



MASCO

**CORPORATE  
SUSTAINABILITY  
REPORT**

**2017**





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MASCO





**KEITH ALLMAN**  
President and CEO

# EXECUTIVE MESSAGE

## TO OUR STAKEHOLDERS

2017 was a banner year for Masco Corporation in many ways. Advancements within our sustainability program—specifically in innovation, business partnerships, and data management—were key components to our success.

On the innovation front, our commitment to the development of new products continued to sustain our leadership in the industries in which we do business. In 2017, approximately 25 percent of our sales resulted from product innovations we introduced throughout the prior three years. We also received over 1,100 patents and trademarks and applied for over 900 more. In our Sustainability Report last year, I highlighted the groundbreaking work our Sustainability Steering Committee (SSC) did to develop a maturity model to further embed sustainability in our innovations and operations. In 2017, we continued to receive recognition for our accomplishments and build on that foundation: Hansgrohe received the Kitchen Innovation of the Year Award from Initiative LifeCare and Delta Faucet Company received the WaterSense® Sustained Excellence Award from the U.S. Environmental Protection Agency for the third consecutive year.

We also continued in 2017 to invest in partnerships that will contribute to the sustainability of our growth. Within our Plumbing platform, Watkins Manufacturing used Kaizen to develop a method to rapidly implement best practices across its dealer network, which strengthened dealer partnerships and enhanced shared benefits. Behr, part of our Decorative Architectural segment, partnered with The Home Depot to heighten in-store service through a collaborative “win with engagement” campaign to better serve the do-it-yourself (DIY) shopper. Masco Cabinetry entered into a new partnership with Menard, Inc. for the sale of its Cardell® cabinetry line starting in 2018. And, we continued to team with our sustainability strategy and technology partner, Green Diamond, to enable and advance our program.

To optimize data management, we implemented a global sustainability intelligence platform in 2017, becoming the first company to implement a business intelligence-based platform originally certified by the Sustainability Accounting Standards Board. With it, we can now better integrate and analyze data and the inter-relationships between the environmental, health, safety, sales, finance, HR, supply chain, legal, and innovation efforts across our enterprise. In turn, we can also better meet our external corporate reporting needs, from disclosures to CDP for carbon, water and forestry to raters like Morgan Stanley, Glass Lewis and S&P Global. This platform also helped us evolve our analytics. For instance, we used it in an exercise we piloted to relate our internal supply chain data to Bloomberg’s external market and ESG data, and we now have a repeatable method for exploring additional potential risks and opportunities visible only when the data sets are combined. As a result of our advances, the National Association of Environmental Managers invited Masco’s SSC Chair to guide other sustainability leaders and executives by presenting Masco’s sustainability intelligence journey at its annual EHS & Sustainability Software conference.

While these achievements are the hallmarks of our success with sustainability in 2017, you can read about many more in this report. Our executive team, SCC and employees have made substantial progress sustaining our future, and I look forward to sharing more of our plans and accomplishments with you in the months and years ahead.

**Keith Allman**  
President and Chief Executive Officer

# CORPORATE

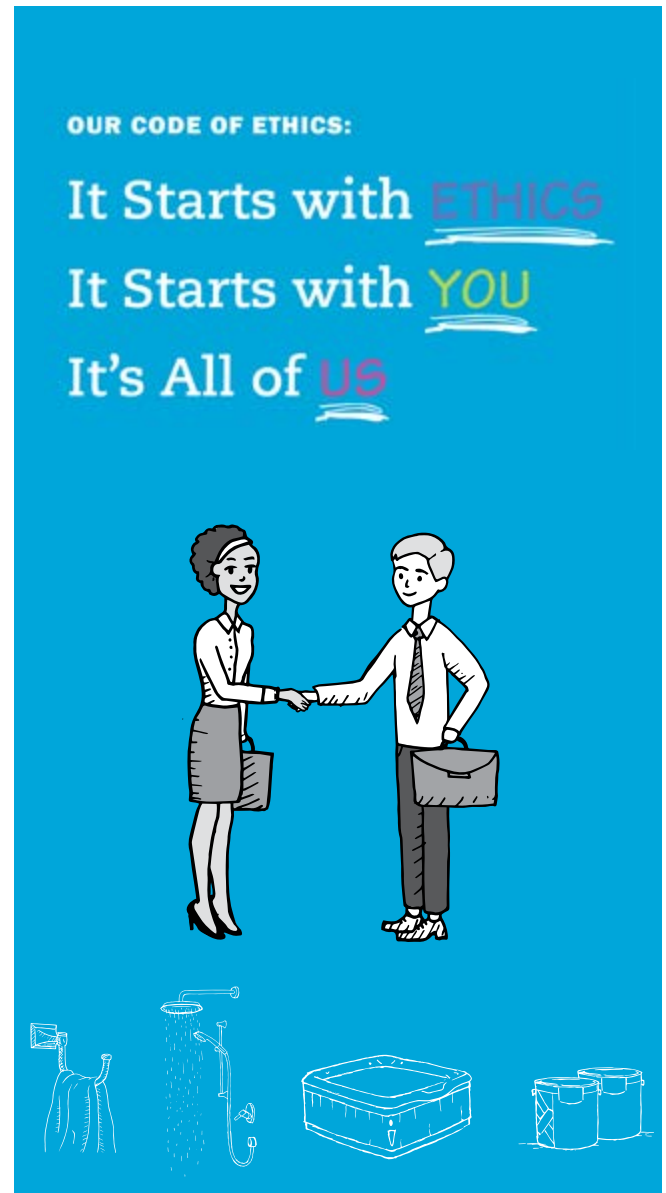
## ETHICS AND INTEGRITY

Maintaining the highest standard of ethics in the conduct of our business is our corporate policy and is the foundation of our company's culture. We have built a strong reputation for ethical business practices, and this reputation is one of our most valued assets.

### OUR CODE OF ETHICS:

Masco's Ethics and Compliance Program consists of a number of elements designed to help our employees, officers and directors understand, implement and consistently reinforce our commitment to ethical business practices. Our program includes the Masco Code of Ethics, the Masco Ethics Hotline, ethics training and employee certification of compliance with our Code of Ethics. The Code of Ethics requires that all Masco employees, officers and directors comply with our company policies and procedures and follow the laws that apply to where we do business. We have policies that address bribery and corruption, antitrust, conflicts of interest, health and safety, financial reporting, insider trading, data privacy, discrimination, and other areas of concern.

We communicate our program through multiple channels, and our Code of Ethics, policies and training materials are translated into multiple languages. Our employees are encouraged to report activity they believe to be illegal or unethical. We will not retaliate against anyone who makes a good faith report about a violation of the Code or other illegal or unethical conduct. Our Code of Ethics is available on our website at [www.masco.com/about/corporate-governance/](http://www.masco.com/about/corporate-governance/).





## GOVERNANCE

### STRUCTURE

The standing committees of our Board are the Audit Committee, the Organization and Compensation Committee, and the Corporate Governance and Nominating Committee, and each functions pursuant to a written charter adopted by our Board. The membership of these three committees qualifies under the independence and experience requirements applicable to the Company, including requirements of the New York Stock Exchange. Subject to any changes that our Board may make from time to time:

#### **Our Audit Committee's responsibilities include assisting our Board in its oversight of:**

- the integrity of our financial statements;
- the effectiveness of our internal controls over financial reporting;
- the qualifications, independence and performance of our independent auditors;
- the performance of our internal audit function; and
- our compliance with legal and regulatory requirements, including our employees' compliance with our Code of Ethics.

