

2025 IMPACT REPORT

# Operating with Discipline

**StanleyBlack&Decker**



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# Our Business

**Stanley Black & Decker** is a leading global manufacturer of tools, outdoor products and engineered fastening solutions that give builders and makers the means to make a difference. We are driven by our continuous pursuit of innovation to meet the evolving needs of our end users, strengthen our partnerships with customers and suppliers, and create a better, more sustainable world for the communities in which we operate.

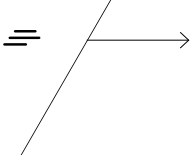
**~43,500**  
employees worldwide

**59**  
countries in which we operate

**100+**  
operating facilities<sup>1</sup>

<sup>1</sup>Includes both owned and leased sites.





## Dear Stakeholders,

At Stanley Black & Decker, our mission is clear: to build a world-class branded industrial company driven by innovation that empowers end users to solve their toughest challenges. Our path to responsible growth in pursuit of this mission is anchored by three core imperatives: activating brands with purpose, driving operational excellence and accelerating innovation. These priorities keep us focused on delivering reliable, high-performance solutions that our end users count on to build, repair and maintain the world. In today’s environment, stakeholders also expect those solutions to be delivered responsibly—through safer products, more efficient operations and a resilient supply chain. We are integrating sustainability into how we operate and innovate because it strengthens execution, reduces risk and supports long-term value creation.

### Activating Brands with Purpose

Our iconic brands represent more than tools—they are catalysts for progress. We take pride in our solutions that are designed to deliver quality, safety and productivity to our end users, while also helping to tackle the key challenges facing our industry. One of those key challenges is the critical shortage of skilled tradespeople needed to build the infrastructure for our rapidly growing world. To support closing this gap, we have contributed to numerous purpose-driven initiatives to recruit, educate and support people in the skilled trades. In 2025, we invested over \$7 million in our DEWALT Grow the Trades program, bringing our total contributions to \$27 million by the end of 2025, as we advance toward our commitment of \$60 million by 2030. These efforts not only support this critical need but are also synergistic with our business strategy to amplify our brands in the industry and sustain the future of the skilled trades.

### Driving Operational Excellence

Operational excellence is a mindset and a system that strengthens safety, quality, service and productivity and ensures we allocate resources to the highest-return work. We prioritize initiatives with measurable outcomes and clear payback. This discipline helps us build a resilient enterprise that can perform through environmental, economic and technological change, and it enables us to further reinvest in our brands and innovation.

As we improve efficiency across our footprint, we also reduce our environmental impact. In 2025, we further decreased our operational emissions footprint by 23% and recycled 93% of our waste. We also continued to support our suppliers in strengthening their efficiency, with 38% of suppliers now pursuing emissions reduction targets—an 8% increase over 2024. These achievements are driven by our commitment to a more resilient supply chain.

### Accelerating Innovation

Our end users expect solutions that raise the bar on productivity, safety and reliability—and we are accelerating our innovation engine to exceed those expectations. We are advancing our platform approach to move faster from idea to launch, scale what works across our core technology platforms and deliver purposeful differentiation where it matters most.

Sustainability is increasingly part of what “best” means for our customers: safer products, reduced waste and more efficient use of energy and materials. In 2025, we introduced product updates and new launches within our DEWALT Perform & Protect™ line to help mitigate operational hazards. We also continued circular packaging initiatives to eliminate unnecessary plastics and increase recyclability, and we expanded electrified solutions that reduce emissions associated with on-site use of gas-powered equipment—while delivering the performance our customers demand.

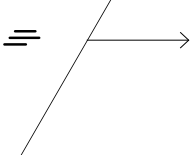
### Our Journey Ahead

For Stanley Black & Decker, sustainability is not a separate agenda—it is part of building a stronger company. It supports resilience in our business model and supply chain, helps us attract and develop talent and reinforces trust with customers and communities. Since becoming Stanley Black & Decker’s CEO in late 2025, I have been deeply grateful for the ongoing support of our Board of Directors, the dedication of our employees and the partnerships with our customers, suppliers and communities. Their commitment to our shared mission is essential to our progress.

Looking ahead, we are united in our pursuit of long-term value creation through operational excellence and innovation. We have clear, measurable plans embedded in our operating rhythms, and we are focused on delivering on our commitments. We will continue to invest in our people, processes and solutions ensuring that Stanley Black & Decker remains a trusted partner and industry leader. Together, we are forging a path to a future defined by performance, integrity and impact—delivering for end users and creating lasting value for all stakeholders.

Thank you for your continued support.

**Christopher J. Nelson**  
*President & Chief Executive Officer*



# Our Approach to Sustainability

Interwoven with our business strategy to drive long-term value creation, our approach to sustainability encompasses a set of purposeful objectives that align environmental and social commitments to customer and end-user expectations with business growth objectives.<sup>1</sup> Across our workforce and community, circularity principles, and emissions in our operations and value chain, each objective is owned by a member of our senior management team who drives progress on these priorities for our stakeholders.<sup>2</sup>



## COMMUNITY

### Workforce of the Future

Attract, develop and retain the workforce of the future, empowering employees to thrive and deliver extraordinary outcomes.

### Grow the Trades

Commit \$60 million by 2030 to initiatives that educate tradespeople.



## CIRCULARITY

### Circular Design

Disclose annual progress on our efforts to prioritize the reduction and elimination of problematic plastics and improve packaging sustainability.<sup>3</sup>

### Zero Waste to Landfill

100% Zero Waste to Landfill across all global manufacturing and distribution sites by 2040.<sup>4</sup>



## EMISSIONS

### Operational Emissions

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

### Supply Chain Emissions

52% reduction in Scope 3 (categories 1, 4, and 11) greenhouse gas emissions intensities by 2030 from a 2022 baseline.<sup>6</sup>

### Supplier Engagement

67% of direct suppliers by spend set Scope 1 and 2 emissions reduction targets by 2027.<sup>7</sup>

# Our Material Topics

In early 2026, we conducted a Double Materiality Assessment (DMA) to help us focus investment and execution on the topics that matter most to stakeholders and to long-term enterprise value—so we can deliver impact with discipline and transparency. We evaluated our impacts on people and the environment, as well as the opportunities and risks these topics present to Stanley Black & Decker’s financial performance, in alignment with the European Sustainability Reporting Standards (ESRS). The results of this DMA will help inform the following:

- **Strategic Foundation:** Ensure prioritization of sustainability and business objectives
- **Customer Requests:** Improve responsiveness to increasing customer inquiries
- **Risk Mitigation:** Validate primary risks and inform mitigations
- **Compliance Readiness:** Prepare for the increase in mandated sustainability disclosure

The results of this assessment validated our current operational focus and targets, and are aligned with areas of our business we had already identified as critical to our safe and sustainable operations. Over the next year, we will continue to evaluate and refine our management approaches in these areas and intend to share our progress in future reporting.

<sup>1</sup> Our use of the term “sustainability” throughout this report encompasses environmental sustainability in addition to the sustainability of our business model, workforce, supply chain, operations, community presence and other aspects of our work.

<sup>2</sup> Our priority objectives remain the same as prior years, but have been recategorized into new pillars—Community, Circularity, and Emissions—for improved clarity and understanding.

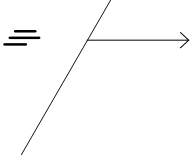
<sup>3</sup> “Problematic plastics” used throughout this report include polyvinyl chloride (PVC) and expanded polystyrene (EPS), which are commonly found in durable goods packaging.

<sup>4</sup> Our Zero Waste to Landfill (ZWTL) strategy applies to our manufacturing facilities and distribution centers under our operational control.

<sup>5</sup> Scope 1 emissions are all direct emissions from activities under our control, stationary and mobile, including on-site fuel combustion such as gas-fire furnaces and boilers. Scope 2 emissions are market-based indirect emissions from electricity purchased, accounting for renewable energy credits. Our reduction target is validated by the Science Based Targets initiative.

<sup>6</sup> This target includes 3 distinct intensity goals for categories 1, 4, and 11. These categories represent the most significant emissions that we can effectively reduce through our decision-making processes. Our reduction target is validated by the Science Based Targets initiative.

<sup>7</sup> Measured against our spend with direct Tier 1 suppliers.



