



**Mattel
Sustainability
and Social Impact
Report 2023**



Table of Contents

Mattel Sustainability and Social Impact Report 2023	3	Circularity	22
About this Report	4	Sustainability in Our Products	23
Our Mission	5	Sustainability in Packaging	28
Our Purpose	5	Product Quality and Safety	32
Our Brand Promise: Trust	5	Responsible Sourcing and Production	34
Product Attributes	6	Our Performance: Responsible Sourcing and Production	35
A Letter from Our Chairman and CEO	7	Responsible Production	37
Company Overview	8	Climate Action	40
2023 in Review	9	Responsible Sourcing	43
Our Sustainability and Social Impact Strategy and Goals	10	Assessing Supplier Risk	44
Mattel's 2024 Impact Priority Assessment	12	Human Right and Social Compliance	45
Stakeholder Engagement, Transparency, and Reporting	13	Thriving and Inclusive Communities	46
ESG Executive Council	13	Our Performance: Thriving and Inclusive Communities	47
Corporate Governance	14	Purposeful Play	48
Our Board of Directors	15	Our Employees	52
Committees of the Board and Risk Oversight	16	Philanthropy	56
Ethics and Compliance	17	Assurance Letters	61
Sustainable Design and Development	19	Supplemental Data Appendix and Indices	64
Our Performance: Sustainable Design and Development	20	Supplemental Indices	69





Mattel Sustainability and Social Impact Report 2023

Our aim is to contribute to a more diverse, equitable, inclusive, and sustainable future. We are committed to being a responsible corporate citizen and actively supporting the communities in which we live, work, and play. We believe that Mattel can be a force for good by creating value for our stakeholders and, at the same time, contribute to a better future for the next generation.

We strive to positively impact the world while advancing our Sustainability and Social Impact strategy across three pillars: Sustainable Design and Development; Responsible Sourcing and Production; and Thriving and Inclusive Communities.





About this Report

This report covers our 2023 progress related to our Sustainability and Social Impact strategy and goals. The information and data in this report, unless otherwise indicated, relates to the calendar year ended December 31, 2023, and includes information on Mattel brands and Mattel-owned and/or -operated sites, including manufacturing facilities, distribution centers, warehouses, retail stores, and corporate locations globally.

This report also includes information and data regarding various activities from prior years, as well as select 2024 information where applicable, to provide more comprehensive, current insights into our Sustainability and Social Impact strategy and goals. Throughout the report, we guide readers to additional sources of information on our corporate website.

Our reporting is guided by frameworks such as the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB), and the Task Force on Climate-related Financial Disclosures (TCFD). Additional information and data tables can be found in the Supplemental Data Appendix and Indices to this report.

The Scope 1, 2, and 3 greenhouse gas (GHG) emissions data disclosed in this report has been verified by an independent third party, SCS Global Services.¹ A certificate of its limited level of assurance can be found toward the end of this report in the section titled “Assurance Letters.”

Sustainability information can be subject to measurement uncertainties resulting from limitations inherent to the nature of, and the methods used for determining, such data. Figures or data contained in this report may, at times, differ from what has previously been reported to incorporate refinements and reflect ongoing improvements in our data collection and reporting process.

Throughout this report, “Mattel” refers to Mattel, Inc. and/or one or more of its family of companies.

Cautionary Information and Forward-Looking Statements

Mattel cautions the reader that this report contains a number of forward-looking statements, which are statements that relate to the future and are, by their nature, uncertain, including with respect to Mattel’s expectations, plans, beliefs, or goals related to sustainability and social impact matters, including its products, employees, policies, programs, initiatives, activities, strategies, business, procurement, philanthropy, and other risks and opportunities, as well as statements from third parties about our sustainability and social impact performance and risk profile. Forward-looking statements can be identified by the fact that they do not relate strictly to historical or current facts and include statements regarding Mattel’s guidance and goals for future periods and other future events.

The use of words such as “anticipates,” “commit,” “expects,” “intends,” “plans,” “projects,” “look forward,” “estimates,” “goal,” “target,” “confident that,” “will,” and “believes,” among others, generally identify forward-looking statements. These forward-looking statements are based on currently available operating, financial, economic, technological, and other information and assumptions that are subject to change in the future, as well as standards for measuring progress that are still in development and are subject to a number of significant risks and uncertainties. Forward-looking statements are also aspirational, are not guarantees or promises that such related expectations, plans, targets, or goals may be met, and may be based on standards for measuring progress that are still developing, internal controls, processes that continue to evolve, and assumptions that are

subject to change in the future. A variety of factors, many of which are beyond Mattel’s control, could cause actual future results to differ materially from those projected in the forward-looking statements. Specific factors that might cause such a difference include, but are not limited to, assumptions not being realized; evolving sustainability and social impact strategies, standards, practices and methodologies; legal or regulatory developments; scientific or technological developments; changes in carbon markets or energy prices; stakeholder engagement; or other changes in circumstances, as well as the risks and uncertainties as may be described in Mattel’s filings with the SEC, including the “Risk Factors” section of Mattel’s Annual Report on Form 10-K for the fiscal year ended December 31, 2023, and subsequent periodic filings, as well as in Mattel’s other public statements.

Mattel does not update forward-looking statements and expressly disclaims any obligation to do so, except as required by law. Inclusion of information in this report is not an indication that the subject or information is material to our business, results of operations, or financial position. Website references throughout this report are provided for convenience only, and the content on the referenced websites is not incorporated by reference into this report, nor does it constitute a part of this report. We assume no liability for any third-party content contained on the referenced websites. References to the term “material” and variations thereof are distinct from, and should not be confused with, how that term is defined for SEC reporting purposes.

Materiality, as used in our 2020 sustainability materiality assessment and referred to in this report and any other references to “material” or derivations thereof, are different than when used in the context of U.S. Securities and Exchange Commission (SEC) disclosure obligations and for the purposes of EU sustainability reporting. Any issues deemed material for purposes of that assessment, determining our Sustainability and Social Impact strategy, and this report may not be considered material for SEC or EU reporting purposes, nor does inclusion of information in this report indicate that the subject or information is material to Mattel’s business or operating results.

¹ SCS Global Services (SCS) has been providing global leadership in third-party quality, environmental, and sustainability verification, certification, auditing, testing, and standards development for three decades. Its programs span a cross section of industries, recognizing achievements in green building, product manufacturing, food and agriculture, forestry, power generation, retail, and more. SCS is accredited to provide services under a wide range of nationally and internationally recognized certification programs. Consistent with its mission, SCS is a chartered benefit corporation, reflecting its commitment to socially and environmentally responsible business practices. [\[source:SCS Global Services\]](#)



Our Mission

We create innovative products and experiences that inspire fans, entertain audiences, and develop children through play.

Our Purpose

We empower generations to explore the wonder of childhood and reach their full potential.

MATTEL

MATTEL



Our Brand Promise: Trust

Trust is foundational to everything we do. Our relationship with our people, consumers, customers, business partners, and communities is built on their belief that we will do the right thing and live up to our commitments. We take our heritage as a trusted partner to parents and families very seriously. This requires that we act as a responsible corporate citizen, pursue social, economic, and environmental sustainability, and promote diversity, equity, and inclusion. We earn trust by operating with integrity and transparency and being true to our mission and purpose. This is essential for our reputation, competitive advantage, and long-term success.



Product Attributes

Quality

We put the consumer experience at the center of our innovation by creating products with Purposeful Play. We focus heavily on how our toys look, how they function, what materials they are made of, and how they are packaged. Our products are designed to deliver on their purpose and withstand the test of time.

Safety

Our products are designed and developed to meet or exceed all applicable safety standards and are constructed with consumer safety in mind. When parents and families choose to buy our products, they can be assured that the safety and well-being of their children is a top priority.

Value

We create innovative products that are accessible to many. Our commitment to our consumers is to make their investment worthwhile. We aim to ensure that parents and families get the most from their play budget by designing and building products that meet their expectations at the right cost.



A Letter from Our Chairman and CEO

It is a pleasure to present Mattel’s 2023 Sustainability and Social Impact Report on behalf of our dedicated team.

2023 was a milestone year for Mattel. We extended our leadership in our key toy categories and gained market share overall, achieved extraordinary success with the *Barbie* movie, and further strengthened our financial position. Importantly, we reaffirmed our mission to create innovative products and experiences that inspire fans, entertain audiences, and develop children through play and our purpose to empower generations to explore the wonder of childhood and reach their full potential.

We continued to work toward our Sustainability and Social Impact strategy and goals in 2023, which reflect the areas where Mattel believes it can have the greatest impact: Sustainable Design and Development; Responsible Sourcing and Production; and Thriving and Inclusive Communities.

Sustainable Design and Development

In 2023, we reduced single-use plastics in our packaging by prioritizing new material innovations, streamlining material selections and packaging designs, and designing for greater recyclability².

Additionally, we launched various products that included ISCC-certified plastics³ including *Barbie’s Getaway House*, *Jurassic World* dinosaur and various *MEGA BLOKS* playsets. We also integrated more recycled materials, like recycled zinc, into certain *Matchbox* cars and recycled fabric into several *Barbie* fashion packs.

Responsible Sourcing and Production

Mattel was recognized in 2023 in USA Today’s first-ever list of America’s Climate Leaders. The list recognized those companies that are leading the way in efforts to reduce GHG emissions. Notably, Mattel ranked among the top 400 U.S. companies that have cut their Scope 1 and 2 emissions intensity from 2019 to 2021.

Our new molding center in Indonesia was awarded LEED⁴ Gold, the highest LEED certification of any Mattel-owned and/or -operated manufacturing site to date. Also, three of our owned and/or operated manufacturing sites located in Indonesia, Mexico, and China were each certified as Zero Waste Facilities,⁵ a significant milestone in our sustainability journey.

Thriving and Inclusive Communities

Mattel proudly maintained 100% base pay equity by gender globally and by ethnicity in the U.S.⁶ We received recognition for our workplace culture from Forbes, Fast Company, Healthiest Employers, and the Great Place to Work® Institute, among others.

