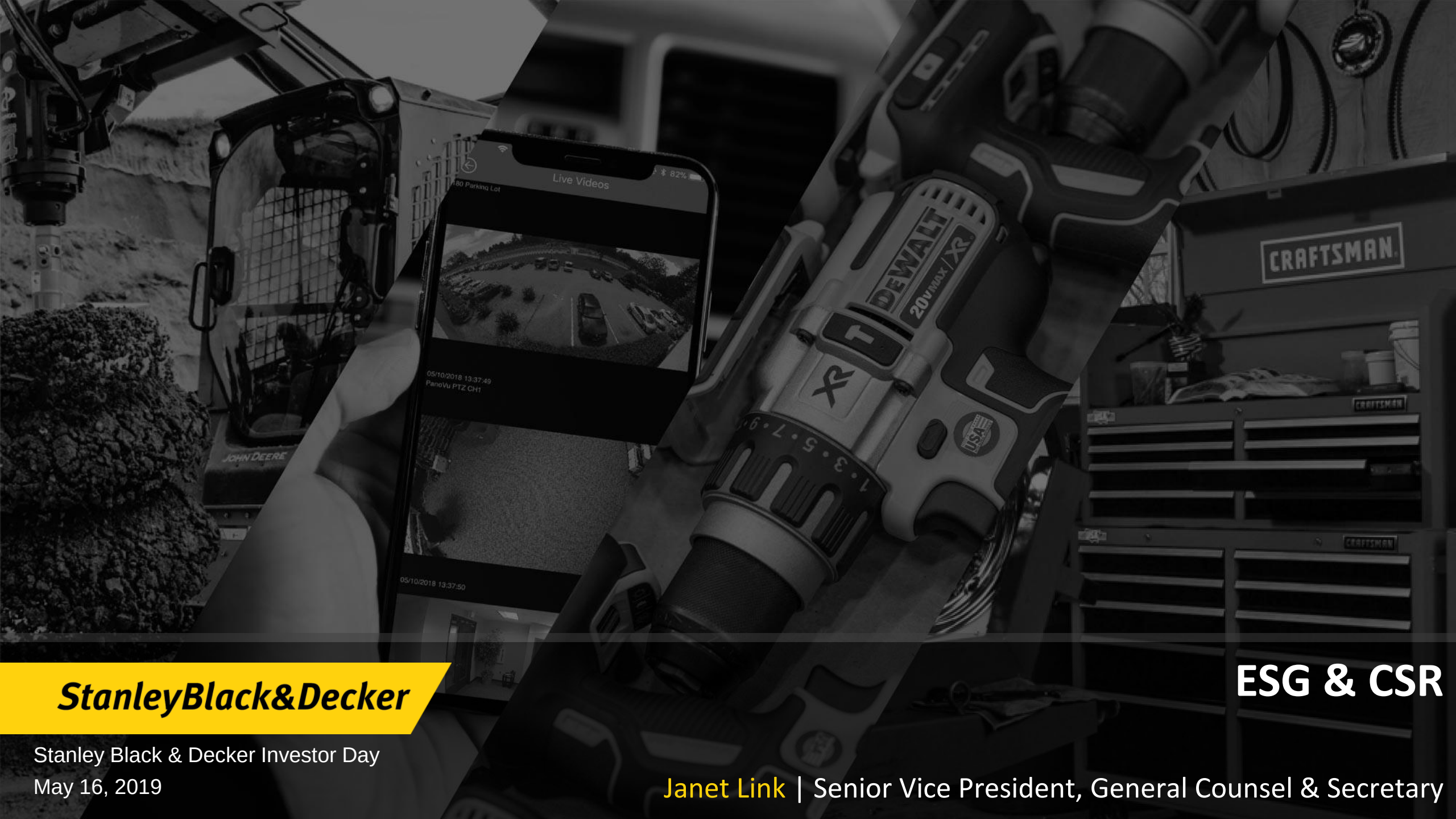




**StanleyBlack&Decker**

Stanley Black & Decker Investor Day  
May 16, 2019

**ESG & CSR**

**Janet Link** | Senior Vice President, General Counsel & Secretary

# Our 2030 CSR Strategy

*Inspiring Makers And Innovators To Create A More Sustainable World...*



## EMPOWER MAKERS

Enable **10 Million** Creators And Makers To Thrive In A Changing World



## INNOVATE WITH PURPOSE

Innovate Our Products To Enhance The Lives Of **500 Million** People And Improve Environmental Impacts



