



2024 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT





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CEO MESSAGE

“Although each region has its unique characteristics, we are all guided by the same strategy, vision and values and we all strive to create positive lasting memories in everything we do.”

STEVE BRASS, PRESIDENT AND CHIEF EXECUTIVE OFFICER



For 71 years, we have been creating value for our stakeholders—all of our stakeholders—with one overriding purpose: ‘create positive lasting memories.’ Always.

Our ESG journey leverages the power of our purpose through our commitment to create a positive business impact. As we make this journey, we never lose sight of the fact that our end users around the world buy our products because we deliver extremely high performing products at great value. This is a fundamental anchoring point of how we create value. We also recognize that we create value for our company and our stakeholders by seeking to improve our environmental performance, taking care of people, and having strong and principled governance within our company. In this, our third biennial ESG Report, it is my pleasure to report on how WD-40 Company has created stakeholder value through our ESG efforts over the past two years and to present our ESG roadmap and targets for the future.

The world is now in the midst of a new industrial revolution as the global economy shifts toward a low-carbon future. The future of business will increasingly be driven by climate-related regulations, investor expectations, customer demands, and end user requirements as entire global value chains take action to drive down the emissions of greenhouse gases (GHGs). To future-proof our business in this rapidly evolving environment, our aspiration is to reach net-zero greenhouse gas emissions by 2050.

I am proud that sustainability has been integrated into our company’s Four-by-Four Strategic Framework and is a key enabler for the business. In the past two years we have taken many concrete and significant steps to embed environmental improvements into the core of our business strategy and operations, steps we believe will provide us with a distinct competitive advantage in the global marketplace. One of our key steps has been to ensure we have solid foundations for action in place. Over the past two years, we appointed a Global Environmental Programs Director, established and filled two positions dedicated to environmental analysis and carbon management, invested in a robust carbon accounting program, and created a future-focused environmental impact roadmap with a priority to reduce GHG emissions.

We also developed a sustainability lens with which to view all new product innovation, development, and the evolution of existing products. In this way, all new product innovations are developed with sustainability in mind while at the same time ensuring there is no compromise on effectiveness or product performance. Ultimately, we believe that establishing clear, ambitious, and time-bound GHG emission reduction targets will drive action by inspiring our employees, motivating our collective efforts, and mobilizing the necessary resources to achieve what seemed nearly impossible just a few years ago.

With those foundations in place, we have been able to set clear GHG emission reduction targets with confidence. Clear targets and a well-executed roadmap can create value for all stakeholders by reducing costs, attracting investors, motivating employees and enhancing brand reputation while mitigating environmental and regulatory risk.

Innovation in product packaging is a crucial part of our sustainability strategy. In that regard, we have taken several concrete steps to reduce the thickness of tinplate in our cans in regions where regulations allow, reduce packaging weight, and increase the use of recycled materials.

Given that most of our GHG emissions occur in our supply chain which is why we are actively working with our suppliers around the world to drive GHGs out of our supply chain. In addition, we have increased responsible sourcing efforts by improving our Distributor and Supplier Code of Conduct and creating a new Responsible Sourcing Policy, which strengthen our environmental expectations for our suppliers and provide clear workplace and health and safety requirements in alignment with internationally recognized standards.

A distinct competitive advantage that we have worked hard over many years to achieve is our People-First philosophy and corporate culture. We continue to evolve our distinctive culture with inputs from across the company to have a resilient culture capable of absorbing the shocks of rapid change and executing our Four-by-Four Strategic Framework. We invite and embrace the diverse perspectives of our people around the globe to accelerate learning, innovation, and problem solving with initiatives like the Culture Squad and the Shadow Board that are described in this Report. It is a priority for us that all our people feel a sense of inclusion and belonging. Toward that end, we took several concrete steps to strengthen and support that priority. These include adjusting our Growth Rewards and Recognition Program, which motivates, incentivizes, and rewards our employees while maintaining a strong focus on growth and profitability. The benefit of our People-First culture is the extraordinary engagement of our people shown repeatedly in engagement surveys (93%) and their superior performance on the job.

The foundation underlying all of the ESG initiatives described in this Report is our corporate Governance. Our ESG Governance structure is designed to ensure that all ESG material topics are managed, tracked, and reported across the Company and integrated with our business strategy.

Over the past two years we established a Sustainability Committee to further strengthen integrative thinking, commitment, action and performance expectations across the company related to our environmental impacts. The Sustainability Committee is comprised of many of the most senior leaders in our company, including myself, and its purpose is to develop our environmental impact strategy and to ensure that strategy is fully integrated into the company's Four-by-Four Strategic Framework. In addition, we created a new Conflict of Interest Policy and revised our Gift Policy and Anticorruption Policy. These companion policies serve as our front-line tools to guard against corruption, bribery and other improper business influence. We also conducted the first screening of all our third-party distributors, manufacturers, agents, suppliers, consultants, service providers, vendors, and other contractors against sanctioned lists. The screening has now evolved beyond just sanctions to include legal and regulatory enforcement, politically exposed persons, and adverse media. This screening process is now ongoing.

When I became CEO of WD-40 Company just over two years ago, one of my three key priorities was to pivot the company toward a more sustainable future. This is now a business imperative. To ensure that ESG is fully integrated into our business strategy and everyday thinking and acting, we have embedded sustainability into the company's strategy and made our senior executives accountable, including myself. I am very proud of the progress that our people have made in our ESG initiatives over the past two years. We have put the people and processes in place to honor our commitment to operate our business in a manner that will improve environmental and societal impacts, which ultimately creates and protects long-term stakeholder value. Because we have taken the time to get the ESG foundations in place, we are now positioned to strategically and systematically accelerate our actions to realize our ESG ambitions.

I hope that you enjoy reading this Report as much as we enjoyed highlighting the real progress in ESG that we have made over the past two years.

Sincerely,

STEVE BRASS
PRESIDENT AND CHIEF EXECUTIVE OFFICER

EXECUTIVE SUMMARY

This Executive Summary of our 2024 Environment, Social and Governance (ESG) Report provides an overview of the progress made and key ESG goals accomplished during the past two years, from September 1, 2022, through August 31, 2024.

This period covers our immediate past two fiscal years: financial year 2023 (FY23) and financial year 2024 (FY24). In our previous ESG Report, published in 2022, we set out our 2024 ESG goals. In this Report we detail the actions completed and the goals accomplished, and we set out our ESG plans for FY25 and beyond.

During FY23-FY24 we solidified our foundations for ESG action, which enabled us to set clear GHG emission reduction targets with confidence and establish a 2030 roadmap to achieve them. We further developed a sustainability lens with which to view all new product innovation, development, and the evolution of some of our existing products. During this period, we strengthened our responsible sourcing efforts by improving our Distributor and Supplier Code of Conduct and creating a new Responsible Sourcing Policy.

We continued to evolve our distinctive People-First culture, the success of which continues to be demonstrated through the extraordinary engagement of our people and their superior performance on the job. We continually evolve our ESG Governance structure to ensure that all ESG material topics are managed, tracked, and reported across the Company and integrated with our business strategy.

We invite you to learn more about the significant progress that we have made over the past two years, and the ESG targets that we have set and the actions planned to achieve them in FY25 and beyond.

ENVIRONMENT



FY23-FY24

Environment Progress



STRENGTHEN our environment governance, strategy, and accounting



INVESTIGATE AREAS to reduce our environmental footprint



TEST AND IMPROVE OUR PRODUCT sustainability lens and prepare for implementing it globally



SET OUT AND COMMUNICATE environmental impact requirements to our supply chain partners

FY23-FY24 HIGHLIGHTS



100% **TIER 1 SUPPLIERS** completed an environmental self-assessment

3 
DEDICATED environmental positions


ESTABLISHED a Sustainability Committee



FORMALIZED

our Environmental Policy

REFINED

our Sustainability Lens tool



IMPLEMENTED a carbon accounting platform



IDENTIFIED

data-based GHG emission reduction projects

ENVIRONMENT



ENVIRONMENTAL PLAN FY25 and Beyond



ENVIRONMENT GOAL

Our Aspiration Is To Be
Net Zero By 2050



TARGETS

GHG EMISSIONS REDUCTION

2030

↓ **50%**

ABSOLUTE REDUCTION in
Scope 1 & Scope 2 emissions
compared to baseline.

↓ **10-20%**

ABSOLUTE REDUCTION in Scope 3
emissions compared to baseline.

CIRCULARITY OF PACKAGING

2026



Evaluate all
packaging through
circularity KPIs.

INNOVATION USING A SUSTAINABILITY LENS

2026



INTRODUCE CO₂ EMISSIONS absolute
reduction in Scope 1 & Scope 2 emissions
compared to baseline.



IMPLEMENT at
least one global
project addressing
CO₂ emission hot
spots.



DEVELOP
sustainable
design criteria.



**HIGHLIGHT
AREAS** of
regulatory risk
and focus on
compliance
efforts.

SUPPLY CHAIN ENVIRONMENTAL IMPACT

2030

100%

ENGAGEMENT of Tier 1
and Tier 2 suppliers in GHG
emission reductions.

2026

**INTEGRATE SUPPLY CHAIN
CARBON DATA** into our
accounting platform, engaging
suppliers in implementing direct
capture of their Scope 1 and
Scope 2 emissions.



SOCIAL



FY23-FY24 Social Progress



STRENGTHEN AND EMBED OUR GLOBAL INCLUSION AND BELONGING

strategy to make WD-40 Company
a place where everybody experiences
a sense of belonging.



89.9%

OF OUR PEOPLE report
experiencing belonging
in our workplace



93.9%

FEEL THEY ARE VALUED MEMBERS
of their functional team

85%

BELIEVE they can
achieve their career
objectives



95.9%

ARE EXCITED about
WD-40 Company's
future direction



**70% OR MORE OF OUR
LEADERS** throughout the
organization have been
promoted from within



92.9%

**EMPLOYEE
ENGAGEMENT***

*98% of our global workforce participated
in our employee engagement survey



91.7%

REPORT THE WORK THEY DO gives them a sense of
personal accomplishment

644 employees work with outsourced
manufacturing and distributor partners to
get our products in the hands of end users in
176 countries.

97% believe their values align with our culture.

97.7% know what is expected of them.

98.2% understand how their job contributes
to achieving WD-40 Company goals.

93.3% of people choose to remain at
WD-40 Company year in and year out. Our
investment in people development compounds
and yields strong retention and returns.

53% of the GSC have experienced job growth.

50% of our people experienced growth
in their roles over the past **2** years, which
came with iteratively greater value creation
opportunity and earning potential.

**GENDER
REPRESENTATION**

♂ **53%** men

♀ **46%** women



SOCIAL



FY25-FY26 Social Plan



SOCIAL GOAL

Evolve Our Employee Experience and Culture



TARGETS

CULTURE

2026

STRIVE FOR A CULTURE WHERE
GREATER THAN

7 out of 10

employees experience diversity of thought, inclusion, and belonging. This will be achieved through meaningful engagements and programs in the three areas of the belonging model focused on acknowledgment, bias, and impact. Success will be measured through iterative pulse surveys that allow greater responsiveness to opportunities for making a meaningful difference.



LAUNCH OPEN EXCHANGES to identify the different ways people experience the workplace.

INTRODUCE ENTERPRISE- FIRST, values-aligned, decision-making framework.



IDENTIFY BEHAVIORS needed to achieve our strategic framework.



DEVELOP GLOBAL COMMUNITY engagement philosophy and program(s).



INCREASE INCLUSION AND BELONGING engagement through Better Together program, Belonging Champions, and the Awardco recognition platform.

REFRESH

THE DEFINITIONS of our values to include innovation, sustainability, collaboration, and integrity to be responsive to employee feedback.

TOTAL REWARDS

- ✓ **OPTIMIZE GROWTH REWARDS PROGRAM**
- ✓ **EXPAND AND PROMOTE JOB** description and salary structure transparency.
- ✓ **BENEFITS EQUITY STUDY** and long-term incentive program review.
- ✓ **GENDER EQUITY STUDY**

TALENT



IDENTIFY, PRIORITIZE, AND ACCELERATE learning outcomes.



REDEFINE OBJECTIVE ASSESSMENT of talent programs.



EXPAND EQUITABLE ACCESS to learning and promotion opportunities.

SUPPLY CHAIN SOCIAL EXPECTATIONS

2026

NEW RESPONSIBLE SOURCING POLICY rolled out internally.

GLOBAL PROCESSES FOR SOURCING, PROCUREMENT, AND QUALITY adapted to reflect and activate our Responsible Sourcing Policy and Distributor and Supplier Code of Conduct with new procedures identified and instituted as needed.

100%

OF TIER 1 supply chain partners understand our expectations as set out in the new Distributor and Supplier Code of Conduct and Responsible Sourcing Policy.



GOVERNANCE



FY23-FY24

ESG Governance Progress



EXPAND DISCLOSURES regarding Board-level ESG oversight



FURTHER DELINEATE ESG RISKS in the Company's enterprise risk management framework



DEVELOP ADDITIONAL POLICIES and PROCEDURES that support our ESG risk management framework



EXPAND AND ENHANCE ESG REPORTING to further document progress and increase transparency

REVISED

GIFT POLICY to bring it in line with market practices



100%

COMPLETION OF CODE OF CONDUCT TRAINING by our employees and **100%** completion of distributor code of conduct training for all reported years.



ESG BOARD ADVISORY GROUP CREATED



NEW CONFLICT OF INTEREST POLICY

AND CONFLICT DISCLOSURE FORM created and annual update of disclosure form implemented.

NEW

RESPONSIBLE

SOURCING POLICY CREATED



REVISED AND STRENGTHENED

Our Distributor and Supplier Code of Conduct

ENHANCED

Our due diligence screening and process.



GOVERNANCE



ESG GOVERNANCE PLAN FY25–FY26



GOVERNANCE GOAL

OUR COMPANY GOVERNANCE Stays Abreast of
and Supports Our Environment and Social Progress



TARGETS

ONGOING



THROUGH

CONSISTENT ENGAGEMENT ensure that as the Company continues to improve our Environment and Social strategies and actions, the Company follows up with Governance that captures those actions and puts in place the needed policies and procedures.



2025



UPDATE

OUR ESG MATERIALITY ASSESSMENT



CONDUCT

A TCFD-ALIGNED climate-related scenario analysis and publish a TCFD Report.



STRENGTHEN

OUR IN-HOUSE ESG REPORTING capacity by hiring and having in place an ESG Reporting Manager.

ABOUT THIS REPORT

This is our third biennial Environmental, Social and Governance (ESG) Report. The reporting period for this ESG Report is from September 1, 2022, through August 31, 2024, which covers the immediate past two fiscal years for us: financial year 2023 (FY23) and financial year 2024 (FY24). It is currently our practice to issue an ESG Report every two years. You can access our prior ESG Reports [here](#).

In our inaugural ESG Report, published in 2020, we described the foundation upon which we are building and refining our corporate ESG strategy. In our second ESG Report, published in 2022, we reported on our ESG progress for FY21 and FY22, and we presented our ESG Plan for the next two years, which is now the subject of this Report. In this, our third ESG Report, we report on our progress over the past two years, FY23 and FY24, and lay out our ESG strategy going forward with an emphasis on the next two-year period, FY25 and FY26.

We organize our ESG Reports around the material ESG topic areas that we identified during our first ESG Materiality Assessment, which we conducted in 2019. You can learn more about our 2019 ESG Materiality Assessment in our [2020 ESG Report](#). In the past five years since that first Materiality Assessment, we have expanded and refined our understanding of what we need to focus on as a company to set and achieve our ESG aspirations.

During the reporting period FY23-FY24, we restructured how we govern and manage our material topics, increased our internal ESG capacity, and ensured that our business and ESG strategies are not only aligned but are also fully integrated with each other. In FY25, we will conduct another double ESG Materiality Assessment to validate or update our ESG direction and material topic focus.

This Report has been prepared in accordance with the GRI Standards. We include reporting on relevant Topic Standards as defined. Please see the GRI Content Index in the companion document to this Report for more information on the GRI topic disclosures. We do not include reporting on GRI Sector Standards as none related to our business have been developed as of the publication of this Report. This Report provides a global overview of our Company, highlighting specific regional differences as noted throughout.

In keeping with current best practice, WD-40 Company is aligned with the intended purpose and structure of the Task Force on Climate Related Financial Disclosures (TCFD) Framework. We are currently implementing a global data acquisition, analysis, and reporting capability that will enable us to respond more fully to TCFD's recommended disclosures. We are also establishing appropriate processes and systems to better assess the financial implications of climate-related risks and opportunities. Please see the TCFD Recommended Disclosure Index in the companion document to this Report for more information. Next year, FY25, we will conduct a TCFD-aligned climate scenario analysis based on various climate change outcomes and we will issue our first TCFD Report.

This ESG Report is organized in the following sections: [About Our Company](#), which describes who we are, what is important to us, and the products that we deliver. We report on how we address our ESG material topics in each of the three ESG pillars: [Governance](#), [Environment](#), and [Social](#).

FOR QUESTIONS REGARDING WD-40 COMPANY'S ESG ACTIVITIES OR ESG REPORT, PLEASE CONTACT:

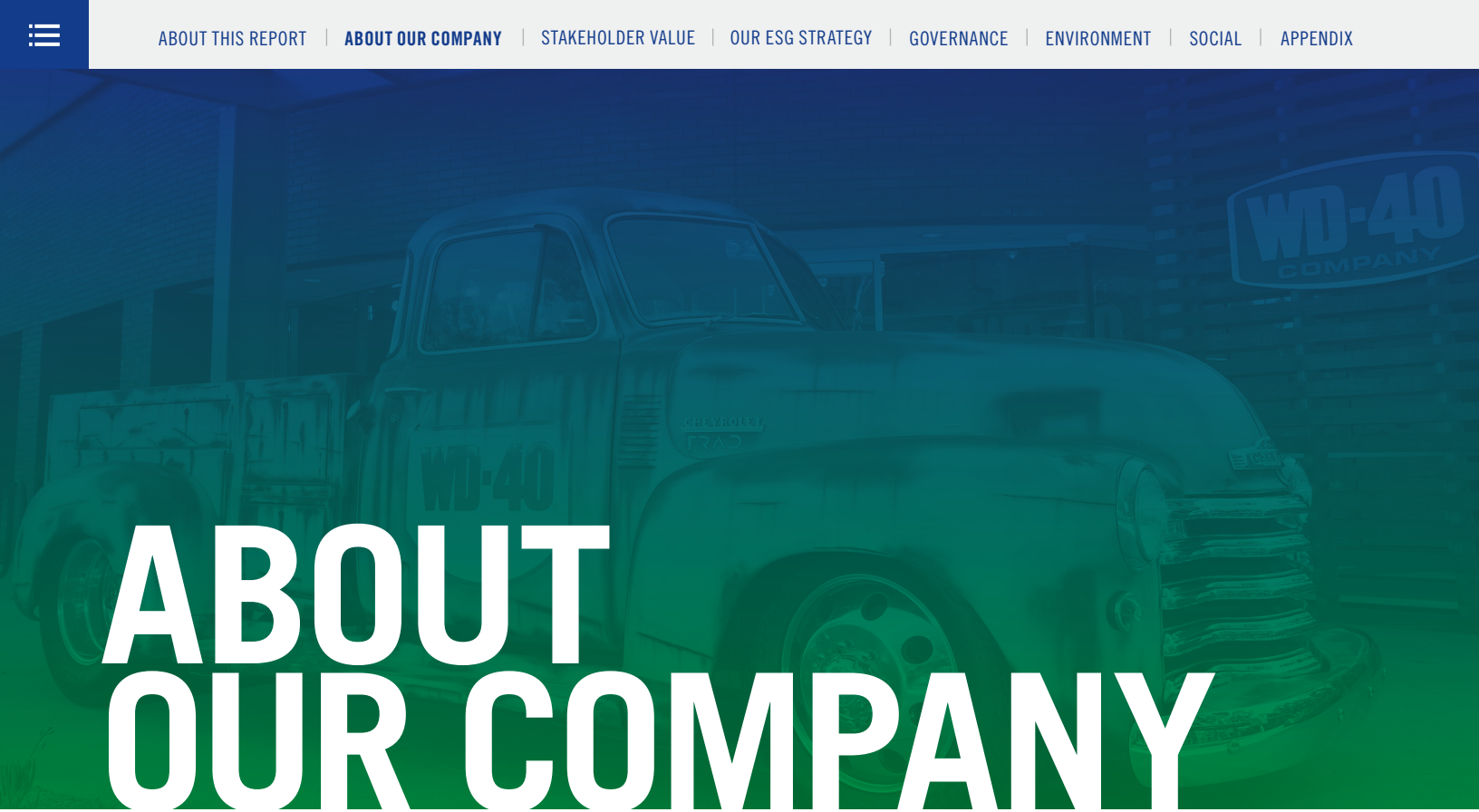
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ABOUT OUR COMPANY

The unique formula for WD-40 Company's now iconic WD-40® Multi-Use Product was created through the persistent quest to solve a challenging problem in the beginning days of the aerospace industry.

