



Fortune Brands  
Innovations

3  
2  
5  
8

2024 ESG Report

ONE Home



# Contents



## CEO Message

### Fortune Brands Innovations

- 5 Our Purpose
- 6 Company Overview
- 7 Locations
- 8 Awards & Recognitions
- 9 Creating Value

### Our ESG Approach: ONE Home

- 11 ONE Home Overview
- 13 ONE Home Program Highlights
- 14 ESG Timeline



## Products & Innovation

- 16 Product Impacts
- 17 Save Water
- 19 Utilize Recycled Materials
- 20 Conserve Energy
- 21 Protect People
- 23 Product Design & Innovation

## Home Planet

- 27 Carbon Emissions & Energy
- 30 Conserving Water
- 32 Waste Reduction



## Home Safe

- 34 Safety
- 39 Health & Benefits

## Home For All

- 42 Engaging Associates
- 45 Learning & Development
- 47 Inclusive Culture
- 51 Enriching Communities



## Governance

- 54 Board of Directors
- 56 Board Oversight
- 57 ESG Governance
- 58 Governing With High Standards
- 60 Supply Chain

## Resources & Indices

- 63 Links to Supporting Materials
- 64 ESG Data Tables
- 68 Task Force on Climate-related Financial Disclosures (TCFD) Index
- 71 Sustainability Accounting Standards Board (SASB) Index
- 74 Forward-Looking Statements

Unless the context otherwise requires, references in this ESG Report to “Fortune Brands,” “FBIN,” the “Company,” “we,” “our” or “us” refer to Fortune Brands Innovations, Inc., including its subsidiaries. Published June 2025.

# CEO Message



**Nicholas I. Fink**  
Chief Executive Officer

**“We are a company that has success while benefiting people and our planet.”**

Fortune Brands Innovations’ Purpose is to **elevate every life by transforming spaces into havens**. Whether it’s saving water with our ecosystem of smart products, protecting people at home or at work, using recycled inputs to manufacture composite decking, or reducing carbon emissions through energy and water saving products, we are a company that has success while benefiting people and our planet.

The Moen Flo Smart Water Monitor and Shutoff, our smart leak detection and prevention solution, and Master Lock connected Lockout Tagout (cLOTO), our digital commercial safety solution, are just two examples from our growing digital product portfolio that demonstrate how we bring Fortune Brands’ Purpose to life.

Flo’s success in 2024, both in terms of sales and number of new partnerships with insurance companies, far exceeded our expectations. These new partnerships are helping to increase our digital sales, expand the reach of a solution with incredible water-saving potential, offer peace of mind to homeowners and help combat rising home insurance costs. Additionally in 2024, we acquired a stake in a connected lockout tagout software platform, and by the end of 2024, had already created a new Master Lock cLOTO solution and begun beta testing it at several sites. We believe our solution has strong market opportunities and added ability

to improve safety, helping to prevent serious injury and save lives. **These digital products offer bottom-line growth opportunities while having real-world positive impacts.**

In 2024, we also made progress on our emissions goals. We are using more on-premises renewable energy thanks to the addition of solar power at one of our manufacturing plants, and we have initiated our virtual power purchase agreement. We continue to monitor the environmental regulatory landscape and will remain agile as it evolves.

Our people are behind our brands and are an essential part of how we achieve success. We are especially proud of our strong safety performance and achieving a 2024 total recordable incident rate of less than 1.0. Additionally, we continue to see high participation rates in our bi-annual associate engagement survey and associates engage with our company intranet at above-benchmark rates. We continue to offer a variety of resources, networking and learning opportunities through our learning and development initiatives and our Employee Resource Groups, all of which help us to build an inclusive, respectful culture and a Home For All. These actions help us to attract and retain top talent — something we believe we can be even better at given upcoming changes to our U.S. office footprint.

In early 2025, we announced that we are consolidating our various regional U.S. offices into one state-of-the-art headquarters campus in Illinois. By bringing our teams together across brands and functions, we believe we can better execute our business strategy and give our associates more opportunities to grow their careers. I am very excited for what we can do together in this new, collaborative environment.

I am proud to lead a company where our talented associates are passionate about serving our customers and consumers in an ethical, responsible and sustainable way. **We will continue to take our ONE Home approach to how environmental, social and governance processes and initiatives can contribute to brand, innovation and channel leadership.** We are well-positioned for long-term growth and energized by our purpose-driven work.

*Nicholas Fink*

**Nicholas I. Fink**  
Chief Executive Officer  
Fortune Brands Innovations, Inc.



# FORTUNE BRANDS INNOVATIONS

- 5 Our Purpose
- 6 Company Overview
- 7 Locations
- 8 Awards & Recognitions
- 9 Creating Value





# Our Purpose

WE **ELEVATE**  
EVERY LIFE  
BY TRANSFORMING  
SPACES INTO  
HAVENS

## About Our Purpose

In 2024, we leveraged feedback from our associates and senior leaders to develop a new Purpose statement. Our Purpose represents a bold, multidecade vision for the Company where, through our products, we can impact the lives of our customers, our associates and our communities.

## About Our Blueprint

Supporting our Purpose are our Strategic Drivers, which help clarify and prioritize our work toward areas of the greatest growth. Also propelling that growth are the Behaviors we want our teams to exemplify. Together, our Strategic Drivers, Behaviors and Purpose comprise our Fortune Brands Innovations Blueprint.

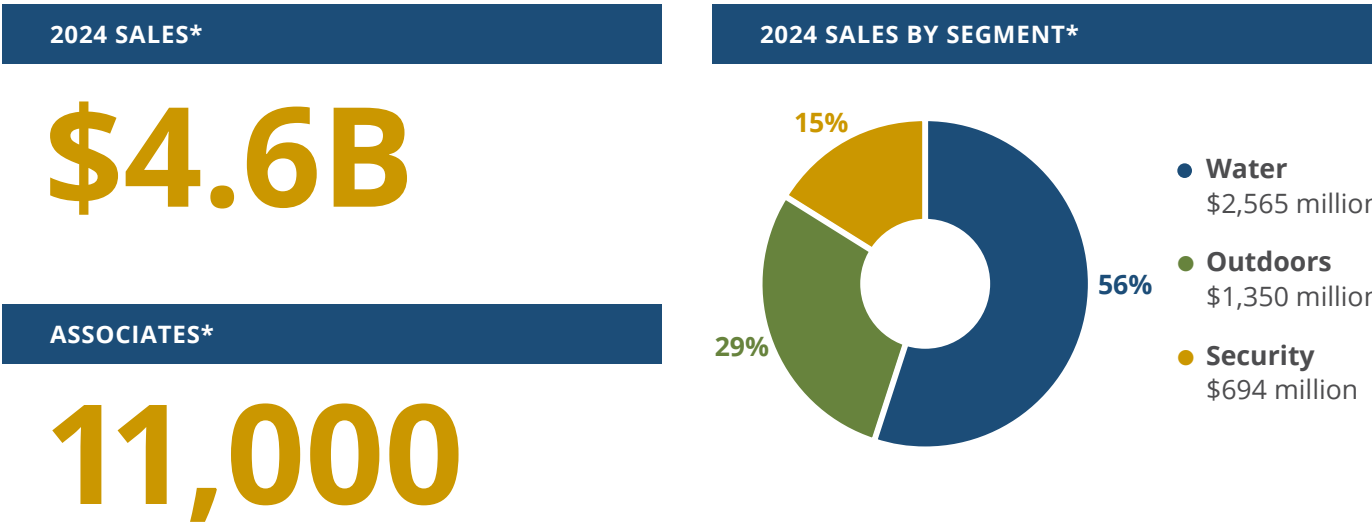
By grounding our business in an authentic, clearly articulated Purpose, as well as a targeted set of Strategic Drivers and expected Behaviors, we expect to unlock higher levels of innovation, employee engagement and retention while enabling transformative growth.





# Company Overview

Fortune Brands Innovations (NYSE: FBIN) elevates every life by transforming spaces into havens. We believe our work and our brands can have incredibly positive impacts for not just our business and shareholders, but for people and the planet, too. Learn more at [fbin.com](https://fbin.com).



\* As of the year ended 2024

BRAND PORTFOLIO



Water

Exciting Opportunities in **Connected** and **Digital Products** and **Safety** and **Sustainability**

Outdoors

Exciting Opportunities in **Material Conversion** and **Outdoor Living** and **Sustainability**

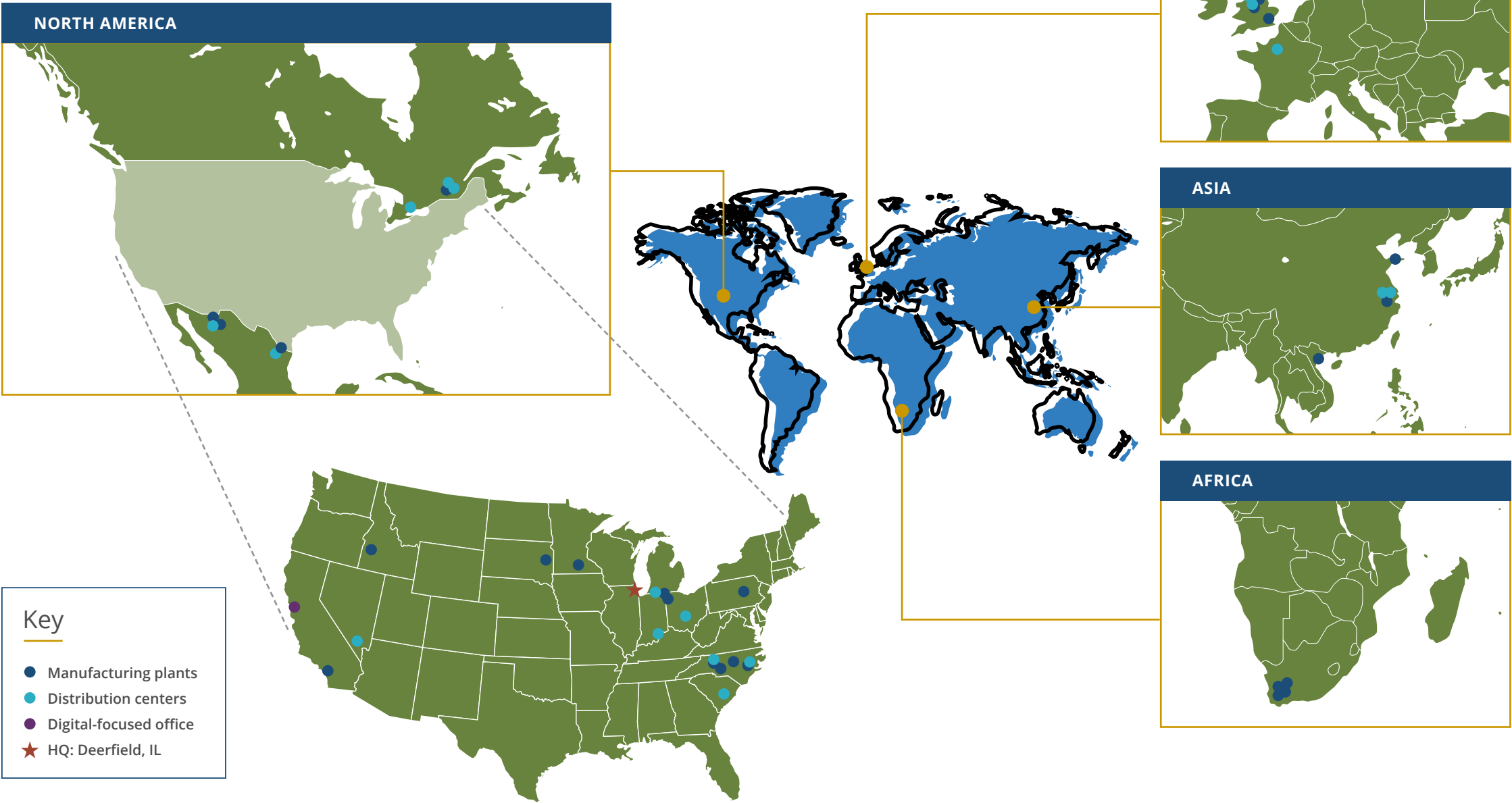
Security

Exciting Opportunities in **Connected** and **Digital Products** and **Safety**



# Locations

We work around the world, with a large North American operational footprint.



By the Numbers\*

Manufacturing Plants

28

Distribution Centers and Warehouses

38

Headquarters

Deerfield, Illinois

\* As of the year ended 2024. Some of our facilities are considered to be multi-use and have been included in more than one facility category.



# Awards & Recognitions



## ESG

- Named a **2025-2026 Best Company to Work For by U.S. News and World Report**, Midwest Region
- **2025 Green Good Design Awards**, Fiberon Concordia PE Composite Decking Astir Collection
- **2025 Green Good Design Awards**, Therma-Tru Energy-Efficient Options for Every Home
- **2025 Green Builder Media Sustainable Product of the Year**, Smart Tech – Moen Smart Water Monitor and Shutoff
- **2025 Green Builder Media Sustainable Product of the Year**, Therma-Tru Veris Collection
- **2025 Green Builder Media Sustainable Brand Leader**, Door category, 7<sup>th</sup> consecutive year, Therma-Tru
- **2025 The Home Depot Eco Actions Partner**, Moen
- **2025 Newsweek’s America’s Most Responsible Companies**, 6<sup>th</sup> consecutive year
- **2024 Green Builder Media Eco-Leader**, Fiberon
- **2024 Green Builder Media Sustainable Product of the Year**, Fiberon Wildwood composite cladding
- **2024 The Wall Street Journal Best-Managed Companies List**

## Innovation

- **2025 CNN Best Smart Lock**, Yale Assure Lock 2
- **2025 Digital Trends Best Smart Lock**, Yale Assure Lock 2; August Wi-Fi Smart Lock
- **2025 New York Times Best Deadbolt Adapter Smart Lock**, Yale Approach Lock
- **2024 Fast Company “Most Innovative Companies”**, Consumer Products category, Moen, Moen Smart Water Network
- **2024 Augury Beam of Excellence Award**, Fortune Brands Innovations

## Brands

- **2025 America’s Most Trusted Faucet Brand**, by Lifestory Research, Moen
- **2025 Best of KBIS**, by Apartment Therapy, Moen Cambium Bath Suite
- **2025 Best of KBIS**, by Reviewed.com, Moen Instant Hot SIP Faucet and Instant Hot Tank
- **2025 LBM Journal IBS Hot Products Award**, Therma-Tru Veris Collection
- **2024 Architectural Digest Great Design Award**, Riobel Lateral Pot Filler
- **2024 Grand Prix Du Design Awards**, Gold Certificate Industrial Design – Perrin & Rowe; Southbank Kitchen, Silver Certification Industrial Design – ROHL Modelle Bath
- **2024 Good Design Awards**, ROHL Modelle Bath
- **2024 KBIS Best Large Booth Award**, House of Rohl
- **2024 Luxe Red Awards**, ROHL Apothecary Kitchen Winner, ROHL Modelle Bath
- **Datavisions Top Selling SKU**, Doors at Lowes, Therma-Tru

View FBIN profile on  
[U.S. News and World Report](#)

To view more of our awards,  
visit [fbin.com/awards-recognitions](#).



PARTNER



# Creating Value

## A Supercharged Growth Opportunity

We operate in three high-growth categories — Water, Outdoors and Security — powered by strong secular tailwinds and underpinned by leading brands. These are all supported by our Fortune Brands Advantage — key capabilities like digital and supply chain excellence — that help us to perform in any environment.

We believe we have big opportunities to grow in ways that are good for Fortune Brands, people and the planet, including:

- **\$1 billion potential future sales opportunity** for the Flo Smart Water Monitor and Shutoff.
- **Driving conversion from traditional decks**, such as wood, which is estimated to be 75% of the share of decks, to composite decking, which is estimated at just 25% of all decks.\*
- **Expanding the commercial lockout tagout market and driving adoption of cLOTO**, our **connected lockout tagout solution**, which has added ability to help improve safety, increase efficiency and enhance compliance.
- **Increasing our presence in the U.S. residential water filtration and water quality market**, which we believe is approximately \$4 billion.

Learn more in our [Products & Innovation](#) section.

\* Principia (2025)



# OUR ESG APPROACH: ONE HOME

- 11 ONE Home Overview
- 13 ONE Home Program Highlights
- 14 ESG Timeline





# ONE Home Overview

Fortune Brands ONE Home is our unifying approach to ESG, where ESG contributes to **brand, innovation** and **channel leadership** and helps to bring associates together. Underscoring our ONE Home approach is our ESG philosophy, where we aim to have ESG strategy, communications and reporting be **authentic** to who we are as a Company, be **holistic** to our strategy, and for us to **always be improving**. We believe Fortune Brands ONE Home ultimately makes us a stronger company, for the benefit of all stakeholders. We choose to focus on those areas where we can make the most meaningful impact.

Our Fortune Brands ONE Home focus areas:



ONE Home Overview CONTINUED

Materiality ESG Topics

Our process for determining material ESG topics is to review SASB’s industry-specific material topics, the TCFD reporting framework, key ESG raters’ assessment of material topics for our industry, and by collecting feedback from key stakeholders. We then add our own business insights to determine the areas in which Fortune Brands has the most significant impact on sustainable development, as well as the most influence on stakeholder decisions.

Policies and programs are in place or in development to monitor each of the issues identified here: Associate Safety; Advancing Inclusive Culture; Climate; Efficient Operations; Environmental

and Social Impact of Products; Strong Governance and Ethics; and Responsible Sourcing. These topics align with our Fortune Brands ONE Home approach.

The term “materiality,” as used in this ESG Report, is different than how “materiality” is used in the context of our SEC filings or other regulatory disclosures or reports.

Key Stakeholders

Investors are a primary ESG stakeholder. We engage with investors on ESG through Company-hosted events, including investor days, face-to-face meetings, calls, the FBIN website, and press releases.

Associates are another key ESG stakeholder. We engage with our associates through town halls and other meetings, email newsletters, and our intranet site. We also engage with customers and suppliers — often through new product discussions or surveys — as well as by reviewing and completing questionnaires and other requests for information on our ESG practices. Finally, we engage with our community stakeholder group.

Dialogue with our stakeholders helps Fortune Brands Innovations make sure we are reporting meaningful information now and staying abreast of what topics may become more important in the future.

ESG Materiality Focus Areas

Environment

- Climate
- Efficient Operations
- Environmental Impact of Products

Social

- Associate Safety
- Advancing Inclusivity
- Social Impact of Products

Governance

- Strong Governance and Ethics
- Responsible Sourcing



# ONE Home Program Highlights






Offering products that are good for people, the planet and business

2030 climate goals to reduce emissions

~11,500

Total people received health insurance through FBIN in 2024





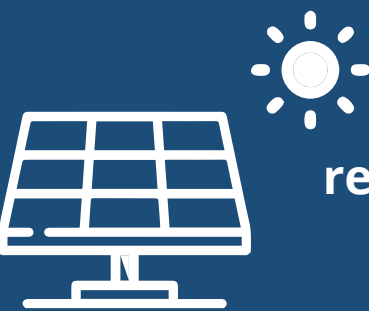
Numerous awards & recognitions



Strong safety performance



Community partnerships with Yellowstone Forever and Habitat for Humanity



Using on-premises renewable energy at select locations

9 Employee Resource Group options open to all our associates

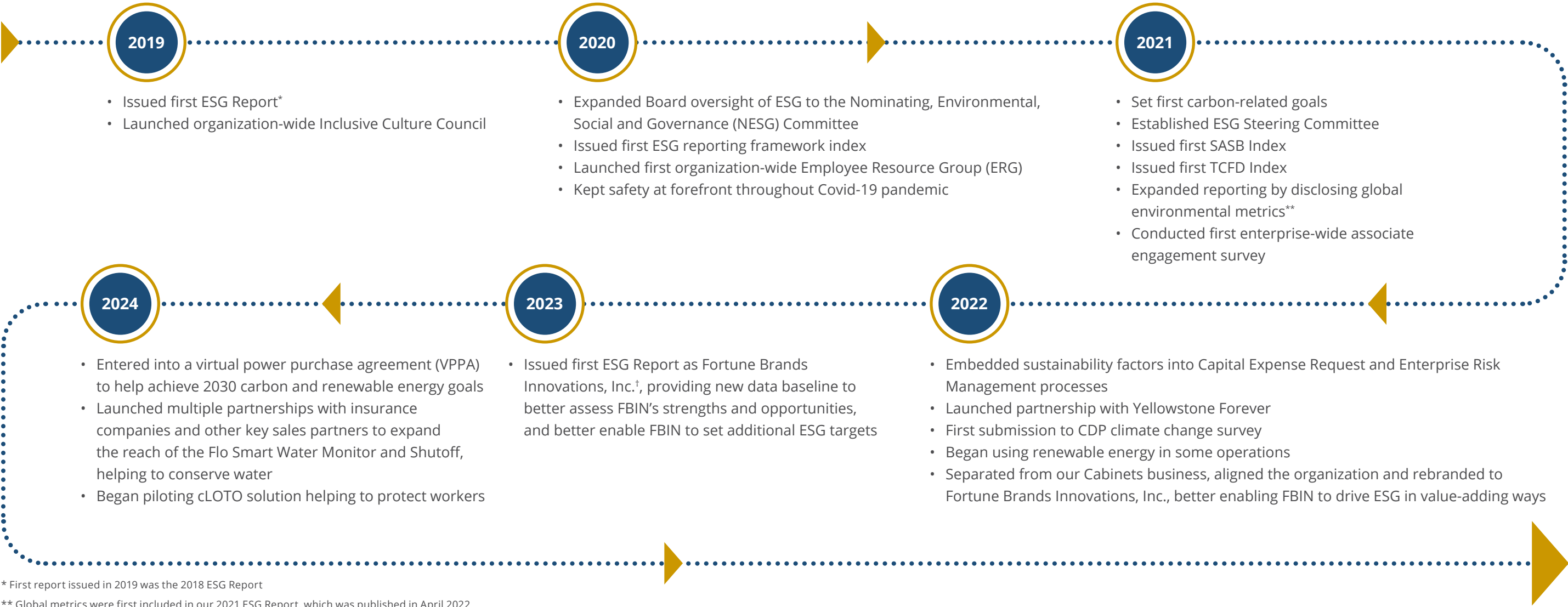




ESG reporting and preparation to help us comply with regulations

# ESG Timeline

Over the last several years, we have taken important steps to better demonstrate our commitment to capturing opportunity in ESG where we can do well by doing good, and to further engrain ESG into our business in value-adding ways. Check out some of our most noteworthy milestones.