# 2025 Impact Highlights<sup>1</sup>

## COMMUNITY

**350+**  
organizational recipients of cash and products through Grow the Trades program

**11K+**  
tradespeople trained across the U.S. in commercial applications of our tools by the Stanley Black & Decker Learning Experience Team



**\$27M**  
invested since 2023 in Grow the Trades initiatives designed to help expand skills for tradespeople

**3,000+**  
volunteer hours logged by employees

**67K+**  
learning hours completed by salaried employees

## CIRCULARITY



**93%**  
of waste diverted from landfill

**~2.2M lbs**  
of problematic plastics removed from product packaging since 2021

**247K+**  
product repairs completed in our service centers

**45%**  
of sites with Zero Waste to Landfill status, of our 100% by 2040 objective

**50K+**  
products recycled at end-of-life through TerraCycle since 2022

## EMISSIONS

**~38%**  
of suppliers by spend with approved Scope 1 and 2 emissions reduction targets, up from 30% in 2024

**33%**  
reduction in Scope 1 and 2 emissions since 2022 baseline

**\$650K+**  
projected annual savings from energy efficiency projects that started or completed in 2025

**16%**  
of our energy use was generated from renewable sources



**~\$1.3B**  
in sales of electric outdoor and other high-powered products<sup>2</sup>

<sup>1</sup>All Impact Highlights are as of 2025 or reflect 2025 performance unless otherwise indicated.

<sup>2</sup>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.



# Community

It takes people to bring a vision to life—the innovative thinkers who make our tools and the dedicated tradespeople who put them to work. We are committed to cultivating a workplace where employees continuously learn and grow, and to creating opportunities for tradespeople to build successful careers. Together, we are helping to meet the critical needs of our growing world.

## Building Our Workforce of the Future

**IMPACT OBJECTIVE** Attract, develop and retain the workforce of the future, empowering employees to thrive and deliver extraordinary outcomes

Our vision for sustainable growth begins with investing in the people who shape our future. Powered by clear leadership, ongoing investment in employee development and a commitment to safety and collaboration, we empower our teams to innovate, solve problems and deliver results for our customers. By fostering a culture of growth, engagement and performance, we unlock individual potential and strengthen our ability to serve our customers and end users.

### Enabling Performance

Our Performance Enablement Process accelerates employee development and business performance through structured annual goal setting, manager-to-employee feedback loops and regular career discussions. In 2025, we enhanced this process with mid-year performance reviews focused on strengths and growth opportunities, providing a stronger framework for achieving individual and organizational goals.

### Continuous Learning

To remain innovative and competitive, we promote ongoing education and upskilling for all employees by making purposeful investments in development at every level—from internship and early career rotational programs to vocational training for operations employees to leadership workshops and coaching. Our digital learning platforms deliver flexible and accessible on-demand training, supporting personal and organizational growth. In 2025, our salaried employees completed more than 89,500 courses and programs, totaling over 67,000 hours of training.



**67,000+**

learning hours completed in 2025

### Employee Support Resources

Stanley Black & Decker offers a wide variety of customizable benefits to promote our employees' health, wealth and well-being. By investing in comprehensive programs that reflect our commitment to impact, inclusion and the holistic well-being of our employees, we advance our workforce goals and reinforce our reputation as a responsible employer.

We provide critical support during emergencies through our global Employee Assistance Program, which delivers training and resources to help employees navigate challenging situations. Our Helping Our Makers in Emergencies (HOME) Fund offers immediate financial assistance to employees and their families facing unexpected hardships, such as illness, injury, natural disasters or civil unrest.

### Deborah Wintner

Chief Human Resources Officer,  
Executive Sponsor of our Workforce  
of the Future priority objective



“At Stanley Black & Decker, we believe our people are the driving force behind our innovation and growth. By investing in a culture of inclusion, empowerment and continuous learning, we are building a workforce ready to meet the challenges of tomorrow and deliver solutions that make a lasting impact on the world today.”



## Business Impact Groups

To strengthen engagement, connection and performance, we launched four Business Impact Groups in 2025:

- **Culture:** Fosters an inclusive and engaging workplace
- **Talent:** Partners with leadership and HR to attract, retain and develop talent
- **Grow the Trades:** Drives market penetration and loyalty through end-user and brand-led engagements
- **Safety:** Promotes safety and well-being in the workplace

These groups are designed to enhance the employee experience by developing events and platforms for employees to connect, expand their skills and advance business priorities as part of cross-functional teams. By improving inclusion and collaboration, these groups support retention, internal mobility and a culture of disciplined execution.

In 2025, our Culture group hosted 50+ events across our three core site hubs (Valley City, OH, Towson, MD, and New Britain, CT) providing numerous opportunities for employees to build relationships and expand community reach. The Talent group partnered closely with the Company's Talent Center of Excellence in piloting resources and tools for employee development, while Grow the Trades cultivated meaningful community partnerships and launched the DEWALT Ambassador program, connecting trained employees directly with end users and trade schools. Finally, our Safety impact group introduced the Take 5 risk assessment, encouraging workers to take five minutes to assess potential risks before starting tasks, aiming to enhance hazard recognition and promote safe practices among field-based workers.

## Employee Safety

As a manufacturer of construction equipment and tools, safety is ingrained not only in the development process of our products, but also in our Company culture. We prioritize safe workplaces, particularly in our manufacturing and distribution sites, by working to continuously strengthen our EHS Management System—the framework for measuring EHS performance and building a global safety culture. Leadership engagement and accountability for safe operations are non-negotiable principles, and we've enhanced our assessment and audit processes to identify system gaps and reduce risks. At the same time, our Safety Cardinal Rules, established in 2024, continue to set clear expectations for all employees and contractors to help prevent serious injuries and fatalities.<sup>1</sup>

In 2025, we continued efforts to advance adoption of our EHS Management System, working to align standards and processes across global sites to strengthen internal capabilities and support improved compliance and risk mitigation.

In 2026, we plan to continue to strengthen risk management and compliance, invest in employee upskilling and develop our leadership teams through targeted training and workshops to elevate safety performance and culture across the enterprise.



## MEASURING EMPLOYEE ENGAGEMENT

Through our annual Gallup Engagement Survey, our employees share valuable feedback and insight into their experience and our culture. In 2025, we maintained strong participation across the Company and saw meaningful improvements in multiple categories, including Development, Growth, and Recognition, while sustaining strong scores in Customer Focus and Productivity. Our People Leaders have focused on taking meaningful actions in response to employee feedback to drive greater engagement and performance.

**79%**  
survey participation

**3.96/5.0**  
Engagement Score, Up YoY

# Growing the Trades

**IMPACT OBJECTIVE** Commit \$60 million by 2030 to initiatives that educate tradespeople

We know tradespeople, having served them every day for nearly two centuries. We innovate, design and manufacture tools, products and solutions for them. And from that experience, we know that well-trained tradespeople are more likely to have productive long-term, fulfilling careers. In this moment of increased demand and shortage of tradespeople, we have a unique opportunity to empower the next generation and support the industries that build our future.

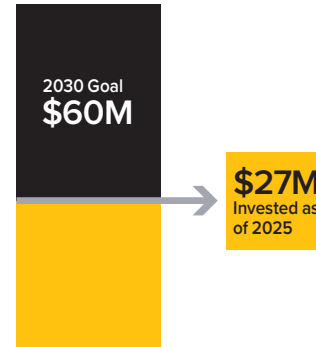
Through our DEWALT Grow the Trades initiative, we are working hard to close this gap by investing in tradespeople with tools and financial resources, helping them build successful careers that meet the critical needs of our growing world. We equip tradespeople with practical training, resources and access to high-quality tools, strengthening their skills and building loyalty to our brands, with a focus on high-demand, core industry needs, including carpentry, welding, plumbing and mechanical trades. By supporting trades professionals, we also build stronger partnerships with distributors, retailers and employers who rely on skilled labor, reinforcing our commitment to solving real-world challenges.



## Our Investments

By 2030, we are committed to investing \$60 million to help Grow the Trades. In 2025, we invested over \$7 million, bringing total contributions since 2023 to \$27 million. This upgraded investment reflects the program's success while strengthening and supporting our intent to match students' investments in time and energy with our financial investment in their futures. By supporting trades education, we are supporting and developing future generations of tradespeople while addressing a worldwide shortage of tradespeople.

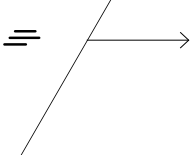
## Grow the Trades Investment Progress



**Maria Ford**  
President,  
Commercial Construction,  
Tools & Outdoor



“The global shortage of skilled tradespeople is one of the most pressing challenges facing our industry and the communities we serve. Through our Grow the Trades program, we are investing in a workforce that powers economic growth, supports local businesses and ensures projects are delivered on time. By building a strong pipeline of trades talent, we’re not only securing our business’s future, but also helping our communities thrive for generations to come.”