Additionally, our Audit Committee reviews and discusses with management certain financial and non-financial risks.

#### **Our Organization and Compensation Committee is responsible for:**

- determining the compensation paid to our executive officers;
- evaluating the performance of our senior executives;
- determining and administering restricted stock awards and options granted under our stock incentive plan;
- administering our annual and long-term performance compensation programs; and
- reviewing our management succession plan, including periodically reviewing our CEO's evaluation and recommendation of potential successors.

In addition, our Organization and Compensation Committee evaluates risks arising from our compensation policies and practices. Our executive officers and other members of management report to the Organization and Compensation Committee on executive compensation programs at our business units to assess whether these programs or practices expose us to excessive risk.

#### **Our Corporate Governance and Nominating Committee is responsible for:**

- advising our Board on the governance structure and conduct of our Board;
- developing and recommending to our Board appropriate corporate governance guidelines and policies;
- Board succession planning, including reviewing our Board's structure and composition and the tenure of our directors;
- identifying and recommending qualified individuals for nomination and re-nomination to our Board;
- recommending directors for appointment and re-appointment to Board committees; and
- reviewing and recommending to the Board our director compensation.

For additional details regarding Masco's governance structure, go to [www.masco.com/about/corporate-governance/](http://www.masco.com/about/corporate-governance/).

## PRECAUTIONARY PRINCIPLE

Masco has a formal Enterprise Risk Management (ERM) process to anticipate and manage corporate risk and, where possible, to convert potential risks into business opportunities. This process is supported by risk mitigation activities with ownership and action plans, allowing us to better manage potential risks. Our Board performs an annual review and discussion of a comprehensive analysis prepared by management on material risks facing the Company and related mitigating activities. Our Audit Committee is responsible for reviewing policies related to risk, but it is the responsibility of the Chief Executive Officer and senior management to determine the appropriate level of risk.

## DATA PROTECTION

Masco Corporation and all its business units have long been committed to privacy and security, for our own information and for the information we process for our customers. Masco is in compliance with applicable current international Data Protection legal requirements, including the new EU General Data Protection Regulations (GDPR). Masco business units have conducted analyses of their data privacy processes and set-ups. Masco continuously monitors its responsibility for Data Protection Compliance.

## ENDORSEMENTS

Masco participates in and, in some cases has assisted in the development of, several major external charters and initiatives, including:

- WaterSense®, ENERGY STAR®, and other voluntary EPA initiatives
- ISO 14001
- OHSAS 18001
- Carbon Disclosure Project (CDP)
- Global Reporting Initiative (GRI)
- Sustainability Accounting Standards Board (SASB)
- United Nations Sustainable Development Goals (UNSDG)
- Standards for sustainable forestry practices, such as the Forest Stewardship Council (FSC) and Sustainable Forestry Initiative (SFI)
- 2014/95/EU EU Directive on Non-Financial Reporting (EUNFR)



## PROFILE

### ORGANIZATION

Headquartered in Livonia, Michigan, Masco Corporation is a publicly-traded company incorporated in the state of Delaware. Our common stock is traded on the New York Stock Exchange (NYSE) under the symbol MAS.

Masco Corporation is headquartered in the U.S., with a facility in Luxembourg that serves as a headquarters for most of our foreign operations. Some of our business units operate from locations in other countries. For example, Hansgrohe and HÜppe operate business unit headquarters in Germany. The UK Windows Group and The Bristan Group both operate business unit headquarters in the United Kingdom.

### BRANDS, PRODUCTS, AND MARKETS

Masco Corporation is a global leader in the design, manufacture and distribution of branded home improvement and building products. These products are sold for repair and remodeling activity and new home construction through home center retailers, mass merchants, hardware stores, homebuilders, wholesalers, dealers, distributors, e-commerce and other outlets for contractors and direct to the consumer.

In 2017, our portfolio of industry-leading brands included Behr® paint; Delta® and Hansgrohe® faucets, bath and shower fixtures; KraftMaid® and Merillat® cabinets; Milgard® windows and doors; and HotSpring® spas.



**Plumbing Products:** We are a leader in manufactured plumbing products, with access to broad distribution channels worldwide. Through our premier brands, we offer an array of products, including faucets, plumbing fittings and valves, showerheads and handheld showers, bathtubs and shower enclosures, toilets, spas, exercise pools and systems, and water handling systems.

**2017 net sales: \$3.7 billion; 49 percent of total net sales**





**Decorative Architectural Products:** We are one of the largest suppliers of architectural paint and exterior wood care products to the United States and Canadian do-it-yourself channel. This segment also includes glass shower doors, shower accessories, cabinet, door and window hardware and functional hardware.

**2017 net sales: \$2.2 billion; 29% of total net sales**

**LIBERTY HARDWARE**  
MANUFACTURING CORPORATION

**BEHR** | **KILZ**



**Cabinetry Products:** We are one of the largest manufacturers of kitchen and bath cabinetry in the United States. This segment includes assembled cabinetry for kitchen, bath, storage, home office and home entertainment applications.

**2017 net sales: \$0.9 billion; 12% of total net sales**

**cardell**  
CABINETS

**KraftMaid**  
KITCHENS FOR THE REAL LIVING ROOM

**M**  
MERILLAT CABINETS

**QUALITY**  
CABINETS



**Windows and Other Specialty Products:** We are one of the leading manufacturers of vinyl and fiberglass windows in the western United States. This segment includes windows, window frame components and patio doors, both in the United States and the United Kingdom.

**2017 net sales: \$0.8 billion; 10% of total net sales**

**MASCO**  
**UK WindowGroup**

**Milgard**  
WINDOWS & DOORS

**Duraflex**

## SIGNIFICANT CHANGES

During 2017, we acquired the assets of Mercury Plastics, Inc., a U.S. plastics processor and manufacturer of water handling systems, in our Plumbing Products segment. We also divested Arrow Fastener Co., LLC, our U.S. fastener and tool business, and Moores Furniture Group Limited, our U.K. manufacturer of kitchen and bathroom furniture business.



## SCALE

### OPERATIONS

In 2017, we operated over 100 manufacturing and warehouse/distribution properties worldwide. We had significant operations in:

• United States • Germany • Canada • China • Mexico • United Kingdom

Most of our North American facilities (48 manufacturing properties and 25 warehouses and distribution properties) ranged from single warehouse buildings to complex manufacturing facilities. Most of our international facilities (20 manufacturing properties and 20 warehouse and distribution properties) are located in China, Germany and the United Kingdom.


We lease our corporate headquarters in Livonia, Michigan, and we own a building in Taylor, Michigan that is used by our Masco Technical Services (research and development) department. We continue to lease an office facility in Luxembourg, which serves as a headquarters for most of our foreign operations.

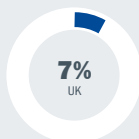
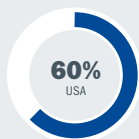


**68**  
MANUFACTURING  
PROPERTIES



**45**  
WAREHOUSES AND  
DISTRIBUTION  
PROPERTIES

 **26,000 EMPLOYEES**



### WORKFORCE

In 2017, Masco employed approximately 26,000 employees in 42 countries. Of these employees, approximately 60 percent worked in the United States, approximately 12 percent worked in Germany, and approximately 7 percent worked in the United Kingdom.