\* First report issued in 2019 was the 2018 ESG Report  
\*\* Global metrics were first included in our 2021 ESG Report, which was published in April 2022  
† First FBIN report issued in 2023 was the 2022 ESG Report



# PRODUCTS & INNOVATION

16 Product Impacts

17 Save Water

19 Utilize Recycled Materials

20 Conserve Energy

21 Protect People

23 Product Design & Innovation



# Product Impacts

Our portfolio is geared toward products with value-add, meaningful sustainable and safety attributes. We leverage our leading positions, advantaged business model and talented team to deliver inspiring products that can help:

A smart showerhead is shown on a wall with a mosaic tile pattern. Next to it is a digital control panel displaying the time 9:23 and the day Tuesday.

**Save Water**  
with smart  
products

A modern white sink with a black WaterSense faucet is shown in a bathroom setting.

**Save Water**  
with WaterSense  
products

**MISSION MOEN**

Inspiring consumers to save  
without sacrifice, and help  
protect water


**Utilize Recycled  
Materials**  
with Fiberon PE  
composite decking  
and cladding

A modern outdoor living space featuring a deck made of Fiberon PE composite decking and cladding, with a stone fireplace and large windows.

**Conserve Energy**  
with energy-efficient  
entry doors from  
Therma-Tru

A modern brown entry door with a white frame is shown in a hallway setting.

**Conserve Energy**  
by reducing wasted  
water with the  
Flo Smart Water  
Monitor and Shutoff

A blue Flo Smart Water Monitor and Shutoff device is shown, featuring a circular display and the MOEN logo.

A hand is shown holding a smartphone displaying the Master Lock app interface, which includes fields for Username, Password, and a Log In button. In the background, a red Master Lock smart lock is visible on a door.

**Protect People**  
with lockout tagout  
solutions from  
Master Lock

A person is shown using a smart lock on a teal door. The lock is a Yale or August smart residential product.

**Protect People**  
with Yale and August  
smart residential  
products

A woman is shown drinking water from a clear water bottle, illustrating the use of a water filtration solution.

**Protect People**  
with water filtration  
solutions and smart  
leak detection



# Save Water

Save Water

Utilize Recycled Materials

Conserve Energy

Protect People

Led by Mission Moen and the Moen Smart Water Network, we are designing products that save water while also improving people’s experience with water.

## Moen Smart Water Network

We create products designed to help connect people with water in extraordinary ways. The future driver of water conservation in the home lies in the performance of our award-winning and innovative Smart Water Network. Not only do Smart Water Network products allow more control, comfort and security around water, but each is designed to conserve water.

The Smart Water Network is a first-of-its-kind whole-home smart water ecosystem that includes smart water security, smart faucets, smart showers and even smart irrigation. Through the Moen Smart Water App, homeowners can monitor and track their water usage and also set conservation goals.



## Meet the Moen Smart Water Network

- **Flo Smart Water Monitor and Shutoff** is the hub of the Smart Water Network. It allows homeowners to monitor their water usage, helps homeowners detect small leaks in their pipes and has the ability to automatically shut off their water supply before a catastrophic leak damages their home.

According to the Environmental Protection Agency (EPA), the average family can waste 9,400 gallons of water annually from household leaks,\* leading to higher water bills, excessive water waste, and disruptive and costly water damage. Water damage claims are eight times more common than theft, and six times more common than fire, with 40% of homes affected by water damage.\*\* Flo can decrease water damage claim frequency events by 96%.†

Because of its ability to help prevent or minimize water damage, this product is gaining traction with insurance companies, municipalities and consumers.

- **Smart Leak Detectors** are standalone sensors that continuously monitor for moisture. Users can place them anywhere leaks are a concern, including in the basement, laundry room, bathroom or garage, and receive real-time alerts when they detect moisture.
- **Smart Sump Pump Monitor** turns any existing sump pump into a smart sump pump by tracking its water levels and performance in real time and notifying users the moment something changes.
- **Smart Faucets** offer convenience, precision and intuitive voice-activation technology to help complete tasks in the kitchen. Users can create customized presets or Amazon Alexa and Google Assistant voice commands to dispense the exact amount and temperature of water that’s needed. In the event someone accidentally leaves the water running, the Smart Faucet will automatically turn off the water.

- **Smart Showers** allow users to start the shower from the Moen Smart Water App and pause it once the desired temperature has been reached to avoid wasting water.
- **Smart Sprinkler Controller and Smart Wireless Soil Sensors** address the area of the home where the most water is used: outdoors. The Smart Sprinkler Controller can reduce an average home’s irrigation water use by up to 30%, saving the home up to 15,000 gallons of water annually compared with a clock-based controller.‡ In 2024, this product achieved WaterSense certification.

Learn more about the Moen Smart Water Network at [www.moen.com/smart-home](http://www.moen.com/smart-home).

\* EPA Fix a Leak Week  
\*\* Insurance Information Institute, U.S. data for “water damage and freezing” claims  
† Based on a 2020 Lexis Nexis Study of 2,306 U.S. homes with a Flo device  
‡ EPA WaterSense Labeled Irrigation Controller Fact Sheet

Save Water CONTINUED

Save Water

Utilize Recycled Materials

Conserve Energy

Protect People

Mission Moen

Moen designs for water to celebrate its power and beauty, but also to protect the water of tomorrow.

**In 2020, Moen launched Mission Moen: our promise to protect and preserve the world’s most precious resource by creating products that save water without sacrificing style or performance.**

We’ve announced two bold goals related to the mission:

- **Innovate to help consumers save 1 trillion gallons of water by 2030 through the use of our products, all while helping people enjoy water more.**
- **Repurpose 2,000 tons of ocean plastic by 2030.**

Since our Mission Moen launch through 2024, we estimate that Moen products have helped to save 317 billion gallons of water and we are around one-third of the way toward our goal of repurposing 2,000 tons of ocean plastic for use in our products by 2030. Learn more at [www.moen.com/missionmoen](http://www.moen.com/missionmoen).



NEW IN 2025

Moen Hot Water Savings Handheld Shower

The new Hot Water Savings Handheld Shower helps conserve water by reducing shower water usage by over a third — saving up to 5,500 gallons annually.\* This handheld shower reduces water flow to a trickle once it reaches 95°F, then maintains the temperature, preventing unnecessary water waste. The product also features Moen’s Magnetix™ technology — a magnetic dock made from recycled ocean plastic, further enhancing sustainability.



Save Water With WaterSense Certified Products

Moen bathroom faucets and showering solutions are WaterSense certified, and most bathroom faucets and showering solutions from the House of Rohl are also WaterSense certified. Many of our faucets meet the more stringent California flow rate requirements, all with the design principles of *Save, Don’t Sacrifice*, ensuring users retain a great water experience.

Salt-Free Water Softeners

SpringWell water filtration offers the Futuresoft salt-free water softener. Unlike traditional salt-based systems, the Futuresoft water softening system wastes no water and does not discharge salt brine into the environment. Futuresoft eliminates scale, extends the life of home appliances and makes cleaning easier, without the need to use extra water to flush the system.

\* Based on a combined total of 2-person households using manual activation of the CONSERVE button and allowing water to warm to 95°F. Savings are based on the EPA standard flow rate of 2.5 GPM.

Aqualisa Digital Showering Portfolio

Aqualisa Smart Digital Shower systems offer full connectivity to the smart home. They combine the precise electronic control of a digital shower with the modern convenience of voice and app activation. In addition to a sensational showering experience, Aqualisa Smart Digital Showers include water saving and temperature safety features.





# Utilize Recycled Materials

Save Water

Utilize Recycled Materials

Conserve Energy

Protect People

We are incorporating recycled components into our products, which helps reduce waste.

## Fiberon Advanced Material Technology

Our Fiberon PE\* composite decking and cladding is certified for containing a minimum of 94% mixed recycled wood fiber and plastic content.

Recycled wood — sawdust and leftover material that would otherwise be discarded — makes up about half of our PE composite products.

We also use recycled plastic, such as grocery bags and packaging materials. On average, our in-house recycling facility recycles around 100 million pounds of plastic annually, which we use in our Fiberon PE composite products.

All that recycling amounts to a great outcome for our consumers and customers. Fiberon products are nearly maintenance free and retain their beauty for years to come. That means families can spend more time enjoying the outdoors.

Learn more at [www.fiberonbalance.com](http://www.fiberonbalance.com), and visit SCS Global Services to [view Fiberon Environmental Product Declarations \(EPD\)](#).

Consumers shopping for their favorite color of Fiberon deck can now [recycle any unused samples](#). We will restock and reuse any returned samples to keep them out of landfills.

## Beyond the Home: Commercial Offerings With Fiberon Wildwood PE Composite Cladding

Fiberon continues to have success with its Wildwood composite cladding. Wildwood composite cladding is perfect for architects and trade professionals who want a long-lasting, maintenance-free, sustainable alternative to traditional wood cladding. Wildwood PE composite cladding has received numerous awards for its design, innovation and sustainability. Most recently, it was named a 2024 Green Builder Media Sustainable Product of the Year.



Our Fiberon PE composite decking and cladding is certified for containing a minimum of 94% mixed recycled wood fiber and plastic content.



## Repurposing Manufacturing Scrap

Leftover materials from the production of our Fiberon PE composite decking can be recycled back into the manufacturing process, effectively reducing waste. In addition, Therma-Tru reuses most of the scrap lite frame material from the manufacturing process to make new lite frames. End rails and lite frames are just some of the many components that make up Therma-Tru’s complete door system.

## Ocean Plastics

Mission Moen not only sets out to conserve water, but it also includes a goal to utilize 2,000 tons of ocean plastic by 2030. In 2020, Moen began using plastic recovered from discarded fishing nets and ropes as an installation tool component for one of its highest volume products, the Posi-Temp valve. In 2021, Moen designers found ways to utilize recycled plastics in even more product components. Learn more at [www.moen.com/missionmoen](http://www.moen.com/missionmoen).

\* PE composite decking and cladding refers to our Fiberon products that are made from post-industrial wood and polyethylene, or “PE,” which is the most common plastic in use today. These products account for the vast majority of the decking and cladding products Fiberon makes.

# Conserve Energy

We make products that conserve energy to help consumers reduce carbon emissions.

## Advanced Materials and Complete Door Systems

Complete door systems from Therma-Tru are built to help protect against energy loss, keeping heat and air conditioning sealed inside the home.

Therma-Tru has long been delivering industry-leading innovations. Therma-Tru pioneered the fiberglass door in 1983 upon realizing that fiberglass offers superior design and performance characteristics. We offer fiberglass doors in a wide range of colors and styles. They capture the beauty of wood while requiring minimal maintenance and being more energy efficient than wood doors. In fact, Therma-Tru doors help to conserve energy in two ways.

First, our fiberglass doors have a polyurethane foam core that offers up to four times the insulating R-Value of wood.\*

Second, we engineer complete door systems to work together at the most critical points. By forming a tight seal against drafts and leaks, these components can help protect the door system and home against costly damage and deterioration, and help insulate against cold and heat for exceptional energy efficiency.

Therma-Tru has options to meet ENERGY STAR® requirements in all 50 states.

Therma-Tru is proud to be recognized as the **2025 Green Builder Media Brand Used Most, Door Category**, for the 7th consecutive year.\*\*



## Saving Water, Reducing Emissions

The collection, treatment and distribution of the water we use in homes takes energy. When water is wasted, so is the energy it took to clean and treat that water.

By achieving our 2030 Mission Moen goal, we estimate that we can help avoid 4.7 metric tons of carbon dioxide, the equivalent to greenhouse gas (GHG) emissions from 1 million gasoline-powered passenger vehicles driven for one year.†

Therma-Tru Thrive is the brand’s commitment to make safe and sustainable products, support the communities where our associates live and work, and leave a positive, lasting impact on the environment. Making life better at home — and, in particular, boosting energy efficiency at home — is one of three key pillars of Therma-Tru Thrive, along with helping take care of our planet, and being a good neighbor. Learn more at [www.thermatru.com/thrive](http://www.thermatru.com/thrive).

\* Based on studies comparing 1 ½-inch-thick doors in fiberglass versus wood, each with no glass insert

\*\* [Therma-Tru Wins 7th Consecutive Sustainable Brand Leader Title](#)

† [BuildingGreen](#) and [EPA Carbon Equivalencies Calculator](#)

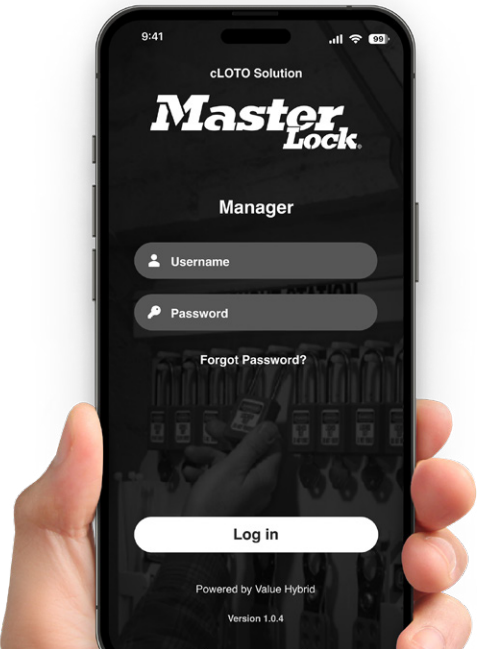


# Protect People

Our products provide solutions to protect people at work and at home.

## A Legacy of Safety and Security

Whether through traditional keyed or combination locks, smart home locks, or advanced access management and tracking solutions, we have products that help keep property and people safe.



With Master Lock’s well-established installed base and extensive distribution channels, the brand is well-positioned to offer customers an effective migration path from mechanical to connected lockout tagout solutions.

## Protecting People at Work

Master Lock, a global leader in mechanical lockout tagout (LOTO) solutions, is well-positioned to deliver new and innovative products in the emerging field of connected LOTO (cLOTO).

Master Lock cLOTO digitizes a facility’s lockout program, providing managers with complete traceability of all LOTO processes and employees with procedure workflows that guide them through the accurate and complete application of LOTO. This can positively impact millions of people across the globe.

By the end of 2024, our newly developed Master Lock cLOTO solution entered beta-testing in preparation to launch the product commercially in 2025. [Learn more](#) about the introduction of cLOTO and how it can help companies improve safety, efficiency and accountability.

Today, Master Lock’s Professional Safety Services team works with companies around the world to implement effective and compliant LOTO and electrical safety programs designed to keep employees safe. Our team of safety industry experts go on-site to assess the existing safety program, identify opportunities for improvement, and work with site leaders to develop updated programs and policies compliant with OSHA 29 CFR 1910.147, NFPA 70E, and OSHA 29 CFR 1910 Subpart S. Our team leads implementation by developing machine-specific LOTO procedures, conducting arc-flash risk assessments, training employees and internal training teams, and specifying the equipment and personal protective equipment (PPE) necessary to protect employees from hazardous energy.

Fortune Brands believes there is a significant and growing long-term opportunity in the U.S. and around the globe as companies seek to automate and provide real-time tracking of processes and procedures that will improve safety in the work environment and make it more secure in the future.

Save Water

Utilize Recycled Materials

Conserve Energy

Protect People

### WHAT IS LOCKOUT TAGOUT (LOTO)



LOTO solutions can improve worker safety by helping to prevent equipment from releasing hazardous energy while employees are working with machinery. LOTO compliance is a common workplace challenge; in the U.S. alone, **LOTO was the 3<sup>rd</sup> most frequently cited violation following inspections of worksites by federal OSHA officials for all industries in 2024**,\* with millions of dollars in LOTO-related fines assessed on an annual basis.

\* [Top 10 Most Frequently Cited Standards for Fiscal Year 2024](#)

Protect People CONTINUED

Protecting People at Home

Home Water Filtration Systems

It's estimated that drinking water from nearly half of U.S. residences contain potentially harmful chemicals.\* Our water filtration systems from SpringWell and Moen help to remove harmful contaminants from tap water so residents can enjoy clean, filtered water directly from the tap.



Smart Water Leak Detection

Water damage in homes is a pain point for many homeowners. In fact, water damage is claimed six times more than fire and eight times more than theft, accounting for 24% of all insurance claims.\*\* The Flo Smart Water Monitor and Shutoff can help to prevent leaks, as well as the disruption and costs that leaks can impose on homeowners.

Therma-Tru Doors

Our Therma-Tru doors are designed for durability and enhanced security, with pieces and parts engineered as a complete system. From the door slab and glass to the hinges and sill, Therma-Tru specifies each piece to work together at the critical points where an ordinary door system's performance can fail.

Some of the ways in which our doors keep residents protected:

- Therma-Tru composite door frames are more reliable and up to 50% stronger on average than standard wood door frames when withstanding a simulated forced kick-in entry attempt.†
- Our fiberglass door slabs are up to 30% more resistant to kick-ins than standard steel doors.‡
- Glass options feature double- or even triple-pane construction and include two panes of tempered glass for enhanced safety and performance.

Moen Home Care

Moen Home Care products help prevent falls in the bathroom. As older generations are “aging in place,” it’s important to adjust homes to accommodate them. Moen Home Care products include bath grips, hand grips and shower chairs.

Smart Residential Locks

Yale and August residential smart lock brands have partnerships with top smart home brands. These partnerships bring integrations to elevate convenience and security benefits for customers, and align the Yale and August brands with some of the most popular names in the industry.

In 2024, Yale launched it’s first retrofit smart lock solution for renters, the Yale Approach Lock with Wi-Fi and Keypad.

Master Lock

Master Lock is helping people feel safe and secure with products like the Master Lock Folding Door Security Bar. It’s the only adjustable door bar on the market designed to offer both robust strength and compact storage and portability — making it convenient for travelers and homeowners to use, adding an additional layer of protection to most standard entryway and sliding patio doors.



\* [USGS 2023 Tapwater Study](#)  
\*\* Insurance Information Institute, U.S. data for “water damage and freezing” claims  
† Comparison of pendulum impact test results for Therma-Tru composite door frame and standard finger-jointed pine wood door frame, both with similar pre-hung doors. Visit [www.thermatru.com](#) for details.  
‡ Comparison of Therma-Tru doors in pendulum impact test: fiberglass versus standard steel. Visit [www.thermatru.com](#) for details



# Product Design & Innovation

Fortune Brands Innovations has an exciting opportunity to drive growth as our portfolio continues to evolve toward supercharged tailwinds, such as connected products, outdoor living and material conversion, safety and wellness, and sustainability.

Demand for sustainable building products and packaging is driven by consumers, retailers, architects and builders that are responding to both consumer demand, regulation, or increasing focus on industry groups and certifications, such as the National Green Building Standard, the U.S. Green Building Council LEED rating system and ENERGY STAR certified homes. We believe there is an incredible opportunity to deliver products that are good for our Company, while also being good for people and the planet.

We make significant investments in research and development, including product development, product improvement, product engineering and process improvement.

The Global Product Development and Innovation team works to create better experiences and outcomes with our brands, find product adjacency and new category opportunities, and explore new-to-world and new-to-company innovations.

Sustainability is factored into design in many ways, including finding opportunities to incorporate more recycled plastics, increasing our proportion of ENERGY STAR qualified entry doors, and ensuring we provide products that help to save water while maintaining a great experience. For products in the new-to-world and new-to-company categories, the team’s design default is to incorporate as much recycled raw material as possible unless otherwise not available or cost-prohibitive. Additionally, in 2025, the team is beginning to track the carbon footprint of new-to-world and new-to-company products.

Another important aspect of FBIN’s product development strategy is packaging and execution. Many of our brands are looking at how we can reduce packaging, increase recycled content of packages, or make packaging more recyclable.

