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Introduction

Fortune Brands is a home and security products company built on industry-leading brands and innovative plumbing, cabinetry, door and security products. To learn more, visit www.FBHS.com.
Our mission is to fulfill the dreams of homeowners and help people feel more secure. Fulfilling that mission rests on a commitment to our employees and communities, and to conduct business responsibly.

We hold our team, our suppliers and the products we deliver to a high set of standards. We have seen this focus strengthen our company, and build the foundation for lasting success and value creation.

We understand the increasing importance to report on our steps to operate as a responsible manufacturer, employer and neighbor. From delivering products that respect the environment, to developing systems to drive safe work practices and environmental stewardship, a responsible approach has helped us drive growth.

- Since 2012, we have increased net sales 75%, to $5.5 billion in 2018.
- We’ve grown from a company of 14,000 associates in 2012, to approximately 25,000 associates in 2018.
- Our teams continue to strengthen our safety processes resulting in substantial year over year improvements in our safety metrics. Safe, engaged and productive associates deliver results.
- Our position as a manufacturing company comes with the responsibility to improve on the typical “take, make and dispose” industrial model, and find ways to manage waste, and practice reuse and recycle wherever practicable. We continue to work on initiatives across our businesses that are designed to reduce waste output.

We published our first Environment, Social and Governance (ESG) report in 2018. Our goal was to provide a more comprehensive resource to better answer our stakeholders’ questions. This year, we are proud to share enhancements to this report. We’ve added data on our solid waste generation and recycling, published key safety targets, and provided a closer look at how we value our associates, to name a few.

I am proud to share more with you about our high standards, our responsible supply chains, our team’s efforts to act responsibly and ethically every day, and the foundation we’ve built that will enable even greater progress ahead. Thank you for your support as we continue to strengthen our growing organization and build a great company.

Sincerely,

Christopher J. Klein
Chief Executive Officer
Fortune Brands Home & Security, Inc.
Company Snapshot

Business Segments

<table>
<thead>
<tr>
<th>PLUMBING</th>
<th>CABINETS</th>
<th>DOORS &amp; SECURITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fortune Brands</td>
<td>MasterBrand</td>
<td>Fortune Brands</td>
</tr>
<tr>
<td>Moen</td>
<td>Perrin &amp; Rowe</td>
<td>American Lock</td>
</tr>
<tr>
<td>Perrin &amp; Rowe</td>
<td>Rohl</td>
<td>Fiberon</td>
</tr>
<tr>
<td>Riobel</td>
<td>Shaws</td>
<td>Fypon</td>
</tr>
<tr>
<td>Rohl</td>
<td>Victoria + Albert</td>
<td>Master Lock</td>
</tr>
<tr>
<td>Shaws</td>
<td></td>
<td>SentrySafe</td>
</tr>
<tr>
<td>Fortune Brands</td>
<td></td>
<td>Therma-Tru</td>
</tr>
</tbody>
</table>

Segment Net Sales*
% OF TOTAL FBHS AS OF 2018

- Plumbing: 34%
- Cabinets: 44%
- Doors & Security: 22%

Since 2012, net sales have increased 75% to $5.5B in 2018

*Segment income rate excludes Corporate G&A expense.
Company Snapshot (CONTINUED)

U.S. Centric Yet Global Workforce

Global Locations*
25 OR MORE EMPLOYEES

Approximately 25,000 associates worldwide

Women make up 38% of our global population

63% of associates are located in the United States

*Showing locations as of year-end 2018.
About This Report

The Fortune Brands Home & Security ESG report provides a comprehensive resource for information on our associates’ safety and development; community commitments; environmental stewardship; and corporate governance.

Our EH&S Principles guide our company every day in our global efforts to deliver products that fulfill the dreams of homeowners and help people feel more secure, while ensuring the safety and health of our people and stewardship of natural resources.

We listened to our stakeholders’ requests for information over the last several years. These questions helped us determine what aspects of our business should be included in this report.

This 2019 ESG report includes data from year-end 2018, and a look forward at some key efforts in 2019.

Please view the Additional Resources or contact investorquestions@FBHS.com for more information.

Data in This Report

Our Safety metrics include all Fortune Brands associates, including our global population, full-time employees, temporary workers and contractors under our direct supervision. Safety metrics from acquired businesses are included for the year in which the acquisition took place.

Our Environmental metrics are currently focused on our U.S. offices and operations, where 63% of our workforce is based. Our goal is to expand our environmental reporting to include all North American locations and then all global operations and continue to incorporate acquired businesses. Environmental metrics from acquired businesses are generally included for the year in which the acquisition took place.

Fiberon was acquired in 2018 and is included in the 2018 Safety and Environmental metrics.

View the Fortune Brands Home & Security EH&S Principles.
The Power of Data

Fortune Brands fully implemented our web-based Environmental, Health and Safety (EH&S) data management platform in 2016 to give EH&S teams, facility leadership, senior corporate leadership and production management real-time and robust data regarding safety and environmental metrics. Our enterprise EH&S web-based platform allows us to monitor energy conservation, water usage and waste minimization to better identify areas for improvement.

Likewise, the system helps us work safer. This technology tracks employee safety metrics, audits and trainings; helps us flag potential work hazards; provides leading indicators; and gives EH&S insight into behavioral trends.

We continue to look at how each business can leverage this data platform to improve practices. We are also developing processes for how acquired companies will be seamlessly integrated into our EH&S reporting.

See how our Company Roadmap underscores key ESG elements, like worker safety, supply chains and continuous improvement.

EH&S Leadership Council

Fortune Brands’ EH&S Leadership Council helps define the companywide strategy on EH&S matters and ensure that each business’ specific initiatives are aligned. Additionally, it fosters collaboration and best practice sharing in all areas of EH&S. The council is represented by subject matter experts from each business segment and led by Fortune Brands. The council reports to senior management.

On a semi-annual basis, senior management provides a comprehensive update on EH&S and global citizenship efforts to the Nominating & Corporate Governance Committee of the Board of Directors.
Fortune Brands believes the protection of our natural resources is important to our business. The traditional industrial manufacturing model of “take, make and then dispose” is not aligned with the values of our associates, customers or company. We strive to reduce the energy, water and materials we use, as well as reduce, reuse or recycle the waste generated.
Water Use

Water Management in the Manufacturing Process

We manufacture plumbing goods engineered to help consumers conserve water. We also manage the water we use throughout our processes.

- Water reuse happens daily at the Moen North Olmsted Design Reliability Labs in Ohio. More than 50% of the water used by the labs is recycled water.