### COLLECTIVE BARGAINING

In 2017, less than one percent of our workforce in the U.S. was covered by a collective bargaining agreement. Outside of the U.S., that number is higher. In Germany, approximately 79 percent of employees are covered by a collective bargaining agreement. In the United Kingdom, that number is approximately 3 percent.

## SUPPLY CHAIN

We partner with a global supply base to manufacture and distribute products to our customers and channel partners. Our more than 26,000 global suppliers provide us with raw materials, components, sub-assemblies, manufacturing services, finished goods, and indirect goods and services. Many of the suppliers upon whom we rely are located in foreign countries. The differences in business practices, shipping and delivery requirements, and laws and regulations have increased the complexity of our supply chain logistics and the potential for interruptions in our production scheduling. Therefore, we have continued to seek and realize supply chain efficiencies through strategic sourcing. We also have agreements with certain significant suppliers to help ensure continued availability.

## MEMBERSHIPS

In 2017, Masco was involved with various associations and national or international advocacy organizations, whether through memberships, governance, participation in projects or committees, funding beyond routine dues, or other strategic forms of involvement. These memberships include:

### U.S. AND INTERNATIONAL

- AliaRSE (promoting Mexican business ethics and environmental responsibility)
- American Alliance for Water Efficiency
- American Chemical Society
- American Coatings Association
- American Society for Metals
- American Society for Microbiology
- American Society for Testing and Materials (ASTM)
- American Society of Safety Engineers
- American Water Works Association (AWWA)
- Association of Training and Development
- Architectural Manufacturers Association
- Builders Hardware Manufacturers Association
- Canadian Institute of Plumbing and Heating
- Canadian Paint and Coatings Association
- Composite Panel Association
- Conflict Free Sourcing Initiative
- Employers Group
- Equal Employment Action Committee
- Green Chemistry and Commerce Council
- Home Performance Contractors
- Human Resource Policy Association
- Industrial Associate of the Montana State University Center for Biofilm Engineering
- International Wood Products Association
- Kitchen Cabinet Manufacturers Association
- Manufacturers Alliance for Productivity and Innovation (MAPI)
- National Safety Council
- North County Personnel Association
- Plastics Pipe Institute
- Plumbing Manufacturers Institute
- Society for Human Resource Management
- Society for Industrial Microbiology and Biotechnology
- U.S. Green Building Council

### EUROPE

- Association of German Engineers (VDI)
- Association for Occupational Safety (VSW)
- Association for Solar Energy (DGNB)
- Alliance for Sustainability (Allianz pro Nachhaltigkeit)
- Bathroom Manufacturers Association
- British Fenestration Rating Council
- British Plastics Federation
- Furniture Industry Research Association
- German Association for Personnel Management
- German Sustainable Building Council
- Glass and Glazing Federation
- Industry Design Forum (Industrie Design Forum)
- Institute for Building and Environment (IBU)
- International Controller Association (ICV)
- Royal Society for the Prevention of Accidents
- WRAS - Technical Advisory Group



FEATURED PRODUCT  
Milgard® Windows

# ECONOMIC

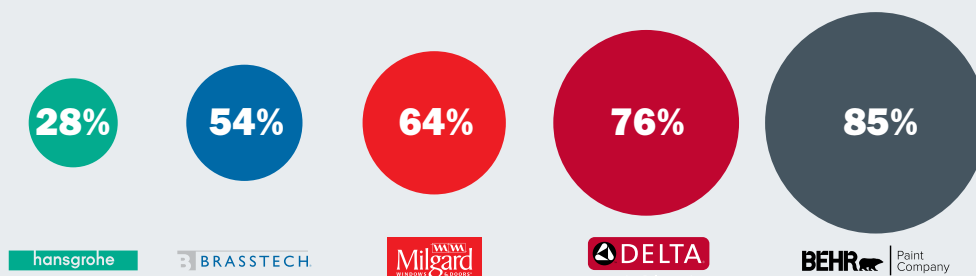
## ECONOMIC PERFORMANCE

### CORE FINANCIALS

Masco's net sales for 2017 were approximately \$7.6 billion. Additional information about our financial performance can be found in our 2017 Annual Report (which includes our Form 10-K), available at <http://investor.masco.com/investor-relations/financial-information/annual-reports/>.

### REVENUE FROM SUSTAINABLE PRODUCTS

A number of Masco's business units track the percentage of revenue they generate from the sale of sustainable products. Examples of those sustainable products include: paints that meet the UL Greenguard® certification, taps and mixer products that meet water flow rates in standards such as WaterSense® and the European Water Label and Building Research Establishment Environmental Assessment Method, and windows that have earned the Energy Star®. In 2017, our percentages of revenue generated from the sale of sustainable products were:



### REVENUE FROM PRODUCTS MEETING VOC EMISSIONS AND CONTENT STANDARDS

In 2017, revenue from the sale of products meeting Volatile Organic Compounds (VOC) emissions and content standards was only material for Behr Process Corporation, with 100 percent of Behr's revenue generated from the sale of sustainable coating products, which are either verified by UL Environment to meet the UL Greenguard® Certification or certified by Master Painters Institute (MPI) to meet an MPI Green Performance Standard®, or both. These certifications focus on indoor air emissions, durability and chemical composition.

*WaterSense® and Energy Star® are registered trademarks of the Environmental Protection Agency. UL Greenguard® is a registered trademark of UL LLC. MPI Green Performance Standard is a registered trademark of Master Painters Institute Inc.*



## INNOVATION

### VITALITY

New product innovation has been the hallmark of our success and continues to drive our growth, with approximately 25 percent of our sales in 2017 coming from new products introduced in the prior three years.

In 2017, Hansgrohe received the Kitchen Innovation of the Year award from Initiative LifeCare, which recognized Hansgrohe's kitchen sink combinations that integrate design and functionality of the faucet and sink into a single unit, making everyday use of water in the kitchen more convenient.

### INTELLECTUAL PROPERTY

Protecting our intellectual property is important to our growth and innovation efforts. We own a number of patents, trade names, brand names and other forms of intellectual property in our products and manufacturing processes throughout the world.

In 2017, 1,137 patents and trademarks were granted to Masco worldwide. The total number of patent and trademark applications that we filed during 2017 was 943. Foreign grants and filings accounted for 79 percent and 66 percent, respectively, of the total grants and filings.