Industrial engineers design with a variety of consumer needs and preferences in mind, and we conduct physical properties and performance testing to ensure we are delivering quality products that will be enjoyed for years.

Our Global Product Development and Innovation team works closely with our connected products teams to help accelerate our work in connected and digital products. In 2023, over 100 engineers joined FBIN, which resulted from the acquisition of the U.S. and Canada Yale and August smart residential business and Emtek and Schaub luxury hardware business. Their digital expertise is helping us to reach our connected product ambitions.

In 2024, FBIN’s Global Product Development and Innovation team reviewed 1,000+ ideas, some of which were crowdsourced from associates in other parts of the Company including our ERGs.



## 25%+ New Product Vitality Target

New Product Vitality is a metric that shows annual sales coming from innovations/new products launched in the past three years.



Product Design & Innovation CONTINUED

Spark Idea & Innovation Lab

The Spark Idea & Innovation Lab (Spark) is designed to empower our internal talent to drive transformative change. Spark hosts events to help associates gain a deeper understanding of innovation and how it can be applied to their work, invites them to participate in product testing and consumer research, and encourages associates to send ideas for new products, features or improvements.

FBIN Innovation Week

In 2024, we hosted our first-ever corporate-wide global innovation week, where we curated varied content each day to inspire every associate to be bold and think big by learning and engaging in innovation best practices. Throughout the week, activities, seminars, and workshops provided opportunities for associates to get inspired by learning new tools and ways of working, learn more about our consumers through firsthand feedback via research sessions, and use new knowledge to create ideas, concepts, and processes.





Product Design & Innovation CONTINUED

Designing for All Abilities

Master Lock offers an Americans with Disabilities Act (ADA)-compliant built-in combination and keyed locker lock that operates like the other locks in the system — so no lock looks different, and no student is singled out. The lock is designed to meet Federal regulations and address special needs beyond those outlined in the “2010 ADA Standards for Accessible Design.” These portable locks are designed to be easy to use and assist those with physical or cognitive challenges operate a lock independently. All ADA inspired locks fit most standard lockers.

In addition, many Moen faucets, shower valve controls, and sinks comply with ADA specifications. Providing products that support the growing number of adults who want to age in their homes is important to our purpose and our growth.

Our robust network of ERGs provides more opportunities to understand better and anticipate the needs of our consumers and deliver innovative outcomes.



Women’s Engagement Network for STEM and Advocacy

The Women’s Engagement Network for STEM and Advocacy (WENSA) is an internal community of associates that serves to further the professional development of women in STEM so that they can contribute to the organization to their fullest potential. WENSA helps women in STEM focus on development efforts that drive growth in current roles and build greater competence. WENSA additionally facilitates networking, outreach, and advocacy to further themselves, their workplaces and the greater community. WENSA is Fortune Brands’ longest-running ERG, having started with the Water Innovations segment. In 2023, this group merged with Fortune Brands’ Women’s Impact Network ERG, opening up more opportunities for learning and networking across our entire organization.



Partnering With Northwestern University’s Trienens Institute for Sustainability and Energy

Fortune Brands Innovations partners with the Paula M. Trienens Institute for Sustainability and Energy (ISEN). ISEN forms strategic alliances between corporate, civic and not-for-profit partners. By leveraging shared expertise and resources across disciplines and locations, ISEN and its partners are able to discover, develop, and deploy sustainability and energy-related solutions more quickly and with transformative impacts. In addition to sharing our expertise in material conversion and science and manufacturing, we believe bringing in outside voices can also help to spark new ideas for our products. FBIN is also part of the founding cohort of Trienens’ Industry Affiliates Program.





# HOME PLANET

27 Carbon Emissions & Energy

30 Conserving Water

32 Waste Reduction





# Carbon Emissions & Energy

Fortune Brands recognizes the importance of a proactive and holistic approach toward mitigating climate change. We are committed to being part of solutions that keep our collective home — Earth — safe and healthy.

We are committed to reducing our carbon impact on the environment while continuing to manufacture our products, serve our customers and create value for all our stakeholders. We have invested in software and systems to improve and streamline

environmental data collection processes, capture global data, enhance future reporting, and better evaluate opportunities. This data is key to helping us understand our direct carbon emission impacts and evaluate progress on goals.

### Progress

As of 2025, four Fortune Brands sites are using renewable energy from on-premises solar power panels. Additionally, in 2024, Fortune Brands Innovations identified and helped fund a renewable energy project by entering into a virtual power purchase agreement (VPPA). By supporting a

renewable energy project, we will offset electricity usage with a renewable source and contribute to adding long-term green energy options to the existing supply of energy in the United States.

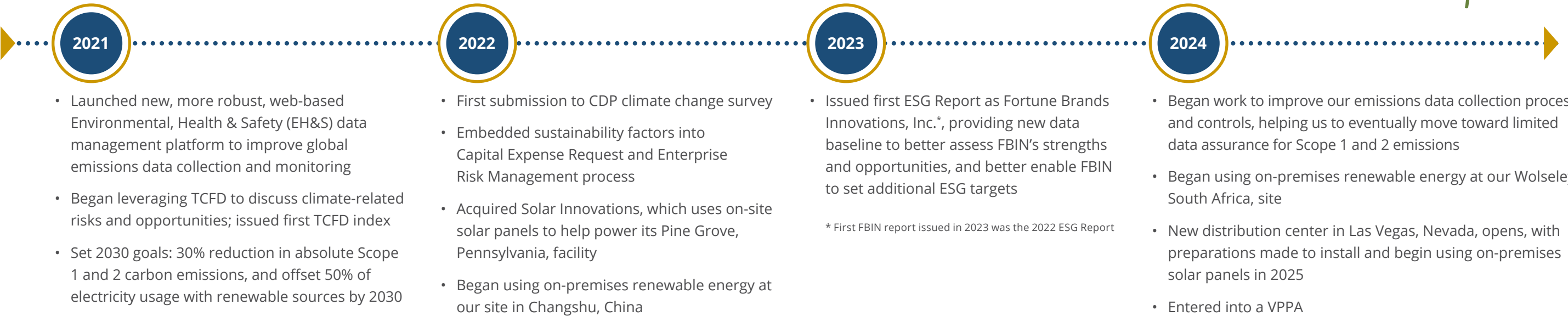
We feel our goals and path to achieve them are both appropriate and realistic for our industry.

As we work toward these targets, we will also remain open as new or more options to reduce carbon emissions become available in the future.

### OUR 2030 GOALS

Reduce Fortune Brands’ absolute Scope 1 and 2 carbon emissions by **30%**, and offset **50%** of our electricity usage with renewable sources.

## Emissions Reduction Progress



# Carbon Emissions & Energy CONTINUED

## Carbon Mitigation Strategy

Our carbon mitigation strategy includes:

- **Using renewable energy:** We look for smart opportunities to use on-premises solar panels and have also initiated a VPPA.
- **Reducing our own energy usage:** The majority of our locations have switched to energy-efficient lighting, and we routinely check and repair our equipment to ensure it is running efficiently. We also invest in new equipment that is more energy efficient. While we have already taken many actions to run more energy-efficient operations, we are on the lookout for more opportunities to conserve energy.
- **Producing products that help:** Manufacturing energy-efficient Therma-Tru doors and using recycled inputs as the main components for our Fiberon PE composite decking is part of how we can help to mitigate carbon emissions. Additionally, our products that save water also have the ability to contribute to reducing emissions.
- **Improving product packaging and logistics:** Our North Las Vegas site utilizes right-sized packaging, which minimizes box sizes for shipping, resulting in freight savings, reduced material usage and reduced carbon footprint.

- **Efficient operations:** Many of our sites have achieved environmental certifications. Our Changshu, China, manufacturing facility has achieved the Jiangsu Provincial Green Factory certification, recognizing a commitment to sustainable operations and energy efficiency, waste and carbon footprint reduction, regulatory compliance, and circular economy practices. This certification is awarded to the top 1% of manufacturing sites in one of China’s most industrialized provinces. Other sites have achieved the internationally recognized ISO 14001, representative of a standard for environmental management systems and their implementation that enables environmental performance with similar criteria to those noted above.

## New Renewable Energy at FBIN

We are excited that in 2024, our production facility in Wolseley, South Africa, began using on-premises renewable energy. We expect the solar panels to generate over 40% of this site’s electricity. Also, our Las Vegas site recently installed solar panels expected to begin generating renewable energy in 2025.





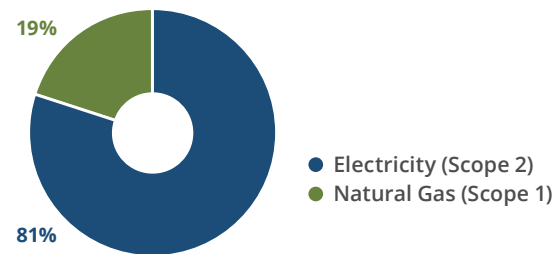
Carbon Emissions & Energy CONTINUED

Carbon Emissions

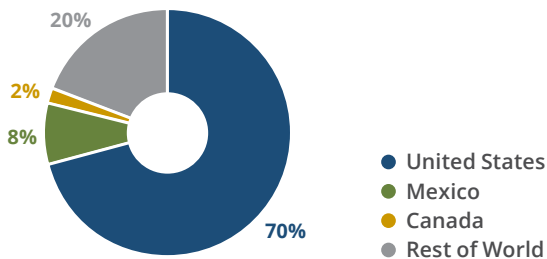
| <i>In metric tons of CO<sub>2</sub> unless otherwise noted</i>  | 2021    | 2022    | 2023    | 2024    |
|---|---------|---------|---------|---------|
| Scope 1 from Energy Used  | 29,759  | 28,081  | 24,573  | 20,924  |
| By Country  |         |         |         |         |
| United States   | 20,052  | 19,772  | 17,474  | 14,678  |
| Mexico  | 2,464   | 2,190   | 1,825   | 1,639   |
| Canada  | 391     | 456     | 562     | 446     |
| China   | 0       | 0       | 0       | 0       |
| Rest of World   | 6,852   | 5,663   | 4,712   | 4,161   |
| Scope 2 from Energy Used  | 104,224 | 99,088  | 96,334  | 86,630  |
| By Country  |         |         |         |         |
| United States   | 87,836  | 85,080  | 82,570  | 74,345  |
| Mexico  | 10,932  | 8,744   | 8,604   | 7,567   |
| China   | 3,172   | 2,694   | 2,183   | 2,222   |
| Canada  | <1      | 40      | 38      | 32      |
| Rest of World   | 2,284   | 2,530   | 2,939   | 2,464   |
| Total Scope 1 and 2 from Energy Used  | 133,983 | 127,169 | 120,907 | 107,554 |
| CO <sub>2</sub> Intensity from Energy Used<br>(Scope 1+2)<br><small>(In metric tons of CO<sub>2</sub> / Unit net global sales (x10<sup>-5</sup>))</small> | 2.79    | 2.69    | 2.61    | 2.33    |

Updates were made to some previously reported 2023 Carbon Emissions and Energy Usage metrics. See [ESG Data Tables](#) for details.

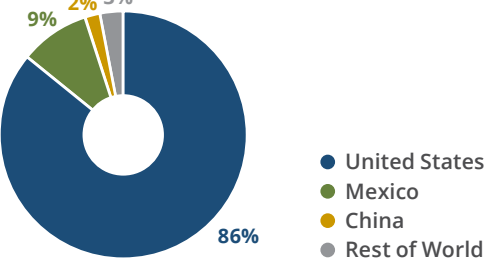
2024 Carbon Emissions  
by Type



2024 Scope 1 Carbon  
Emissions by Geography



2024 Scope 2 Carbon Emissions  
by Geography



Energy Usage

| <i>In million GJ unless otherwise noted</i>                                       | 2021  | 2022  | 2023  | 2024  |
|---|-------|-------|-------|-------|
| Total Energy  | 1.57  | 1.47  | 1.39  | 1.25  |
| By Country  |       |       |       |       |
| United States   | 1.18  | 1.12  | 1.07  | 0.95  |
| Mexico  | 0.19  | 0.18  | 0.17  | 0.16  |
| Canada  | 0.02  | 0.02  | 0.02  | 0.02  |
| China   | 0.01  | 0.01  | 0.01  | 0.01  |
| Rest of World   | 0.16  | 0.14  | 0.12  | 0.11  |
| Electricity<br><small>(In million kWh)</small>                                    | 270.8 | 253.3 | 250.3 | 230.7 |
| Electricity from On-premises<br>Renewable Sources <small>(In million kWh)</small> | 0     | 1.0   | 1.4   | 1.4   |
| Natural Gas<br><small>(In million therms)</small>                                 | 5.6   | 5.3   | 4.6   | 3.9   |

Carbon Intensity

*In metric tons of CO<sub>2</sub>/Unit net global sales (x10<sup>-5</sup>)*



About the Data

Our energy data is based on the criteria for Scope 1 direct and Scope 2 indirect GHG emissions, as defined by the GHG Protocol. Direct GHG emissions, or Scope 1, occur from sources that are owned or controlled by the Company, for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc. Indirect GHG emissions, or Scope 2, account for GHG emissions from the generation of purchased electricity consumed by the Company. Purchased electricity is defined as electricity that is purchased or otherwise brought into the organizational boundary of the Company. Scope 2 emissions physically occur at the facility where electricity is generated.

Environmental metrics from acquired businesses are generally included for the year in which the acquisition took place. Larson, acquired late December 2020, is included in 2021 data. Solar Innovations and Aqualisa, both acquired in 2022, are included in 2022 data for the full year. In June 2023, Fortune Brands acquired the U.S. and Canadian Yale and August residential smart lock business and Emtek and Schaub luxury hardware business; those businesses are included in Fortune Brands’ emissions and energy usage metrics for the last six months of the year, July to December 2023. 2021 and 2022 data does not include the Cabinets business, which was spun-off in December 2022. SpringWell, acquired in 2024, has not yet been included in our environmental reporting. We expect it to have an immaterial impact on our total data. The completion of our on-premises solar project in Wolseley, South Africa, is estimated to have provided 40% of the site’s total energy in 2024; however, specific data measuring the amount of renewable energy used could not be provided through our current system, so these kilowatt hours are not included in the 2024 total.

On the Path to Data Assurance

In 2024, we began work to improve our emissions data collection process and controls, helping us to eventually move toward limited data assurance for Scope 1 and 2 emissions.

# Conserving Water

Water is one of Earth’s most precious resources and a key to having healthy communities around the world. Water is also a component of Fortune Brands Innovations’ manufacturing process, and we are focused on utilizing water in the most practical and efficient ways in our more water-intensive manufacturing processes.

Our facilities track water usage to allow FBIN to report on total water use. We rely on our operational and environmental, health, safety and security (EHSS) teams to identify water-related impacts to our manufacturing, primarily by finding ways to reduce the amount of water used, implement or maintain recycled water systems, or clean wastewater.

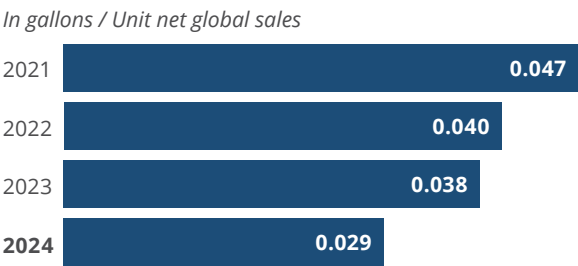
For example, our Fiberon plants utilize a closed-loop water system for minimal waste discharge, enabling Fiberon to reuse water, and saving nearly 3.5 billion gallons of water annually. We continue to look for ways to improve how we manage water in the manufacturing process.

Using the World Resource Institute’s Aqueduct Water Risk Atlas, we have identified the level of water-stress for our FBIN sites; for facilities in areas of higher water scarcity risk, we will evaluate further opportunities to conserve water usage and help mitigate the risk of water shortages and higher water cost.

## About the Data

Environmental metrics from acquired businesses are generally included for the year in which the acquisition took place. Larson, acquired late December 2020, is included in 2021 data. Solar Innovations and Aqualisa, both acquired in 2022, are included in 2022 data for the full year. In June 2023, Fortune Brands acquired the U.S. and Canadian Yale and August residential smart lock business and Emtek and Schaub luxury hardware business; those businesses are included in Fortune Brands’ water metrics for the last six months of the year, July to December 2023. 2021 and 2022 data does not include the Cabinets business, which was spun-off in December 2022. SpringWell, acquired in 2024, has not yet been included in our environmental reporting. We expect it to have an immaterial impact on our total data.

## Water Use Intensity



## Water Metrics

| <i>In million gallons</i>  | 2021  | 2022  | 2023  | 2024  |
|--|-------|-------|-------|-------|
| Total Water Withdrawn  | 225.7 | 186.9 | 177.2 | 134.3 |
| Water Use Intensity<br><small>(In gallons / Unit net global sales)</small> | 0.047 | 0.040 | 0.038 | 0.029 |

An update was made to previously reported 2023 Total Water Withdrawn as we received more accurate information after the 2023 ESG Report was published.

Total Water Withdrawn decreased significantly year-over-year from 2023 to 2024 largely due to the closure of our Milwaukee manufacturing plant.



Conserving Water CONTINUED

Helping Consumers Save Water

Innovative offerings like the Moen Smart Water Network exemplify how we are leading the charge into a new era of monumental change in how people encounter water every day. Moen is focused on creating exceptional experiences with water and helping raise awareness around ways to leverage more water-efficient products within the home.

Household leaks are the cause of a lot of wasted water. In fact, the EPA estimates that annual household leaks waste 1 trillion gallons of water nationwide. That’s the equivalent of water use in 11 million+ homes.\*

Not only does our Water segment make low flow and WaterSense certified faucets, but our Moen Smart Water Network has incredible water saving potential. The hub of the Moen Smart Water Network is the Flo Smart Water Monitor and Shutoff. Flo can identify small leaks and also help prevent catastrophic leaks.

Additionally, the Moen Smart Water App helps users track how much water they’re using and set conservation goals. Excitingly, we are partnering with Alliance for Water Efficiency and are finding opportunities to help raise awareness for the need for smart leak detection in homes, drive adoption of our innovative smart leak detection, and help maximize water use efficiency.

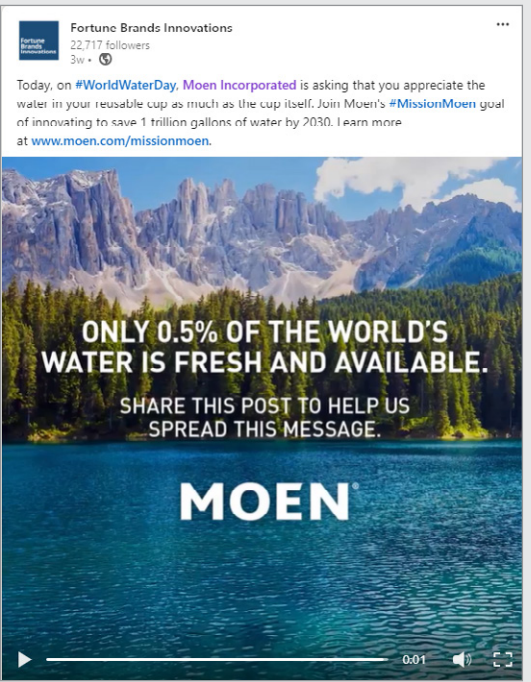
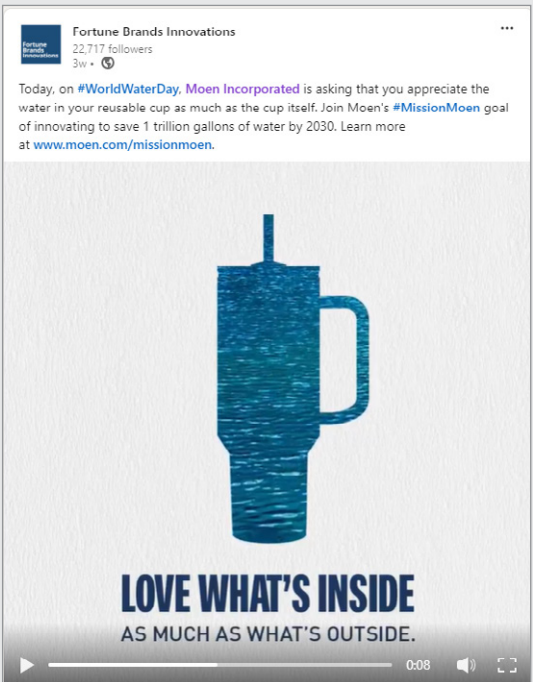


\* [EPA.gov/watersense/fix-leak-week](https://www.epa.gov/watersense/fix-leak-week)

WATER SPOTLIGHT

World Water Day

As part of Mission Moen, we helped to raise awareness of the scarcity of water and why it’s important to conserve it. For World Water Day 2024, Moen debuted its “Love What’s Inside” campaign to highlight the ongoing necessity of water conservation amidst the hype of trendy cups that help us drink water fashionably. Moen’s campaign spotlights what is inside our cups and bottles – H<sub>2</sub>O – and the need to conserve this crucial resource.