- The Moen Sanford, North Carolina, facility uses about 20 million gallons of recycled water in their manufacturing processes. Sanford also utilizes a wastewater treatment program that goes beyond cleaning hazardous materials from the water stream. Our Sanford team has identified ways to collect and segregate the different materials extracted from the water so some of them can be recycled and repurposed by other industries.

- Fiberon’s composite decking manufacturing process utilizes a closed loop water system for minimal waste water discharge.

Total U.S. Water Used

IN MILLION GALLONS

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Water Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>193</td>
</tr>
<tr>
<td>2017</td>
<td>213</td>
</tr>
<tr>
<td>2018</td>
<td>201</td>
</tr>
</tbody>
</table>

Waste Water Management at Master Lock

2018 marked the 5th consecutive year in which Master Lock’s Milwaukee plant has been named to the Milwaukee Metropolitan Sewerage District’s (MMSD) Significant User Honor Roll. MMSD is a regional government agency helping to protect public health and the drinking water supply for millions of people, and is considered a leader in wastewater treatment, flood management, green infrastructure and more. The Honor Roll recognizes industrial facilities that maintain full compliance over the previous calendar year.

Master Lock’s Environmental Technicians at the Milwaukee wastewater treatment plant have a combined 60+ years of experience and have passed a year-long training course to obtain their Wisconsin Department of Natural Resources Wastewater Operator Certification.
Water Use (CONTINUED)

The Global Plumbing Group (GPG) feels strongly about the need to positively impact water conservation beyond our operations. Many of our products integrate water-saving features to help our consumers conserve water.

The GPG has nearly 1,200 products that meet — or exceed — the Environmental Protection Agency’s (EPA) WaterSense® standards for gallons per minute. Moen’s Eco-Performance products meet strict independent testing requirements for water efficiency and performance. All faucets from the House of Rohl are low-flow faucets.

Most recently, Moen’s collaboration with Nebia and partnership to market Flo by Moen help exemplify how the business is leading the charge into a new era of monumental change in how people encounter water every day.

### Highlights From Moen

- **Flo by Moen** is a whole home water leak prevention and detection system. It gives homeowners the power to monitor, control and conserve water in the home via their smartphone to help prevent water damage and waste. Flo by Moen not only detects leaks, it provides indicators of a leak before it happens, and in the case of a leak, has a remote and automatic water shutoff. The Flo by Moen community has already saved an estimated 1.5+ million gallons of water as of early 2019, not to mention preventing the interruption homeowners’ face from dealing with leak-induced water damage.

(See more on next page.)

**Nearly a quarter** of Moen sales of residential kitchen faucets come from products with above-and-beyond water saving features.
Our Water Saving Solutions for Consumers

- The first cloud-based, app-driven digital shower on the market, **U by Moen** integrates water saving elements. The warm up and pause feature allows users to start the shower, let it warm to their desired temperature and then will pause and hold the flow of water, so they don’t waste water waiting for their shower to reach optimal temperature. It also offers timers for the length of the shower, which can help control water usage for the entire family.

- **MotionSense** faucets rely on the Ready Sensor to deliver water on demand, helping homeowners to use only the amount of water they need and prevent accidentally leaving the faucet running.

- Kitchen faucets with **Power Boost** technology clean dishes 50% faster than Moen faucets without the technology, and a quicker cleanup can mean less water used.

- The **Nebia by Moen** spa shower saves 65% of water compared to a conventional shower, while maintaining a satisfying shower experience. In fact, Nebia’s droplets come in contact with skin three times faster than standard shower heads, meaning greater pressure and rinse-ability. Nebia by Moen can be installed in homes with well-below-average water pressure while still providing a great shower experience. Moen’s investment in Nebia is helping to enhance the product’s style with a goal to save 1 billion gallons of water over a two-year period.
Water Use (CONTINUED)

Partnerships Support Water Initiatives

Partnerships enable us to expand our efforts to positively affect the world’s water system. Fortune Brands supports organizations dedicated to water conservation and clean water access through corporate giving and volunteerism, both locally and globally.

One key community partner is The Nature Conservancy.

We’ve donated more than $750,000 to The Nature Conservancy since 2012, primarily in support of freshwater initiatives in the Great Lakes and around the world.

In addition, our associates have contributed time and money to their local The Nature Conservancy chapter.

Our Global Plumbing Group (GPG) business also works with Drink Local. Drink Tap. to promote education and access to safe water in the Great Lakes region of the U.S. and in Africa. Our contributions have helped build six water and sanitation projects in Uganda, and have educated thousands of students in Northeast Ohio. In August 2019, nearly 100 GPG employees removed over 200 pounds of trash and debris from Lake Erie during the Edgewater Beach cleanup event in partnership with Drink Local. Drink Tap.

In 2019, Moen hired its first water director, a newly created position focused on deepening Moen’s connections to water organizations across the U.S. that share the company’s passion for making each and every interaction with water more meaningful. These relationships and insights will help Moen advance its innovation agenda to improve the experiences people have with water in their homes, and to raise consumer awareness around leveraging more water-efficient and smart-water products within the home.

Who Designs For Water?

“Who Designs For Water?” is a wide-scale Moen ad campaign showcasing the business’ appreciation for Earth’s most critical resource and its commitment to designing for the future of water experience. The campaign inspires consumers to look at water from a renewed viewpoint in a world where water is increasingly more scarce.

See the campaign here.
Waste Reduction

Waste Metrics

2018 Waste Intensity
IN U.S. TONS/UNIT NET U.S. SALES (X10^-5)

3.45*

2018 Landfill and Incinerated vs. Diverted through Recycling
% OF TOTAL FBHS

- Landfill, Incinerated: 31%
- Diverted through Recycling: 69%

*Includes Landfill and Diverted, U.S. only. Does not include Hazardous/Universal waste.

Starting in 2019, we are putting in place processes to collect data on our hazardous waste generation. Our goal is to report on hazardous waste in future ESG reports.

Fiberon prevents more than 70,000 tons of waste from ending up in landfills or incinerators every year.

Responsibility Products

Fiberon composite decking products are made in the U.S.A. from locally sourced recycled plastic, lumber mill scraps and other materials. Inputs into our Fiberon products are 94% recycled. Using these materials means Fiberon prevents more than 70,000 tons of plastic and other waste from ending up in landfills or incinerators every year, in addition to saving hundreds of thousands of trees per year.
Waste Reduction (CONTINUED)

Reduce, Reuse and Recycle

All manufacturing processes have byproducts. For Fortune Brands, our responsible approach to business means finding a way to balance our commitment to environmental stewardship with delivering exceptional products. All Fortune Brands facilities have a commitment to manage waste streams to support this work. We maintain an internal and external audit process that emphasizes robust environmental management systems. As a result of these efforts, many of our facilities have reduced their hazardous waste output in recent years.