Our Company was founded in 1953 in San Diego, California as the Rocket Chemical Company when a team of scientists set their sights on a challenging mission: helping rockets get into space. In the early 1950's, the fledgling aerospace industry in San Diego was plagued by seaside air that corroded the parts of new planes and missiles. Although three researchers at Rocket Chemical Company believed they could develop a formula that would inhibit such corrosion, the solution stubbornly eluded them. Undeterred, they persisted where others might have given up. They conducted studies on 39 separate formulas in search of the perfect water displacing formula to prevent rust and corrosion. Finally, on the 40th try, the formula succeeded! Thus, WD-40 (water displacement—the 40th formula) was born—a secret formulation that to this day solves multiple everyday problems, makes things work smoothly, and extends the life of tools and equipment in homes, factories, and workshops in more than 176 countries and territories worldwide.

OUR BRANDS

Our keystone brand, WD-40® Multi-Use Product, became so successful across America that in 1970 Rocket Chemical Company changed its name to WD-40 Company and international expansion followed rapidly thereafter. For more than four decades, we sold only one product, WD-40® Multi-Use Product, a maintenance product which acts as a lubricant, rust preventative, penetrant and moisture displacer. Since then, through both research and development activities as well as the acquisition of several brands worldwide, we have built a family of brands and product lines that deliver high quality performance at a good value to our end users. Our namesake product is now joined by our WD-40 Specialist® line of maintenance products and an array of other maintenance, homecare, and cleaning products developed or acquired since 1995. WD-40 Company owns a wide range of trusted brands including WD-40® Brand, 3-IN-ONE®, GT85®, X-14®, 2000 Flushes®, Carpet Fresh®, no vac®, Spot Shot®, 1001®, Lava®, and Solvol®.

Today, WD-40 Company is a global marketing organization dedicated to creating positive lasting memories by developing and selling products that solve problems in workshops, factories, and homes around the world. We currently market and sell our products in more than 176 countries and territories worldwide primarily through warehouse club stores, hardware stores, automotive parts outlets, industrial distributors and suppliers, mass retail and home center stores, value retailers, grocery stores, online retailers, farm supply, sport retailers, and independent bike dealers.

OUR VALUES

Our values are the heart, soul, and guiding compass of WD-40 Company. They are as relevant today as they were a generation ago. This was confirmed once again in FY24 when we solicited input from a broad sampling of our employees to update and refresh our values to ensure strategic alignment. See [Evolving our Culture](#) in this Report. Our values support our vision, shape our culture, and guide us as we apply our judgment to make decisions. At WD-40 Company, our values are not just written on the wall or occasionally spoken. We live, breathe, work, and play by our values every day. They are incorporated into our strategic decision-making, our performance coaching processes, our candidate evaluation methods, and our training. They grant us freedom, so we can each make autonomous decisions, yet still act as one. You can learn more about what it means to us to live our values in our [2020 ESG Report](#) or on our website.

OUR FOUR-BY-FOUR STRATEGIC FRAMEWORK

Our future is guided by our long-term Four-by-Four Strategic Framework that is tied to our purpose and to our values. Our strategic framework consists of two main elements as follows:

The first element of our Four-by-Four Strategic Framework, which we refer to as our **Must-Win Battles**, focuses on increasing the sales of our maintenance products. Our Must-Win Battles consist of:

1. Growing WD-40® Multi-Use Product sales through geographic expansion;
2. Growing sales and gross margin through the premiumization of WD-40® Multi-Use Product;
3. Growing the WD-40 Specialist® product line through category leadership; and
4. Accelerating our capabilities in building our brand digitally and maximizing our global digital commerce presence.

The second element of our Four-by-Four Strategic Framework, which we refer to as our **Strategic Enablers**, focuses on operational excellence. Our Strategic Enablers also play an essential role in the integration of our business and ESG strategies. Our four Strategic Enablers consist of:

1. Ensuring a People-First mindset where we can attract, develop, and engage outstanding employees;
2. Building an enduring business for the future;
3. Achieving operational excellence in our supply chain; and
4. Driving productivity via enhanced systems.

Together the two strategic elements above, our Must-Win Battles and our Strategic Enablers, make up our Four-by-Four Strategic Framework, which informs where we focus our time, talent and treasure. Learn more about our strategic framework in our [2024 Annual Report](#).

OUR STRATEGIC ENABLERS



STRATEGIC ENABLER #1

Ensure a People-First Mindset

At WD-40 Company, our greatest asset is our 644 employees. We are, and wish to remain, an employer of choice where all employees thrive. Fostering a culture of belonging, achievement, and learning, while attracting, developing, and engaging talent will sustainably drive our forward momentum. We will measure ourselves via the attainment of our global ambitions, which are enabled by our People-First mindset metrics. See [Social](#).



STRATEGIC ENABLER #2

Build an Enduring Business for the Future

WD-40 Company has long been committed to purpose driven growth. We aim to build an enduring business designed to exist indefinitely. We are committed to operating our business in a manner which ensures a balance between economic growth, environmental impact, and social well-being which will help to create and protect long-term stakeholder value. See [Environment](#).



STRATEGIC ENABLER #3

Achieve Operational Excellence in Supply Chain

We believe that a resilient and high-performing global supply chain enabled by scaling the learning of our people, capacity, and capabilities will secure the long-term success of our Company. This enabler is built on four pillars of success: a balanced global supply chain, progress on ESG integration, integrated end-to-end planning, and commercial innovation. We work with our 100% outsourced production partners to ensure they are living up to their commitment for ethical employment practices. See [Social](#), [Environment](#).



STRATEGIC ENABLER #4

Drive Productivity Via Enhanced Systems

We will identify and implement enhanced productivity solutions by using technology to improve front and back-office operations, provide effective access to critical analytics, and deliver the highest value investments through effective project and program management leading to greater levels of operational effectiveness.



OUR PEOPLE-FIRST MINDSET

Our corporate purpose, which is to create positive lasting memories through everything we do, can only be achieved through the efforts of our people, who consistently deliver value to our many stakeholders around the world. In particular, our people deliver value to the end users of our products, who use them to solve problems in factories, workshops, and homes around the world. Our workforce of 644 people is distributed globally in 16 countries, with approximately 36% in the Americas, 42% in Europe, India, Middle East, and Africa (EIMEA), 14% in Asia-Pacific, and 8% in corporate offices. Women make up approximately 44% of our global workforce. The average tenure of our global workforce is eight years.

Our People-First mindset generates an important competitive advantage through our ability to attract, develop, retain, and engage outstanding employees. One of the primary responsibilities of our leaders, whom we refer to as coaches, is to support the development needs of each of our people to achieve their own performance goals. We offer various learning opportunities to allow employees to grow from both a technical and leadership of self, and a leadership of other, standpoint.

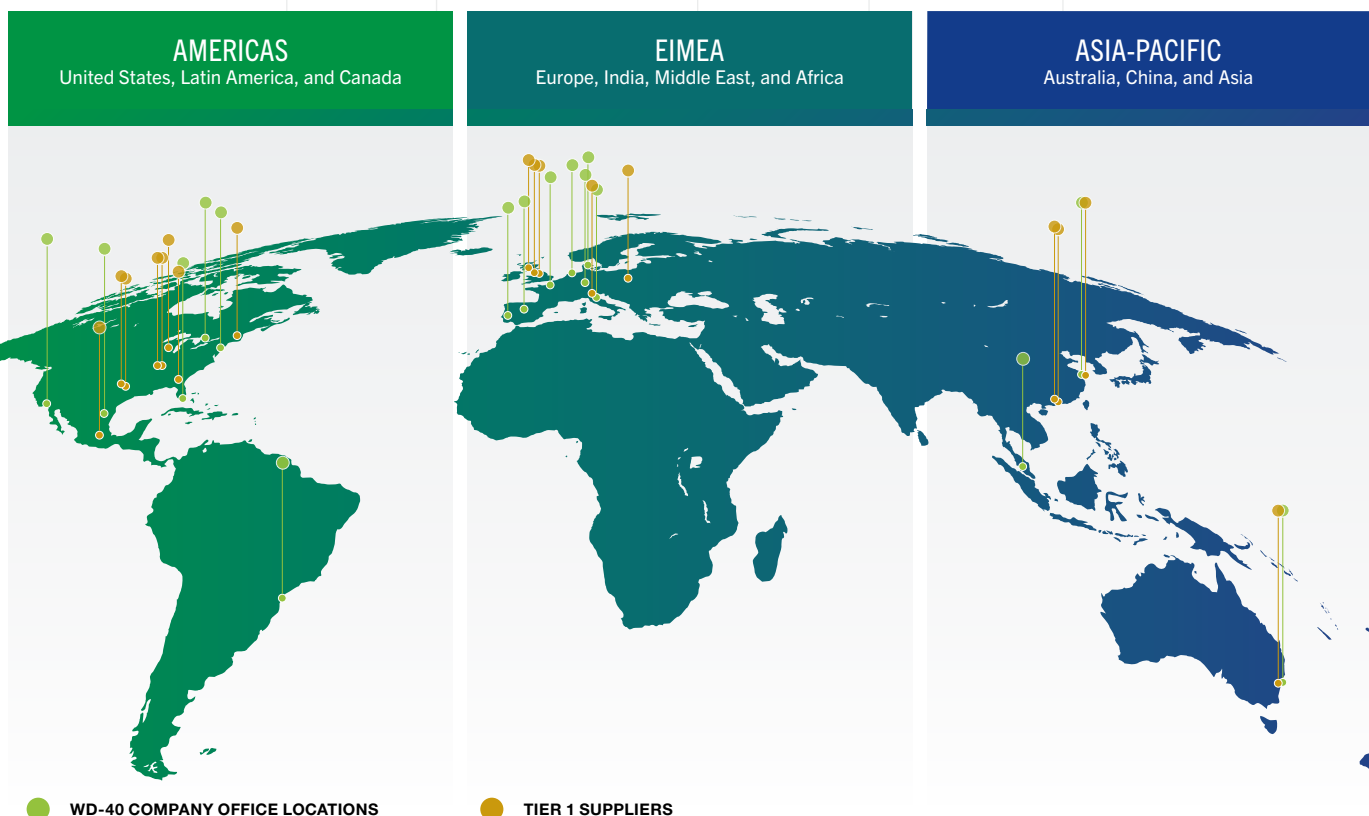
We are committed to celebrating the uniqueness of our individual characteristics, which help create a culture that is distinguished by people feeling a genuine sense of acceptance and belonging.

Our organizational culture also constitutes a competitive advantage for us in the marketplace and we prioritize it as such. We care about understanding the views, perspectives, and experiences of all our stakeholders. This is foundational to maintaining and growing the WD-40 Company brand and business.

Our workforce is comprised of the following functions: marketing, sales, customer service, finance and accounting, legal, information technology, human resources, supply chain and logistics, innovation, research and development, quality, and other technical fields. Our success is accelerated through global collaboration and learning as employees work together with their functional peers or in squads focused on common goals that are aligned with and in support of the Four-by-Four Strategic Framework. Additional information on the people side of our business may be found later in this Report [here](#).

WD-40 COMPANY GLOBAL REACH

176 Countries and Territories | **3** Trade Blocs | **62** Unique Trade Channels | **644** Employees | Offices in **16** cities | Tier 1 Suppliers in **20** cities



OUR COMMITMENT TO SUSTAINABLE PRODUCT INNOVATION AND RENOVATION

Our Company literally began with rocket science in 1953. Research, innovation, renovation, and delivery of consistently dependable products has been core to who we are as an organization ever since. This ongoing commitment to innovation and renovation in our product line now includes a special focus on sustainability without compromising on performance as we progressively, step-by-step reduce our negative environmental impacts and enhance our positive social impacts. Innovation and renovation with a view to long-term sustainability for both society and our Company are essential factors in the long-term growth of our brands and product lines as we strive to always be current and relevant to the evolving needs of our customers and end users. We continue to work on future products, product lines, product packaging, and product delivery systems, as well as promotional innovations and renovations, to expand our product portfolio to help us grow in line with our commitment to sustainability.

Our Global Research and Development Team supports new product development and current product improvement for all our brands with a mandate to progressively reduce GHG emissions from our products and processes around the world. Key innovations for our products have taken place in, but are not limited to, WD-40 EZ-Reach Flexible Straw®, WD-40 Smart Straw®, WD-40 Trigger Pro®, WD-40 Specialist®, WD-40 Specialist® Degreaser & Cleaner EZ-Pods, WD-40® Precision Pen, WD-40 BIKE®, 3-IN-ONE RVcare® and 3-IN-ONE® Professional Garage Door Lube.

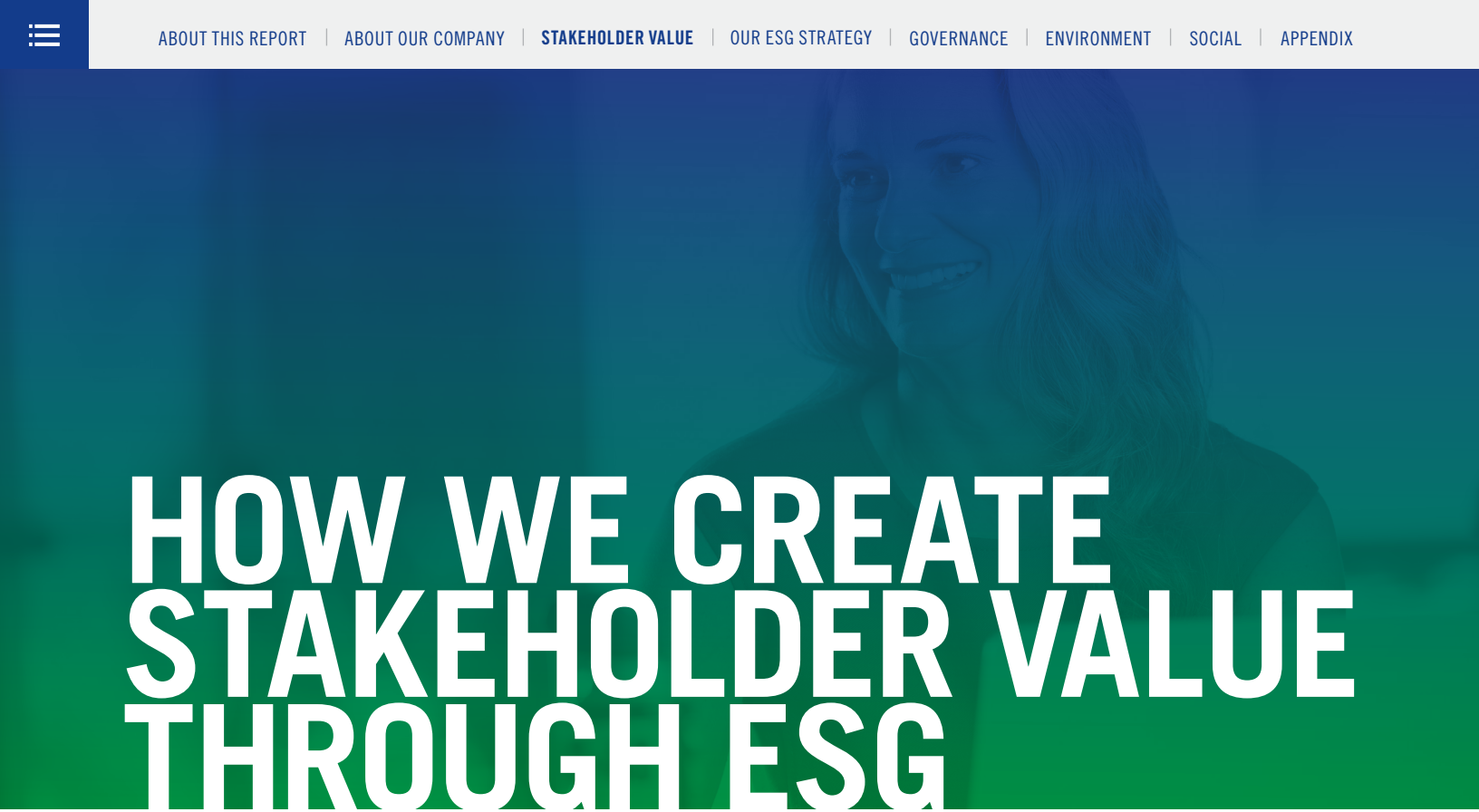
OUR BUSINESS MODEL, SUPPLY CHAIN, AND OFFICES

Our Company's business model exemplifies the philosophy of thinking globally and acting locally, which fully aligns with today's growing focus on more environmentally and socially sustainable supply chains. We rely on third-party contract manufacturers and distribution centers located in geographic proximity to our markets around the world to blend our proprietary formulas, create our finished goods, and ship products to local warehouses. However, even though we outsource the manufacturing of our products, we maintain a high degree of quality assurance, oversight, and influence over production.

Our unique multi-channel distribution network allows us to respond to local needs and support local economies by contracting with manufacturing and distribution services in closer geographic proximity to our customers and end users, thus reducing our carbon footprint by minimizing our transport distances.

Although the reach of our sourcing, supply chain, and distribution operations is global, the supply chain and distribution networks that are core to the success of our business model enable us to operate with a local focus. Our contract manufacturers are located in the United States, Mexico, Brazil, Argentina, the United Kingdom, Italy, Poland, Australia, China, South Korea, and India. We distribute WD-40 Company products through 62 unique trade channels that include mass merchants, manufacturing, home centers, hardware, automotive, grocery, sporting goods, online retailers, drug stores, plumbing supply, bike, janitorial distributors, rail, and many more. Our United States domestic operations also supply products for markets in Latin America, and Canada. We conduct business in international markets through operating subsidiaries located in Australia (WD-40 Company (Australia) Pty. Limited), Brazil (WD-40 Company Brasil Ltda.), Canada (WD-40 Company (Canada) Ltd.), China (Wu Di (Shanghai) Industrial Co., Ltd.), Mexico (WD-40 Co. Mexico, S. de R.L. de C.V.), and the United Kingdom (WD-40 Company Limited). WD-40 Company manages its supply chain operations through each of these subsidiaries under a common set of standards, policies, and procedures.

Our three offices in the United States support our corporate operations, the Americas' business segment, our research and development, and our Latin America operations. Outside the United States, WD-40 Company has wholly owned subsidiaries with offices in Australia, Brazil, Canada, China, Malaysia, Mexico, and the United Kingdom, as well as several offices and brand support centers throughout Europe. You can learn more about our Company history and products in our [2024 Annual Report](#) and our [website](#).