# Waste Reduction

For Fortune Brands Innovations, our responsible approach to business means finding a way to balance our commitment to environmental stewardship with delivering exceptional products. Reducing waste streams is better for the environment and can also help us save money.

All Fortune Brands Innovations facilities have a commitment to manage waste streams in support of our EH&S principles. In 2024, 10 of our manufacturing and distribution center sites achieved a recycling rate of 75% or better.

## SPOTLIGHT

### Planet vs. Plastics

In 2024, Earth Day’s campaign was “Planet vs. Plastics.” Earth Day organizers raised awareness of the damaging impacts of plastic pollution and what people can do to fight back. Leveraging the Earth Day theme, Fortune Brands highlighted to associates and on social media how Fiberon and Moen are helping tackle the issue by using plastic waste in products. We also made a commitment to reduce single-use plastic water bottles in our offices, and some of our associates volunteered to clean up local parks, beaches and waterfronts.



Many of our facilities assess waste streams and help find ways to reduce, reuse or recycle. Some of the most common materials we recycle or reuse are metals, wood pallets and cardboard, and we participate in recycling programs in most of our locations for these materials.

Less than one half of 1% of the waste we produce is hazardous waste. We adhere to global rules and regulations related to hazardous waste management, conduct internal audits of our processes, and ensure any associates who deal with hazardous waste receive the proper training. To complete our cradle-to-grave focus on safe material use, we work with transportation, storage and disposal partners that adhere to compliant methods.

Our associates look for innovative opportunities to reduce our contribution to the waste stream. Their innovation and stewardship help us reduce our environmental impact and strengthen FBIN with additional value creation.

## About the Data

Environmental metrics from acquired businesses are generally included for the year in which the acquisition took place. Larson, acquired late December 2020, is included in 2021 data. Solar Innovations and Aqualisa, both acquired in 2022, are included in 2022 data for the full year. The businesses acquired in 2023 are not included in our 2023 waste metrics. 2023 Waste Intensity is normalized to full-year 2023 organic sales. The 2023 acquired businesses are included in our 2024 waste data. SpringWell, acquired in 2024, has not yet been included in our environmental reporting. We expect it to have an immaterial impact on our total data.

2021 and 2022 data does not include the Cabinets business, which was spun-off in December 2022. Not included in our “Diverted” metric are the tons of recycled plastic and post-industrial wood used to make our Fiberon PE composite decking and cladding products in a year, or the ocean plastic we use in Moen products to help fulfill our Mission Moen goal.

## Waste Metrics

| <i>In thousand U.S. tons</i>  | 2021 | 2022 | 2023 | 2024 |
|---|------|------|------|------|
| Total Waste Generated   | 46.3 | 65.4 | 45.5 | 44.8 |
| Diverted (Recycled, Reused, Re-purposed)  | 18.3 | 36.2 | 21.7 | 25.4 |
| Landfill  | 27.7 | 29.0 | 23.6 | 19.3 |
| Hazardous Waste   | 0.2  | 0.2  | 0.2  | 0.1  |
| Waste Intensity<br><small>(In U.S. tons / Unit net global sales (x10<sup>-5</sup>))</small> | 0.96 | 1.38 | 0.98 | 0.97 |

Updates were made to previously reported 2023 Waste Data as we received additional and/or more accurate information after the 2023 ESG Report was published in these areas: Total Waste Generated; Diverted; and Landfill.



# HOME SAFE

34 Safety

39 Health & Benefits





# Safety

Associate safety is a top priority. Providing a safe workplace is not only the right thing to do, it’s essential to maintaining our high performance culture, attracting new talent and outperforming our markets.



## OUR SAFETY GOALS

**<1.0** Maintain a global TRIR of less than 1.0.

Improve safety for newly acquired businesses.

Each location sets its own annual TRIR and LTIR improvement targets.

## Global Safety Metrics

| Metric                                  | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|------|------|------|------|------|
| Total Recordable Incident Rate (TRIR)   | 1.07 | 1.65 | 1.16 | 1.04 | 0.98 |
| Lost Time Incident Rate (LTIR)          | 0.47 | 0.66 | 0.45 | 0.28 | 0.31 |
| Total Number of Work-Related Fatalities | 0    | 0    | 0    | 0    | 0    |

## Our Safety Goals

We are proud of our safety results. Each location has set annual improvement targets for Total Recordable Incident Rate (TRIR) and Lost Time Incident Rate (LTIR). In addition, we are putting more focus on identifying and measuring leading indicators to prevent incidents.

As Fortune Brands Innovations acquires new businesses, we work closely with them on safety processes and controls. One of the most powerful ways we can add value to our new businesses is that we make acquired companies safer through assessment and investment in sustainable safety systems and establishment of safe work practices.

## About Our Safety Metrics

Safety metrics include all global full-time employees, temporary workers and contractors under our direct supervision, and are calculated per 100 employees. Year-end safety data includes information reported up until January 5 of the following year.

Metrics from acquired businesses are generally included for the year in which the acquisition took place. Larson, acquired in December 2020, is included in 2021 data and is the primary driver of the increase in 2021 TRIR and LTIR. Solar Innovations and Aqualisa, acquired in 2022, are included in 2022 data. In June 2023, Fortune Brands acquired the U.S. and Canadian Yale and August residential smart lock business and Emtek and Schaub luxury hardware business; those businesses are included in Fortune Brands’ global safety metrics for the last six months of the year, July to December 2023. 2020 through 2022 data does not include the Cabinets business, which was spun-off in December 2022. SpringWell, acquired in 2024, has not yet been included in our safety metrics.

FBIN achieved a 2024 global TRIR of less than 1.0.





Safety CONTINUED

FBIN's Aligned Structure is Helping to Drive Safety Improvements

Toward the end of 2022, Fortune Brands announced its transition to a more aligned business unit-led operating model that prioritizes activities that are core to brand, innovation, and channel. As part of that transition, we have increased visibility into safety performance. Leaders and managers now have even more access to weekly EHSS incident reviews and safety wins, as well as visibility into more safety data, including valuable insights from leading metrics.

Additionally, our supply chain and operations team have been breaking down internal silos and enabling important connections across the Company. Fortune Brands' global EHSS network holds monthly update calls where they share best practices. Additionally, the EHSS network has identified internal subject matter experts for each key EHSS topic, helping to further spread important knowledge. As part of our effort to harmonize processes under our aligned organizational structure, our EHSS team has been standardizing policies, procedures and tools across our locations, helping us to use global best practices. These standards will also help us to more quickly integrate acquired companies with our safety processes.

Our Approach to Safety

Our commitment to creating and maintaining safe work environments is highlighted in our [EH&S Principles](#) and comes to life through our EHSS strategic plan, which includes: strong management systems, relentless risk mitigation, foundational compliance, operational leadership, engaged and caring culture, and integration precision.

We track organization-wide health and safety metrics using our EH&S data management system. Weekly EHSS incident reviews are held with our Chief Supply Chain Officer to discuss safety issues and best practices. Each month, safety updates are presented to the CEO and the CEO's leadership team. We regularly report on health and safety strategy, metrics, and initiatives to the NESG Committee of the Board.

SAFETY SPOTLIGHT

Fortune Brands Innovations EHSS Day

Continuing the tradition of the inaugural 2022 Safety Day, renamed EHSS Day in 2023, associates from around the globe gathered virtually for EHSS Day 2024. This meeting was led by our EVP and Chief Supply Chain Officer and VP of EHSS as well as other operations leaders. Select plant and distribution center managers presented their safety performance, wins and challenges. The event helps to raise awareness of safety at the highest levels and increases accountability in all locations. It's also a great opportunity to recognize performance and improvements and share best practices that other locations can implement.



Safety CONTINUED

We keep safety at the forefront of everything we do. Safety is routinely emphasized by leaders during trainings, town halls, video messages and other communications channels.

Associates participate in regular safety trainings tailored to their work environment and are empowered to speak up if they see unsafe behavior.

The majority of our sites have experienced many years of strong safety performance, thanks to diligent safety protocols and expertise.

As Fortune Brands Innovations continues to evolve, we have been reimagining safety and looking at how we can make incremental improvements to reach the next level of strong safety performance. Going forward, we will continue to:

- Place more emphasis on leading safety indicators, such as on-time corrective action closure rate, near miss incident rate, first aid rate, number of proactive learning teams initiated, and number of safety suggestions or concerns reported by employees.
- Make investments in technology and leverage data to inform safe decision-making.
- Increase our associate feedback and engagement with tools like Learning Teams to better encourage both top-down and bottom-up involvement and drive even safer outcomes.

Critical Element Programs

We are working to heighten awareness and mitigate risk on critical safety components within our global manufacturing and distribution operations. These include:

- Combustible dust
- Confined space
- Contractor management
- Dock safety and material storage
- Electrical safety and arc flash
- Fall protection
- Fire prevention
- Industrial hygiene
- Integrated emergency response
- Lockout tagout
- Machine guarding
- Overhead doors
- Physical security
- Powered industrial vehicles
- Pre-startup safety reviews and management of change

We have also developed customized auditing protocols that score progress around each Critical Element Programs component. In addition, we flag and capture specific incident data to enhance our understanding of causation and drive subsequent corrective action activities. We then share lessons learned with the EHSS leadership and senior management.

Safety Training

We believe it is our responsibility to make sure people go home in the same condition they came to work. Safety training is the foundation of that commitment and our management systems.

We require our manufacturing and distribution associates to participate and demonstrate knowledge in appropriate and required employee and environmental safety programs.

As part of our [Supplier Code of Conduct](#) process, EHSS resources assist our suppliers with training on topics such as environmental health and safety and labor topics.



Safety CONTINUED

Ergonomics

Fortune Brands pays special attention to how we can prevent strains associated with manual material handling. We look for ways to reduce or eliminate the need to perform heavy lifts and minimize carry distance, as well as improve postures and minimize force or vibrations.

Increasingly, we are adding automation to help improve ergonomics, reduce the amount of repetitive motions and minimize the physical labor required of our associates. For example, we implemented automated lock testing for Master Lock, reducing the need to physically twist a padlock or enter a key hundreds of times each day. At our House of Rohl site,

vacuum lifts and lifting tables eliminated the need for associates to lift sinks, which can weigh around 150 pounds, by hand. New machinery and process improvements in our Therma-Tru lines remove points of higher ergonomic strain when building doors. Fortune Brands invests in new machines and technologies to continue to improve ergonomics and associates’ workdays.

In 2023, Fortune Brands began our first company-wide, comprehensive industrial ergonomics program with the help of VelocityEHS Ergonomics, a leader in industrial ergonomics support. Through the program, associates attend safety workshops to receive ergonomics training, helping them identify risks at their sites and then implement and

maintain strong ergonomic practices to help prevent soft tissue injuries and musculoskeletal disorders. This program is available to all of Fortune Brands’ locations.


Our aligned organizational structure has moved our previously decentralized supply chain and operations departments to report through one supply chain team, making it easier for EHSS investments like the powerful VelocityEHS Ergonomic program to be leveraged across the Company. Having a consistent program also provides associates with a common language and understanding of ergonomics to help teams discuss safety enhancement opportunities, challenges and progress, making it easier to find solutions and share best practices across the full organization.

SAFETY SPOTLIGHT

Powered Industrial Vehicles

Powered Industrial Trucks (PIT), such as forklifts, have been identified as one of our highest risks across our facilities. In 2024, we continued to make improvements to reduce this risk. Our work in this area has made this Critical Element one of the strongest across our sites. Some improvements we have implemented include:

- Reduced PIT speed to 4 miles per hour across all of our sites.
- Conducted site-specific risk assessments to address the separation of PIT and pedestrian paths of travel through facilities.
- Added lights around busy intersections and at crosswalks.
- Added technology to forklifts, such as pedestrian avoidance systems, to make them safer to drive. These systems increase visibility by using cameras and detection systems.



2024 ESG REPORT

37

Safety CONTINUED

Learning Teams Strengthen Safety Across Fortune Brands Innovations

Learning Teams at Fortune Brands Innovations:

- Use an associate-focused engagement approach to problem identification and problem-solving.
- Are small, informal and collaborative teams; they include associates from the area of concern or those who have similar job functions.
- Set out to understand context around an event or incident, helping to increase understanding of how any associate might act outside of the formal safety procedures and systems to complete a task.
- Are assembled reactively, following an incident, or proactively, to address a potential issue before someone is hurt.
- Have senior leaders’ support and commitment to hearing the Learning Teams’ findings and recommendations.
- Provide a more proactive indication of engagement.

Learning Teams are being deployed across Fortune Brands Innovations to help us continuously improve safety and enable us to reach the next level of strong safety performance while adding to our operational excellence.

Improving Safety at Acquired Businesses

Strategic acquisitions are a key part of how Fortune Brands Innovations intends to grow and create shareholder value. FBIN is committed to ensuring that newly acquired locations are safe and productive parts of our Company by making immediate investments into their safety practices where needed. Even before acquisitions are finalized, our EHSS and operations leaders create improvement plans to implement in the first 90 days. This approach worked well with the Fiberon and Larson acquisitions, in 2018 and 2020, respectively, and we are working to ensure our latest acquisitions — Solar Innovations, Aqualisa, Yale residential, August, Emtek, Schaub and SpringWell — can learn from our rigorous safety standards. Integrating future businesses into Fortune Brands Innovations’ safety practices will continue to be a part of our success.

Celebrating Safety

We love to celebrate safety achievements, both big and small. In addition to major safety achievements, we recognize individual departments, shifts and teams for reaching memorable safety milestones and for their important contributions to the culture of safety at Fortune Brands. Groups have earned special gear and meals to celebrate their success, and their achievements are promoted organization-wide through the Fortune Brands Innovations’ intranet and app. Often, teams earning safety awards give back to their local communities by turning their award into a financial donation.

Visit our website at [www.fbhs.com/corporate-responsibility/safety-milestones-recognitions](http://www.fbhs.com/corporate-responsibility/safety-milestones-recognitions) to see our safety milestones.

2024 SAFETY ACHIEVEMENTS INCLUDE:

- Critical Element Programs’ assessment scores improved by 7% overall in 2024.
- 12 new global standards issued across FBIN in 2024, providing more consistency in our safety expectations across sites.
- 100 proactive (non-recordable injury/incident-prompted) Learning Teams were deployed in 2024.
- New EHSS Front Door associate intranet page launched in 2024 includes standards, training, systems overviews, and a quarterly newsletter, improving employee-facing communications.



# Health & Benefits

## Meaningful Benefits

We value our people and believe that taking care of our associates within the workplace and providing tools to support health outside of work is critical to our collective well-being and company performance. We offer a total rewards package designed to help associates and their families maintain or improve their physical, emotional and financial health. Offering meaningful benefits is part of how we can attract and retain the best talent. In 2023, Fortune Brands Innovations invested more than \$200 million toward associate health and well-being programs and, in 2024, invested a similar amount.\*

## Health & Wellness

We place a high priority on our associates’ health, which includes health insurance and wellness services. Our leadership and HR teams work extensively to control rising long-term costs while maintaining quality health and wellness benefits. Fortune Brands Innovations offers market-competitive health care plans to our U.S. associates, which make up a majority of our workforce.

Associates on our health care plan are encouraged to take advantage of Company-provided services to help them stay healthy, reduce costs and make the most of their benefits, which include:

- **Cancer care support** before, during and after cancer diagnosis and treatment.
- **Critical illness coverage** with enrollment in a high deductible health plan to help offset unexpected costs.
- **Employer Health Savings Account contributions.**
- **Fertility Center of Excellence** offering a network of top fertility specialists and the most up-to-date technology, which covers all the individual services, tests and treatments needed in combination with dedicated care advocates to provide emotional support.

- **Health coaching** for weight management, diabetes management, high blood pressure, stress management and many more conditions.
- **Health care concierge services** to help associates and their dependents with a number of health care areas, including to find doctors or specialists, solve issues with medical bills, and access support for finding low-cost, high-quality health care services.
- **Musculoskeletal program** with access to experts and at-home exercise therapy for back, neck and joint pain.
- **Specialized surgery support resources** focused on helping associates plan and pay for surgery with top surgeons based on outcomes and experience.
- **Telehealth** and virtual care for easy, no- or low-cost, 24/7 doctor visits, including a virtual primary care option.
- **Virtual health screenings** that include an at-home blood pressure monitor and easy-to-use blood test kit.
- **Wellbeing programs** to incent and reward all associates to take action for healthy habits.

In addition to the programs associated with our medical plan enrollment, Fortune Brands offers a health care and veterinary care financing program with an interest free line of credit to pay for unexpected bills. Associates are also able to elect additional coverages at discounted rates — we offer the ability to enroll in legal pre-paid services, pet insurance, identity theft coverage, accident insurance, critical illness, child disability insurance, hospital indemnity, and additional life insurance for extra levels of protection.

All associates also have access to a digital personalized preventive care plan based on individual factors. This resource uses medical protocols combined with technology to self screen through the app and offers easy booking for in-person procedures.

Tobacco cessation assistance is available to all U.S. FBIN associates, regardless of if they are on our health care plan.

Live Better  
@Fortune Brands



### HEALTH & BENEFITS SPOTLIGHT

#### High Enrollment in FBIN Health Benefits

Our team works hard to ensure associates have the information they need to enroll in benefits.

85%

of U.S. associates were enrolled in a 2024 FBIN health care plan.

~11,500

total people received health insurance through FBIN in 2024.

Visit <https://myfbinrewards.com> for additional details about some of the benefits listed here.

\* Investment amounts include related taxes paid by the Company

# Health & Benefits CONTINUED

## Balancing Work and Life

**Flexibility** - Our associates are encouraged to take their paid time off. Additionally, the majority of U.S. and Canada professional associates work a hybrid schedule, where they are in the office for three designated days of the week, with the option to work from home on Mondays and Fridays. We also offer U.S. salaried associates the option to participate in summer hours.

**Mental Health** - We offer an Employee Assistance Program (EAP) that provides free counseling to our associates and their family members. The EAP is available to all FBIN associates in North America. Virtual counseling visits are available to associates on our health care plan through our telemedicine provider. These visits help with managing stress, relationship issues, depression, and other behavioral and mental health topics. We provide teams with resources to help associates avoid burnout, manage stress and develop healthful habits.

**For Parents** - Associates and their partners in the U.S. can take advantage of a parental support program to help navigate pregnancy and postpartum. Coaches are highly experienced in all facets of maternity care, including labor and delivery, NICU, obstetrics, and fertility. Additionally, we offer paid parental leave and adoption assistance programs.

**Personal Causes** - Matching gift programs are available to 100% of our U.S. associates, allowing them to increase their support of non-profit organizations most important to them. Learn more in our [Enriching Communities](#) section.

**Caregiving** - All associates are able to use our caregiving concierge service, which offers personalized, hands-on support from care experts to help manage all aspects of care for yourself or a loved one.

## MENTAL HEALTH SPOTLIGHT



We have partnered with a new mental health resource to allow our associates and family members quick and easy access to resources, guidance and personalized care. Services are provided confidentially at no cost to all U.S. associates and their household members and include eight free therapy sessions and eight free coaching sessions per year for each person. Some features of our new program include:

**Care guidance.** An experienced Care Navigator will explain options, find a provider and connect to the care that's right for our associates and their household members.

**Diverse provider network.** Associates are able to search for a provider to match their preference for specialty, racial/ethnic background, gender identity and location.

**Easy online scheduling.** Appointments can be scheduled anytime through the vendor website or mobile app.

**Short wait time.** Appointments can typically occur within two days, virtually or in-person, including nights and weekends.

**Care for the whole family.** Offers mental health support for children and teens aged 6 to 17, including therapy and digital resources designed for their needs.

**Self-guided exercises.** For those not ready to talk or who want to explore resources on their own, access is available 24/7 to many tools to help day-to-day challenges.

**Work-life resources.** Provides many resources, such as legal and financial guidance, day to day services, healthy living tools, and family care support.

**Alcohol and substance use support.** Get confidential guidance from a specialized Care Navigator who will explain options for focused treatment, such as outpatient programs, webinars and peer forums, therapy, and self-help tools. Support is available for associates and their household members (ages 18+).

## Financial Benefits

Our associates share in Fortune Brands' success.

- **Bonus Program** - The majority of our associates participate in our annual cash incentive plan.
- **Additional Retirement Contribution** - All U.S. associates receive an annual contribution from the Company into their 401(k) account.

Additionally, all FBIN associates in the U.S. are eligible to participate in a Company-sponsored 401(k) plan, and the Company matches a percentage of contributions to their retirement account. We have strong participation in our 401(k). As of January 1, 2024, 89% of U.S. associates are contributing to their retirement savings account and receiving matching funds from the Company. Our associates also have access to personalized retirement planning services, budgeting tools, college savings resources, debt management, and other financial education and resources through our 401(k) plan.

9 out of 10

U.S. associates participate in FBIN's 401(k) plan and receive matching contributions from FBIN.

Through our cybersecurity awareness trainings and communications, we also reinforce what associates can do to protect against cyber-scams, phishing attempts and other malicious digital attempts that work to gain personal and financial information.



# HOME FOR ALL

42 Engaging Associates

45 Learning & Development

47 Inclusive Culture

51 Enriching Communities





# Engaging Associates

We know an engaged workforce is more productive and effective. We use employee pulse surveys, leverage community relations and make sure associates can hear from and ask questions of senior leaders.