## CREATE A MORE SUSTAINABLE WORLD

**Positively Impact** The Environment Through Our Operations

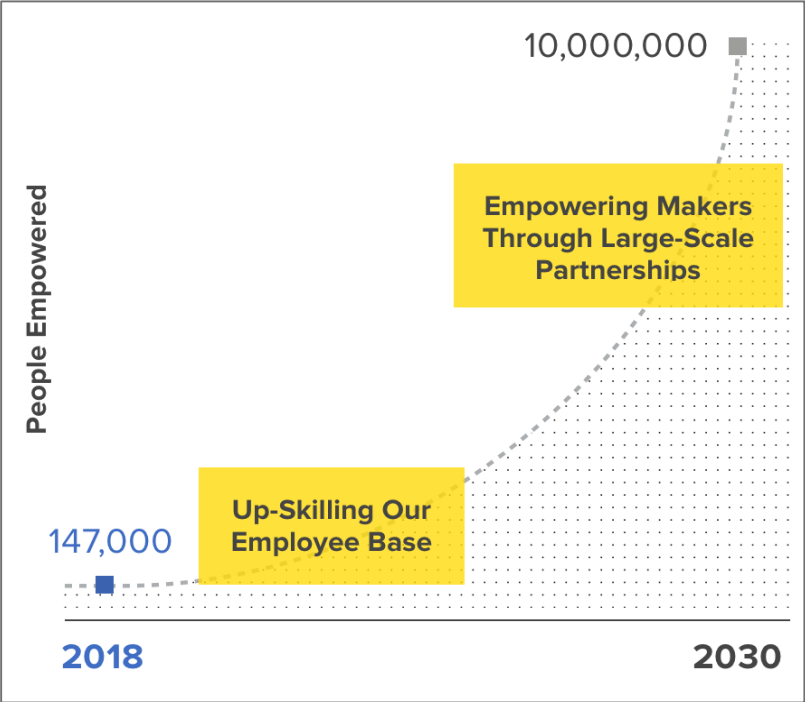
*...A Robust CSR Strategy Delivering On Our Purpose – “For Those Who Make The World”*



# CSR Action Plan – Empower Makers



## Empower Makers



## Actions To 2030 Goal

### Employee Career Mobility

*Prepare Employees For Career Mobility Relevant For Industry 4.0 By Supporting Their Upskilling & Repurposing*



### STEAM Education

*Enable People To Access STEAM Education & Training To Improve Livelihoods And Help Support The Workforce Of Tomorrow*



### Vocational And Trade Skills

*Help People Develop Cutting-Edge Vocational And Trade Skills*



### Makerspace Training

*Enrich The Education, Creativity And Hands-On Job Experience Of People Through Makerspaces Around The World*