## Program Highlights & Partnerships

Partnering with organizations that provide trades-related education has been a prominent feature of our Grow the Trades program over the years. In 2025, our cash and tool donations supported more than 350 organizations, and we continued to collaborate with community colleges and nonprofit organizations to expand access for women and underserved communities, recognizing that closing the skilled trades gap requires a wide-reaching effort.

### **DEWALT Trades Scholarship**

In partnership with Skillpointe Foundation, we expanded the DEWALT Trades Scholarship to strengthen our connection to trades-focused programs and schools. Aimed at supporting students pursuing trade degrees, our \$200,000 annual scholarship investment helps to usher in the next generation of skilled tradespeople in DEWALT-aligned industries across the U.S. and Canada.

### **Trade School Graduation Kits**

In the spring of 2025, we celebrated thousands of apprentices by donating over 4,250 toolkits to new trade school graduates at 68 schools in 23 U.S. states. This initiative supports the ongoing strength of our industry and customer base by equipping the incoming workforce with tools they need to launch successful careers.

### **Tradeswomen Build Nations**

Stanley Black & Decker is a proud sponsor of the 2025 Tradeswomen Build Nations conference, the world's largest gathering of tradeswomen, connecting over 5,000 tradeswomen with top labor, government and industry leaders to cultivate leadership, empowerment and activism on critical issues facing tradeswomen worldwide.

### **Heavy Metal Summer Experience**

Our employees partnered with Heavy Metal Summer Experience (HMSE)—a program focused on introducing high school students and recent graduates to careers in the trades—in Connecticut, Maryland and Oregon to provide 100+ hours of training to HMSE participants, helping build skills for 32 program graduates.

## Giving Back to Our Communities

Our philanthropic efforts extend beyond our trades' initiatives and into the communities where we live and work, bringing tools, funding and volunteer labor to address urgent needs and create lasting impact.

### **ToolBank USA**

In 2025, 450+ employees in Maryland and Connecticut used DEWALT tools to build 40 picnic tables and 120 park benches for local community sites in partnership with ToolBank USA. We also joined ToolBank USA, the Ron Burton Training Village and Suffolk Construction to launch a joint bench-building project in Boston, where over 100 students learned about the skilled trades and gave back to their community.

### **American Red Cross**

In 2025, we contributed \$250,000 to the American Red Cross (ARC) Disaster Responder program and donated 200 CRAFTSMAN drills for ARC's fire safety program, which installs free smoke alarms in homes across the country. Our employees also packed over 950 Service to the Armed Forces kits with handwritten letters for United States veterans, honoring our Armed Forces and supporting ARC's mission to keep communities safe.





Our commitment to circular design begins with listening to our customers, who are increasingly seeking products that are built to last. By prioritizing circularity in response to this demand, we not only help minimize waste production and resource use throughout a product's lifecycle but also deliver the durability and value our customers expect. This approach aims to conserve resources, reduce environmental impact and support sustainable value creation over time. Strategically, embracing circular design can also strengthen supply chain resilience through greater material availability over time and more effective cost control.

## Designing for Sustainability

**IMPACT OBJECTIVE** Disclose annual progress on our efforts to prioritize the reduction and elimination of problematic plastics and improve packaging sustainability

### Our Circular Design Process

With end user value at the forefront of our new product development process, sustainability is considered from the initial stages of development. Our streamlined design and innovation process enables our team of sustainability experts to identify opportunities to improve the overall sustainability of our products through the following phases:

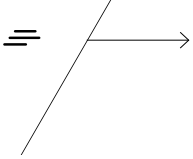
- **Define phase:** Product development teams consult internal sustainability experts on initial design proposals to introduce sustainable thinking early. Together, they work to develop a sustainability plan and identify actions that deliver end-user value and support our business objectives.
- **Design phase:** Our sustainability experts offer on-demand support for identified action items, including helping teams reduce unnecessary plastic packaging and gathering data for credible marketing claims.
- **Validation phase:** Finally, we measure the impact of these actions, verify improvements and work to ensure our products and packaging meet customer expectations.

This integrated approach unlocks immediate and long-term opportunities for sustainable innovation across our portfolio. In 2025, our team evaluated 60+ new products to identify opportunities for greater sustainable value. By embedding sustainability principles like decarbonization and circularity into our products, we can deliver solutions that meet evolving market demands and strengthen our competitive advantage.

**Ricardo Munoz**  
Chief Engineering &  
Technology Officer



“Circular design is at the heart of how we’re reimagining packaging for the future. By prioritizing the elimination of problematic plastics, increasing recycled content and enhancing recyclability, we’re making meaningful progress toward packaging solutions that are better for our customers and the environment. Our commitment to data-driven decision-making ensures we stay ahead of evolving regulations and customer expectations, empowering us to deliver packaging that’s not only responsible, but also innovative and responsive to the needs of today’s market.”



**Guillaume Bonafe**

President and General Manager, Stanley



“Throughout 2025, STANLEY began rolling out a revitalized packaging system across our hand tools portfolio. The approach is simple: less packaging, less waste and a better shopping experience for the people who use our tools. The new packaging grabs attention on shelf and brings a sharper, more distinctive STANLEY look for the next generation of pro tool purchasers. As we extend this work across the portfolio, we are cementing our place on shelves across the globe, reducing material use, and improving how our products show up for customers.”

### Responsible Packaging

Advancing circular design at Stanley Black & Decker is most evident in our progress to improve the recyclability of our packaging. Our circular design priorities related to our packaging are:

1. Eliminate the use of problematic plastics in new packaging.
2. Increase the amount of recycled content in our packaging.
3. Improve the recyclability of our packaging materials.

Since 2021, we have eliminated approximately 2.2 million pounds of non-recyclable and problematic plastics from our packaging. Our packaging teams in 2025 collected data for over 60,000 packaging



# ~2.2M lbs

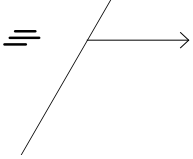
of problematic plastics removed from product packaging since 2021

components, positioning us to further accelerate the replacement of problematic plastics, drive efficiencies and proactively address emerging compliance requirements in both the EU and U.S. As a result, we are better equipped to support our customers and advance our environmental priorities with measurable impact.



### STANLEY REVITALIZATION

In 2025, STANLEY launched a portfolio revitalization built around what matters most to the Pro: better-performing tools, a sharper product identity and packaging designed to work harder at shelf. As part of that effort, STANLEY identified a clear opportunity to cut packaging waste while improving how customers experience the brand in store. The first wave replaced plastic clamshells across several hand tools lines with recyclable, paper-based solutions. The new packaging uses less plastic, stands out more clearly at shelf and is easier to navigate. Its open-format design also puts the tool where it belongs: in the customer’s hands, so they can see it, feel it and assess it before they buy. Win-win.



## Product Safety

Advancing and promoting jobsite safety is a non-negotiable commitment at Stanley Black & Decker and a key aspect of our sustainable design strategy. Our approach to hazard reduction, for instance, embodies this focus by targeting multiple levels of hazard controls, from protection against the hazard all the way to elimination of the hazard where possible. We continuously integrate safety considerations into the product development process by identifying user needs, developing and testing prototypes, and implementing solutions at the jobsite. By embedding safety during product development, we continuously work to remove hazards with the intent of creating safer conditions for every worker.

Our DEWALT PERFORM & PROTECT™ line of tools takes our commitment to safety a step further, with features engineered to enhance safe work environments—without sacrificing performance. Each tool within this line addresses one or more of the following challenges:

- **Control:** Advanced features like ANTI-ROTATION™, DUAL TRIGGER™ and LANYARD READY™
- **Vibration:** Reduced system vibration at the grip with the DEWALT ANTI-VIBRATION™ system
- **Dust:** Improved dust containment through OSHA-compliant tools including dust extractors, shrouds and accessories

Backing up the PERFORM & PROTECT™ line is our TOOL CONNECT+™ platform, which gives foremen and safety managers visibility into safety risks related to tool use for select products featuring TOOL CONNECT+™ technology. With phone apps and dashboards that track usage and safety data, workers can identify leading indicators that point to elevated safety-related events. This enables managers to take proactive measures to improve safety on both ongoing and future projects.

In addition to our PERFORM & PROTECT™ line, our progress in electrifying many of our construction and outdoor tools has come with enhanced safety benefits for our end users, including eliminating hazardous gas fumes while in use and reducing tripping hazards related to cords and hoses for our cordless lines. DEWALT also offers a comprehensive collection of

personal protective equipment (PPE) designed to help end users carry out their jobs. This PPE line includes hundreds of products across various categories, including protection for eyes, ears, hands and heads.