## Fortune Brands Innovations’ Voice of the Employee Strategy

Gathering associate feedback has always been important. With the accelerated pace of change in our business and in a more connected world, it’s even more critical to have frequent touch points with our associates to help monitor and assess employee engagement. Our “Voice of the Employee” strategy includes third-party administered pulse engagement surveys, onboarding surveys for U.S. and salaried and hourly associates at 10 and 90 days, and exit surveys for U.S. salaried associates who voluntarily leave the Company. This allows us to more quickly gather data-driven, focused people insights to help us understand how specific drivers of engagement, such as belonging, work-life balance, growth and inclusion, relate to our people and business outcomes, like productivity, turnover, wellbeing and satisfaction.

## Your Voice Associate Engagement Pulse Survey

We invite all 11,000+ associates across plants, distribution centers and offices around the world to participate in our engagement pulse survey. We achieve participation rates that are well above the benchmark.

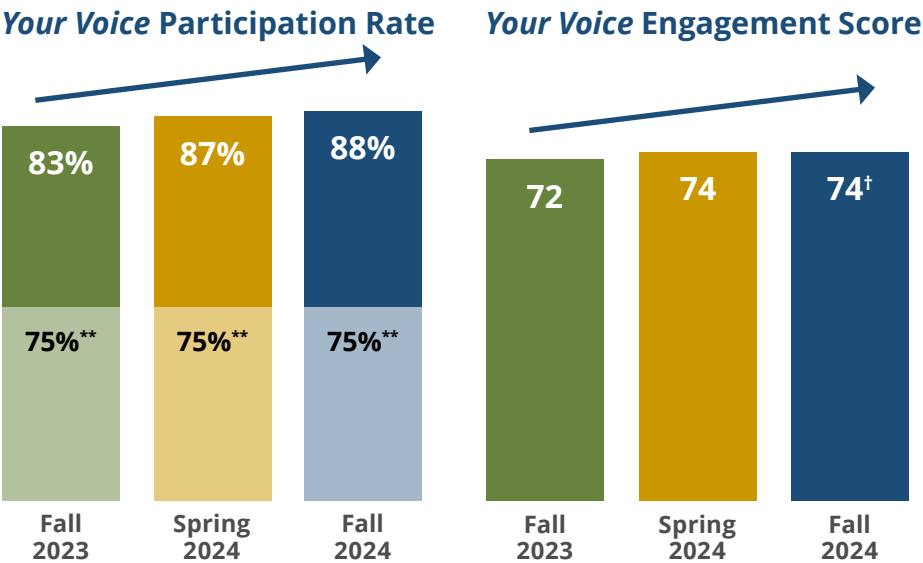
\*\* Benchmark participation rate 75%  
† FBIN Overall Engagement Score and Benchmark Engagement Score were both 74

We provide specific tools and resources to people leaders to help them discuss survey results and facilitate ongoing team conversations. Our leaders and teams leverage the feedback from these short pulse surveys and work together on taking action at all levels across our Company.

As a result of the feedback we received:

- The Water team in Asia advanced authenticity through targeted training workshops to foster a genuine culture and enhance communication skills.
- The Finance team enhanced role clarity through a comprehensive ‘Roles & Responsibilities’ analysis, outlining strategic steps for better clarity and cross-functional collaboration.
- The Connected Products team tested AI for comment interpretation, uncovering themes from feedback and providing helpful insights.
- The Las Vegas distribution center team fostered inclusive leadership by implementing periodic focus groups and integrating Home for All principles in their activities.
- The Data & Analytics team enhanced collaboration and accountability by providing timely feedback and prioritizing comprehensive coaching to build stronger relationships and drive higher performance.

Actions like these, along with the overall excitement about our Company’s future, serve as strong indicators that we are progressing in the right direction.



Our overall engagement score and participation rate has sequentially increased from Fall 2023 to Fall 2024.

- ### Your Voice Associate Engagement Pulse Survey
- Global participation rate consistently above industry benchmarks
  - Over 20,000 comments collected and analyzed in 2024
  - Third-party administered twice a year
  - All global associates invited to participate



# Engaging Associates CONTINUED

## Retaining Top Talent

Inviting associate feedback and taking action on improvement areas is a key part of retaining top talent, along with offering a competitive total rewards plan, an inclusive work environment, meaningful work and opportunities to grow careers.

In addition to associate feedback, we also track and review voluntary turnover rates.

## Fortune Brands Innovations Front Door, Our Unifying Intranet

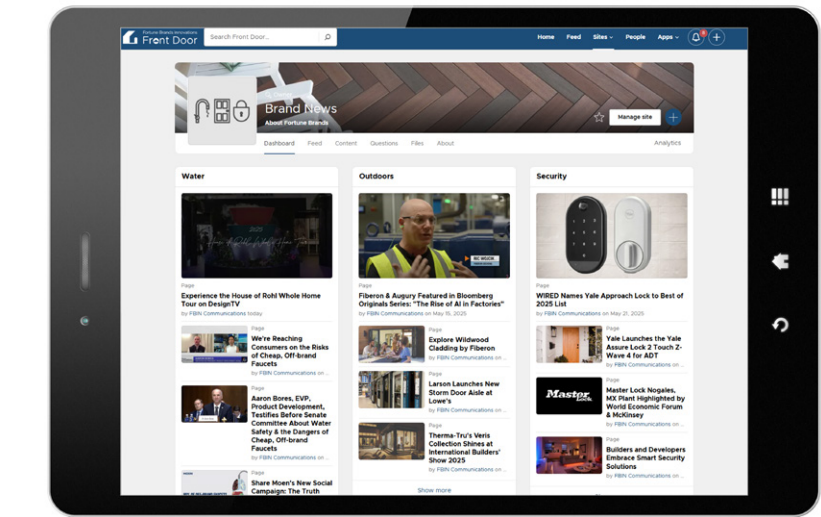
Fortune Brands Front Door, our unifying intranet, is the main entrance to everything our associates need to know about Fortune Brands news, events and activities, people, announcements, and culture. This virtual hub allows associates to easily access and find the information needed to become more effective in their roles, connect with other associates, support key initiatives, and keep up with what’s going on across the Company. The extraordinary amount of change our Company has recently undertaken makes it even more important to have unifying and centralized information all in one place.

**Associate visitor rates to our intranet were above benchmark in 2024**, showing the site’s importance and how eagerly associates adopted this tool. In 2024, we made it easier to access company news on-the-go by launching the Front Door app to our professional associates.

Front Door is currently available to all our global professional associates with translated content available in many languages. We are working to expand access to this new tool to all of our associates.

## Recognizing Achievements With Fortune Brands’ Elevate Awards

Shining a spotlight on those who delivered outstanding results and helped fulfill our Purpose, our annual Elevate Awards honor associates and teams that have made exceptional contributions to our Company. Elevate Awards winners from across the globe gathered with the Fortune Brands Leadership Team to celebrate with an evening of recognition and appreciation.



## Connecting With Leaders

We offer multiple opportunities for associates to hear directly from, and ask questions of, our highest-ranking leaders through Town Halls and our FYI Series.

Our CEO’s virtual Town Halls are open to all associates. During these quarterly events, associates get to hear our CEO’s thoughts about our Company’s performance, our markets and what’s ahead.

Providing our associates an opportunity to get to know our senior leaders better, our Fortune Brands For Your Information (FYI) series also offers the chance to learn more about financial statements, artificial intelligence, being a publicly-traded company, and other business-related topics of interest.

As a more aligned company, we are ensuring that associate audiences get the touch points they need from senior leaders across different functions and businesses. We share recordings and information from most of these meetings on our intranet, Front Door, for easy access and for those who couldn’t make the live meeting, in order to accommodate schedules and time zones.

We frequently request feedback on the different meetings with leaders to make sure the content is meaningful for associates and to learn about any opportunities to improve.



Engaging Associates CONTINUED

More Engagement Opportunities at FBIN's New Headquarters

Fortune Brands Innovations is consolidating our regional U.S. offices into a state-of-the-art headquarters campus in Deerfield, Illinois. This transformational action will significantly expand FBIN's presence in Lake County, Illinois, and create at least 400 new jobs for professionals with capacity for over 1,000 associates by the end of 2027 in the Chicago area.

Under one roof, our associates will be able to Work It Together with greater speed and effectiveness. This world-class campus will bring together associates from across all our brands and functions into one collaborative environment, positioning the Company and our brands for long-term growth. We expect our new campus will lead to increased innovation and agility, helping us to execute on our strategic Blueprint.

The new headquarters will also provide accelerated career growth opportunities to our associates, facilitate networking to build relationships with colleagues, and offer campus amenities, like a cafeteria and coffee bar, covered parking, gym, and recreational spaces.

Hybrid Ways of Working

We offer hybrid working to many U.S. and Canadian professional associates while still offering valuable flexibility. The majority of U.S. and Canada professional associates work in the office for three designated days of the week, with the option to work from home Monday and Friday. By bringing our teams together for three days a week, consistently across the organization, we aim to inspire innovation, enhance collaboration, and collectively contribute to our success. We will continue our hybrid ways of working as we consolidate into one new headquarters.





# Learning & Development

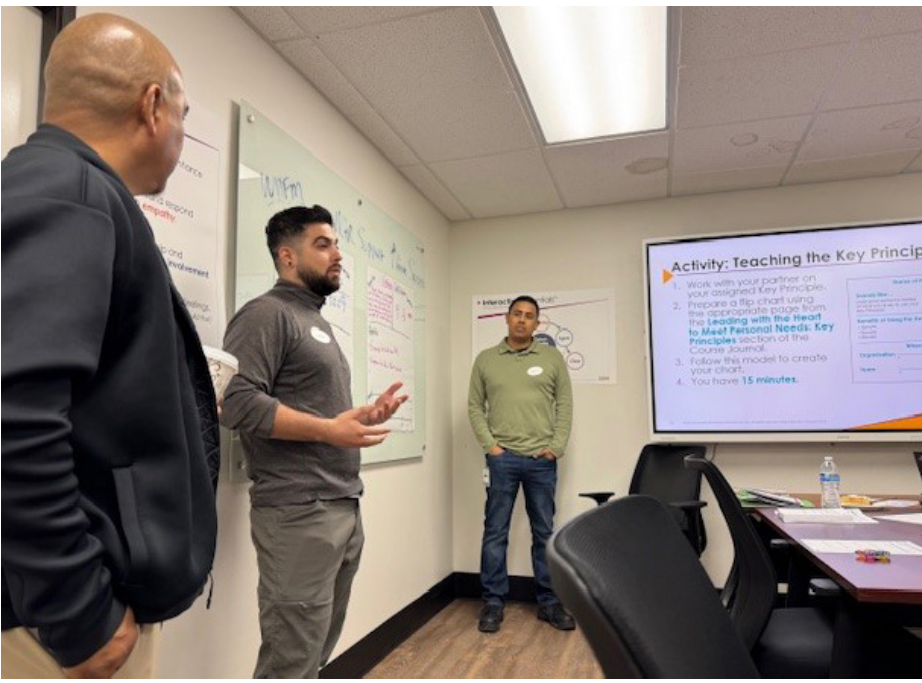
Part of our commitment to building a Home For All includes empowering our team members at all levels to develop new skills and have opportunities to pursue their career goals with us.

## Learning-Centric Culture

At Fortune Brands Innovations, we grow and develop our people by fostering a learning-centric culture that embeds continuous learning opportunities into every element of what we do. Whether that’s through formal development programs, on-the-job training, mentorship, stretch assignments, or individual coaching, we provide our associates with the programs and tools to be successful in the role they have today, while helping them develop the tangible skills needed to advance their professional careers.

## A Unified Performance Management Approach

It’s important to the growth of both our Company and our people that associates clearly understand our enterprise-wide strategy to ensure individual, team, and department goals align with that strategy. Awareness and alignment with the Company’s strategy empower us to remain agile in the face of change and help everyone feel connected to and accountable for delivering on our goals. We’ve developed a performance management process to support this by enabling conversations between managers and associates that help us define, individually and collectively, what we want to accomplish.



Launched in 2023 and continued in 2024, our company-wide performance management process for all global salaried associates seeks to further align our efforts and build equity in associate performance management. One-to-one dialogue between managers and associates is the most important piece of the process. These conversations focus on measurable goals and behaviors to achieve those. By doing this, we not only support high-performance outcomes, but we strengthen employee development, engagement and belonging.

## Leadership Development Programs and Learning Tools

We recognize the benefits of formalized leadership development programs for our associates. We offer a variety of programs designed to build key leadership skills in the areas of cultivating inclusive cultures, emotional intelligence, team effectiveness, communications, conflict management, negotiation, feedback delivery and more. We partner with best-in-class learning and development partners and leverage globally recognized learning tools to not only deliver — but augment — these programs.

In 2024, 225 leaders completed at least one learning program or course offering.

Learning & Development CONTINUED

Front-Line Supervisors and Managers

Our TrueLeader program, targeted to front-line and first-level leaders, establishes a sustainable foundation of supervisory skills and supports our positive associate relations culture initiatives. This program also helps implement consistent front-line leadership experiences across the enterprise, something that’s even more important in our aligned organization. Fortune Brands Innovations also leverages Development Dimensions International (DDI), a global leadership consulting firm, to provide science-based insights that help us customize and implement our TrueLeader materials for our associates. This program is offered in the U.S., China, Mexico and the UK.



Mid-Level Leaders

These leaders receive targeted support through a program called Building Elevated Skills for Tomorrow (BEST). BEST is a cohort program that develops the skills essential for managing a high-performing team while preparing for leading in the future. Fortune Brands Innovations also leverages DDI to help us customize and implement our BEST materials for our associates.

Directors and Above

These leaders receive targeted support through a program called Leadership Experiences for Accelerated Development (LEAD). This program is a joint venture in leadership development between Fortune Brands Innovations and The Weatherhead School of Management at Case Western Reserve University. The program provides focused development experiences to selected talent in competency and skill areas that are key to achieving the Fortune Brands Innovations strategy.

High-Potential Senior Leaders

We support our high-potential senior leaders through an accelerated development program. FBIN makes a significant investment in ensuring our leaders are prepared for greater levels of responsibility and can successfully transition into new roles. This program includes targeted assessment and a customized development program for executive successor candidates. Nominees complete an online 360 survey, and an interview covering career history, achievements, and leadership approach. Nominees also receive an Executive Coach through The Vaya Group.

Additional Learning Opportunities

Our associates have access to LinkedIn Learning, an award-winning online learning platform with a digital library of over 16,000 courses taught by real-world experts. Our digital talent also has access to Pluralsight, an online learning platform that specifically helps to develop critical tech skills through online assessments and exercises. We also offer Ezra Coaching, personalized digital coaching at scale; Franklin Covey courses including *The 7 Habits of Highly Effective People*, *The 5 Choices to Extraordinary Productivity*, and *Leading at the Speed of Trust*; and Predictive Index, a talent optimization platform that helps to develop top talent through a robust behavioral assessment.

LEARNING SPOTLIGHT



FAIL Forward

Providing an opportunity for associates to learn how to embrace a growth mindset (Think Big, Learn Fast), increase resiliency, manage risks (Make the Hard Call), and enable a supportive environment (Work It Together), our *FAIL Forward* course ties into our [Blueprint](#) while supporting professional development.



# Inclusive Culture

We are taking many actions to create a Home For All that contributes to increased associate engagement, retention and productivity. These are all important outcomes as Fortune Brands Innovations charts a new path as a more collaborative company striving for accelerated growth and productivity.

## Our Approach: Creating a Culture of Inclusion and Respect for All

We believe that embracing a variety of perspectives helps drive business results. By valuing and integrating diverse viewpoints with respect, we believe we can foster innovation and achieve superior performance.

We are committed to creating an inclusive culture that engages associates from various backgrounds and reflects our consumers and communities. We believe that attracting and retaining talented associates with a range of perspectives makes us more innovative and responsive to consumer needs, leading to strong performance and growth. Our Inclusive Culture Council has helped the Company to tap into a wider set of networks and recruiting platforms to be able to find talented and qualified candidates of all skill sets and backgrounds.

We promote fair, equitable, and effective practices across the organization through training, enterprise-wide Employee Resource Groups open to all associates, and partnerships with external organizations. All people leaders are able to take part in periodic inclusivity learning programs, and we regularly conduct engagement surveys to listen to our associates. This feedback helps us take meaningful actions to improve our culture.



Fortune Brands has strict [Anti-Harassment and Whistleblower Policies](#) to ensure compliance in creating a safe and respectful culture.

Inclusive Culture CONTINUED

Employee Resource Groups

Associates across the Company have the option to participate in any of our ERGs. Each group has an executive sponsor, a team that leads programming and membership, and a dedicated site on our Company intranet.

Employee Resource Groups are open to all associates.



Asian, Asian American, and Pacific Islander (AAAPAI)



Our AAAPAI ERG celebrates the uniqueness and cultural heritage of members and provides a platform for development and networking. AAAPAI members hosted events across the Company to celebrate Lunar New Year, where associates sampled a variety of culturally significant foods and learned more about new year traditions and celebrations.

Balance: Mental Health and Wellness

In early 2024, we launched Balance, a mental health and wellness ERG. Its purpose is to serve as a vital resource for employees, offering support and guidance on mental and physical health matters. This ERG provides a safe space where individuals can access resources, engage in physical wellness activities, and participate in initiatives aimed at shifting workplace culture towards greater openness about mental health. Additionally, the group strives to combat stigma and encourage dialogue, ensuring that all employees feel empowered to prioritize their wellbeing. This group is tuned into the evolving landscape of the hybrid workplace, ensuring that mental health remains a central focus in our organizational policies and benefits.

Black Employee Impact and Networking Group (BEING)

BEING builds and sustains an equitable company where people of color feel truly included and have networking and mentoring opportunities that can expand their personal and professional mobility. BEING guest speakers — including an FBIN Board member and outside financial savings experts — have addressed inclusive leadership, the science behind bias that affects decision-making, and how to help build and protect net worth. Additionally, through community outreach, this ERG demonstrates Fortune Brands’ commitment to issues facing the black community.



Fortune Brands Professional Network (FBPN)

Focused on career, connection and community, the FBPN promotes learning and development opportunities, enables access to leaders and key speakers, and sets up volunteer opportunities. FBPN is also a platform to increase cross-functional collaboration across Fortune Brands Innovations, something that is even more important in our aligned organizational structure. Through networking, collaboration and connection, we want to develop and retain our young leaders and other professionals, helping them grow into increasing positions of responsibility and impact at Fortune Brands.



Inclusive Culture CONTINUED

INSPIRA

INSPIRA aims to empower the professional development of Hispanic associates to achieve more and be successful. This group has curated a virtual learning path for associates to help amplify the histories, cultures and contributions of Hispanic and Latino communities. INSPIRA partners with the Hispanic Alliance for Career Enhancement (HACE). HACE helps us bring in diverse talent and provides additional educational and awareness-building resources about the Hispanic community. Members of Fortune Brands Innovations have participated in HACE’s national leadership summit, leveraged the organization’s virtual career fairs for recruiting and attended professional development workshops.

Military Excellence Recognition and Integration Team (MERIT)

MERIT is an ERG for all current and former military personnel and their allies across Fortune Brands. MERIT wants this community to thrive and have the chance to apply what they’ve learned during their years of military service to Fortune Brands to create good working relationships and business outcomes. This ERG focuses on recruitment and retention of veterans and currently serving military personnel, community outreach and support of our local military and veteran communities, and internal veteran support and recognition. Guest speakers at MERIT events have included Army veteran and Super Bowl champion Rocky Bleier and Medal of Honor recipient Kyle Carpenter. MERIT is a supporter of FBIN’s work with organizations such as Operation Homefront, Jared Allen’s Homes for Wounded Warriors, and Rebuilding Together’s Veterans at Home program.



Parents and Caregivers Together (PACT)

PACT is dedicated to developing a supportive community of parents and caregivers and fostering a working environment that can support associates facing the challenges of being a caregiver. This ERG also aims to encourage communication among associates, their human resources partners and managers. PACT has partnered with AARP to host several webinars for associates, such as Prepare to Care for Working Caregivers, which provided tips and advice for working caregivers, as well as education and awareness of the resources available to make the job of caring for a loved one more manageable. Member spotlights provide opportunities for associates to share words of wisdom and build connections.

Pride Alliance

Pride Alliance is an ERG for the Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, and Asexual+ community, including all gender and sexually diverse employees and straight allies across Fortune Brands. Pride Alliance elevates the visibility of this community and encourages individuals to be proud to be their authentic selves within a safe and inclusive work environment. This group sponsors multiple Pride events throughout the U.S., as well as hosts an educational series for managers. We have also partnered with Plexus, one of the affiliates of the National LGBT Chamber of Commerce, to enhance this group’s educational and awareness-building offerings. In 2024, Pride Alliance leveraged the Human Rights Equality framework to help assess and guide additional initiatives at FBIN.

