

We are providing this environmental, social and governance (ESG) data sheet to help investors and ESG raters evaluate Fortune Brands' ESG performance. For more information on our ESG initiatives, management approaches and other ESG reporting materials, please visit [FBHS.com/Corporate-Responsibility](https://www.fbhs.com/Corporate-Responsibility).

Environment

Metrics from acquired businesses are generally included for the year in which the acquisition took place. Fiberon environmental data starts in 2018, the year it was acquired, and accounts for much of the increased energy usage and water withdrawal. LARSON, acquired late December 2020, is not included.

U.S. Energy Usage

Metric	2016	2017	2018	2019	2020
Scope 1 – Raw CO ₂ from Energy Used (In metric tons of CO ₂)	53,745	50,411	66,590	64,780	59,931
Scope 2 – Raw CO ₂ from Energy Used (In metric tons of CO ₂)	214,120	207,851	255,094	261,751	263,886
Total Scope – Raw CO ₂ from Energy Used (In metric tons of CO ₂)	267,865	258,262	321,684	326,531	323,817
CO ₂ Intensity from Energy Used (In metric tons of CO ₂ / Unit net U.S. sales (x10-5))	6.29	5.75	6.98	6.77	6.36
Total Energy (In million GJ)	2.11	2.06	2.61	2.62	2.54
Electricity (In million kWh)	288	294	351	370	373
Natural Gas (In million thm)	10.14	9.51	11.90	12.24	11.33 ^a
Renewable Energy Usage	We are exploring adding renewable energy sources to our energy mix.				0%

^a 2020 natural gas reduction can be attributed to a small number of operational pauses related to COVID-19, and is in contrast to the increased 2019 natural gas usage, due to extremely cold winter temperatures.

U.S. Water

Metric	2016	2017	2018	2019	2020
Total Water Withdrawn (In million gallons)	193	213	263	235	194 ^b
Water Use Intensity (In gallons/ Unit net U.S. sales)	0.039	0.040	0.057	0.049	0.038

^b The reduction in water withdrawn for 2020 is mainly attributable to updated equipment and processes, and operational changes in key locations.

U.S. Waste

Metric	2018	2019	2020
Waste Intensity (In U.S. tons / Unit net U.S. sales (X10-5))	3.45	3.37	3.16
Landfill & Incinerated Vs. Diverted Through Recycling (In thousand tons)			
Recycling	107.0	106.0	113.0
Landfill	52.0	52.0	56.0
Hazardous Waste	N/A	2.5	3.0
Total Waste Generated (In thousand tons)	159.0	160.5	172.0

Environmental Policies

[Environmental Health & Safety Principles](#)

Social

Safety

TRIR and LTR include all global full-time employees, temporary workers and contractors under our direct supervision, and is calculated per 100 employees. Metrics from acquired businesses are generally included for the year in which the acquisition took place. Fiberon associates are included starting in 2018. LARSON, acquired in December 2020, is not included.

Metric	2016	2017	2018	2019	2020	Industry Average ^a
For Total Organization:						
Total Recordable Incident Rate (TRIR)	1.80	1.40	1.23	1.20	1.20	-
Lost-Time Rate (LTR)	0.40	0.39	0.41	0.40	0.40	-
Total Number of Work-Related Fatalities	0	1	0	0	0	-
By Segment:						
Total Recordable Incident Rate (TRIR)						
Plumbing	0.90	1.0	0.80	0.80	0.70	3.3
Outdoors & Security	1.79	1.73	1.92	1.80	1.41	-
Cabinets	2.0	1.50	1.50	1.10	1.30	4.2

We strive for zero safety incidents

^a Source: [U.S. Bureau of Labor Statistics](https://www.bls.gov) most recently available data for industry averages. We are showing industry average data for Plumbing (Plumbing benchmark: NAICS 332913 plumbing fixture fitting and trim manufacturing) and Cabinets (Cabinets benchmark: NAICS 337110 household and institutional furniture and kitchen cabinet manufacturing) because we believe these provide helpful information regarding our safety performance. Meaningfully comparable industry average data for our Outdoors & Security segment is not available.

