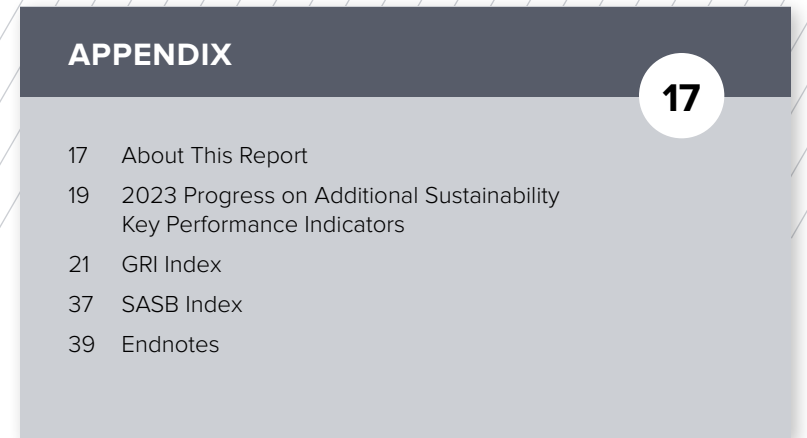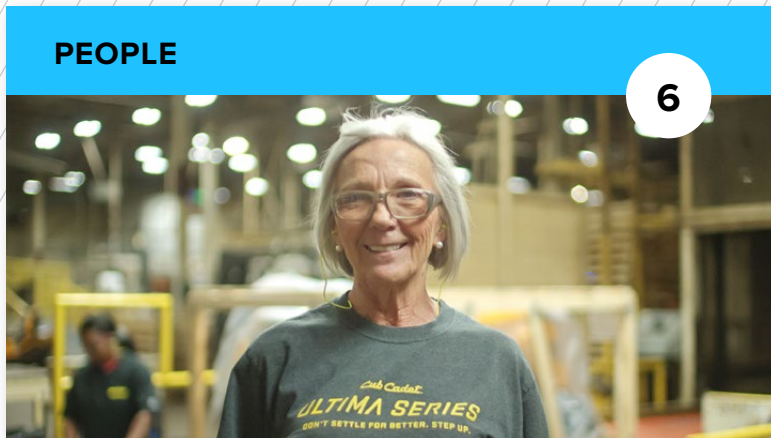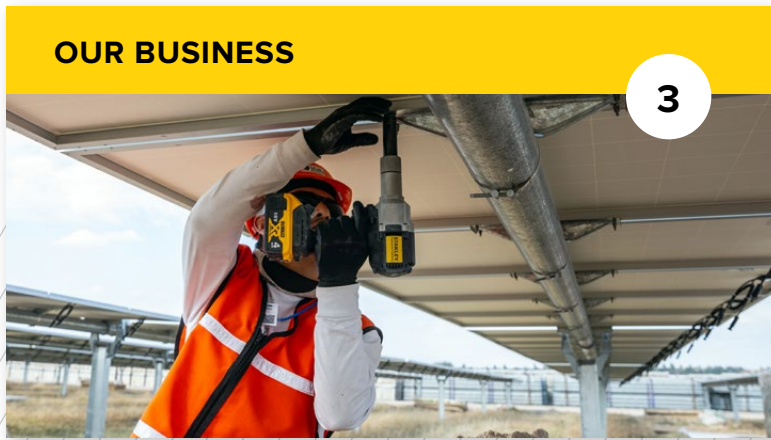# Optimizing for Sustainable Performance

StanleyBlack&Decker

For those who make the world.™

CONTENTS

Powered by our purpose, we have focused our business sustainability[1] efforts where we believe we can make the greatest positive impact—as we equip those who make the world with the tools and means to make a difference.

DEAR STAKEHOLDERS,

Thank you for continuing to be part of our journey to better serve those who make the world. In 2023, we refreshed our priority impact goals to better align with our brand-led and market-driven business strategy, and I am pleased to report that our goals have taken root within our businesses.

Aligning Business Strategy and Our Impact Goals

Our strategy to drive long-term value for our stakeholders is based on creating a simplified and focused organization, investing in core growth and innovation to be a market leader, and delivering for our customers and shareholders. This strategy underpins our three impact pillars of People, Product, and Planet, which guide our focus and initiatives for sustainable performance.

Through simplification and prioritization, we have operationalized our goals in the business, with a roadmap to achieve them. We submitted our updated emissions targets to the Science Based Targets initiative (SBTi) for validation. And, we are encouraged by our continued leadership level status and recognition with CDP, receiving an A− for our 2023 submission.

Making Progress on Our Goals

We are already making progress on our new goals, which are intended to drive growth while reducing costs. Highlights from 2023 include:

- **Grow the Trades:** We invested $7.4 million into programs to grow the trades, providing pre-career or in-career training in disciplines such as mechanical, pipe, electrical, and finishing trades, which we also expect will broaden our end user–engagement and brand ambassadorship.

- **Operational Emissions:** We have reduced Scope 1 and 2 emissions in line with our science-based targets through sustainability-related capital investments in our facilities, including solar panels, upgraded HVAC, and continued investment in our Virtual Power Purchase Agreement (VPPA) facility, creating opportunities to increase our use of energy from sustainable power sources.

- **Zero Waste to Landfill:** We continue to certify new Zero Waste to Landfill (ZWTL) sites within our global network each year, which is also expected to reduce our disposal costs at several sites over time.

- **Circular Design:** Our circularity strategy is focused on increasing packaging recyclability by developing new sustainable designs and improving the sustainability attributes of legacy packaging, which has also led to productivity improvements.

In this report, we share additional examples that demonstrate how we are advancing sustainability of our products and operations, while supporting end user–driven solutions.

Addressing the Trade Skills Gap

We have also advanced our partnerships with organizations that train tradespeople—our end users. The increase in demand for construction workers—driven by investments in infrastructure, an increased need for additional housing, and a shortage of tradespeople—is creating a significant influx of opportunities for individuals coming into the skilled trades. Against this backdrop, we are proud of our commitments to initiatives designed to provide both new and experienced workers with the necessary training, products, and solutions they need to succeed in the industry.

I am particularly pleased that, through initiatives across the Company, we are providing resources to bring underserved populations into the construction and industrial economy, partnering with end users, customers, suppliers, industry associations, governments, and nonprofits to achieve this goal. Collaborating with these organizations, we believe we are creating value not only for these local communities, but for industries that remain labor-constrained and for our business and shareholders.

Donald Allan, Jr.
President and
Chief Executive Officer

As a valued stakeholder, you have the opportunity to help us greatly enhance our efforts as we evolve and grow. We welcome your interest and engagement as we navigate to a better shared future through sustainable business practices, innovation leadership, and best-in-class solutions.

Donald Allan, Jr.
President & Chief Executive Officer

OUR BUSINESS

Our approach to sustainability aligns with our business focus on brands, growth, and innovation driven primarily by the needs of the professional end user. Our impact goals are designed to support the needs of our various stakeholders, including our end users, customers, investors, employees, and the communities we serve.

Stanley Black & Decker has established priority impact goals based on a 2022 baseline, with clear targets and commitments focused on impact. The goals are designed to address the sustainability-related global issues, risks, and opportunities that align with our business strategies, which we believe are linked to our ability to succeed long term. Each of our impact goals are sponsored by members of our Executive Team.

OUR OBJECTIVES FOR SUSTAINABLE PERFORMANCE

People: Empowering People	Product: Sustainable Innovation	Planet: Sustainable Operations
WORKFORCE OF THE FUTURE	**SUSTAINABLE SUPPLY CHAIN**	**OPERATIONAL EMISSIONS**

WORKFORCE OF THE FUTURE

Attract, develop and retain the workforce of the future with top talent across our Company, so that we can serve our customers and end users with best-in-class brands and innovation. To do this, we continue to build upon our evolving commitments by striving to create an inclusive environment that drives increased employee engagement, where all employees thrive and are motivated to deliver their best work and extraordinary outcomes.

GROW THE TRADES

Commit **$30 million to initiatives** that help grow skills for tradespeople by 2027

SUSTAINABLE SUPPLY CHAIN

52% reduction in Scope 3 GHG emissions intensity by 2030 from a 2022 baseline[2]

67% of suppliers by spend set Scope 1 and 2 science-based aligned targets by 2027[3]

CIRCULAR DESIGN

Prioritize the reduction and elimination of problematic plastics and improve packaging sustainability, with a specific commitment expected by 2025[4]

OPERATIONAL EMISSIONS

42% reduction in absolute Scope 1 and 2 GHG emissions by 2030 from a 2022 baseline[5]

ZERO WASTE TO LANDFILL

100% Zero Waste to Landfill for global manufacturing and distribution sites by 2040[6]

IMPACT HIGHLIGHTS[7]

PEOPLE: EMPOWERING PEOPLE

$7.4M
invested in Grow the Trades initiatives that help expand skills for tradespeople

70
nonprofits supported, including those focused on underserved tradespeople

Launched
enterprise-wide initiative to support mental health and wellbeing, as well as Safety Cardinal Rules

22%
year-over-year reduction in the number of recordable injuries[8]

4,500
volunteer hours served by employees

PRODUCT: SUSTAINABLE INNOVATION

~20%
of our suppliers, by spend, have set science-based Scope 1 and 2 targets that meet our criteria[3]

~$1B
in sales of electric outdoor and other high powered products[9]

700K+lbs
of problematic plastics eliminated since 2020[4]

100%
coverage of North American market for end-of-life recycling for products[10]

54,974
tools reconditioned through our Product Reconditioning Program, saving an estimated 343 tons of waste from landfill[11]

PLANET: SUSTAINABLE OPERATIONS

146K MWH
of electricity produced from a wind farm with a total of 88 turbines on 30,000 acres

VPPA
(Virtual Power Purchase Agreement) with a 12-year financial commitment for 18% of renewable energy certificates generated by a wind farm in Texas, U.S.

25%
reduction in Scope 1 and 2 emissions[5]

~$16.9M
invested on energy efficiency projects since 2021

37%
of sites have achieved Zero Waste to Landfill[6]

PEOPLE:
EMPOWERING PEOPLE

Attracting, developing, and retaining the workforce of the future to drive positive outcomes for our end users, and reducing the tradesperson deficit by investing resources in education and upskilling programs for the skilled trades.

ENHANCING OUR CULTURE

We strive to cultivate a safe and inclusive workplace where all employees thrive, operate at their full potential, and contribute to delivering extraordinary business outcomes. Attracting, retaining, and engaging top talent are central to realizing our global strategic vision of thoughtfully growing as an employer of choice and further aligning our people pillar initiatives with our overall business strategy.

WORKPLACE SAFETY

As a leading global manufacturer in our industry, safety is a top priority. In 2023, we launched a plan to transform foundational aspects of Environmental Health & Safety, with a focus on strengthening our safety culture. Demonstrated improvements include an increase in leadership engagement, commitment, and accountability for safety, as well as enhanced assessment and audit processes to identify hazards and reduce risks. We saw a 22% reduction in recordable injuries as a result.[7]

SAFETY CARDINAL RULES

We launched seven Safety Cardinal Rules to set clear expectations for all employees and contractors. These rules are tied to risks that have the potential for causing serious Injuries or fatalities.

⬇ 22%

Reduction in recordable injuries year-over-year, representing a step-change improvement and evidence of our improved safety culture. Our Total Recordable Rate can be referenced in our [8]

INCLUSION & ENGAGEMENT

Our purpose guides us to serve *those who make the world*, and that includes both our employees and our end users who use our tools to make a living. We seek to cultivate and promote a workplace environment where our employees feel connected and effectively equipped to contribute to our business goals and priorities. We recognize that the world is rapidly changing, and we continue to strive to power a workforce that reflects those who are loyal to and trust our brands. We continue to support a well-rounded employee population with a variety of skills and life experiences through a thoughtful and evolving mixture of initiatives as a part of our broader goal to build a workforce of the future.

Our 2023 Gallup Employee Engagement Survey results, which surveyed salaried employees globally, indicate we have a strong foundation in employees feeling safe, respected, and cared for at work. Our results also showed a significant increase in our Company-wide Engagement Mean—an important result given the transformation and optimization efforts throughout the year. This included improved scores across all surveyed dimensions of the employee experience—including confidence that we deliver on our customer promises and trust in leadership. This is our second consecutive year of historically high participation rates. In 2024, we are further investing in engagement, expanding our Gallup survey to all operational employees, as well as company-wide action planning based on results.

EMPLOYEE SURVEY RESULTS

80%
Participation Rate

3.9/5.0
Engagement Score

Integrity   Productivity

STRENGTH HIGHLIGHTS

Customer Focus

SKILLING TRADESPEOPLE

Tradespeople are our end users, and they are in high demand. Our goal to donate $30 million over five years to programs that train tradespeople—with more than $7 million already invested—provides a mix of our hand and power tools as well as funds for support. These investments are dedicated to organizations that serve core building trades, including concrete, electrical, pipe, mechanical, and finishing. This commitment is designed to grow the number of skilled tradespeople, providing them with more productive, profitable, and sustainable careers in the trades.

2023 TRADE SUPPORT PROGRESS

In 2023, we kept pace with our five-year target, investing

$7.4M
in our efforts to grow the trades.