While we maintain recycling programs for corrugated packaging material, paper, plastics, pallets, steel and other materials, our associates are constantly looking for innovative opportunities to redefine waste into new products that deliver additional benefits to the world. Their innovation and stewardship help us reduce our environmental impact and strengthen our company with additional value creation.

Finding New Uses for Fiberglass

In the past, fiberglass scrap from manufacturing our doors was sent to landfills. Starting in 2013, the EH&S teams have identified several opportunities to reuse the materials for a new purpose, including for pallets that make material handling better, and as filler for counter tops.

Since then, Therma-Tru associates have expanded their recycling efforts. In 2018 alone, the Indiana plant saved more than $1 million by recycling fiberglass, metals, cardboard, wood scrap pallets, foam insulated cut outs, doors and plastics.

Likewise, the Therma-Tru EH&S team found a new use for the portion of the door that is cut out during manufacturing to make an opening for decorative glass. These scraps are now reused as insulation for barns and animal shelters.

Recycling Metals and Plastics

During the manufacture of our safety products, small plastic and metal scraps are generated. Master Lock has successfully implemented recycling programs to keep these pieces out of landfills. On an annual basis, Master Lock recycles about 14 tons of polyethylene and about 6,500 tons of metal.

Moen’s Design Reliability Labs in North Olmsted, Ohio emphasize recycling. The labs recycle approximately 20 tons of mixed metals from faucets and plumbing systems annually.

From Scraps to Animal Bedding

MasterBrand Cabinets’ Goshen, Indiana, facility sits within a largely agricultural area, leading to a unique opportunity to reuse wood scrap from the cabinet manufacturing process. The wood waste is now repurposed to make animal bedding, as well as boiler fuel and landscape mulch, instead of being sent to a landfill.

Our commitments to environmental stewardship are guided by our EH&S Principles.

We hold our suppliers and contractors to the same high standards.

View our Supplier Code of Conduct or see page 37 for more.
Waste Reduction (CONTINUED)

Partnering With The National Forest Foundation

Understanding that we use wood to manufacture cabinets, Fortune Brands looked to help offset our environmental impact by partnering with a reputable organization that is passionate about forest conservation and restoration.

In 2019, Fortune Brands proudly announced our support of the National Forest Foundation (NFF), the nonprofit partner of the U.S. Forest Service. The NFF works with the U.S. Forest Service and thousands of Americans each year to promote the health and public enjoyment of our 193-million-acre National Forest System, which accounts for roughly 8% of the total land area in the United States. Working with the U.S. Forest Service and partners, the NFF leverages best thinking, conservation capacity, and community action to measurably improve the health of the nation's National Forests and Grasslands.

We look forward to helping the NFF in its campaign to plant 50 million trees across the national forests.

RESPONSIBLE PRODUCTS

Products Made from Recycled Materials

Several Fortune Brands businesses manufacture products from recycled materials.

Master Lock safety padlocks use a high percentage of recycled metal. Steel shackles, brass keys and cylinders, as well as our aluminum lock bodies, are all manufactured using recycled material. Additionally, Master Lock thermoplastic padlock bodies are molded using a hot runner injection molding process that results in virtually no scrap metal.
Conserving Energy

U.S. Energy Usage

We measure and are committed to sustainable initiatives to reduce waste and energy use.

<table>
<thead>
<tr>
<th>CO₂ Intensity*</th>
<th>NET U.S. SALES (X10-6)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.29</td>
<td>5.75</td>
</tr>
<tr>
<td>6.98</td>
<td></td>
</tr>
</tbody>
</table>

Our CO₂ intensity is measured based on criteria for Scope 1 and 2 Greenhouse Gas (GHG) emissions, capturing our natural gas and electricity consumption. The Environmental Protection Agency (EPA) defines Scope 1 GHG emissions as direct emissions from sources that are owned or controlled by the Agency, and Scope 2 GHG emissions as indirect emissions from sources that are owned or controlled by the Agency.

<table>
<thead>
<tr>
<th>Total Energy*</th>
<th>Electricity*</th>
<th>Natural Gas*</th>
</tr>
</thead>
<tbody>
<tr>
<td>IN MILLION GJ</td>
<td>IN MILLION kWh</td>
<td>IN MILLION THERMS</td>
</tr>
<tr>
<td>2.11</td>
<td>288</td>
<td>10.14</td>
</tr>
<tr>
<td>2.06</td>
<td>294</td>
<td>9.51</td>
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<td>2.62</td>
<td>361</td>
<td>12.55</td>
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<tr>
<td>2016</td>
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<td>2017</td>
<td>2017</td>
<td>2017</td>
</tr>
<tr>
<td>2018</td>
<td>2018</td>
<td>2018</td>
</tr>
</tbody>
</table>

*Environmental metrics from acquired businesses are generally included for the year in which the acquisition took place. Fiberon is included in 2018 data and accounts for much of the increased energy usage. Additionally, corrections were made to previously reported data for prior years.

RESPONSIBLE PRODUCTS

Therma-Tru Energy Efficient Fiberglass Doors

Fiberglass doors — the fastest-growing segment of the entry door market — are more durable, lasting and energy efficient than their wood counterparts. Therma-Tru brought the first fiberglass door to market in 1983. Today, more than 80% of Therma-Tru’s door and glass options are National Fenestration Rating Council (NFRC) certified and ENERGY STAR® qualified, helping homeowners reduce their heating and cooling costs and their carbon footprints.
Conserving Energy (CONTINUED)

Lighting and Equipment Upgrades to Reduce Energy Use

MasterBrand Cabinets Highlights

MasterBrand Cabinets, the largest cabinet manufacturer in North America, has achieved impressive energy savings through smart lighting and equipment upgrades.

In just two years, energy consumption at two of the largest facilities — Goshen, Indiana, and Grants Pass, Oregon — has been reduced by more than 4,200,000 kWh, saving close to $300,000 per year.