FEATURED PRODUCT  
Liberty Hardware®

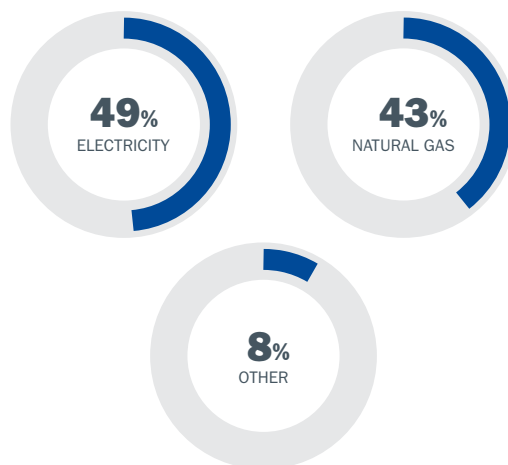
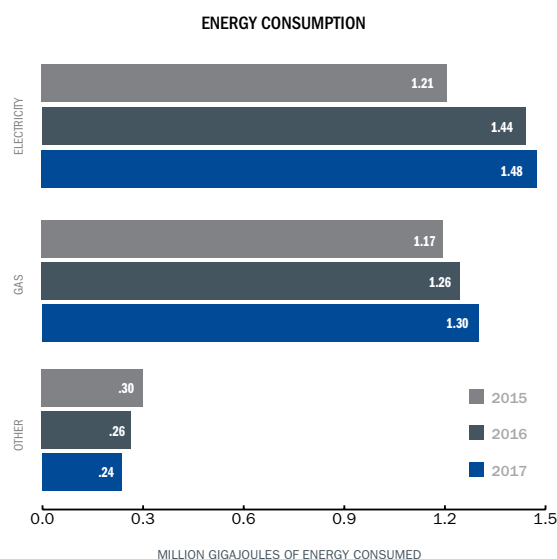
# ENVIRONMENT

## ENERGY

### ENERGY CONSUMPTION

Our total energy consumption reported in 2017 was 3.02 million gigajoules (GJ), comprised largely of electricity and natural gas. The total energy consumption in Germany and the United Kingdom was 0.24 million GJ and 0.28 million GJ, respectively.

Of the total energy we consumed in 2017, 49 percent was electricity, 43 percent was natural gas, and the remaining 8 percent was diesel, gasoline, propane, fuel oil and renewables (wood waste and biodiesels). Also in 2017, 99 percent of electricity we consumed was purchased from the grid and 1 percent of electricity we consumed was self-generated via combustion of natural gas.

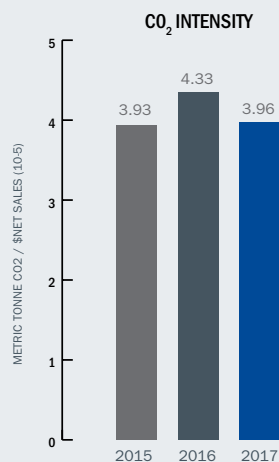


## AIR

### CO<sub>2</sub> INTENSITY

We define our CO<sub>2</sub> intensity as metric tons of CO<sub>2</sub> per unit of net sales in U.S. dollars. In computing CO<sub>2</sub>, we include our consumption of electricity, natural gas, propane, and heating fuel (oil), as well as fuel use (gasoline, diesel and propane). Standard conversion factors are used to compute CO<sub>2</sub> emissions from energy use.

In 2017, our CO<sub>2</sub> intensity per U.S. dollar of net sales decreased by 8 percent over 2016. This was attributable to a 4 percent decrease in CO<sub>2</sub> emissions and 4 percent increase in our net sales. In Germany and the United Kingdom, our CO<sub>2</sub> intensity was 2.06 E-5 and 9.8 E-5, respectively.



## WATER

### WATER USE

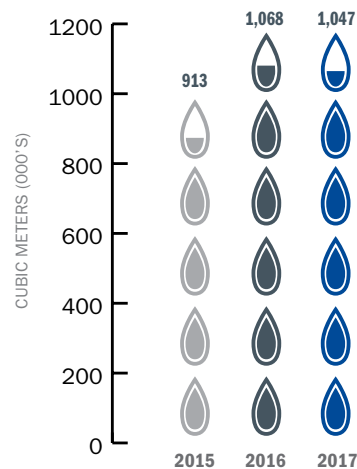
Our total water consumption in 2017 was approximately 1,047,000 cubic meters (M3).

In Germany and the United Kingdom, total water consumption was approximately 116,000 M3 and 46,000 M3, respectively.

### WATER USE IN STRESSED LOCATIONS

In 2017, 26 percent of Masco's total water consumption was by companies that reported the use of water in areas the World Resource Institute defines as having high or extremely high baseline water stress. Our water consumption in these areas in Germany and the United Kingdom was 0.5% and 0.3% percent, respectively.

### WATER CONSUMPTION



*\*In 2016, 11 additional sites began reporting water consumption*



### WATER RISK MANAGEMENT

We are committed to reducing our impact on water resources company-wide. Efforts are in place to reduce the amount of water used in product design and manufacturing processes. For example, we have collaborated with the EPA as a WaterSense® partner to encourage the efficient use of water resources and actively protect the future of the world's water supply. The WaterSense® program currently specifies labeling of high-efficiency toilets and water-conserving bath faucets, which can provide 30 percent water savings for residential use and perform better than the industry standard. Masco also works to reduce environmental impact by responsibly disposing of water. Masco discharges process water from its manufacturing locations to local, publicly-owned treatment works. We are not aware of any bodies of water that are significantly affected by our discharges.

The EPA honored Delta Faucet Company with the WaterSense® Sustained Excellence Award for the third consecutive year, underscoring our efforts to promote water efficiency through products like Touch20® faucets and H2Okinetic® showerheads. Additionally, Bristan has worked to reduce environmental impact by responsibly disposing of water, achieving a water recycle rate of roughly 70 percent in its laboratories when performing endurance testing.



## WOOD

### WOOD FIBER PURCHASED

The total amount of wood fiber purchased during 2017 was approximately 31,000 metric tons (MT).

### WOOD FROM CERTIFIED FORESTLANDS

Masco is committed to responsible sourcing of wood materials.

Our business unit that achieved the highest percentage of wood consumed from certified forestry sources in 2017 was Bristan, at 55 percent.



**55%**  
CERTIFIED FORESTRY  
SOURCES

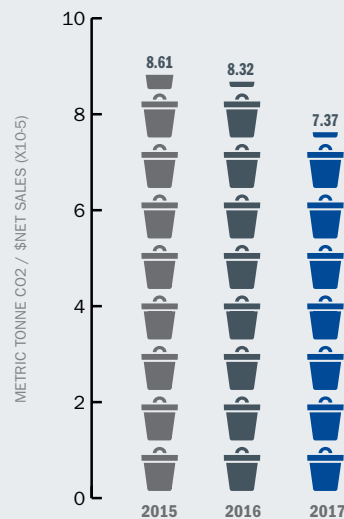
## WASTE

### WASTE INTENSITY

We define our waste intensity as metric tons of waste per unit of net sales in U.S. dollars. Total waste consists of hazardous waste, non-hazardous waste and recycled waste. Hazardous waste is primarily disposed through fuels blending, incineration, landfill or recycling. Non-hazardous waste is primarily disposed through landfill and recycling. Some non-hazardous waste is also incinerated or sent to a wastewater treatment facility. Recycled waste is kept out of landfills by changing some of our process and construction waste materials into new products.

In 2017, our waste intensity per U.S. dollar of net sales decreased by 11 percent over 2016. This was attributable to a 4 percent increase in our net sales and an approximately 8 percent decrease in our total waste volume. In Germany and the United Kingdom, our waste intensity per U.S. dollar of net sales was 2.6e-4 and 4.7e-5, respectively.

### WASTE INTENSITY



### PRODUCT LIFECYCLE MANAGEMENT

We are committed to sustainable product design, production, packaging and delivery, which may include product lifecycle evaluation for environmental impacts and product sustainability. We collaborate with many third-party business partners to reduce the environmental impact of our products, such as reducing water use and carbon intensity, as well as using sustainable materials in product development. For instance, in 2017, Behr Process Corporation developed a lifecycle assessment of its entire paint manufacturing and distribution process, further enabling increases in efficiency, decreases in impacts, and declarations related to product environmental and health considerations.