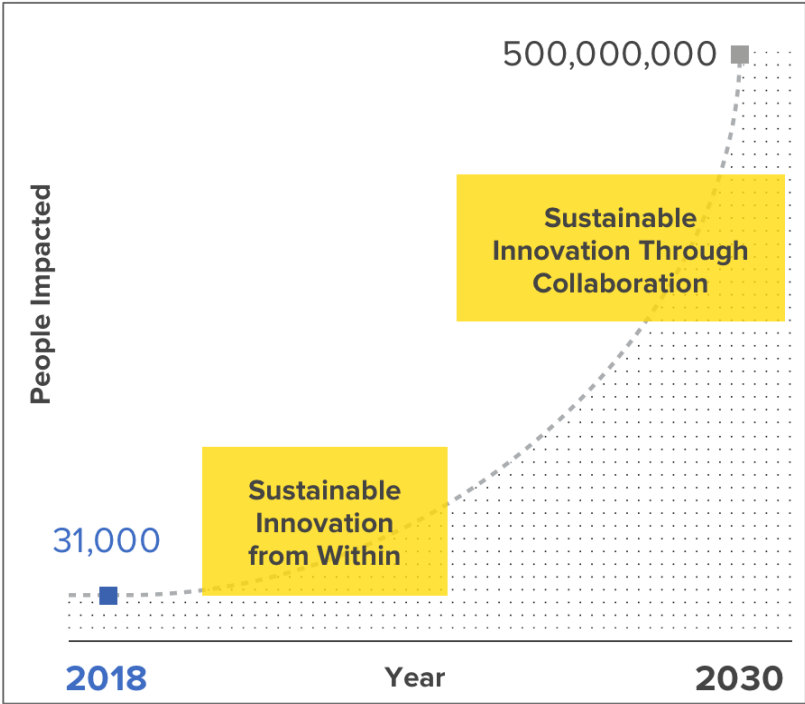


**Enable 10 Million Creators And Makers To Thrive In A Changing World**

# CSR Action Plan – Innovate With Purpose



Innovate With Purpose



Actions To 2030 Goal

### Addressing Unmet Societal Needs

Deliver “Innovation With Purpose” Projects, Which Address Unmet Societal Needs, Improve The Lives Of 500 Million People, & Contribute 10% Of Stanley Black & Decker Revenue



Global Battery Alliance

### Circular Design

Design Products For Circularity Across Material Selection, Use And End-of-life Considerations



### Sustainable Supply Chain

Source RM, FG, Components & Services From Suppliers Meeting Environmental & Social Sustainability Criteria; Reduce Supply Chain Emissions By 35% By 2030, Based On A 2017 Baseline. Complete CDP Supply Chain Climate Change Assessments For 80% Of Our Supplier Spend By 2020

### New Business Models

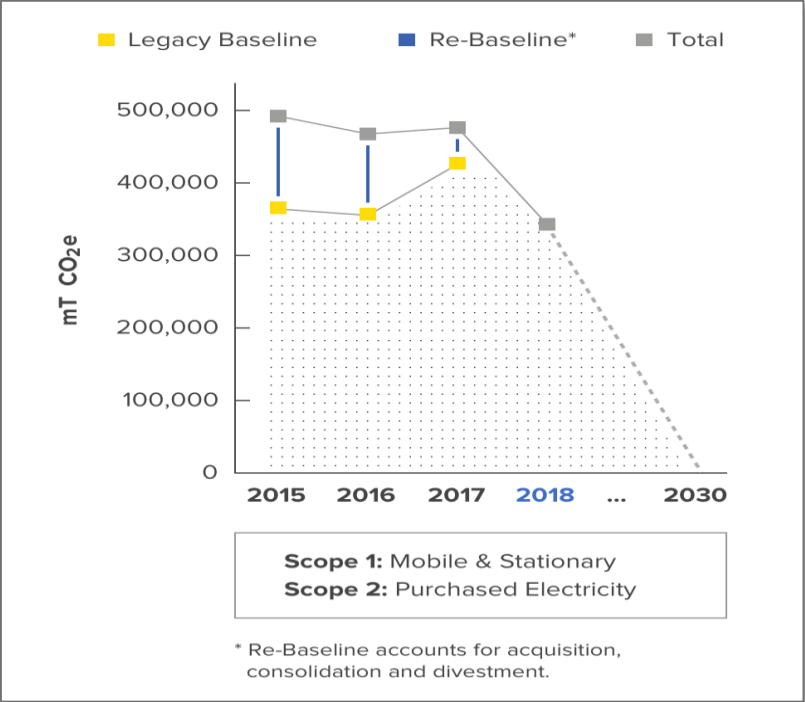
Decouple Revenue From Resource Use By Increasing the Share Of Revenue From Services Versus Products

Innovate Our Products To Enhance The Lives Of 500 Million People By 2030

# CSR Action Plan – Create A More Sustainable World



## Create A More Sustainable World



## Actions To 2030 Goal

### Carbon Positive Operations

*By 2030, We Plan To Be Carbon Positive In Our Operations On A Global Basis, Meaning Our Carbon Capture Is Greater Than Carbon Emissions*



### Sustainable Water Use

*We Are Mapping Water Risks & Setting Context-Based Targets That Address Site-Specific Concerns In Each River Basin — Important Given That Water Availability & Risks Are Highly Localized*



