for those who value more sustainable upstream suppliers as they work to reduce their own carbon footprints.	Scope 1 and location-based Scope 2 equal 391,934 MT CO <sub>2</sub> e. Expressed in terms of total energy consumption, this equates to 1,259,423 MWh's.  <a href="#">2024 Assurance Statement</a>  Percentage Grid Electricity: 88%  Renewable Energy: 12%  <a href="#">2024 Impact Report Pg. 11</a>
Employee Health and Safety	1. Total Recordable Incident Rate (TRIR) 2. Fatality Rate 3. Near Miss Frequency Rate (NMFR)	RT-IG-320a.1	The Company's Environmental, Health and Safety ("EHS") Management System describes the core elements of EHS responsibility and accountability, including policies and procedures that are referenced to global standards and in alignment with the Company's Code of Business Ethics, applicable laws, and site needs. In 2023 and 2024, the Company reinforced EHS as a key priority that applies to employees and operating locations worldwide, including manufacturing facilities, distribution centers, warehouses, laboratories, field service centers, retail locations, office locations and mobile units, as well as to the Company's subsidiaries. The Company drove several improvement efforts including an update of its EHS Management System to better align with its current organization. This enabled the Company to continue shifting from reactive to more proactive in risk recognition, assessment, and mitigation at all levels. Legal requirements and responses may vary in the different countries and local jurisdictions in which the Company's facilities are located. The Corporate EHS team develops technical and effective capabilities to enable strong performance at the Company's sites.	TRIR: 0.62  0 Fatalities in 2024  NMFR: 21.34 (Incidents/100 heads)  <a href="#">2024 Impact Report Pg. 6</a>  <a href="#">2024 Annual Report Form 10-K–Business–“Environment, Health and Safety”–Pg. 8</a>  <a href="#">Code of Business Ethics</a>
Fuel Economy and Emissions in Use-Phase	Sales-Weighted Fleet Fuel Efficiency for Medium- and Heavy-Duty Vehicles	RT-IG-410a.1	The use of our sold products accounts for a significant portion of SBD's total carbon emissions. Reducing emissions from the use of our sold products is driven by the electrification of our product lines across our Tools & Outdoor business. Electrification of these products dovetails with our market-back efforts to bring the latest innovations to our end users.	SBD does not sell medium- and heavy-duty vehicles and on-road engines, stationary generators, marine diesel engines, locomotive diesel engines, and other non-road diesel engines. For information on our work to improve emissions in our products and enable electrification and clean fuels for non-road equipment, refer to <a href="#">“Innovating For Our End Users”</a> within this Impact Report.  Sales-weighted fuel efficiency for non-road equipment: 1.02 Gal/Hr
	Sales-Weighted Fleet Fuel Efficiency for Non-Road Equipment	RT-IG-410a.2		
	Sales-Weighted Fleet Fuel Efficiency for Stationary Generators	RT-IG-410a.3		
	Sales-Weighted Emissions of: (1) Nitrogen Oxides, and (2) Particulate Matter (PM) for: (A) Marine Diesel Engines, (B) Locomotive Diesel Engines, (C) On-Road Medium- and Heavy-Duty Engines, and (D) Other Non-Road Diesel Engines	RT-IG-410a.4		



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Topic	Accounting Metric	Code	Management Narrative	Accounting Metric Disclosure
Material Sourcing	Description of the Management of Risks Associated with the Use of Critical Materials	RT-IG-440a.1	The raw materials required to manufacture our products are procured globally and are generally available from multiple sources at competitive prices. As part of the Company's Enterprise Risk Management, the Company has implemented a supplier risk mitigation strategy in order to identify and address any potential supply disruption or material scarcity issues associated with commodities, components, finished goods and critical services.	<a href="#">2024 Annual Report Form 10-K–Business–“Raw Materials”–Pg. 20</a> <a href="#">Annual Report Form 10-K - Business and Operational Risks–“The Company's business is subject to risks associated with sourcing, manufacturing and maintaining appropriate inventory levels.”–Pg. 24</a> Supplier Handbook
Remanufacturing Design and Services	Revenue from Remanufactured Products and Remanufacturing Services	RT-IG-440b.1	Our product reconditioning program is designed to provide a second life to thousands of returned products that come back to our retailers. We focus on implementing cost-effective and environmentally conscious methods of processing returned goods to reduce waste.	Revenue from Remanufactured Products and Remanufacturing Services: \$5.4M in the U.S. and the EU
Information on Product Category	Number of units produced by product category	RT-IG-000.A	The Company is a global provider of hand tools, power tools, outdoor products and related accessories, as well as a leading provider of engineered fastening solutions.	Proprietary
Information on Employees & Other Workers	Number of employees	RT-IG-000.B	As of December 28, 2024, the Company had approximately 48,500 employees in 60 countries. Approximately 33% of total employees were employed in the U.S. In addition, the Company had approximately 8,100 temporary contractors globally, primarily in operations.	Total Employees: 48,500 <a href="#">2024 Annual Report 10-K, Other Information, Pg. 22</a>