FEATURED PRODUCT  
Caldera Spas®



# SOCIAL

## COMMUNITY

We engage in a broad range of civic initiatives in support of a variety of causes, including youth development. Between sending teams to 5Ks to raise money for health research, volunteering with financial literacy organizations, and partnering with nonprofits to help first graders stay on track with reading, our employees are passionately involved in the communities where we live, work, and do business. In 2017, our companies worked actively with Masco's corporate office to identify and support opportunities to offer our products through donation and special pricing initiatives to nonprofit entities. Our business units are the primary source for in-kind product donations to charities.

## PHILANTHROPY

We are committed to supporting both local and national organizations through monetary and in-kind donations. Masco's corporate-wide giving is derived from a combination of Masco Foundation funds and corporate resources, including cash and in-kind product donations. In addition, to encourage our employees to make their own personal donations to nonprofit organizations, we offer all U.S. employees the opportunity to double their impact through a matching gift program. Through this program, we match employee charitable gifts up to \$5,000 per employee per year to any approved 501(c)(3) organization.

In 2017, Masco's combined charitable contributions exceeded \$5 million. Organizations supported by Masco's Foundation during 2017 included: Detroit Institute of Arts, The Henry Ford, Detroit Symphony Orchestra, Detroit Public Television, Habitat for Humanity International and many other local and national organizations supporting arts and culture. In addition to manufactured product donations by our business units, our employees raised and donated hundreds of thousands of dollars for local charities.

## VOLUNTEERISM

Across our enterprise, Masco employees spend thousands of hours volunteering in the community each year. Employees participate in a variety of community service events, ranging from volunteering with Habitat for Humanity to online tutoring of students in under-resourced schools to packing Thanksgiving meals for low-income families. Additionally, each year full-time employees are eligible to designate \$250 to the charity of their choice upon completion of 25 hours of volunteering in the community, up to \$500 per year.



## WE ARE PROUD TO SHARE A FEW OF THE PHILANTHROPIC EFFORTS OF OUR BUSINESS UNITS:

**Behr Process Corporation** and its employees supported volunteerism through a program called Behr Cares Day, offered to all employees on an annual basis. Part-time employees receive four paid hours and full-time employees receive eight paid hours for volunteering in their local community. In 2017, Behr employees used over 2,200 volunteer hours to engage in a variety of local activities, including painting animal shelters, nature clean-ups, natural disaster relief and children's education. After Hurricane Harvey devastated the Houston area in August 2017, team members from Behr's Dallas facility rallied to help their fellow Texans. They sent two 20-foot Behr trucks packed with water, clothing, bedding and food personally donated by the local Behr team. In 2017, Behr and its employees also helped build a baseball field in the south side of Chicago, Illinois, painted low-income housing in Santa Ana, California and donated 850 gallons of paint to the Wide Open Walls Mural Festival in Sacramento, California. Behr also hosted a blood drive and food and toy drives.

**Brasscraft** supported a number of nonprofit organizations in 2017, including COTS (Coalition On Temporary Shelter), Almost Home Animal Rescue, Friends of Michigan Animal Shelter and Haven, a local women's shelter. Brasscraft employees participated in fundraising efforts for the Leukemia and Lymphoma Society and trained for and participated in the Juvenile Diabetes Research Foundation walk. In 2017, Brasscraft employees raised over \$4,500 dollars through casual dress days and other fundraising events.



**Delta Faucet Company**  
Habitat for Humanity



**Bristan Group**, through their employee-led charity committee, participated in a number of charity fundraising events including cake sales, raffles, and fancy dress events. These events supported local community initiatives, such as sponsorship of the local children's football teams. In addition, several employees participated in challenging events, such as London to Paris bike rides and Tough Mudder, to raise money for local charities.

**Delta Faucet Company** has a formal community involvement committee at its global headquarters in Indianapolis that focuses on 1) understanding employee interests 2) increasing involvement and focus of corporate-sponsored causes around shared passions, and 3) communicating, publicizing and sharing stories to increase awareness around community initiatives. Each of its domestic manufacturing locations has partnerships at the local level with community groups and opportunities for employee involvement. In 2017, Delta employees volunteered a combined 25 days at the Habitat for Humanity of Central Indiana build and championed donation requests resulting in over \$75,000 to support a number of charitable causes.



**Liberty Hardware** supported Habitat for Humanity and HomeAid with in-kind product donations during 2017. They also hosted an annual blood drive, raised \$20,000 for Share the Joy (a Christmas event for local school children), and partnered with The Home Depot and Lowe's to contribute to other charitable organizations.

**Watkins Wellness** focused on employee involvement in the community and in 2017 sponsored Solutions for Change, a homeless shelter, for the 15th consecutive year. As part of that relationship, they provided training classes and a clothing allowance to those ready to re-enter the workforce. Watkins is also very active with the Boys and Girls Club of Vista. In 2017, Watkins partnered with San Diego Workforce Partnership to onboard 11 apprentices from underprivileged communities, ages 18–24, to work at Watkins for five weeks. Each young adult was assigned a mentor during this time. Watkins supports a broad range of organizations in its community, both financially and with volunteers' time, including: Ronald McDonald House Volunteer Meal Program, Special Olympics, Jacobs & Cushman San Diego Food Bank, Rancho Buena Vista High School Scholarship Fund, Vista National Little League, American Cancer Society, Vista Skate Park, Boys and Girls Club of Vista, City of Vista 4th of July, United North County Campaign, Kathy's Legacy, San Diego Center for Children, Sunrise Vista Kiwanis Foundation, Children's Miracle Network, PC Heat, Christian Record for the Blind, Vista Firefighters, and Crohn's & Colitis Foundation.

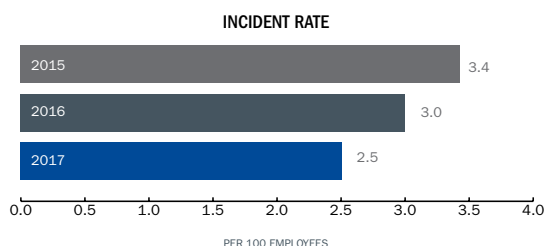


**Watkins Wellness**  
Jacobs & Cushman San Diego Food Bank

## HEALTH & SAFETY

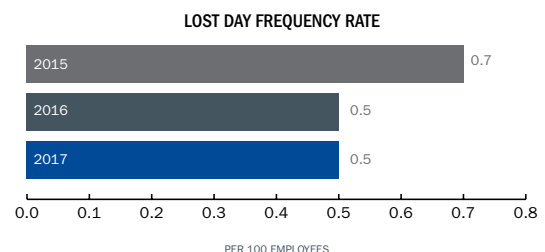
### INCIDENT RATE

The safety of our employees is integral to our company and is handled responsibly and quickly. In support of our safety efforts, Masco collects and analyzes injury data centrally, and each year sets a goal to improve safety performance by at least 10 percent. Masco again achieved this goal, with an incident rate of 2.5 per one hundred employees for 2017.



### LOST DAY FREQUENCY RATE

Masco works to maximize company-wide efficiency by limiting lost days and encouraging a high standard of safety within the workplace. Masco's lost day frequency rate was 0.5 per hundred employees for 2017. Additionally, Masco has had no fatalities in the last three years.



## LABOR POLICY

Masco prides itself on its reputation for honesty, integrity, and excellence in everything that we do. We therefore expect and require that all goods produced on our behalf or on behalf of any of the brands in the Masco family be made in facilities that meet specific criteria for human rights, working conditions and protection of the environment.