The Goshen facility upgraded interior lights to high-efficiency fluorescent fixtures, and outdoor security and parking lot lights to LED fixtures. Motion sensors, which turn interior lights off automatically if there is no activity in the area, also contributed to energy savings. Overall, these upgrades saved more than 1,245,000 kWh of lighting energy — a 54% reduction — each year. The lighting upgrades also improved productivity and product quality. The extra light makes it much easier to identify manufacturing defects before cabinets leave the facility.

The Grants Pass facility also made significant strides in reducing energy consumption, at close to 3,000,000 kWh, and more than $150,000 in annual savings. This was accomplished by updating the lighting in the facilities, as well as by identifying equipment to fix or to replace to achieve better efficiency. One example is air compressors, which are used in many of the cabinet-making processes and consume a great deal of energy. MasterBrand Cabinets’ environmental department audited its air compressor equipment to locate and fix leaks that allow compressed air, and therefore energy, to escape.

Thera-Tru Expands LED Lighting

Switching to LED lighting in their Butler and Howe, Indiana, and Edgerton, Ohio, facilities helped Thera-Tru reduce their annual energy consumption by about 4,000,000 kWh, saving more than $360,000 per year.

After seeing how LED lighting installations successfully reduced energy usage and costs at its Butler, Edgerton, and Howe locations starting in 2015, Thera-Tru began updating its Monclova, Ohio, innovation center with LED lighting in late 2017.

Most Fortune Brands locations use primarily energy-efficient lighting.

< Read a few highlights left.
Our associates are our greatest asset. Keeping them safe, treating them with dignity and respect and giving them a workplace where they can thrive are essential to winning in the marketplace. We work hard to train and empower associates in their role at Fortune Brands. This commitment to people extends outward as we strive to enrich the lives of our customers and communities as well.
**Culture Of Safety**

**Safety Principles**

As our business continues to grow and change to meet consumers’ tastes and needs, we know we must keep our associates’ safety at the forefront in order to retain our high-performance culture and attract new talent. Safety is part of our corporate roadmap and is routinely emphasized by leaders during town halls, through video messages, trainings and other communications channels. Our commitment to creating and maintaining safe work environments is highlighted in our **EH&S Principles** and comes to life through our strategic process.

**Supplier Safety**

We work hard to ensure that our suppliers and contractors adhere to the same strict standards we have for the respect of human rights and workplace safety.

View our Supplier Code of Conduct or see page 37 for more.

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**Safety Metrics**

Our safety processes focus on reducing risks, implementing strong management systems, and embracing the core value of being accountable to oneself and to fellow associates. This has yielded strong results. From 2015-2018, Fortune Brands has improved our benchmark Total Recordable Incident Rate (TRIR) and Lost-Time Rate (LTR).

<table>
<thead>
<tr>
<th>Year</th>
<th>TRIR</th>
<th>LTR</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>2.40</td>
<td>0.70</td>
</tr>
<tr>
<td>2016</td>
<td>1.80</td>
<td>0.40</td>
</tr>
<tr>
<td>2017</td>
<td>1.40</td>
<td>0.39</td>
</tr>
<tr>
<td>2018</td>
<td>1.23</td>
<td>0.41</td>
</tr>
<tr>
<td>Goal 2020</td>
<td>1.20</td>
<td>0.40</td>
</tr>
</tbody>
</table>

**TRIR 2020 Goal:** 1.20  
**LTR 2020 Goal:** 0.40

TRIR and LTR include all global full-time employees, temporary workers and contractors under our direct supervision. Associates of acquired businesses are included for the year in which the acquisition took place. Fiberon is included in 2018 data. Additionally, corrections were made to previously reported data as a result of improved reporting processes. All safety data is as of January 5th of the following year.
Culture Of Safety (CONTINUED)

Key EH&S Strategies
We keep EH&S at the forefront of everything we do because keeping each other safe and executing our business strategies go hand-in-hand. At Fortune Brands, six key strategies drive our operating companies forward in delivering best-in-class operations: strong management systems; relentless risk mitigation; compliance being foundational; accountability to each other; engagement by all and courage to care.

EH&S Strategy Spotlight: Courage to Care
Each day in our operations we talk about understanding the risks in the workplace, the controls we have in place to reduce those risks and the changes and variations that occur every day that challenge us to have safe production. Managing those changes requires courage. Associates in a courageous culture step-up, speak-up, and act outside of what is comfortable until it becomes comfortable. We see courage demonstrated by an associate slowing down to rethink a task, asking a co-worker to wear the appropriate personal protective equipment (PPE), or management’s uncompromising commitment to value the safety and health of every associate, visitor, and contractor. When we have the courage to stop, question, and provide feedback — both positive and constructive — we create the fuel for sustaining a strong safety culture.

Values-Based Safety Across Fortune Brands
Values-Based Safety (VBS) is the behavior-based safety model and standard across the Fortune Brands organization, and a natural tactical approach to achieving our Courage to Care strategy. Each business segment adds its unique branding on VBS and has flexibility with how it is implemented. For example, MasterBrand Cabinets emphasizes “Always Aware,” the GPG brands its program, “Zero By Choice,” and Master Lock takes a Kamishibai approach to VBS.

While the initiatives may look a little different throughout the organization, all our VBS programs share some key features: they focus on reinforcing positive behaviors and empowering all associates to actively take part in driving a safe work environment. Individual contributors and managers alike understand that everyone plays an important role in creating a safe culture; speaking up if they see unsafe behavior or work environments is not just a nice thing to do, but imperative.

Focusing on a behavioral approach to safety has resulted in some big improvements over the years, helping Fortune Brands reduce both our total recordable incident rate and lost-time rate. We continue to reinforce VBS and instill and strengthen our safety initiatives in our recently acquired businesses.

Critical 10 Program
Fortune Brands’ companywide Critical 10 is an initiative to heighten awareness and mitigate risk on 10 critical safety components within our manufacturing and distribution operations. These components are identified as having the most potential for severe injury. The critical areas of our Fortune Brands program include: hazardous energy control (lockout-tagout), working safely within confined spaces, machine safeguarding, proper materials storage and dock safety, fall protection, electrical safety, contractor management, powered industrial vehicles, industrial hygiene and maintaining robust risk assessments.

We have also developed customized auditing protocols that score progress around each Critical 10 program element. In addition, we flag and capture specific incident data to enhance our understanding of causation and drive subsequent corrective action activities. We then modify our processes through a Plan-Do-Check-Act system and share lessons learned with the EH&S Leadership Council and senior management.
Safety Training

We believe it is our responsibility as a company to make sure people go home in the same condition they came to work. Robust safety training is the foundation of that commitment and our management systems. We require our manufacturing and distribution associates to participate and demonstrate knowledge in appropriate and required employee and environmental safety programs.