TRADES-FOCUSED PHILANTHROPY

$1.3M
investment designed to inspire girls to become makers and tradespeople

$520K
donated through the Stanley Black & Decker Leadership Scholarship and DEWALT Trades Scholarship programs in 2023

1.2M
students engaged and 5,500 young tradespeople empowered since 2013 through WorldSkills

200+
prepackaged toolkits delivered to volunteer fire departments across the United States
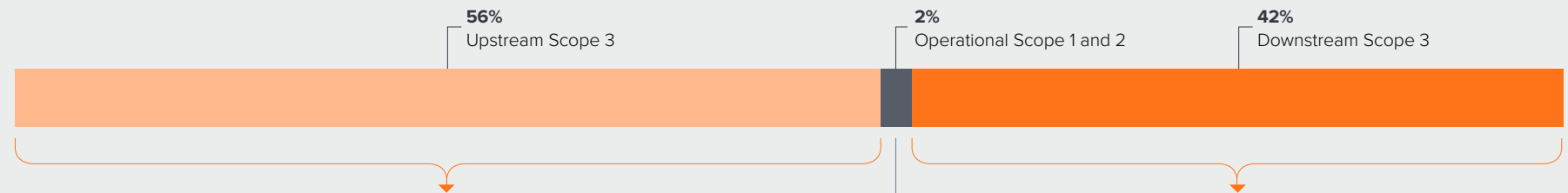
PRODUCT:
SUSTAINABLE INNOVATION

Driving end user–inspired innovation and responsible production all along our supply chain, to deliver products and services that benefit society and the environment without sacrificing performance.

DECARBONIZING OUR PRODUCTS (SCOPE 3)[12]

Our commitment to sustainable innovation focuses our product design, procurement, and packaging on minimizing our environmental footprint. With Scope 3 comprising 98% of Stanley Black & Decker's carbon footprint, we are driving progress in line with our science-based target with an aim of reducing emissions from Purchased Goods & Services (Category 1) and the Use of Sold Products (Category 11), which together constitute 85% of our Scope 3 emissions.

Our Total Emissions Profile

56%
Upstream Scope 3

2%
Operational Scope 1 and 2

42%
Downstream Scope 3

DRIVING UPSTREAM PROGRESS: SUPPLIER ENGAGEMENT

Our engineering and procurement teams have created a cross-functional task force to evaluate procurement of more sustainable materials that maintain or improve product performance while reducing indirect emissions from purchased goods and services. In 2023, we reduced the intensity of our Scope 3 emissions by roughly 11%.

Our investment in supplier development resources underscores our global commitment to fostering a sustainable, resilient supply chain. To improve our supplier resiliency, our Supply Chain leadership has created a task force to work directly and regularly with our top suppliers to drive efficiencies, process innovations, including through setting science-based Scope 1 and 2 targets of their own, and sharing methods to operationalize those commitments. Through 2023, 20% of our suppliers by spend have set Scope 1 and 2 targets.

Scope 3 Intensity, Purchased Goods & Services

2022	4.1
2023	**3.6**

(kg CO_2e per kg material purchased)

Suppliers by Spend with Approved Targets

2022	16%
2023	**20%**

(percentage of suppliers by procurement spend)

DRIVING DOWNSTREAM PROGRESS: ELECTRIFICATION

Battery-powered innovation across our product portfolio continues to be a driving force in enhancing the user experience—and in delivering environmental benefits of reduced emissions from the use of our products, as well as noise reduction. Electrification, particularly in the transition away from gas-powered and hydraulic means of powering our tools and equipment in the field, delivers reductions of emissions from the use phase.

Take DEWALT POWERSHIFT™—launched at the World of Concrete industry event in early 2024, this new line is designed to meet the critical needs of concrete professionals with power, runtime, and ergonomics that allow users to transition away from gas-powered equipment without compromising efficiency and performance.

Our engineering-led task force is deriving insights on our emissions reduction opportunities, employing a scenario analysis tool that includes parameters such as our electrification transition rate, market size projections, and electric infrastructure improvements, which allows us to map our journey to our 2030 goal.[2]

Scope 3 Intensity, Use of Sold Products

2022	126.9
2023	**108.5**

(kg CO_2e per kW of sold product output power)

PRODUCT PRIORITY HIGHLIGHTS

CIRCULAR DESIGN

EVOLVING OUR PACKAGING

Our sustainable packaging task force has removed more than 700,000 lbs of problematic plastics from packaging over the past several years. As we look toward setting a specific target for sustainable packaging progress in 2025, our task force remains focused on: (1) minimizing the use of problematic plastics, specifically PVC and EPS,[4] from all new product packaging and replacing with cardboard; (2) reducing the size of the redesigned packaging to use fewer materials and allow room for more products on our customers' shelves; (3) exploring the use of durable, reusable containers as part of our focus on a higher level of circularity.

700K+ lbs

of problematic plastics removed from our packaging since 2020. That's the equivalent of approximately 30 million 16.9 fl./oz. single use water bottles.[4]

BATTERY RECYCLING

Powering a sustainable future means using more high energy batteries (300+ watt hour), which places unique demands on recycling infrastructure to keep people, property, and the environment safe once those batteries reach end of life.

Made possible through voluntary funding by us, our partner Call2Recycle, Inc., has established the High Energy Battery Recycling Program to facilitate the safe collection and responsible recycling of high energy batteries used in products such as riding mowers and snow blowers.

PLANET PRIORITY HIGHLIGHTS[12]
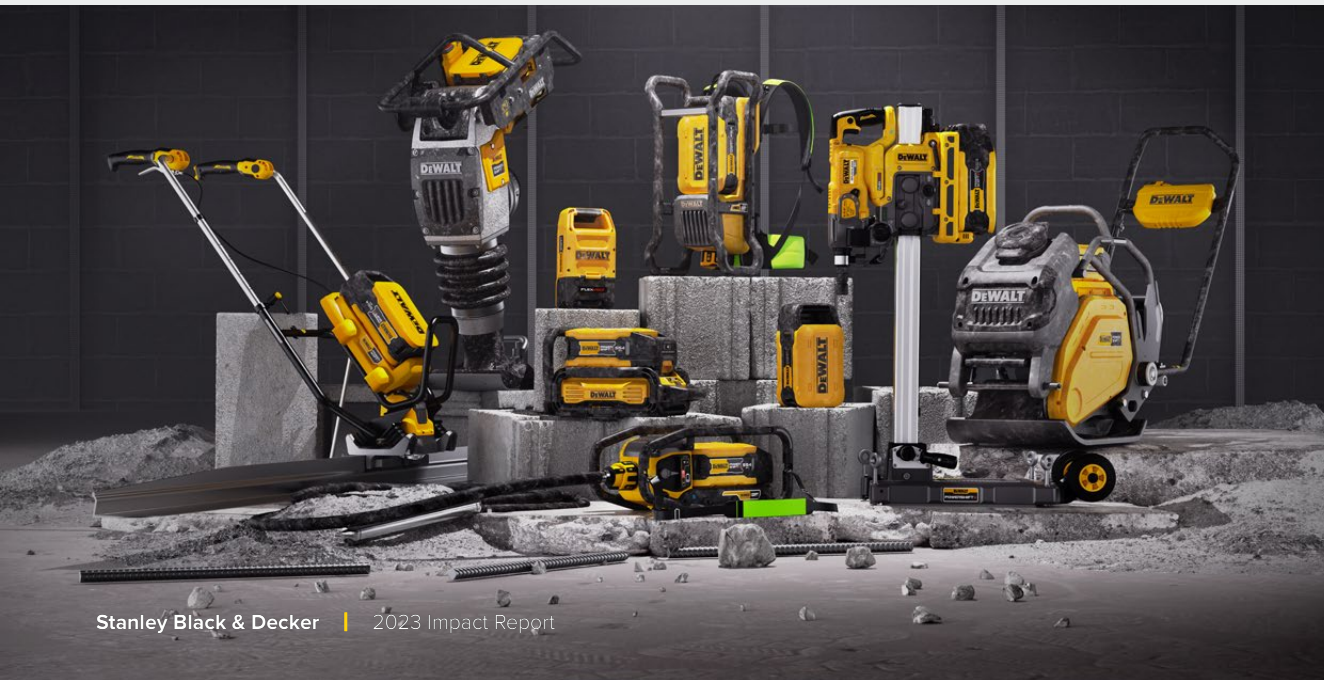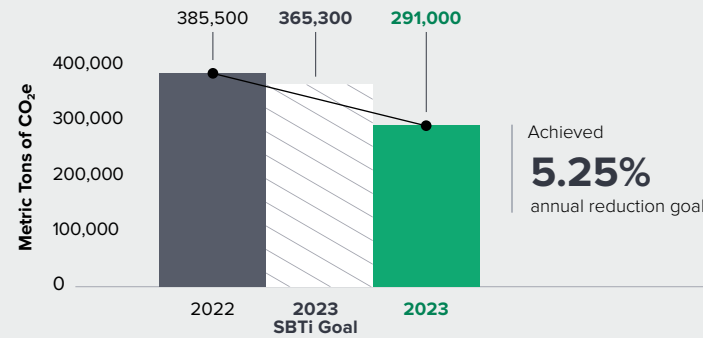
PLANET:
SUSTAINABLE OPERATIONS

Improving the sustainability of our operations—making clear progress across our global enterprise on reducing long-term costs and our overall operational environmental footprint.

OPERATIONAL EMISSIONS[5]

Focused on energy efficiency and carbon reduction opportunities, we continue to drive down our emissions and decarbonize our operations—achieving our expected progress in 2023 on our science-based Scope 1 and 2 reduction targets. We continue to invest in renewable power sources like wind and solar, while improving efficiencies through capital investments, and evaluating additional tools like power purchase agreements and energy attribute certificates. Responsible stewardship fortifies energy independence and operations resilience. Increasingly, customers see this as a value proposition, especially for those who value sustainable upstream suppliers as they work to reduce their own carbon footprints.

2023 PROGRESS

385,500   365,300   **291,000**

Metric Tons of CO_2e

400,000
300,000
200,000
100,000
0

2022   **2023 SBTi Goal**   **2023**

Achieved
5.25%
annual reduction goal

Our pace of investing in advancing energy efficiency has accelerated. Since 2021, we have implemented 60 projects in 10 different countries. These projects have generated the following benefits:

SINCE 2021

~$16.9M	Estimated 43,000MWh[20]	Over $3M[20]	Over 28,000mT[21]
Invested on decarbonization projects	Of energy generated by all projects	In energy savings, and	In carbon savings

SPOTLIGHT: EAST LONGMEADOW, MASS., U.S.—MANUFACTURING FACILITY SOLAR PROJECT

In 2023, we committed to a multiyear power purchase agreement (PPA) to supply us with solar-generated electricity from 5 solar arrays located on our East Longmeadow, Mass., U.S. property.

Through this partnership:

| We have committed $17.4M	Expected to result in a 69,640mT[22]	It is expected to deliver the following in its first year: 3.8MW	$207,000
Over a 20 year period beginning in 2025	Reduction in Scope 2 emissions	Solar power generation	Electrical savings for the site

ZERO WASTE TO LANDFILL[6]

In 2023, we continued to certify additional sites as Zero Waste to Landfill (ZWTL)—bringing our ZWTL site count to 37%—by working cross-functionally with Environmental, Health and Safety (EHS) facilities, and sourcing partners, including key waste and recycling suppliers, to reduce landfill waste. We continue to make incremental progress in diverting waste from landfills, relying on sharing of best practices, management system enhancements, and third-party support and assurance, as we work toward our goal of ZWTL across 100% of our manufacturing and distribution sites.

2023 PROGRESS

2022 ━━━━━ 34%
2023 ━━━━━ **37%**

37% of our manufacturing and distribution sites achieved ZWTL status.
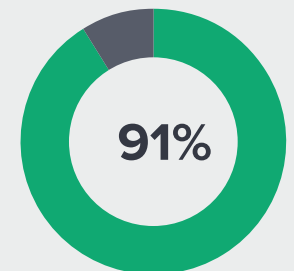
91%
of our waste was recycled.

GOVERNANCE

Our Board provides independent oversight to establish and review progress on short-term and long-term business strategy, risk management, executive compensation, and sustainability strategy and reporting.

IN THIS SECTION

CORPORATE GOVERNANCE HIGHLIGHTS

Governance Principle	Corporate Governance Practice
Accountability to Shareholders	Only one class of common stock, with one vote per share
	Annual director elections, with majority standard for uncontested elections, and director resignation policy
	Proxy access, allowing eligible long-term shareholders holding 3% or more of our outstanding shares of common stock to include nominations for directors in the Company's Proxy Statement
	No shareholder rights ("poison pill") plan
	Shareholder right to act by written consent and to amend Bylaws by a majority vote
	Shareholders representing 25% of voting power may call special meeting
Robust Board Independence	Independent Board Chair
	All directors are independent, other than our CEO
	Independent directors meet in executive session at each regularly scheduled Board and committee meeting
Comprehensive Board Policies and Practices	Committed to balanced Board refreshment with 5 new directors in the last 3 years and a mixture of director tenures
	Director overboarding policy that prevents directors from serving on more than four other public company boards (or one other public company board for the CEO)
	Mandatory director retirement at age 75 to support efficient succession planning
	Annual Board and committee self-assessments to review effectiveness
	Full Board reviews sustainability strategies and goals as a component of our annual strategic plan review process while the Corporate Governance Committee provides director oversight of the Company's sustainability policies, objectives, and practices
Alignment of Interests with Long-Term Shareholders	Policy adopted to prohibit the hedging or pledging of Company stock for all directors, executive officers, and employees
	Robust stock ownership guidelines for directors and executive officers
Compensation Governance Aligns with Best Practices	Our 2024 equity plan contains an annual limit on total director compensation
	No excise tax gross-ups under change in control agreements with executive officers or our equity plans and no tax gross-ups on perquisites, other than on relocation benefits
	Double trigger vesting provisions requiring both a change in control and qualifying termination of employment under our equity plans
	Recoupment ("clawback") policies covering equity and cash incentive compensation of all Section 16 Officers, including in compliance with Rule 10D-1 and related NYSE listing standards

SUSTAINABILITY GOVERNANCE AND OVERSIGHT

The Company's sustainability strategy is integrated into, and informed by, its overall long-term business strategy. The Board and management believe this integrated approach helps support long-term value creation for our stakeholders and the Company's risk management programs. The role our Board and the Board committees play in oversight of our sustainability goals and strategy is described in detail in the following pages.