Our selection and continued use of our suppliers is based on the following standards with respect to all goods that we purchase:

1. Comply with all applicable laws and regulations
2. Protect against the use of workers younger than the minimum age required by law
3. Protect against the use of forced labor  
(Including slavery and human trafficking)
4. Provide appropriate wages and benefits as required by law
5. Protect against excessive working hours that exceed local laws or business customs
6. Protect against physical and mental punishment of workers
7. Protect against unlawful discrimination against workers and encourage employment based on ability
8. Respect workers' rights to associate freely
9. Maintain safe and clean workplaces, including any residential facilities, in compliance with the law
10. Protect our confidential and proprietary information
11. Provide us all requested information regarding Conflict Minerals as set forth below

In accordance with the SEC's Conflict Minerals Rule, we have implemented processes to identify whether tin, tantalum, tungsten and gold ("Conflict Minerals") are contained in our products and, if so, whether the Conflict Minerals may originate from sources that directly or indirectly finance or benefit armed groups operating in the Democratic Republic of the Congo and surrounding countries. We expect our suppliers to source Conflict Minerals from suppliers who meet our Supplier Business Practices Policy requirements, to implement traceability measures for Conflict Minerals, and to provide us with all requested information, including information about all suppliers in their supply chains, so that we can comply with the SEC's Conflict Minerals Rule.

We do not discourage our suppliers from sourcing Conflict Minerals from the Covered Countries. Rather, we encourage our suppliers to source these minerals from smelters and refiners verified as compliant with the Conflict-Free Sourcing Program (CFSP) or a similar program whether or not in a Covered Country. We continue to support responsible in-region mineral sourcing from the DRC and adjoining countries.

We will not knowingly work with suppliers that do not respect these standards and those of our customers. We periodically assess our supplier's compliance with these standards and those of our customers. Any reported non-compliance is investigated, and appropriate action is taken. These standards apply whether the supplier is a Masco company, an affiliate, or a third party.

Masco Corporation audits our supply base to ensure compliance with our Supplier Business Practices Policy. We use a risk-based approach to determine which suppliers will be audited in any given year, and then conduct audits using dedicated staff personnel and third-party resources. We conduct approximately 125 audits per year and maintain the results of all completed audits. We execute corrective action plans following the completion of each audit to drive continued improvement in our supply base.

Our Supplier Business Practices Policy can be found at <http://masco.com/suppliers-policy/>.

## CHEMICAL RESPONSIBILITY

### MANAGING PRODUCT RISK

By utilizing various environmental, health and safety (EHS) tools to analyze the hazards of chemicals and ensure their proper handling, labeling, use and waste treatment, we strive to keep our employees and customers safe from potentially harmful chemicals. Our program to mitigate risks to our employees as well as our customers starts when a chemical is first considered for use in our products or processes. Each new chemical must be reviewed and approved, including meeting REACH regulations in Europe, where applicable, before it may be brought on site and used in our products or processes.

For example, at Bristan, all new suppliers are issued a REACH Declaration of Substances of Very High Concern (SVHC) and asked to sign a statement disclosing the presence or absence of SVHCs in their products or packaging and committing to provide relevant updates when necessary.



### MANAGING EMERGING CONCERNS

Masco follows strict regulations through software identification and requests from suppliers to constantly equip employees and customers to deal with emerging chemicals of concern. Before approving suppliers, business units that may use emerging chemicals of concern require suppliers to declare whether their products or packaging contain Substances of Very High Concern (SVHCs). For instance, Behr works closely with coating associations in both the United States and Canada to keep abreast of new regulations regarding chemicals used in its products. Bristan personnel attend technical meetings of the Bathroom Manufacturers Association, where amendments to the SVHC list are often discussed. Hansgrohe uses “REACH Radar” to identify SVHCs. When products or packaging are deemed to contain SVHCs, they are dealt with in a safe manner, according to regulation.

## HUMAN CAPITAL

Masco Corporation and its business units have a strong focus on human capital. Our businesses have consistently worked to attract, select, develop, engage and retain strong, diverse talent. We know this is a critical everyday business practice. In 2017, we identified opportunities to further strengthen and leverage the enterprise to improve our approach to talent. We defined three key strategic priorities as part of our enterprise talent strategy. These are our focus areas to better support our people and position our business for continued profitable growth.

### ESTABLISHED THE RIGHT FOUNDATION

To ensure we sustain an impactful, new approach to talent across our enterprise, we invested significantly in making sure we have buy-in, accountability and ownership from our executives across the business. We achieved this through:

- **Buy-In.** We shifted our mindset to emphasize that every leader in our organization is expected to own our approach to talent.
- **Accountability.** We tie variable compensation to talent and have clear, measurable performance metrics for our business units linked to each strategic talent priority.
- **Ownership and Engagement.** We leverage our annual global leadership conference with our top 150 leaders to reinforce the importance of talent and the key expectations of our top business leaders.

## LEADERSHIP

Our philosophy is that everyone in our organization is and can be a leader in their own way. In 2017, we focused on designing new approaches to support the selection, development and engagement of our employees around what great leadership looks like.

**Our Leadership Framework.** We designed a new leadership framework that serves as the foundation for how we select, develop and measure performance of our leaders. This framework includes 1) clearly defined behaviors that differentiate good from great leadership and 2) proven practices that accelerate growth. Experiential, interactive sessions and tools were developed for deployment throughout the organization in 2017.

**Continuous Development.** We began implementing a new and innovative approach to development that is continuous and “close to the job” instead of just relying on formal training. The foundation of this approach is based on leveraging 1) heat experiences, 2) diverse, supportive networks, and 3) reflection to embed learnings. Our approach starts with our top leaders’ rolemodeling, and our leaders and employees learn and help each other increase their performance, development, engagement and retention.

**High-Performance, Feedback, and Coaching Culture.** We emphasize continual improvement in our company practices for managers and employees having candid, two-way feedback and coaching discussions about performance and development. We have implemented practices to help us do this more regularly and in various forums, provided training on how to engage with each other in this way (with our senior executives modeling how to do it well), and work to reward, recognize, select and promote people who are good at these practices.

**Masco Operating System (MOS).** MOS is our enterprise-wide methodology to drive growth and productivity. We’ve made substantial progress in leveraging its tools to enhance our problem-solving capabilities and improve our performance.



## DIVERSITY AND INCLUSION

In 2017, we activated a company-wide conversation around what diversity and inclusion is, why it matters to Masco, and what it means to our employees. We held focused sessions with over 1,500 managers and a series of informal, ongoing sessions with employees to encourage a "speak up and listen" environment. Our business units have action plans focused on leveraging diversity and inclusion to enhance culture, advance the business, and have a positive impact on the community. We have improved our talent processes to help ensure that we hire and promote more diverse talent and mitigate unconscious biases in our decision-making. We have increased the representation of various underrepresented groups across the organization. Our president signed the CEO Action for Diversity and Inclusion Pledge, which is the largest CEO-driven business commitment to advance diversity and inclusion within the workplace. Masco is an active participant in the coalition's forums. <https://www.ceoaction.com/actions/leaders-leading-the-way/>.

Our employees, culture, business, and communities will be stronger when we all understand and actively harness the power in bringing different types of people from all backgrounds together and make them feel truly included, valued, and that they belong in our company. We are committed to working towards this goal each day.