We also support our global supply chain with specific training on topics such as fire prevention, occupational illness prevention and the importance of implementing health and safety management systems.

New Hire Training at MasterBrand Cabinets

MasterBrand Cabinets’ new hire training program, called New Hire Dojo, encompasses 4 to 5 days of safety and skills observations and training. During this time, associates are engaged in hands-on learning segmented into safety, quality and production stations. The interactive Dojos use self-guided sessions, gamification, mock drills and practice with real-life work to prepare them for a range of processes and tasks, and to best match associates to the right job at the facility.

New Hire Dojos are now in about 80% of our MasterBrand Cabinets facilities in North America.

Culture Of Safety (CONTINUED)

RESPONSIBLE PRODUCTS

Master Lock: Protecting People at Work

Master Lock offers a comprehensive portfolio of safety padlocks, lockout devices and expert consulting services providing businesses end-to-end safety lockout solutions that help keep their workers safe on the job and ensure compliance with OSHA Standard 1910.147 Control of Hazardous Energy. Master Lock partners with businesses of all sizes to conduct on-site safety assessments, develop written lockout programs and procedures, and train employees on safe work practices that protect themselves and their co-workers. Master Lock can provide companies the tools and guidance to implement lockout/tagout best practices to help achieve their safety goals of keeping their employees and work environments safe.

Safety products make up 15% of Master Lock’s sales.
Ergonomics Reduce Risk of Injury

One common employee safety hazard for a manufacturer is improper ergonomics; in fact, ergonomics-related issues account for the majority of injuries in our operations. That’s why Fortune Brands’ businesses pay special attention to how we can prevent strains through increased awareness and specialized training.

Associate injuries due to manual material handling used to be the leading cause of injury for the Therma-Tru business. Those injuries have gone down by 50% as a result of its MoveSmart Safety Program.

During Therma-Tru’s new hire orientation, associates receive MoveSmart training alongside their VBS training. The MoveSmart program teaches associates to use their major muscle areas when doing heavy lifting to avoid applying force to joints that are more susceptible to injury. Specially trained associate coaches reinforce key program points beyond the new hire period. Therma-Tru has also invested in new machinery and process improvements to remove points of higher ergonomic strain on our manufacturing lines.

Additionally, we offer support for those dealing with musculoskeletal issues. Programs are in place at our largest cabinets facility and at Master Lock to help care for associates with sprains and strains. The Conservative Care program at MasterBrand and the Active Release Techniques (ART) initiative at Master Lock match associates with therapists who provide therapeutic sessions at no cost to the associate with the goal of alleviating pain and learning how to manage and prevent conditions from occurring in the future.

Beyond Physical: Cybersafety

We view cybersafety as another important component of keeping our associates and business safe. With the general increase in cyber threats and growing sophistication of cyberattacks, we know that protecting our digital assets and associates’ personal informational is critical to ensure our business can operate uninterrupted.

Fortune Brands has enhanced our teams and technology to better prevent cyber risks and shutdown attacks. We’ve provided tools and extensive training to help our workers more easily identify and report malicious emails. Comprehensive web-based trainings, cyber-focused town hall presentations, and reminders in our Connect app raise awareness about the importance of cybersecurity and how to stay safe. Periodic real-world testing with our associates is conducted to evaluate our progress. Our cybersafety program leverages the Stop.Think.Connect campaign initiated by the U.S. Department of Homeland Security.

Fortune Brands’ CIO reports on program updates and metrics annually to the Board of Directors, periodically to the Audit Committee of the Board of Directors, as well as on an ongoing basis to the company’s executives. Our cybersecurity strategies are part of Fortune Brands’ IT Risk Management Committee, comprised of leadership from across the company.
Culture Of Safety (CONTINUED)

2017-2019 Key Safety Milestones and Recognitions

Our team has achieved some impressive safety milestones and recognitions. Here are some of the recent milestones reached:

- **Moen's Kinston, North Carolina**, facility achieved 2 million safe work hours without a lost-time incident, marking five straight years without a lost-time incident. Additionally, this facility earned a Gold Safety Award by the North Carolina Department of Labor. To qualify, the facility had to achieve a recordable rate of half the industry average and have zero lost-time incidents for the year.

- **Moen’s Las Vegas, Nevada**, facility achieved 1 million hours without a lost-time incident.

- **Moen’s New Bern, North Carolina**, facility was recognized by the North Carolina Department of Labor for their commitment to safety, winning eight awards in total.

- **MasterBrand Cabinets’ Liberty, North Carolina**, facility was selected as a 2017 North Carolina Department of Labor Safety Award winner. It received the Gold Award for exemplary performance in the reduction of days away, restricted activity and job transfer (DART) cases. The Liberty location also earned recognition within MasterBrand for significantly improving its 2017 recordable injury rate, reducing it by 45%.

- **MasterBrand Cabinets’ Riverside, California**, facility achieved 365 days without a recordable incident.

- **MasterBrand Cabinets’ Waterloo, Iowa**, facility achieved the lowest Occupational Safety & Health Administration recordable rate in its 40-year history.

(See more on the next page.)
Culture Of Safety (CONTINUED)

2017-2019 Key Safety Milestones and Recognitions

- **MasterBrand Cabinets’ Sioux Falls, South Dakota** facility reached 3 million hours without a lost-time incident.

- **MasterBrand Cabinets’ Huntingburg, Indiana** facility won the 2019 Governor’s Workplace Safety Award in the Rising Star category for mid-sized businesses. The award recognizes organizations that have improved the impact on employee safety and health in a positive way. Huntingburg operations were rewarded for their employee participation and engagement, leadership engagement and support, system implementation and reduction in recordable incidents.

- **Perrin & Rowe’s UK** operations implemented an “It Takes a Team” Values-Based Safety program and achieved one year without a recordable injury.

- **Therma-Tru’s Edgerton, Ohio** facility achieved more than 1.6 million hours over 13 years without a lost time incident, due in part to their diligence in removing hazards from the work place and maintaining a strong Values-Based Safety program and safety culture for more than a decade.

- **MasterBrand Cabinets’ Reynosa, Mexico** facility has worked more than 300 days – since the startup of the plant - without a work related injury in Reynosa.

- **Therma-Tru’s Yantai, China** manufacturing facility has operated more than five years without a lost time incident and had one recordable injury in nearly four years. During this time, the team has put in place a Values-Based Safety process with active associate participation.