HOW WE CREATE STAKEHOLDER VALUE THROUGH ESG

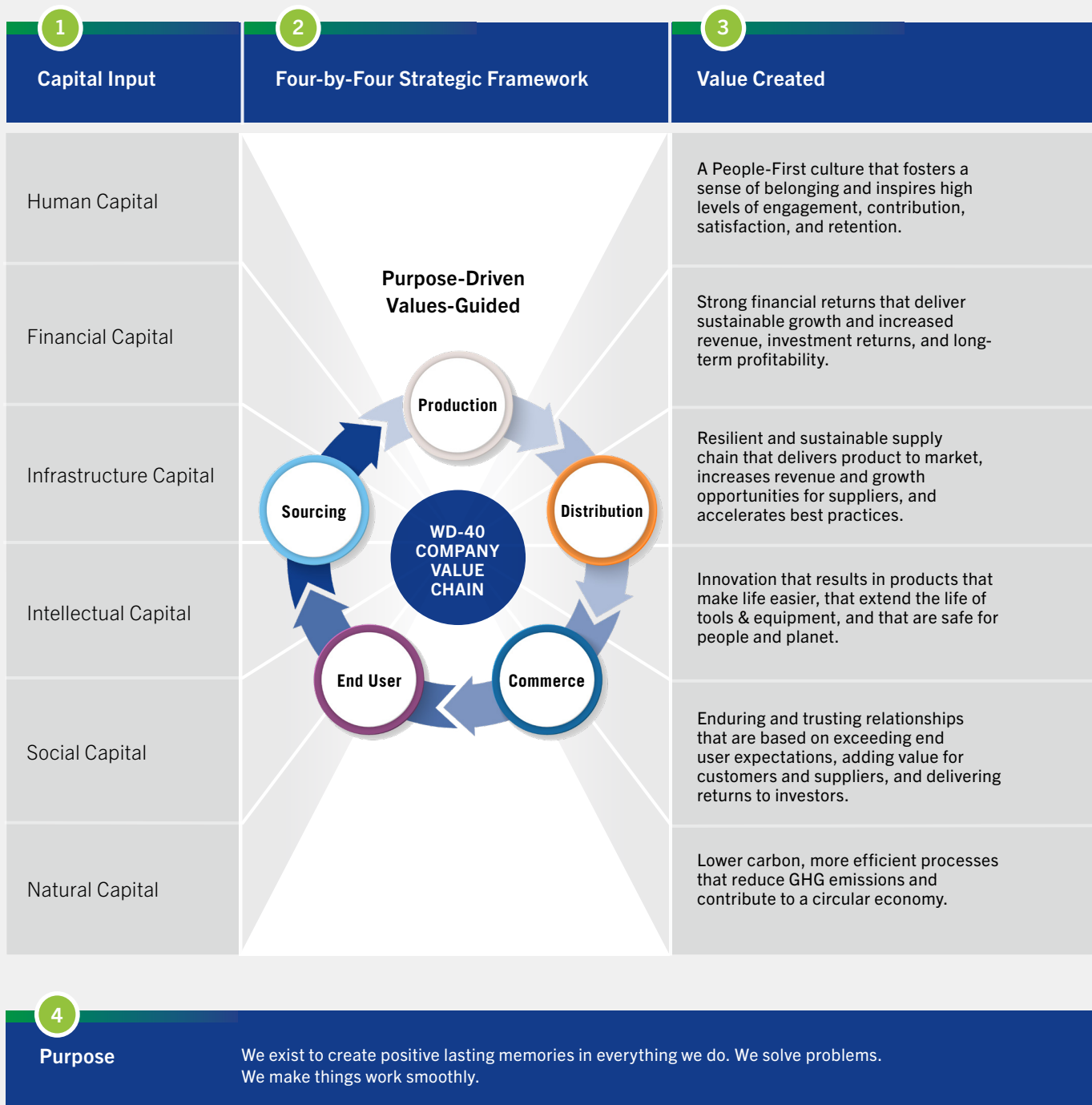
The distinguishing hallmark of WD-40 Company over many decades has been our commitment to a stated set of positive values that imbue every aspect of our business operations and relationships.

Our primary value is, and has long been, ‘Do the Right Thing.’ The expression of that value evolves as society evolves, expectations on business evolve, and we evolve to meet the changing circumstances. Nowhere is that more clearly seen than in the rapidly evolving area of our business that falls under the domain of ‘Environment, Social and Governance.’ Here, as in every aspect of our business, we do business in a way that creates value for all our stakeholders.

We have long recognized value as being a concept that is multi-capital and multi-dimensional. From our human capital, to our financial capital, to our intellectual capital, we have invested in and developed these over decades. In examining how our ESG strategy, commitments, actions, and performance create value for all our stakeholders, we consider six key capitals that both contribute to our business success and benefit specific stakeholder groups. These six capitals are: human capital, financial capital, infrastructure capital, intellectual capital, social capital, and natural capital.

This approach is in alignment with the integrated thinking principles and six capitals approach of the [International Financial Reporting Standards \(IFRS\)](#), which were developed to help embed sustainable business practices into a business and provide a foundation for long-term value creation. Throughout this Report, we underscore ways that we deliver value through our actions with a focus on the six capitals that are discussed briefly below and are summarized in the following diagram. We also provide links to the relevant sections in this Report where we provide more detail on how we add value to our stakeholders through our ESG-related activities.

WD-40 COMPANY'S VALUE CREATION



SIX CAPITALS AND THE STAKEHOLDER VALUE CREATED

Human Capital

Our People-First culture means that we prioritize and invest in our people to jointly create an enduring organization that we will be proud to pass down to the next generation of our Company's people. We prioritize learning so employees can advance, expand their impact, and choose to stay. Our welcoming and supportive culture creates the environment needed to ensure that everyone can learn and experience a sense of inclusion and belonging. We provide competitive short-term and long-term total rewards. The value we create for our people is underscored through high levels of engagement, accountability, retention, and investment of discretionary effort.

Prioritization and investment in our ESG performance and goals aligns with our long-held values as a corporate culture and demonstrably engages, motivates, and excites our people. By integrating ESG thinking into how we operate our business, we create learning and professional development opportunities, promote creative problem solving and innovation, and foster collaboration and synergies across all levels and functions to achieve our goals. Our strong ESG Governance structure and leadership engagement set the tone for integrating our ESG objectives and actions into our business strategy. This alignment and integration provides clear expectations for employees regarding roles, responsibilities, and performance standards for advancing ESG goals. These dynamics help drive our performance and competitive advantage, enhance our ability to attract and retain talent, fully integrate ESG into all our operations, and create long-term value for all our stakeholders. Learn more here: [Integration of our Business and ESG Strategies](#) and [Governance](#).

Financial Capital

Strong ESG strategies, actions, and performance within our Company and across our value chain enhance our long-term financial performance, reputation, and brand value. Implementing ESG initiatives has led to cost avoidance through energy efficiency, waste reduction, and improved resource management. These savings contribute directly to financial capital by improving gross margins. Strength in these factors delivers tangible value for our investors and maximizes their investment in us.

In addition, our ESG actions contribute to building an enduring business for the future, amplifying investor confidence in us by reducing future risk, ensuring regulatory compliance, driving innovation, and safeguarding our long-term stability and business growth. This Report provides numerous examples of how ESG contributes to strengthening our financial capital. These range from becoming the leader in high-performing products in our category, to protecting our global brand through being proactive in ESG, to increasing the engagement of our people through strong values alignment. Learn more here: [Governance](#), [Social](#), [Environment](#).

Infrastructure Capital

Throughout our supply chain we foster long-term and values-aligned relationships. Our updated [Distributor and Supplier Code of Conduct](#) and new [Responsible Sourcing Policy](#) that will be introduced in early FY25 provide clear ESG expectations for our suppliers to perform with the highest ethical, environmental, and social standards. We work with suppliers to address environmental challenges and create shared value toward building a more resilient and sustainable supply chain infrastructure. As third-party contract manufacturers are vital to our business success and central to reducing our environmental impacts, we expect our suppliers to work with us to meet the environmental goals we set. We also expect our suppliers to provide a safe work environment in which people are treated fairly, with dignity and respect, and are able to conduct their activities in a manner that respects human rights as set out in the [United Nations Universal Declaration of Human Rights](#) and the [International Labour Organization](#). Through our work together, we create value by supporting supply chain resilience, which in turn, helps ensure a stable and efficient flow of inventory to our customers. Learn more here: [Governance](#), [Environment](#), [Social](#).

Intellectual Capital

Our investment in innovation generates high quality and easy to use solutions for maintenance needs in workshops, factories, and homes. Our uncompromising attention to product safety and efficacy creates value for our end user by reinforcing end user satisfaction, confidence, loyalty, and trust in our brands. Through innovation we are working to improve the environmental characteristics and reduce the environmental impacts of our products, packaging, and processes.

By doing so, we enhance the value of our intellectual capital by acquiring new knowledge and expertise, strengthening our research and development capacity, and developing improved environmental solutions for our customers and end users. Our focus on building intellectual capital enhances the value of our brand, increases our competitiveness and sustainability, improving our environmental outcomes and societal impact. Learn more here: [Environment](#).

Social Capital

We also create value for people in the communities we touch by ensuring that environmental and social impacts are integrated into the way we conduct business as a company worldwide. Ultimately, we believe that our ESG actions create value by contributing to the wider societal drive to build a healthy, sustainable world. We engage, listen to, and integrate the concerns and perspectives of our stakeholders around the world while ensuring that our actions are aligned with our business strategy and objectives. Clear standards, policies, and strategies enable all our stakeholders to understand our ESG commitments to reduce our negative environmental impacts and enhance our positive social impacts. We report our ESG progress regularly through our biennial ESG Reports to keep our stakeholders informed and to invite them to hold us accountable for delivering on our commitments. We communicate transparently to our stakeholders about our strategies, practices, and performance, while at the same time endeavoring to continuously improve our ability to provide clear qualitative and quantitative evidence of our progress. Learn more here: [Integration of our Business and ESG Strategies](#), [Social](#) and [Governance](#).

Natural Capital

Delivering on our environmental goals and aspirations helps our customers deliver on their environmental goals and aspirations as well. We also create value for our end users as they use our products with confidence, knowing how to use them safely, and dispose of the packaging at the end of use. Through our [Repair Challenge](#) we seek to inspire millions of end users—the doers, makers, fixers, and builders—to use our products to extend the lifespan of their tools, worn down equipment, bicycles, cars, or just about anything else, and keep them in circulation for longer. This creates shared social and environmental value by supporting reductions in global material extraction and consumption. Learn more here: [Environment](#).

BUILDING AN ENDURING BUSINESS

WD-40 Company has long been committed to purpose driven growth. We aim to build an enduring business designed to exist indefinitely. We are committed to operating our business in a manner which ensures a balance between economic growth, environmental impact, and social well-being which will help to create and protect long-term stakeholder value.

INTEGRATION OF OUR BUSINESS AND ESG STRATEGIES

An integrated approach to environmental impact, social impact, and governance is fundamental to improving our environmental impact, resilience, and profitability of our business and our ability to create long-term value for our stakeholders. Our ESG strategy supports and integrates with our business through the four strategic enablers that are part of our Company's Four-by-Four Strategic Framework, which is the core of WD-40 Company's business strategy. See: [About our Company](#). Also see: [2024 Annual Report](#).

For the past two years we evolved how we manage ESG topics, actions, and performance within the business to more effectively engage the passion and talents of our people, facilitate collaboration across departments, and optimize our resources, systems, and processes to achieve the ESG plans and goals set out in our [2022 ESG Report](#). We appointed a Global Environmental Programs Director, established and filled two positions dedicated to environmental analysis and carbon management, and added a new sustainability data platform for carbon accounting. In addition, we have undertaken two major structural initiatives in our corporate Governance: the formation of the ESG Squad and the Sustainability Committee, which ensure the direct participation of senior corporate leaders in functional ESG decision making and accountability for ESG performance. We describe how we manage the integration of ESG and business strategy in the [Governance](#) section of this Report.

STAKEHOLDER ENGAGEMENT

For 71 years, WD-40 Company has thrived by consistently delivering value to our diverse stakeholders. As we've grown, so has our understanding of our stakeholders' varied interests and needs. Our commitment to ESG engagement stems from the recognition that sustainable growth must align with evolving societal expectations. While we acknowledge that stakeholders often have different views on ESG-related matters, ultimately, we believe that the implementation of ESG initiatives creates value for the Company and its stakeholders alike.

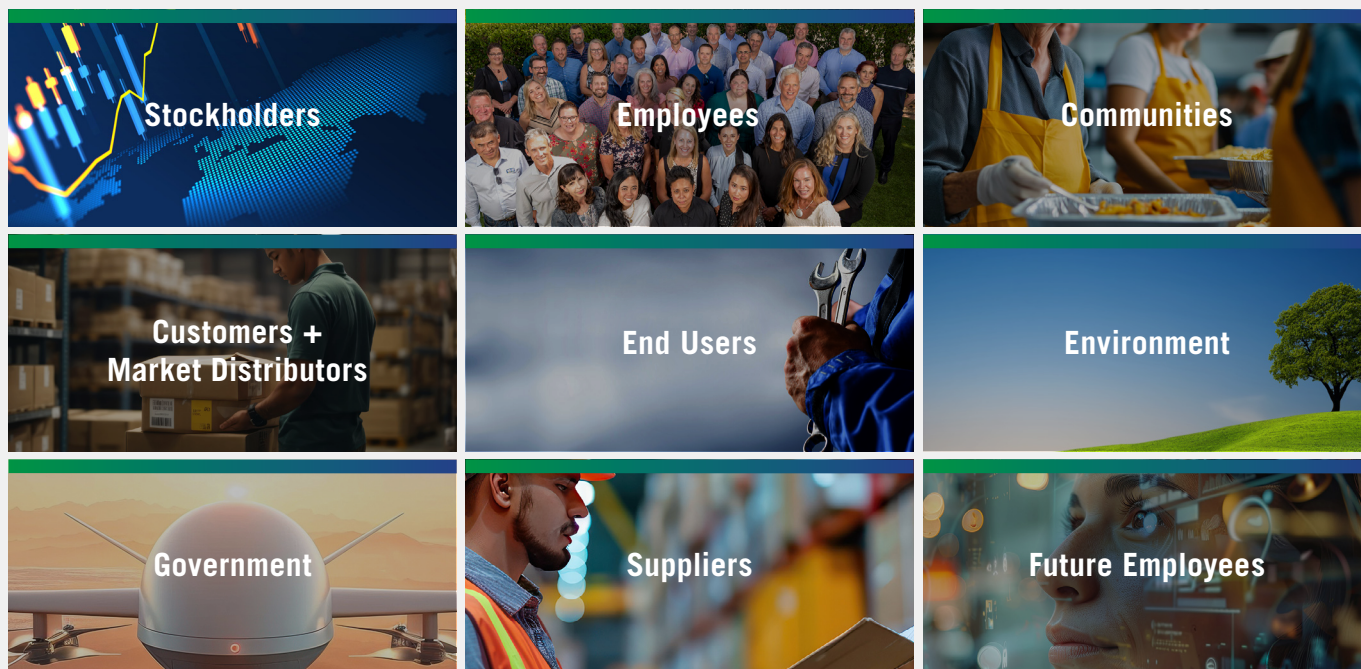
We actively engage stakeholders—from employees and end users, to customers, suppliers, stockholders, and local communities—through multiple channels. This ongoing dialogue is crucial as we develop, execute, and update our ESG strategy. Listening attentively to our stakeholders:

- Informs our ESG strategy, ensuring it addresses real-world concerns and opportunities;
- Helps us anticipate and adapt to emerging trends and challenges;

- Strengthens our relationships, fostering trust and loyalty; and
- Drives innovation, as diverse perspectives often lead to creative solutions.

Our stakeholder engagement process includes regular ESG materiality assessments, with the next one scheduled for FY25. These assessments involve extensive engagement across all key stakeholder groups, allowing us to systematically gather insights on critical ESG issues important to both our stakeholders and our business success. This double materiality approach is crucial for focusing our ESG efforts and ensuring responsiveness to stakeholder priorities. By maintaining an open, dynamic exchange, we safeguard our corporate future and reinforce our position as a profitable, values-driven global leader. In an increasingly complex business and regulatory landscape with growing climate uncertainty, this engagement remains vital for sustainable success. To learn more about our stakeholders and how we engage with them see: WD-40 Company Stakeholder Engagement in the [Appendix](#).

WHO ARE WD-40 COMPANY'S STAKEHOLDERS?



OUR ESG STRATEGY

Our ESG strategy is evolving to support our Four-by-Four Strategic Framework and to reflect the evolving expectations of our stakeholders. In FY23-FY24, our plan was to focus on four progressive steps needed to advance our overall ability to make meaningful ESG progress:

- 1 Identify and pursue opportunities for value creation and improvement (see [Environment](#) section of this Report);
- 2 Enhance our capability to pursue our ESG objectives;
- 3 Set goals by the end of FY24 for reductions in negative impacts once methods are shown to be effective (see [Environment](#) section of this Report); and
- 4 Strengthen our ability to produce expanded disclosures and report on annual data (see [Environment](#) section of this Report).

As we made progress in these steps, we reformulated our ESG strategy to reflect our plans going forward organized around our three ESG pillars: Environment, Social and Governance. We summarize our FY23-FY24 ESG Strategy progress and set out our updated ESG Strategy on the next page.

FY23-FY24 ESG STRATEGY PROGRESS



GOAL

Educate and Involve the Company's Global Strategic Council (GSC)



FY23-FY24 TARGETS

- Conduct workshop(s) with the GSC on the results of the Organizational Life Cycle Analysis (O-LCA) and the five scenario studies, including the implications of those results.
- Conduct workshop(s) with the GSC on the current and expected future state of ESG regulatory frameworks, voluntary carbon markets, carbon pricing and taxation, SEC disclosure, circularity, and sustainability.
- Involve the GSC in identifying people whose roles will need to include ESG-related functions and objectives in support of the goals for ESG.
- Obtain input for possible adjustments to ESG objectives and activities and incorporate into future ESG Reports



PROGRESS

✓ Completed



GOAL

Develop Talent



FY23-FY24 TARGETS

- Develop and fill three new positions dedicated to advancing our ESG progress and performance.
- Revise specific job descriptions to include ESG functional accountabilities.



PROGRESS

✓ Completed



GOAL

Acquire and Implement Tools



FY23-FY24 TARGETS

- Identify and acquire data platform.
- Implement data platform.
- Begin to integrate with other existing data sources (e.g., data warehouse, ERP, supply chain partners, etc.).



PROGRESS

✓ Completed

ESG Strategy



ENVIRONMENT GOAL

Our Aspiration Is To Be Net Zero By 2050



TARGETS

GHG EMISSIONS REDUCTION

2030:

- 50% absolute reduction in Scope 1 & Scope 2 emissions compared to baseline.
- 10-20% absolute reduction in Scope 3 emissions compared to baseline.

INNOVATION USING A SUSTAINABILITY LENS

2026:

- Introduce CO₂ emissions scoring and calculate product and portfolio impact scores for existing products to identify high impact areas for improvement.
- Implement at least one global project addressing CO₂ emission hot spots.
- Develop more sustainable design criteria.
- Highlight areas of regulatory risk and focus on compliance efforts.

CIRCULARITY OF PACKAGING

2026:

- Evaluate all packaging through circularity KPIs.

SUPPLY CHAIN ENVIRONMENTAL IMPACT

2030:

- 100% engagement of Tier 1 and Tier 2 suppliers in GHG emission reductions.

2026:

- Integrate supply chain carbon data into our accounting platform, engaging suppliers in implementing direct capture of their Scope 1 and Scope 2 emissions.



SOCIAL GOAL

Evolve Our Employee Experience And Culture



TARGETS

CULTURE

2026:

- Strive for a culture where greater than 7 out of 10 employees experience diversity of thought, inclusion, and belonging. This will be achieved through meaningful engagements and programs in the three areas of the belonging model focused on acknowledgment, bias, and impact. Success will be measured through iterative pulse surveys that allow greater responsiveness to opportunities for making a meaningful difference.
- Launch open exchanges to identify the different ways people experience the workplace.
- Refresh the definitions of our values to include innovation, sustainability, collaboration, and integrity to be responsive to employee feedback.
- Introduce enterprise-first, values-aligned, decision-making framework.
- Identify behaviors needed to achieve our strategic framework.
- Increase inclusion and belonging engagement through Better Together program, Belonging Champions, and the Awardco recognition platform.
- Develop global community engagement philosophy and program(s).

TOTAL REWARDS

- Optimize Growth Rewards Program
- Expand and promote job description and salary structure transparency.
- Benefits equity study and long-term incentive program review.
- Gender equity study.

TALENT

- Identify, prioritize, and accelerate learning outcomes.
- Redefine objective assessment of talent programs.
- Expand equitable access to learning and promotion opportunities.

SUPPLY CHAIN SOCIAL EXPECTATIONS

2026:

- New Responsible Sourcing Policy rolled out internally.
- Global processes for Sourcing, Procurement, and Quality adapted to reflect and activate our Responsible Sourcing Policy and Distributor and Supplier Code of Conduct with new procedures identified and instituted as needed.
- 100% of Tier 1 supply chain partners understand our expectations as set out in the new Distributor and Supplier Code of Conduct and Responsible Sourcing Policy.



GOVERNANCE GOAL

Our Company Governance Stays Abreast of and Supports Our Environment and Social Progress



TARGETS

ONGOING

- As the Company enhances its Environmental and Social strategies, it reinforces these efforts with Governance that formalizes actions and establishes essential policies and procedures.

2025

- Update our ESG Materiality Assessment.
- Conduct a TCFD-aligned climate-related scenario analysis and publish a TCFD Report.
- Strengthen our in-house ESG reporting capacity by hiring and having in place an ESG Reporting Manager.