## EMPLOYEE ENGAGEMENT

We use a variety of methods to listen to our employees and capture their feedback, including surveys, focus groups, employee and manager forums, town halls, etc. Along with our corporate headquarters, our business units also administer engagement surveys on an annual, biennial or triennial basis. We capture key insights and share them with our employees, identify critical gaps, and put action plans in place to close the gaps. Using input from our surveys, we continually strive to strengthen workplace culture and increase our employees' personal and professional opportunities across our business units. As an enterprise, we also focus on being a responsible corporate citizen by investing in diversity and inclusion efforts. Consistent with our core value of continuous improvement, we are building new capabilities to ensure our employees and our organization are positioned to win.

## EMPLOYEE RETENTION

In 2017, our rate of voluntary turnover in the U.S. was approximately 5 percent. In Germany and the United Kingdom, our voluntary turnover rates were 4 percent and 15 percent, respectively.



**Every day we aim to get better at integrating diversity and inclusion into who we are and how we work. This is critical for us to ensure we keep innovating, enhancing our culture, positively impacting our communities and ultimately winning with our consumers. I believe this is a key differentiator to enable the continued growth of our businesses going forward.**

**Keith Allman**

President & CEO, Masco Corporation



FEATURED PRODUCT  
Liberty Hardware®

# REPORTING

## MATERIALITY

### ENTITIES

All of Masco's business units are wholly owned, directly or indirectly, except for Hansgrohe SE, and all are included in both this CSR and financial reports. Masco owns 68 percent of Hansgrohe SE.

### DEFINING REPORT CONTENT

To prioritize the issues of most importance to our stakeholders, we hired a third-party consultant to assist the SSC in assessing disclosure topics. Our assessment focused on identifying, prioritizing and validating aspects from the following key sources: Masco's own documents on its sustainability strategy; feedback from the SSC, SSC Working and Advisory Groups, and employees; feedback directly from stakeholders; initiatives from recognized industry organizations such as the Sustainability Accounting Standards Board, Global Reporting Initiative, Carbon Disclosure Project and the United Nations; documentation on the views of our stakeholders, including North American reporting authorities and surveys of U.S. environmental attitudes; and findings from peer benchmarking studies. In addition, specific comments and suggestions from stakeholders regarding our 2016 CSR report have been influential in determining the structure and content of this report.



From the content determined to be significant, we then identified the subset of content that would be appropriate to report, such as content with available data and without competitive risk. Finally, for each topic, we determined the boundary of applicability. For example, when considering Volatile Organic Compounds (VOCs) in regards to chemicals in our products, our boundary included relevant companies such as Behr Process Corporation.

Though the European Directive for Non-Financial Reporting (2014/95/EU) does not require Masco to make country-specific disclosures because Masco is not a publicly-listed company in any EU member state, Masco recognizes the spirit and importance of the Directive and the size of its operations in Germany (Hansgrohe, Hüppe) and the United Kingdom (Bristan, UK Windows Group), and accordingly, volunteered specific disclosures for those two countries for 2017.

## MATERIAL ASPECTS AND BOUNDARIES

Following is a list of topics Masco identified in the process of defining its 2017 CSR content, organized to align with the categories of the Global Reporting Initiative and other standards:

**Corporate:** Ethics and Integrity, Governance Structure, Brands, Products and Services, Markets Served, Facilities, Countries of Operation, Workforce, Collective Bargaining, Supply Chain, Stakeholder Engagement, Data Protection

**Economic:** Economic Performance, Revenue from Sustainable Products, Innovation

**Environmental:** Sustainable Products and Services, Energy, Materials, Water, Biodiversity, Emissions, Effluents and Waste

**Social:** Community Engagement, Occupational Health and Safety, Training and Education, Employment, Non-Discrimination, Child Labor, Forced or Compulsory Labor

For 2017, Masco identified the following areas for additional disclosure: Data Protection.

This report provides a summary of the sustainability performance and practices of Masco and its consolidated operating businesses as of December 31, 2017.

While included in this report, Hansgrohe has also produced its own Sustainability Report covering its facilities. The most recent Hansgrohe Sustainability Report is available in English ([www.hansgrohe.com](http://www.hansgrohe.com)) and German ([www.hansgrohe.de](http://www.hansgrohe.de)).

## SIGNIFICANT CHANGES

While Masco's organizational profile changed in 2017, this report does not contain any significant changes in scope, boundary or measurement methods as compared to the 2016 CSR. This report does not contain a restatement of information relating to Masco's major financial indicators and environmental data.

## STAKEHOLDER ENGAGEMENT

### GROUPS

Our stakeholder groups, as of December 31, 2017, include the following:

- **Employees:** Masco and its business units had approximately 26,000 employees in 42 countries, approximately 60 percent of whom worked in the United States.
- **Investors:** Masco is a publicly-traded company and had approximately 3,600 shareholders of record as of December 31, 2017.
- **Customers:** Our customers include home center retailers, other retailers, dealers, distributors and homebuilders. Our largest customer is The Home Depot, which represents approximately 33 percent of our consolidated 2017 net sales.
- **Consumers:** The ultimate consumers of our goods include builders, contractors, designers, installers and homeowners.
- **Communities:** Masco's principal North American facilities consist of 48 manufacturing facilities and 25 distribution and warehouse facilities, and its principal facilities outside North America consists of 20 manufacturing facilities and 20 distribution and warehouse facilities.
- **Suppliers:** Masco buys raw materials, parts for its products and finished goods from a wide range of suppliers around the world.



## SELECTION

Masco views its business—first and foremost—as one that serves its stakeholders. From our customers to our business partners to our employees, we know our financial and corporate sustainability performance depends on establishing good relationships with those we serve and rely on in the communities in which we work and live. We believe in engaging with all of our stakeholders honestly, respectfully and with integrity. Our stakeholder groups have been identified through a number of processes, namely feedback from Masco's SSC, SSC Working and Advisory Groups, and employees, as well as feedback directly from stakeholders, studies from recognized industry organizations, and evaluation of peer benchmark studies.

## APPROACH

We routinely seek input on what we make and sell, and how we operate internally and externally through employee surveys, shareholder meetings, market research and customer satisfaction analyses. The qualitative market research studies we conduct typically include questions related to the importance of sustainability to customer buying decisions.

So our approach has been to respond to various investors, highly-respected non-governmental organization and advocacy group inquiries for information. We also believe that our Corporate Sustainability Report is an effective method for providing meaningful communications with our stakeholders about our sustainability practices. In addition, Masco interfaces regularly with sustainability executives from other companies. This has enabled peer review and learning within a network of trusted professionals. We also engage in sustainability best-practice exchanges with other companies.

Masco's suppliers are engaged through our enterprise-wide Supplier Business Practices Policy and audit process, and each Masco business unit has one or more managers or groups responsible for ensuring employee engagement in their respective organizations.

Through executive interviews, online bulletin boards and focus groups, Masco seeks to connect with its customers and build a two-way conversation. This conversation is enabled by a corporate Customer Satisfaction Index initiative across our North American business units that continually captures, evaluates and reports on how our channel customers, consumers, designers and installers perceive our product offerings. Our business units undertake qualitative and quantitative "Voice of Customer" market research to guide their development efforts for new products focused on the needs of their customers.

## CONCERNS

This report pays special attention to the topics of greatest concern to our principal stakeholders. These topics include innovative and sustainable products and energy usage.