Celebrating Safety Achievements Throughout Fortune Brands

In addition to highlighting major safety achievements and recognitions, we recognize individual departments, shifts and teams for reaching memorable safety milestones and for their important contributions to creating and maintaining a culture of safety at Fortune Brands. Groups have earned special gear and meals to celebrate their success, and their achievements are promoted organization-wide through the company’s Connect app. Often, teams earning safety awards give back to their local communities by turning their award into a financial donation.
Enriching The Lives Of Our Employees, Customers & Communities

**Culture of Respect**
We strive to provide our associates with opportunity, purpose and reward. Fostering a workplace where associates can thrive is essential to building a winning organization. At Fortune Brands, we work to create an environment that attracts talented people who bring perspectives and experiences from a variety of backgrounds, and that provides systems to help develop leaders.

**Diversity and Inclusion**
Our success depends on a diverse, inclusive and coaching-focused culture. With it comes the ability to better solve business challenges and excite our customers with new products that address their needs.

Diversity and inclusion are an especially important issue in the manufacturing industry, where women are often underrepresented. Representation by women in our offices is at or above benchmarks for manufacturing companies.

**In 2018 women comprised:**
- 38% of our global workforce.
- 41% of our U.S. workforce.
- 24% of our U.S. senior leaders*, well above the EEOC industry benchmark of 15%.

The Global Plumbing Group (GPG) includes Inclusive Leadership training in all of their leadership development programs, and holds lunch & learns that discuss multigenerational workforce, gender in the workplace, and building trust through difficult conversations.

Inclusive Culture Council
In 2019, Fortune Brands launched an organization-wide Inclusive Culture Council with the goal to attract and retain the best talent that represents the diversity of our consumers and communities and allows us to outperform our markets and competitors. The council is sponsored by two members of Fortune Brands’ executive committee and includes associates from each of the businesses. It reports its progress to the Governance and Nominating Committee of Fortune Brands’ Board of Directors. The council will ensure each business division is held accountable to diversity and inclusion goals, and will establish and promote enterprise-wide initiatives that support an inclusive work environment.

See Page 32 on how we support diverse communities.

Women’s Engineering Network
Women’s Engineering Network (WEN) is an internal community to support the professional development and engagement of women engineers within GPG. WEN participants engage in professional development events, and get support to strengthen their professional network. Fostering a culture that supports women engineers strengthens our ability to retain this critical skillset and attract more diverse talent.

*This generally includes positions in the top 3 levels of the organization.*
Developing Skills and Leaders

Our focus is to help our associates be successful in the job they have today, and develop the skills to grow in their career and be ready for tomorrow. We offer relevant and accessible skills training in computer software, project management, communications and more, as well as assistance developing leadership skills, such as coaching and motivating teams. Career development is supported through feedback mechanisms, various tools and resources and encouragement to develop a strong professional network.

Supporting a High-Performance Culture

Fortune Brands supports performance management through effective and more frequent manager and associate one-on-one conversations. These “1:1” discussions aim to align associates’ work with the goals of the department and broader organization; provide two-way, real-time feedback; and review development opportunities for current and future roles.

In 2018 alone, more than 600 supervisors, managers and senior leaders received formal training in coaching skills.

By promoting 1:1s, we’re supporting a high-performance culture, strengthening our employee engagement and helping to retain our top talent.

Front Line Leadership

Recently, Fortune Brands leveraged a best in class Front Line Leader development framework from our GPG division and created an enterprise program. The curriculum is focused on the critical skills needed for success and provides next level development paths through electives. We are training approximately 200 leaders annually with a goal of 600 leaders in the next three years.

Fortune Brands has strict Anti-Harassment and Whistleblower policies to ensure compliance in creating a safe and respectful culture.
Meaningful Benefits

We value our people and offer a total rewards package designed to help associates and their families maintain or improve their physical, emotional and financial health.

Be Healthy: Benefits that support physical health and wellness

We place high priority on providing our associates with quality and competitive health insurance. Our leadership and Human Resource teams work extensively to determine the best strategy to control rising long-term costs while providing quality and competitive health and welfare benefits.

Fortune Brands offers U.S. associates healthcare plans that are competitive in cost and value relative to the market.

Associates on our health care plan are encouraged to take advantage of company-provided services to help them stay healthy, save money and make the most of their benefits. These services include a tool to help with saving money on prescription drugs; a resource for finding healthcare service costs; an employee assistance program; a diabetes management program; tobacco cessation assistance; telemedicine services; and a travel assistance program.

New in 2020, associates and their families enrolled in our health plan will have access to a health advocate service that provides personal assistance in managing their health from finding medical care providers, sorting out a new diagnosis, estimating costs and understanding their benefits. The advocacy program includes specialized services, such as a digital musculoskeletal program, behavioral counseling for weight management and diabetes prevention, and a hypertension management program.

Be Balanced: Programs that support life outside of work

Our associates are encouraged to take their paid time off and create flexible work arrangements that allows them to thrive both in and out of the workplace. Along with paid time off and flexible work arrangements, our businesses offer other work life balance benefits, such as:

- Paid parental leave for new parents.
- Employee assistance program (EAP) that provides free counseling to our associates and their family members.
- Matching gift programs that support causes that are important to our associates.
Enriching The Lives Of Our Employees, Customers & Communities (CONTINUED)

Be Secure: Benefits for financial security, now and in the future

The majority of our associates share in FBHS’s success by participating in a number of programs that include:

- annual incentive plan
- annual profit sharing

Most FBHS associates are eligible to participate in a company-sponsored 401(k) plan and are eligible to receive company matching contributions to their retirement fund. Additionally, our associates have access to personalized retirement planning services, budgeting tools, college savings resources, debt management and other financial education and resources through our 401(k) plan.

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

Be Inspired: Encouraging personal and professional growth

Fortune Brands encourages informal and formal learning to support the unique learning needs of each of our associates. Our salaried associates have access to personalized, online learning resources, facilitator-led classes and leadership development programs. Learn more on page 27. Guidance on one-on-one effective conversations, setting goals, ways to reward and recognize, career development and other personal topics are highlighted through our Connect app.

Sharing in the Company’s Success

The majority of our associates participate in an annual incentive plan, profit sharing or other long-term incentive. Additionally, most FBHS associates are eligible to participate in the company-sponsored 401(k) plan and receive company contributions towards their retirement plan.
Enriching The Lives Of Our Employees, Customers & Communities (CONTINUED)

Strengthening Our Culture With The Connect App

Fortune Brands is a leader in internal communications with the help of our “Connect” mobile phone app, which was launched in Spring 2017. Connect allows us to reach associates — including the traditionally hard-to-reach associates in our manufacturing and distribution centers — with timely, targeted information about their location and the business. Associates appreciate getting information when and where they want, and the added visibility to the broader company enables them to connect their work to our mission.