The balance of this Report is organized around our three strategic ESG pillars. In each section we report on our FY23-FY24 progress and describe our plan for FY25-FY26 and beyond. We begin with **Governance** as it serves as the bedrock for business success, establishing essential structures for strategic direction, accountability, risk management, and effective management, while reinforcing stakeholder trust. As a cornerstone for integrating ESG more effectively into how we conduct business, strong governance practices ensure effective ESG decision-making, resource allocation, and performance monitoring.

In our Governance section we provide an overview of our ESG Governance structure and describe how that structure supports the management of Governance-related material topics. In the **Environment** and **Social** sections we provide greater detail about how the Governance structure supports how we manage our ESG material topics in those areas.

GOVERNANCE

WD-40 Company's integrated approach to Governance creates stakeholder value by ensuring ethical, transparent, and effective management of the Company.

Strong Governance practices not only mitigate risks but also foster trust among investors, employees, customers, suppliers, and the broader public. Our corporate Governance and ESG Governance structures are intertwined, ensuring that the development and execution of both our ESG strategy and overall business strategy—our Four-by-Four Strategic Framework—are aligned and integrated. This ensures that decisions that drive long-term value creation are made in the best interests of both the Company and our stakeholders.

Further details regarding the Company's comprehensive corporate Governance practices are available [here](#).



BOARD OF DIRECTORS
 FRONT ROW (LEFT TO RIGHT): LARA LEE, CYNTHIA B. BURKS, ANNE G. SAUNDERS, EDWARD O. MAGEE, JR., ERIC P. ETCHART, BACK ROW (LEFT TO RIGHT): STEVEN A. BRASS, DAVID B. PENDARVIS, GREGORY A. SANDFORT, GRACIELA L. MONTEAGUDO, TREVOR I. MIHALIK, DANIEL T. CARTER

ESG GOVERNANCE AND MANAGEMENT STRUCTURE

BOARD OF DIRECTORS

WD-40 Company's Board of Directors is responsible for the overall stewardship and strategic direction of the Company. The Board provides ultimate oversight of the Company's ESG strategy, climate-related risks, and performance as set out in this Report. Our Board includes directors with expertise in many aspects of business, including corporate sustainability and environmental matters. All directors annually review the Company's ESG results.

In FY24, the Board established an ESG Board Advisory Group, a provisional working group comprised of four Board Members with diverse ESG backgrounds. The Advisory Group was created to provide guidance to the Company on key ESG-related issues. This includes approving the external targets for carbon reduction in collaboration with the Sustainability Committee, shaping our overall strategy for more sustainable innovation, and strengthening social plans and initiatives of the Company. The Advisory Group meets on an ad-hoc basis as needed. Learn more about the Sustainability Committee [here](#). Learn more about our Board Governance in our committee charters, which are available on our [website](#).

GLOBAL STRATEGIC COUNCIL

Our Global Strategic Council (GSC) is the Company's senior leadership team and is comprised of a diverse group of leaders who have more than 235 collective years of experience working at WD-40 Company. These individuals oversee a broad cross-section of global functions and come from a myriad of cultures, backgrounds, and experiences because we believe that diversity in thought leads to better strategic decision making. What is important to note for the purposes of this ESG Report is that 10 out of the 15 members of the GSC are directly and actively involved in both ESG Governance and the functional management of ESG-related matters within the Company.

This extensive leadership participation ensures that all ESG aspects of our business are reviewed and integrated into WD-40 Company's ongoing business strategy and operations. Throughout this Report we indicate where GSC members are actively involved in ESG strategy development,

implementation, and performance.

This structural element of our ESG Governance ensures that ESG issues and actions are aligned with, and integral to, how



GLOBAL STRATEGIC COUNCIL

we conduct and grow our business worldwide.

ESG OVERSIGHT

Our ESG Governance structure is designed to ensure that all ESG material topics are managed, tracked, and reported across the Company and integrated with our business strategy. Oversight responsibility for our ESG strategy and results ultimately resides with the Board of Directors.

Operational ESG oversight begins with our three ESG team leaders who respectively lead our three ESG Teams—Environment, Social and Governance (see below). They formally coordinate with and through the Vice President of Stakeholder and Investor Engagement, who reports directly to the CEO. The CEO is ultimately accountable to the Board of Directors for ESG results.

ESG GOVERNANCE STRUCTURE FY25-26



ESG-RELATED RISK MANAGEMENT

The CEO is responsible for overall risk management and provides input to the Board about the Company's enterprise risk management program and is responsive to the Board in its risk oversight role. In FY23-FY24, we identified and tracked 13 potential ESG risks through our enterprise risk management risk register. Each risk is assigned to a specific GSC member. The risk is described, fully analyzed, and ranked across a range of risk-analysis factors and recommendations are made for current and future actions.

ESG MANAGEMENT – THE ESG SQUAD

Management of our ESG material topics is organized through our ESG Squad consisting of three cross-functional teams focused respectively on Environment, Social and Governance. Business functions represented on the ESG Squad include Global Research and Development, Human Resources, Global Supply Chain, Legal, and Global Brand and Innovation. The involvement of Global Strategic Council members on the ESG Squad ensures that there is a high degree of ongoing current awareness and coordination of ESG matters at the most senior executive level.

ESG SQUAD FUNCTIONAL STRUCTURE

Distributed ESG Team

- Liaises with board and other executives on business strategy, and ESG target setting
- Sets E, S, and G strategy and integrates strategy into business
- Executes against ESG strategy and targets

Core Team

President and CEO,
Executive Sponsor

Vice President,
Stakeholder and Investor
Engagement

Communications Manager

Sustainability Reporting
Manager
(New position in FY25)

Core ESG team

- Liaises with board and other executives on regulatory environment, stakeholder perspectives, and ESG target settings
- Knowledge of ESG reporting frameworks and standards
- Executes against ESG strategy and targets
- Evaluates ESG policy and regulatory changes
- Fulfills ESG reporting requirements and communicates ESG accomplishments
- Manages ESG rating agencies
- Oversight of ESG enterprise risk management

Distributed
ESG Team

Vice President,
Global Research and
Development

Vice President, Chief
People, Culture and
Capacity Officer
“S” Oversight

Vice President, General
Counsel and Corporate
Secretary
“G” Oversight

Vice President, Global
Brand and Innovation

Global Environmental
Programs Director
“E” Oversight

Vice President,
Global Supply Chain

Associate General
Counsel Global
Compliance

Principal Environmental
Scientist

Vice President,
Global Talent

Associate General
Counsel Global
Compliance

Senior Environmental
Specialist

General Manager,
EIMEA and APAC

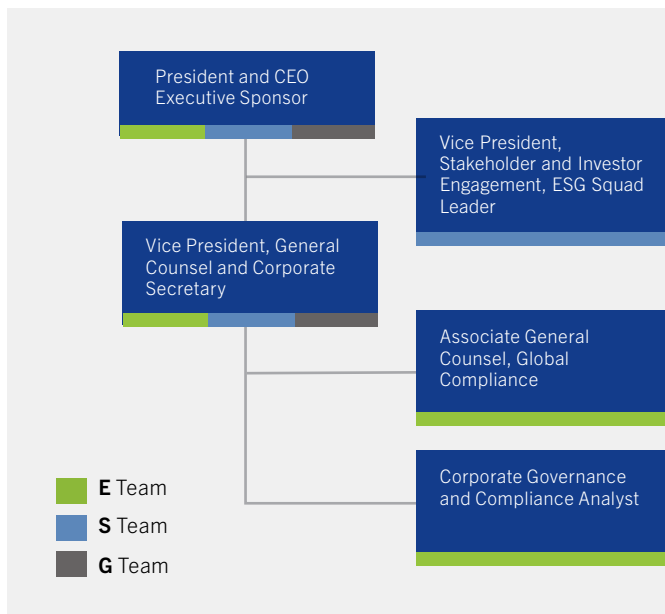
- E Team
- S Team
- G Team

THREE ESG TEAMS

ESG action and progress are managed through three cross-functional teams: the Environment Team, Social Team, and ESG Governance Team. Each team liaises with the Board and Company executives on strategy and ESG target setting. The teams then set and execute against the ESG strategy in their respective areas to ensure the achievement of the Company’s ESG goals. We describe the work—FY23-FY24 progress and FY25-FY26 plans—of the ESG Governance Team in this section of the Report. The work—FY23-FY24 progress and FY25-FY26 plans—of the other two teams are provided here: [Environment](#) and [Social](#).

ESG GOVERNANCE TEAM

The ESG Governance Team, one of the three ESG Teams, is responsible for managing ESG Governance-related material topics. This team is led by the Vice President, General Counsel and Corporate Secretary with the support of the Associate General Counsel, Global Compliance, and the Corporate Governance and Compliance Analyst. The ESG Governance Team collaborates with both the Environment Team and the Social Team to prioritize and formalize our policy, procedures, and positions on various ESG initiatives. The ESG Governance Team meets quarterly to identify areas that require policies or revisions to existing ESG-related policies.



ESG-RELATED POLICIES, CODES, AND RELATED TRAINING

Policies play a crucial role in strong ESG Governance by providing the framework, guidance, and standards for how we integrate ESG considerations into our business operations. Our policies establish and communicate our commitment and priorities, set clear expectations, guide decision-making processes, ensure compliance and consistency, promote transparency and disclosure, drive continuous improvement, align stakeholder interests, and demonstrate leadership and best practices.

Our values and guiding principles are embedded in our [WD-40 Company Code of Conduct \(COC\)](#) and associated policies that form the basis of our Ethics and Compliance Program. We require our suppliers and distributors to comply with our Distributor and Supplier Code of Conduct to ensure they are aligned with our values and share our commitment to ethical behavior.

We underscore the importance of our policies and their impact on our culture and ethical practices through our annual Code of Conduct and anti-corruption compliance training programs delivered in local languages. In FY22 and FY23, 100% of our global employees and 100% of our global marketing distributor partners completed these training programs.

We regularly review ESG-related policy matters and add policies as needed. Policies are available on-line [here](#).

ESG RELATED POLICIES AND STATEMENTS

- [Animal Testing Policy](#)
- [Anti-Corruption Compliance Policy](#)
- [Bylaws](#)
- [Certificate of Incorporation](#)
- [Chemical and Product Safety Policy](#)
- [Claw Back Policy](#)
- [Code of Conduct](#)
- [Corporate Governance Guidelines](#)
- [Distributor and Supplier Code of Conduct with Certification](#)
- [Environmental Policy](#)
- [Export Control and Trade Sanctions Compliance Policy](#)
- [Freedom of Association Statement](#)
- [Non-Discrimination at WD-40 Company](#)
- [Privacy Policy](#)
- [Responsible Sourcing Policy](#)
- [Slavery and Human Trafficking Policy](#)
- [Whistleblower and Reporting Policy](#)

PRODUCT SAFETY DOCUMENTS

- [Consumer Product Safety Improvement Act Compliance](#)
- [Chemical Safety Data Sheets](#)

MEMBERSHIP ASSOCIATIONS

We participate in a number of industry and issue-based associations in the geographic regions where we operate to ensure that we stay abreast of developments and challenges and to actively engage in advancing improved practices. We provide a list of our key memberships in the [Appendix](#).

REPORTING HOTLINE

Our toll-free anonymous reporting hotline is available to current or former employees, as well as to current and former third-party vendors and suppliers. The scope of reportable claims includes a broad range of topics and concerns related to work-related unethical or illegal conduct. In FY23, one reportable claim was made and resolved. In FY24, one reportable claim was made and resolved. No claims remain open.

ESG-RELATED EXECUTIVE COMPENSATION

Our commitment to ESG is reflected in its inclusion in our new Growth Reward and Incentive Program, which is one element of our executive's short-term incentive program. Our Growth Reward and Incentive Program incorporates non-financial metrics aligned with the Company's strategic framework. This encourages employees to prioritize long-term projects and objectives that support the Company's overall strategy. In FY24, a portion of our CEO's performance evaluation was focused on his efforts to strengthen internal sustainability capabilities to align with our long-term business objectives. Additionally, approximately 20 employees across the Company elected to include ESG as a metric in their performance goals.

FY23-FY24 ESG GOVERNANCE PROGRESS

Here we set out the ESG goals stated in our last ESG Report in 2022 and report on progress towards each of our stated goals over the past two years.

FY23-FY24 ESG Governance Progress

2024 GOAL - WD-40 COMPANY BOARD OF DIRECTORS:
Expand disclosures regarding Board-level ESG oversight

TARGET
Include in the 2024 ESG Report and updates to the Company website

ACTIONS

- Disclose details of the roles and responsibilities of the Board in overseeing ESG
- Integrate description of duties, responsibilities, and commitments of the Board and different committees related to ESG in relevant Governance documents

PROGRESS
✓ Completed



2024 GOAL - ENTERPRISE RISK MANAGEMENT:

Further delineate ESG risks in the Company's enterprise risk management framework



TARGET

Complete within FY23



ACTIONS

- Further identify, assess, control, and/or monitor environmental- and social-related risks including the impact of climate change and other environmental concerns.
- Specific environmental and social risks have been delineated in the Company's ERM framework to ensure ESG risks are addressed and monitored.



PROGRESS

✓ Completed



2024 GOAL - POLICIES AND PROCEDURES:

Develop additional policies and procedures that support our ESG risk management framework



TARGET

Identify policies and procedures to be developed and to be included in the 2024 ESG Report.



ACTIONS

- To manage ESG risks, put appropriate Governance in place, and disclose appropriately. The development of such policies will be prioritized based on ESG risk, relevancy, feasibility, and impact. Examples under consideration: chemical policy, environmental policy, palm oil policy, human rights policy, and implement and disclose a compliance audit policy and procedure
- WD-40 Company has adopted the Dow Jones Risk & Compliance platform to provide accurate, comprehensive, and up-to-date risk management and corporate Governance in the areas of anti-money laundering, anti-corruption, sanctions, counter-terrorism financing, and international trade compliance.
 - Initially screened the entire database of third-party vendors, suppliers, and customers.
 - Using the new platform, we are monitoring data every day to provide information on an ongoing basis. This ongoing monitoring extends beyond sanctions to legal and regulatory enforcement, adverse media, and politically exposed individuals. The platform includes adverse media ESG filtering to provide ongoing monitoring and screening for environmental and social issues.



PROGRESS

✓ Completed



2024 GOAL - ESG REPORTING:

Expand and enhance ESG reporting to further document progress and increase transparency



TARGET

Include in the 2024 ESG Report



ACTIONS

- Internally complete a second O-LCA in FY24, based on FY22 data, for publication in the 2024 ESG Report, highlighting any material differences since the FY19-based O-LCA. (See [Environment](#) section)
- Build on and improve the baseline data established in our O-LCA to enable realistic target setting for the future. (See [Environment](#) section))
- Complete our third ESG Report for publication in the fall of 2024
- Increase our capacity to conduct investigative scenarios to assess possible actions towards improving the Company's environmental impacts. (See [Environment](#) section)
- Establish the capability to fulfill possible Securities and Exchange Commission and other regulatory climate-related disclosure requirements as we set specific reduction targets for FY25 and beyond based on the identified methods discovered during this next two-year period.
- Align with TCFD disclosure methodologies as applicable and as we have the capability.



PROGRESS

✓ Completed



FY25-FY26 ESG Governance Plan



2026 GOAL

Our company Governance stays abreast of and supports our Environment and Social progress



TARGET

As the Company enhances its Environmental and Social strategies, it reinforces these efforts with Governance that formalizes actions and establishes essential policies and procedures.



2026 GOAL

Update our Materiality Assessment



TARGET

Complete by end of FY25



2026 GOAL

Conduct a TCFD-aligned climate-related scenario analysis and publish a TCFD Report



TARGET

Complete by end of FY25



2026 GOAL

Strengthen in-house ESG reporting capacity



TARGET

Hire an ESG Reporting Manager in first half of FY25

ENHANCING ESG SUPPLY CHAIN REQUIREMENTS

Responsible sourcing and sustainable supply chain management practices are fundamental to both our business success and our ESG success. They help us ensure safer products for end users, reduce business risks, protect and enhance our brand reputation, address stakeholder concerns, reinforce brand loyalty, create efficiencies, improve our processes from an environmental perspective, express our brand purpose, and create positive economic, environmental, and social value across our global supply chain. Both our business and our ESG performance depend upon carefully considered and well-managed sourcing decisions and supply chain relations.

As described in our [2020 ESG Report](#), our overall approach to managing the ESG aspects of our sourcing decisions and supply chain operations focuses on two key areas:

- Understanding, managing, and continuously improving the economic, environmental, and social impacts of our sourcing decisions and supply chain operations; and
- Being transparent about what we require of our suppliers and how we manage our relations with them.

For more information, see OUR SOURCING AND SUPPLY CHAIN RELATIONS in our [2020 ESG Report](#), pp. 54-58.

As part of our commitment to ensure that our supply chain adheres to the highest standards of ethical and sustainable practices, over the past two years, FY23 and FY24, we conducted a complete review and updated our practices with respect to supply chain ESG integration, expectations, and practices.

To advance supply chain ESG integration internally within the Company, our VP of Global Supply Chain Strategy is actively engaged with all three ESG Teams—Environment, Social and Governance—as supply chain sustainability is integral to all three areas. This internal integration has resulted in providing more detailed ESG policies and expectations to our supply chain partners. It also strengthens our engagement with our suppliers as we work collaboratively with them to meet both their and our ESG targets and goals. This includes the development of innovative solutions to reduce environmental impacts, especially those related to GHG emissions.

In this reporting period, we established and achieved a FY23-FY24 ESG plan to:

- Conduct a high-level assessment of the ESG maturity of our Tier 1 suppliers.
- Update our Distributor and Vendor Code of Conduct to reflect more fully the International Labour Organization (ILO) and United Nations (UN) human rights guidance around Social Responsibility in the supply chain, including health and safety. The new Distributor and Supplier Code of Conduct is available online [here](#).
- Develop a [Responsible Sourcing Policy](#) that will be launched in early FY25 to guide our sourcing strategy and the procurement process including formalizing our expectations for SEDEX membership, self-assessment, and audit in all regions. The new [Distributor and Supplier Code of Conduct](#), together with the Responsible Sourcing Policy, will serve as the framework for our value chain partners on our ESG requirements going forward.
- Conduct commercial evaluation with suppliers of the initial concepts developed by the Environment Team for reduction of our GHG emissions in our WD-40® Multi-Use Product.

In collaboration with our ESG Teams, we developed our Supply Chain FY25-26 Goals and Targets. These are covered in more detail in the subject-relevant sections of this Report. In summary, our plan is to:

- Introduce the new Responsible Sourcing Policy in early FY25.
- Roll out the new [Responsible Sourcing Policy](#) internally, adapting our global processes for Sourcing, Procurement, and Quality to reflect and activate our Responsible Sourcing Policy and Distributor and Supplier Code of Conduct, identifying and instituting new procedures as needed.
- Engage with our suppliers about the new [Distributor and Supplier Code of Conduct](#) and Responsible Sourcing Policy and review gaps and timing for development of corrective actions.
- Prepare for implementation of product changes that will reduce our GHG emissions in line with the Company commitments.
- Engage with key suppliers to reduce their Scope 1 and Scope 2 emissions in line with our Company commitments.

See the [Environment](#) and [Social](#) sections of this Report for more detail on our environmental and social supply chain expectations respectively.

ENVIRONMENT

In the past two years since we issued our 2022 ESG Report, we have taken very significant steps to integrate environmental thinking and acting into every aspect of how we do business.

At the end of FY22, we had just completed our first Organizational-LCA (O-LCA), which generated baseline data for core environmental impacts of our business operations including our greenhouse gas (GHG) emissions levels, waste generation, and water use. Although at that time we indicated that we were philosophically aligned with the vision of achieving Net Zero GHG emissions by 2050, we had not yet carried out the analysis required, based on the data we had just gathered, to set realistic carbon-reduction targets. The following section describes our progress and work yet-to-be-done.

For the past two years, FY23 and FY24, we have made understanding how to reduce our GHG emissions a priority including potential Scope 1, 2, and 3 emissions reduction targets and we focused our efforts on investigating methods to make those reductions. Our first step was to establish internal capacities and systems to undertake these investigations and to create our Environmental Impact Roadmap. We appointed a Global Environmental Programs Director and established and filled two positions dedicated to environmental analysis and carbon management. Credible targets and pathways require robust data.