Board of Directors and Board Committees

The Corporate Governance Committee of the Board oversees the Company's policies, objectives, and practices regarding the Company's sustainability strategy, reporting, and public communications, and the full Board reviews the incorporation of sustainability goals and metrics into our long-term corporate strategy. We have organized additional management governing bodies to guide, review, implement, and track our progress against our sustainability objectives. The CEO and the Executive Committee (EC) are entrusted with developing and advancing the Company's human capital strategy, which is reviewed annually with periodic updates on progress with the Board. The Senior Vice President, Chief Human Resources Officer ("CHRO"), who reports directly to the CEO, is charged with the development and stewardship of this strategy on an enterprise-wide basis. This incorporates a broad range of dimensions, including culture, values, labor and employee relations, leadership expectations and capabilities, talent development, performance management, and total rewards. Each year, the Company conducts an extensive talent review with its CEO where the leadership team, key talent, and succession plans are reviewed.

Afterwards, the CEO or CHRO leads a talent review with the Compensation and Talent Development Committee and the entire membership of the Board, at least annually. The Compensation

Committee's charter also provides that, as part of its review of the operation and structure of the Company's compensation programs, the committee may incorporate review and recommendation or approval of corporate metrics and milestones related to any sustainability factors included in compensation programs. Currently, the Compensation Committee is evaluating the potential integration of sustainability-related metrics that drive long-term value creation into the Company's incentive compensation program.

Executive Sponsor–Led Working Groups

Operationalizing our sustainability goals is led by the Executive Sponsor who can drive and resource necessary business process changes to move the needle. Each Executive Sponsor has empaneled a cross-functional working group of subject matter experts who work hand-in-hand with the sustainability team to identify a roadmap for each goal. Working groups and the roadmaps they create are informed by internal and external experts.

SUSTAINABILITY GOVERNANCE

Board of **Directors**

Executive Committee

Executive **Sponsor**

Executive Sponsor–Led **Working Groups**
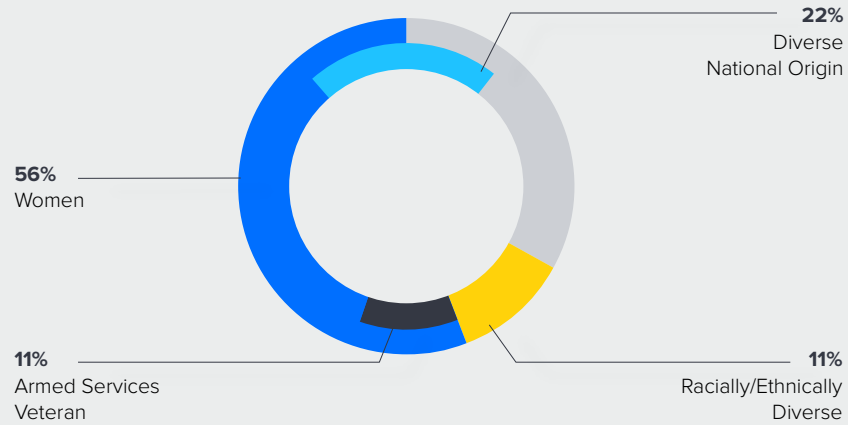
All **Employees**

CYBERSECURITY

The Company has implemented a comprehensive cybersecurity program to assess, identify, and manage risks from cybersecurity threats that may result in adverse effects to the confidentiality, integrity, and availability of its information systems and oversee compliance with applicable regulatory, operational, and contractual requirements. For information about our cybersecurity oversight and risk management, please see our 2023 Form 10-K.
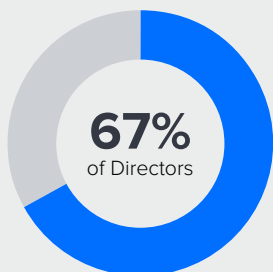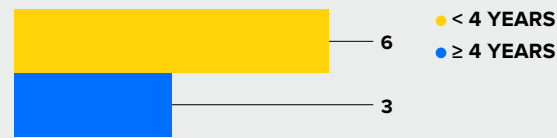
DEMOGRAPHICS

9 Total Directors

22%
Diverse
National Origin

56%
Women

11%
Armed Services
Veteran

11%
Racially/Ethnically
Diverse

CEO EXPERIENCE

56%
of Directors
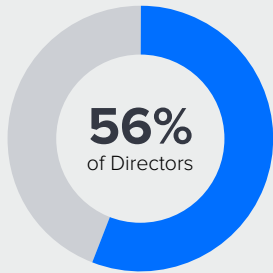
AVERAGE TENURE OF 4.5 YEARS

● **< 4 YEARS**
● **≥ 4 YEARS**

6

3

5
new non-management
in past 3 years

AVERAGE AGE OF

59 Years

CORPORATE SOCIAL RESPONSIBILITY EXPERIENCE

67%
of Directors

BOARD AGE

67%
60–69

33%
50–59
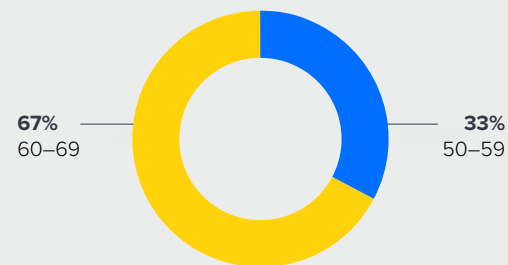
BOARD OF DIRECTORS[13]

Our Board has developed a deep and varied skillset, with a membership that reflects a comprehensive spectrum of professional and personal experiences. Key aspects of the Board's structure include:

- Independent Chair or Independent Lead Director since 2000
- Offices of Chair and CEO separated in January 2017
- Independent Directors meet in executive session at every regularly scheduled Board meeting
- Board adopted Director independence and corporate governance guidelines

- 56% of Directors have CEO experience
- 44% of Directors have Sustainability and Climate-Related Risk experience
- 67% of Directors have Corporate Social Responsibility experience
- 5 independent Directors added in the last 3 years
- Fully independent Audit, Governance, Compensation, and Finance Committees
- Director overboarding policy
- Mandatory retirement at age 75
- Annual Board and committee self-assessment reviews

OUR BOARD OF DIRECTORS[13]

Andrea J. Ayers
Chair, Stanley Black & Decker, Inc.
Retired President and Chief Executive
Officer, Convergys Corporation

Donald Allan, Jr.
President and Chief Executive Officer,
Stanley Black & Decker, Inc.

Susan K. Carter
Retired Senior Vice President and
Chief Financial Officer of Ingersoll
Rand plc
(now Trane Technologies plc)
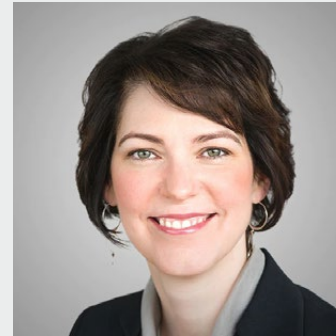
Debra Crew
Chief Executive of Diageo plc

Michael D. Hankin
President and Chief Executive Officer,
Brown Advisory Incorporated

Robert J. Manning
Retired Chairman and
Chief Executive Officer,
MFS Investment Management

Adrian V. Mitchell
Chief Operating Officer and
Chief Financial Officer, Macy's, Inc.

Jane M. Palmieri
President, Industrial Intermediates
& Infrastructure, Dow Inc.

Mojdeh Poul
Former Executive Vice President,
Health Care Business Group
of 3M Company

For full bios on our Directors,
see our Board website.

Board Committees

Our Board administers its strategic planning and risk oversight function directly and through its Board committees. It is the policy of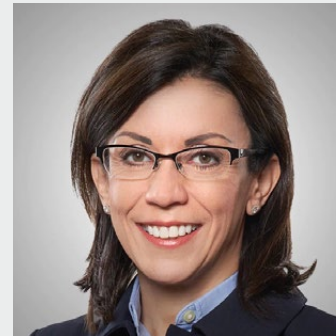 the Board that every member of the Audit, Corporate Governance, Compensation, and Finance and Pension Committees should be independent. The composition of all Board committees can be referenced on our website.

Key responsibilities of these committees include:

- Talent development and succession planning for executive officers
- Oversight of sustainability strategy, reporting, and communications
- Risk oversight (including enterprise risk management, cybersecurity, and sustainability)
- Identifying individuals qualified to become Board members and recommending Director nominees for election
- Evaluating and recommending to the Board CEO compensation plans and approving compensation plans for other senior executives
- Reviewing the Company's financial condition and capital allocation strategy
- Oversight of Board and committee self-evaluations

Board of Directors Experience Matrix

| Skills and Experience		Donald Allan, Jr.	Andrea J. Ayers	Susan K. Carter	Debra A. Crew	Michael D. Hankin	Robert J. Manning	Adrian V. Mitchell	Jane M. Palmieri	Mojdeh Poul
Current Executive (non-CEO)	Experience provides current insight into the best practices and challenges of leading a complex organization							✓	✓	
CEO experience (current and former)	Provides insight into effectively leading a complex organization like ours with transparency and integrity	✓	✓		✓	✓	✓			
Corporate Social Responsibility	Experience is important in managing risk and furthering long-term value creation for shareholders by operating in a sustainable and responsible manner	✓	✓		✓	✓			✓	✓
Digital	Experience is relevant to understanding and evaluating the Company's efforts in areas such as eCommerce and data and analytics		✓				✓	✓	✓	✓
Finance/Accounting/ Capital Allocation	Experience enables effective monitoring of the Company's financial reporting and control environment; assessment of its financial performance; and supporting appropriate shareholder returns	✓	✓	✓		✓	✓	✓		✓
Legal/Regulatory/ Government Affairs	Experience enhances understanding of the impact and risks of legal and regulatory matters and public policy issues			✓	✓		✓			✓
Product Development	Experience provides insight into ideation, research and development, and commercialization of products and services				✓		✓		✓	✓
Manufacturing/ Logistics/Supply Chain/ Global Operations	Experience enhances the Board's ability to oversee cost-effective, technology-driven manufacturing and logistics processes and facilitates assessment of the Company's complex, international operations	✓	✓	✓	✓	✓	✓	✓	✓	✓
Risk Management	Experience is important to the identification, oversight, and mitigation of significant risks		✓	✓	✓	✓	✓	✓	✓	✓
Innovation/ Technology	Experience enhances the Board's ability to appraise our progress in executing the strategy of becoming known as one of the world's leading innovators		✓	✓	✓	✓	✓	✓		✓
Cybersecurity Experience	Provides insight to the Board as it oversees the Company's cyber risk management program in an evolving environment			✓		✓	✓	✓		
Sales/Marketing/ Brand Management	Experience provides insights into the sales and marketing process and increasing the perceived value of our brands in the marketplace				✓	✓	✓	✓	✓	✓
Sustainability and Climate-Related Risk	Experience strengthens the Board's oversight of environmental policies, initiatives, and reporting			✓		✓	✓		✓	

MANAGEMENT COMPENSATION

Our compensation programs are designed to incentivize our executives to achieve or exceed pre-established objective financial goals for the Company and deliver superior returns to our shareholders.

The philosophy underlying our executive compensation program is to provide performance-based and competitive compensation that rewards executives for actions that create long-term shareholder value and allows us to attract, motivate, and retain high caliber talent.
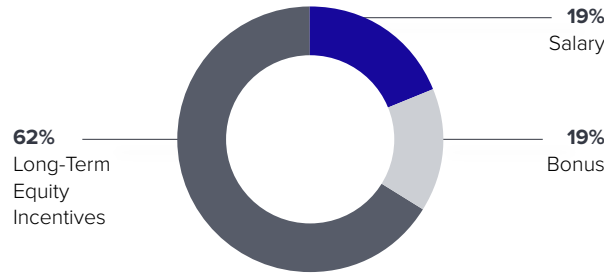
As outlined in our Proxy Statement, the 2024–2026 long-term incentive plan ("LTIP") retains the design of the 2023–2025 LTIP and the 2024 annual management incentive compensation plan (MICP) follows the design of the 2023 MICP, except that the transformation modifier in the 2023 MICP was replaced with an Adjusted Gross Margin modifier. Under this Adjusted Gross Margin modifier, any performance in excess of the Adjusted Gross Margin maximum goal may result in additional payouts of up to 10%.

Pay for Performance Philosophy

CEO TOTAL TARGET COMPENSATION

10%
Salary

15%
Bonus

75%
Long-Term Equity Incentives
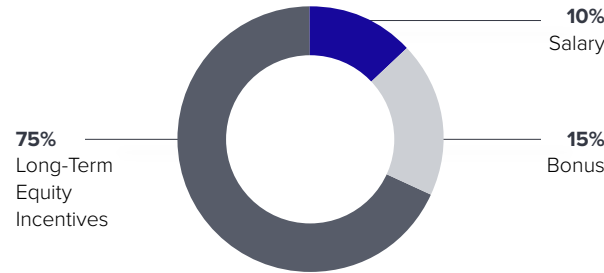
OTHER NAMED EXECUTIVE OFFICERS' AVERAGE TOTAL TARGET COMPENSATION

19%
Salary

19%
Bonus

62%
Long-Term Equity Incentives

90% of CEO target pay is variable and tied to performance against preset goals or share price

LTIP performance stock units (PSU) comprise at least 50% of long-term incentive compensation for our CEO

No guaranteed cash bonuses

No dividend equivalents paid out unless the underlying award is earned or vests

Executive Compensation Philosophy Tenets

The primary tenets of our executive compensation philosophy are:

PAY FOR PERFORMANCE

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

COMPETITIVE PAY

To attract and retain high caliber executive talent, total target compensation for our named executive officers is generally aligned with the median of our Compensation Peer Group and published surveys (as described on page 37 of our Proxy Statement). While focusing on the market median, the Compensation Committee retains the flexibility to set individual total compensation opportunities based on its assessment of performance, experience, service in current position, responsibilities, and/or retention risk.