Women’s Engagement Network for STEM and Advocacy (WENSA)

WENSA, a chapter of our Women’s Impact Network, is an internal community of associates that serves to further the professional development of women in STEM so that they can contribute to the organization to their fullest potential. WENSA helps women in STEM focus on development efforts that drive growth in current roles and build greater competence. WENSA additionally facilitates networking, outreach, and advocacy to further themselves, their workplaces and the greater community. In 2025, we sponsored and attended the Design and Build Challenge with the Great Lakes Science Center. At this annual event, corporations, schools and families compete in a design challenge to raise awareness for the Science Center’s mission.



Women’s Impact Network (WIN)

WIN empowers and raises the visibility of women through networking, professional development, engagement, and business opportunities within an inclusive culture. Through WIN, top women leaders at Fortune Brands and its Board of Directors have been able to share their experiences with a broader group. WIN partners with Dress for Success to raise money and collect professional attire for the organization. This group has expanded to include WENSA, which had traditionally been an internal community of associates from our water segment and is now open to the whole Company.

Women make up 44% of Fortune Brands’ Board of Directors and 42% of the Company’s leadership team.\*

\* Board composition is shown as of May 14, 2025, immediately following the annual shareholder meeting, and leadership team as of year end 2024

Inclusive Culture CONTINUED

Global Workforce

| As of Year-End 2024    | 2024<br>People | 2024<br>% |
|------------------------|----------------|-----------|
| Total Global Workforce | 11,022         | 100%      |
| Job Type               |                |           |
| Production Hourly      | 6,427          | 58%       |
| Salaried*              | 4,595          | 42%       |
| People Managers        | 1,356          | 12%       |
| Senior Leaders**       | 110            | 1%        |
| Production Hourly      |                |           |
| Men                    | 3,861          | 60%       |
| Women                  | 2,566          | 40%       |
| Salaried*              |                |           |
| Men                    | 2,600          | 57%       |
| Women                  | 1,995          | 43%       |
| People Managers        |                |           |
| Men                    | 880            | 65%       |
| Women                  | 476            | 35%       |
| Senior Leaders**       |                |           |
| Men                    | 77             | 70%       |
| Women                  | 33             | 30%       |

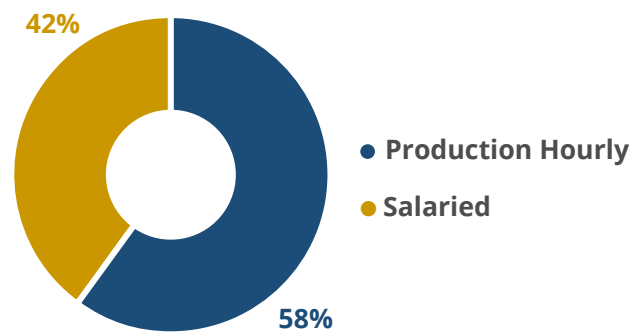
See the [ESG Data Tables](#) for prior-year workforce metrics. Metrics are as of year-end 2024 and include businesses acquired in 2024.

\* Salaried population includes people managers and senior leaders  
\*\* Senior leaders who are people managers included in people manager total

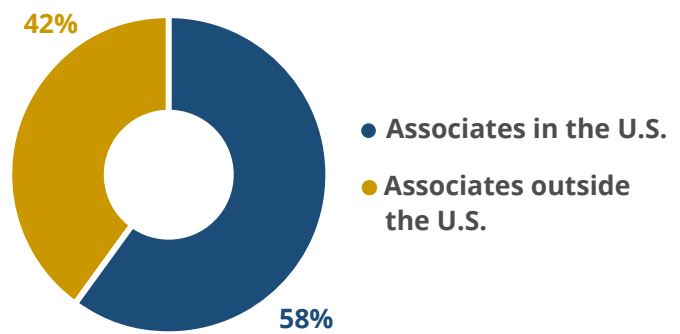
U.S. Workforce

| As of Year-End 2024  | 2024<br>People | 2024<br>% |
|----------------------|----------------|-----------|
| Total U.S. Workforce | 6,399          | 58%       |
| Job Type             |                |           |
| Production Hourly    | 3,426          | 54%       |
| Salaried*            | 2,973          | 46%       |
| People Managers      | 853            | 13%       |
| Senior Leaders**     | 93             | 1%        |
| Production Hourly    |                |           |
| Men                  | 2,105          | 61%       |
| Women                | 1,321          | 39%       |
| Salaried*            |                |           |
| Men                  | 1,630          | 55%       |
| Women                | 1,343          | 45%       |
| People Managers      |                |           |
| Men                  | 545            | 64%       |
| Women                | 308            | 36%       |
| Senior Leaders**     |                |           |
| Men                  | 62             | 67%       |
| Women                | 31             | 33%       |
| People of Color      |                |           |
| Production Hourly    | 1,562          | 46%       |
| Salaried*            | 696            | 23%       |
| People Managers      | 170            | 20%       |
| Senior Leaders**     | 9              | 10%       |

2024 Global Workforce by Job Type



2024 Global Workforce by Location





# Enriching Communities

Everyone wants to be proud of where they work. Being involved in our communities is one of the ways to build that pride. By helping others, we are supporting the communities in which we live and work, and we are also positioning the Company to better attract and retain an engaged workforce.

## Our Approach

We support organizations that positively impact housing, the environment and inclusivity. In addition to financial gifts, we aim to build meaningful community partnerships by providing FBIN products and our expertise. These partnerships are aligned with our focus on housing and help us to build a Home For All.

## Supporting and Engaging Our Associates

Giving back is important to our associates, and we are proud to support the organizations that are meaningful to them by offering opportunities to volunteer and a company match on personal financial gifts.

In 2024, FBIN donated **\$1.8 million** to our communities through cash, in-kind and company-portioned matching gift contributions.

Fortune Brands associates participate in a variety of company-organized volunteer activities, ranging from Habitat for Humanity Build Days to beach and river clean ups. Associates enjoy participating in events where they can make a difference in their community without using their paid time off hours. Additionally, associates participate in a number of product drives for local organizations, volunteer at community food pantries, engage in employee giving campaigns, and more.

Matching gift programs are available to 100% of our U.S. associates, allowing them to double their impact for nonprofit organizations that are the most important to them.

In 2024, FBIN donated \$1.8 million to our communities through cash, in-kind and company-portioned matching gift contributions. This does not include the gifts our associates personally contributed.

## Partnership Highlights

Take a look at some of our key community partnerships to learn how we’re helping these organizations and the communities that they serve.

### Expanding and Repairing Housing

#### Habitat for Humanity

Fortune Brands’ focus on supporting housing initiatives fits right into the work of Habitat for Humanity. We are proud to partner with our local Habitat for Humanity chapters to build and rehab affordable housing for low-income Habitat partner families by volunteering on construction sites, donating product and providing financial support.

## Rebuilding Together

Fortune Brands works with Rebuilding Together — a national nonprofit organization with the mission to repair the homes of people in need. In 2021, Fortune Brands partnered with Rebuilding Together to create the Dreams of Home community revitalization project. As part of the project, FBIN has donated \$500,000 to support critical home repairs for underserved neighbors in communities near several of its operations. In 2022, we expanded our work with Rebuilding Together to fund their Veterans at Home program, which provides preventative home modifications and repairs for veterans and their families to improve safety and accessibility, increase independence, and facilitate aging in place. We continued supporting this work in 2023 and 2024. Additionally, we have donated safety products — like grab bars, handheld shower heads, shower seats, padlocks and personal safes — to support homeowners in need who would prefer to age in place or cannot afford assisted living.



## Jared Allen’s Homes for Wounded Warriors

Therma-Tru has been a long-time supporter of Jared Allen’s Homes for Wounded Warriors. Through product and financial contributions, we’re helping this organization build and remodel handicap-accessible homes for veterans. Therma-Tru helps veterans and their families to have secure, durable and stylish entrances that fit their everyday needs.

Enriching Communities CONTINUED

Environmental Support

Yellowstone Forever

Fortune Brands has a partnership with Yellowstone Forever, the official nonprofit partner of Yellowstone National Park, to provide cash and product donations to help the park reach its sustainability goals.



Yellowstone has launched a major effort to revitalize employee housing and enhance sustainability efforts throughout the park. Since this partnership began, Fortune Brands has provided over \$150,000 in both cash and in-kind donations, the majority of which are Therma-Tru doors and Moen plumbing products to help update housing for park staff and some of the park’s facilities. These new products will help the nation’s oldest national park meet its goals to reduce water consumption and conserve energy while increasing the comfort and functionality of employee housing and common spaces. We are also lending our expertise for how the park can conserve water and secure its facilities.

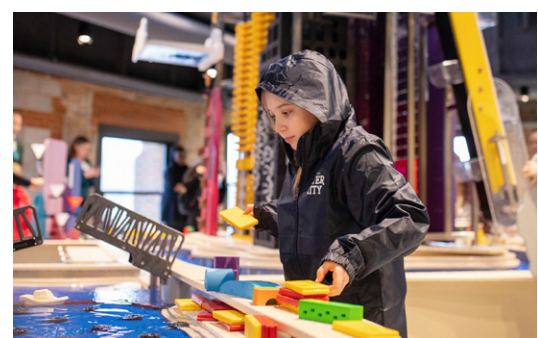


Alliance for Water Efficiency

Fortune Brands is a partner of the Alliance for Water Efficiency (AWE), an organization that promotes the efficient and sustainable use of water, advocates for water-efficient products and programs in North America, and provides support on water conservation efforts.

Moen Presents: Water City at the Chicago Children’s Museum

Moen has a partnership with the Chicago Children’s Museum, which includes the exhibit “Moen Presents: Water City,” dedicated to Moen’s mission of protecting and elevating experiences with our most precious resource, water. The exhibit connects water play and STEM experiences for the next generation of young explorers and their families.



Drink Local Drink Tap

Moen is a longtime partner of Drink Local Drink Tap, an organization that inspires individuals to recognize and solve the challenges facing water through creative education, events and providing safe water access to people in need. With our support, we’ve helped Drink Local Drink Tap bring clean water to nearly 50,000 people in Uganda, removed more than 16,000 pounds of trash from Lake Erie’s shores, and have educated more than 20,000 students in Northeast Ohio, United States. Moen associates in the Cleveland area, where Drink Local Drink Tap is based, participate in several volunteer beach cleanups each year. In 2024, approximately 145 associates volunteered their time to remove over 200 pounds of garbage from Lake Erie’s shores.

Inclusive Culture in Our Communities

Our conviction to build a Home For All at Fortune Brands extends to our community giving efforts, and through strategic charitable partnerships where we actively contribute to making a positive impact on our communities. Our ERGs have been especially helpful in increasing associates’ exposure to charitable organizations that align with their purpose and offering ways for associates to get involved.

Partnerships with Habitat for Humanity chapters and Rebuilding Together affiliates reinforce our dedication to building and repairing affordable housing for those in need. Additionally, many of our sites actively support local United Way chapters, and we are proud to support local schools in under-resourced communities, minority trade associations, organizations serving people with disabilities and more.

Ravinia Festival’s Reach Teach Play Program

Reach Teach Play is part of Ravinia Festival, the nation’s oldest outdoor music venue, which is a nonprofit organization located near FBIN’s headquarters. Reach Teach Play impacts over 20,000 students annually in Illinois’ Lake and Cook counties. Through these programs, underserved students receive quality music education and the gift of live music performances right in their schools and communities, and at Ravinia. Our associates get to volunteer and listen to kids celebrate their accomplishments at “Ravinia Days,” where students have the opportunity to perform at Ravinia’s historic theatre.

Fortune Brands was the first corporate sponsor of the Sistema Ravinia: Harza Nucleo student orchestra, part of nonprofit Ravinia Festival’s Reach Teach Play initiative in the Northern Chicago area.



# GOVERNANCE

- 54 Board of Directors
- 56 Board Oversight
- 57 ESG Governance
- 58 Governing With High Standards
- 60 Supply Chain



# Board of Directors

Our Board of Directors is committed to maintaining a strong corporate governance program designed to promote the long-term interests of our stockholders, strengthen Board and management accountability, and drive long-term success of Fortune Brands Innovations.

## Governance Principles and Oversight

The Board has a set of standards that assists in the exercise of their responsibilities and creates a common set of expectations for how the Board, its committees and directors should perform their respective functions. These standards can be viewed in [Fortune Brands’ Corporate Governance Principles](#) and within each Committee Charter.

Responsible business operations and strong governance are good for our shareholders, associates, and our business, and contribute to long-term value creation.

View more on our Board, SEC filings and corporate governance policies at [www.FBIN.com/investors](http://www.FBIN.com/investors).

## Board Composition

The Board has undergone continuous refreshment, adding five new members as part of its succession planning and refreshment process since 2020. Our Board’s proactive succession planning process helps ensure that Board composition and expertise is aligned with the Company’s current and future needs and strategy. Our commitment to Board refreshment aims to strike a balance between new members who bring a fresh perspective and longer-tenured directors who offer continuity, stability, and a deeper understanding of our company. Our Board consists of qualified, highly experienced business leaders.

In May 2025, the Company announced the addition of a new board member effective July 1, 2025. This addition is not included in the Board data of this report.

Learn more about our Board of Directors on [Fortune Brands Innovations’ website](#).

FBIN

LISTED

NYSE

Fortune Brands Innovations is a publicly traded company on the New York Stock Exchange.



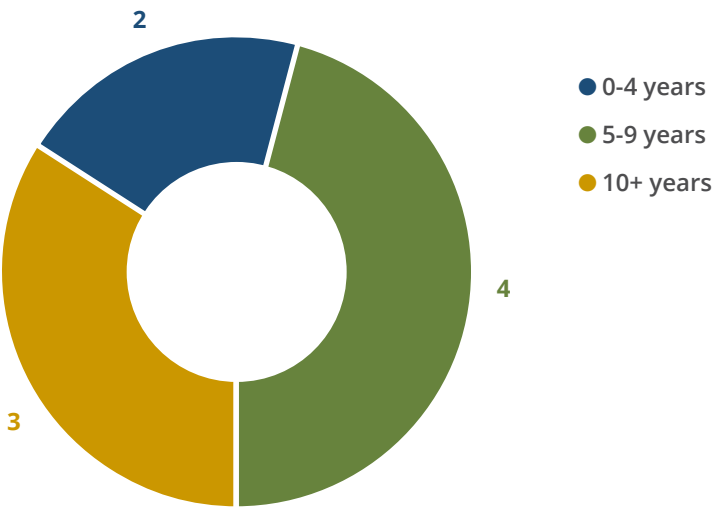
Non-executive Chair of the Board Susan Saltzbart Kilsby



Board of Directors CONTINUED

Board Composition\*

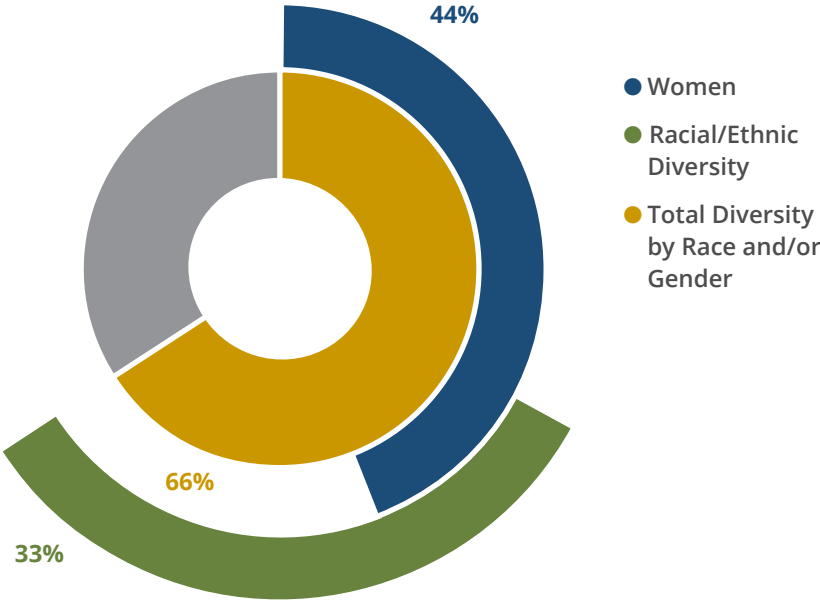
Tenure



6.8 years

Average Tenure

Diversity by Race and/or Gender



Since 2020

+5

Members Added

-4

Members Retired

89%

Independent

60 years

Average Age of the Board of Directors

\* Reflects the composition of the Board as of May 14th, 2025, immediately following the annual shareholder meeting.

# Board Oversight

The Board has an active role in overseeing the Company’s strategy and processes for managing risk. The Board’s three main committees oversee and monitor specific risks and management’s efforts to mitigate such risks, further promoting accountability at the highest level of our organization.

## Audit Committee

The Audit Committee maintains oversight of Fortune Brands’ financial and operational risks, as well as our enterprise risk management program, which includes monitoring cybersecurity and certain climate-related risks. See the [Audit Committee Charter](#).

## Compensation Committee

The Compensation Committee sets executive compensation and oversees risks associated with the Company’s executive compensation and practices. See the [Compensation Committee Charter](#).

## Nominating, Environmental, Social and Governance (NESG) Committee

The NESG Committee oversees director independence, conflicts of interest and the Company’s governance structure. The NESG Committee also maintains oversight of Fortune Brands’ ESG programs and related risks. See the [NESG Committee Charter](#).

### Our Board of Directors has three main committees:

| BOARD COMMITTEE   | MAIN AREAS OF OVERSIGHT   |
|---|---|
| Audit   | <ul style="list-style-type: none"><li>• Oversees the integrity of the financial statements, financial reporting process and internal controls</li><li>• Oversees the performance of the external and internal auditors, compliance program, and whistleblower helpline calls</li><li>• Monitors enterprise risk program</li><li>• Monitors developing risks, such as cybersecurity and climate-related</li><li>• Oversees regulatory compliance</li></ul> |
| Compensation  | <ul style="list-style-type: none"><li>• Develops executive compensation philosophy to attract, motivate and retain key talent</li><li>• Sets compensation for executives and grants equity</li><li>• Sets performance metrics for the executive compensation programs</li><li>• Oversees risks related to compensation programs</li></ul>   |
| Nominating, Environmental, Social and Governance (NESG) | <ul style="list-style-type: none"><li>• Develops corporate governance policies and practices</li><li>• Recruits, identifies and nominates director candidates</li><li>• Monitors environmental, social and governance programs, progress and risks, including safety, environmental, talent, and global citizenship initiatives</li></ul>   |



# ESG Governance

Our commitment to sustainability, social responsibility and inclusion efforts and related risks reaches the highest levels of our organization. We believe that Board oversight provides appropriate emphasis on reviewing ESG in a strategic, holistic manner, and underscores the Company’s commitment to meaningful ESG activities and disclosures.

## Continual Improvement Goals

Our philosophy is to have a holistic ESG program, integrated throughout our business, that focuses on what matters to our Company and its stakeholders, with the goal of continual improvement.

## ESG Steering Committee

Fortune Brands has a cross-functional management committee designed to support the Company’s ongoing ESG initiatives. This committee assists the Company’s leadership team in setting our ESG strategy, implementing and monitoring initiatives based on that strategy, and overseeing ESG-related communications and reporting. The ESG Steering Committee reports directly to Fortune Brands’ CEO. Representatives from the Committee regularly report to the NESG Committee and, at times, to the full Board on ESG initiatives.

## Cybersecurity Governance

Fortune Brands Innovations has a comprehensive enterprise-wide cybersecurity program that is informed by the U.S. Department of Commerce National Institute of Standards and Technology Cybersecurity Framework. We maintain an incident response plan, which is tested by conducting tabletop exercises on an annual basis. Fortune Brands also maintains cybersecurity risk insurance coverage.

Our associates receive annual cybersecurity training, and we conduct mock phishing campaigns to better enable our associates to recognize phishing emails and other social engineering tactics. We have established reporting processes for our associates if they encounter suspicious activity that may give rise to a cybersecurity incident.

The cybersecurity team provides regular updates to our senior executives. The Chief Information Officer (CIO) typically provides the Audit Committee with cybersecurity updates on a quarterly basis, covering topics such as the status of our data security positions, results for third-party assessments, our incident response plan, and any material cybersecurity risks and developments. In 2024, the CIO also reported to the Board of Directors on cybersecurity programs and risk mitigation efforts.

For more information on cybersecurity oversight, please refer to Item 1C, “Cybersecurity” in our most recent Annual Report on Form 10-K.

## Supply Chain Security

At Fortune Brands Innovations, we recognize that supply chain security is a critical component of our broader cybersecurity and ESG commitments. As digital ecosystems become increasingly interconnected, ensuring the resilience of our third-party vendors and key suppliers is imperative to safeguarding our business operations, protecting customer data, and upholding stakeholder trust. To address evolving cybersecurity risks, we are expanding our third-party risk management program to assess these other critical areas of our business to foster a more secure and sustainable digital ecosystem.

# Governing With High Standards

We believe that the high standards by which we conduct our business will help us to build on our strengths and continually improve how we measure and monitor our progress on responsible business operations.

Conducting business ethically, responsibly and sustainably is one way in which we generate economic value. We hold our contractors and suppliers to the same high standards. Our responsible approach to business is interwoven into our daily work, from our accounting practices to our dealings with customers to our employment practices to our respect for the environment.