We surveyed the landscape of carbon accounting to ensure that the platform solution we implement supports our business model and product structure. We selected and implemented a carbon platform that is capable of assessing products as well as our organizational carbon footprint. These steps now enable us to both fulfil our regulatory obligations on carbon reporting and to build a credible roadmap to Net Zero.

Our Environment actions focus around **four material topics** that are embedded in our Environmental Impact Roadmap:

- 1 Innovation Using a Sustainability Lens
- 2 Carbon Emissions
- 3 Supply Chain Environmental Impact
- 4 Circularity of Packaging

In this section of our ESG Report, we describe how we manage these four material topics. We report on the progress that we made in FY23-FY24 and present our Environmental Impact Roadmap and Action Plan for FY25-FY26.

WE INTEGRATE OUR ENVIRONMENT AND BUSINESS STRATEGIES THROUGH OUR STRATEGIC ENABLERS



STRATEGIC ENABLER #2

Build an Enduring Business for the Future

WD-40 Company has long been committed to purpose driven growth. We aim to build an enduring business designed to exist indefinitely. We are committed to operating our business in a manner which ensures a balance between economic growth, environmental impact, and social well-being which will help to create and protect long-term stakeholder value. See [Environment](#).



STRATEGIC ENABLER #3

Achieve Operational Excellence in Supply Chain

We believe that a resilient and high-performing global supply chain enabled by scaling the learning of our people, capacity, and capabilities will secure the long-term success of our Company. This enabler is built on four pillars of success: a balanced global supply chain, progress on ESG integration, integrated end-to-end planning, and commercial innovation. We work with our 100% outsourced production partners to ensure they are living up to their commitment for ethical employment practices. See [Social](#), [Environment](#).

FY23-FY24 HIGHLIGHTS

40%

REDUCED SCOPE 2 EMISSIONS compared to the FY19 baseline



100%

TIER 1 SUPPLIERS completed an environmental self-assessment

3



DEDICATED environmental positions



ESTABLISHED a Sustainability Committee

2030

2030 SET GOALS for absolute reductions in Scope 1, 2, and 3 GHG emissions



FORMALIZED

our Environmental Policy

REFINED

our Sustainability Lens tool



IMPLEMENTED a carbon accounting platform



IDENTIFIED

data-based GHG emission reduction projects

HOW WE MANAGE ENVIRONMENTAL IMPACT TOPICS

The Environment Team, one of our three ESG Teams, is responsible for managing ESG material topics related to our environmental impact. This team is led by our Global Environmental Programs Director who is responsible for setting the Company's long-term vision and overall strategy for environmental sustainability with the approval of the Company's senior leadership. She serves as one of the champions of our Strategic Enabler #2: Building an Enduring Business, which is part of our corporate Four-by-Four Strategic Framework. She reports to the Vice President, Global Research and Development, who provides strategic and scientific leadership for the Company's global research and development efforts, oversees global regulatory compliance, and provides technical support for all corporate strategies. Other members of the Environment Team include a Principal Environmental Scientist and a Senior Environmental Specialist. The Vice President, Global Supply Chain Strategy and Vice President, Global Brand and Innovation, collaborate closely with the Environment Team on supply chain environmental issues and using innovation to reduce the environmental impacts of product and packaging respectively.

SUSTAINABILITY COMMITTEE

To further strengthen integrative thinking, commitment, action, and performance expectations across the Company related to our environmental impacts, environmental sustainability at WD-40 Company is guided by a Sustainability Committee. This committee is led by the Global Environmental Programs Director and includes a cross-section of WD-40 Company leaders including a cross-section of WD-40 Company leaders including the:

- President, CEO, and Board Member
- Vice President, Global Brand and Innovation
- Vice President, Global Supply Chain Strategy

- Vice President, Finance and Chief Financial Officer
- Group Managing Director, EIMEA
- Vice President, Stakeholder and Investor Engagement
- Vice President, Global Research and Development

The purpose of the Sustainability Committee is to develop our environmental impact strategy and to ensure that strategy is fully integrated into the Company's business strategy. The committee's deliberations seek ways to create value and mitigate climate-related risk amid the global pressure to transition to a low carbon economy. The committee meets regularly and is accountable to the [GSC](#) and the [Board of Directors](#). A report on progress is presented at every Board meeting.

Specific committee tasks are to:

- Develop mid-term and long-term evidence-based targets and KPIs to help achieve required GHG emission reduction potential.
- Develop other environmental sustainability goals, not directly related to GHG emission reduction potential.
- Evaluate available solutions with desired outcomes to ensure overall impact assessment is acceptable, and that the right time for adoption includes all business objectives.
- Monitor the delivery of short-term goals as disclosed in our [2022 ESG Report](#) and suggest course corrections.
- Drive adoption of globally agreed internal targets, solutions, and systems.
- Anticipate removing potential barriers and highlighting opportunities.
- Establish educational programs for employees to increase their environmental IQ.

2030 ENVIRONMENTAL IMPACT ROADMAP AND ACTION PLAN

With a dedicated Environment Team and the guidance and oversight of the Sustainability Committee we reviewed and evolved our Environmental Impact Roadmap and Action Plan. We refined and achieved the targets we set for the FY23-FY24 reporting period and we set out longer-term goals and FY25-FY26 targets. Our Environmental Impact Roadmap begins with a summary of our Environment goals, followed by how we are addressing each of our environment material topics, including progress we made during FY23-FY24 and actions we will take in FY25-FY26.

SETTING ENVIRONMENT GOALS

In our [2022 ESG Report](#), we made the commitment to set goals by the end of FY24 for reductions in our environmental impact once the methods we investigated were shown to be effective. See our [2022 ESG Report](#), p. 17. Based on the work we completed in FY23-FY24, we set 2030 targets across four strategic areas as we move toward our aspiration of reaching Net Zero GHG emissions by 2050.

Environment Goals and Targets FY25 and Beyond



GHG EMISSION REDUCTION

Our aspiration is to be Net Zero by 2050



TARGET

2030:

- 50% absolute reduction in Scope 1 & Scope 2 emissions compared to baseline*
- 10-20% absolute reduction in Scope 3 emissions compared to baseline**

*Our Scope 1 baseline will be FY23 going forward our Scope 2 baseline is FY19

**FY19 remains our baseline for Scope 3.



INNOVATION USING A SUSTAINABILITY LENS



TARGET

2026:

- Introduce CO₂ emissions scoring and calculate product and portfolio impact scores for existing products to identify high impact areas for improvement
- Implement at least one global project addressing CO₂ emission hot spots
- Develop more sustainable design criteria
- Highlight areas of regulatory risk and focus on compliance efforts.



CIRCULARITY OF PACKAGING



TARGET

2026:

- Evaluate all packaging through circularity KPIs.



SUPPLY CHAIN ENVIRONMENTAL IMPACT



TARGET

2030:

- 100% engagement of Tier 1 and Tier 2 suppliers in GHG emission reductions

2026:

- Integrate supply chain carbon data into our accounting platform, engaging suppliers in implementing direct capture of their Scope 1 and Scope 2 emissions

2030 ENVIRONMENTAL IMPACT PLAN

To meet our 2030 Targets, we will focus on reducing GHG emissions from our operations, scale up our Supplier Engagement Program, reduce the GHG intensity of our products, and rethink our packaging circularity.

By 2030, we aim to reduce our absolute GHG emissions in each of Scope 1, 2, and 3. Our target is to achieve absolute GHG reductions in our own operations globally (Scope 1 and 2) by 50% from our baseline by 2030. In this regard, we are pleased to report that we have developed new and significant capabilities for in-house GHG emissions data collection and analyses over the past two years. For more information on this progress, see the section in this Report on GHG Emissions Reduction.

As a result of better data, we are moving our baseline year for Scope 1 to FY23 from FY19. The baseline for Scope 2 data will remain FY19. We also aim to reduce by 2030 our absolute emissions in Scope 3 by 10-20% compared to our FY19 baseline. This is an ambitious target for us – one that we will only be able to deliver on with the full engagement of our key suppliers. As most of our emissions are linked to our products, decreasing the GHG emission intensity of our products is fundamental to achieving our GHG reduction aims. We will do that by applying our Sustainability Lens and innovative thinking to drive progress towards our targets.

OUR 2030 PLAN

Our Action Areas

Reduce GHG emissions from **our operations**

Scale up our **supplier engagement program**

Reduce the GHG intensity of our **products**

Reduce the GHG intensity of our **key chemical ingredients**

Rethink our **packaging for circularity**

Reduce our **negative environmental impact**

OUR TARGETS

50%*

Absolute reduction in Scope 1 and 2 GHG emissions

10-20%*

Absolute reduction in Scope 3 GHG emissions

100%

Engagement of key suppliers on GHG emission reduction

* vs. baseline

INNOVATION USING A SUSTAINABILITY LENS

Our investment in innovation, and our uncompromising attention to product safety and efficacy, continue to deliver high-quality and easy-to-use solutions for our end users. Innovation is also fundamental to fulfilling our commitment to build an enduring business for the future, meeting and exceeding stakeholder expectations, and creating and protecting long-term stakeholder value. Innovative solutions that improve the environmental characteristics and reduce the environmental impacts of our products, packaging, and processes enable us to anticipate and meet changes in environmental regulations and end user demands globally.

FY23-FY24 PROGRESS

In our 2020 ESG Report, we set the goal to develop a ‘Sustainability Lens’ (the Lens) that could be easily and consistently applied in WD-40 Company’s product innovation, renovation, design, and development processes. In FY21-FY22, we developed and piloted the Lens concept. Our objective then was to test and improve the Lens and prepare the groundwork for implementing it globally. In FY23-FY24, as we further integrated our ESG and business strategies and built our internal Environment Team capabilities, we also developed a global innovation strategy. We brought together the strengths and expertise of both our Environment and Innovation Teams to rethink the Lens approach.



As a result of this joint initiative, we have evolved the Lens as a tool to help us set targets for, and guide decisions about, our products, operations, and supply chain. The Lens combines what we call our 3R Framework: Refuse (eliminate waste), Reduce (optimize material use), and Recycle (circularity) with our product carbon footprint, more sustainable chemical guide, and circularity measurements to facilitate making informed decisions that help us to achieve the global environmental commitments we set out in our Environmental Impact Roadmap and Action Plan.

WD-40 COMPANY’S SUSTAINABILITY LENS

Our Sustainability Lens aligns our product development efforts with our environmental targets while maintaining high-levels of product performance.

ENVIRONMENTAL IMPACT ASSESSMENT

1. Carbon Footprint (Reduction in GHG emissions compared to existing products)
2. Packaging Circularity (Improved circularity compared to existing products)
3. Chemistry (Meets sustainable chemistry requirements while maintaining high-levels of product performance)



STAGES OF INNOVATION AND PRODUCT DEVELOPMENT

FY25-FY26 PLAN

Ultimately, our intention is to apply the Lens to each stage of product development and product lifecycle. This includes choice of materials, manufacturing processes, mode of distribution, and the product's intended purpose and usage, and the end of life of product packaging. As a starting point, we are setting short-term targets and minimum criteria regarding how we can incrementally reduce the negative environmental impact of our products with a focus on reducing GHG emissions and reducing waste through circularity approaches. Rather than setting abstract, distant goals, we are taking specific, incremental steps to follow each year. Clearly defined interim targets and decision pathways ensure alignment with our long-term roadmap towards 2030 and 2050 goals. This approach enables our steady progress towards longer-term goals and allows us to integrate sustainable practices into our everyday culture and operations.

PRODUCT INNOVATION SPOTLIGHT

WD-40 Specialist® Degreaser & Cleaner EZ-Pods were developed with plastic reduction and energy conservation in mind. They are a new degreasing formulation comprised of concentrated pods rather than the traditional liquid format. EZ-Pods have no harmful fumes, are non-abrasive, non-corrosive, leave no residue, and do not require California Proposition (CA-Prop) 65 mandatory warning.

In 2024, at the 68th Annual Flexible Packaging Achievement Awards Competition hosted by the Flexible Packaging Association, our WD-40 Specialist® Degreaser & Cleaner EZ-Pods earned the Highest Achievement Award, which is the most prestigious accolade of the competition. In addition, it was awarded four Gold Awards in the categories of Expanding the Use of Flexible Packaging, Packaging Excellence, Sustainability, and Technical Innovation.



CREATING VALUE THROUGH SUNSHINE!

Did you know that, on average, San Diego enjoys 260 sunny days each year? In 2021, we chose to harness the power of that sunshine by installing solar panels at our San Diego office. This investment not only reduces our energy costs but also aligns with our sustainability goals. In total, we invested \$306,000 in solar technology (after renewable energy tax credits), resulting in annual electricity savings of over \$80,000 and a nearly 80% reduction in energy drawn from the grid. The payback period for this capital investment was just under 4-years. By investing in solar, we're creating value by boosting our bottom line while promoting long-term environmental responsibility.



GHG EMISSIONS REDUCTION

For this reporting period, we set out to identify opportunities to reduce our Scope 1 and Scope 2 GHG emissions by 10% compared to our 2019 baseline. Due to two important achievements in the FY23-FY24 reporting period—acquiring a carbon accounting platform and filling a dedicated environmental specialist position—we have established in-house capabilities that enhanced and improved our GHG emissions data collection and analyses. As a result of these improvements, we conducted a comprehensive review of our previously reported baseline data using the GHG Protocol. We are amending our GHG emissions data accordingly to improve data accuracy, consistency, and comparability to support our internal decision making and meet stakeholder needs.

We are currently in the process of conducting a comprehensive analysis of our Scope 3 emissions data. This analysis aims to enhance the accuracy and completeness of our reported indirect emissions across our entire global value chain. At this time, we do not have finalized data available and we anticipate that this assessment may lead to updates in our previously reported Scope 3 figures. We are committed to transparency and will provide revised data in subsequent Reports based on our completed and verified analysis. This effort aligns with our ongoing commitment to disclose robust and accurate climate-related data.

FY23-FY24 PROGRESS

We are in the initial stages of our GHG emissions reduction journey. Our updated and refined data analysis will allow us to more accurately report on our Scope 1 and Scope 2 emissions. However, because of the changes in our approach, we only have data available for calendar year 2023 (CY23) for Scope 1 and 2 emissions as of the publication date for this Report. Going forward we will align our reporting data for all GHG emissions with our fiscal year.

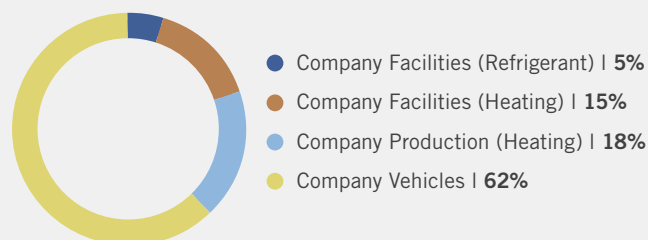
Scope 1 Emissions

We are actively working to identify and implement emissions reduction initiatives across our global operations. Our plan for addressing Scope 1 emissions is to focus on our Company's two biggest categories: Company vehicles and the heating used in manufacturing production. In FY24, we revised our policy for Company vehicles, prioritizing hybrid and electric options where available.

This change addresses both Scope 1 and Scope 3 emissions as our largest fleet in the U.S. is leased. Additionally, we plan to transition to more alternative gas solutions in locations where such options exist. As our data for Scope 1 differed significantly from our reported baseline (significantly lower in 2023), we were not able to do a fair comparison and allocate reductions to actual activities. We decided to establish a new baseline and commit to reductions from this point forward.

The data below are from CY23:

SCOPE 1: GHG EMISSIONS

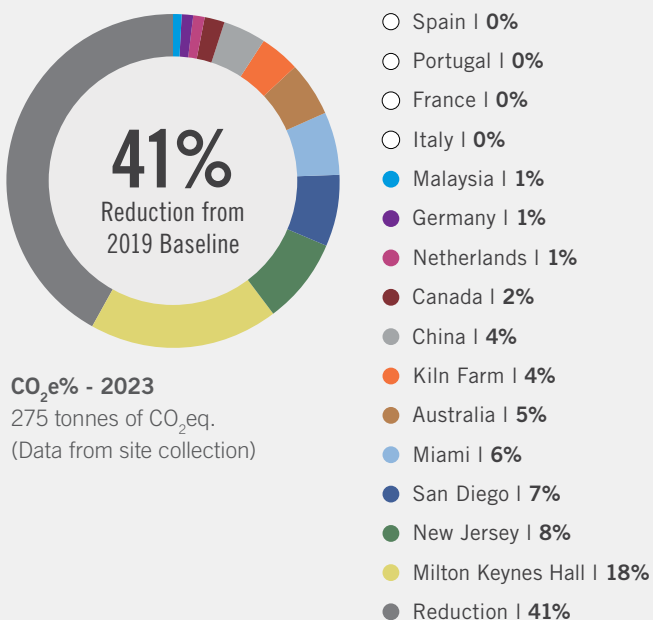
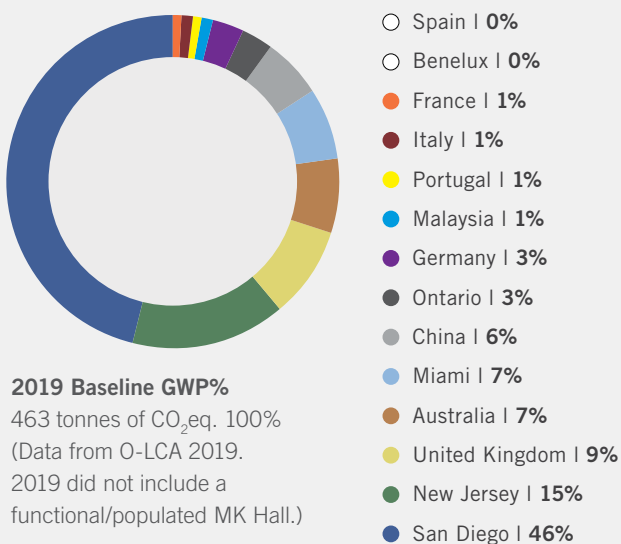


GLOBAL		GHG (tonnes of CO ₂ e)
SCOPE 1		
Company Facilities (Refrigerant)		20.3
Company Facilities (Heating)		64.6
Company Production (Heating)		73.3
Company Vehicles		288.0
TOTAL		418.2

Scope 2 Emissions

We will continue to use our FY19 baseline data for Scope 2 emissions. In CY23, we reduced our Scope 2 emissions by approximately 40% compared to the FY19 baseline, primarily due to installing solar panels at the San Diego office. We anticipate further reductions going forward as we also installed solar panels in Milton Keynes Hall in the U.K. in FY24.

SCOPE 2 - ELECTRICITY



Scope 3 Emissions

Our goal is to reduce our absolute Scope 3 emissions by 10+% by 2030. As most of our emissions are linked to the products we sell, our growth plays an important role in our calculation. In FY24, the Environment Team researched opportunities for carbon reduction in product design, supply chain, and logistics that could deliver 10% reduction per kg of finished product, otherwise known as 'GHG emission intensity.' As more than 95% of our emissions are linked to the products we sell, our product and packaging are clearly where we can make the greatest difference in our GHG emissions. This fact also means that as a sales and distribution organization, the more product we sell, the higher our GHG emissions. Consequently, if we are to reduce our absolute GHG emissions, we need to focus our efforts on decreasing the GHG emission intensity of our products faster than the growth rate of our business. This means our reduction targets will intrinsically be linked to the volume growth of our products globally.

Through our research, we discovered multiple opportunities that could potentially yield a total GHG emission intensity reduction of 50%. Further examination revealed that some of these solutions are in stages too early to be adopted, hence we will focus on those opportunities that are well-established and aligned with our business objectives. We will continue to improve the quality of our data through our carbon platform, apply our Sustainability Lens to product and packaging design, and work with our supply chain partners on GHG emission reductions. Through these combined efforts, we aim to significantly lower the overall emissions intensity of our offerings.

Employee commuting is another focus for reducing Scope 3 emissions. Beginning in 2021, we implemented a flexible working policy that allows our staff to work from their preferred location, resulting in significant decreases in employee commuting. Employees typically spend a maximum of two to three days in our offices. Consequently, we expect the employee commuting figure will go down by approximately 40-50%. Our current data were estimated based on average employee commuting. As we collect actual data, we will revise our numbers accordingly.

Although we are unable to quantify any other reductions for this Report, we are confident that future Reports will provide more comprehensive emissions reduction data as the foundations we have put in place translate into accelerated action toward our 2030 targets.

Our focus for FY25-FY26 is to identify additional projects and methods for reducing our GHG emissions. We are committed to transparency in our journey towards reducing our GHG emissions and will provide updates on our progress in future ESG Reports.