Safety Policies

[Environmental Health & Safety Principles](#)

Global Workforce

Metric	2019	%	2020 ^a	%
Total Global Workforce	25,650		26,138	
Job Type				
Production Hourly	19,647	77%	20,064	77%
Salaried ^b	6,003	23%	6,074	23%
People Managers	2,066	8%	2,030	8%
Senior Leaders	218	1%	220	1%
Production Hourly				
Men	11,903	61%	12,514	62%
Women	7,744	39%	7,550	38%
Salaried ^b				
Men	3,820	64%	3,600	59%
Women	2,183	36%	2,474	41%
People Managers				
Men	1,486	72%	1,473	73%
Women	580	28%	557	27%
Senior Leaders				
Men	157	72%	168	76%
Women	61	28%	52	24%

^a LARSON, acquired late December 2020, is not included in the above workforce metrics. Including LARSON associates, Fortune Brands' total number of associates is approximately 27,500.

^b Salaried population includes people managers and senior leaders.

U.S. Workforce

Metric	2019	%	2020 ^a	%
U.S. Workforce	15,228		16,222	
Job Type				
Production Hourly	11,719	77%	12,396	76%
Salaried ^b	3,509	23%	3,826	24%
People Managers	1,492	10%	1,414	9%
Senior Leaders	184	1%	194	1%
Production Hourly	11,719		12,396	
Men	6,672	57%	7,271	59%
Women	5,047	43%	5,125	41%
Salaried ^b	3,509		3,826	
Men	2,196	63%	2,192	57%
Women	1,313	37%	1,634	43%
People Managers	1,492		1,414	
Men	1,067	72%	1,026	73%
Women	425	28%	388	27%
Senior Leaders	184		194	
Men	130	71%	145	75%
Women	54	29%	49	25%
People of Color				
Production Hourly	4,235	36%	5,000	40%
Salaried ^b	496	14%	576	15%
People Managers	206	14%	206	15%
Senior Leaders	21	11%	20	10%

We exceed U.S. EEO-1 industry benchmarks for U.S. women representation. We have key metrics for expanding our representation of women leaders, in addition to having key enterprise-wide targets to increase representation of people of color in our U.S. senior leader and professional positions.

^a LARSON, acquired late December 2020, is not included in the above workforce metrics. Including LARSON associates, Fortune Brands' total number of U.S. associates is approximately 17,600.

^b Salaried population includes people managers and senior leaders.

Company Donations

Metric	2016	2017	2018	2019	2020
Cash and In-kind Donations (In millions)	\$1.90	\$1.96	\$1.45	\$1.46	\$1.16

Related Programs

Matching gift program offered in most of our business

Governance

Governing with High Standards

Related Policies and Documents

- [Anti-Bribery \(FCPA\) Policy](#)
- [Code of Business Conduct and Ethics \(English and Multi-Language\)](#)
- [Code of Ethics for Senior Financial Officers](#)
- [Corporate Governance Principals](#)
- [Human Rights Policy](#)
- [Supplier Code of Conduct \(English and Multi-Language\)](#)
- [Whistleblower Policy](#)

Board of Directors

Metric	2019 ^a	2020 ^a	2021 ^a
Total Number of Directors	9	9	10
Number of Independent Directors	8	7	9
Number of Female Directors	2	2	2
Number of Ethnically/Racially Diverse Directors	0	0	2

^a Board of Directors data is as of the date of filing of the Company's definitive proxy statements filed with the Securities and Exchange Commission in 2019, 2020 and 2021.

Political Contributions

Metric	2016	2017	2018	2019	2020
Political contributions	\$0	\$0	\$0	\$0	\$0

Related Policies

- [Policy Against Political Contributions](#)

Economic

Earnings per share, operating income and EBITDA are presented on a before charges/gains basis. Reconciliations of non-GAAP measures can be found in the 2020 Annual Report on pages 78-85. The financial results of LARSON were included in the Company's consolidated balance sheet as of December 31, 2020. Net sales, operating income and cash flows for LARSON from the date of acquisition to December 31, 2020, were not material to the Company.

Financial

Metric	2016	2017	2018	2019	2020
Net Sales (In billions)	\$5.00	\$5.30	\$5.50	\$5.80	\$6.10
Operating Income (In millions)	\$658	\$725	\$705	\$764	\$857
Earnings Per Share (Dollars)	\$2.75	\$3.08	\$3.34	\$3.60	\$4.19
EBITDA (In millions)	\$777	\$855	\$868	\$920	\$1,018

Capital

Metric	2016	2017	2018	2019	2020
Cash (In millions)	\$252	\$323	\$263	\$388	\$419
Debt (In millions)	\$1,431	\$1,508	\$2,334	\$2,184	\$2,572
Debt-to-Capital	38%	37%	52%	47%	48%
Market Capitalization (In billions)	\$8.2	\$10.4	\$5.3	\$9.1	\$11.9