Following the release of the *Barbie* Movie, Mattel Philanthropy partnered with Warner Bros. Discovery to create a campaign tied to the record-breaking movie in support of Save the Children’s girls’ empowerment initiative. The campaign was highlighted by a successful text-to-donate PSA featuring stars of the movie.

These and additional examples of our progress are further discussed in this report.

“As a leading global toy and family entertainment company and owner of one of the most iconic brand portfolios in the world, we are proud of the work we do every day, the societal impact of our brands, and the important contribution we make in the communities where we live, work, and play.”

At Mattel, our aim is to contribute to a more diverse, equitable, inclusive, and sustainable future. Our sustainability and social impact efforts continue into 2024 and beyond.

On behalf of the entire leadership team at Mattel, we thank our team members around the world for their dedication and invaluable contributions to the progress we have made over the past few years in this important area for our company, and to our external stakeholders for their encouragement and support.

Sincerely,

Ynon Kreiz
Chairman and Chief Executive Officer

² Please see the table titled “Plastic Packaging - Recycled, Recyclable, and Bio-Based Content” for further details.

³ Founded in 2010 through a multi-stakeholder initiative, International Sustainability and Carbon Certification (ISCC) is a globally applicable and leading certification system designed to enhance traceable, sustainable, deforestation-free, and climate-friendly supply chains. ISCC certifications are widely recognized and cover sustainable agricultural biomass, biogenic wastes and residues, non-biological renewable materials, and recycled carbon-based materials. The development and implementation of different certification standards is ISCC’s tool to promote its mission to mitigate climate change and bring more traceability into global markets and supply chains. [\(Source: ISCC\)](#)

⁴ LEED stands for Leadership in Energy and Environmental Design, which is a widely used green building rating system. LEED certification provides a framework for healthy, highly efficient, and cost-saving green buildings, which offer environmental, social, and governance benefits. [\(Source: USGBC\)](#)

⁵ Facilities verified to have achieved “zero-manufacturing waste” by SCS Global Services pursuant to its Zero Waste Program for compliance with the Certification Standard for Zero Waste Facilities: SCS-110 Zero Waste Standard V 3.0. Zero-manufacturing waste is defined by Mattel as at least 90% of manufacturing waste being diverted from landfill (including through reuse, sale or donation, recycling, composting, or incineration with energy recovery), except where otherwise directed by local regulations. The individual facilities achieved a waste diversion rate from landfill between 92.32% to 98.11%, exceeding Mattel’s target diversion rate of 90%. The certification dates and periods covered for each facility are as follows: Mexico – issued February 1, 2024, for the 2022 calendar year; Indonesia – issued March 28, 2024, for the 2022 calendar year; and China – issued June 21, 2024, for the 2023 calendar year.

⁶ Please see the table titled “Base Pay Equity” in the Supplemental Data Appendix for further details.



Company Overview

Mattel is a leading global toy and family entertainment company and owner of one of the most iconic brand portfolios in the world. We engage consumers and fans through our franchise brands, including *Barbie*, *Hot Wheels*, *Fisher-Price*, *American Girl*, *Thomas & Friends*, *UNO*, *Masters of the Universe*, *Matchbox*, *Monster High*, *MEGA*, and *Polly Pocket*, as well as other popular properties that we own or license in partnership with global entertainment companies. Our offerings include toys, content, consumer products, digital and live experiences. Our products are sold in collaboration with the world’s leading retail and ecommerce companies. Since its founding in 1945, Mattel is proud to be a trusted partner in empowering generations to explore the wonder of childhood and reach their full potential.

Our Workforce in 2023

23,800 manufacturing labor employees⁷

9,900 non-manufacturing labor employees⁷

45% of our U.S. employees are ethnically diverse⁸

100% global base pay equity⁹

45% of our Board members are women¹⁰

57% of non-manufacturing labor employees are women¹⁰

48% of our managers and above are women¹⁰

⁷ Approximate figures as of December 31, 2023. Please see the table titled “Employees by Type” in the Supplemental Data Appendix for further details.

⁸ Please see the table titled “Percentage of Representation of Ethnically Diverse Employees” in the Supplemental Data Appendix for further details.

⁹ Please see the table titled “Base Pay Equity” in the Supplemental Data Appendix for further details.

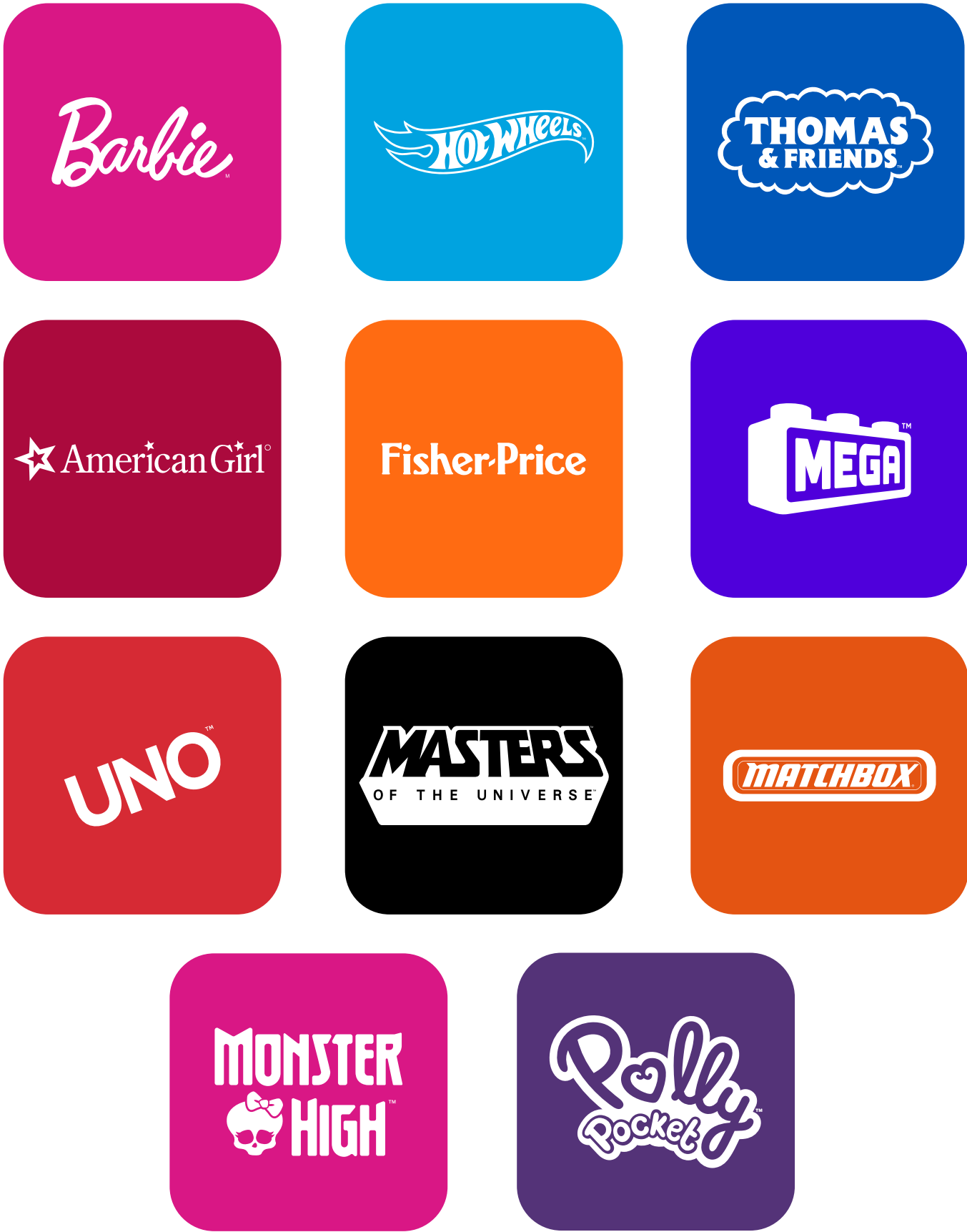
¹⁰ Please see the table titled “Representation of Women by Level” in the Supplemental Data Appendix for further details.





2023 in Review

Franchise Brands



External Recognition and Awards

Computerworld

Best Places to Work in IT

Fast Company

Best Workplaces for Innovators

Forbes

World’s Best Employers

Forbes

America’s Best Midsize Employers

Great Place to Work® Certified™

USA, UK, DE, AUS, MX

Human Rights Campaign Foundation

100 Score – Corporate Equality Index

Newsweek

America’s Greatest Workplaces for Women

Newsweek

Most Trustworthy Companies in America

Newsweek

America’s Most Responsible Companies

Seramount

100 Best Companies

U.S. News & World Report

Best Companies to Work For

TIME

100 Most Influential Companies

USA Today

America’s Climate Leaders

Environmental and Social Performance

9,929

Metric ton reduction in absolute Scope 1 and 2 GHG emissions¹¹ versus 2022

350,000

Toys donated

0.14

Total recordable incident rate¹²

77%

Waste diversion rate¹³

99.4%

Recycled or FSC-certified content in paper and wood fiber used in our products and packaging¹⁴

90%

Of our plastic packaging included recycled content¹⁵

11 Please see the table titled “Absolute GHG Emissions” in the Supplemental Data Appendix for further details.

12 Please see the table titled “Total Recordable Incident Rate” in the Supplemental Data Appendix for further details.

13 Please see the table titled “Waste Diversion” in the Supplemental Data Appendix for further details.

14 Please see the table titled “Sustainable Wood Fiber” in the Supplemental Data Appendix for further details.

15 Please see the table titled “Packaging Materials” in the Supplemental Data Appendix for further details.



Our Sustainability and Social Impact Strategy and Goals

Informed by our 2020 sustainability materiality assessment and overseen by our ESG Executive Council and Board of Directors, our Sustainability and Social Impact strategy and goals define what we do, how we do it, and those we impact.