From conceptual design to final production, we prioritize engineering products with safety in mind and clear labeling for operational hazards. Across all our brands, we rigorously safety-test our products to ensure they meet regional, national and international benchmarks, recognized by independent bodies like UL, DEKRA, VDE and CSA. If any issues arise, our Product Safety Council manages them through a well-established process that meets the requirements of the EU RAPEX and the U.S. Consumer Product Safety Commission.



### MOVING MATERIALS SAFELY WITH DEWALT

Our DEWALT® 20V MAX<sup>1</sup> GRABO LIFTER helps address a critical need in the construction industry: supporting our end-users in efficiently moving heavy or bulky materials. Engineered with a powerful vacuum pump and a lift-load capacity of up to 265 lbs. MAX<sup>2</sup>, this battery-powered tool provides an ergonomically designed handle for lifting materials such as sheet metal, wood, glass, tiles and blocks during moving, carrying or installation applications. This solution reflects our ongoing dedication to providing practical, high-performance tools that promote productive jobsites for our customers and partners.



<sup>1</sup> Maximum initial battery voltage (measured without a workload) is 20 volts. Nominal voltage is 18.

<sup>2</sup> Up to 265 lbs. MAX in horizontal lifting, up to 132 lbs. MAX in vertical lifting.



In 2025, we completed

**247K+**

product repairs through our 16 North American service centers, and recycled 42K+ irreparable tools.

## Furthering Our Product Stewardship

Our efforts to advance product stewardship at Stanley Black & Decker are most evident in our progress implementing circular design principles. By improving packaging recyclability, extending product life and reducing landfill waste across our manufacturing and distribution sites, we aim to reduce our end-of-life impacts and deliver durability and value for our end users.

### *Service & Repair Program*

Our world-class service and repair program contributes to our ability to offer durable, long-lasting tools, optimizing material use while also saving our end users the unneeded expense of tool replacement. Our website, [Tool Service Net](#), is the official site for parts and service for DEWALT, CRAFTSMAN, BLACK+DECKER, BOSTITCH, PORTER CABLE and PROTO tools, offering our customers a platform to buy genuine parts and submit tools for repair, an extensive listing of tool schematics and manuals, and locations of company-owned service centers or authorized service centers.

### *Product Reconditioning*

In 2025, our commitment to circularity reached new heights through our robust product reconditioning program. By working closely with our retail partners across the U.S. and Europe, we provide a second life to returned tools. In 2025, we reconditioned 125,386 tools—more than doubling our 2024 total—and generated approximately \$10.5 million in revenue, up from \$5.4 million the previous year. Centered primarily on the DEWALT brand, this initiative not only extends the life of high-quality tools but also reinforces our dedication to waste stewardship. By keeping thousands of tools in use, we were able to divert an estimated 387 tons of waste from landfill, underscoring how sustainability and value creation can go hand-in-hand.

### *Battery Recycling Partnership*

As we expand our efforts to electrify more of our gas-powered tools, our use of high-energy 300Wh+ batteries has grown. As most traditional battery recycling programs do not accept this battery type, ensuring their proper recycling and material recovery has become increasingly important for our business and our customers. As a founding member of The Battery Network (formerly Call2Recycle), we co-partnered to support their new [High Energy Battery Recycling Program](#) to enable the safe collection and responsible recycling of 300Wh+ batteries, including our DEWALT POWERSHIFT™ line. In 2025, we recycled 668,199 lbs of batteries of all sizes from our facilities in the United States and Canada through this partnership.

### *End-of-Life Tool Recycling*

When a tool has finally reached the end of its lifespan and repairs will no longer bring it back into use, we sponsor a free-to-consumer recycling program through TerraCycle, an innovative company specializing in hard-to-recycle items. End users can print a prepaid shipping label and send their retired tools to a TerraCycle facility where they are cleaned, dismantled, separated by material type and recycled into raw formats that manufacturers use to make new products. Since the program began in 2022, we've recycled over 50,000 products through TerraCycle.



# 45% of sites

with Zero Waste to Landfill status, of our 100% by 2040 objective

# 93% of waste

diverted from landfill



## Reducing and Managing Waste

### IMPACT OBJECTIVE 100% Zero Waste to Landfill for global manufacturing and distribution sites by 2040

We are actively working to reduce waste sent to landfill across our global manufacturing sites and distribution centers by targeting waste at its source and improving waste management practices to support our Zero Waste to Landfill objective. Due to the global span of our locations and diversity of waste types generated in our operations, our teams actively analyze each site's waste streams, implement targeted action plans and optimize collection schedules to reduce complexity and improve efficiency.

In 2025, we launched a strategic partnership with Reworld, a waste vendor helping to centralize our waste management globally and support our need for varied solutions to divert waste from landfill. Together, we apply the circular design principles of reduce, reuse, recycle and recovery of materials across our operations.

**Joe Adams**  
Vice President EH&S



“By targeting waste at its source and minimizing landfill waste in our manufacturing and distribution sites, we are improving the efficiency of our operations. Progress requires cross-functional collaboration across Operations, Environmental, Health & Safety, Facilities and Sourcing Teams—as well as engagement from our global employee base to cultivate and practice sound waste stewardship at the site level.”



### ZEROING OUT WASTE IN NANTONG

After the site's opening in 2022, our Stanley Black & Decker Engineered Fastening facility in Nantong, China launched its Zero Waste to Landfill (ZWTL) journey. Through concerted efforts by the plant leadership and EH&S team to locate qualified waste disposal vendors who could credibly manage over 500 tons of waste across 23 waste streams, Nantong earned its ZWTL status in 2025. Beyond just reducing landfill waste, these disposal processes delivered additional environmental benefits as well. For example, stabilized sludge from wastewater treatment was processed to reduce water content and neutralize hazards, then converted into mineral-rich material that could be safely used as a raw ingredient in cement. This progress in Nantong drew upon Stanley Black & Decker's strong internal waste management culture and highlighted how a focused approach to waste challenges can lead to impactful results.

# Emissions

As a global manufacturer, we recognize that addressing our environmental impact is not only a responsibility but also a strategic advantage in today's marketplace. Efficiency reduces cost volatility and supports long-term competitiveness. Moreover, our customers are increasingly seeking robust sustainability data and expect their partners to demonstrate tangible progress in emissions reduction and environmental stewardship. By improving the efficiency of our operations and collaborating with suppliers to lower emissions across our value chain, we help our customers meet their own sustainability goals, strengthen their value chains and respond to growing regulatory and stakeholder expectations.

## Driving Operational Efficiency

**IMPACT OBJECTIVE** 42% reduction in absolute Scope 1 and 2 greenhouse gas emissions by 2030 from a 2022 baseline

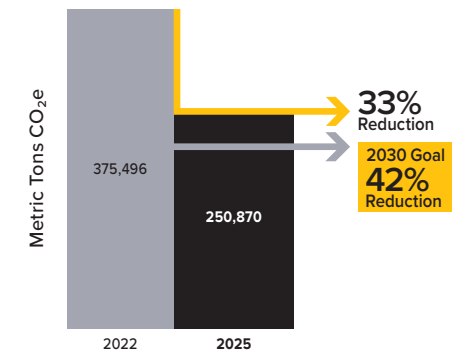
Our commitment to energy efficiency and greenhouse gas reduction directly supports our customers' needs for transparent, credible sustainability performance. In 2024, the Science Based Targets initiative (SBTi) approved our updated near-term Scope 1, 2, and 3 emissions reduction targets. This approval reaffirms our commitment to decarbonization in line with the industry standard for climate ambition.

Our three-tiered approach to operational emissions reduction begins with improving our manufacturing infrastructure to reduce our energy consumption at its source. We also invest in green energy through Power Purchase Agreements (PPAs) and utilize renewable energy credits (RECs) from our Virtual Power Purchase Agreement (VPPA) and our owned solar arrays. This blended approach has both reduced energy expenses and operational emissions, enhancing our value proposition for customers that are prioritizing sustainable suppliers as they seek to reduce their own carbon footprints.

In 2025, we further reduced our Scope 1 and 2 emissions by

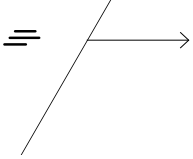
**71,861 MT CO<sub>2</sub>e<sup>1</sup>**

### Scope 1 & 2 Progress to Goal<sup>2</sup>



<sup>1</sup> This data is audited annually by a third-party assurance provider.

<sup>2</sup> Prior year emissions data 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, in alignment with GHG Protocol and our internal base year recalculation policy.