FY25-FY26 ACTIONS

In FY25-FY26, we will continue to improve our carbon data collection, analysis, and accuracy, and explore initiatives to reduce our emissions across all Scopes. We will focus on projects in product design that meet or exceed end user expectations for uncompromising product performance and that generate both business value and GHG reduction over the near term, while we continue to develop longer-term GHG emission reduction solutions. Our ambition is to implement some of those initiatives and deliver at least 10% product intensity reduction by 2026 and 25-30% by 2030.

WORK WITH OUR SUPPLY CHAIN PARTNERS

WD-40 Company is a global company that innovates, develops, markets, and sells products that solve problems in workshops, factories, and homes around the world. We rely on third-party contract manufacturers and distribution centers located in geographic proximity to our markets to blend our proprietary formulas, create our finished goods, and ship products to local warehouses. Because we outsource these functions, our supply chain represents the largest part of our environmental impacts. This means that we need our supply chain partners to work with us if we are to meet our environmental goals and targets as a company.

Although there are limits to what we can control in our overall value chain, areas that we can control include how we design our products and packaging, our choice of and relationships with suppliers, and the supply chain environmental practice expectations we put into effect. We maintain a high degree of quality assurance, oversight, and influence over production. We also recognize that we create value for multiple stakeholders by influencing our supply chain and distribution partners to continuously improve environmental practices.

FY23-FY24 PROGRESS

In FY24, one hundred percent (100%) of our Tier 1 suppliers completed a self-assessment questionnaire that enables us to gauge their ESG maturity level.

This process provides a foundation for engaging our supply chain partners around our evolving environmental aspirations and expectations. The assessment included 18 questions covering six environmental practice categories: sustainability, governance, GHG emissions, renewable energy, energy efficiency, water usage, and operations. We asked suppliers to provide examples to substantiate their response for each question. Out of the total possible score of 30 points, more than 80% of our Tier 1 suppliers scored 15 points or more across all question categories. Three of our four highest volume suppliers scored between 22-25 points. A score of 25 points is the highest score attained in this self-assessment.

The ESG self-assessment process and results enable us to identify and create the most effective ways to work with Tier 1 suppliers towards achieving Scope 1 and Scope 2 GHG emissions reduction goals within their operations. Through the assessment we learned that some of our Tier 1 suppliers are quite mature in their pathways to reduce their Scope 1 and Scope 2 emissions, whereas others understand what they need to do but have not yet set out targets and plans. A limited number of our suppliers are yet to embark upon their GHG emissions reduction journey. Our approach to working with each supplier will vary depending upon their level of GHG emissions reduction maturity. We plan to commence this work as we set our Company goals for GHG reduction and are able to measure and record emissions at a granular level in our carbon accounting platform.

In FY24, we updated our Distributor and Vendor Code of Conduct. The revised document, now named the [Distributor and Supplier Code of Conduct](#), explicitly states that we expect suppliers to work with us towards meeting our environmental goals and emission reduction targets. Going forward we will review these goals and targets set out in our Environmental Impact Roadmap and Action Plan with our supply chain partners and work collaboratively with them on areas applicable to them.

In addition, we expect all our suppliers to comply with environmental regulations and, as applicable, to effectively identify and manage the safe handling, movement, storage, and disposal of chemicals and other substances that pose a threat to the environment. Also as applicable, suppliers must provide workers with appropriate training on the safe handling and disposal of hazardous substances, including emergency measures covering soil or water contamination.

The Distributor and Supplier Code of Conduct is available online [here](#).

In FY24, we developed a [Responsible Sourcing Policy](#) that will guide our sourcing strategy and the procurement process going forward. The Responsible Sourcing Policy, which will be introduced in early FY25, clearly sets out the expectations we want our supply chain partners to work toward. This policy also formalizes our expectations for [SEDEX](#) membership, self-assessments, and audits in all regions. The new [Distributor and Supplier Code of Conduct](#) together with the [Responsible Sourcing Policy](#) serve as the framework for our value chain partners regarding our environmental expectations.

Partnering with current and potential supply chain partners is essential to accurately assess the efficacy, viability, and sustainability of products and packaging that we develop using our Sustainability Lens. We achieve this through a commercial evaluation process. In FY23-FY24, we conducted commercial evaluations with suppliers for concepts developed by the Environment and Innovation Teams to reduce product GHG emissions.

FY25-FY26 PLAN

In early FY25, we will introduce our [Responsible Sourcing Policy](#), starting with an internal roll-out of the policy to our Sourcing, Procurement, and Quality functions. We will adapt our global processes in alignment with the new policy and identify and institute new procedures as needed. The new [Distributor and Supplier Code of Conduct](#), together with the [Responsible Sourcing Policy](#), constitute a framework for supply chain partners to understand our environmental impact expectations, especially related to GHG emissions reductions. Our next step externally is to engage with our supply chain partners to ensure that they understand the framework, how it applies to them, and to agree with them about any actions that need to be taken.

As we integrate supply chain carbon data into our accounting platform, we will calculate baseline emissions through data collection around spend across the extended upstream supply chain. We will engage 100% of our Tier 1 suppliers with respect to reducing their Scope 1 and Scope 2 emissions in line with our Company commitments and begin implementing direct capture of Scope 1 and Scope 2 data as feasible.



CIRCULARITY IMPROVEMENT

We are committed to integrating circularity approaches into product, packaging, and process design and implementation as a means to reduce waste and minimize our environmental impact.

FY23-FY24 PROGRESS

In FY23-FY24, we expanded our circularity focus related to packaging. As reported in our [2022 ESG Report](#), we had previously examined how to reduce waste in the primary packaging related to our flagship WD-40® Multi-Use Product using circularity principles. In this reporting period we developed a broader approach encompassing all of our products and an action plan that supports and aligns with our Sustainability Lens.

FY25-FY26 PLAN

In the FY25-FY26 reporting period, we will conduct a packaging circularity assessment for all products and identify areas for improvement. Based on the results of that assessment, we will set a 2030 target for circularity and create a roadmap toward achieving it.

FY23-FY24 Environment Progress



2024 GOAL - CAPACITY BUILDING

Build our internal capacities and expertise



TARGET

Develop and fill dedicated positions to manage and implement our Environmental Impact Strategy, completion as soon as possible.



ACTIONS

- Appointed a dedicated Global Environmental Programs Director.
- Built our global Environment Team by adding a dedicated environmental scientist and an environmental specialist.
- Acquired relevant knowledge and developed professional skills through courses, participation in conferences, and engaging external expertise.



PROGRESS

✓ Completed



2024 GOAL - ENVIRONMENT GOVERNANCE

Strengthen our environment governance, strategy, and accounting



TARGET

Complete within FY23-FY24 reporting period



ACTIONS

- Created the Sustainability Committee to ensure ESG progress and integration in the business.
- Acquired and implemented a carbon accounting platform.
- Formalized an Environmental Policy.
- Developed a Responsible Sourcing Policy to be rolled out in early FY25 closely tied to our revised Distributor and Supplier Code of Conduct, ensuring both documents clearly set out minimum environmental requirements for our suppliers based on best available environmental practices.
- Conducted a global Tier 1 supplier ESG maturity self-assessment process that examined practices around ESG governance, carbon, waste, water and operations.
- Established an environmental management system to measure the operational performance of our offices and our production site.
- Conducted a series of workshops with leaders and employees to engage their perspectives and input into the Company's environmental direction and strategy.
- Launched an internal environmental education program for all employees.
- Launched an environmental regulatory horizon scanning program to identify and prepare for existing emerging regulations.



PROGRESS

✓ Completed



2024 GOAL - ENVIRONMENTAL FOOTPRINT

Investigate areas to reduce our environmental footprint



TARGET

Complete within FY23-FY24 reporting period



ACTIONS

- Identified potential data-backed GHG emission reduction projects.
- Conducted scenarios to estimate the potential emission reductions of different strategic directions.
- Developed an internal environmental impacts reduction plan.
- Developed a Sustainability Lens that helps us make informed decisions to evaluate the impact of our product and packaging design for both existing and new products with a focus on reducing GHG emissions and increasing circularity.



PROGRESS

✓ Completed



2024 GOAL - SUSTAINABILITY LENS

Test and improve our product sustainability lens and prepare for implementing it globally



TARGET

Complete within FY23-FY24 reporting period



ACTIONS

- Reviewed and revised the Sustainability Lens approach through the collaborative work of our Environment and Innovation Teams
- Developed an updated Sustainability Lens tool



PROGRESS

✓ Completed



2024 GOAL - SUPPLY CHAIN ENVIRONMENTAL IMPACT

Set out and communicate environmental impact requirements to our supply chain partners



TARGET

Complete during FY23-FY24 reporting period



ACTIONS

- 100% of our Tier 1 suppliers completed an environmental impact maturity self-assessment as part of their ESG maturity self-assessment
- Updated our Distributor and Supplier Code of Conduct and developed our Responsible Sourcing Policy to form the framework for our value chain partners on our environmental impact expectations



PROGRESS

✓ Completed



THE REPAIR CHALLENGE

Breathing New Life Into The Things We Love

In 2021, WD-40 Company launched 'The Repair Challenge,' an online contest that inspires millions of doers, makers, fixers, and builders across more than 40 countries to show how they extend the lifespan of their tools, toys, equipment, appliances, fixtures, bicycles, cars, or just about anything else, to keep them in circulation for longer.

The Repair Challenge is a call to action! According to the 2023 Circularity Gap Report, to bring human activity back within the safe limits of the planet, we need to reduce global material extraction and consumption by one-third. Consuming recyclable or recycled products isn't enough anymore. Together we can make things last longer, reduce waste, preserve valuable resources, and reduce our environmental handprint on the world.

Each year, we receive and support thousands of repair projects worldwide. See 'The Repair Challenge,' for some of the myriads of people around the world giving their cherished possessions a second chance.

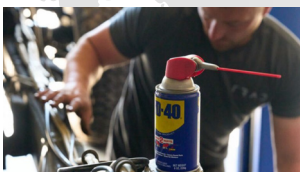
We collaborate with:

Repair Café International, a pioneering nonprofit organization in this movement with a presence in over 37 countries. A Repair Café is a free meeting place where you'll find tools and materials to help you make any repairs you need. With the help of expert volunteers, you can make repairs to electrical tools, bikes, furniture, appliances, toys, and just about anything else. WD-40 Company products are currently present at approximately 400 Repair Cafes in the Netherlands, approximately 300 Repair Cafes in France, and approximately 300 Repair Cafes in Germany where volunteers can use our products when making repairs and can request a free 3.4 oz (100ml) can of WD-40 Specialist®.

The **Spareka & WD-40 Repair Tour** aims to teach people of all ages how to repair their equipment for free and prolong its use, instead of throwing it away. Spareka is the leading repair platform in France. Its mission is the empowerment of people to do their own repairs and the education of future generations about repair issues. With more than 1,200,000 electrical appliances repaired and 46,800 tonnes of CO₂ avoided, Spareka offers everything from diagnostic services and video tutorials to the sale of spare parts (8 million spare parts sold since 2012).

Learn more about The Repair Challenge [here](#).

REPAIR CAFE



We represent In 1,500 Repair Cafes across The Americas and Europe



We have covered Repair Cafes in Germany, France, the Netherlands, Belgium and Canada



This enabled us to reach 655,200 people in FY24



It is estimated that these Repair Cafes were able to repair over 299,000 items/products in FY24



SOCIAL

At WD-40 Company, our people have been intentionally creating stakeholder value for many decades. Social aspects and impacts, in our efforts to create value throughout the enterprise, have long been fully integrated into the way we do business.

Our six values are in hierarchical order and provide a simple guide for our people to make values-aligned decisions that generate economic value. We have long held our leadership accountable for both qualitative and quantitative measurements of success with the people who make our business possible throughout our organization. It is our strong belief that our people are the most valuable of all our six capitals.

Our People-First mindset is integrated throughout all aspects of how we conduct business. In this section of the Report, we specifically describe how we manage the material topics related to our people, setting out the organizational structure through which this management takes place. We review the commitments we made in our [2022 ESG Report](#), summarize the social progress we made toward achieving those commitments over the following two years represented by the FY23-FY24 reporting period, and set out our FY25-FY26 social commitments and action plan. We organize this section of our ESG Report around how we are evolving our culture to address six material topics:

- ① Inclusion and Belonging
- ② Employee Resilience
- ③ Employee Engagement
- ④ Social Expectations in Our Supply Chain
- ⑤ Consumer Safety and Packaging Communication
- ⑥ Community Engagement

Our overall Social goal for the FY23-FY24 reporting period was to strengthen and embed our global inclusion and belonging strategy and to ensure that WD-40 Company is a place where diversity of thought is valued, and everybody experiences a sense of belonging. In the FY25-Y26 reporting period, we are building on our success in achieving that goal. Our ambition for the next two years is to further evolve our employee experience and culture to amplify our employer of choice branding across all markets for decades to come.

Our long-term goal is that more than 7 out of 10 people at WD-40 Company experience respect for diversity of thought, equitable access to opportunities, inclusion as well as belonging, as measured through our Better Together metrics, administered through our partnership with external reporting partners.

Our purpose-driven and values-guided culture is a major factor in attracting and retaining employees, as evidenced by our low annual employee turnover rate of 6.7% (inclusive of 1.1% retirements). This provides us with a major competitive advantage in both attracting, developing, and retaining individuals.

While organizations with higher levels of employee turnover must invest more resources in hiring and training new employees, at WD-40 Company we are able to invest more resources in developing our people to have the capabilities necessary to execute our business strategy. For decades, we have fostered a People-First culture that continues to thrive. We regularly review and refresh our employee value proposition to ensure that it aligns with our strategy and Company purpose and values. Our commitment to cognitive diversity—from the boardroom and across every level within the organization—enables us to be agile, innovative, and fosters a culture where our people experience a strong sense of belonging, leading to enhanced global collaboration and increased global competitiveness.

WE INTEGRATE OUR SOCIAL AND BUSINESS STRATEGIES THROUGH OUR STRATEGIC ENABLERS



STRATEGIC ENABLER #1

Ensure a People-First Mindset

At WD-40 Company, our greatest asset is our 644 employees. We are, and wish to remain, an employer of choice where all employees thrive. Fostering a culture of belonging, achievement, and learning, while attracting, developing, and engaging talent will sustainably drive our forward momentum. We will measure ourselves via the attainment of our global ambitions, which are enabled by our People-First mindset metrics.



STRATEGIC ENABLER #3

Achieve Operational Excellence in Supply Chain

We believe that a resilient and high-performing global supply chain enabled by scaling the learning of our people, capacity, and capabilities will secure the long-term success of our Company. This enabler is built on four pillars of success: a balanced global supply chain, progress on ESG integration, integrated end-to-end planning, and commercial innovation. We work with our 100% outsourced production partners to ensure they are living up to their commitment for ethical employment practices. Also see: [Governance, Environment](#)

FY23-FY24 SOCIAL METRICS

89.9%

OF OUR PEOPLE report experiencing belonging in our workplace



93.9%

FEEL THEY ARE VALUED MEMBERS of their functional team

85%

BELIEVE they can achieve their career objectives



95.9%

ARE EXCITED about WD-40 Company's future direction



70% OR MORE OF OUR LEADERS throughout the organization have been promoted from within



92.9%

EMPLOYEE ENGAGEMENT*

*98% of our global workforce participated in our employee engagement survey



91.7%

REPORT THE WORK THEY DO gives them a sense of personal accomplishment

644 employees work with outsourced manufacturing and distributor partners to get our products in the hands of end users in **176** countries.

97.7% believe their values align with our culture.

97.7% know what is expected of them.

98.2% understand how their job contributes to achieving WD-40 Company goals.

93.3% of people choose to remain at WD-40 Company year in and year out. Our investment in people development compounds and yields strong retention and returns.

53% of the GSC have experienced job growth.

50% of our people experience growth in their roles over the past **2** years, which came with iteratively greater value creation opportunity and earning potential.

GENDER REPRESENTATION

♂ **53%** men

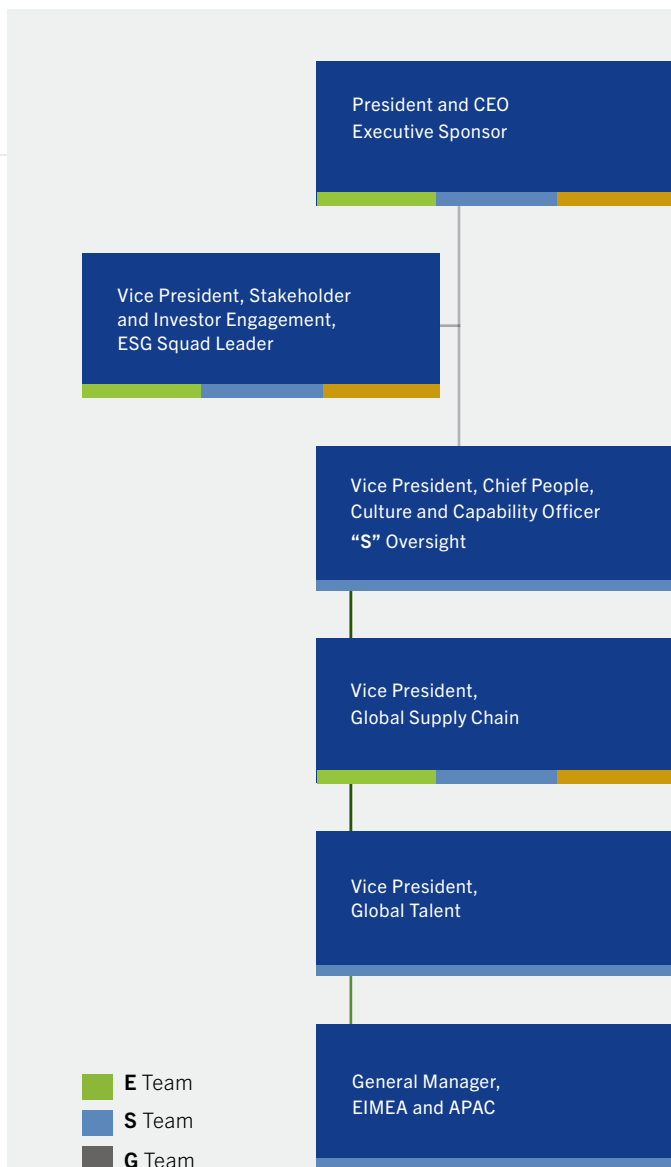
♀ **46%** women



HOW WE MANAGE SOCIAL MATERIAL TOPICS

The responsibility for our social impact is not confined to just a few leaders, it is a collective duty for everyone. Although we have a global team that coordinates initiatives, programs, and reporting, our social efforts are dispersed among all individual contributors and leaders around the world to bring it to life. The Social Team, one of the three ESG Teams, is responsible for managing social material topics. This team is led by our Chief People, Culture and Capability Officer who is responsible for global oversight of the human resource function. The Team includes our Vice President, Global Talent; Vice President, Global Supply Chain Strategy; and HR Manager, EIMEA & Asia Pacific.

The accountability for the organization's social performance resides with the CEO and functional leaders of the Company's eight Commercial Heads of Business (CHB), who are jointly accountable for approving and complying with the Company's global principles, best practices, and policies. Our Chief People, Culture and Capability Officer, who is one of the CHB members, provides ongoing leadership and engagement between the executive team and the Quality, Supply Chain, and People resources. This organizational structure ensures the distribution and alignment of people resources globally to achieve success with our strategic framework. See [About our Company](#) and [2024 Annual Report](#), including activating our Strategic Enabler #1 to ensure a People-First mindset.



EVOLVING OUR CULTURE

For more than three decades we have been a purpose-driven and values-guided organization. That is why our inaugural ESG Report in 2020 was built around the theme Living Our Values. Our values remain the heart and soul of our Company, our culture, and our brands. They are as relevant today as they were a generation ago and will continue to guide our decision-making and behaviors long into the future. In FY24, we chartered a global team of employees (Culture Squad) representing differing geographies and functions to evaluate our values to ensure that they are as relevant to our business today as they were previously.

The recommendations of the Culture Squad are being adopted to ensure we remain purpose driven and values guided.

CULTURE SQUAD

In response to a global assessment of our Company's culture completed by a representative from UC Berkeley's Center for Workplace Culture and Innovation, in 2022 the CEO assembled a global cross-functional Culture Squad of 14 people, supported by an additional 25 Culture Ambassadors, altogether representing 7% of our global employee population.