# Endnotes

- 1 The term “sustainability” throughout this report is intended to apply broadly beyond environmental sustainability to also encompass the sustainability of our business model, workforce, supply chain, operations, community presence, and so on.
- 2 To align with our goal, we have chosen to include only Scope 3 emissions from categories 1, 4, and 11. These categories represent the most significant emissions that we can effectively reduce through our decision-making processes. The Company’s infrastructure business was divested on April 1, 2024 and therefore all metrics in this report only reflect 2024 data through that date unless otherwise noted. The infrastructure business scope 1, scope 2 market-based, scope 2 location-based, and scope 3 (categories 1, 4, and 11) emissions included in this report were 3,128, 1,500, 1,508, and 139,196 metric tons of CO<sub>2</sub>e, respectively.
- 3 For the purpose of this goal, percentage “by spend” is measured against our spend with direct Tier 1 suppliers. To meet our criteria, a supplier’s target must cover Scope 1 and 2 emissions and follow a reduction trajectory over 5 to 15 years that aligns with the Paris Agreement’s “well below 2°C” pathway. Data reflects the percentage of direct suppliers, measured by spend, that have set Scope 1 and 2 emissions reduction targets that meet SBD criteria. As of the end of 2024, 30% of suppliers have approved targets. These figures are based on supplier reports and internal assessments.
- 4 Problematic plastics include polyvinyl chloride (PVC) and expanded polystyrene (EPS). Both are plastics commonly found in durable goods packaging.
- 5 Scope 1: All direct emissions from those activities under our control, stationary and mobile, including on-site fuel combustion such as gas-fire furnaces and boilers. Scope 2: Market-based indirect emissions from electricity purchased, accounting for renewable energy credits. The Company’s infrastructure business was divested on April 1, 2024 and therefore all metrics in this report reflect 2024 data from the infrastructure business only through that date unless otherwise noted. The infrastructure business scope 1, scope 2 market-based, scope 2 location-based, and scope 3 (categories 1, 4, and 11) emissions included in this report were 3,128, 1,500, 1,508, and 139,196 metric tons of CO<sub>2</sub>e, respectively.
- 6 Our Zero Waste to Landfill (ZWTL) performance includes waste reuse, recycling, and incineration, with energy recovery as part of our waste management strategy. Data represents the total number of sites achieving ZWTL status as of December 31, 2024. We have an established, internally driven ZWTL policy, along with specific achievement criteria. Our ZWTL goal applies to our manufacturing facilities and distribution centers where we have operational control.
- 7 All Impact Highlights are as of 2024 or reflect 2024 performance unless otherwise indicated.
- 8 Total recordable rate = (Number of recordable injuries or illness cases x 200,000 hours)/hours worked for the year.
- 9 Electric Outdoor is classified as any corded or cordless outdoor product sold in our portfolio. Other High Powered Products include: 1) Professional Brands such as DEWALT, Proto, Hustler, or STANLEY in the industrial space and 2) Any product with a battery-operated voltage greater than 20V Max such as Flexvolt @ 60V and Powershift.
- 10 Data reflects the total amount of plastic eliminated from product packaging in 2024 based on packaging redesign initiatives. Plastics include polyvinyl chloride (PVC) and expanded polystyrene (EPS). Both are plastics commonly found in durable goods packaging.
- 11 As of the publication date of this report, our biodegradable bar and chain oil is listed as a best seller on a leading e-commerce platform.
- 12 End-of-life recycling through our Call2Recycle program.
- 13 Data represents the total amount of waste diverted from landfill based on internal tracking and reporting systems, including through recycling programs and incineration with energy recovery.
- 14 We encourage employee participation in identifying and implementing projects to enhance energy efficiency at manufacturing and distribution sites, with examples including LED lighting upgrades, forklift electrification, air compressor leak repairs, HVAC maintenance, and installation of automatic switches. Data is based on internal program documentation and reports as of December 31, 2024.
- 15 Results from an online survey conducted in 2024 of 2,201 workers in the construction industry who work in concrete or masonry throughout the U.S. The sample consists of 900 skilled workers and 1,101 employees in management positions. The margin of error for the national sample is +/- 2 percentage points with a confidence level of 95 percent.
- 16 As of July 24, 2025.
- 17 As of April 25, 2025.