**Agustin Lopez Diaz**  
Chief Supply Chain Officer



“By investing in energy efficiency and diversifying our emission reduction strategies across our facilities, we’re not only minimizing our environmental impact but also strengthening our resilience as a supplier. Our commitment to operational efficiency enables us to support our customers’ decarbonization goals and ensures we remain a reliable partner, capable of driving continuous improvement and delivering value for our stakeholders.”

## Treasure Hunt Decarbonization Program

Our Treasure Hunt program is an employee-led initiative to further drive energy efficiency across our manufacturing sites and distribution centers. Equipped with a playbook of best practices and recommendations, employees are encouraged to surface ideas for reducing site-level energy consumption. Past employee-identified initiatives have included electrifying forklifts, fixing air compressor leaks and cleaning HVAC systems. In 2025, Stanley Black & Decker achieved an annual savings of \$5.6 million through efficiency improvements within our four-wall operations and utility contract negotiations. Moving forward, we are exploring avenues to increase engagement across all sites and encouraging every site to implement at least one Treasure Hunt annually.



In 2025, we realized

**\$5.6M**

in utility cost savings through efficiency investments and utility contract negotiations



## IMPROVING EFFICIENCY ON THE SHOP FLOOR

In 2025, three of our global manufacturing locations embarked on air compressor equipment upgrades to decrease their operational energy consumption. Air compressors consume significant energy, especially in manufacturing settings, and are often one of the largest electricity consumers on the shop floor. For example, we upgraded our plating and silver paint air compressors from fixed frequency to variable frequency compressors at our plant in Taichung, Taiwan, which continuously adjust to match real-time demand, producing air only when it’s needed and thus decreasing electricity demand. Over the course of the year, air compressor upgrades saved almost \$6,000 in energy costs in 2025.



## Advancing Renewable Energy

As part of our commitment to decarbonizing our operations, we are advancing our investment in green energy sources as well. By leveraging Power Purchase Agreements (PPAs) and Virtual Power Purchase Agreements (VPPAs), we support the development of large-scale renewable energy projects and secure access to clean electricity for our operations. These initiatives not only reduce our reliance on conventional energy sources, but also strengthen our ability to deliver sustainable value to our stakeholders.



### HARNESSING SOLAR ENERGY

As part of our ongoing commitment to sustainability and renewable energy, Stanley Black & Decker continues to expand our investment in solar power across our global operations. In 2025, we utilized solar energy at sites around the world, harnessing the sun’s energy to power our facilities and reduce greenhouse gas emissions. These efforts resulted in the use of more than 4.8 million kilowatt-hours (kWh) of solar energy throughout the year, reinforcing our dedication to innovative solutions that drive environmental progress and operational efficiency.

As of the first half of 2026, our newest solar installation at our East Longmeadow, MA plant is now live. Through a Power Purchase Agreement, we broke ground on a ground-mount and carport style system with a generating capacity of 3.9 MW. This is expected to offset the plant’s power needs by 12% with an average annual savings of \$200K and lower our carbon emissions by approximately 1,300 MT per year.<sup>1</sup> This install, combined with the pre-existing 2.4MW solar system on the roof, brings the total solar capacity at this site to 6.3MW and offsets the plant’s power needs by 20%.



### COMMITTING TO CLEAN ENERGY IN LIMESTONE, TX

In 2022, Stanley Black & Decker signed a VPPA with Engie North America to support the development of a new windfarm in Limestone, TX—a major step toward achieving our Scope 1 and 2 decarbonization objective. Through a 12-year commitment, we’re helping bring clean, renewable energy onto the grid and lower the emissions associated with using our products in the region.

Since the wind farm went online in December 2022, our investment has delivered \$1.3M+ worth of renewable energy credits (RECs) and has helped avoid over 200,000 MT of CO<sub>2</sub> emissions. This site is projected to continue generating significant annual savings through 2034, demonstrating how sustainability initiatives can drive both environmental progress and economic growth.

<sup>1</sup> This statement was not audited by a third-party assurance provider, but was determined via internal and/or external calculation methodologies and industry best practices.



## Reducing Supply Chain Emissions

**IMPACT OBJECTIVE** 52% reduction in Scope 3 (categories 1, 4, and 11) greenhouse gas emissions intensities by 2030 from a 2022 baseline

Our customers are increasingly asking for product-level emissions data in addition to our operational emissions performance. Meeting that expectation requires disciplined collaboration across our value chain—from suppliers to engineering, logistics, procurement, marketing and sales teams—to improve transparency and reduce the carbon footprint of our products. As we strengthen how we design, source and move products, we also improve efficiency—reducing cost volatility and supporting long-term competitiveness.

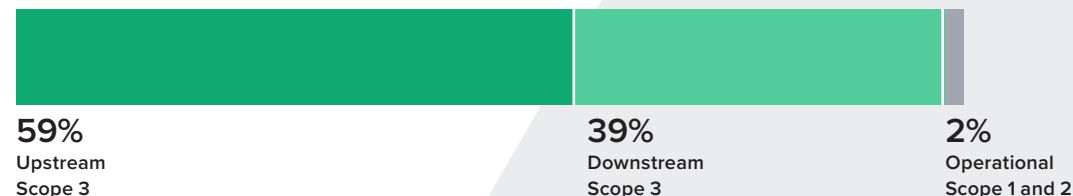
Our Scope 3 emissions represent the largest share of our carbon footprint and reducing them is a priority for both progress and performance. To enable this, we are focused on three categories—Purchased Goods and Services, Upstream Transportation and Distribution, and Use of Sold Products—and we are integrating emissions considerations into design and sourcing decisions to drive meaningful reductions against our 2030 intensity objectives. Done well, this approach can improve efficiency and unlock cost savings. Our continued focus on electrification supports this strategy while delivering the productivity, reliability, and user experience our customers expect.



**Bill Beck**  
SVP and President,  
Tools & Outdoor

“Our customers want better visibility into product-level emissions—and they want it without tradeoffs. By collaborating across our supply chain and accelerating innovation, we can raise the bar on safety and productivity while improving efficiency and supporting long-term competitiveness.”

### Our Total Emissions Profile

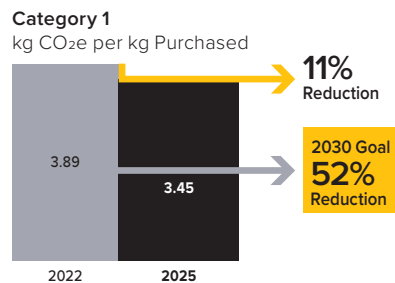




## Category 1—Purchased Goods & Services

To lower the emissions associated with the materials that go into our products, our procurement and product design teams are working to use less-emissive materials that do not sacrifice performance. We are particularly focused on reducing impacts associated with the materials that contribute the most to our total emissions footprint—steel and aluminum—by seeking increased levels of recycled content that meets our rigorous performance specifications while reducing embedded emissions.

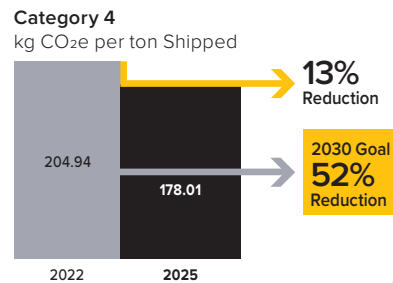
Progress to Goal vs. 2022 Baseline<sup>2</sup>



## Category 4—Upstream Transportation & Distribution

In many cases, finding ways to better serve our customers with a more efficient, reliable logistics network naturally leads to emissions reduction. Our logistics team continues to implement methods to decrease our reliance on emissions-intensive transportation modes and reduce the average shipment distance—both associated with a faster and more cost-effective network. For example, in 2025, we continued to refine our distribution model, with a key freight provider estimating a 5%–10% reduction in our upstream transportation emissions versus the prior model, based on their network optimization study.<sup>1</sup>

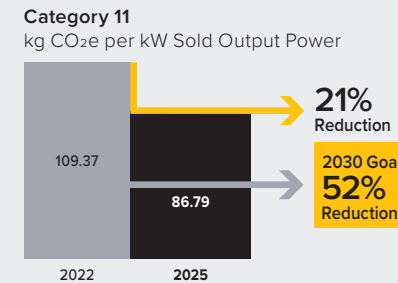
Progress to Goal vs. 2022 Baseline<sup>2</sup>



## Category 11—Use of Sold Products

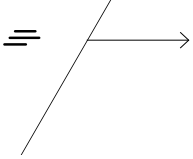
Our product design teams continue to develop energy-efficient and electrified solutions for the benefit of our end users. Electrified products decrease certain maintenance needs, in addition to eliminating the risk of fuel-related spills and contamination. Additionally, they may generate less air pollution and noise while in use benefiting both users and the communities where they are working and supporting our efforts to reduce our category 11 emissions.