## Ethical Conduct

The [Code of Business Conduct and Ethics](#) applies to every Fortune Brands associate, at every level and in every location, as well as the members of Board of Directors. The Code of Conduct is a comprehensive set of guidelines for ethical conduct and covers topics such as conflicts of interest, fair competition, insider trading, and data privacy, among others. The Board has also adopted a [Code of Ethics for Senior Financial Officers](#), a set of standards applicable to the CEO, Chief Financial Officer and principal accounting officer, to ensure accuracy of our financial reporting.

## Compliance Program

We have a comprehensive compliance program that educates associates on the importance of understanding Company policies, applicable laws affecting our businesses, and how to comply with these policies and laws.

Elements of our compliance program include:

- **Online and in-person trainings** in the U.S. and our international locations, with certain trainings conducted in the local language to help increase understanding. In 2024, our associates completed training sessions on a variety of topics covered by our corporate compliance program, including:
  - Anti-Discrimination
  - Anti-Trust
  - Code of Conduct
  - Confidentiality
  - Conflicts of Interest
  - Cybersecurity
  - Dignity and Respect in the Global Workplace
  - FCPA (anti-bribery)
  - Data Privacy and Security
  - Reporting Fraud
  - Safety Compliance
  - Sexual Harassment
  - Workplace Violence
- **The Corporate Compliance Committee**, which includes Fortune Brands’ Chief Financial Officer, Chief Legal Officer and other senior members of management, oversees compliance with our compliance program. The Corporate Compliance Committee reports to the Board of Directors annually.
- **A Compliance Helpline** for anonymous reports of fraudulent activity, which is well-publicized across the Company and results are reviewed with the Audit Committee.
- **Third-party audits** of many of our vendors. Learn more in our [Supply Chain](#) section.

Elements of our compliance program are included as part of new hire onboarding. We also hold special events to raise awareness around corporate compliance and to educate associates. Associates are required

to review and sign-off on certain policies applicable to their roles and participate in required corporate compliance trainings both online and in-person, depending on the nature of their role.



## COMPLIANCE HELPLINE

Our associates are trained to seek out guidance if they become involved in or aware of a situation that involves possible wrongdoing or ethical misconduct. They are trained to understand the importance of bringing those concerns to their manager, a human resources representative, the Fortune Brands legal department or Corporate Compliance Committee.

Associates can also relay concerns through the Company’s confidential Compliance Helpline, operated by a third party.

Information on how to access the helpline is available on the Company’s website and [www.fbincompliance.com](http://www.fbincompliance.com), as well as internal communications channels, such as our intranet site and associate app.

Fortune Brands investigates any reports of ethical violations and follows a strict “no retaliation” policy for reports made in good faith. Concerns brought forward through the Compliance Helpline are reported to the Audit Committee on a quarterly basis.

Suppliers who believe the Supplier Code of Conduct is not being supported may also report concerns through the Compliance Helpline or website.



Governing with High Standards CONTINUED

Compliance & Ethics Week

In 2024, we celebrated Fortune Brands Innovations’ Compliance & Ethics Week. During this time, we spotlighted our values, policies and our Compliance Helpline. Using contests and giveaways, as well as messages from senior leaders, we used this week to raise awareness of our strong compliance program and affirmed our commitment to doing the right thing, every day.

Policy Against Political Contributions

\$0 — Fortune Brands has never used corporate funds or assets to participate or intervene in any campaign of a candidate for public office, or to influence any political election or referendum. We continue to follow our policy against political contributions.



# Supply Chain

Our supply chain is a key component of meeting our commitment to responsible business.

## Evaluating Potential Suppliers

Fortune Brands Innovations qualifies potential suppliers on the basis of several factors, including quality, reliability, labor standards, health and safety, environment, and business ethics.



**FBIN is a Supplier Ethical Data Exchange (SEDEX) member and user of SEDEX Members Ethical Trade Audit (SMETA).**

## Expectations for Our Suppliers

We expect our suppliers to adhere to the same strict standards we set for ourselves.

We expect all suppliers and contractors to comply with our strict standards for the respect of human rights, workplace safety and protection of the environment in the work they perform and the services they provide, in accordance with our [Human Rights Policy](#) and our [Supplier Code of Conduct](#), which address:

- Working conditions and health and safety.
- The prohibition of illegal child labor; the prohibition of forced, compulsory, or slave labor.
- The prohibition of discrimination and/or harassment.
- The prohibition of corruption and/or bribery.
- Working hours.
- Wages and benefits.
- Environmental laws, regulations, and promotion of the protection of the environment as well as the conservation of natural resources.
- Management systems.
- International trade compliance.
- Suppliers’ maintenance of appropriate measures and evidence to demonstrate compliance with our policies, which may include certification forms, written questionnaire, announced or unannounced audits, inspections from internal or external consultants, or other appropriate documentation.
- Antitrust and competition laws.

### RELATED RESOURCES

- [Supplier Code of Conduct](#)
- [Human Rights Policy](#)
- [Statement on Forced & Child Labour in Supply Chains](#)
- [Conflict Minerals Disclosure](#)

All new suppliers must attest compliance with Fortune Brands’ Supplier Code of Conduct. Each year, we ask our existing suppliers who are in the high risk category or are in a developing country to re-affirm their compliance with our Supplier Code of Conduct.

## Assessing Supplier Risk

Fortune Brands has developed and implemented a Supply Chain Risk Management (SCRM) program. As part of the program, Fortune Brands’ supply chain activities and locations are mapped, and we identify and assess risks, categorizing them into six categories: financial viability, image and compliance, operational performance, supply chain, geopolitical, and natural disasters. As we identify risks, we begin planning for any needed mitigation activities.

Fortune Brands uses third-party tools, such as those in SMETA, as well as internal tools, such as our Supplier Code of Conduct procedures, to enable ongoing monitoring and assessment of risks. Our Supplier Code of Conduct procedures cover risks within the image and compliance category.

Through our SCRM program, we re-assess supplier risk on an ongoing basis, effectively multiple times per year.



Supply Chain CONTINUED

Auditing Suppliers

We take a targeted approach to supplier audits. Based on our risk assessment, we identify the appropriate level of audit for that supplier, which could indicate no audit needed; light audit needed, which could include a self-survey or desktop review; or a more in-depth audit, which could include a full on-site audit. Suppliers in developing countries that have been identified as “high risk” through Fortune Brands’ SCRM program are scheduled for a Supplier Code of Conduct audit handled by the FBIN team. Typically, our suppliers do not know the exact date on which they will be audited.

Suppliers who show areas for improvement are tracked for corrective action. Suppliers who fall below our standards and do not have the capacity or desire to make necessary adjustments are remediated; remediation is comprised of corrective actions and includes the possibility of removal from our supply chain.

In 2024, Fortune Brands continued to conduct SEDEX audits through our supply chain. SEDEX audits have offered additional advantages, including:

- Independently conducted.
- Globally recognized for comprehensive supply chain code of conduct management that encompasses labor standards, health and safety, environment, and business ethics.
- Extensive network of participating companies, which helps FBIN to more easily audit global suppliers, and they can help us to expand audits across more of our supply chain, including for suppliers not located in developing countries.
- Additionally, we are seeing an increasing number of our own customers who request SEDEX audits, and leveraging SEDEX helps us to meet our customers’ expectations.

Through our risk assessment and auditing practices, Fortune Brands works to ensure compliance with anti-modern slavery and transparency in supply chain acts, including those in Canada and the United Kingdom. We file a conflict minerals report with the Securities and Exchange Commission, which describes our due diligence process.

Partnering With Suppliers

Fortune Brands supplements our efforts with tailored training, both internally and externally, on compliance matters, updates and best practices. We offer Supplier Code of Conduct-related trainings to suppliers. Suppliers in these regions continuously build up their awareness of legal compliance and Fortune Brands’ requirements.

Our internal management system processes are intended to support the International Standards Organization (ISO) and the Occupational Health and Safety Assessment Series (OHSAS) standards.

# RESOURCES & INDICES

- 63 Links to Supporting Materials
- 64 ESG Data Tables
- 68 Task Force on Climate-related Financial Disclosures (TCFD) Index
- 71 Sustainability Accounting Standards Board (SASB) Index
- 74 Forward-Looking Statements





# Links to Supporting Materials

- [Annual Report](#)
- [Code of Business Conduct & Ethics \(English\)](#)
- [Code of Business Conduct & Ethics \(multi-language\)](#)
- [Code of Ethics for Senior Financial Officers](#)
- [Corporate Governance Principles](#)
- [EEO-1 Report](#)
- [Environmental, Health & Safety Principles](#)
- [FCPA/Anti-Corruption Policy](#)
- [Form SD on Conflict Minerals](#)
- [Human Rights Policy](#)
- [Mergers & Acquisitions History](#)
- [Proxy Statement](#)
- [Statement on Forced & Child Labour in Supply Chains](#)
- [Supplier Code of Conduct \(English\)](#)
- [Supplier Code of Conduct \(multi-language\)](#)
- [Whistleblower Policy](#)





# ESG Data Tables

## Environmental Data

| CARBON EMISSIONS   |         |         |         |         |
|--|---------|---------|---------|---------|
| In metric tons of CO <sub>2</sub> unless otherwise noted                         | 2021    | 2022    | 2023    | 2024    |
| Scope 1 from Energy Used   | 29,759  | 28,081  | 24,432  | 20,924  |
| By Country:  |         |         |         |         |
| United States  | 20,052  | 19,772  | 17,287  | 14,678  |
| Mexico   | 2,464   | 2,190   | 1,825   | 1,639   |
| Canada   | 391     | 456     | 562     | 446     |
| China  | 0       | 0       | 0       | 0       |
| Rest of World  | 6,852   | 5,663   | 4,758   | 4,161   |
| Scope 2 from Energy Used   | 104,224 | 99,088  | 96,202  | 86,630  |
| By Country:  |         |         |         |         |
| United States  | 87,836  | 85,080  | 82,522  | 74,345  |
| Mexico   | 10,932  | 8,744   | 8,604   | 7,567   |
| China  | 3,172   | 2,694   | 2,182   | 2,222   |
| Canada   | <1      | 40      | 38      | 32      |
| Rest of World  | 2,284   | 2,530   | 2,856   | 2,464   |
| Total Scope 1 and 2 from Energy Used   | 133,983 | 127,169 | 120,634 | 107,554 |
| CO <sub>2</sub> Intensity from Energy Used (Scope 1+2)                           | 2.79    | 2.69    | 2.61    | 2.33    |
| (In metric tons of CO <sub>2</sub> / Unit net global sales (x10 <sup>-5</sup> )) |         |         |         |         |

| WATER  |       |       |       |       |
|--|-------|-------|-------|-------|
| In million gallons                                       | 2021  | 2022  | 2023  | 2024  |
| Total Water Withdrawn                                    | 225.7 | 186.9 | 177.2 | 134.3 |
| Water Use Intensity (In gallons / Unit net global sales) | 0.047 | 0.040 | 0.038 | 0.029 |

Metrics from acquired businesses are generally included for the year in which the acquisition took place. Larson, acquired in December 2020, is included in 2021 data. Solar Innovations and Aqualisa, acquired in 2022, are included in 2022 data. In June 2023, Fortune Brands acquired the U.S. and Canadian Yale and August residential smart lock business and Emtek and Schaub luxury hardware business; those businesses are included in Fortune Brands' environmental metrics including Carbon Emissions, Water, and Energy Usage, though excluding Waste, for the last six months of the year, July to December 2023. 2021 and 2022 data does not include the Cabinets business, which was spun-off in December 2022. SpringWell, acquired in 2024, has not yet been included in our environmental reporting. We expect it to have an immaterial impact on our total data.

Updates were made to previously reported 2023 Carbon Emissions and Energy Data as we received additional and/or more accurate information after the 2023 ESG Report was published in these areas: Scope 1 total carbon emissions; Scope 1 U.S. carbon emissions; Scope 1 Rest of World carbon emissions; Scope 2 total carbon emissions; Scope 2 U.S. carbon emissions; Scope 2 China carbon emissions; Scope 2 Rest of World carbon emissions; total carbon emissions; total energy; U.S. energy; electricity. An update was made to previously reported 2023 Total Water Withdrawn as we received more accurate information after the 2023 ESG Report was published. Updates were made to previously reported 2023 Waste Data as we received additional and/or more accurate information after the 2023 ESG Report was published in these areas: Total Waste Generated; Diverted; and Landfill.

Total Water withdrawn decreased significantly year-over-year from 2023 to 2024 largely due to the closure of our Milwaukee manufacturing plant.

The completion of our on-premises solar project in Wolseley, South Africa, is estimated to have provided 40% of the site's total energy in 2024; however, specific data measuring the amount of renewable energy used could not be provided through our current system, so these kilowatt hours are not included in the 2024 total.

When actual sustainability data was not able to be retrieved, reasonable estimates were made. We continue to make efforts to improve our environmental data collection processes.

| ENERGY USAGE                         |       |       |       |       |
|--------------------------------------|-------|-------|-------|-------|
| In million GJ unless otherwise noted | 2021  | 2022  | 2023  | 2024  |
| Total Energy Used                    | 1.57  | 1.47  | 1.39  | 1.25  |
| By Country:                          |       |       |       |       |
| United States                        | 1.18  | 1.12  | 1.06  | 0.95  |
| Mexico                               | 0.19  | 0.18  | 0.17  | 0.16  |
| Canada                               | 0.02  | 0.02  | 0.02  | 0.02  |
| China                                | 0.01  | 0.01  | 0.01  | 0.01  |
| Rest of World                        | 0.16  | 0.14  | 0.12  | 0.11  |
| Electricity (In million kWh)         | 270.8 | 253.3 | 250.3 | 230.7 |
| Renewable Energy (in million kWh)    | 0     | 1.0   | 1.4   | 1.4   |
| Natural Gas (In million therms)      | 5.6   | 5.3   | 4.6   | 3.9   |

| WASTE   |      |      |      |      |
|---|------|------|------|------|
| In thousand U.S. tons   | 2021 | 2022 | 2023 | 2024 |
| Total Waste Generated   | 46.3 | 65.4 | 45.5 | 44.8 |
| Landfill and Incinerated Vs. Diverted                                     |      |      |      |      |
| Diverted (Recycled, Reused, Re-purposed)                                  | 18.3 | 36.2 | 21.7 | 25.4 |
| Landfill  | 27.7 | 29.0 | 23.6 | 19.3 |
| Hazardous Waste   | 0.2  | 0.2  | 0.2  | 0.1  |
| Waste Intensity (In U.S. tons / Unit net global sales x10 <sup>-5</sup> ) | 0.96 | 1.38 | 0.98 | 0.97 |



# ESG Data Tables

CONTINUED

## Social

| SAFETY                                  |      |      |      |      |      |
|---|------|------|------|------|------|
|   | 2020 | 2021 | 2022 | 2023 | 2024 |
| Total Recordable Incident Rate (TRIR)   | 1.07 | 1.65 | 1.16 | 1.04 | 0.98 |
| Lost Time Incidence Rate (LTIR)         | 0.47 | 0.66 | 0.45 | 0.28 | 0.31 |
| Total Number of Work-Related Fatalities | 0    | 0    | 0    | 0    | 0    |

Metrics from acquired businesses are generally included for the year in which the acquisition took place. Larson, acquired in December 2020, is included in 2021 data. Solar Innovations and Aqualisa, acquired in 2022, are included in 2022 data. In June 2023, Fortune Brands acquired the U.S. and Canadian Yale and August residential smart lock business and Emtek and Schaub luxury hardware business; those businesses are included in Fortune Brands’ safety metrics, for the last six months of the year, July to December 2023. 2020 through 2022 data does not include the Cabinets business, which was spun-off in December 2022. SpringWell, acquired in 2024, has not yet been included in our safety metrics. Year-end safety data includes information reported up until January 5 of the following year.

| COMPANY DONATIONS*                       |        |        |        |       |        |
|--|--------|--------|--------|-------|--------|
|  | 2020   | 2021   | 2022   | 2023  | 2024   |
| Cash and In-Kind Donations (In millions) | \$1.12 | \$2.51 | \$1.86 | \$1.1 | \$1.82 |

\* In addition to Company donations, Fortune Brands associates donate their own time and money

ESG Data Tables CONTINUED

| GLOBAL WORKFORCE (as of Year-End) |          |                          |          |                          |
|-----------------------------------|----------|--------------------------|----------|--------------------------|
|                                   | 2023     |                          | 2023     |                          |
|                                   | (people) | (% of global population) | (people) | (% of global population) |
| Total Global Workforce            | 11,729   | 100%                     | 11,022   | 100%                     |
| Job Type                          |          |                          |          |                          |
| Production Hourly                 | 7,090    | 60%                      | 6,427    | 58%                      |
| Salaried*                         | 4,639    | 40%                      | 4,595    | 42%                      |
| People Managers                   | 1,242    | 11%                      | 1,356    | 12%                      |
| Senior Leaders**                  | 131      | 1%                       | 110      | 1%                       |
| Production Hourly                 | 7,090    | 60%                      | 6,427    | 58%                      |
| Men                               | 4,334    | 61%                      | 3,861    | 60%                      |
| Women                             | 2,756    | 39%                      | 2,566    | 40%                      |
| Salaried*                         | 4,639    | 40%                      | 4,595    | 42%                      |
| Men                               | 2,592    | 56%                      | 2,600    | 57%                      |
| Women                             | 2,047    | 44%                      | 1,995    | 43%                      |
| People Managers                   | 1,242    | 11%                      | 1,356    | 12%                      |
| Men                               | 814      | 66%                      | 880      | 65%                      |
| Women                             | 428      | 34%                      | 476      | 35%                      |
| Senior Leaders**                  | 131      | 1%                       | 110      | 1%                       |
| Men                               | 86       | 66%                      | 77       | 70%                      |
| Women                             | 45       | 34%                      | 33       | 30%                      |

\* Salaried population includes people managers and senior leaders  
\*\* Senior leaders who are people managers are included in people manager total

2023 workforce metrics include the U.S. and Canadian Yale and August residential smart lock business and Emtek and Schaub luxury hardware business.  
2024 workforce metrics include SpringWell.

| U.S. WORKFORCE (as of Year-End) |          |                        |          |                        |
|---------------------------------|----------|------------------------|----------|------------------------|
|                                 | 2023     |                        | 2023     |                        |
|                                 | (people) | (% of U.S. population) | (people) | (% of U.S. population) |
| Total U.S. Workforce            | 7,448    | 64%                    | 6,399    | 58%                    |
| Job Type                        |          |                        |          |                        |
| Production Hourly               | 4,191    | 56%                    | 3,426    | 54%                    |
| Salaried*                       | 3,257    | 44%                    | 2,973    | 46%                    |
| People Managers                 | 921      | 12%                    | 853      | 13%                    |
| Senior Leaders**                | 116      | 2%                     | 93       | 1%                     |
| Production Hourly               | 4,191    | 56%                    | 3,426    | 54%                    |
| Men                             | 2,632    | 63%                    | 2,105    | 61%                    |
| Women                           | 1,559    | 37%                    | 1,321    | 39%                    |
| Salaried*                       | 3,257    | 44%                    | 2,973    | 46%                    |
| Men                             | 1,788    | 55%                    | 1,630    | 55%                    |
| Women                           | 1,469    | 45%                    | 1,343    | 45%                    |
| People Managers                 | 921      | 12%                    | 853      | 13%                    |
| Men                             | 610      | 66%                    | 545      | 64%                    |
| Women                           | 311      | 34%                    | 308      | 36%                    |
| Senior Leaders**                | 116      | 2%                     | 93       | 1%                     |
| Men                             | 73       | 63%                    | 62       | 67%                    |
| Women                           | 43       | 37%                    | 31       | 33%                    |
| People of Color                 | 2,959    | 40%                    | 2,258    | 35%                    |
| Production Hourly               | 2,120    | 51%                    | 1,562    | 46%                    |
| Salaried*                       | 839      | 26%                    | 696      | 23%                    |
| People Managers                 | 196      | 21%                    | 170      | 20%                    |
| Senior Leaders**                | 24       | 21%                    | 9        | 10%                    |



# ESG Data Tables

CONTINUED

## Governance

| BOARD OF DIRECTORS*                               |      |      |      |      |
|---|------|------|------|------|
|   | 2021 | 2022 | 2023 | 2024 |
| Total Number of Directors                         | 10   | 10   | 10   | 9    |
| Number of Independent Directors                   | 9    | 9    | 9    | 8    |
| Number of Female Directors                        | 2    | 2    | 3    | 4    |
| Number of Ethnically / Racially Diverse Directors | 2    | 2    | 2    | 3    |
| Percentage Diverse by Race and/or Gender          | 40%  | 40%  | 50%  | 66%  |

\* Board of Directors data reflects the composition of the Board immediately following the annual shareholder meeting

| POLITICAL CONTRIBUTIONS |      |      |      |      |      |
|-------------------------|------|------|------|------|------|
|                         | 2020 | 2021 | 2022 | 2023 | 2024 |
| Total Contributions*    | \$0  | \$0  | \$0  | \$0  | \$0  |