Through the app, we acknowledge and celebrate safety milestones, as well as post reminders about safety — and cybersafety — practices. We also highlight volunteerism and community partnerships; we recognize team and individual achievements; we encourage associates to take advantage of our many company-sponsored benefits and financial health programs; and share business results and announcements.

As of the summer of 2019:

- More than 5,000 associates, or a quarter of all targeted associates, have Connect.
- 70% of our users are manufacturing or remote workers.

We see many people visiting the app several times a week. We’re able to monitor associates’ engagement with the app and the information we share to better provide what they find most relevant and interesting.

Additionally, the Connect app generates real-time, two-way feedback by allowing associates to voice feedback through comments and polls.

Coming Together During a Crisis

Before, during and after Hurricane Florence hit the Carolinas in 2018, we leveraged the Connect mobile app to communicate with local associates and leadership, and keep the entire Fortune Brands’ team updated. We used the app to check in with associates in the region, send real-time feedback, and to communicate about plant closings, and reduced or optional shifts. We also coordinated a donation drive with the help of the app, raising nearly $60,000 in associate donations toward relief efforts.

Over 5,000 associates using Connect as of Summer 2019.
Community: Supporting Initiatives Close to Home

Fortune Brands has a strong heritage of giving back. Through our Fortunate Giving program, we support organizations in the areas of housing, education, the environment and within our associates’ communities.

The company donated $1.90 million in 2016, $1.96 million in 2017 and $1.4 million in 2018. This is outside of the time and gifts that our associates additionally donate!

Fortune Brands reports community contributions and activities quarterly to select Executive Committee members and yearly to the Nominating & Corporate Governance Committee of the Board of Directors.

Skilled Trades Support

Fortune Brands created a Skilled Trades Scholarship in partnership with City Colleges of Chicago in 2018. The scholarship’s goal is to help create a pipeline of skilled tradesmen and women to address labor shortages in the housing and construction markets, which are critical to Fortune Brands’ success. We hope the students also gain an understanding that careers in the skilled trades tend to offer job security since jobs can’t be outsourced, and the cost and time spent on education is less than traditional college degrees. In 2018, we gave full-tuition awards to 14 students pursuing certifications and degrees in plumbing, construction management, HVAC and more.

Our businesses are also getting increasingly involved in supporting the skilled trades. The Global Plumbing Group has contributed to the Mike Rowe Works Foundation, and Therma-Tru and Master Lock are helping to promote Generation T, created by Lowe’s Home Improvement. Both organizations aim to elevate awareness of skilled trade work and promote vocational jobs as well-paying, rewarding, helpful to society and sustainable.

Conserving Water, Protecting and Restoring Forests

Another initiative close to our hearts is water conservation. From water-saving products to managing water used in our manufacturing process, read pages 10 through 13 to learn more about what we are doing to protect this important natural resource. Additionally, we have partnered with the National Forest Foundation to conserve and restore U.S. forests. Learn more on page 16.
Enriching The Lives Of Our Employees, Customers & Communities (CONTINUED)

Habitat for Humanity

The mission of Habitat for Humanity closely ties to our mission to fulfill the dreams of homeowners and help people feel more secure. We are proud to partner with our local Habitat for Humanity chapters to build and rehab affordable housing for low-income, hard-working Habitat Partner Families by volunteering on construction sites, donating product and offering financial support. Our work with Habitat for Humanity is also a part of our diversity and inclusion efforts to support diverse communities. It also overlaps with our focus in supporting causes in skilled trades.

Fortune Brands and our businesses donated more than half a million dollars in cash and in-kind donations to our Habitat for Humanity chapters from 2016 to 2018.

Employee Volunteerism and Matching Gifts

Giving back is important to our associates as well. Volunteer opportunities and matching gifts are our way to support their interests. All Fortune Brands companies engage in volunteer activities ranging from Habitat for Humanity Build Days to employee giving campaigns and product drives for local organizations they support. Some businesses offer designated volunteer days where associates can make a difference in their community on a work day without using PTO hours. Many locations have associate-led engagement and community groups that direct volunteer efforts to the most meaningful situations.

Matching gift programs are offered in most of our businesses to help our associates increase the impact of their personal giving to qualified, nonprofit organizations, ranging from annual maximum gifts of $100 to $5,000 per associate. Rather than choose from a rigid list of charities, associates are open to give to groups for which they have a passion.

Policy Against Political Contributions

Fortune Brands does not use corporate funds or assets to participate or intervene in any campaign of a candidate for public office, or to influence any political election or referendum. This would include direct contributions and contributions made indirectly through earmarked funds paid to trade associations. If there is any change in this policy in the future, the change will be disclosed in this report.
Governance

Treating people with dignity and respect, executing our mission with honest and ethical operations, and emphasizing teamwork with accountability are vital to the success of our business.
Responsible Approach To Business

Governing with High Standards

We hold ourselves, our contractors and our suppliers to high standards. Our responsible approach to business is interwoven into our daily work, from our accounting practices to our dealings with customers, to our employment practices, to our respect for the environment.

Board of Directors

Our Board of Directors consists of talented, highly-experienced members and is led by an independent non-executive chairperson.

75% of our Board members have CEO experience. 25% of our Board are women.

All members of the Board, other than Fortune Brands’ CEO, are independent under the New York Stock Exchange rules.

With their varied backgrounds, extensive experience and expertise, the Board sets our governance standards. The governance standards the Board has adopted can be viewed in Fortune Brands’ Corporate Governance Principles and committee charters. The Board has also adopted standards for the way we conduct our business, which we communicate in our Code of Business Conduct & Ethics and the Code of Ethics for Senior Financial Officers.

The Board provides counsel and oversees management of Fortune Brands’ businesses, consistent with their duties to shareholders and with the goal of maximizing long-term shareholder value.

- Our Compliance Committee, led by Fortune Brands’ Chief Financial Officer, General Counsel and other senior members of management, oversees compliance with our Code of Business Conduct & Ethics, which includes our anti-corruption and U.S. Foreign Corrupt Practices Act policies. This Compliance Committee reports to the Board of Directors annually regarding these programs, compliance and employee training.