Progress to Goal vs. 2022 Baseline<sup>2</sup>



<sup>1</sup> This statement was not audited by a third-party assurance provider, but was determined via internal and/or external calculation methodologies and industry best practices.

<sup>2</sup> Prior year emissions data 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, in alignment with GHG Protocol and our internal base year recalculation policy.



**Category 1**  
**ADDRESSING THE ENVIRONMENTAL IMPACT OF STEEL**

Steel—with its widespread use across our products—is a core priority in our category 1 emission reduction strategy. At our Stanley Engineered Fastening (SEF) site in Giessen, Germany, our European procurement teams are working to replace traditional Blast Furnace steel with steel produced using Electric Arc Furnaces, lowering the embodied carbon intensity significantly.<sup>1</sup> These efforts have more than tripled Giessen’s usage of lower-emissions steel since 2020.

In 2025, SEF’s Warrington, UK site joined Giessen to accelerate embodied carbon reduction. Both sites, which are major users of wire primarily made from carbon steel, have implemented several programs to cut emissions associated with steel use while also improving productivity. For example, they have begun using wire-rod instead of wire, which requires less drawing or heat treatment. These actions not only lowered the carbon footprint from material processing, but also generated cost savings at our facilities.



**Category 4**  
**PARTNERING TO DRIVE DOWN EMISSIONS IN FONTANA**

For several years, Stanley Black & Decker has partnered with Pac Anchor, a trucking company, to deliver shipments from the ports of Los Angeles and Long Beach to our Fontana, CA distribution center. Since 2020, Pac Anchor has been working to transition its fleet from diesel to compressed natural gas (CNG), significantly reducing greenhouse gas and particulate emissions. Today, over 95% of their delivery trucks—including all vehicles serving Stanley Black & Decker—are powered by CNG, which enabled our Fontana site to save more than \$270,000 annually in environmental fees. These results reflect Pac Anchor’s commitment to lowering fleet emissions and the proactive efforts of our EHS and site security teams in finding opportunities to decrease the site’s environmental impacts while saving costs.



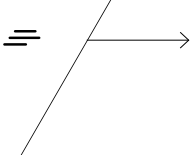
**Category 11**  
**PNEUMATIC ANGLE GRINDERS GO ELECTRIC**

We are innovating to support our end users in completing demanding work as efficiently as possible—and that also means lowering the total energy required to get the job done. In many industrial and construction settings, pneumatic tools depend on compressed air systems that can be energy intensive due to losses during compression and distribution, as well as leakage across hoses, fittings, and connections. In 2025, we were proud to introduce the ATOMIC™ 20V MAX<sup>2</sup> grinders—cordless alternatives to historically pneumatic products. Providing the benefits of pneumatic versatility with the efficiency of cordless, these compact grinding tools are designed for applications in confined workspaces without sacrificing performance.



<sup>1</sup> This statement was not audited by a third-party assurance provider, but was determined via internal and/or external calculation methodologies and industry best practices.

<sup>2</sup> Maximum initial battery voltage (measured without a workload) is 20 volts. Nominal voltage is 18.



**John Petz**  
Vice President  
Sourcing Components

*“Partnering with our suppliers to help them reduce their emissions is essential since most of our carbon footprint lies beyond our direct operations. Through increased collaboration and shared commitment, we’re making measurable progress in reducing our collective impact and advancing sustainability across our entire value chain.”*

## Engaging Supply Chain Partners

**IMPACT OBJECTIVE** 67% of direct suppliers by spend will set Scope 1 and 2 emissions reduction targets by 2027

We work up the value chain with our suppliers to decrease their operational emissions by offering training, direct engagement and tailored resources. Our supplier engagement program encourages our Tier 1 suppliers to develop their own internal carbon reduction programs and establish Scope 1 and 2 emission reduction targets. By making a strong business case for emissions reductions with links to

customer demand, financial benefits and compliance requirements, we are working to not only decrease the emissions associated with goods and materials we purchase, but also to bring our supply partners along on our sustainability journey.

As a result of these efforts, in 2025 our procurement team drove an 8% increase in suppliers by spend adopting emissions reduction targets that meet our criteria, raising our overall progress toward our objective to nearly 38%. For the suppliers still working toward this objective, we continue to offer guidance, regular check-ins and additional support to build capabilities and commitment.

Our expectations are reinforced by our [Supplier Code of Conduct](#), [Supplier Handbook](#) and supplier contracts, detailing our requirements around integrity and compliance and highlighting opportunities to collaborate on improving the responsibility of our value chain. Together, these initiatives strengthen our supply chain and advance our commitment to sustainable business practices.



### SUPPLIER SUSTAINABILITY CHAMPIONS

We are proud to recognize Priscilla Burke and Mattias Simonsson as the latest recipients of Stanley Black & Decker’s Sustainability Cornerstone Award for their valuable leadership in supply chain sustainability. Priscilla has driven significant progress by overseeing critical areas such as emissions reporting, conflict minerals, human rights and the Carbon Border Adjustment Mechanism (CBAM), effectively managing both climate and social risks and transforming our approach to supply chain sustainability and

accountability. Mattias has significantly advanced our supplier emissions reduction objective, achieving over 92% compliance within his area—far surpassing the company average. He has also developed efficient methods to engage suppliers and support other teams, driving progress without compromising other priorities. Priscilla’s and Mattias’s dedication and innovation highlight how sustainability can be incorporated across all functions of our business.



The way we  
**work together**  
matters.



# Governance

Stanley Black & Decker’s disciplined approach to governance strives to ensure secure, equitable and ethical business practices throughout our operations. For more information on our corporate governance updates, including the roles of our Board of Directors, Board Committees and Executive Management, please see our [2026 Proxy Statement](#).

## Board of Directors and Committees

Our Board of Directors and its associated committees focus on managing the Company with integrity and strong ethical oversight to protect our stakeholders while generating long-term sustainable value for our shareholders. Our board reviews the incorporation of sustainability objectives and metrics into our long-term

corporate strategy, while our committees support the Board of Directors in fulfilling its responsibilities by providing expertise and structured oversight of specific strategic areas.

We have four fully independent board committees: Corporate Governance, Compensation and Talent

Development, Audit, and Finance and Pension Committees.<sup>1</sup> The Corporate Governance Committee oversees the Company’s policies, objectives and practices regarding the Company’s sustainability strategy, reporting and public communications, in addition to the identification of board candidates.<sup>2</sup>

The Compensation and Talent Development Committee oversees the Company’s strategies and policies related to human capital management, including matters such as talent recruitment, retention and development, succession planning, and employee engagement and effectiveness.

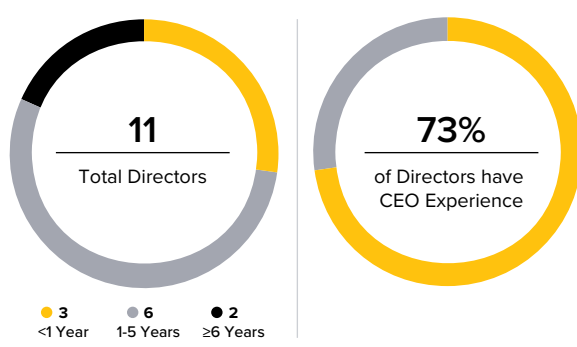
### Our Board of Directors

- Donald Allan, Jr.<sup>3</sup>**  
*Executive Chair, Stanley Black & Decker, Inc.*
- Christopher J. Nelson**  
*President and Chief Executive Officer, Stanley Black & Decker, Inc.*
- Susan K. Carter**  
*Retired Senior Vice President and Chief Financial Officer, Ingersoll Rand plc (now Trane Technologies plc)*

- Debra A. Crew<sup>3</sup>**  
*Lead Independent Director of Stanley, Black & Decker, Inc.; Former Chief Executive, Diageo plc*
- John L. Garrison, Jr.**  
*Former Chairman, President and Chief Executive Officer, Terex Corporation*
- Michael D. Hankin**  
*Co-President and Co-Chief Executive Officer, Brown Advisory Incorporated*
- Mary A. Laschinger**  
*Retired Chief Executive Officer and Chair of the Board, Veritiv Corporation*

- Robert J. Manning**  
*Retired Chairman and Chief Executive Officer, MFS Investment Management*
- Adrian V. Mitchell**  
*Chief Financial Officer, Warby Parker Inc.*
- Shane M. O’Kelly**  
*President and Chief Executive Officer, Advance Auto Parts, Inc.*
- Jane M. Palmieri**  
*Former President, Industrial Intermediates & Infrastructure, Dow Inc.*

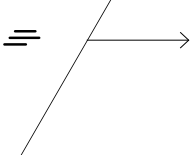
### Director Age and Tenure<sup>4</sup>



**3.9**  
years average  
Directors’ tenure

**60**  
years average  
Directors’ age

<sup>1</sup>For more information on the specific responsibilities of each committee, see our [2026 Proxy Statement](#), p. 20.  
<sup>2</sup>For more information about our selection of Board candidates, please see our [2026 Proxy Statement](#).  
<sup>3</sup>The Board has elected Ms. Crew to serve as independent Chair of the Board, effective upon the retirement of Mr. Allan on October 1, 2026.  
<sup>4</sup>Age and Tenure Information is as of March 6, 2026.