## REPORTING PROFILE

### REPORTING PERIOD

This Corporate Sustainability Report (CSR) focuses on Masco's corporate governance, reporting approach, and economic, social and environmental performance during 2017.

### EXTERNAL ASSURANCE

External report assurance was not sought for this report.

### DATE OF PREVIOUS REPORT

Our most recent report was for 2016.

### REPORTING CYCLE

This report is planned to be published at least biennially.

### REPORT CONTACT

Masco encourages feedback on its Corporate Sustainability Report. If you would like to comment on the report, please e-mail us at [sustainabilityreport@mascohq.com](mailto:sustainabilityreport@mascohq.com). Additional information about Masco, our business units and brands is available on our website at [www.masco.com](http://www.masco.com) and in our 2017 Annual Report, which is also available on our website.

## GRI AND SASB INDEX

2017 CSR Sub-Section	2017 CSR Page #	GRI G4 Disclosure	GRI G4 Discl. ID	SASB Disclosure	SASB Discl. ID
Executive Message	7	Executive statement	1		
Ethics and Integrity	8	Codes of conduct and ethics	56		
Structure	9	Governance structure	34		
Precautionary Principle	10	Precautionary principle	14		
Data Protection	10	Disclosure Management Approach, Total Number of Substantiated Complaints Regarding Breaches of Customer Privacy and Losses of Customer	DMA PR8		
Endorsements	11	Endorsements of external initiatives	15		
Organization	11	Organization name Organization location headquarters Ownership and legal form	3 5 7		
Brands, Products, and Markets	11	Primary brands, products, and services Markets served	4 8		
Significant Changes	12	Significant profile changes Significant scope or aspect boundary changes	13 23		
Operations	13	Number and names of countries of operation Organizational scale	6 9	Number of Manufacturing Facilities Area of Manufacturing Facilities	CN0602-B CN0603-B
Workforce	13	Workforce breakdown	10		
Collective Bargaining	12	Collective bargaining agreements	11		
Supply chain	13	Supply chain	12		
Memberships	14	Association and advocacy memberships	16		
Core Financials	16	Direct economic value generated and distributed	EC1	Annual Production	CN0603-A
Revenue from Sustainable Products	16	Direct economic value generated and distributed Financial implications and other risks and opportunities for the organization's activities due to climate change	EC1 EC2	Revenue from products designed with green chemistry principles	CN0602-08
Revenue from Products Meeting VOC Emissions and Content Standards	16	Financial implications and other risks and opportunities for the organization's activities due to climate change NOx, SOx, and other significant air emissions	EC2 EN21	Percentage of applicable products meeting volatile organic compound (VOC) emissions and content standards	CN0603-03.18

2017 CSR Sub-Section	2017 CSR Page #	GRI G4 Disclosure	GRI G4 Discl. ID	SASB Disclosure	SASB Discl. ID
Vitality	17	Direct economic value generated and distributed Financial implications and other risks and opportunities for the organization's activities due to climate change	EC1 EC2		
Intellectual Property	17	Financial implications and other risks and opportunities for the organization's activities due to climate change Extent of impact mitigation of environmental impacts of products and services Total environmental protection expenditures and investments by type	EC2 EN27 EN31		
Energy Consumption	19	Energy consumption within the organization	EN3	Total Energy Consumed Percentage Grid Electricity	CN0603-01.01 CN0603-01.03
CO2 Intensity	19	Direct greenhouse gas (GHG) emissions (Scope 1) Energy indirect greenhouse gas (GHG) emissions (Scope 2) Other indirect greenhouse gas (GHG) emissions (Scope 3) Greenhouse gas (GHG) emissions intensity	EN15 EN16 EN17 EN18		
Water Use	20	Total water withdrawn by source	EN8	Total Freshwater Withdrawn	CN0601-01.01
Water Use in Stressed Locations	20	Water sources significantly affected by withdrawal of water	EN9	Percentage in Regions with High or Extremely High Baseline Water Stress	CN0601-01.04
Water Risk Management	20	Disclosure Management Approach	DMA	Discussion of water management risks and description of strategies and practices to mitigate those risks	CN0602-02

2017 CSR Sub-Section	2017 CSR Page #	GRI G4 Disclosure	GRI G4 Discl. ID	SASB Disclosure	SASB Discl. ID
Wood Fiber Purchased	21	Financial implications and other risks and opportunities for the organization's activities due to climate change Materials used by weight or volume Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas Habitats protected or restored	EC2 EN1 EN12 EN13	Total Wood Fiber Purchased	CN0603-06.29
Wood from Certified Forestlands	21	Materials used by weight or volume Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas Habitats protected or restored	EN1 EN12 EN13	Percentage from Third-Party Certified Forestlands, by Standard Percentage Meeting Other Fiber Sourcing Standards, by Standard	CN0603-06.30 CN0603-06.34
Waste Intensity	21	Financial implications and other risks and opportunities for the organization's activities due to climate change Total weight of waste by type and disposal method	EC2 EN23		
Product Lifecycle Management	21	Disclosure Management Approach	DMA	Discussion of efforts to manage product lifecycle impacts and meet demand for sustainable products. Description of strategies to reduce the environmental impact of packaging throughout its lifecycle	CN0603-04 CN0602-04
Volunteerism	23	Disclosure Management Approach	DMA		
Philanthropy	23	Direct economic value generated and distributed	EC1		
Incident Rate	25	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	LA6		



2017 CSR Sub-Section	2017 CSR Page #	GRI G4 Disclosure	GRI G4 Discl. ID	SASB Disclosure	SASB Discl. ID
Labor Policy	26	Child labor Forced or compulsory labor	HR5 HR6		
Managing Product Risk	27	Disclosure Management Approach	DMA	Description of processes to assess and manage risks and/or hazards associated with chemicals in products	CN0603-02
Managing Emerging Concerns	27	Disclosure Management Approach	DMA	Discussion of process to identify and manage emerging materials and chemicals of concern	CN0602-07
Human Capital	28	Average hours of training per year per employee by gender, and by employee category Programs for skills management and life long learning that support the continued employability of employees and assist them in managing career endings Percentage of employee receiving regular performance and career development reviews, by gender and by employee category Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation Anti-discrimination	LA9 LA10 LA11 LA12 LA13 HR3		
Diversity and Inclusion	29	Anti-discrimination	HR3		
Employee Engagement	29	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	LA5		
Employee Retention	29	Total number and rates of new employee hires and employee turnover by age group, gender and region	LA1		
Entities	31	Entities in consolidated financial reports	17		

2017 CSR Sub-Section	2017 CSR Page #	GRI G4 Disclosure	GRI G4 Discl. ID	SASB Disclosure	SASB Discl. ID
Defining Report Content	31	Process for defining report content and aspect boundaries	18		
Material Aspects and Boundaries	32	Material aspects Material aspect internal boundaries Material aspect external boundaries	19 20 21		
Significant Changes	32	Effect of any restatements	22		
Groups	32	Stakeholder groups engaged	24		
Selection	33	Stakeholder selection rationale	25		
Approach	33	Stakeholder engagement approach	26		
Concerns	33	Stakeholder concerns and responses	27		
Reporting Period	33	Reporting period	28		
External Assurance	33	External assurance and executive support	33		
Date of Previous Report	33	Date of previous report	29		
Reporting Cycle	33	Reporting cycle	30		
Report Contact	33	Report contact	31		
GRI and SASB Index	34	GRI reference and index	32		