ALIGNMENT WITH SHAREHOLDER INTERESTS

Our compensation program is designed to align executives' interests with the long-term interests of our shareholders through stock-based compensation, stock ownership requirements, and performance metrics that drive share value.

BALANCED RISK VERSUS REWARD

Our performance-based compensation package is designed to motivate executives to take actions aligned with our strategic objectives and provide an appropriate incentive structure that mitigates compensation risk by disincentivizing excessively risky decisions.

ALIGNMENT WITH SHAREHOLDERS

We place a high priority on continual, proactive engagement with our shareholders to better understand their perspectives about Stanley Black & Decker and the general market. Throughout 2023, we reached out to shareholders representing greater than 60% of our outstanding shares to engage on a broad range of topics, including Company strategy, Board composition and skill set, risk management, sustainability strategy, and our executive compensation program, among others. This feedback was communicated to the Board and relevant committees and informs their discussions and decisions.

The Board and Company are proud of the Company's track record of being responsive to shareholder feedback as outlined in the table below:

	Shareholder Feedback	Board and Company Actions
Corporate Governance	• Increase accountability and responsiveness to shareholders • Eliminate supermajority vote requirements	Amended governance documents to: • Adopt majority vote standard for uncontested director elections, including a director resignation policy • Eliminate supermajority voting requirements • Permit shareholder action by written consent • Proactively lower the minimum threshold for shareholders to call a special meeting from 35% to 25% • Adopt annual elections for all directors
	• Evaluate regular Board refreshment and appropriate composition, skills, and expertise	• Added 5 independent directors in the last 3 years • Elected female Independent Board Chair • 78% of Board is diverse, and 4 of the 5 Board committees are chaired by diverse Independent Directors
Executive Compensation	• Increase percentage of performance-based compensation pay elements • Evaluate incorporation of sustainability metrics within executive compensation program • Reinforce execution of Global Cost Reduction Program in executive compensation program • Evaluate inclusion of Adjusted EPS as a metric in both MICP (annual bonus program) and LTIP • Increase focus on absolute amount of Free Cash Flow and balance sheet health	• 90% of CEO target pay was variable and tied to performance against preset goals or share price • The Compensation Committee continues to evaluate sustainability-related metrics that drive long-term value creation and their potential integration within our incentive compensation program • Added a transformation modifier to the 2023 MICP, based upon achievement against goals under our Global Cost Reduction Program • Eliminated the use of Adjusted EPS as a metric in the 2023–2025 LTIP PSUs and replaced it with Organic Sales Growth Relative to Market • Adopted a Free Cash Flow metric (calculated as operating cash flow less capital expenditures) in place of the historical cash flow multiple of net earnings metric
Sustainability	• Enhance workforce-related metric disclosures • Incorporate sustainability strategy within the business model	• Enhanced disclosures relative to disaggregated employee data and published our EEO-1 Report • Refined sustainability goals to reflect current business portfolio and to align with the business strategy of a more focused Company

ABOUT THIS REPORT

Stanley Black & Decker's 2023 Impact Report updates stakeholders on our strategies and progress toward our commitments. Stanley Black & Decker has a longstanding commitment to sustainability issues, including human rights, fair labor practices, the environment, and anti-corruption.

This report has been prepared in accordance with GRI Universal Standards, which continues to guide the evolution of our reporting on sustainability performance. We also publish disclosures under the SASB section, Industrial Machinery and Goods.

This report contains "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements other than statements of historical fact are "forward-looking statements" for purposes of federal and state securities laws, including, but not limited to, any statements about the Company's future financial results, commitments, goals, targets, aspirations, or expectations regarding sustainability, inclusion and employee engagement, environmental matters, corporate responsibility, and our employees, policies, business opportunities, and risks; and any statements of assumptions underlying any of the foregoing. Forward-looking statements may include, among others, the words "may," "will," "estimate," "intend," "could," "project," "plan," "continue," "believe," "expect," "strive," "realize," "anticipate," "run-rate," "annualized," "goal," "objective," "target," "design," "commit," "commitment," "initiatives," or any other similar words. Although the Company believes that the expectations reflected in any of its forward-looking statements are reasonable, actual results could differ materially from those projected or assumed in any of its forward-looking statements. Forward-looking statements in this report speak only as of the date hereof, and forward-looking statements in documents that are referenced herein speak only as of the date of those documents. Any forward-looking statements are subject to change and to inherent risks and uncertainties,

such as those disclosed or incorporated by reference in the Company's filings with the Securities and Exchange Commission. The Company does not undertake any obligation or intention to update or revise any forward-looking statements, whether as a result of future events or circumstances, new information or otherwise, except as required by law.

Each of the forward-looking statements we make in this report or in documents referenced herein involves risks and uncertainties that could cause actual results to differ materially from these forward-looking statements. Factors that might cause the Company's actual results, performance and achievements, or industry results to differ materially from estimates or projections contained in its forward-looking statements include, but are not limited to, legal and regulatory developments, stakeholder engagement, climate conditions or events, changes in macroeconomic conditions, changes in customer preferences and demand, changes in technology, and those set forth in the Company's Annual Report on Form 10-K and Quarterly Reports on Form 10-Q, including under the headings "Risk Factors," "Management's Discussion and Analysis of Financial Condition and Results of Operations" and in the Consolidated Financial Statements and the related Notes.

Information included in, and any issues identified as material or any derivatives of the word material for purposes of, this report may not be considered material for other reporting purposes, including pursuant to regulatory reporting regimes in the U.S., UK, Europe and other jurisdictions, as well as voluntary reporting frameworks. Within the context of this report, the term "material" (or any derivatives of the word material) is distinct from, and should not be confused with, such term as defined for statutory, governmental, voluntary, or other reporting purposes. Website references and hyperlinks throughout this report are provided for convenience only, and the content on the referenced websites is not incorporated by reference into this report, nor does it constitute a part of this report.
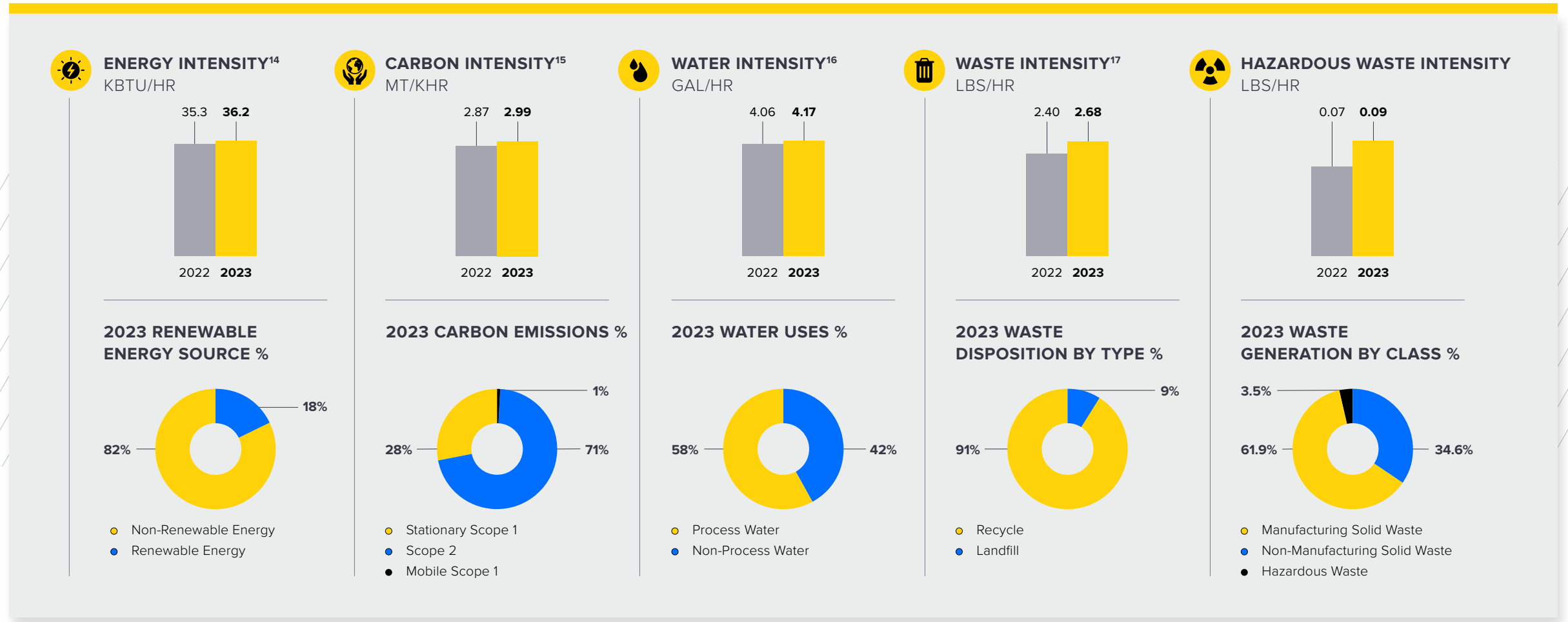
While the Company is actively working to achieve its sustainability goals, these goals are forward-looking statements that reflect expectations only
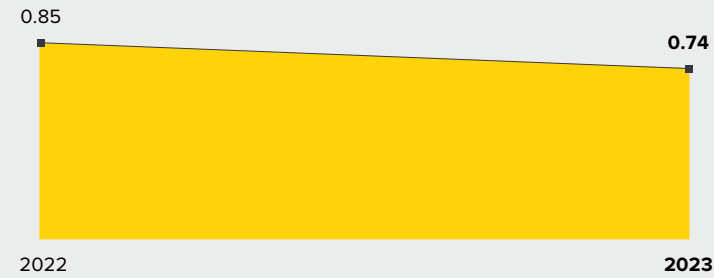
APPENDIX

IN THIS SECTION

as of the date of this statement, not historical facts or guarantees of future performance, achievement, or results. There is no guarantee that the Company will meet its goals, objectives, targets, aspirations, commitments, estimates, or increasing stakeholder sustainability expectations. In addition, historical, current, and forward-looking information included in this report may be based on standards and practices for measuring progress that are still developing, diligence, internal controls and processes that continue to evolve, current or historical goals, objectives, targets, aspirations, commitments, or estimates, data, certifications, or representations provided or reviewed by third parties, including information from acquired entities that is incomplete, subject to ongoing review, has not yet been integrated into the Company's reporting processes, or, once integrated, is not reconcilable with such processes, and assumptions that are subject to change. Accordingly, such historical, current, and forward-looking information or underlying assumptions may be subject to modifications in future reports or change at any time without notice due to such developing standards, practices, and controls and processes. The Company undertakes no obligation to update or revise any forward-looking or other statements, whether as a result of new information, future events, or otherwise, and notwithstanding any historical practice of doing so. Certain sustainability-related historical data for dates and periods prior to 2023 presented, discussed, referenced, or otherwise included in this report has been revised to reflect updates made as a result of our internal review processes, acquisition and divestiture activity, and developing standards, practices, controls, and processes. Readers are cautioned not to place undue reliance on any such information set forth in this report. Any reference to the Company's support of a third-party organization within this report does not constitute or imply an endorsement by the Company of any or all of the positions or activities of such organization. The Company's franchisees and suppliers are independent business owners who make decisions for their own organizations while maintaining core standards for our brand and customer satisfaction. The Company cannot prescribe solutions for them. Rather, the Company works in collaboration to help them manage sustainability issues. The Company works with suppliers to mutually set objectives and targets, monitor progress, and engage collaboratively on shared innovation opportunities and challenges. Through self-managed excellence, suppliers are encouraged to identify and manage key sustainability risks and opportunities within their own companies, and incorporate relevant goals into their business strategies.

2023 PROGRESS ON ADDITIONAL SUSTAINABILITY KEY PERFORMANCE INDICATORS[12]

In addition to the progress made against our priority goals, we track and report on the following key performance indicators of our sustainability efforts.