Our Sustainability & Social Impact strategy and goals:

This report highlights our current strategy, as well as goals and related progress and certain challenges across our three pillars. Additionally, in connection with our recent Impact Priority Assessment, described in the next section, we are further reviewing our goals and strategy and evaluating market dynamics, progress to date, key learnings and challenges, our ongoing climate risk assessment, as well as alignment with company strategy and stakeholder expectations. As a result, we may publish changes to our goals and/or strategy going forward.



16 Changes are calculated based on the plastic packaging materials intensity ratio, which is obtained by dividing the total weight of plastic packaging materials used (in metric tons) by the number of units produced in the applicable period, and where the number of units produced is the number of production units shipped by Mattel through its owned and/or operated manufacturing facilities and finished goods manufacturers.

17 Absolute Scope 1 and 2 GHG emissions is defined as total Scope 1 GHG emissions from on-site fossil fuel consumption, fleet fuel consumption, and fugitive emissions from refrigerants, and total Scope 2 GHG emissions from purchased electricity, steam, heat, or cooling. Applies to all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet.

18 Zero-manufacturing waste is defined by Mattel as at least 90% of manufacturing waste being diverted from landfill (including through reuse, sale or donation, recycling, composting, or incineration with energy recovery), except where otherwise directed by local regulations.



Sustainable Design & Development: *What We Do*

Strategy

Develop innovative products and experiences that are better for our world by integrating sustainable materials and principles of product stewardship and circular design.

Goals

- Achieve 100% recycled, recyclable, or bio-based plastic materials in our products and packaging by 2030
- Maintain 95% recycled or Forest Stewardship Council (FSC)-certified content in the paper and wood fiber used in our products and packaging
- Reduce plastic packaging by 25% per product by 2030 (versus 2020 baseline)¹⁶

Priorities

- Product Quality and Safety
- Sustainable Materials in Toys
- Sustainable Packaging
- Business Model Innovation



Responsible Sourcing & Production: *How We Do It*

Strategy

Optimize our resource use in operations to reduce environmental impact and promote ethical sourcing practices and worker health and safety throughout our supply chain.

Goals

- Reduce absolute Scope 1 and 2 GHG emissions 50% by 2030 (versus 2019 baseline)¹⁷
- Achieve zero-manufacturing waste by 2030¹⁸

Priorities

- Ethical Sourcing, Human Rights, Fair Labor, and Environmental Standards in the Supply Chain
- Worker Health and Safety
- Energy/Climate Action
- Waste Management
- Ethics and Compliance



Thriving & Inclusive Communities: *Those We Impact*

Strategy

Create positive social impact through Purposeful Play and by supporting diverse, equitable, and inclusive communities where we live, work, and play.

Goals

- Achieve and maintain 100% pay equity for all employees performing similar work globally
- Increase representation of women at all levels of the organization
- Increase representation of ethnicity at all levels of the organization

Priorities

- Purposeful Play
- Diversity, Equity, & Inclusion
- Family-Friendly Workplace
- Philanthropy
- Child Online Safety and Privacy
- Responsible Marketing to Children



Mattel's 2024 Impact Priority Assessment

Understanding our sustainability impacts, risks, and opportunities (IROs) allows us to better focus our actions. We are strengthening our approach to help us better understand our IROs and the role we play in society, and to help us prepare for the evolving sustainability reporting landscape.

To progress our sustainability journey, in 2024, we conducted an Impact Priority Assessment. This new assessment has helped us to strengthen our understanding of our IROs, prepare us for the evolving sustainability reporting landscape, and refresh the priorities for Mattel's going-forward sustainability strategy. The results and description of the assessment process are included here.

As this is our first assessment since 2020, we aimed to improve on our process and approach.

We conducted our Impact Priority Assessment in four stages: Context, Identification, Assessment, and Prioritization.

Context:

In this phase, we conducted an updated assessment of Mattel's activities, stakeholders, and dependencies on human, natural, and social/relationship capital. To do this, we reviewed key internal and external documents. We corresponded with various stakeholders with our company to develop an updated shared understanding of our business and the sustainability landscape in which it operates.

Identify:

We identified actual and potential IROs for consideration. We then asked internal stakeholders for their views on the IROs and performed robust research to validate these as relevant IROs for Mattel.

Assess:

We assessed the significance of the IROs by applying a scoring framework to understand the severity and likelihood of the actual and potential, positive and negative impacts, as well as the magnitude and likelihood of the risks and opportunities. We then validated these results with various internal stakeholders and considered any compounding effects of the IROs.

Prioritize:

We then prioritized the IROs, which will inform our reporting and will be a key driver in the design of our Sustainability and Social Impact strategy going forward.

Prioritized Topics

Comparison of severity scores across sustainability topics

Sustainability Topics

Biodiversity Loss & Habitat Destruction
Climate Change
Consumer Health & Safety
Corporate Engagement
Global Supply Chain & Operations
Labor Rights & Workforce Management
Non-Discrimination
Privacy & Data Protection
Product Innovation, Consumer Preferences, & Marketing Expansion
Raw Material Production
Responsible Marketing
Waste
Water
Worker Health & Safety
Workforce DEI





Stakeholder Engagement, Transparency, and Reporting

Engaging with our stakeholders helps Mattel determine our strategic Sustainability and Social Impact priorities and inform our approaches. Our stakeholders go beyond our operations to include our entire value chain, and their input provides important insights with respect to Mattel’s Sustainability and Social Impact priorities. We continue to seek our stakeholders’ perspectives on sustainability-related topics through direct engagement, as well as through conferences, local and regional nonprofit and civic partnerships, social media, and various employee engagement mechanisms.

Mattel also engages in cross-sectoral dialogues and collaborates, on a non-competitive basis, with various industry peers through external organizations, including various American chambers of commerce, American Society for Testing and Materials International, Asia Toy & Play Association, Business for Social Responsibility, Ellen MacArthur Foundation, the Ethical Supply Chain Program, European Committee for Standardization, Forest Stewardship Council (FSC), International Organization for Standardization, Preferred by Nature, Products of Change, SCS Global, Sustainable Brands, The Toy Association, Toy Industries of Europe, multiple European national toy associations, and the World Federation of Advertisers.

Mattel has also established and maintains an active stockholder engagement program, which helps inform our Mattel’s Board of Directors’ understanding of stockholder perspectives. Stockholder dialogue is a year-round practice for Mattel, facilitated by our Investor Relations team. In addition to regular investor relations meetings throughout the year, we maintain a robust stockholder engagement program focused on sustainability and social impact, corporate governance, and executive compensation, which is led by an independent director.

Our employees are also important stakeholders for Mattel. They are encouraged to participate in our Global Pulse Survey twice a year, which measures employee engagement, manager effectiveness, inclusion, and how we are living up to Mattel values. The survey results help us set organizational goals and create strategies for collective success moving forward, including how to best support our employees. In 2023, we had a completion rate of 93%, which is well above industry benchmarks.

We value and welcome feedback from interested stakeholders. Please send comments or questions about this report to sustainability@mattel.com.

ESG Executive Council

Our ESG Executive Council, established in 2021, is chaired by Mattel’s Chairman and CEO and is composed of key senior executives throughout the organization. The primary roles of this Council are to define our sustainability strategy and goals and improve overall performance; support the integration of sustainability across Mattel’s products, content, experiences, supply chain, operations, and business practices; evaluate and approve programs; and unlock the resources necessary to advance the strategy and goals.

There are currently 15 priorities that support the [Sustainability and Social Impact strategy](#), and the Council meets periodically to provide updates to management on progress toward goals and to review new programs, plans, and recommendations.

For more details around governance of our climate strategy and goals specifically, please see the section titled [Climate Governance](#).

Mignon Senuta

**Senior Director,
Global Sustainability
and Social Impact**



Through our Sustainability and Social Impact Report, we are committed to advancing our practices and enhancing transparency, including through dialogue with our stakeholders. This dialogue is important for Mattel to help shape our collective future as we navigate a rapidly evolving business landscape.

Success will not be linear, and it will not be possible in a silo. So, it’s important for us to share our achievements and learnings along our journey.

We are steadfast in our belief that Mattel can continue to make a positive impact at scale and create a promising future for our brands and the fans who love them.



Corporate Governance

Strong governance plays an important role in the oversight of sustainable growth and responsible practices.





Our Board of Directors

Mattel’s Board of Directors comprises global leaders from various fields and industries, with a broad and diverse range of experiences and perspectives.

Mattel’s Board of Directors (the Board) serves the company’s stockholders through a strong commitment to the effective and ethical management of the company in a manner that optimizes sustainable, long-term profitability and considers the interests of other stakeholders including employees, customers, suppliers, and the communities in which the company operates. The Board selects, monitors, and evaluates the Chief Executive Officer and oversees the development and pursuit of corporate policies and strategies.

Our Board provides the collective expertise, diversity, and independence necessary for sound governance. In March 2023, Professor Noreena Hertz, global economist and author, was appointed to the Board and serves on the Governance and Social Responsibility Committee. In February 2024, Mattel also welcomed Julius Genachowski and Dawn Ostroff to the Board. These two new directors bring extensive combined experience in media, entertainment, and technology, and expertise in finance, mergers and acquisitions, and government regulation, which will help further Mattel’s strategy to grow our IP-driven toy business and expand its entertainment offering.

Our Bylaws, Guidelines on Corporate Governance, Committee Charters, Director Nominations Policy, Golden Parachute Policy, and other policies are available on our [corporate website](#).

Diversity of Our Board

We have 10 directors on our Board. The following table provides diversity information that was self-identified by our directors, in accordance with Nasdaq requirements.

Board Diversity (As of July 2024)	Female	Male
Gender Identity	5	5
Demographic Background		
Black/African American	1	—
Asian	—	1
Hispanic/Latino	1	—
White	3	4





Committees of the Board and Risk Oversight

Mattel’s Board is responsible for overseeing the ongoing assessment and management of material risks impacting our business, including as it relates to sustainability and social impact. The Board relies on Mattel’s management to identify and report on material risks and relies on each Board committee to oversee management of specific risks related to that committee’s function.