WORLD  
RESOURCES  
INSTITUTE

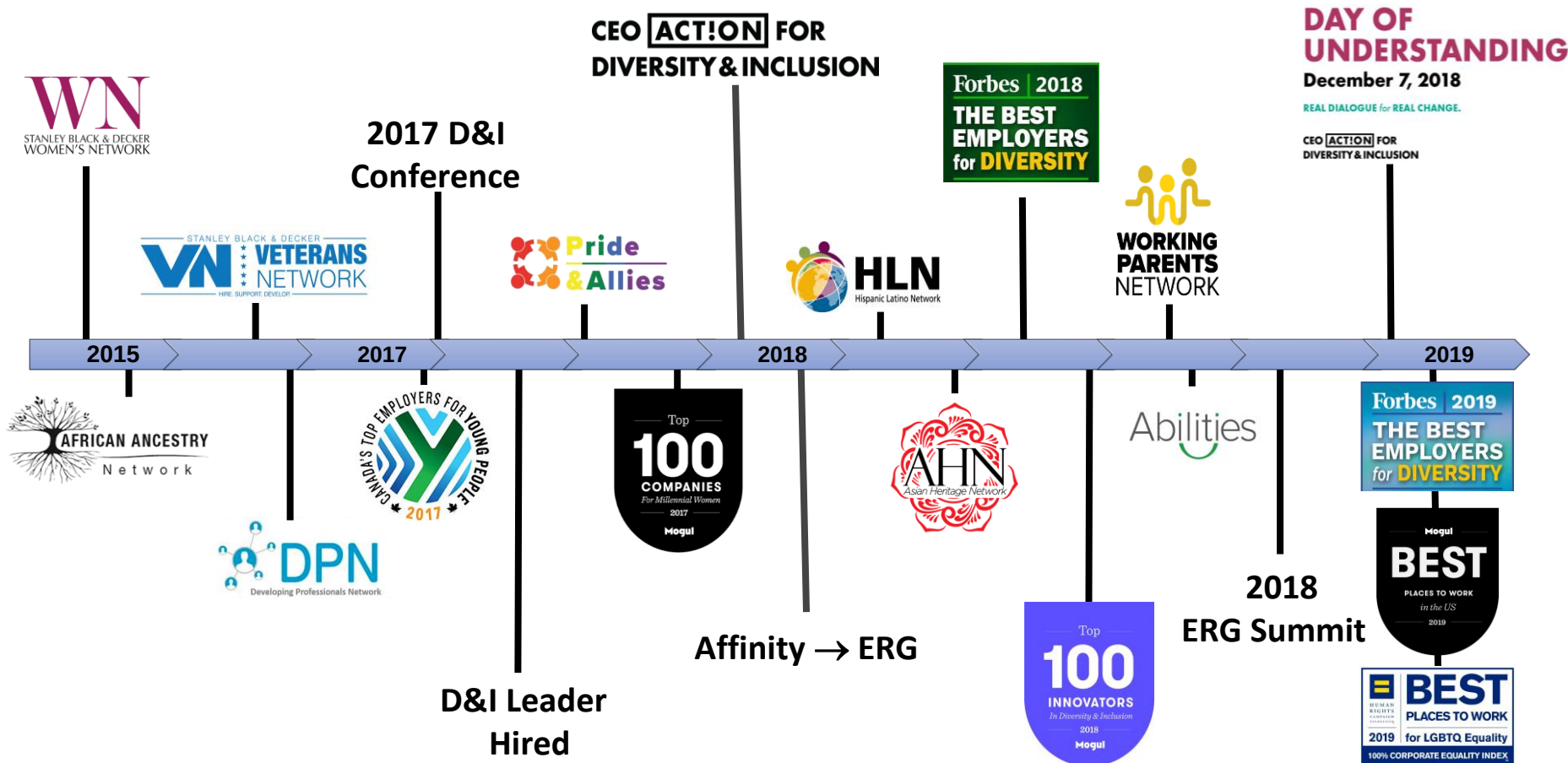
### Zero Waste Landfill

*We Continue To Work Towards Achieving ZWTL, Across Our Operations. This Goal Applies To Our Daily Direct Operations\*. We Encourage Reuse & Recycling In All Instances*

*\*One-Off Construction & Other Events May Be Excluded*

**Carbon Positive Across Our Operations By 2030**

# Our Diversity & Inclusion Journey



## D&I Actions

### 2017

- ✓ Flexible Work (GEM/EU)
- ✓ Human Rights Road Map

### 2018

- ✓ 9 ERGS | 30+ Global Chapters
- ✓ Approaching ~13K Global ERG Participants
- ✓ 250+ Events & Programs

*74% Of Events Focused On Culture & Community*

- ✓ Paid Parental Leave (US)
- ✓ Transition Guidelines

### 2019

- ✓ Flexible Work (US)

**Working Toward A More Inclusive World Through An Engaged & Collaborative Workforce**

# Diversity & Inclusion Strategy – Employee Resource Groups



## Community

*Building Relationships  
That Support Our  
Corporate CSR Strategy.*



## Culture

*Inclusiveness Is A Reflex,  
Not An Initiative...  
Employees Bring Their  
Whole Selves To Work.*