ENERGY INTENSITY[14]
KBTU/HR

35.3   **36.2**

2022   **2023**

CARBON INTENSITY[15]
MT/KHR

2.87   **2.99**

2022   **2023**

WATER INTENSITY[16]
GAL/HR

4.06   **4.17**

2022   **2023**

WASTE INTENSITY[17]
LBS/HR

2.40   **2.68**

2022   **2023**

HAZARDOUS WASTE INTENSITY
LBS/HR

0.07   **0.09**

2022   **2023**

2023 RENEWABLE ENERGY SOURCE %

18%
82%

- Non-Renewable Energy
- Renewable Energy

2023 CARBON EMISSIONS %

1%
28%   71%

- Stationary Scope 1
- Scope 2
- Mobile Scope 1

2023 WATER USES %

58%   42%

- Process Water
- Non-Process Water

2023 WASTE DISPOSITION BY TYPE %

9%
91%

- Recycle
- Landfill

2023 WASTE GENERATION BY CLASS %

3.5%
61.9%   34.6%

- Manufacturing Solid Waste
- Non-Manufacturing Solid Waste
- Hazardous Waste

EXTERNAL CERTIFICATIONS[18]

59%   **45%**

2022   **2023**

2023 TOTAL RECORDABLE RATE[8]
INCIDENTS/100 HEADS

0.85

0.74

2022   **2023**

2023 LOST TIME RATE[19]
INCIDENTS/100 HEADS

0.29

0.23

2022   **2023**

SAFETY DATA	2023	2022
Total recordable injury/illness[12]	447	573
Lost time injury/illness[12]	138	195
Lost days due injury/illness[12]	5,075	5,282
Work hours in millions[12]	121.2	134.3
Total Recordable Rate	**0.74**	**0.85**
Lost Time Rate	**0.23**	**0.29**

GRI INDEX[12]

General Disclosures

GRI Material Issue	GRI Disclosure	Full or Partial Disclosure	Disclosure & Brief Description of Management Approach	Link to Publicly Available Data— Management Approach
INTRODUCTION				
Organization Name	2-1-a	Full	Stanley Black & Decker, Inc.	10-K Pg. 1
Nature of Ownership and Legal Form	2-1-b	Full	Publicly held corporation	10-K Pg. 1
HQ Location	2-1-c	Full	1000 Stanley Drive, New Britain, CT 06053	10-K Pg. 1
Location of Operations	2-1-d	Full	The Company is a global organization. A list of all active subsidiaries and their country of incorporation/organization is included in Exhibit 21 of the 10-K.	10-K Exhibit 21 (Pg. 175)
Reporting Entities	2-2-a	Full	All entities included in the Consolidated Financial Statements of Stanley Black & Decker, Inc.'s 10-K (filed in February 2024) are included in the GRI report.	10-K Exhibit 21 (Pg. 175)
Reporting Entities— Resulting Material Topics Methodology	2-2-a	Full	Our data-driven issues assessment, performed in late 2021, established an understanding of what issues are of top importance to both our internal and external stakeholders. This assessment helped to guide the evolution, and sharpen the focus, of our strategy going forward.	Proprietary
Reporting Entities— Resulting Material Topics	2-2-a	Full	A list of material topics is included in our Issues Assessment.	Proprietary
Reporting Period— Sustainability Report	2-3-a	Full	The Company reports on a calendar-year cycle; this GRI Report is for Year 2023.	10-K Pg. 1
Reporting Period— Financial Report	2-3-b	Full	Fiscal year ending December 30, 2023. Annual reporting cycle.	10-K Pg. 1
Publication Date	2-3-c	Full	Impact Report Publication Date: September 2024 Financial Report Publication Date: 10-K filed February 2024	Investors l Stanley Black & Decker 10-K Pg.1
Point of Contact	2-3-d	Full	Dennis Lange: Vice President, Investor Relations Christina Francis: Director, Investor Relations Investorrelations@sbdinc.com	Investors l Stanley Black & Decker

GRI INDEX

GRI Material Issue	GRI Disclosure	Full or Partial Disclosure	Disclosure & Brief Description of Management Approach	Link to Publicly Available Data— Management Approach
External Assurance— Policy	2-5-a	Full	Stanley Black & Decker has its reported data externally assured by LRQA Group Limited (hereafter, "LRQA").	2023 Assurance Statement
External Assurance— Assurance Statement	2-5-b-i	Full	LRQA was engaged by Stanley Black & Decker to provide assurance of the data and claims in its CDP Climate Change Questionnaire (hereafter, CDP Response), encompassing the period of 1 January 2023 to 31 December 2023.	2023 Assurance Statement
External Assurance— Standards	2-5-b-ii	Full	This report has been prepared in accordance with the GRI Universal Standards.	Impact Report Pg. 17 "About This Report"
External Assurance— Assurer Relationship	2-5-b-iii	Full	The management of SBD has sole responsibility for the preparation and content of the CDP Response. LRQA's statement represents its independent and balanced opinion on the content and accuracy of the information and data held within.	2023 Assurance Statement
ACTIVITIES AND WORKERS				
Active Sectors	2-6-a	Full	GRI Sector Program Group 2: Industrial—Automotive, Chemical, Machinery & Equipment, Electronics Group 3: Transport, infrastructure and tourism—Software, Packaging Group 4: Other services and light manufacturing—Household durable, Retail, Commercial Services	GRI Sector Program—List of prioritized sectors
Activities, brands, products & services	2-6-b-i	Full	The Company is a global provider of hand tools, power tools, outdoor products and related accessories, as well as a leading provider of engineered fastening solutions, with 2023 consolidated annual revenues of $15.8 billion.	10-K Pg. 3
Supply chain description	2-6-b-ii	Full	The Company's products are manufactured using resins, ferrous and non-ferrous metals including, but not limited to, steel, zinc, copper, brass, aluminum, and nickel. The Company also purchases components such as batteries, motors, engines, transmissions, and electronic components to use in manufacturing and assembly operations, along with resin-based molded parts. The raw materials required are procured globally and generally available from multiple sources at competitive prices.	10-K Pg. 6

GRI INDEX

GRI Material Issue	GRI Disclosure	Full or Partial Disclosure	Disclosure & Brief Description of Management Approach	Link to Publicly Available Data— Management Approach
Downstream entities description	2-6-b-iii	Full	The Company's operations are classified into two reportable business segments: Tools & Outdoor and Industrial. Both reportable segments have significant international operations and are exposed to translational and transactional impacts from fluctuations in foreign currency exchange rates. The Tools & Outdoor segment is comprised of the Power Tools Group ("PTG"), Hand Tools, Accessories & Storage ("HTAS"), and Outdoor Power Equipment ("Outdoor") product lines. The segment sells its products to professional end users, distributors, independent dealers, retail consumers, and industrial customers in a wide variety of industries and geographies. The majority of sales are distributed through retailers, including home centers, mass merchants, hardware stores, and retail lumber yards, as well as third-party distributors, independent dealers, and a direct sales force. The Industrial segment is comprised of the Engineered Fastening and Infrastructure businesses. The Engineered Fastening business is a global leader of highly engineered, application-based solutions. The business primarily sells highly engineered components such as fasteners, fittings, and various engineered products, which are designed for specific application across multiple verticals. The Infrastructure business designs, manufactures, and sells attachments, typically used on excavators, and handheld hydraulic and battery-powered tools for applications in infrastructure, construction, scrap recycling, demolition, and railroad infrastructure. The products and services are primarily distributed through a direct sales force and, to a lesser extent, third-party distributors. Note, the Company sold its Infrastructure business to Epiroc AB on April 1, 2024.	10-K Pg. 4–5
Changes to Previous Reports— organization & supply chain	2-6-d	Full	**Global Cost Reduction Program** In mid-2022, the Company launched a program comprised of a series of initiatives designed to generate cost savings by resizing the organization and reducing inventory with the ultimate objective of driving long-term growth, improving profitability, and generating strong cash flow. These initiatives are expected to optimize the cost base as well as provide a platform to fund investments to accelerate growth in the core businesses. **Divestitures** On April 1, 2024, the Company sold its Infrastructure business to Epiroc AB for net proceeds of $728.5 million.	10-K Pg. 31 10-Q Q1 2024 Pg. 30
Employees—Demographics	2-7-a,b,d,e 2-8-a,c	Partial	As of December 30, 2023, the Company had approximately 50,500 employees in 59 countries. Approximately 36% of total employees were employed in the U.S. In addition, the Company had approximately 7,300 temporary contractors globally, primarily in operations. The workforce is comprised of approximately 69% hourly-paid employees, principally in manufacturing and distribution centers, and 31% salaried employees. The Company strives to build and nurture an inclusive culture of passion and belonging where employees feel valued and heard, and are positioned to succeed through equal employment opportunities. Additional information about the Company's employee population can be found on pages 7–9 of its Annual Report on Form 10-K.	10-K Pg. 7, 8, 9

GRI INDEX

GRI Material Issue	GRI Disclosure	Full or Partial Disclosure	Disclosure & Brief Description of Management Approach	Link to Publicly Available Data— Management Approach
GOVERNANCE				
Governance	2-9-a	Full	The Board is committed to maintaining a diverse and well-rounded membership, complete with qualifications, skills and experience that support not only the Company's business needs, but that also provide independent and objective oversight of the Company's strategy and business model. The Board administers its strategic planning and risk oversight function directly and through its Board committees.	Proxy Pg. ix–20
Governance Structure	2-9-a,b,c-i,ii,iii,iv,v,vi,vii,viii	Full	Governance Structure: The Board believes the current structure, characterized by an independent Chair and the CEO serving as a member of the Board, provides a management perspective, gives our Board a strong leadership and corporate governance structure with well-defined governance duties, and best serves the needs of the Company and its shareholders in light of the Company's current strategy and focus on business transformation.	Impact Report Pg. 12–13 "Board of Directors" Proxy Pg. ix–20
			Committees: Executive Committee, Audit Committee, Corporate Governance Committee, Compensation & Talent Committee, and Finance and Pension Committee. 8 members of the Board serve on committees either as a Chair or member.	
			Independence: The Board has adopted Director Independence Guidelines which are available on the "Governance Documents" section of the Company's website at www.stanleyblackanddecker.com (which appears under the "Investors" heading and the "Governance" subheading).	
			Demographics (as of April 26, 2024):	
			Average Tenure: 4.5 Tenure less than 4 years = 6 Tenure greater than or equal to 4 years = 3 5 Female Directors 1 Female Veteran 1 Racially Ethnically Diverse	
			Competencies relevant to the impacts of the organization (as of April 26, 2024):	
			67% of Directors have corporate social responsibility experience.	

GRI INDEX

GRI Material Issue	GRI Disclosure	Full or Partial Disclosure	Disclosure & Brief Description of Management Approach	Link to Publicly Available Data— Management Approach
Nomination and selection of highest governance body	2-10-a,b-i,ii,iii,iv	Full	Nomination Process. All candidates for Board membership are evaluated by the Corporate Governance Committee. In evaluating candidates, including existing Board members, the Corporate Governance Committee considers an individual candidate's personal and professional responsibilities and experiences, and the composition of the Board, so that the Board is comprised of members who are positioned to best serve the needs of the Company and its shareholders. In addition to recommendations from directors, management, and shareholders, the Corporate Governance Committee may also consider recommendations from third-party search firms retained to assist in identifying qualified candidates. In general, and in giving due consideration to the composition of the Board at the time a candidate is being considered, the Corporate Governance Committee considers a potential nominee's or director's: • Integrity and demonstrated high ethical standards; • Experience with business administration processes and principles and risk management; • Ability to express opinions, raise difficult questions, and make informed, independent judgments; • Knowledge, experience, and skills in one or more specialty areas (such as accounting or finance, legal, regulatory or governmental affairs, human capital management, sustainability and climate-related risks, product development, manufacturing, technology, digitization and cybersecurity, global operations, real estate or corporate strategy, among others); • Ability to devote sufficient time to prepare for and attend Board meetings; • Willingness and ability to work with other members of the Board in an open and constructive manner; • Ability to communicate clearly and persuasively; and • Other characteristics as outlined in the Corporate Governance Committee's charter.	Proxy Pg. 12 Corporate Governance Committee Charter
Chair of the highest governance body	2-11-a,b	Full	The Chair of the Board of Directors is not a senior executive at SBD.	Proxy Pg. ix
Governance—Overseeing the Management of Impacts	2-12-a,c	Full	The Company's sustainability strategy is integrated into, and informed by, its overall long-term business strategy. The Board and management believe this integrated approach helps support long-term value creation for our stakeholders and the Company's risk management programs. Over the years, the Company has established goals across our pillars of people, product and planet, informed by our purpose, For Those Who Make the World.™ The Corporate Governance Committee of the Board oversees the Company's policies, objectives, and practices regarding our sustainability strategy, while the full Board reviews our long-term strategies and goals as a component of the annual strategic plan review process. We have organized additional management governing bodies to guide, review, implement, and track our progress against our objectives.	Proxy Pg. iv
Governance—Stakeholder engagement	2-12-b	Full	In 2023, we enhanced our stakeholder engagements to inform, guide, and collaborate around our strategy and its execution. Stakeholder insights are gathered both formally, through curated internal and external roundtables and discussions, as well as informally, through close working relationships. In addition, we conduct our annual investor engagement, one-on-one meetings with shareholders to share perspectives on topics of mutual interest, and reputational surveys of end users that provide opportunities for their voices to be heard. In 2023, the Company offered engagement with shareholders representing greater than 60% of outstanding shares and held formal discussions with shareholders representing approximately 40% of outstanding shares. These discussions with shareholders included topics such as Company strategy, Board composition and skill set, risk management, sustainability strategy, and our executive compensation program, among others. This feedback was communicated to the Board and relevant committees and informs their discussions and decisions.	Proxy Pg. 32