The Audit Committee

The Audit Committee oversees the company’s assessment and management of Mattel’s material risks impacting the company’s business, including those relating to the company’s financial reporting and accounting, compliance, and cybersecurity. The Committee is also responsible for overseeing Mattel’s legal and regulatory compliance risk. The Committee annually reviews and discusses with management the material risks impacting the company and the steps management has taken to monitor and control these risks.

Learn more about our Audit Committee’s responsibilities in the [Audit Committee Charter](#).

The Compensation Committee

The Compensation Committee oversees and assesses material risks associated with Mattel’s compensation structure, policies, and programs generally, including those that may relate to pay mix, selection of performance measures, the goal-setting process, and the checks and balances on the payment of compensation. The Committee annually reviews a detailed compensation risk assessment conducted by its independent compensation consultant to confirm that Mattel’s compensation programs do not encourage excessive risk taking.

Learn more about our Compensation Committee’s responsibilities in the [Compensation Committee Charter](#).

The Finance Committee

The Finance Committee oversees and reviews with management risks relating to capital allocation and deployment, including Mattel’s credit facilities and debt securities, capital expenditures, dividend policy, mergers, acquisitions, dispositions, and other strategic transactions. The Committee also oversees third-party financial risks, which include risks arising from customers, vendors, suppliers, subcontractors, creditors, debtors, and counterparties in hedging transactions, mergers, acquisitions, dispositions, and other strategic transactions.

The Governance and Social Responsibility (GSR) Committee

The GSR Committee oversees and reviews with management risks related to governance and social responsibility, including sustainability, corporate citizenship, philanthropy, global manufacturing principles, public policy, and environmental health and safety matters. The Committee works with the Board to oversee how the company fosters its culture.

Learn more about our GSR Committee’s responsibilities in the [GSR Committee Charter](#).



Management

Consistent with their role as active managers of Mattel’s business, our senior executives play the most active role in risk management, and the Board looks to such officers to keep the Board apprised on an ongoing basis about risks impacting Mattel’s business and how such risks are being managed.

Each year as part of Mattel’s risk evaluation process performed by its Internal Audit team, Mattel’s most senior executives

provide input regarding material risks facing the business group or function that each manages. These risks are presented to the Audit Committee and the Board along with Mattel’s strategy for managing such risks. Since much of the Board’s risk oversight occurs at the committee level, Mattel believes that this process is important to make all directors aware of Mattel’s most material risks.



Ethics and Compliance

Ethical conduct is one of the foundations of our success. Our decisions and actions, individually and collectively, are guided by our responsibility to act with integrity and maintain the highest ethical standards.

Ethical Operations

To train our employees to identify, report, and discourage corrupt behavior and to stress the importance thereof, we require the completion of anti-corruption training each year. This training is a section within our overall Code of Conduct training. We also periodically provide separate training solely focused on anti-corruption, with the most recent being in 2024.

EthicsLine

Mattel’s EthicsLine is available online and by phone 24 hours a day, seven days a week to report conduct that may be in violation of our COC or company policies. The EthicsLine is operated by an independent third-party provider, and translators are available for non-English speakers. Employees who call the EthicsLine can choose to remain anonymous but are encouraged to identify themselves so we can most effectively address the reported violation.

We are committed to investigating all reported concerns and dealing with each report fairly, reasonably, and discreetly, and we maintain a strict non-retaliation policy protecting persons who raise a concern or question in good faith and in accordance with the COC.

Political Contributions

In 2023, Mattel made no direct corporate political contributions. As stated in the COC, Mattel’s assets should not be used to support any political campaign or any other political activity without the prior approval of the Government Affairs Department, and all political and lobbying activities should be discussed and coordinated with the Government Affairs Department and the Law Department.

Code of Conduct

The Mattel Code of Conduct (COC), updated in 2023, is a statement of Mattel’s standards of ethical business conduct, based on our commitment to adhere to Mattel’s values and to comply with the law. It embodies our values of collaboration, innovation, and execution, reflects our culture, and guides our relationships with each other and our business partners. The COC outlines our varied responsibilities as a company, as well as how employees can raise concerns, access help, and deal with conflicts of interest.

The COC applies to all Mattel employees, and all employees globally participate in our COC training when they join our company. We provide employees with ongoing additional training on various topics and policies aligned to their job duties and to our company and require an annual COC refresher training. The COC is available in multiple languages and applies to all of our employees, including temporary, part-time, and seasonal workers. Certain specified provisions also apply to members of the Board in their capacity as such.

In addition to our COC, Mattel’s [Responsible Supply Chain Commitment \(RSCC\)](#) is also a comprehensive set of standards and oversight processes that establish our expectations for responsible factory working conditions, environmental protections, social compliance, labor, and environmental health and safety in both our owned and/or operated manufacturing facilities and those of our supply chain partners. Our RSCC is described further in the section titled “Responsible Supply Chain Commitment.”

Learn more about [our COC](#) on our corporate website.





Responsible Marketing to Children

We take special care in upholding our reputation for honesty and integrity, particularly when marketing to children, and aim to promote positive social behavior, lifestyles, and attitudes.

When advertising and marketing to children, we follow the guidelines of the Children’s Advertising Review Unit of the Better Business Bureau. These guidelines aim to ensure that advertising to children is not deceptive, unfair, or inappropriate, taking into account the special vulnerabilities of children. Globally, we also take into consideration local laws, regulations, and industry best practices regarding marketing to children.

Learn more about our approach to [responsible marketing](#) on our corporate website.

Online Safety and Privacy

Online privacy and data security are very important to our company, and we have implemented effective controls to protect the online privacy of consumers who visit Mattel Services. We recognize our responsibility to protect consumers and children who visit or use Mattel Services, as described in our [Privacy Statement](#). This statement sets the standard for what information we do and do not collect and how we use it. Our [Children’s Privacy Statement](#) further details how we protect the privacy of children and the steps we take to keep children from engaging in unsafe behaviors while using Mattel Services.

We do not collect personal information from children under 13 years old without the consent of a parent or legal guardian. When we do request personal information, we do not ask for more than is necessary for a child to participate in the activity. We take steps to prevent children from posting or publicly disclosing personal information without parental consent. In addition, parents can access, and ask us to update or delete, their children’s information at any time.

Mattel adheres to the Children’s Online Privacy Protection Act of 1998, as amended (COPPA), and the guidelines of the Children’s Advertising Review Unit of the Council of Better Business Bureaus. In addition, Mattel is a valid licensee and participating member in good standing of the Entertainment Software Rating Board’s

(ESRB) Privacy Certified Program. ESRB’s Privacy Certified Seal demonstrates our compliance with ESRB’s rigorous program requirements.

As part of our “Privacy By Design” process, we assess our websites, applications, and other online services before publication to determine the extent COPPA and other privacy laws are applicable and how to best comply. As part of this process, where required by law, we also conduct a privacy impact assessment to document our data collection and processing practices. If the services of our partners and vendors are being used, we also conduct a vendor due diligence review, and we require compliance with COPPA and other privacy laws as part of our standard contract.

In 2023, we did not experience any security incidents that required regulatory reporting to authorities or incurred financial penalties.

Implementing Generative Artificial Intelligence (GenAI)

Like many companies, Mattel has begun exploring GenAI for both consumer and internal use cases.

In 2023, we created the Mattel Office of AI. The Office is designed to play a vital role to support GenAI being applied in positive and transformative ways that can benefit our consumers and our company. The Office comprises leaders from Legal, Privacy and Security, Technology, and business teams, who are tasked with reviewing potential GenAI tools. We are taking a thoughtful, deliberate path to explore GenAI opportunities while carefully considering relevant legal, IP, and design issues.

The Office introduced guidelines and an acceptable usage policy to encourage the responsible and secure use of GenAI at Mattel, and it also provides global training courses that address GenAI fundamentals and safety. The Office includes an Organizational Change Management team that works with leading industry and academic experts on the future of accessibility in the world of AI. We encourage Mattel employees to share their insights and experiences as well.

Policy Governing GenAI

The purpose of our GenAI Use in the Workplace policy is to provide Mattel employees with guidelines to allow for the responsible use of GenAI tools while protecting Mattel from associated risks. GenAI tools may only be used for authorized business purposes, and employees are expected to use these tools in an approved, productive, responsible, and lawful manner. A list of approved GenAI tools is maintained by the Mattel Office of AI, and employees can submit requests to the Office to evaluate proposed new GenAI tools.





Sustainable Design and Development

What We Do

We strive to develop innovative products and experiences that are better for our world by integrating sustainable materials and principles of product stewardship and circular design.

Mattel continues to look for ways to reduce waste and resource consumption in our value chain. One way we do this is by leveraging principles of circularity in the design and development of our products and packaging. Our circular design principles help us consider the environmental impacts of materials, design, and usage of products and packaging from a full life cycle perspective.





Our Performance: Sustainable Design and Development

Throughout 2023, we have continued to integrate circular design principles and materials that are more sustainable into our packaging and certain products. Our product design and development, package engineering, and procurement teams worked together on these integrations, with a continued emphasis on using materials certified under third-party sustainability certification schemes in certain products and packaging. We further decreased our usage of single-use plastic in our packaging in 2023 compared to 2022.

This year:

- 90% of our plastic packaging included recycled content.¹⁹
- 98% of our plastic packaging was recyclable.¹⁹
- We reduced plastic packaging by 11.6% per product compared to the 2020 baseline.²⁰
- We achieved 99.4% recycled or FSC-certified content in the paper and wood fiber used in our products and packaging, as validated by Preferred by Nature, exceeding our goal of 95%.²¹

We also continued to improve our data gathering capabilities for both our paper and plastic packaging materials, with a view to providing a more complete picture of our material usage. In refining our data collection process over time, we will be better able to understand our material usage and develop effective strategies to improve our performance in this area.



¹⁹ Please see the table titled "Plastic Packaging – Recycled, Recyclable, and Bio-Based Content" for further details.