- Senior management provides a semi-annual comprehensive update on EH&S and global citizenship efforts to the Nominating & Corporate Governance Committee, which has responsibility for monitoring the company’s EH&S programs.

- Fortune Brands’ CIO reports on cybersecurity program updates and metrics annually to the Board of Directors, periodically to the Audit Committee of the Board of Directors, as well as on an ongoing basis to the company’s executives.

- Fortune Brands reports community contributions and activities quarterly to executives and annually to the Nominating & Corporate Governance Committee.
A Closer Look At Our Board Committees

The Board and executives are committed to governing the company with integrity and accountability. Take a closer look at the responsibilities of two of our board committees.

- The **Nominating & Corporate Governance Committee** oversees processes and progress in global citizenship initiatives such as EH&S, diversity and community relations.

- The **Audit Committee** oversees the status of whistleblower hotline calls, FCPA training and any FCPA violations. Additionally, the committee monitors compliance with our Code of Ethics for Senior Financial Officers, and oversees our process for managing risk.

Anti-Corruption Compliance Policy

Fortune Brands operates in compliance with all applicable laws, rules, and regulations, including the U.S. Foreign Corrupt Practices Act (FCPA) that prohibits bribes and other improper payments to obtain a business advantage.

Our Anti-Corruption Compliance Policy states that all bribery — including “facilitation payments” — is prohibited. The policy provides guidance for avoiding questionable situations, and highlights the importance of keeping accurate records and appropriate transaction documentation.

Our associates are encouraged to ask for help if they have any concerns related to the FCPA or any other compliance areas. They understand it’s their obligation to report any wrongdoing related to the FCPA. Good-faith reports of actual or suspected violations can be made to Fortune Brands’ legal department or our third-party compliance helpline. All reports of FCPA violation are investigated.
Responsible Approach To Business (CONTINUED)

Ethical Conduct for Associates

Fortune Brands’ business includes global operations. It’s important that we have a common Code of Business Conduct & Ethics to ensure that our conduct is always aligned with our values. The Code applies to our Board of Directors, and to every Fortune Brands employee, at every level and in every location. View our Code of Business Conduct & Ethics.

Compliance Training

Our mandatory compliance program prepares associates to meet the company’s high workplace expectations. The program includes online trainings, new hire on-boarding, special events and policies to educate associates on the importance of understanding company policies and all applicable laws affecting our business. The following topics are included in our compliance program:

- Harassment-free workplaces
- Handling material information appropriately to avoid insider trading
- Avoiding conflicts of interest
- Appropriate use of technology
- Transparent and accurate financial reporting
- Antitrust considerations
- Anti-bribery, and how to work responsibly with third parties
- Safety and environmental trainings

Compliance & Ethics Week

MasterBrand Cabinets, Therma-Tru and Master Lock dedicate a special week to compliance & ethics during which company policies and values are spotlighted. Using contests and giveaways, as well as messages from senior leaders, our businesses affirm our commitment to doing the right thing, every day.

Compliance Helpline

Our associates are trained to seek out guidance if they become involved or aware of a situation that is not clear. They understand the importance of reporting possible wrong-doing and ethical misconduct, and can bring those concerns to their manager, a human resources representative, or the Fortune Brands legal department or Compliance Committee. Associates can also relate concerns through the company’s confidential Compliance Helpline, operated by a third party. Information on how to access the helpline is available on the company’s website and www.FBHScompliance.com, as well as internal communications channels.

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

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

Starting Off Right

Fortune Brands qualifies potential suppliers on the basis of several factors, including quality, reliability and global citizenship.

Auditing Our Suppliers

Fortune Brands’ risk-ranking methods and complementary audit process allow us to focus our time and resources on supplier partnerships that adhere to the same strict standards we set for ourselves.

Supplier Code of Conduct

Our supply chain is a critical element in meeting our commitment to responsible business. We expect all suppliers and contractors to comply with our strict standards for the respect of human rights, workplace safety and protection of the environment in the work they perform and the services they provide, in accordance with our Supplier Code of Conduct.

Lacey Act

Fortune Brands is compliant under the Lacey Act, which prohibits importing, purchasing or acquiring products made from illegally logged woods.

Responsibility Products

Many of our cabinets are certified by the Kitchen Cabinet Manufacturer’s Association’s (KCMA) Environmental Stewardship Program (ESP). The ESP recognizes the use of environmentally responsible materials and processes. In addition, many of our cabinets have achieved ANSI performance standard, which requires cabinets to endure a series of mechanical, chemical and environmental tests to ensure they are capable of providing a long-term satisfactory experience for consumers. MasterBrand Cabinets has been a long-time and active member of the KCMA, with company executives holding positions on the board and many of its standing committees.
Learn more about Fortune Brands and our responsible approach to business with these helpful resources.
Additional Resources

Annual Report:
https://ir.fbhs.com/annual-reports-and-proxies

Code of Business Conduct & Ethics
(English): https://ir.fbhs.com/static-files/f028cea3-3bd2-4aae-8447-e88b50c6517a

Code of Business Conduct & Ethics (multi-language):

Code of Ethics for Senior Financial Officers:
https://ir.fbhs.com/static-files/d791cbb5-c38b-4cf2-9df0-44774d2f0c54

Company Roadmap:

Corporate Governance Principles:
https://ir.fbhs.com/static-files/fc79a7d-8732-4473-a336-833e018c6f9

Environmental, Health & Safety Principles:

FCPA/Anti-Bribery Policy:
https://ir.fbhs.com/static-files/c1abf340-b323-484c-b955-d16930b2a9d

Global Citizenship on FBHS.com:
https://www.fbhs.com/global-citizenship

Governance on FBHS.com:
https://ir.fbhs.com/governing-high-standards

Mergers & Acquisitions History:

Proxy Statement:
https://ir.fbhs.com/annual-reports-and-proxies

Supplier Code of Conduct (English):

Supplier Code of Conduct (multi-languages):
https://www.fbhs.com/global-citizenship/supplier-code-of-conduct

Whistleblower Policy:

Compliance Helpline
for associates & suppliers:
855-212-7613 or
website at
www.FBHScompliance.com
Additional Resources (CONTINUED)

For questions regarding ESG, please contact investorrelations@fbhs.com.

Related Videos:

- Fortune Brands' Leadership Talks about the Importance of Safety
- Your Role in Creating a Cyber Aware Culture
- A Strong Cyber Secure Culture
- Fortune Brands Encourages Leadership at Every Level
- Tips for Owning Your Career Development at Fortune Brands
- Connect App Unifies Fortune Brands' Culture