GRI INDEX

GRI Material Issue	GRI Disclosure	Full or Partial Disclosure	Disclosure & Brief Description of Management Approach	Link to Publicly Available Data— Management Approach
Governance—Managing Impacts	2-13	Full	The Company's sustainability strategy is integrated into, and informed by, its overall long-term business strategy. The Board and management believe this integrated approach helps support long-term value creation for our stakeholders and the Company's risk management programs. Over the years, the Company has established goals across our pillars of people, product, and planet, informed by our purpose, For Those Who Make the World.™ The Corporate Governance Committee of the Board oversees the Company's policies, objectives, and practices regarding our sustainability strategy, while the full Board reviews our long-term strategies and goals as a component of the annual strategic plan review process. We have organized additional management governing bodies to guide, review, implement, and track our progress against our objectives. Our recent acquisitions and divestitures prompted the Company to re-baseline its sustainability data and update its targets to align with the more focused Company and its business priorities and goals, while maintaining continuity with the legacy pillars of people, product, and planet.	Proxy Pg. 22
Governance—Role in Sustainability Report	2-14	Full	Sustainability is an area of Board focus. The Corporate Governance Committee oversees the Company's policies, objectives, and practices regarding the Company's sustainability strategy, reporting, and public communications, and the full Board reviews the incorporation of goals and metrics into our long-term corporate strategy.	Proxy Pg. 20
Governance—Conflict of interest	2-15	Full	Pursuant to the Company's Code of Business Ethics, employees, officers, and directors are required to bring any potential conflict of interest to the attention of the General Counsel. The Board has also approved a written Related Party Transactions Policy under which any proposed related party transaction involving directors, officers, nominees for directors, or a 5% shareholder of the Company, or an otherwise "related person" as that term is defined in Item 404(a) of Regulation S-K ("Related Person"), shall be brought to the attention of the Company and reviewed by the General Counsel. The General Counsel obtains the relevant facts and circumstances to determine whether a conflict or potential conflict exists and determines whether the transaction or relationship constitutes a Related Party Transaction or should otherwise be reviewed by the Audit Committee. The Audit Committee is responsible for the review, approval, or ratification of Related Party Transactions and may, in its discretion, approve, ratify, or take other action with respect to such transactions. Prior to receiving advice from Pay Governance, LLC ("Pay Governance"), an independent compensation consultant who advises on executive compensation matters, the Compensation Committee determined that Pay Governance is independent and that there is no conflict of interest between Pay Governance and the Compensation Committee or the Company.	Proxy Pg. 21, "Related Person Transactions"
Governance—Communication of Critical Concerns	2-16	Partial	As required by our Corporate Governance Guidelines, during the orientation process for new directors, each director receives a presentation from the Company's senior management that describes the Company's risk management policies and procedures. The full Board is responsible for reviewing the Company's risk management program and its efforts to mitigate risks to the Company on at least an annual basis. This review is both informed by and informs the Board's oversight of the execution of the Company's overall strategy. Additionally, the Board has delegated specific risk oversight responsibilities to committees based on the expertise of those committees, which are set forth in the committee Charters. Our Audit Committee routinely discusses with management the Company's major financial risk exposures and the steps management has taken to monitor and control such exposures, including cybersecurity risk, and the Company's risk assessment and compliance policies. The Audit Committee regularly reviews compliance and disclosure control procedures, including those related to cybersecurity policies, procedures, and disclosure. Our Finance and Pension Committee reviews our enterprise risk management process. Our Compensation Committee oversees the operation of the Company's compensation programs to ensure that the compensation programs do not encourage unnecessary or excessive risk-taking. The Board is committed to having individuals experienced in risk management on the Audit Committee and the Finance and Pension Committee, as well as on the full Board.	Proxy Pg. 20

GRI INDEX

GRI Material Issue	GRI Disclosure	Full or Partial Disclosure	Disclosure & Brief Description of Management Approach	Link to Publicly Available Data— Management Approach
Governance—Collective Knowledge	2-17	Full	The Board is committed to maintaining a well-rounded membership, complete with qualifications, skills, and experience that support not only the Company's business needs, but that also provide independent and objective oversight of the Company's strategy and business model. Over the years, the Board has developed a deep and varied skill set, with a membership that we believe reflects a comprehensive spectrum of both professional and personal experiences. The Board continues to focus its efforts on identifying candidates that add to, or otherwise complement, the skills and qualifications of its existing members. The Board is committed to inclusion at the Board level and throughout the Company and its leadership. The Board assesses its effectiveness in this regard as part of the annual board and director evaluation process. Specifically, the Corporate Governance Committee will take reasonable steps to include candidates with respect to a variety of backgrounds in the context of the needs of the Board in the pool of potential candidates under consideration. Pursuant to the Company's Corporate Governance Guidelines, the Company regularly provides directors with continuing education on a variety of topics by outside speakers and management. In 2023, subjects covered with Board members included, among other topics, shareholder activism, investor sentiments, regulatory developments, corporate governance, and cybersecurity. In addition, the Company provides its directors with a subscription to Agenda, a weekly corporate publication that focuses on governance issues of interest to directors of public companies. The Corporate Governance Committee encourages directors to periodically attend outside workshops and seminars regarding corporate governance and other topics.	Proxy Pg. 12, 20
Governance—Performance Evaluation	2-18	Full	To ensure that each of our Board members is contributing to a highly engaged and inclusive Board, each committee and the Board undertake a rigorous annual self-evaluation process. This process uses various methodologies that include written questionnaires and interviews, as appropriate. Topics addressed in the self-evaluation process include strategic oversight, board structure and operation, performance of all committees on which the director served during the fiscal year, performance of the Board as a whole, areas for improvement, interactions with and accessibility of management, time allocation, and quality of materials. Directors also provide input on key focus areas for the Board in the upcoming fiscal year. The Corporate Governance Committee reviews the feedback received and annually provides the Board and its committees with an assessment of their performance. Based on the feedback received in the evaluation process, the Board and each of the committees develop areas of focus that they believe would benefit from additional attention and potential changes. In addition, the Board continually considers feedback from evaluations as part of the Board refreshment process.	Proxy Pg. 19

GRI INDEX

GRI Material Issue	GRI Disclosure	Full or Partial Disclosure	Disclosure & Brief Description of Management Approach	Link to Publicly Available Data— Management Approach

Remuneration policies	2-19	Full	Under the 2024 Omnibus Award Plan, the maximum total compensation payable to any non-employee director is $750,000 per year. During 2023, the annual compensation paid by the Company to its non-employee directors consisted of:
			
			Annual Cash Retainer $125,000
			Annual RSU Grant (Fully Vested) $185,000
			Quarterly RSU Grants (Fully Vested)
			for Chair of the Board $50,000
			
			Committee Chair Cash Retainers:
			  Audit Committee Chair $25,000
			  Compensation Committee Chair $20,000
			  Corporate Governance Committee Chair* $20,000
			  Finance and Pension Committee Chair $15,000
			
			*The annual fee for the Corporate Governance Committee Chair increased to $20,000 from $15,000 effective April 21, 2023.
				Proxy Pg. 23

Remuneration process	2-20	Full	The Compensation Committee has overall responsibility for evaluating and approving or making recommendations to the Board regarding the Company's executive compensation strategy, plans, policies, and programs The procedures and processes followed by the Compensation Committee in connection with the consideration and determination of executive compensation are described on page 28 of the Proxy under the heading "Compensation Discussion & Analysis." The Compensation Committee may form and delegate its authority to subcommittees when appropriate. The Compensation Committee has also delegated authority to the Company's CEO to make annual grants and occasional off-cycle grants to employees who are not Section 16 officers of the Company and to accelerate the vesting of such awards. No members of management or employees participated in executive sessions relating to compensation arrangements for our CEO. The Compensation Committee has retained Pay Governance as an independent compensation consultant to advise the Compensation Committee. The Compensation Committee reviewed its relationship with Pay Governance, considered Pay Governance's independence, including whether there exist any potential conflicts of interest, and determined that the engagement of Pay Governance did not raise any conflict of interest or other concerns that would adversely impact Pay Governance's independence. In reaching this conclusion, the Compensation Committee considered various factors, including the six factors set forth in the NYSE listing standards regarding compensation advisor independence. The Compensation Committee has sole authority to retain or terminate Pay Governance as its independent compensation consultant and to approve its fees and other terms of engagement. The role of Pay Governance in determining and recommending the amount and form of compensation for our executive officers is discussed under "Role of Independent Compensation Consultant" in the Compensation Discussion and Analysis on page 37 of the Proxy.	Proxy Pg. 18 Form 8-K
Annual Compensation Ratio	2-21	Full	As required by the Dodd-Frank Wall Street Reform and Consumer Protection Act and in accordance with Securities and Exchange Commission regulations, the Company provides information to explain the relationship between the annual total compensation of its estimated median employee and the annual total compensation of its CEO under the section "CEO Pay Ratio" on page 69 of the Proxy.	Proxy Pg. 69

GRI INDEX

GRI Material Issue	GRI Disclosure	Full or Partial Disclosure	Disclosure & Brief Description of Management Approach	Link to Publicly Available Data— Management Approach
STRATEGY, POLICIES, AND PRACTICES				
Sustainable Development Strategy	2-22	Full	Our strategy to drive long-term value for our stakeholders is based on creating a simplified and focused organization, investing in core growth and innovation to be a market leader, and delivering for our customers and shareholders. This strategy underpins our three impact pillars of People, Product, and Planet, which guide our focus and initiatives for sustainable performance. Through simplification and prioritization, we have operationalized our goals in the business, with a roadmap to achieve them. We submitted our updated emissions targets to the Science Based Targets initiative (SBTi) for validation. In this report, we share additional examples that demonstrate how we are advancing sustainability of our products and operations, while supporting end user–driven solutions.	Impact Report Pg. 3 and 4
Disclosure Policy Statements: Ethics & Integrity	2-23-a	Full	The Company has adopted a Code of Business Ethics applicable to all of its directors, officers, and employees worldwide and a Supplemental Code of Ethics for the CEO and Senior Financial Officers. Copies of these documents are available on the "Governance Documents" section of the Company's website at www.stanleyblackanddecker.com (which appears under the "Investors" heading and the "Governance" subheading). Copies are also available upon written request addressed to Stanley Black & Decker, Inc., Attention: Investor Relations, 1000 Stanley Drive, New Britain, Connecticut 06053. The Company intends to post on its website required information regarding amendments to, or waivers from, these Codes within four business days after such amendment or waiver.	Proxy Pg. 19 SBD Code of Business Ethics Supplemental Code of Ethics
Precautionary Principle	2-23-a-iii	Full	The precautionary principle is incorporated into SBD's Company-wide EHS Management System and is the basis for SBD's expectations contained within the EHS Roadmap and CSR Strategy. SBD follows the precautionary principle in all of its dealings. This is reflected throughout the EHS Management System as it lays out roles and responsibilities for all SBD employees and leaders.	SBD EHS Management System Plan
Disclosure	2-23-b,c,d,e,f	Full	Doing right by our people is a part of our character, and we actively demonstrate the courage to care for, respect, and support the fundamental Human Rights of all individuals. As a global business, we are committed to respecting, protecting, and supporting the principles included in the Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work.	SBD Code of Business Ethics Supplemental Code of Ethics
Embedded Policy Commitments	2-24	Full	Building the right relationships with our customers is a foundation of our business that has lasted nearly two centuries. It is our duty to conduct business fairly and honestly, so that we can build open and long-lasting relationships leading us into the next century. We negotiate and secure sales and contracts in alignment with our ethical standards—lawfully and honorably—both domestically and abroad. The United States, the European Union, and many other countries have laws that prohibit anti-competitive behavior, including agreements with competitors and certain other market participants to fix prices, unjustifiably charging competing customers different prices for the same products, or reaching agreements with competitors to divide customers or markets. For more information refer to Our Code of Business Ethics.	SBD Code of Business Ethics

GRI INDEX

GRI Material Issue	GRI Disclosure	Full or Partial Disclosure	Disclosure & Brief Description of Management Approach	Link to Publicly Available Data— Management Approach
Processes to Remediate Negative Impacts	2-25-a,b,c,d,e	Partial	Code of Business Ethics and Workplace Harassment Prevention trainings, among others, are provided to employees and the content is regularly reviewed and updated. All employees have access to the INTEGRITY@SBD platform where support, guidance, and resources are available. Employees are encouraged to raise any concerns through multiple channels, including through the confidential Integrity Helpline, without fear of retaliation or retribution. Integrity@SBDinc is Stanley Black & Decker's global integrity website where employees can find our global policies and a link to integrity.sbdinc.com, our global Integrity Helpline. The Integrity Helpline allows employees to report any concern in their local language, online or by phone. Reports may be made anonymously, except where prohibited by local law. As part of "Courageously Standing for What's Right" the people of Stanley Black & Decker are committed to fostering a culture that supports people speaking up, sharing ideas, and voicing concerns safely and constructively.	Growth with Purpose— Our Impact SBD Code of Business Ethics
Mechanisms for seeking advice and raising concerns	2-26	Full	The people of Stanley Black & Decker are committed to fostering a culture that supports people speaking up, sharing ideas, and voicing concerns safely and constructively. If our employees find something that doesn't align to that commitment, we want to hear from them. We do not penalize employees for making a good faith report of an ethical concern or conflict with our Code of Business Ethics. Actual or suspected violations should be reported through the Company's ethics line, integrity@sbdinc.com.	SBD Code of Business Ethics "SBD Procurement Policy" Pg. 8
Membership associations	2-28	Partial	We partner with several associations with a shared goal to work together to advance solutions to shared challenges.	Proprietary
Stakeholder engagement	2-29-a-i,ii,iii	Partial	We are committed to regular, year-round, proactive engagement with our shareholders to better understand their perspectives about our Company and the market generally. As we have done in prior years, in 2023, the Company offered engagement with shareholders representing greater than 60% of outstanding shares. The shareholder engagement team, which included management and independent directors, as appropriate, held formal one-on-one discussions with shareholders representing approximately 40% of shareholders during the fall of 2023. These discussions with shareholders included topics such as Company strategy, Board composition and skill set, risk management, sustainability strategy, and our executive compensation program, among others. Shareholder feedback was communicated to the Board and relevant committees and continues to inform their discussions and decisions.	Proxy Pg. 32
Collective bargaining	2-30-a,b	Full	There were approximately 1,000 U.S. employees covered by collective bargaining agreements dispersed among 8 different local labor unions, and a majority of European employees are represented by Works Councils.	10-K Pg. 7