²⁰ Changes are calculated based on the plastic packaging materials intensity ratio, which is obtained by dividing the total weight of plastic packaging materials used (in metric tons) by the number of units produced in the applicable period, and where the number of units produced is the number of production units shipped by Mattel through its owned and/or operated manufacturing facilities and finished goods manufacturers.

²¹ Please see the table titled "Sustainable Wood Fiber in Products and Packaging" for further details.

Sustainable Wood Fiber in Products and Packaging ²³				
	2020 ²³	2021	2022	2023
Total consumption of timber-based materials (in metric tons) ²⁴	102,843	113,755	100,319	93,612
From sustainable origin (in % of metric tons)	97%	97.9%	98.8%	99.4%
FSC-certified original content (in % of metric tons)	45%	71.9%	86.4%	89.9%
100% recycled content	52%	26%	12.4%	9.5%
Other certified origin (in % of metric tons)	1.7%	1%	0%	0%
PEFC (Programme for the Endorsement of Forest Certification) certified	0.03%	0.01%	0%	0%
FSC controlled wood certified	1.7%	0.9%	0%	0%
SFI (Sustainable Forestry Initiative) certified	N/A	0.1%	0%	0%
Not sustainable or no certification (in % of metric tons)	0.8%	1.1%	1.2%	0.6%

Plastic Packaging Materials per Unit of Production				
Packaging materials – plastic	2020	2021	2022	2023
Total plastic packaging material (in metric tons) ²⁵	21,819	24,853	23,378	21,977
Total product production (in number of units) ²⁶	722,288,300	750,474,145	830,329,807	823,005,999
Plastic packaging materials/unit (in grams/unit) ²⁷	30.2	33.1	27.0	26.7
Year-over-year change in plastic packaging materials/unit (in %)		+9.6%	(18.6)%	(0.9)%
Change in plastic packaging materials/unit from 2020 baseline (in %)		+9.6%	(10.8)%	(11.6)%

Plastic Packaging – Recycled, Recyclable, and Bio-Based Content ²⁸								
	2020		2021		2022		2023	
	Weight (in MT)	Percent of total	Weight (in MT)	Percent of total	Weight (in MT)	Percent of total	Weight (in MT)	Percent of total
Virgin	13,456	62.0%	13,335	54.0%	3,862	17.0%	2,172	10.0%
Recycled content ²⁹	8,363	38.0%	11,518	46.0%	18,515	83.0%	19,805	90.0%
Recyclable ³⁰	21,387	98.0%	24,404	98.0%	21,928	98.0%	21536	98.0%
Bio-based content	0	0	0	0%	0	0%	0	0%
Total plastic	21,819		24,853		22,378		21,977	
Year-over-year change in total plastic used in packaging			+13.9%		(10)%		(1.8)%	



22 For the purposes of this table, “sustainable” means recycled (with verified documentation) or FSC-certified content (that is, FSC 100%, FSC Mix, and FSC Recycled content); content that bears the FSC controlled wood certification has been reported under “other certified origin” due to associated high risk of deforestation). Due to rounding, percentages may not sum.

23 Due to pandemic-related data collection disruptions, we were not able to collect any data in the first half of 2020. As a result, the data reported in this table for 2020 uses data collected for the period from January 1, 2021, to June 30, 2021, as a proxy for the corresponding period in 2020.

24 Subject to note 22 above, total consumption of timber-based materials (in metric tons) was estimated based on Mattel internal procurement data, which was provided to a third-party sustainability service software provider for aggregation and reporting. The data reported on the total consumption of timber-based materials for the years from 2020 to 2022, inclusively, only includes approximately 5% of the consumption thereof for MEGA and American Girl products due to previous limitations on our ability to collect this information. This mention was inadvertently omitted in our previous reporting. As of 2023, this figure includes consumption information (estimated based on Mattel internal procurement data) for all MEGA and American Girl products. Reported data has been validated for 2020 and 2021 by the Rainforest Alliance, and for 2022 and 2023 by Preferred by Nature (other than the American Girl portion of the consumption data added in 2023, which represented less than 1% of the total estimated amount of timber-based materials procured by Mattel in 2023).

25 Total weight of packaging materials (in metric tons) was estimated based on Mattel internal procurement data. The data reported on total weight of packaging materials for the years from 2020 to 2022, inclusively, only includes approximately 5% of the packaging information for MEGA and American Girl products due to previous limitations on our ability to collect this information. As of 2023, this figure includes packaging information (estimated based on Mattel internal procurement data) for all MEGA and American Girl products.

26 Total product production is estimated using Mattel internal data and represents the total number of production units shipped by Mattel through its owned and/or operated manufacturing facilities and finished goods manufacturers.

27 This figure represents the plastic packaging materials intensity ratio, which is obtained by dividing the total weight of plastic packaging materials used (in metric tons) by the number of units produced in the applicable period, and where the number of units produced is the number of production units shipped by Mattel through its owned and/or operated manufacturing facilities and finished goods manufacturers.

28 Due to rounding, figures may not sum.

29 For data reported for the years from 2020 to 2022, inclusively, “recycled content” was defined as plastic packaging containing at least 25% or more pre-consumer recycled materials. As of 2023, this threshold was increased from 25% to 30%.

30 In this report, for the data that we previously reported from the years from 2020 to 2022, inclusively, on plastic packaging materials, “recyclable” was based on a “ready to recycle” definition. “Ready to recycle” is when packaging is designed for collection, sorting, and recycling, but where collection, sorting, and recycling infrastructure may not yet be in place for the packaging to actually be recycled. In 2023, we aligned our definition of “recyclable” as regards our plastic packaging materials with the definition set forth by the Association of Plastic Recyclers (APR) in its Design Guide for Plastic Recyclability. The APR’s Design Guide provides a standardized approach as it integrates and measures compatibility against industry-standard recycling criteria. Data that we have included in this report on the recyclability of our plastic packaging materials for the years from 2020 to 2022, inclusively, has been restated in line with our updated definition.



Circularity

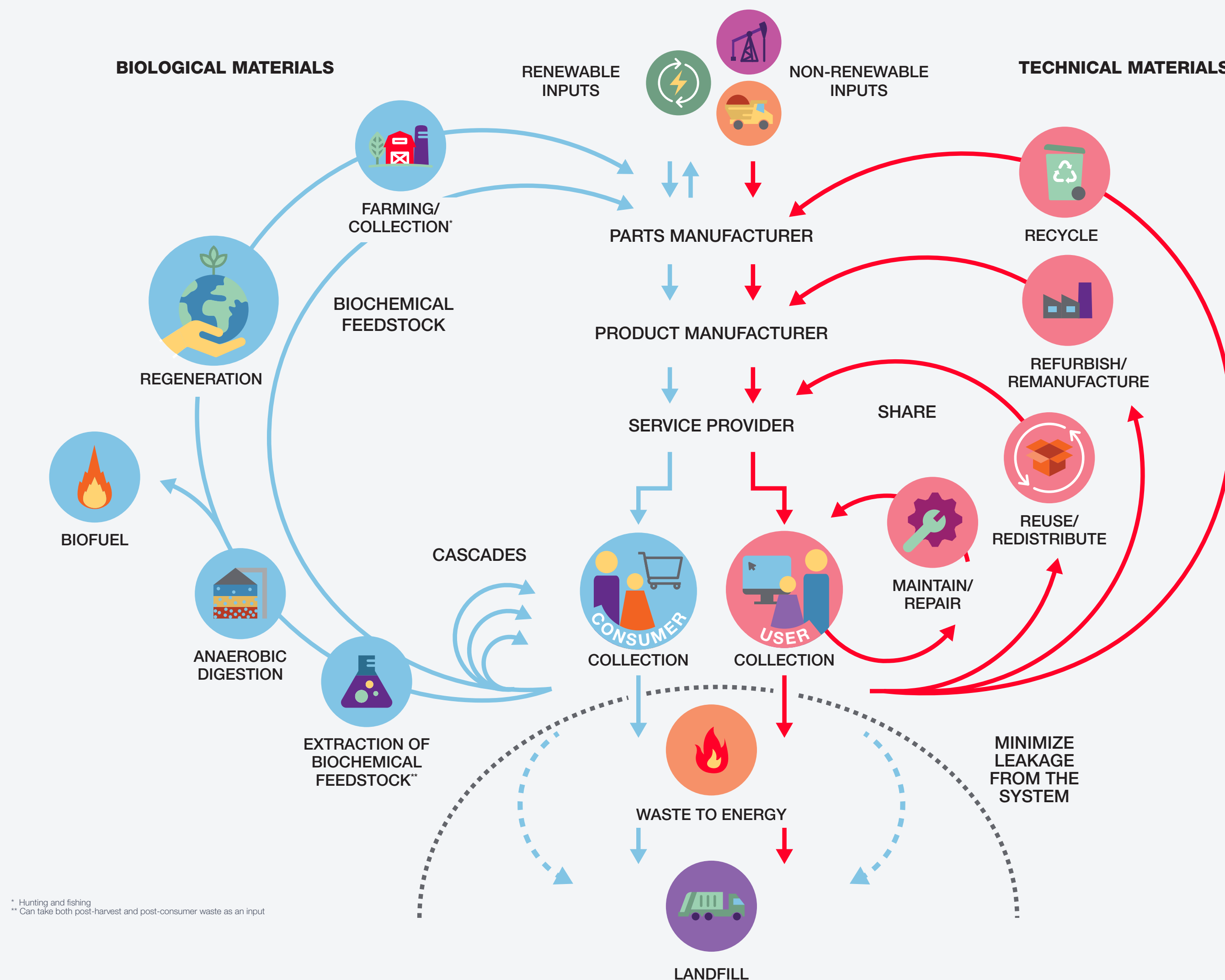
Circularity is an approach to material usage that adopts systems and designs products with the goal of keeping resources in use for as long as possible. Circular approaches aim to retain the value of materials and products and reduce reliance on virgin materials while also reducing waste. The aim of this approach is to generate business value while helping reduce the environmental impacts associated with growth.

Circular strategies can take many forms, but they all aim to retain the value of materials by keeping them moving through circular systems large and small. This includes using more recycled materials and also considering the recyclability of products and packaging, which helps support both ends of recycling systems – the input and the continued use of the outputs.