## Career

*Empowered To Pursue  
Career Advancement And  
Have Access To Resources.*



## Commerce

*Connected To And  
Supporting 22/22 Vision.*



***Diversity & Engagement Key Components To Maximizing Organizational Performance***



# Corporate Governance

## *Management Incentives Support Our Long-Term Objectives*

Annual Incentives On  
Performance Against:

EPS | Cash Flow Multiple | Organic Sales  
Growth

Long-Term Incentives On Pre-Established  
Performance Goals On:

CFROI | EPS | Relative TSR

## *Governance Features*

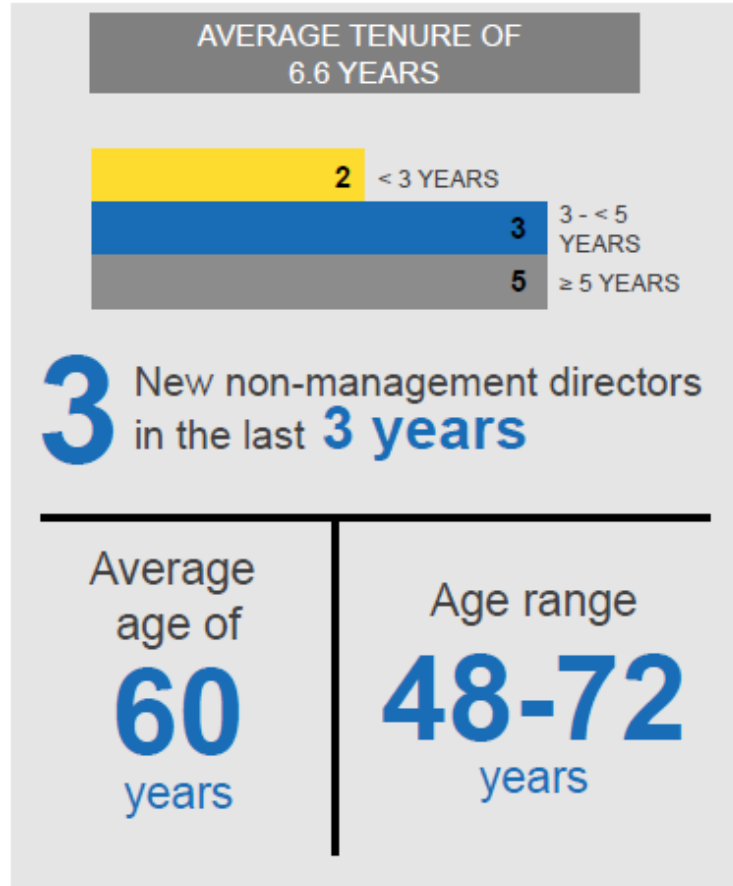
- ✓ Independent Chairman
- ✓ Proxy Access
- ✓ Annual Say-On-Pay Vote
- ✓ Recoupment Policy Relating To Unearned Management Compensation
- ✓ Robust Stock Ownership Guidelines For Directors And Management

*Corporate Governance Policies That Align The Interests Of Management With Shareholders*



# Board Constructed To Advance Company Strategy

## Board Refreshment And Tenure



## Board Composition

- Committed To Maintaining A Diverse And Well-Rounded Board
- Expertise And Skills Tailored To Strategy And Key Issues – M&A, Portfolio And Balance Sheet Optimization, Trade Policy
- Qualifications And Experience To Provide A Fresh, Holistic Approach To The Business Model
- Knowledge, Experience And Skills In At Least One Specialty Area
- Integrity And Demonstrated High Ethical Standards
- Demonstrated Ability To Express Opinions, Raise Difficult Questions And Make Informed, Independent Judgments

**Board Construction & Diversity Support Advancement Of Company Strategy**

# Summary

**A Robust 2030 CSR Strategy Delivers On Our Purpose  
“For Those Who Make The World”**

**Our Diversity & Inclusion Commitment Supports An Engaged  
& Collaborative Workforce**

**Board Composition And Governance Aligned With Long-Term Strategy  
& Objectives**



**State Street Global  
Advisors Gender  
Diversity Index**



***Our Commitment To Strong Governance And A Culture Of Social Responsibility  
Underpins Our Purpose-Driven Performance***



*StanleyBlack&Decker*

**THANK YOU**