GRI INDEX

Topic Specific Disclosures

Material Issue	GRI Disclosures	Full or Partial Disclosure	GRI 3-3—Management Approach	KPI	Link to Publicly Available Data—Management Approach	Link to Publicly Available Data—KPI
Customer Satisfaction	N/A	N/A	Honing our craft since 1843, we know a thing or two about making great tools. We stock your toolbox, shed, and truck bed. The ones you've come to rely on to make that repair, nail that renovation, and landscape like a pro. But that's just part of our story. We help build the roads you drive on. And the car you drive in. Even the cell phone that keeps you connected. What we do may go unnoticed, but that doesn't make it any less remarkable. Get to know how our brands empower the way we live.	2023 consolidated annual revenues of $15.8 billion	Our Brands	10-K Pg. 3
Product Safety	416-1 416-2	Partial—Limited Data	SBD's businesses follow quality policies consistent with ISO9001 that requires third-party approval demonstrating safety. Organizations including Underwriter's Laboratories (UL), CSA, DEKRA and VDE are used for these approvals. There are a few exemptions for low risk products such as flashlights. In those cases, safety tests and design requirements are met and documented internally.		Customer Health & Safety, Responsible Marketing	Product Safety

GRI INDEX

Material Issue	GRI Disclosures	Full or Partial Disclosure	GRI 3-3—Management Approach	KPI	Link to Publicly Available Data—Management Approach	Link to Publicly Available Data—KPI
Responsible Business Practices	205-1 206-1 307-1 413-1	205-1, 206-1, 307-1-Full; 413-1-Partial-Limited Data	SBD's Code of Business Ethics reinforces the values and principles of the organization, and SBD policies and procedures provide more specific guidance on the proper way to comply with standards and to complete many tasks. All employees are expected to know, understand, and follow this Code and policies, with no exceptions. Our Code applies to all employees, officers, directors, contractors, vendors, and suppliers. Managers and board members annually acknowledge their understanding of this Code and its tenets. SBD's reputation, culture, and values are important to its success; any violations of the Code, or the law, will result in disciplinary action, up to and including termination. External certifications such as ISO 14001 certification require stakeholder and community engagement. SBD's EHS Management System Plan requests that our sites engage in stakeholder and community outreach as outlined in 413-1.	205-1. Stanley Black & Decker ("SBD" or "Company") abstains from corrupt practices and never pays bribes. We compete fairly for our business opportunities, and do not offer or accept Anything of Value to gain an unlawful advantage. This policy was developed to help our employees around the world adhere to these principles. As a global company, SBD must comply with the anti-bribery and anti-corruption laws and regulations of every country in which it operates. These laws—such as the French "Sapin II" law, the UK Bribery Act, and the U.S. Foreign Corrupt Practices Act—are generally broad in their scope and application. They make it illegal for anyone to offer, promise, give, solicit, or receive—directly or indirectly—money or "Anything of Value" to or from a Government Official or someone in the private sector in order to obtain or retain business or secure some other improper advantage. Violations of anti-corruption laws carry significant civil and criminal penalties, and put the reputation, hard work, and business of SBD and its employees at risk. 205-1; 206-1; 307. The Company is involved in various legal proceedings relating to environmental issues, anti-corruption, and product liability, as well as other matters. The Company periodically reviews the status of these proceedings with both inside and outside counsel, as well as an actuary for risk insurance. Management believes that the ultimate disposition of these matters will not have a material adverse effect on operations or financial condition taken as a whole. Descriptions of certain of these matters can be found in the Company's 2023 Form 10-K filed February 27, 2024. Any updates to the status of such matters are reported in the Company's subsequently filed Form 10-Qs. 413-1. 45% of SBD locations hold external certifications.	SBD Code of Business Ethics	Impact Report Pg. 19 "2023 Progress on Additional Sustainability Key Performance Indicators" 10-K Pg. 25–26 "Legal Proceedings", Pg. 111–114 "Consolidated Financial Statements and Notes—Note S. Contingencies"
Customer Privacy	418-1	Partial-Limited Data	SBD has implemented reasonable technical, administrative, and physical measures designed to protect the personal information in our custody or control from unauthorized access, use, modification, and disclosure.	None	Privacy Policy	
Responsible Marketing	417-1	Full	Stanley Black & Decker is committed to engage in business relationships with partners who share our values. Therefore, our suppliers are required to acknowledge and comply with Stanley Black & Decker's Code of Business Ethics, legal obligations, and industry standards and establish a sustainable procurement policy (addressing regulations such as the UK Modern Slavery Act, Guiding Principles on Business and Human Rights etc.) regarding their suppliers' operational practice and supply chain.	60% of new suppliers were evaluated in 2023; over 150 suppliers had on-site evaluations.	Supplier Handbook	Sustainable Sourcing

GRI INDEX

Material Issue	GRI Disclosures	Full or Partial Disclosure	GRI 3-3—Management Approach	KPI	Link to Publicly Available Data—Management Approach	Link to Publicly Available Data—KPI
Health & Safety/ Wellbeing	403-1 403-9	Full	The Company's Environmental, Health, and Safety ("EHS") Management System Plan describes the core elements of health and safety responsibility and accountability, including policies and procedures, designed in alignment with global standards, the Company's Code of Business Ethics, applicable law, and individual facility needs. Health and safety requirements apply to all employees and operating unit locations worldwide, including all manufacturing facilities, distribution centers, warehouses, field service centers, retail locations, office locations, and mobile units, as well as to the Company's subsidiaries and joint ventures (in which the Company exercises decision-making control over operations).	45% certified to external EHS related standards **2023** Total Recordable Rate = 0.74 Lost Time Rate = 0.23 **2022** Total Recordable Rate = 0.85 Lost Time Rate = 0.29	SBD EHS Management System Plan	Impact Report Pg. 19 "2023 Progress on Additional Sustainability Key Performance Indicators"
Employee Engagement	401-1 404-2	Partial	Lifelong learning is supported internally through Stanley Black & Decker University and externally with third-party partners. The Company offers over 25,000 training courses to its colleagues, and employees attended more than 29,000 hours of online and in-person voluntary learning in 2023. Additionally, the Company focuses on leadership development anchored around its Leadership Principles and Values, while promoting leadership habits and behaviors that highlight the importance of attributes like empathy, inclusivity, and listening.	401-1. Information about new hires can be found on pg. 8 of the Company's Annual Report on Form 10-K. 404-2. In 2023, the Company invested in a 360-assessment process for many of its leaders where they had the chance to gain valuable feedback and insights into their leadership strengths and opportunities based on the leadership behaviors. The Company intends to use this information through 2024 to aid in the creation of enterprise-wide training and development experiences and courses to aid in the accelerated preparation of the Company's leaders. In 2023, the Company had approximately 4,600 users with 10,000 published videos and 179,000 workflow views to assist operations employees with on-the-job training.	10-K Pg. 8	Impact Report Pg. 19 "2023 Progress on Additional Sustainability Key Performance Indicators"
Restricted & Hazardous Substances	301	Partial	**Bringing More Sustainable Products to Market** Embracing the principles of circular design, we continue to invest in creating and commercializing products that are more sustainable and eco-friendly. By directly addressing today's biggest challenges, our products are helping create a cleaner future. **Addressing the Climate Impact of Our Products** Every product we make carries an environmental impact—through its creation, use, and end-of-life disposal. We're driven to understand the carbon emissions and environmental impact associated with our products. Using Lifecycle Assessments, we can evaluate our products' environmental footprints and identify new areas to improve our sustainability practices.	301-3. Call2Recycle: 137,163 lbs of batteries recycled TerraCycle: 15,247 units totaling 6,400 lbs of material recycled	Impact Report Pg. 7 "Product: Sustainable Innovation"	REACH Declaration Restricted Mineral Policy Conflict Minerals Policy

GRI INDEX

Material Issue	GRI Disclosures	Full or Partial Disclosure	GRI 3-3—Management Approach	KPI	Link to Publicly Available Data—Management Approach	Link to Publicly Available Data—KPI
Supply Chain Responsibility	308-1 308-2 414-1	Full	SBD transmits its Sustainability knowledge and business principles to suppliers by developing Sustainable Product Roads. The Supplier Sustainability Audit Process and training program go hand in hand with SBD's EHS principles through which suppliers are able to assess their position on the Sustainability road and gain the tools necessary for eliminating waste and continuously improving their business processes.	60% of new suppliers assessed against social and environmental criteria. Each facility undertakes a four pillar audit through a third party independent auditor including Labor Standard, Health & Safety, Business Ethics, and Environment. Results are monitored and reported accordingly as part of our corrective active plan.	Supplier Handbook Pg. 11	Impact Report Pg. 19 "2023 Progress on Additional Sustainability Key Performance Indicators"
Waste	306-1 306-2 306-3 306-4 306-5	Full; Target and Management Approach established	Across Stanley Black & Decker, our practices encourage waste minimization, reusing, and recycling wherever we can—with the ultimate goal of achieving a 100% diversion rate across all our manufacturing and distribution facilities worldwide by 2040.	91% diverted from landfill; 9% Landfilled 5,145 mT hazardous waste disposed 37% of our manufacturing and distribution sites have achieved ZWTL status	Impact Report Pg. 9 "Planet: Sustainable Operations"	Impact Report Pg. 5 "Impact Highlights" Pg. 9 "Zero Waste to Landfill" 2023 Assurance Statement
Localization and Partnerships	204-1	Partial	SBD provides high quality, reliable solutions and products, and has been doing so since 1843. SBD serves the makers and creators, the builders and shapers. Part of this service means supporting local communities and employees in local jurisdictions. SBD has a strong focus on "Make Where We Sell" in order to further this commitment.	Data not aggregated Company-wide	Make Where We Sell	Partial—Data not aggregated Company-wide
Global Diversity and Non-Discrimination	405-1 406-1—Partial—no data	Partial	The Board is committed to maintaining a well-rounded membership, complete with qualifications, skills, and experience that support not only the Company's business needs, but that also provide independent and objective oversight of the Company's strategy and business model. Over the years, the Board has developed a deep and varied skill set, with a membership that we believe reflects a comprehensive spectrum of both professional and personal experiences. The Board continues to focus its efforts on identifying candidates that add to, or otherwise complement, the skills and qualifications of its existing members. The Board is committed to inclusion at the Board level and throughout the Company and its leadership. The Board assesses its effectiveness in this regard as part of the annual board and director evaluation process. Specifically, the Corporate Governance Committee will take reasonable steps to include candidates with a variety of backgrounds in the context of the needs of the Board in the pool of potential candidates under consideration.	Board of Director Demographics (as of April 26, 2024): Average Tenure: 4.5 Tenure less than 4 years = 6 Tenure greater than or equal to 4 years = 3 5 Female Directors 1 Female Veteran 1 Racially Ethnically Diverse [EB1] Information about the Company's employee population can be found on pg. 8 of its Annual Report on Form 10-K. [EB2] A copy of the Company's most recently filed Equal Employment Opportunity report to the U.S. government (EEO-1) can be found on the Company's website. No data for total number of incidents of discrimination during the reporting period.	10-K Pg. 9 Impact Report Pg. 12 Proxy Pg. 12, 20	

GRI INDEX

Material Issue	GRI Disclosures	Full or Partial Disclosure	GRI 3-3—Management Approach	KPI	Link to Publicly Available Data—Management Approach	Link to Publicly Available Data—KPI
Air Pollution[12]	305-1:5	Full	42% reduction in absolute Scope 1 and 2 GHG emissions by 2030 from a 2022 baseline.	**2023** Scope 1: 104,121 mT CO_2e Scope 2: 186,614 mT CO_2e (market-based) Scope 3: 16,478,955 mT CO_2e Carbon Intensity: 2.99 mT CO_2e/thousand hours worked **2022** Scope 1: 116,846 mT CO_2e Scope 2: 58,064 mT CO_2e (market-based) Scope 3: 20,518,980 mT CO_2e Carbon Intensity: 2.87 mT CO_2e/thousand hours worked	Impact Report Pg. 9 "Planet: Sustainable Operations"	Impact Report Pg. 19 "2023 Progress on Additional Sustainability Key Performance Indicators" 2023 Assurance Statement
Water[12]	303-1 303-3 303-5	Partial	We see water stewardship as a business imperative, even though our operations are not particularly water intensive. Water is life, and sufficiently available fresh water sustains our surrounding communities and helps all living things to thrive.	**2023** 292,785,181 (Process Water) 213,175,164 (Sanitary Water) **2022** 307,082,414 (Process Water) 238,535,018 (Sanitary Water)	Impact Report Pg. 9 "Planet: Sustainable Operations"	2023 Assurance Statement
Climate Change[12]	305-1:5	Full	"Create a More Sustainable World" through responsible stewardship of our operations and environmental impacts. 42% reduction in absolute Scope 1 and 2 GHG emissions by 2030 from a 2022 baseline. Zero Waste to Landfill for global manufacturing and distribution sites where we have control of the operations by 2040.	**2023** Scope 1: 104,121 mT CO_2e Scope 2: 186,614 mT CO_2e (market-based) Scope 3: 16,478,955 mT CO_2e Carbon Intensity: 2.99 mT CO_2e/thousand hours worked **2022** Scope 1: 116,846 mT CO_2e Scope 2: 58,064 mT CO_2e (market-based) Scope 3: 20,518,980 mT CO_2e Carbon Intensity: 2.87 mT CO_2e/thousand hours worked	Impact Report Pg. 9 "Planet: Sustainable Operations"	Impact Report Pg. 19 "2023 Progress on Additional Sustainability Key Performance Indicators" 2023 Assurance Statement
Socioeconomic Development	203-2 413-1	Partial	Trades-related education has been featured prominently in our philanthropic efforts over the years. In alignment with our priority goal to Grow the Trades, we have heightened our focus on supporting the development of both working tradespeople and the next generation who can join them in building out the trades. In 2023, we kept pace with our five-year target, investing over $7 million in our efforts to grow the trades.	Engaged over 1.2M students and empowered 5,500 young tradespeople with WorldSkills $7.4M invested in Grow the Trades initiatives that help expand skills for tradespeople Since 2021, $1.3M has been invested to design and inspire girls to become makers and tradespeople In 2023, over 200+ prepackaged toolkits were delivered to volunteer fire departments across the United States 70 nonprofits supported, including those focused on underserved tradespeople	Impact Report Pg. 6 "People: Empowering People"	