Here at Mattel, integrating circular design elements into our products and packaging can help us reduce our impact on the environment by reducing the amount of virgin materials we use and waste we produce. To promote circularity in the design and development of products and packaging at Mattel, we've developed a circular design tool, along with custom Life Cycle Assessment (LCA) tools. These allow us to estimate the impact of our circular design principles. Please also see the description of the Mattel PlayBack toy take-back program in the section titled "Playback Progress."



Circular Economy Model³¹



31 Graphic included only for illustrative purposes. Not Mattel specific. (Source: [EMF Butterfly Diagram](#))



Sustainability in Our Products

We aim to design toys that bring joy while striving to design more of our products with circular elements in mind, such as durability and recyclability, and working to include more recycled and bio-based content in our toys. Leveraging in-house and third-party LCA tools helps us better understand the environmental impacts of our design decisions so we can explore options to optimize product design and development approaches aimed at reducing these impacts.

Since setting our goal in 2019 to achieve 100% recycled, recyclable, or bio-based plastic materials in our products and packaging by 2030, we have seen an evolution in learnings and experienced challenges that may impact our ability to meet this goal as it relates to our products. While the market for more sustainable resins has somewhat expanded since we set this goal, it remains challenging to source alternatives to conventional plastics in an economically viable and operationally efficient manner that allows us to maintain the safety and quality of our products, among other factors. Product recyclability remains a challenge, given the persisting differences in downstream infrastructure across our global regions and a toy portfolio as diverse as ours. These learnings will be factored into our evolving Sustainability and Social Impact strategy.



2023 Highlights

In 2023, we:

- Continued to integrate more sustainable materials into certain products including recycled zinc, recycled polyester, plant-based materials (plastic made from ethanol extracted from sugar cane), and certified materials such as ISCC-certified plastics (using a mass balance approach³²) and FSC-certified wood and paper.
- Initiated the roll out of an enhanced LCA tool featuring additional perspectives on the plastic-related environmental impacts of our products to enable more informed product sustainability design decisions.
- Launched the *Matchbox* Moving Parts line using a platform approach, meaning that we applied changes aimed at making this product line more sustainable across the entire line, instead of as one-off features of certain products. Specifically, for the *Matchbox* Moving Parts line, this meant that, in 2023, the interiors of all the vehicles in the line were transitioned from using conventional resins to using ISCC-certified plastics (using a mass balance approach) – resulting in the usage of a minimum of 51% ISCC-certified plastic. The platform approach is important as it is the first step in demonstrating that a change toward using materials that are more sustainable can be scalable.

Chris Down

EVP and Chief Design Officer

We are today's custodians of beloved brands that have delighted nearly eight generations. We uphold that legacy by putting our fans at the heart of everything we design. After all, we have the responsibility and privilege to help shape and inspire young minds (and some older ones, too). We're grateful to the parents and families who trust us, and we're energized by the challenge of creating what's next!



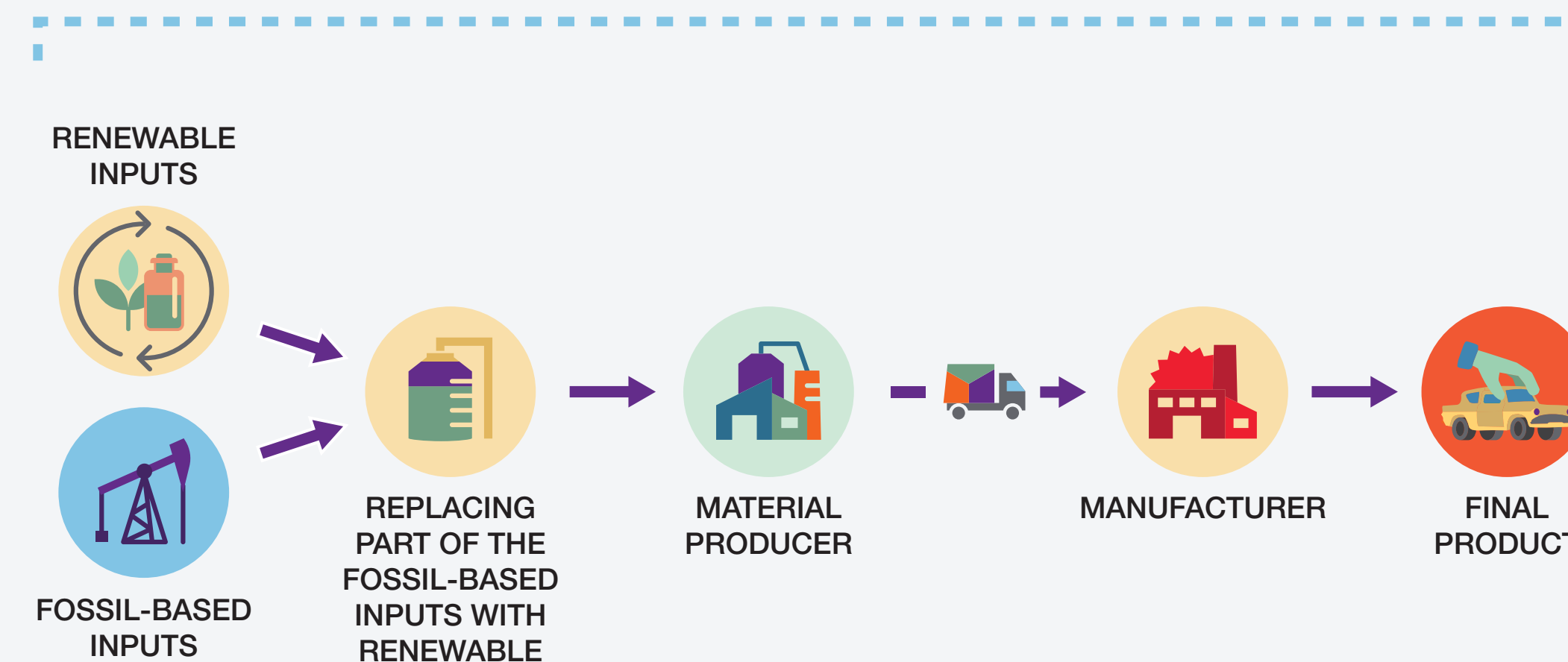
ISCC-Certified Plastics and the Mass Balance Approach

ISCC-certified plastics ([using a mass balance approach](#)) provide an alternative to some of the conventional resins we use in our products. A mass balance model aims to increase the proportion of renewable inputs, such as cooking and used plant-based oils, that go into the materials we use, and to decrease the amount of conventional fossil-based inputs. Our suppliers source these materials to produce ISCC-certified resins that we use to produce our products.

³² Mass balance approach refers to the process of combining bio- or plant-based or recycled materials with conventional fossil materials during the production process, resulting in a final product that combines both recycled and fossil-based virgin materials. For more information, [visit the ISCC website](#).

³³ Graphic included only for illustrative purposes. Not Mattel specific (Source: ISCC.)

Mass Balance Diagram³³ THIRD-PARTY VALIDATION AND CERTIFICATION





Product Spotlights



Matchbox Celebrates Its History by Emphasizing Sustainability

While commemorating the 70th anniversary of the *Matchbox* brand in 2023, we looked to the future by introducing a line of limited-edition *Matchbox* Moving Parts vehicles, made using recycled zinc. Using recycled zinc helps reduce the environmental impact of these die-cast vehicles and aligns with our circular design principles.

Using recycled zinc complements the usage of other more sustainable materials used in 2023 *Matchbox* products, such as ISCC-certified plastic materials ([using a mass balance approach](#)) in toys like the *Matchbox* Epic Construction Yard. By embracing the use of materials that are more sustainable, *Matchbox* aims to inspire the next generation of children and collectors to choose products using circular or renewable inputs in their purchases. *Matchbox* is also working to integrate more electric vehicle designs into its products to encourage engagement with sustainability-related themes during the play process.



ISCC-Certified Plastics³⁴ Used in Figures Big and Small: *MEGA BLOKS* Block Buddies Figures and *Jurassic World* Dinos

Our *MEGA BLOKS* Block Buddies figures are now made using at least 90% ISCC-certified bio-circular plastics ([using a mass balance approach](#)).

This year, we also released *Jurassic World* Habitat Defender Triceratops using 60% ISCC-certified plastic ([using a mass balance approach](#)). This dino, like many in the *Jurassic World* family, also features a digital tie-in. By scanning the tracking code in the Triceratops' tail with the free *Jurassic World* Facts app, children can unlock digital learning and play. By expanding the enjoyment of physical products into the digital world, we extend play and build in longer and more varied uses of our toys, which is a key tenet of sustainable product design.



MEGA BLOKS Green Town Sets Incorporate Materials that Are More Sustainable

The blocks in the 2023 *MEGA BLOKS* *Green Town* sets are made using a minimum of 26% ISCC-certified plastics ([using a mass balance approach](#)) and a minimum of 56% plant-based materials (specifically, plastic made from ethanol extracted from sugar cane). The *MEGA BLOKS* *Green Town* line also helps educate and encourage children to learn behaviors centered around caring for the Earth, such as helping clean up the ocean.