The Culture Squad was pivotal in:

- Incorporating insights of the 2022 global employee culture survey into the refreshed values definitions.
- Providing a uniform naming convention for all current and future global offices. Now known as ‘Launch Pads,’ these hubs of adaptive innovation are epicenters of ingenuity, where past accomplishments drive future breakthroughs, intertwining our Company’s problem-solving ethos with its legacy of space exploration.

The culture assessment revealed that our historic values were still relevant, though the manifestation of each value is being updated for contemporary relevance. Going forward, leaders will complete a series of courses to strengthen their competence in storytelling and ‘story-doing’ to further infuse the refreshed values definitions into our day-to-day behaviors. The impact of these efforts will be iteratively measured in FY25 and FY26 to ensure that the workplace culture remains as relevant to future success at WD-40 Company as it has been to our past success.

WD-40 COMPANY’S PURPOSE, MISSION, VALUES

Purpose

Creating positive lasting memories in everything we do, solving problems, making things work smoothly, and creating opportunities

How We Do It

Cultivating a culture of learning and teaching which produces a highly engaged workforce who live our values every day

Mission

Delivering unique, high value, and easy-to-use solutions for a wide variety of maintenance needs across multiple trade channels globally

OUR VALUES

- 1 Doing the Right Thing
- 2 Creating Positive Lasting Memories in All Our Relationships
- 3 Making it Better Than It is Today
- 4 Succeeding Together While Excelling as Individuals
- 5 Owning It and Passionately Acting On It
- 6 Sustaining the WD-40 Company Economy

INCLUSION AND BELONGING

Our objective for the FY23-FY24 reporting period was to strengthen and embed our global inclusion and belonging strategy with the goal of strengthening our culture to become a place where everybody experiences a sense of belonging. We set out two specific targets to achieve during this reporting period:

1. Strengthen our acknowledgment behaviors and practices; and
2. Provide equitable development and growth opportunities for all employees to expand capabilities and readiness for scale as we continue to grow.

The following summarizes some of the actions that we undertook to achieve these targets:

BETTER TOGETHER

In FY23, we established an internal team of 22 volunteers from all our global offices as ‘Better Together Champions’ to actively foster a welcoming and inclusive culture. This ensures that perspectives from different regions and cultures are represented for the purpose of strengthening our culture and business outcomes. The ‘Belonging Champions’ embody and model Better Together behaviors, foster relationships, listen to employees, and create opportunities for sharing experiences, feedback, and reinforcement of the belonging model. The Belonging Champions play a pivotal role in putting the Company’s social responsibility commitments into practice. Belonging Champions, Company leaders, and HR leaders are committed to expanding acknowledgment and bias awareness initiatives to ensure that people have the desired impact on those around them.

As a global company with employees in 16 countries, we have a deep appreciation for diversity. We define diversity as a vast array of individual characteristics that make each of us unique—our backgrounds, experiences, talents, traits, beliefs, and preferences, as well as the challenges we’ve faced and overcome. While we recognize the critical importance of demographic diversity, we also place a strong emphasis on diversity of thought, or what we refer to as cognitive diversity. By embracing both aspects, we enhance our strategic decision-making capabilities and drive superior outcomes. Our commitment to diversity is not just about representation; it is about harnessing the power of varied perspectives to fuel innovation and success which leads to enhanced global collaboration and increased global competitiveness.

DIVERSITY

At WD-40 Company refers to the variety of individual characteristics that make us unique, such as our backgrounds, experiences, qualities, talents, traits, beliefs, preferences, and the challenges we have and overcome.

In FY24, members of the Company’s Board of Directors were interviewed on the importance of diversity of thought. The video interviews were shared globally to raise awareness and visibility of the importance and value that diverse thoughts and opinions have on our culture and business outcomes. The combination of the Board’s, management’s, and employees’ perspectives underscores the business value of all diversity, equity, inclusion, and belonging initiatives, which we refer to as Better Together.

STRENGTHENING ACKNOWLEDGMENT

Personal acknowledgment has a profound impact on creating a culture where everyone experiences a sense of inclusion and belonging. Acknowledgment provides a human connection that motivates, encourages, engages, and honors the uniqueness of all individuals. To embed this concept into our daily work life, we launched an acknowledgment campaign. The campaign featured suggestions and examples of genuine ways to acknowledge one another that help to ensure everyone feels heard, seen, and valued within our organization, and feels that what they contribute matters.

Drawing upon feedback provided by our employees during the Better Together training, we produced an acknowledgment video. The video was created in collaboration with volunteers representing all business segments who shared their voices in their native languages and articulated how they wish to be acknowledged at WD-40 Company. This video serves as a powerful testament to the global reach of the positive culture of our organization, providing our employees with a tangible illustration of our collective commitment to fostering a culture of acknowledgment and inclusivity.

SHADOW BOARD OF ADVISORS

In FY24, we instituted the Shadow Board of Advisors, a diverse group of emerging leaders from all trade blocs. They provide recommendations to the Commercial Heads of Business on a range of topics for the purpose of increasing diversity of perspectives, unlocking insights to identify new ways of working, and accelerating learning outcomes from around the Company. This effort is based upon the premise that traditional definitions of diversity must be expanded to acknowledge the value of the global diversity relevant to our time. At WD-40 Company, we wish to leverage diversity of thought and experience to benefit all company stakeholders. Under the direction and coaching of the Commercial Heads of Business, the eight volunteer Shadow Board members help bridge perceptual gaps, inform leadership decisions, and increase the effectiveness of strategy development and execution through the diverse perspectives of their lived experiences, languages, generations, cultures, functions, roles, and beliefs. Shadow Board members were selected, first, for the diversity of lived experience and perspective that they could add to decision-making, and then, for geographic and functional diversity. They work with a program coordinator and are supported by an executive coach to prepare them for future leadership opportunities.

GROWTH REWARDS AND RECOGNITION PROGRAM

We are a meritocracy with a performance-based, total rewards strategy, where compensation and career advancement are determined by demonstrated competencies and contributions. We believe that building a future-focused leadership pipeline and prioritizing continuous learning are fundamental to our success. By recognizing effort and basing employment decisions on observable, job-related behavior, we ensure that non-job-related factors do not influence our decisions.

One of our deepest commitments is to follow our values, with a heavy emphasis on ‘making it better than it is today’ and ensuring that our recognition and reward system is both values aligned and rewards value creation.

This ongoing commitment triggered us to evaluate our annual reward program to ensure that it recognizes and rewards our employees in the most meaningful way. In reviewing the past five years of actual short-term reward system payout and assessing employee experiences, in FY24, we expanded the ways in which we measure and reward strategic value creation.

Our Growth Rewards and Recognition Program was designed to inspire, motivate, and reward employees for contributions that are aligned with our Four-by-Four Strategic Framework while maintaining a strong focus on growth and profitability. The program centers around three key metrics:

- **EBITDA:** As a vital indicator of growth and profitability, we continue to prioritize EBITDA and it remains a cornerstone of our program.
- **Revenue Growth:** We’ve introduced revenue as a measure, emphasizing both profit and revenue expansion.
- **Performance Measures:** Aligned with our strategic framework and multi-year projects, reinforcing our longer-term vision.

Every employee at WD-40 Company is eligible to participate in the Growth Reward Program, which serves as a key component of our total rewards strategy. By empowering our employees, we enable them to not only thrive individually but also make meaningful contributions to the realization of our long-term Company goals. Six months after the program was updated, roughly 8 out of 10 employees cited the program as positively motivating them to deliver results against our strategic objectives.

In addition, a global recognition program was launched in the virtual Awardco platform in FY24 as a way to more equitably, consistently, and transparently recognize and reward people for their contributions. Incentive points are awarded for engagement, ideas, participation, etc. The platform also recognizes birthdays and anniversaries. A summary of Awardco activity is provided in the [Appendix](#) to this Report.

GENDER PAY EQUITY

In FY23, we completed our second global pay equity review study. The findings reaffirmed there was not statistically significant or systemic gender-based pay disparities between men and women at WD-40 Company. Similar to the 2020 pay equity review, we observed a link between an individual’s tenure and their compensation, aligning with our compensation philosophy that rewards competency and contributions. Our comprehensive review process also included a detailed individual analysis, ensuring all compensation decisions were rooted in job-related criteria with no evidence of biased decision-making. We base compensation on the results of our efforts. We are a meritocracy that focuses on the work, goals, functions, and competencies required to achieve our strategic objectives while setting aside factors that are unrelated to these.

EMPLOYEE RESILIENCE

Our People-First mindset means that we prioritize the well-being, health, safety, and productivity of our people. Our people have access to a range of resources to support their well-being and to support them through difficult situations, setbacks and adversity, including assistance programs offered in local languages and virtual healthcare and wellness providers. All employees have access to Employee Assistance Support programs, where individuals can receive anonymous support on a range of issues they might face, from mental well-being to financial and legal issues. Globally, we invest in Calm, an app designed to assist individuals with mindfulness, relaxation, sleep enhancement, and exercise techniques. The Calm app has achieved a remarkable engagement rate of 77% and has garnered numerous positive reviews for its effectiveness in aiding individuals.

We continue to offer flexible, hybrid working arrangements in line with our global Work From Where Philosophy, which continues to provide flexibility for where and when work is performed to optimize personal and work outcomes.

To learn more, see our [2022 ESG Report](#). Our approach to hybrid and remote work has expanded our local and global recruiting talent pools resulting in an increase in diverse skills and perspectives within our teams.

Well-Being Squads in the Americas, EIMEA and APAC, comprised of representatives from various countries, are focused on customized well-being initiatives and programs to meet local needs. Wellness and resilience are important People-First priorities for our company because they enable our people to perform at their best, adapt to challenges and thrive both personally and professionally.

In FY24, we offered several workshop sessions on well-being, mental health, and resilience to help and support our people in looking after themselves and others. External speakers provided individual and group advice, plus tips on how to improve their general mental and physical well-being. For more information on how we support the health, safety, and well-being of our people please, see our [2020 ESG Report](#), p. 16 and our [2022 ESG Report](#), p.33.

EMPLOYEE ENGAGEMENT

In January 2024, we conducted a confidential global Employee Engagement Survey, administered by an impartial third-party. We define ‘engagement’ as an employee’s self-initiated and consistent effort in their role to exceed expectations. To measure positive engagement, we use an established approach: tallying the combined “Agree” and “Strongly Agree” responses to a series of positive statements about employees’ experience. Our engagement index is derived from a subset of survey questions, specifically those related to factors that studies have consistently shown to correlate with employee engagement.

This comprehensive process allows us to regularly assess and track employee satisfaction and commitment across our organization.

Employee engagement at WD-40 Company has remained consistently very high for over a decade with variances in engagement over the past decade amounting to less than 1% over the entire 10-year period. For example, our January 2024 biennial employee engagement survey (EES) revealed that engagement varied from the 2014 survey a decade earlier by only 0.8% — from 93.7% in January 2014 to 92.9% in January 2024 (see chart below).

WD-40 COMPANY EMPLOYEE ENGAGEMENT HISTORY												
2000	2002	2004	2006	2008	2010	2012	2014	2016	2018	2020	2022	2024
84.0%	87.1%	90.4%	91.9%	93.4%	92.0%	92.6%	93.7%	92.8%	93.3%	93.1%	93.5%	92.9%

Positive feedback was received across the survey, reinforcing the belief that WD-40 Company is comprised of values-aligned employees who invest a significant amount of discretionary effort in the execution of their work. The survey questions and the high and lowest ranked responses year over year from 2018-2024 can be found in the [Appendix](#).

Our employee engagement has been consistently in the 90s since 2004 and we believe it is a key driver of our long-term business success. High employee engagement has a profound impact on our culture, high levels of discretionary

effort, strong retention, innovation, strong customer satisfaction, collective problem solving, and much more. In January 2024, 98% of our global workforce responded to the employee engagement survey. The report revealed 92.9% employee engagement. This is a very strong result compared to Gallup's reported global employee engagement benchmark of 23% ([Gallup, State of the Global Workplace 2024 Report](#)). As we strengthen and prepare our culture for the future, we will refine and share our methods for measuring employee engagement, commitment, satisfaction, and involvement.

SOCIAL EXPECTATIONS IN OUR SUPPLY CHAIN

At WD-40 Company we are committed to ensuring that our supply chain adheres to the highest standards of ethical and sustainable practices. We recognize the importance of responsible sourcing and are dedicated to maintaining transparency, accountability, and integrity in all our business operations.

Our updated [Distributor and Supplier Code of Conduct](#) reflects globally recognized standards related to social responsibility in the supply chain and articulates the high social standards we set for ourselves as a company and that we, in turn, expect from our supply chain partners. We delineate specific social supply chain expectations in two categories: (1) workplace standards and (2) health and safety.

1. **Workplace Standards:** We expect our supply chain partners to maintain a safe work environment in which people are treated fairly, with dignity and respect, free from discrimination, harassment, drugs, and violence. Specific expectations we include relate to:
 - Forced Labor
 - Child Labor (with reference to the International Labour Organization's Minimum Age Convention, 1973 (No. 138), and International Labour Organization's Worst Forms of Child Labour Convention, 1999 (No. 182))
 - Discrimination or Harassment
 - Wages, Benefits, and Working Hours
 - Employment Contracts
 - Deductions
 - Freedom of Association
 - Privacy

- Immigration Compliance
 - Grievance Processes
2. **Health and Safety:** We expect our supply chain partners to provide and maintain a safe and hygienic work environment and integrate sound health and safety management practices, safety training, and necessary safety equipment into their businesses. Workers have the right to refuse unsafe work and to report unhealthy working conditions. Specific expectations we include are:
 - No Drugs, Alcohol, or Violence
 - Permits and Safety Management Requirements
 - Incident Management Requirements
 - Safe Working Environment
 - Emergency Response
 - Housing Conditions

For more information, the full [Distributor and Supplier Code of Conduct](#) is available online [here](#).

We use [SEDEX](#), one of the world's leading ethical trade service providers, as it offers a robust platform for sharing and analyzing data on labor rights, health and safety, the environment, and business ethics. By leveraging SEDEX's resources, we can effectively monitor our supply chain, assess compliance with international standards, and identify areas for improvement. This not only helps us ensure that our suppliers meet global best practices, but also aligns with our commitment to promoting ethical business conduct. Through SEDEX we are able to demonstrate our commitment to improving the lives of people in our supply chain, reducing our environmental impact, and delivering products that our customers can trust.

We believe that responsible sourcing is not just about compliance but about going beyond it to create positive change.

Our [Responsible Sourcing Policy](#), described earlier in this Report, sets our key social expectations for our suppliers. Once the Responsible Sourcing Policy is launched in early FY25, our next step internally is to roll it out to our Sourcing, Procurement, and Quality functions, and then to adapt our global processes, accordingly, identifying and instituting new procedures as needed.

As the combined Distributor and Supplier Code of Conduct and Responsible Sourcing Policy constitute a framework for supply chain partners to understand our social expectations, our next step externally is to engage with our supply chain partners to ensure that they understand the framework, how it applies to them, and to agree with them about any actions that need to be taken.

CONSUMER SAFETY AND PACKAGING COMMUNICATION

We put people—our employees, customers, and end users—over profits. This is another example of our People-First approach to business. We will always consider the safety of end users as our primary goal in developing products or sourcing ingredients. Over several decades we developed strict internal requirements that align our product development with the safety of people and reducing our environmental impact without compromising product effectiveness. Every product we develop is reviewed above and beyond compliance requirements by health, safety, compliance, and toxicology experts to develop labeling that teaches our customers the safest way to use our products with appropriate antidotes for misuse or accidental use.

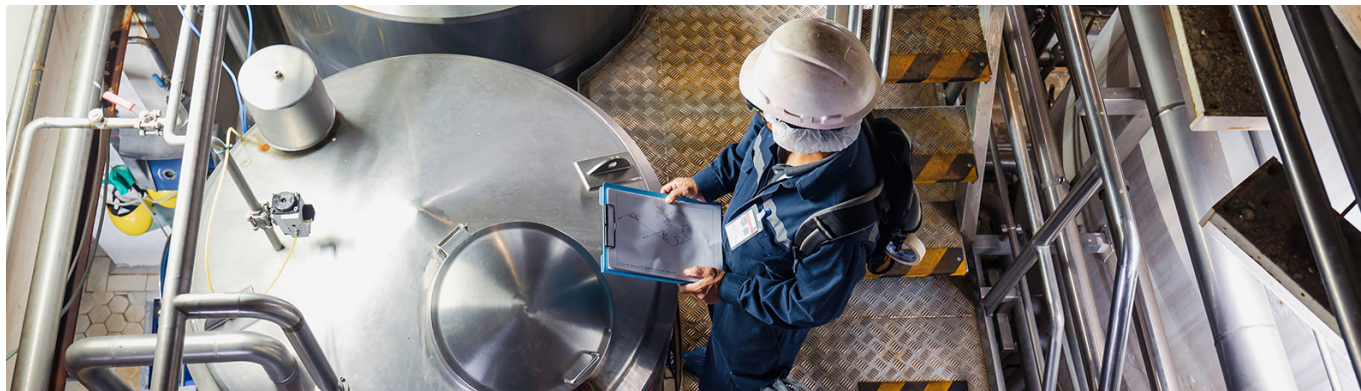
PRODUCT SAFETY IS OUR ENDURING PROMISE

Our Global Research and Development (R&D) capabilities include a broad variety of scientists with specialties in product development chemistry, packaging and process engineering, toxicology, and regulatory, quality, and sustainability matters.

We also have a strong global network of technical experts that enables our primary R&D technical center in New Jersey to interconnect with our facilities throughout the world. This global R&D network ensures that we provide our global end users with high quality ingredients and products that meet or exceed all applicable safety and regulatory requirements, as well as our own stringent internal standards.

Regional health, safety, and compliance experts review each formulation and its usage during the product development stage to create labeling that teaches our end users the safest way to use the product with appropriate antidotes for misuse or accidental use. This label language is reviewed and approved internally by our R&D, Legal, and Marketing departments.

For more information, see our Chemical and Product Safety Policy available online [here](#). For additional information, see our [2020 ESG Report](#), p. 42.



COMMUNITY ENGAGEMENT

For more than four decades, our Company has actively supported our communities through contributions to numerous non-profit organizations and initiatives.

In 2016, we established the WD-40 Company Memory Making Fund as part of our corporate giving mission, led by WD-40 Company's employee-driven Community Involvement Committee.

Our approach to philanthropy is transformational, focusing on systematic, collaborative grant-making that drives long-term, meaningful change aligned with our business strategy. To address this need, the WD-40 Company **Memory Making Fund** uses a comprehensive grant process to identify partners that align with its mission.

Beyond corporate giving, we have a program to match employee charitable donations (U.S. only) and provide financial support in response to global humanitarian crises.

EMPLOYEE-DRIVEN COMMUNITY ENGAGEMENT

Monetary donations are just one aspect of our commitment. We encourage employees to dedicate their time to causes they are passionate about, and we actively support these efforts by offering paid volunteer time (EIMEA) and matching each hour volunteered (U.S. only) with a corresponding donation to the charitable organization.

TEAM COMMUNITY ENGAGEMENT

In addition to employee-driven community engagement, local teams dedicate their time to supporting charitable organizations within their region. By volunteering together, employees build stronger relationships and strengthen the foundation of our culture, where they feel valued for more than just their professional contributions and are empowered to make a meaningful impact beyond the workplace.



Our San Diego Legal Team volunteering in January 2023 to make 1,600 snack bags for San Diego Rescue Mission.



Our Australian Team volunteering in June 2024, supporting the Salvation Army with their street level mission.

TRAINING THE TRADES

Our Training the Trades program supports aspiring technicians and tradespeople around the world with the goal of developing the emerging generation of trades people to strengthen our communities and bridge the talent gaps that exist in many of our global communities. The program provides technical training, resources, and scholarships as a powerful way to deliver a positive impact to WD-40 Company professional end users, sometimes with life-changing financial support, tools, and products. Our scholarship campaigns create collaboration opportunities with trade schools, retailers, and other brands that also support skilled trade professionals and demonstrate the values of our organization at a brand and corporate level.

Some of our ongoing community partnerships include the U.S.-based **TechForce Foundation**, **WorldSkills**, an international charity that promotes professional skills and celebrates their impact on the global economy, and **SkillsUSA**, a workforce development organization for students, empowering them to become skilled professionals and community leaders.