GRI INDEX

Material Issue	GRI Disclosures	Full or Partial Disclosure	GRI 3-3—Management Approach	KPI	Link to Publicly Available Data—Management Approach	Link to Publicly Available Data—KPI
Philanthropy and Volunteerism	N/A	N/A	Trades-related education has been featured prominently in our philanthropic efforts over the years. In alignment with our priority goal to Grow the Trades, we have heightened our focus on supporting the development of both working tradespeople and the next generation who can join them in building out the trades. In 2023, we kept pace with our five-year target, investing over $7 million in our efforts to grow the trades.	Out of 70 nonprofit grant recipients: • 34 Vocational and Trade Schools awarded DEWALT Grow the Trades Grants, totaling nearly $1.6M in cash and DEWALT tool grants. • 11 Makerspaces awarded DEWALT Grow the Trades Grants, totaling $255K in cash and DEWALT tool grants. Additionally, $80K in CRAFTSMAN tools donated for four Makerspace and Tool Library nonprofits. • 14 high school and community colleges awarded DEWALT Grow the Trades Grants, totaling $737K in cash grants. • 11 construction-focused nonprofits awarded DEWALT Grow the Trades Grants, totaling $430K in cash grants and $77K in tool donations. 200 Tool Kits distributed to NCCER for trade school training created from excess and obsolete product. Addressed nearly 4,000 attendees at the North America's Building Trades Union (NABTU) event to share pathways for women to join the trades and provide skill-building and career development opportunities with remarks by Maria Ford, President, Commercial, Industrial and Farm & Hardware. $200K issued to 40 DEWALT Trades Scholarships distributed to students in the United States and Canada. $1.33M (cash and tools) committed in 2023 for WorldSkills Lyon 2024—SBD is a premier platinum sponsor in Lyon, France, to equip Future Pros in Trade Skill Competitions And Repurpose Tools To Europe VET Schools.	Impact Report Pg. 6 "People: Empowering People"	Philanthropy Moving forward by giving back.
Innovation	N/A (a)	N/A	Breakthrough innovation is engrained in our culture, key to our future and central to how we bring products and solutions to light. Our innovation ecosystem harnesses internal and external resources through collaborative relationships with entrepreneurs, academic institutions, research labs, and others. The breakthrough teams within Tools, Outdoor, Engineered Fastening, Infrastructure, and Aerospace Manufacturing pursue ideas on their own, but also collaborate. A centralized breakthrough team serves as a shared resource to coordinate efforts, drive internal initiatives, and explore ideas that cross over our traditional businesses.	In innovative hubs around the world where commercial, startup, and academic resources are concentrated, our businesses have launched off-site breakthrough innovation centers dedicated to developing game-changing solutions, each with long-term potential to generate annual revenue in excess of $100 million.	WELCOME DISRUPTION Innovation: In Our DNA	

SASB INDEX

Topic	Accounting Metric	Code	Management Narrative	Accounting Metric Disclosure
1 Energy Management[12]	1. Total Energy Consumed 2. Percentage Grid Electricity 3. Percentage Renewable	RT-IG-130a.1	Focused on energy efficiency and carbon reduction opportunities, we continue to drive down our emissions and decarbonize our operations—achieving our expected progress in 2023 on our science-based Scope 1 and 2 reduction targets. We continue to invest in renewable power sources like wind and solar, while improving efficiencies through capital investments, and evaluating additional tools like power purchase agreements and energy attribute certificates. Responsible stewardship fortifies energy independence and operations resilience. Increasingly, customers see this as a value proposition, especially for those who value sustainable upstream suppliers as they work to reduce their own carbon footprints.	**2023** Scope 1 and location-based Scope 2 equal 375,728 mTCO$_2$e. Expressed in terms of total energy consumption, this equates to 1,286,231 mWh. **2022** Scope 1 and Location-based Scope 2 equal 402,967 mTCo$_2$e. Expressed in terms of total energy consumption this equates to 1,388,690 mWh. 2023 Assurance Statement Percentage Grid Electricity: 82% Renewable Energy: 18% Impact Report, Pg. 19 "2023 Progress on Additional Sustainability Key Performance Indicators"
2 Employee Health and Safety[12]	1. Total Recordable Incident Rate (TRIR) 2. Fatality Rate 3. Near Miss Frequency Rate (NMFR)	RT-IG-320a.1	The Company's Environmental, Health and Safety ("EHS") Management System describes the core elements of EHS responsibility and accountability, including policies and procedures that are designed in alignment with global standards, the Company's Code of Business Ethics, applicable laws, and individual facility needs. In 2023, the Company reinforced EHS as a key priority that applies to employees and operating locations worldwide, including manufacturing facilities, distribution centers, warehouses, laboratories, field service centers, retail locations, office locations, and mobile units, as well as to the Company's subsidiaries. With a focus on continuous improvement, the Company launched efforts to update its EHS Management System to better align with its current organization and allow the Company to be even more proactive in risk recognition and mitigation at all levels.	TRIR: 0.74 No Fatalities in 2023. NMFR: 18.2 (Incidents/100 heads) Impact Report, Pg. 20 "2023 Progress on Additional Sustainability Key Performance Indicators" 2023 Annual Report Form 10-K—Business—"Environment, Health and Safety"—Pg. 9
3 Fuel Economy and Emissions in Use-phase	Sales-Weighted Fleet Fuel Efficiency for Medium- and Heavy-Duty Vehicles	RT-IG-410a.1	The use of our sold products accounts for a significant portion of SBD's total carbon emissions. Reducing emissions from the use of our sold products is driven by the electrification of our product lines across our Tools & Outdoor business. Electrification of these products dovetails with our market-back efforts to bring the latest innovations to our end users.	SBD does not sell medium- and heavy-duty vehicles and on-road engines, stationary generators, marine diesel engines, locomotive diesel engines, and other non-road diesel engines. For information on our work to improve emissions in our products and enable electrification and clean fuels for non-road equipment, refer to "Sustainable Innovation" on Pg. 7 of this Impact Report. Sales-weighted fuel efficiency for non-road equipment: 1.04 Gal/Hr
	Sales-Weighted Fleet Fuel Efficiency for Non-Road Equipment	RT-IG-410a.2		
	Sales-Weighted Fleet Fuel Efficiency for Stationary Generators	RT-IG-410a.3		
	Sales-Weighted Emissions of: (1) Nitrogen Oxides (NOx), and (2) Particulate Matter (PM) for: (A) Marine Diesel Engines, (B) Locomotive Diesel Engines, (C) On-Road Medium- and Heavy-Duty Engines, and (D) Other Non-Road Diesel Engines	RT-IG-410a.4		

SASB INDEX

Topic	Accounting Metric	Code	Management Narrative	Accounting Metric Disclosure
4 Material Sourcing	Description of the Management of Risks Associated with the Use of Critical Materials	RT-IG-440a.1	The raw materials required are procured globally and generally available from multiple sources at competitive prices. As part of the Company's Enterprise Risk Management, the Company has implemented a supplier risk mitigation strategy in order to identify and address any potential supply disruption or material scarcity issues associated with commodities, components, finished goods, and critical services.	2023 Annual Report Form 10-K–Business–"Raw Materials"–Page 6 2023 Annual Report Form 10-K–Risk Factors–"The Company's business is subject to risks associated with sourcing, manufacturing and maintaining appropriate inventory levels."–Page 12 Supplier Handbook
5 Remanufacturing Design and Services	Revenue from Remanufactured Products and Remanufacturing Services	RT-IG-440b.1	Our product reconditioning program is designed to provide a second life to thousands of returned products that come back to our retailers. We focus on implementing cost-effective and environmentally conscious methods of processing returned goods to reduce waste. In 2023 we reconditioned tens of thousands of tools across over 250 SKUs, saving several hundred tons of waste from landfills.	Revenue from Remanufactured Products and Remanufacturing Services: $5.2M
6 Information on Product Category	Number of units produced by product category	RT-IG-000.A	The Company is a global provider of hand tools, power tools, outdoor products, and related accessories, as well as a leading provider of engineered fastening solutions.	Proprietary
7 Information on Employees & Other Workers	Number of employees	RT-IG-000.B	As of December 30, 2023, the Company had approximately 50,500 employees in 59 countries. Approximately 36% of total employees were employed in the U.S. In addition, the Company had approximately 7,300 temporary contractors globally, primarily in operations.	Total Employees: 50,500 2023 Annual Report 10-K, Item 1. Business, Page 7

ENDNOTES

1   The term "sustainability" throughout this report is intended to apply broadly beyond environmental sustainability to also encompass the sustainability of our business model, workforce, supply chain, operations, community presence, and so on.

2   For purposes of our goal, our Scope 3 emissions include only our emissions measured in Scope 3 categories 1, 4, and 11, because those emissions are the most significant that we have the ability to reduce through our decision-making.

3   For the purpose of this goal, "67% by spend" is measured against our spend with Tier 1 suppliers. To meet our criteria, a supplier's target must cover Scope 1 and 2 emissions and follow a reduction trajectory over 5–15 years that aligns with the Paris Agreement's "well below 2°C" pathway.

4   Problematic plastics include polyvinyl chloride (PVC) and expanded polystyrene (EPS). Both are plastics commonly found in durable goods packaging.

5   Scope 1: All direct emissions from those activities under our control, stationary and mobile, including on-site fuel combustion such as gas-fire furnaces and boilers. Scope 2: Indirect emissions from electricity purchased and used.

6   Zero Waste to Landfill goal applies to our manufacturing facilities and distribution centers where we have control of the operations and incineration with energy recovery is included in our ZWTL performance.

7   All Impact Highlights are as of 2023 or reflect 2023 performance unless otherwise indicated.

8   Total recordable rate = # of applicable incidents per 100 employees per year.

9   Electric Outdoor is classified as any corded or cordless outdoor product sold in our portfolio. High Powered Products include: 1) Professional Brands such as DEWALT, Proto, Hustler, or STANLEY in the industrial space and 2) Any product with a battery-operated voltage greater than 20V Max such as Flexvolt @ 60V and Powershift.

10 End-of-life recycling through our TerraCycle recycling program, which includes power tools, hand tools, tool accessories, and home appliances.

11 Our Product Reconditioning Program is designed to provide a second life to thousands of returned products that come back to our retailers. We focus on implementing cost-effective and environmentally conscious methods of processing returned goods to reduce waste. In 2023, we reconditioned tens of thousands of tools across over 250 SKUs, saving several hundred tons of waste from landfills.

12 In 2023, we established 2022 as the baseline year for our new emissions reduction targets due to the Company's ongoing business transformation. During 2024, the Company implemented data and methodology improvements and removed the impacts from previously divested businesses to continue evolving our reporting processes. These improvements resulted in revised 2022 baseline emissions and nominal updates to other sustainability-related metrics, which differ from what was disclosed in previously published reports. In particular, our Scope 3 "Purchased Goods & Services" category increased for 2022 primarily as a result of the Company transitioning its Scope 3 emissions methodology for this category from a mixed spend and weight-based calculation to an almost entirely weight-based calculation.

13 As of April 26, 2024.

14 Energy intensity in kilo British thermal units demand per work hour.

15 Carbon intensity is CO_2e (carbon dioxide equivalents) in metric ton emissions per thousand work hours.

16 Water intensity in withdrawal gallons per work hour.

17 Waste intensity in total generation pounds per work hour. Recycle can include single and mixed stream; energy recovery; and material reuse/regeneration with or without treatment.

18 Percentage of factories and distribution centers certified to applicable EHS/Sustainability management system standards. 2023 data is as of 5/16/2024 and 2022 data is as of 5/24/2023.

19 Lost time rate = # of applicable incidents per 100 employees per year.

20 This amount represents the estimated benefit from the year each project was implemented. The actual cumulative benefit realized may differ from such estimate.

21 The calculation for the metric tons in carbon savings from investments in advancing energy efficiency is based on estimating the total saved fossil fuel or electricity use for each investment for the year it was implemented and applying an appropriate emission factor to calculate total emission savings (typically based on U.S. EPA, IEA, or AIB emissions factors) for that year. Actual cumulative carbon savings may differ from this estimate.

22 Reflects the Company's estimated Scope 2 GHG emissions reductions from its multi-year power purchase agreement over a 20-year period beginning in 2025 based on total anticipated energy generated by the panels multiplied by an EPA U.S. average emissions factor. If the emissions reductions from this site were calculated using an EPA sub-grid emissions factor, the total estimated Scope 2 GHG emissions reductions would be 41,140mT.

STANLEYBLACKANDDECKER.COM

**1000 Stanley Drive
New Britain, CT 06053**

September 2024