Reimagining *Scrabble*

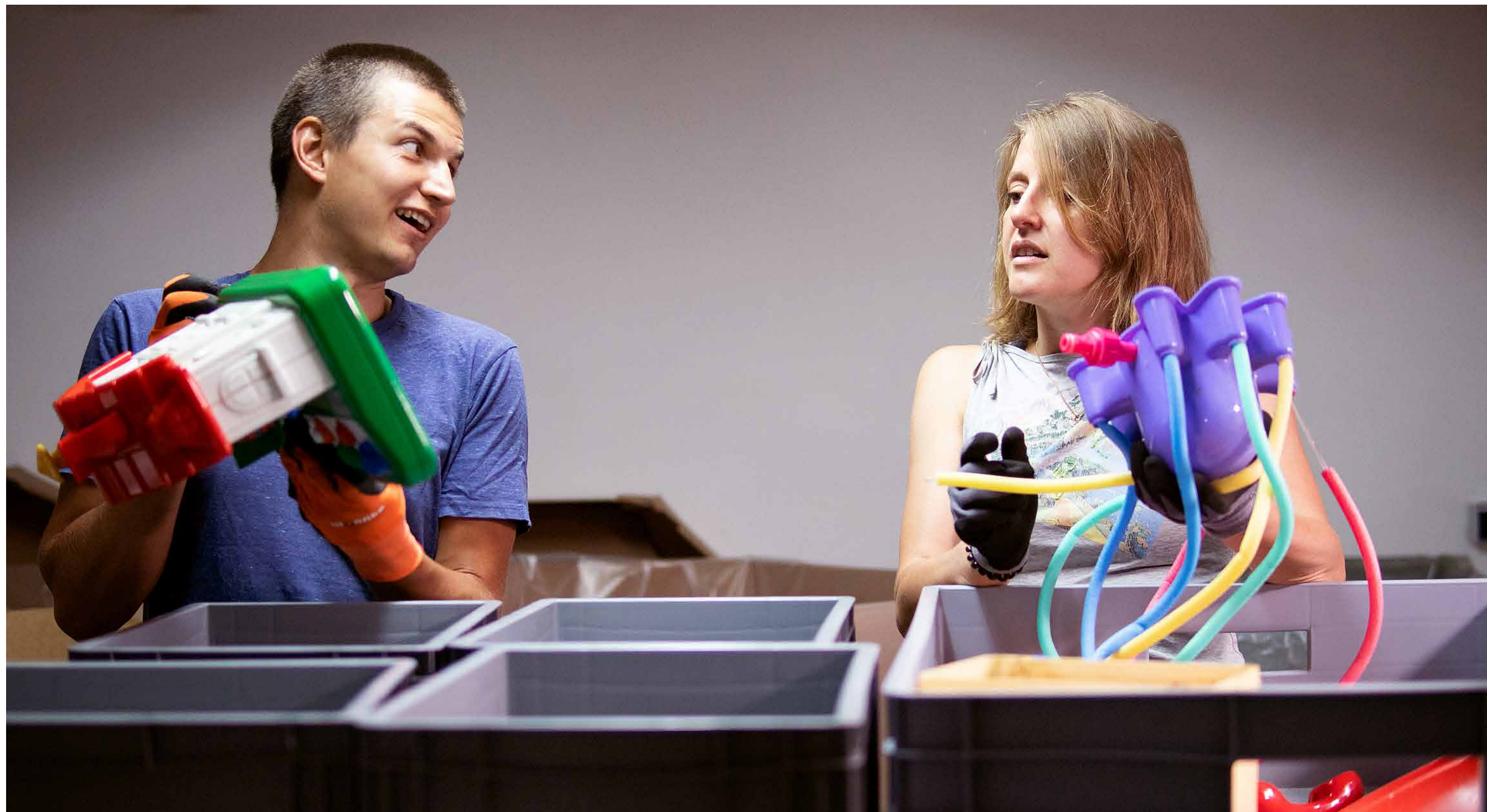
In honor of *Scrabble*'s 75th anniversary, Mattel introduced a new, more sustainable edition using FSC-certified wood for tiles, racks, and the game board casing, as well as packaging made from FSC-certified paper.



Same Iconic *Barbie* Doll, More Recycled Content in Her World

In 2023, *Barbie* doll's wardrobe, and even her Dreamhouse, got a glow-up. Twenty-eight *Barbie* fashion packs included the use of recycled polyester fabrics in 2023 – up from 19 in 2022 – showing that style doesn't have to compromise on making more sustainable design choices. The 2023 *Barbie* *Getaway House* was also made using 70% ISCC-certified plastic ([using a mass balance approach](#)).

³⁴ Using a mass balance approach.



Product Life Cycle Assessments

We continued to enhance our custom LCA tool in 2023. This tool helps us better understand the environmental impacts of material choices and design decisions made with respect to our products. This custom tool was created to encourage our product engineering, design, and development teams to consider circular and lower-impact design choices, including the use of materials that are more sustainable when compared to conventional alternatives. Our LCA tool aligns with the ISO 14040 and ISO 14044 standards and measures five environmental impact categories: GHG emissions, primary energy demand, eutrophication, acidification, and photochemical oxidation potential. The tool includes data for both conventional and new materials that we evaluate through

our Sustainable Material Assessment Funnel, an internal process used to identify new or alternative materials and assess if they meet our quality and safety standards.

To supplement the information derived from assessing the five impact categories evaluated through the LCA tool and reviews we perform on the composition and safety of input materials in the Chemicals Management Database, we also launched a 360-degree Plastic Assessment framework for assessing new plastic materials. This additional framework involves an in-depth review of human and environmental toxicology as well as assessment of alignment with applicable regulations governing material usage and safety. This series of reviews helps us to create products that are safe for our consumers while also allowing us to consider the ways in which we can reduce our impact on the environment and optimize where we apply our research and development resources.

Jason Kroskrity

Director, Sustainable
Development and Materials



The FUNdamentals of Circularity Q&A

Q: What are Mattel's FUNdamentals of Circularity?

A: The FUNdamentals of Circularity is a set of Mattel sustainable design principles packaged as an interactive tool. We are in the early stages of training product teams across all brands to use it during our toy design and development process to encourage the consistent application of circular design principles. Highlighting the FUN in “FUNdamentals” emphasizes that circular design is an enjoyable journey – aimed at designing toys that are more sustainable while continuing to prioritize safety and toys that are fun at heart.

Q: What was the inspiration for the FUNdamentals of Circularity?

A: Originally, we were trying to understand the global recycling infrastructure to inform how we could define, measure, and design for increased recyclability. We found a lack of unified definitions and consistent infrastructure for recycling, which made for an interesting challenge.

Through a wider lens, we realized we had a chance to be more impactful. Designing for recyclability is one way to be more

circular, but we have a lot of toys in our toy box, so we aimed to provide additional circular approaches to fit different types of products. We landed on eight circular design principles to include in the FUNdamentals of Circularity, for example strategies aimed at making products more durable and easier to disassemble so they can be more easily recycled, and considering new engagement models, which can expand the ways in which consumers enjoy products and help keep products in play longer.

Q: How can circularity unlock opportunity for Mattel and our fans?

A: Across several industries, including the toy industry, we see growing interest in repair, reuse, rental, and remanufacturing. There are many ways to keep products in play. Besides aiming to develop products with lower environmental impacts, the circular design principles we've included in the FUNdamentals of Circularity could lead to additional touchpoints with consumers, such as engaging in repair and take-back services.



Playback Progress

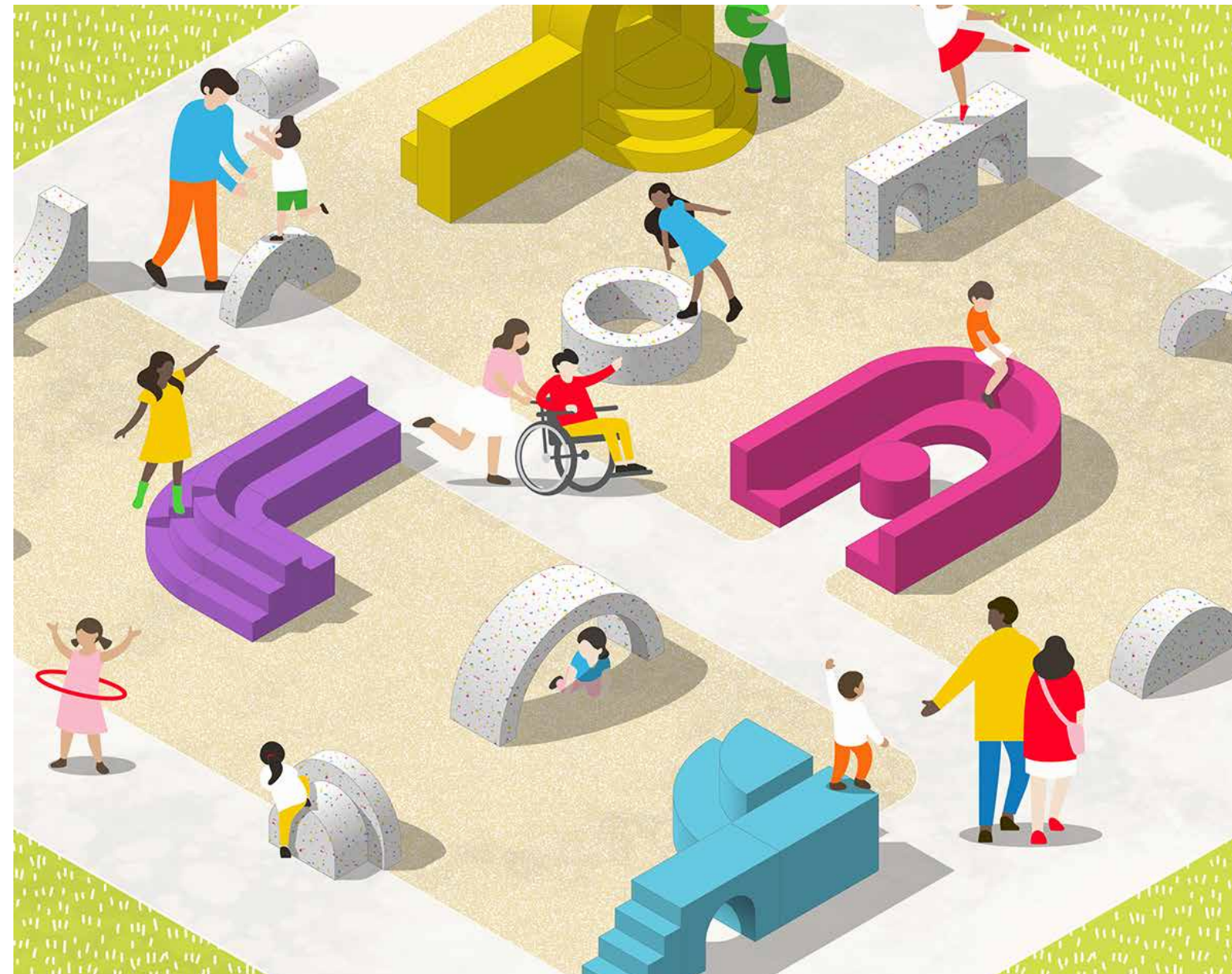
We aim to offer consumers options that support a circular economy – notably options that help them responsibly dispose of hard-to-recycle toys. In line with this, in May 2021, we launched Mattel PlayBack, our toy take-back program.