# Stakeholder Engagement

We are committed to consistent, proactive engagement with our stakeholders to better understand their perspective on the below in order to build trust and engagement with the people and institutions that enable our success:

- Our Company, our products and the market generally
- Our sustainability approach and integration into our business model
- Appropriate composition, skills and expertise of our Board

Stakeholder Group	Key Topics of Interest	Engagement Methods
End users/ Customers	Product safety; environmental impact and pollution; social accountability; product regulatory compliance; product innovation	Surveys; interviews; outreach by sales or marketing teams
Employees	Health and safety; belonging and inclusion; labor rights and regulations; environmental impact and pollution; product innovation; development and training	Focus groups and surveys; executive-sponsored events; town halls; manager conversations
Suppliers	Labor rights and regulations; ethical sourcing and traceability; supply chain resilience; environmental impact and pollution; health and safety; reporting and audits	Direct exchange; surveys; audits; site visits; supplier education; onboarding; code of conduct
Shareholders	Organic growth and value creation; corporate governance; executive compensation; risk management	Regular shareholder engagement discussions; annual shareholder meeting
Communities	Environmental impacts; economic impacts; health and safety; labor rights; community investment	Workforce education; philanthropic donations; local hiring events; employee volunteerism
Political Officials	Regulations; labor rights; trade issues; community impacts	Advocacy and local engagement; direct exchange with policymakers; trade association membership

# Risk Management

Our Board of Directors is responsible for reviewing at least annually Stanley Black & Decker’s enterprise risk management program and efforts to mitigate risks to the company. This review is both informed by and informs the Board’s oversight of the company’s overall strategy. Additionally, the Board has delegated specific risk oversight responsibilities to committees based on the expertise of those committees.<sup>1</sup>

The corporate sustainability team periodically reviews potential environmental-related risks and opportunities impacting our business. These assessments help inform their recommendations regarding the Company’s environmental-related initiatives and areas of focus. The Company also recently completed a comprehensive Climate Risk Assessment aimed at identifying physical and transition risks that we may face due to the impacts of climate change. We noted potential policy and market risks, including potential increases in carbon pricing over the next 15 years and market risks related to input pricing. Our physical risks primarily involve our facilities’ exposure to climate-related hazards, specifically extreme heat, droughts and water stress. These results were used when considering updates to our overall sustainability strategy. For additional information on risks the Company faces, please refer to the Company’s Annual Report on Form 10-K and Quarterly Reports on Form 10-Q.

# Ethics and Compliance

## Our Policies and Commitments

The ethical operation of our business is underpinned by key policies and commitments that articulate our expectations of employee behavior and the behavior of those with whom we do business. These policies include our [Code of Business Ethics](#) and our [Supplier Code of Conduct](#).

We are particularly dedicated to upholding human rights across our operations and supply chain, including safeguarding basic human rights, freedom of association, safe and healthy work environments, rights to privacy, wages and benefits, and the prevention of child labor and forced labor. We abide by the UN Guiding Principles on Business and Human Rights and the Universal Declaration of Human Rights, and we uphold policies and commitments such as our U.K. Modern Slavery and Human Trafficking Statement and our Human Rights Policy Statement, and abide by our Human Rights Due Diligence Framework.

We regularly perform due diligence, including self-assessments and in-person audits, to help ensure responsible business practices and alignment with our standards throughout our value chain. Our policies and commitments are available on the [Resources & Policies](#) page of our website.

## Regulatory Compliance

Adapting to emerging sustainability regulations is increasingly shaping how we design our products and allocating capital. We continue to sharpen our focus and adapt our operational, procurement and product strategies in light of evolving emissions-related and other regulations. We are keeping abreast of the dynamic regulatory landscape so we are prepared to comply and report as these mandates emerge and evolve.



# Appendix

**Stanley Black & Decker's 2025 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.**

## Forward-Looking Statements

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 safety, environmental matters, corporate responsibility, and our employees, policies, business opportunities and risks, expectations around productivity and efficiency goals and future operational strategies, proposed new products, services, developments, investments or innovation and brand prioritization strategies; 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," "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.

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, including environmental, product and trade-related regulations and restrictions, stakeholder engagement, climate conditions or events, changes in macroeconomic conditions, the Company's ability to successfully mitigate or respond to geopolitical, trade, tariff and rare earth policy changes, 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. 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.

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 unless otherwise specified. 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 objectives, the objectives 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 2025 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 objectives into their business strategies.

# Impact Performance Data

Indicators	Units	Base Year (2022)	2023	2024	2025
<b>EMISSIONS AND ENERGY</b>					
<b>Emissions<sup>1</sup></b>					
Scope 1	Metric Tons CO <sub>2</sub> e	107,135	96,630	97,916	<b>94,656</b>
Scope 2—Location Based	Metric Tons CO <sub>2</sub> e	301,701	292,801	289,382	<b>277,106</b>
Scope 2—Market Based	Metric Tons CO <sub>2</sub> e	268,361	200,634	228,075	<b>156,214</b>
Scope 3—Category 1—Purchased Goods & Services	Metric Tons CO <sub>2</sub> e	10,354,009	7,909,988	8,381,918	<b>7,567,523</b>
Scope 3—Category 4—Upstream T&D	Metric Tons CO <sub>2</sub> e	484,036	444,057	413,000	<b>407,098</b>
Scope 3—Category 11—Use of Sold Products	Metric Tons CO <sub>2</sub> e	6,036,924	4,581,336	4,407,053	<b>4,067,138</b>
Total Emissions—Upstream Scope 3	%	59%	57%	59%	<b>59%</b>
Total Emissions—Downstream Scope 3	%	39%	41%	39%	<b>39%</b>
Total Emissions—Operational Scope 1 and 2	%	2%	2%	2%	<b>2%</b>
<b>Energy</b>					
Renewable Energy	%		18%	12%	<b>16%</b>
Non-Renewable Energy	%		82%	88%	<b>84%</b>
<b>WASTE OF WATER</b>					
<b>Water</b>					
Water Withdrawals	Gallons		505,960,345	505,140,433	<b>508,223,626</b>
<b>Waste</b>					
Waste	Metric Tons		147,385	130,610	<b>126,615</b>
Hazardous Waste	Metric Tons		5,145	5,652	<b>6,569</b>
Total sites with Zero Waste to Landfill status	%		37%	40%	<b>45%</b>
Waste Disposition—Diverted from Landfill	%		91%	91%	<b>93%</b>
Waste Disposition—Landfill	%		9%	9%	<b>7%</b>
<b>OCCUPATIONAL HEALTH AND SAFETY</b>					
Fatalities	Employees, Temporary and Agency Workers		0	0	<b>0</b>
Headcount	Employees		50,500	48,500	<b>43,500</b>

# GRI Index

## STATEMENT OF USE

Stanley Black & Decker, Inc. has reported the information cited in this GRI content index for the period January 1, 2025 through December 31, 2025 with reference to the GRI Standards.