TRAINING THE TRADES HIGHLIGHTS (FY24)



132,499
Course Completions



125
Educational Scholarships



57,054
Product Gifted to Trainees



30,129,083
PEOPLE - Online Reach



NEW TRAINING
Content created on **Cycle Maintenance** in support of the **Repair Challenge Campaign**

Social Progress



2024 GOAL

Strengthen and embed our global Inclusion and Belonging strategy and make WD-40 Company a place where everybody experiences a sense of belonging, leading to enhanced global collaboration and increased global competitiveness.



TARGETS

- In the FY23-FY24 reporting period, provide equitable development and growth opportunities for all employees to expand capabilities and readiness for scale as we continue to grow by:
- Raising job visibility internally and externally;
- Expanding visibility of career progressions and equitable talent development opportunities; and
- Identifying and reducing barriers to employment and talent development opportunities.



ACTIONS

- Used feedback gathered from our Better Together learning sessions and surveys to highlight opportunities to expand transparency and equitability of internal project and career opportunities.
- Launched an Opportunity Marketplace in our HR management system to provide experiential project and learning opportunities for our dispersed global talent. Equitable visibility and access to open internal roles will expand the diversity and inclusion of our teams over time.
- The Americas have compensation transparency providing employees visibility to salary structures, job descriptions and job levels. Other countries have access to job descriptions in their career progression and are continuing compensation education to prepare for full compensation transparency.
- Reducing and removing education requirements in lieu of relevant work experience removed barriers to employment and promotion.



PROGRESS

✓ Completed



2024 GOAL



TARGET

In the FY23-FY24 reporting period, strengthen the use of inclusion and belonging 'acknowledgment behaviors.'



ACTIONS

- Engaged all employees and Board members in comprehensive Inclusion and Belonging training and dialogue focused on the importance and purpose of reinforcing a culture where everyone experiences a sense of belonging, leading to enhanced global collaboration and increased global competitiveness. See our [2022 ESG Report](#) for more information.
- All new hires participated in five hours of live Inclusion and Belonging cohort learning exchange.
- All employees, including new team members and the Board of Directors, participated in comprehensive training through which we identified opportunities to enhance our inclusivity efforts as part of our Better Together Inclusion and Belonging Program. See our [2022 ESG Report](#) for more information.



PROGRESS

✓ Completed

FY25-FY26 Social Plan



2026 GOAL - OUR PEOPLE

Evolve our employee experience and culture



TARGETS

Culture

- By end of FY26, more than 7 out of 10 WD-40 Company people experience respect for diversity of thought, inclusion and belonging. This will be achieved through meaningful engagements and programs in the three areas of the belonging model focused on acknowledgment, bias, and impact. Success will be measured through iterative pulse surveys that allow greater responsiveness to opportunities for making a meaningful difference.
- Launch open exchanges to identify the different ways people experience the workplace.
- Refresh the definitions of our values to include innovation, sustainability, collaboration, and integrity to be responsive to employee feedback.
- Introduce enterprise-first, values-aligned, decision-making framework.
- Identify behaviors needed to achieve our [strategic framework](#).
- Increase inclusion and belonging engagement through Better Together program, Belonging Champions, and the Awardco recognition platform.
- Develop global community engagement philosophy and program(s).

Total Rewards

- Optimize Growth Rewards Program
- Expand and promote job description and salary structure transparency.
- Benefits equity study and long-term incentive program review.
- Gender equity study.

Talent

- Identify, prioritize, and accelerate learning outcomes.
- Redefine objective assessment of talent programs.
- Expand equitable access to learning and promotion opportunities.



2026 GOAL - SOCIAL EXPECTATIONS IN OUR SUPPLY CHAIN



TARGETS

- Responsible Sourcing Policy introduced and rolled out internally.
- Global processes for Sourcing, Procurement, and Quality adapted to reflect and activate our Responsible Sourcing Policy and Distributor and Supplier Code of Conduct, with new procedures identified and instituted as needed.
- One hundred percent (100%) of Tier 1 supply chain partners understand our expectations as set out in the new Distributor and Supplier Code of Conduct and Responsible Sourcing Policy.



APPENDIX

STAKEHOLDER ENGAGEMENT

WD-40 Company has long been committed to values aligned and purpose-driven growth. Our Company’s purpose is to create positive lasting memories in everything we do. We solve problems. We make things work smoothly. We create opportunities.

Our Company’s values underpin our purpose, shape our culture, and guide our professional conduct. As it relates to stakeholder engagement, one value stands out: we value creating positive lasting memories in all our relationships. This means we believe that our business must exist to serve multiple stakeholders—including stockholders, employees, end users, customers, communities, the environment, and suppliers.

We engage with a wide variety of stakeholders using methods that facilitate meaningful communication, allowing us to share and explore common goals, interests, and concerns together.

Following is a list of our key stakeholders, how we generally communicate with them, and the locus of the engagement within the Company:

WD-40 COMPANY: STAKEHOLDER ENGAGEMENT		
INTERNAL STAKEHOLDERS	HOW WE ENGAGE	WHO ENGAGES
EMPLOYEES	Biennial employee survey, daily coach interactions, periodic internal conferences, social events and celebrations, global workshops, volunteer committees, global intranet, broad communications translated for all relevant languages	All coaches, leaders, and employees

WD-40 COMPANY: STAKEHOLDER ENGAGEMENT (cont.)

INTERNAL STAKEHOLDERS	HOW WE ENGAGE	WHO ENGAGES
GLOBAL STRATEGIC COUNCIL	Routine joint meetings, formal conferences several times a year, and as required by current events	C-Suite, trading bloc leaders, and global functional leaders
BOARD OF DIRECTORS	Formalized calendar with charts of work, attendance at business meetings, director visits to regional offices and markets, and director oversight of ESG governance and participation in strategic planning	Management at all levels with Directors
EXTERNAL STAKEHOLDERS		
INVESTORS	Ongoing and frequent formal meetings and calls with current and prospective investors, gaining input from investors and analysts, and outreach as appropriate	Investor relations, CEO, CFO, and Directors as appropriate
SUPPLIERS	From initially qualifying as a new supplier through ongoing fulfillment interactions, we engage with suppliers as trusted partners	All supply chain, quality, and R&D staff, with engagement up to and including the CEO as indicated by topic, project, and importance of the relationship
CUSTOMERS (WHOLESALE AND RETAIL)	Continual engagement with our customers; completion of ongoing market research; brand messaging and impact measurement studies; and customer strategic planning	Sales, marketing, research, quality, and legal staff, as indicated by the topic, project, or event
END USERS	Market research; advisory panels; technical training institute curriculum provision, and product trial programs; social media bilateral engagement; and promotional events and programs	Sales, marketing, quality and R&D staff, external advertising, public relations, and marketing
REGULATORS/GOVERNMENTS	Proactive regulatory status monitoring globally through support from external expert advisors and internal staff, including regulatory, compliance, legal, quality, and R&D; support by in-country regulatory and government experts and contact with relevant government and regulatory agencies; active participation providing industry guidance and recommendations for regulatory compliance methods based upon scientific and technical foundations	R&D, supply chain, quality, and legal staff

EXTERNAL STAKEHOLDERS (cont.)

ASSOCIATIONS	Participation in selected trade, professional, industrial and regulatory associations	All relevant functional staff, depending upon the purpose of the association: typically R&D, regulatory, quality, supply chain, and legal
GENERAL PUBLIC	In addition to our product-related marketing and advertising programs, trade conference attendance, consumer hotline, and user groups, we engage actively in the communities proximal to our offices to support those communities in non-commercial activities appropriate for our organization. Interactions include: hosting non-profit conferences at company facilities, extending invitations to attend our leadership development programs, supporting volunteer time by employees, an employee-led charitable contribution committee, and volunteer committees formed in several offices of the Company globally.	All employees, including individual contributors, coaches, and leaders.

At WD-40 Company, we recognize the importance of actively engaging with our stakeholders. We value their diverse perspectives on ESG-related matters and believe that their input is crucial in shaping and improving our business. By implementing ESG initiatives, we aim to create value for all of our stakeholders, not only for our Company.

As ESG considerations gain prominence in the business world, we anticipate their growing influence on various aspects of our operations. We believe that end users will increasingly factor our ESG commitments, practices, and performance into their purchasing decisions. Similarly, our ESG stance will play a more significant role in attracting and retaining talent. These efforts align perfectly with our core company values, chief among them being our commitment to always do the right thing.

Our stakeholder engagement process includes regular ESG materiality assessments, with the next one scheduled for FY25. These assessments involve extensive engagement across all key stakeholder groups, allowing us to systematically gather insights on critical ESG issues important to both our stakeholders and our business success. This double materiality approach is crucial for focusing our ESG efforts and ensuring responsiveness to stakeholder priorities. By maintaining an open, dynamic exchange, we safeguard our corporate future and reinforce our position as a profitable, values-driven global leader. In an increasingly complex business and regulatory landscape with growing climate uncertainty, this engagement remains vital for long-term success.

MEMBERSHIP ASSOCIATIONS

We participate in several industry and issue-based associations in the geographic regions where we operate to ensure that we stay abreast of developments and challenges, and to actively engage in advancing improved practices.

WD-40 COMPANY MEMBERSHIP ASSOCIATIONS: 2024

- [↗ Aerosol Association of Australia](#)
- [↗ Aerosol Recycling Initiative](#)
- [↗ Australian Packaging Covenant Organisation Ltd.](#)
- [↗ British Aerosol Manufacturers' Association](#)
- [↗ Chinese Wind Energy Equipment Association](#)
- [↗ Comité Français des Aérosols](#)
- [↗ Eastern Aerosol Association](#)
- [↗ Household and Commercial Products Association](#)
- [↗ Quality Brands Protection Committee](#)
- [↗ San Diego Regional Economic Development Corporation](#)
- [↗ Society for Human Resource Management: Certification Commission](#)
- [↗ Society of Tribologists and Lubrication Engineers](#)
- [↗ TechForce Foundation](#)
- [↗ University of California Berkeley Haas School of Business Center for Workplace Culture and Innovation](#)
- [↗ University of Southern California Center for Effective Organizations](#)
- [↗ Western Aerosol Information Bureau](#)

WD-40 COMPANY BY GENDER, AGE, AND ETHNICITY

FY24 EMPLOYEE DATA						
	TOTAL #	FEMALE	MALE	OTHER	AGE	ETHNICITY
Board of Directors	11	36%	64%	-	55+ - 100%	African American or Black (2) 18% Hispanic (1) 9% White (8) 73%
Global Strategic Council	15	53%	47%	0	36-45 - 20% 46-54 - 47% 55+ - 33%	Asian (1) 6.5% Native Hawaiian or other Pacific Islander (1) 6.5% White (13) 87%
Global Population	644	46%	53%	1%	Under 25 – 3% 26-35 – 22% 36-45 – 34% 46-54 – 24% 55+ - 17%	U.S. Ethnicity Only (244) Two or more races – 4% Native Hawaiian or other Pacific Islander – 1% Hispanic or Latinx – 15% Black or African American – 3% Asian – 10% American Indian – 0.5%, Not disclosed – 0.5%, White – 66%

Statistical analyses of our United States employees as of July 2024 did not indicate systemic adverse impact or disparate treatment of minorities or women. Our required statistical analyses have resulted in findings of no under-representation of minorities or women in any of the five worker categories applicable to our Company in the United States. Due to our small population and small sample sizes in each of the five categories however, even no representation of minorities or women can fall within the sampling margin of error.

We will continue broad outreach to connect to and engage the widest possible demographics of qualified applicants.

We will reduce barriers to entry (such as required education) and rigorously apply objective, job-related candidate evaluation and selection methods to increase the quality of hire and reduce bias during the hiring and internal evaluation of talent. The success of our learning mindset, bench building, and succession planning also means that when openings occur, we prioritize promoting from within whenever possible. Within the broadest possible sense of our definition of diversity, we will continue to strive to improve diversity of thought, perspectives, and lived experiences across our global workforce that is representative of the communities to which we belong and where our products are sold and used.

HARMONIZING GLOBAL ETHNIC REPORTING

We are able to report the ethnic diversity of our United States employees with great accuracy to comply with the Federal Equal Employment Opportunity Commission (EEOC) and other required regulations. However, like other multi-national companies, it is difficult to collect data on the ethnic diversity of non-U.S. employees because it is either illegal in some countries (such as France and Germany) and/or it is incredibly challenging to categorize the diversity of the world's population into a few ethnic reporting categories in the same way the EEOC does in the U.S.

The previously reported ethnic reporting categories of our global population include: African, American Indian or Alaska Native, Asian, Black, Chinese Han, Chinese Malays, Malay, Chinese non-Han, Eurasian, Hispanic/Latinx, Indian, Indigenous (not otherwise listed: specify), member of a visible minority (not otherwise listed: specify), native Hawaiian or other Pacific Islander, two or more (specify), and White. In future reports, we will explore ways to provide employee self-reported ethnicity as one measure of the strength of our diversity of thought and lived experiences.

PROMOTIONS: FY23 AND FY24

TURNOVER AND TENURE FY19-FY24								
	TOTAL POPULATION (AS OF 8/31/2024)	GENDER			INTERNAL PROMOTION (#)	PROMOTIONS BY GENDER (#)		AVERAGE TENURE (YEARS)
		Men	Women	Other*		Women	Men	
Americas	229	124	104	1	42	18	24	7.4
Asia-Pacific	92	58	32	2	22	9	13	8.2
EIMEA	272	139	131	2	78	38	40	8.3
Corporate	51	23	28	-	20	10	10	7.6
Total Company	644	344 (53%)	295 (46%)	5	162	75	87	7.9

Two Year Reporting Period: September 1, 2022 – August 31, 2024

* Not declared and not man or woman

Reported people data includes regular employees and fixed-term employees. Contingent workers as described below are not included.

In support of our continued growth and geographic expansion in FY23 and FY24, entities and teams were established in Brazil and Mexico. Business development roles were hired in Denmark, Northern Ireland, Vietnam, and Indonesia to accelerate growth and support strategic growth plans.

Three of the primary reasons people choose to stay at WD-40 Company are our strong culture, the ability to learn/grow, and contribute to something bigger than themselves. These, and other contributing factors, have resulted in historically desirable turnover rates while, at the same time, providing the opportunity to remediate skill gaps when backfilling roles, expanding diversity of thought within teams, and continuing to manage clear, future focused performance expectations for 93.3% of people who choose to stay.

Our new hire turnover rate for FY23-FY24 is 11%, indicating the rigor in our talent acquisition processes resulted in strong quality of hires. New hire turnover calculates the same people hired and offboarded in the first two-years of employment. In this report, we introduce gender turnover percentages to expand transparency.

YEAR	2019	2020	2021	2022	2023	2024
Population	495	524	543	585	614	644
Population growth	3.12%	5.86%	3.63%	7.73%	4.9%	4.9%
Hires	92	22	9		13	Women – 40% Men – 60%
TURNOVER						
Exits						Women – 38% Men – 62%
% of total Separations	9.3%	7.4%	8.1%	10.3%	10.7%	6.7%
% Voluntary Separations *	7.1%	5.9%	6.6%	8.7%	8.8%	4.3%
% Involuntary Separations **	2.2%	1.5%	1.5%	1.5%	2.0%	2.3%

* Voluntary separations include retirements representing 1.1%

** Involuntary separations were for cause. Note: In the Company's 71-year history, there has not been an economic reduction in workforce.

Reported people data includes regular employees and fixed-term employees. Contingent workers are not included.

As set out in our [2020 ESG Report](#), page 22, since 2012 we have implemented a concerted, effort to attract, develop, and retain outstanding and talented employees. Our global talent evaluation and acquisition programs will continue to evolve to ensure that: 1) we attract a broad spectrum of candidates from diverse backgrounds, and 2) we remove unconscious bias from our candidate selection process through behaviorally based evaluation methods tied to job-related competencies. We provide courses educating our employees in how to identify and eliminate unconscious biases that might impede our progress in making the right decisions about candidates, both internal and external, through our Learning Laboratories. To learn more about these programs, see Our Tribe, page 16, in our [2020 ESG Report](#).

We believe that management and board-level diversity is important from a diversity of thought, problem solving, and risk mitigation perspective leading to better strategic decision making. Our current Board is comprised of diverse nationalities, cultural backgrounds, worldviews, expertise, and perspectives. While demographic diversity is important, we believe boards must also have cognitive diversity. We are proud that our current Board reflects the most diverse Board composition in our Company's history.

Our Board currently has four female directors, out of 11 Board members. Our Board currently has two African Americans, one Hispanic, four non-U.S. directors, and one U.S. military veteran. In addition to gender and ethnic diversity, our Board is comprised of diverse nationalities, cultural backgrounds, and worldviews. Our Global Strategic Council currently has eight female members out of 15 management members. Our Global Strategic Council currently has one non-Caucasian representative. We currently have two women who are country managers, whereas a few years ago we had none. We now have many women in regional senior leadership and middle-management positions who will be eligible for consideration for executive roles as succession opportunities arise.

We annually conduct an assessment of Code of Conduct violations to determine the incidence rate of behaviors that are contrary to our Code of Conduct, which assessment is reviewed by our Ethics and Compliance Committee, comprised of senior executive leaders including HR, legal, and commercial trade bloc leadership.

EMPLOYEE ENGAGEMENT SURVEY RESULTS AND RANKING 2018-2024

Our employee engagement has been consistently in the 90s since 2004. It is key to driving long-term business success. High employee engagement has a profound impact on our culture, high levels of discretionary effort, strong retention, innovation, strong customer satisfaction, collective problem solving, and much more. In January 2024, 98% of global workforce responded to the employee engagement survey. The report revealed 92.9% employee engagement.

This is a very strong result compared to Gallup's reported global employee engagement benchmarks of 23% (Gallup, State of the Global Workplace 2024 Report). As we strengthen and prepare our culture for the future, we will refine and share our methods for measuring employee engagement, commitment, satisfaction, and involvement.

EMPLOYEE ENGAGEMENT HISTORY

WD-40 COMPANY EMPLOYEE ENGAGEMENT HISTORY												
2000	2002	2004	2006	2008	2010	2012	2014	2016	2018	2020	2022	2024
84.0%	87.1%	90.4%	91.9%	93.4%	92.0%	92.6%	93.7%	92.8%	93.3%	93.1%	93.5%	92.9%

HIGHEST RANKED QUESTIONS					
RANK	QUESTION	2018	2020	2022	2024
1	I love to tell people I work for WD-40 Company	99.0	98.3	98.3	98.8
2	I understand how my job contributes to achieving WD-40 Company's goals	97.9	97.9	98.1	98.2
3	I feel my opinions and values are a good fit with the WD-40 Company culture	98.1	97.5	97.2	97.7
4	I respect my coach	96.4	97.1	97.0	97.7

Following each EES, leaders identify and discuss areas where employees believe the organization could improve. The global leadership team then engages local leaders to discuss the survey results and identify actionable plans to address the lower rated areas.

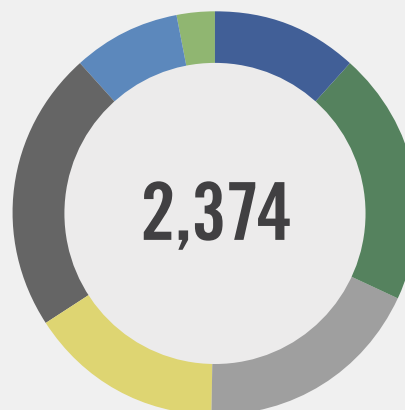
LOWEST RANKED QUESTIONS

RANK	QUESTION	2022	2024
1	At WD-40 Company, the trading bloc and corporate groups collaborate well together	87.6%	82.2%
2	I believe working at WD-40 Company will allow me the opportunity to achieve my personal career objectives	86.2%	85%
3	I am encouraged and supported to spend work time learning	new question	85.2%
4	I consider my coach a mentor, which means he/she/they actively support my professional development goals as well as caring about my performance	89.1%	89.5%

EMPLOYEE RECOGNITION

The launch of the global online Awardco employee recognition program in February 2024 resulted in peer-to-peer and manager recognitions that were tagged with 2,374 representative values. This is a strong indicator of our culture of acknowledgment and values aligned behavior.

#TAG VALUES USAGE



- Doing the right thing | 283
- Creating positive lasting memories | 482
- Making it better than it is today | 432
- Succeeding as a tribe while excelling as individuals | 367
- Owning it and passionately acting on it | 536
- Sustaining the WD-40 Company economy | 204
- Other acknowledgment | 70