\* See page 59 for more information

# Task Force on Climate-related Financial Disclosures (TCFD) Index

| GOVERNANCE   | FORTUNE BRANDS DISCLOSURE  |
|--|--|
| <b>Disclose the organization’s governance around climate-related risks and opportunities.</b>  | <p><b>Board oversight of climate-related risks and opportunities</b></p> <p>Our Board of Directors is committed to overseeing the integration of ESG initiatives and progress throughout the Company. The Nominating, Environmental, Social &amp; Governance Committee (the “NESG Committee”) maintains oversight of the Company’s ESG programs, progress and related risks. Environmental and social programs, progress, risks and strategies are reported to the Board and its committees on a regular basis. In addition, the Board’s Audit Committee oversees the Company’s enterprise risk management (ERM) program, including the Company’s major financial, external, strategic, operational and compliance risk exposures, as well as certain climate-related risks. The Audit Committee oversees management’s efforts to mitigate, monitor and control such exposures. In addition to reviewing the annual assessment of enterprise-wide risks, the Audit Committee is also updated on enterprise-wide risks throughout the year as needed, to account for quickly changing business dynamics.</p> <p><b>Management’s role in assessing and managing climate-related risks and opportunities</b></p> <p>The Company formalized an ESG Steering Committee in 2021. The ESG Steering Committee is a cross-functional management committee created to assist the Company’s senior leadership team in setting ESG strategy; developing, implementing, and monitoring initiatives and policies based on that strategy, including climate-related risks and opportunities. The ESG Steering Committee reports directly to the Company’s CEO. Representatives from the ESG Steering Committee provide updates to the NESG committee and, at times, to the full Board.</p>  |
| STRATEGY   | FORTUNE BRANDS DISCLOSURE  |
| <b>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material.</b> | <p><b>Climate-related risks and opportunities</b></p> <p>The Company has identified the following short-, medium- and long-term risks and opportunities related to climate change. We consider short-, medium- and long-term risks to be those that could have a sizeable impact on our business within the next 1 to 2 years, 3 to 5 years, and 6 to 10 years, respectively.</p> <p><b>PHYSICAL RISKS</b></p> <p>Short-term climate-related risks include acute physical risk to our operations and supply chains due to severe weather events. Any prolonged disruption in our operations — or supply chain — due to the destruction of, or damage to, any facility as a result of natural disasters, including fires, floods, hurricanes and tornadoes, could negatively impact our profitability and competitive position and adversely affect our results of operations, cash flows and financial condition.</p> <p>To mitigate acute physical risks, we have created operational contingency plans, which include distributing production across multiple lines or facilities, and identifying alternate third-party suppliers. The adequacy of our partners’ supply is analyzed routinely in considering sourcing options and inventory planning. Business interruption and property insurance is in place for significant losses. On an annual basis, associates in storm areas undergo emergency preparedness training and store materials on-site to protect against weather-related emergencies. The Company also is strengthening its supply chain and has the agility to make adjustments as needed in the case of supply constraints due to severe weather events. Additionally, we have included climate-related considerations into our capital expense request process.</p> <p>Medium-term chronic physical risk includes the impact of increased insurance premiums for our facilities located in areas more likely to be impacted by severe weather, including fires, tornadoes and flooding. Fortune Brands considers the likelihood of severe weather and natural disasters when deciding where to locate new facilities.</p> |



Task Force on Climate-related Financial Disclosures (TCFD) Index CONTINUED

| STRATEGY | FORTUNE BRANDS DISCLOSURE   |
|----------|---|
|          | <p>TRANSITION RISKS &amp; OPPORTUNITIES</p> <p><i>Market</i></p> <ul style="list-style-type: none"><li>• Risks: As consumers call for more sustainable products and packaging, we need to be ready to meet that need in order to continue gaining share. Additionally, we are subject to raw material and commodity price volatility that may be caused by weather. From time to time, we use derivative contracts to manage our exposure to commodity price volatility, and we enter into commodity swaps to manage the price risk associated with forecasted purchases of materials used in our operations.</li><li>• Opportunities: As the threats of climate change increase and awareness builds, we have an opportunity to engage new environmentally conscious customers with high quality options to meet their needs, and an added opportunity to successfully introduce new sustainable products. We believe we have significant opportunities to grow our sales through products that have sustainability attributes. See our Creating Value page for additional information. Climate-related opportunities are generally incorporated into product strategies at a brand level.</li><li>• Opportunities for Our Products with Sustainable Impacts: Fortune Brands has opportunities to continue selling and expanding its product offerings that have environmentally friendly or climate-aware attributes, such as:<ul style="list-style-type: none"><li>• Water products that help people save water, manage their water, and reduce energy costs associated with wasted water. Offerings in the Moen Smart Water Network can help to significantly conserve water, which we believe can also reduce carbon emissions. The Mission Moen goal helps to underscore the importance of water conservation and sustainability, and can make our Moen brand even more appealing to sustainability-minded consumers.</li><li>• Fiberon PE composite decking and cladding that is certified for containing a minimum of 94% mixed recycled wood fiber and plastic content. The Fiberon Balance story, which also emphasizes manufacturing processes that conserve water and reusing almost all manufacturing waste, helps to underscore the importance of sustainability, and can make our Fiberon brand even more appealing to sustainability-minded consumers.</li><li>• Complete door systems from Therma-Tru that are built to help protect against energy loss, keeping heat and air conditioning sealed inside the home. Many Therma-Tru door offerings are ENERGY STAR qualified. Therma-Tru Thrive is the brand's commitment to make safe and sustainable products, support the communities where our associates live and work, and leave a positive, lasting impact on the environment. Therma-Tru's energy-conserving doors are part of this brand commitment.</li><li>• Weather-durable and storm-resistant decking, entry and storm doors, and security devices from Fiberon, Therma-Tru, LARSON and Master Lock.</li><li>• Fiberon fire-rated portfolio of products, including its PVC decking, which is Class A fire-rated. Both PVC and composite fire-rated decking have a WUI rating, which is the Wildlife Urban Interface rating.</li><li>• Fireproof and waterproof safes from SentrySafe that are third-party verified.</li></ul></li></ul> <p><i>Regulation</i></p> <ul style="list-style-type: none"><li>• Risks: We, like all companies, are subject to federal, state, and local laws and regulations, and certain international laws and regulations, designed to protect the environment. These laws and regulations could impose liability for remediation costs and civil or criminal penalties in cases of non-compliance. Compliance with environmental laws increases our costs of doing business. Because these laws are subject to frequent changes, we are unable to predict the future costs resulting from environmental compliance.</li><li>• Opportunities: Demand for our products and services could be positively impacted by the introduction of tax incentives for purchasers of our products and services that contribute to reducing energy use, conserving water, or that are made predominantly from recycled inputs.</li></ul> <p><i>Reputation</i></p> <ul style="list-style-type: none"><li>• Risks: Like all companies, if Fortune Brands is perceived as being irresponsible regarding climate change, that may adversely impact our business and reputation. Management and the Board of Directors have been focused on assessing the current impact of climate change on our operations and taking action to contribute to renewable energy, and increasing the quality and transparency of our ESG performance and disclosures of our management approach — to better demonstrate our commitment to sustainability.</li><li>• Opportunities: Fortune Brands' ability to demonstrate it is a responsible corporate citizen and is acting responsibly regarding climate change may positively impact our business and reputation. The more we can be seen as a responsible company, the more we can improve our ESG ratings, increase our investors through ESG outreach, leverage ESG publicity opportunities, and attract and retain talent.</li></ul> <p>To date, the Company has not undertaken climate change scenario planning.</p> |

Task Force on Climate-related Financial Disclosures (TCFD) Index CONTINUED

| RISK MANAGEMENT  | FORTUNE BRANDS DISCLOSURE   |
|--|---|
| <b>Disclose how the organization identifies, assesses, and manages climate-related risks.</b>  | <p><b>Our processes for identifying and assessing climate-related risks</b></p> <p>The Company's leadership team has identified and defined key External, Strategic, Operational, Financial, and Compliance risks for the management team to consider as part of the annual Enterprise Risk Management (ERM) assessment process.</p> <p>Each year, members of management systematically review and rank a diverse array of factors associated with these risk categories. During this process, key leaders provide input and identify any emerging risk indicators. Key risk indicators, year-over-year changes and trends, and related mitigation activities are meticulously compiled and presented to the FBIN executive team. This team offers additional insights and aligns on the top risk areas for the Company.</p> <p>Within the ERM process, climate-related risks are regarded as influential drivers that indirectly affect various risk components, rather than being treated as a standalone risk category. For instance, climate-driven regulatory risks are integrated into our comprehensive assessment of government and industry regulatory risks, while the impact of weather events is evaluated within our broader analysis of catastrophic loss. Each identified risk is addressed with a tailored strategy to either accept, mitigate, share, or avoid the risk, ensuring a holistic and proactive approach to risk management.</p> <p>The results of the ERM assessment, along with the executive team's perspectives, are then presented annually to the Audit Committee of the Board of Directors for further review and guidance.</p> <p><b>Our processes for managing climate-related risks</b></p> <p>All our facilities operate under a common set of EH&amp;S principles, which provide an overall foundation for environmental stewardship. The specific ways in which each location manages climate-related risks varies due to the diversity of our business, the products we make and where we are located. We maintain contingency plans and production is distributed among multiple lines, or alternate third-party suppliers have been identified to mitigate short-term acute risks. On an annual basis, associates in storm areas undergo emergency preparedness training and store on-site materials to protect against weather-related emergencies. To mitigate short- and medium-term risks, the adequacy of supply is analyzed routinely in considering sourcing options and inventory planning. Business interruption and property insurance is in place for significant losses. We are addressing medium- and long-term climate-related transition risks to our reputation by maintaining the quality of our disclosure around our sustainability programs and commitments and approach to managing our ESG focus areas.</p> <p><b>Integration into overall risk management</b></p> <p>Climate-related risks are indirectly incorporated into our ERM program.</p> |
| METRIC AND TARGETS   | FORTUNE BRANDS DISCLOSURE   |
| <b>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</b> | <p><b>Greenhouse gas (GHG) emission metrics</b></p> <p>Currently, the primary metrics Fortune Brands uses to measure climate-related risks and performance are Scope 1 and Scope 2 carbon emissions.</p> <p><b>The 2024 emissions are:</b></p> <p>Scope 1: 20,924 metric tons CO<sub>2</sub></p> <p>Scope 2: 86,630 metric tons CO<sub>2</sub></p> <p>Total Scope 1+2: 107,554 metric tons CO<sub>2</sub></p> <p>Management uses this data to help evaluate opportunities for using renewable energy and to identify focus areas for energy reduction efforts. At this time, Fortune Brands is not tracking our Scope 3 emissions; we continue to monitor Scope 3 requirements FBIN may need to fulfill.</p> <p><b>Targets</b></p> <p>We have set goals to reduce our absolute Scope 1 and 2 carbon emissions by 30% by the year 2030, and offset 50% of our electricity usage with renewable sources by 2030. We have adjusted our baseline year from 2020 global operations, to year-end 2022, to best reflect the Company's operating footprint after the separation of the Cabinets business in December 2022. To help reach our targets, Fortune Brands identified and is helping to fund a renewable energy project by entering into a virtual power purchase agreement (VPPA). In 2024, we began the work to improve our emissions data collection process and controls, helping us to eventually move toward limited data assurance for Scope 1 and 2 emissions.</p>  |



# Sustainability Accounting Standards Board (SASB) Index

| TOPIC                              | ACCOUNTING METRIC   | CODE         | FBIN RESPONSE  |
|------------------------------------|---|--------------|--|
| Energy Management in Manufacturing | (1) Total energy consumed,<br>(2) percentage grid electricity,<br>(3) percentage renewable              | CG-BF-130a.1 | <p>(1) Total energy consumed in 2024: 1.25 million gigajoules.</p> <p>(2) We currently purchase nearly 100% of our electricity from energy companies. The following Fortune Brands sites generate solar energy through on-premises solar panels: Pine Grove, Pennsylvania (FBIN acquired in January 2022); Changshu, China (solar panels initiated in 2022), Wolseley, South Africa (solar panels initiated in 2024) and Las Vegas, Nevada (solar panels installed in 2024 with renewable energy generation initiated in 2025).</p> <p>(3) Percentage renewable energy in 2024: 0.60%. Additionally, we know some of our energy providers include renewable sources in their energy mix.</p> <p>In 2021, Fortune Brands set goals to reduce our absolute Scope 1 and 2 carbon emissions by 30% by the year 2030, and to offset 50% of our electricity usage with renewable sources by 2030.</p> <p>We have adjusted our baseline year from 2020 global operations, to year-end 2022, to best reflect the Company's operating footprint after the separation of the Cabinets business in December 2022.</p> |
|                                    | Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products | CG-BF-250a.1 | <p>Fortune Brands does not use any chemicals, materials or substances that have been deemed illegal for use due to safety concerns. We have set clear chemical labeling, handling and process policies. All hazardous substances and associated wastes are managed properly.</p> <p>When a new product is introduced to a manufacturing site, we conduct a review of the new product and all materials used in manufacturing. Safety Data Sheets are required for all purchased materials and chemicals, and are reviewed by our Environmental, Health &amp; Safety team. All associates who work with potentially hazardous chemicals receive training, and we conduct appropriate periodic industrial hygiene monitoring.</p>  |
|                                    | Percentage of eligible products meeting VOC emissions and contents                                      | CG-BF-250a.2 | Fortune Brands does not consider this metric to be material to our business or our products.   |

Sustainability Accounting Standards Board (SASB) Index CONTINUED

| TOPIC                                   | ACCOUNTING METRIC   | CODE         | FBIN RESPONSE  |
|---|---|--------------|--|
| Product Lifecycle Environmental Impacts | Description of efforts to manage product lifecycle impacts and meet demand for sustainable products   | CG-BF-410a.1 | <p>Demand for sustainable building products and packaging is driven by consumers, retailers, architects and builders that are responding to both consumer demand, regulation, or focus on industry groups and certifications, such as National Green Building Standard, the U.S. Green Building Council LEED rating system, ENERGY STAR certified homes, Passive House Institute, and Department of Energy Certified Net Zero Energy Homes.</p> <p>Across Fortune Brands Innovations, sustainability is factored into design, including input materials and packaging. We design products to improve water savings while ensuring high performance and excellent user experiences; this is part of one of Water Innovations' key pillars: "Save, but don't sacrifice."</p> <p>Not only does Therma-Tru design energy-efficient doors, it designs and manufactures entire door systems, resulting in superior air and water tightness, which helps conserve energy for the consumer. Therma-Tru has options to meet ENERGY STAR® requirements in all 50 states.</p> <p>We also strive to design products that can be manufactured with recycled input materials, when feasible. Fiberon PE composite decking and cladding is certified for containing a minimum of 94% mixed recycled wood fiber and plastic content. Moen is incorporating recycled plastics in its designs for components, such as faucet docks, with a goal to repurpose 2,000 tons of ocean plastic by 2030.</p> <p>Our Master Lock business works through retailers and take-back organizations to follow Extender Producer Responsibility regulations that require electrical and electronic equipment and batteries to be recycled at end-of-life. Our other businesses do not have formal take-back programs; however, the Water team handles returns and has programs in place to resell, recycle or reuse parts to keep those out of waste streams.</p> |
|   | (1) Weight of end-of-life material recovered,<br>(2) percentage of recovered materials recycled   | CG-BF-410a.2 | <p>We are currently tracking the weight of end-of-life material recovered for use in our product manufacturing for Fiberon and Moen.</p> <p>(1) Fiberon: Approximately 35,043 metric tons of recycled plastic, and approximately 63,981 metric tons of post-industrial wood were incorporated into Fiberon composite deck boards and cladding products in 2024. Moen: 146 metric tons of ocean recycled plastic was incorporated into products in 2024, including in an installation tool component for one of its highest volume products, the Posi-Temp valve.</p> <p>(2) Fiberon: PE composite decking and cladding is certified for containing a minimum of 94% mixed recycled wood fiber and plastic content.</p>   |
| Wood Supply Chain Management            | (1) Total weight of wood fiber materials purchased,<br>(2) percentage from third-party certified forestlands,<br>(3) percentage by standard, and<br>(4) percentage certified to other wood fiber standards,<br>(5) percentage by standard | CG-BF-430a.1 | <p>Fiberon PE composite decking and cladding is certified for containing a minimum of 94% mixed recycled wood fiber and plastic content. In 2024, Fiberon purchased approximately 35,043 metric tons of recycled plastic, and approximately 63,981 metric tons of post-industrial wood.</p> <p>Fiberon completed a voluntary product lifecycle assessment and environmental product declaration in 2021 for its PE composite decking, and another voluntary product lifecycle assessment and environmental product declaration in 2022 for its PE composite cladding to gain an even better understanding of its environmental impacts and future opportunities.</p>   |



Sustainability Accounting Standards Board (SASB) Index CONTINUED

| TOPIC                     | ACCOUNTING METRIC  | CODE         | FBIN RESPONSE  |
|---------------------------|--|--------------|--|
| Workforce Health & Safety | (1) Total recordable incident rate (TRIR) and<br>(2) fatality rate for direct and contract employees                                 | RT-CH-320a.1 | Fortune Brands’ direct and contract employees achieved a 0.98 TRIR in 2024 and 0 fatalities.   |
|                           | Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks | RT-CH-320a.2 | <p>Our commitment to creating and maintaining safe work environments is highlighted in our EH&amp;S Principles and through our EH&amp;S strategies and Critical Element Programs. Fortune Brands has identified Critical Elements, or safety components, that have the most potential for severe injury in our manufacturing and distribution operations. Each business focuses on the Critical Elements most relevant to its operations. Read more in the <a href="#">Safety</a> section of this report.</p> <p>We track health and safety metrics for full-time, part-time, and contract or temporary workers at each of our businesses using our organization-wide EH&amp;S management system. We report on health and safety metrics annually to the NESG Committee of our Board of Directors.</p> |

| ACTIVITY METRIC                  | CODE         | FBIN RESPONSE  |
|----------------------------------|--------------|--|
| Annual Production                | CG-BF-000.A  | Fortune Brands believes “annual production” is not a meaningful data point for a large, diversified company that produces a variety of products. |
| Annual Sales                     | CG-BF-250a.1 | <p>\$4,609,000,000 total 2024 net sales.</p> <p>Fortune Brands uses sales to normalize environmental metrics.</p>                                |
| Area of Manufacturing Facilities | CG-BF-000.B  | Approximately 911,000 square meters.   |

# Forward-Looking Statements

## Cautionary Statement Concerning Forward-Looking Statements

Certain forward-looking statements included in this report are made within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements include all statements that are not historical statements of fact and those regarding our intent, belief, or expectations for our business, operations, financial performance or financial condition, in addition to statements regarding our expectations for the markets in which we operate, general business strategies, expected impact from recently-announced organizational and leadership changes, the market potential of our brands, trends in the housing market, the potential impact of costs, including material and labor costs, the potential impact of inflation, expected capital spending, expected pension contributions or de-risking initiatives, the expected impact of acquisitions, dispositions

and other strategic transactions including the expected benefits and costs of the spin-off of MasterBrand, Inc. and the tax-free nature of the spin-off transaction, the anticipated effects of recently issued accounting standards on our financial statements, and other matters that are not historical in nature. Statements that include the words “believes,” “expects,” “anticipates,” “intends,” “projects,” “estimates,” “plans,” “look to,” “outlook,” “positioned,” “confident,” “focus,” and “opportunity,” and similar expressions or future or conditional verbs such as “will,” “should,” “would,” “may” and “could” are generally forward-looking in nature and not historical facts. Where, in any forward-looking statement, we express an expectation or belief as to future results or events, such expectation or belief is based on current expectations, plans, estimates, assumptions, and projections of our management about our industry, business and future financial results available at the time this report

is published. Although we believe that these statements are based on reasonable assumptions, they are subject to numerous factors, risks and uncertainties that could cause actual outcomes and results to be materially different from those indicated in such statements, including, but not limited to, those listed in Item 1A of our Annual Report on Form 10-K for the year ended December 28, 2024, filed with the Securities and Exchange Commission. We undertake no obligation to, and expressly disclaim any such obligation to, update, amend, clarify, or revise any forward-looking statements to reflect changed assumptions, the occurrence of anticipated or unanticipated events, new information or changes to future results over time or otherwise, except as required by law.





Throughout this ESG Report, we refer to numerous trademarks, trade names and brands. Moen, Riobel, Rohl, Perrin & Rowe, Shaws, Victoria + Albert, Aqualisa, Fiberon, Therma-Tru, Larson, Master Lock, SentrySafe, Yale residential, August, Emtek, Schaub and SpringWell are among the trademarks or trade names held by subsidiaries of Fortune Brands Innovations, Inc., and are registered, pending registration, and/or common law marks in the U.S. and/or various countries.

Occasionally, in conveying information, we refer to trademarks of third parties. Such trademarks are the property of their respective owners.

Fortune Brands was named to Newsweek's 2024 list of America's Most Responsible Companies.

For questions regarding this report, contact [Investor.Questions@FBIN.com](mailto:Investor.Questions@FBIN.com).