## GRI 1 USED

GRI 1: Foundation 2021

GRI Disclosure	GRI Disclosure Title	Stanley Black & Decker Response
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## THE ORGANIZATION AND ITS REPORTING

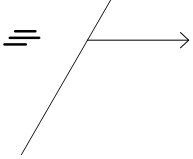
2-1	Organizational details	Stanley Black & Decker, Inc. is a publicly traded company listed on the New York Stock Exchange. Stanley Black & Decker's global headquarters are located in New Britain, Connecticut USA. Refer to our 2025 10-K Report, Exhibit 21 for countries of operation.	<a href="#">2025 10-K Report, Exhibit 21</a>
2-2	Entities included in the organization's impact reporting	Refer to our 2025 10-K Report, Exhibit 21 for countries of operation.	<a href="#">2025 10-K Report, Exhibit 21</a>
2-3	Reporting period, frequency and contact point	Sustainability reporting period and frequency: Calendar year 2025, Annual Fiscal year: December 29, 2024 to January 3, 2026 Difference in sustainability reporting period vs. fiscal year is due to the reporting schedules for our sustainability data. Contact point: investorrelations@sbdinc.com	
2-4	Restatements of information	Refer to the footnotes and "Forward-Looking Statements" section of our 2025 Impact Report	
2-5	External assurance	Refer to our 2025 Assurance Statement	<a href="#">2025 Assurance Statement</a>

## ACTIVITIES AND WORKERS

2-6	Activities, value chain and other business relationships	Refer to our 2025 10-K Report—Part 1, Item 1	<a href="#">2025 10-K Report</a>
2-7	Employees	Refer to our 2025 10-K Report—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>	<a href="#">2025 10-K Report</a>
2-8	Workers who are not employees	Refer to our 2025 10-K Report—Part 1, Item 1	<a href="#">2025 10-K Report</a>

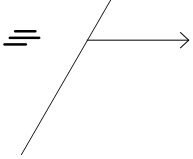
## GOVERNANCE

2-9	Governance structure and composition	Refer to the Governance section of our 2025 Impact Report, pgs. 21–23, and the "Corporate Governance" section of our Proxy Statement	<a href="#">Proxy Statement</a>
2-10	Nomination and selection of the highest governance body	Refer to the "Board of Directors" section of our Proxy Statement	<a href="#">Proxy Statement</a>
2-11	Chair of the highest governance body	Refer to the "Corporate Governance" section of our Proxy Statement	<a href="#">Proxy Statement</a>
2-12	Role of the highest governance body in overseeing the management of impacts	Refer to pg. 21 of our 2025 Impact Report and the "Corporate Governance" section of our Proxy Statement	<a href="#">Proxy Statement</a>
2-13	Delegation of responsibility for managing impacts	Refer to the "Corporate Governance" section of our Proxy Statement	<a href="#">Proxy Statement</a>
2-14	Role of the highest governance body in impact reporting	Refer to the "Corporate Governance" section of our Proxy Statement	<a href="#">Proxy Statement</a>
2-15	Conflicts of interest	Refer to the "Corporate Governance" section of our Proxy Statement	<a href="#">Proxy Statement</a>
2-16	Communication of critical concerns	Refer to the "Corporate Governance" section of our Proxy Statement	<a href="#">Proxy Statement</a>
2-17	Collective knowledge of the highest governance body	Refer to the "Corporate Governance" section of our Proxy Statement	<a href="#">Proxy Statement</a>
2-18	Evaluation of the highest governance body's performance	Refer to the "Corporate Governance" section of our Proxy Statement	<a href="#">Proxy Statement</a>
2-19	Remuneration policies	Refer to the "Compensation Discussion & Analysis" and "2025 Executive Compensation" sections of our Proxy Statement	<a href="#">Proxy Statement</a>
2-20	Process to determine remuneration	Refer to the "Compensation Discussion & Analysis" and "2025 Executive Compensation" sections of our Proxy Statement	<a href="#">Proxy Statement</a>
2-21	Annual total compensation ratio	Refer to the "Compensation Discussion & Analysis" and "2025 Executive Compensation" sections of our Proxy Statement	<a href="#">Proxy Statement</a>



# GRI INDEX

GRI Disclosure	GRI Disclosure Title	Stanley Black & Decker Response
<b>STRATEGY, POLICIES AND PRACTICES</b>		
2-22	Statement on sustainable development strategy	See Message from our CEO on pg. 2 of our 2025 Impact Report
2-23	Policy commitments	Refer to our Code of Business Ethics and Human Rights Policy Statement on the “Governance Documents” section of our website; additional policies can be found under “Resources & Policies” on our website at <a href="http://www.stanleyblackanddecker.com">www.stanleyblackanddecker.com</a> <a href="#">Code of Business Ethics</a>
2-24	Embedding policy commitments	Refer to our Code of Business Ethics, housed on the “Governance Documents” section of our website at <a href="http://www.stanleyblackanddecker.com">www.stanleyblackanddecker.com</a> <a href="#">Code of Business Ethics</a>
2-25	Process to remediate negative impacts	Refer to our Code of Business Ethics, housed on the “Governance Documents” section of our website at <a href="http://www.stanleyblackanddecker.com">www.stanleyblackanddecker.com</a> <a href="#">Code of Business Ethics</a>
2-26	Mechanisms for seeking advice and raising concerns	Refer to our Code of Business Ethics, housed on the “Governance Documents” section of our website at <a href="http://www.stanleyblackanddecker.com">www.stanleyblackanddecker.com</a> <a href="#">Code of Business Ethics</a>
2-27	Compliance with laws and regulations	Refer to our 2025 10-K Report <a href="#">2025 10-K Report</a>
2-28	Membership associations	Refer to our “Policy Advocacy Disclosure” on the “Resources & Policies” section of our website at <a href="http://www.stanleyblackanddecker.com">www.stanleyblackanddecker.com</a> <a href="#">Resources &amp; Policies</a>
<b>STAKEHOLDER ENGAGEMENT</b>		
2-29	Approach to stakeholder engagement	Refer to pg. 22 in the Governance section of our 2025 Impact Report <a href="#">2025 Impact Report Pg. 22</a>
2-30	Collective bargaining agreements	Refer to our 2025 10-K Report—Part 1, Item 1 <a href="#">2025 10-K Report</a>



# SASB Index

TOPIC	ACCOUNTING METRIC	CODE	STANLEY BLACK & DECKER RESPONSE	ACCOUNTING METRIC DISCLOSURE
Energy Management	1. Total Energy Consumed	RT-IG-130a.1	Refer to the “Driving Operational Efficiency” section of our 2025 Impact Report	<p>Scope 1 and location-based Scope 2 equal 371,762 MT CO<sub>2</sub>e. Expressed in terms of total energy consumption, this equates to 1,174,302 MWh’s.</p> <p><a href="#">2025 Assurance Statement</a></p> <p>Percentage Grid Electricity: 84%</p> <p>Renewable Energy: 16%</p> <p><a href="#">2025 Impact Report Pg. 14</a></p>
	2. Percentage Grid Electricity			
	3. Percentage Renewable			
Employee Health and Safety	Fatality Rate	Fatality Rate	Refer to the “Building Our Workforce of the Future” section of our 2025 Impact Report	<p>0 Fatalities in 2025</p> <p><a href="#">2025 Impact Report Pgs. 5–6</a></p> <p><a href="#">2025 Annual Report Form 10-K–Business–“Environmental, Health and Safety”–Pg. 8</a></p> <p><a href="#">Code of Business Ethics</a></p>
Fuel Economy and Emissions in Use-Phase	Sales-Weighted Fleet Fuel Efficiency for Medium- and Heavy-Duty Vehicles	RT-IG-410a.1	Refer to the “Reducing Supply Chain Emissions” section of our 2025 Impact Report	<p>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 the “Designing for Sustainability” and “Reducing Supply Chain Emissions” sections within this Impact Report.</p> <p>Sales-weighted fuel efficiency for non-road equipment: 1.02 Gal/Hr</p>
	Sales-Weighted Fleet Fuel Efficiency for Medium- and Heavy-Duty Vehicles	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		



## SASB INDEX

TOPIC	ACCOUNTING METRIC	CODE	STANLEY BLACK & DECKER RESPONSE	ACCOUNTING METRIC DISCLOSURE
Material Sourcing	Description of the Management of Risks Associated with the Use of Critical Materials	RT-IG-440a.1	Refer to the "Risk Management" section of our 2025 Impact Report	<a href="#">2025 Annual Report Form 10-K–Business–“Raw Materials”–Pg. 5</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. 9</a> <a href="#">Supplier Handbook</a>
Remanufacturing Design and Services	Revenue from Remanufactured Products and Remanufacturing Services	RT-IG-440b.1	Refer to the "Furthering Our Product Stewardship" section of our 2025 Impact Report	Revenue from Remanufactured Products and Remanufacturing Services: \$10.5M in the U.S. and the EU <a href="#">2025 Impact Report Pg. 12</a>
Information on Product Category	Number of units produced by product category	RT-IG-000.A	Refer to the "Our Business" section of our 2025 Impact Report	Proprietary <a href="#">2025 Impact Report Pg. 1</a>
Information on Employees & Other Workers	Number of employees	RT-IG-000.B	Refer to our 2025 10-K Report–Other Information	Total Employees: "43,500 <a href="#">2025 Annual Report 10-K, Human Capital Management, Pg. 7</a>



**StanleyBlack&Decker**

[stanleyblackanddecker.com](https://www.stanleyblackanddecker.com)  
1000 Stanley Drive  
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