Mattel PlayBack is designed to provide consumers with a responsible way to dispose of toys when they have reached the end of their useful life. The program strives to keep our toys out of landfills by recycling and repurposing certain materials into other useful applications or by converting them from waste to energy. As part of Mattel PlayBack, we're working with third-party recycling partners on solutions aimed at transforming materials received through the program into post-consumer recycled (PCR) content or into new products, such as playground equipment.

Mattel PlayBack is currently offered to consumers in the U.S., Canada, Germany, and the United Kingdom. The program was launched to include *Barbie*, *Matchbox*, and *MEGA* toys, and was expanded in 2022 to include the *Fisher-Price* brand.

In 2023, Mattel PlayBack processed approximately 7,630 pounds of materials across all the regions in which the program is offered.³⁵

³⁵ This figure is estimated based on data collected by Mattel from our third-party recycling partners and our own internal data. "Processed" is defined as materials that may have otherwise ended up in landfill being diverted through the various methods available to our third-party recycling partners, including recycling and conversion from waste to energy.



Rebuilding a Playground with Recycled Toys

Across Germany in 2023, more than 230 schools participated in a Mattel PlayBack campaign launched in collaboration with our partner, *HolyPoly GmbH (HolyPoly)*, through which the schools acted as collection points for our toys. As a result of this partnership, in 2023, the volume of toys collected through Mattel PlayBack in Germany increased approximately three times compared to 2022. Mattel PlayBack processed just over 2,600 pounds of materials in Germany in 2023.

Using the toys collected through the Mattel PlayBack program, among other materials, *HolyPoly* is working on producing a set of playground equipment and furniture to replace a playground in Swisttal, Germany, that was destroyed by flooding. The new playground is due to open in 2024. By collecting toys in schools and using the resin derived from these products to help rebuild a playground, Mattel is contributing to a regional circular economy while helping support kids in several ways. In addition to playing a part in teaching children about responsible product stewardship by setting up in-school collection points for toys that have reached the end of their useful lives, developing the playground shows that circular materials can continue to enrich life and play and be kept literally in play for generations to come.



Giving Dolls New Life at the American Girl Doll Care Center

At the *American Girl* Doll Care Center, consumers can “admit” their beloved dolls in-store or online to be repaired and restored.

Common services include reattaching limbs and replacing eyes. We also offer a “wellness visit” to clean the dolls, restyle their hair, or have a hearing aid installed. When services are complete, we send the doll on its way with a “Certificate of Good Health.” Nearly a quarter of the dolls we repair are 10 years old or older, and we are helping to keep them in play even longer.



Mindful of Materials

All materials used in the development of Mattel’s products are tested for human and environmental health and safety and must meet applicable regulatory standards and requirements.

Many of our internal standards go beyond mandated regulations to help ensure the materials in our products are safe. During a product’s development, we conduct a comprehensive chemical safety assessment and review the chemical substances for all new materials, gathering detailed information about their composition and comparing that to our Chemicals Management Database of more than 3,000 restricted substances. The database reflects chemical regulations worldwide, and we are actively phasing out the use of substances that could potentially be deemed to qualify as chemicals of concern under emerging applicable laws and regulations.

Learn more about our approach to [chemical safety and management](#) on our corporate website.

Paul Chen

Senior Director,
Hardware Engineering



In the field of consumer electronics, Mattel might not be the first company that comes to mind, however many of our special effects and “magic” – like the motion, sound, or interactive elements of our toys – are created with electronic components.

We strive to keep sustainability in mind through the full life cycle of electronic products, including the consideration of the responsible end-of-life management and recyclability of toys containing electronics.

Batteries are one element we can consider as we look for ways to reduce the environmental impact of our products. We are conducting research on new battery chemistries that may help mitigate certain environmental impacts associated with conventional batteries, and testing new battery functionalities, such as batteries that fall asleep when a product is not in use, designed to help reduce the energy used for the toy.

Electronics design provides many possibilities to create engaging, exciting, and memorable play experiences – and our team is working to find new ways to enhance the sustainability of these experiences, too.





Sustainability in Packaging

Improving the sustainability of our packaging is one of our key priorities. Across our organization, we are working to implement and advance packaging solutions aimed at reducing waste and keeping certain valuable materials in play.

Sustainable Packaging Design Principles

We are applying our principles of circular design across our packaging portfolio, aimed at reducing our environmental impact and driving progress toward our sustainable design and development goals. Mattel uses four principles of circularity in the design of its packaging:

- **Reduce:** Use less material.
- **Replace:** Substitute virgin, non-sustainable materials with recycled materials or materials derived from renewable sources.
- **Reuse:** Develop packaging that is part of the play pattern of the product or can be used for storage.
- **Recover:** Optimize our process for material recovery and reuse, including adding consumer communications on packaging on how to responsibly recycle packaging.

We are specifically targeting blister packs and windowed cartons to reduce the amount of plastic we use in packaging by, where possible, minimizing the size of plastic windows in packaging or eliminating them entirely.





2023 Highlights

In 2023, we:

- Continued to use only PET (polyethylene terephthalate) with a minimum of 30% post-industrial recycled content in all our window cartons and blister packs. The recycled PET used in our packaging comes from suppliers who work with third-party certification bodies to verify their usage of recycled content under standards such as the [SCS Recycled Content Certification](#) standards and the [Recycled Claim Standard](#).
- Reduced plastic packaging by 11.6% per product,³⁶ nearing the halfway mark toward our goal to reduce plastic packaging by 25% per product by 2030 (versus 2020 baseline).³⁷
- Achieved 99.4% FSC-certified or recycled content in the paper used in our packaging in 2023. Of this paper packaging, 96.9% was recycled content – either certified to the FSC Recycled standard or verified by Preferred by Nature to have 100% recycled content.
- Began to roll out usage of our custom packaging LCA tool, Footprinter. This tool allows engineers to carry out quick, streamlined LCAs that support better packaging design and material decision-making. The intuitive system measures quantitative and qualitative indicators of environmental impact, including GHG emissions, water usage, and energy demand.



³⁶ Versus 2020 baseline.

³⁷ Changes are calculated based on the plastic packaging materials intensity ratio, which is obtained by dividing the total weight of plastic packaging materials used (in metric tons) by the number of units produced in the applicable period, and where the number of units produced is the number of production units shipped by Mattel through its owned and/or operated manufacturing facilities and finished goods manufacturers.



Dave Lochner

Director, Packaging Engineering

Designing packaging for toys is a rewarding collaboration. We have a team of talented packaging engineers, packaging designers, and copywriters who work together to create packaging that protects our products, showcases their features, and conveys a sense of fun and excitement tailored to each Mattel brand.

We strive to design our packaging with sustainability in mind. Mattel is working to reduce the amount of plastic in our packaging, as well as to increase the amount of recycled content we incorporate into packaging components, while trying to design packaging that can be recycled after use.

Embracing packaging that is more sustainable is essential, because we understand that single-use plastics contribute to global waste and pollution concerns. We've removed plastic blisters and windows in some of our packaging, we are working to reduce our usage of plastic polybags, and we are continuing to look for ways to incorporate lower-impact content into our packaging. From using open boxes and trays, to reducing overall packaging volume, to exploring new materials, we're pulling different levers with a view to achieving our sustainable design and development goals for packaging, all while continuing to provide high-quality, eye-catching packaging for our toys.



Packaging Spotlights



Reducing Plastic Use in *Thomas & Friends* Packaging

As a result of removing the inner blister from the 2023 *Thomas & Friends* engine pack, we estimate a savings of approximately 21.65 tons of plastic in one year of production, all without compromising the protection of the product.



Minecraft Packaging Transformation

The *Minecraft* 3.25-inch Core Assortment figures line underwent a packaging transformation in 2023 – reducing plastic packaging materials used by approximately 50% across the line compared to 2020 packaging configurations created for the line. The square shapes in *Minecraft* figures provided the opportunity for the Mattel Packaging Engineering team to trade traditional inner and outer plastic blisters for a smaller form-fit blister. The team was also able to print more information on the paper back panel of the packaging to further reduce the blister size. Given the results yielded by this redesign, the Packaging Engineering team aims to continue to refine the packaging for this line to work toward further plastic reductions, including by expanding these redesigned packaging configurations across the full line.

The packaging for the *Minecraft* Minis line also saw reductions in the amount of plastic packaging used in 2023 through strategies such as replacing plastic bags with paper bags, including all-paper insert cards, and replacing windows and blisters with closed boxes.



Sustainability and Consumer Delight with *WWE*

In 2023, the packaging for the *WWE* Elite assortment line of action figures was updated to reduce the window sheet size and blister size, resulting in a plastic weight reduction of 22% per unit compared to the prior year’s packaging configuration. Even with the smaller window, the packaging continued to showcase the figure’s details and accessories that collectors love.



Designing *Disney* Playset Packaging for Engagement and Reuse

The *Disney* Storybook Playset product line employed packaging as a feature of play and as storage. In these sets, packaging components are designed to become part of the play experience, featuring a double-sided backdrop and perforated pieces that kids can pop out to expand their stories with exciting scenery and props. This packaging also allows users to “repack and store” in it, which can result in a longer life for the packaging.



Recyclability of Plastic Packaging

Addressing the global waste problem requires industry-wide changes, and our work in this area includes striving to improve our measurement and analysis. To respond to the challenge of varying recycling infrastructures worldwide, we have begun to take steps to analyze the recyclability of our plastic packaging across the diverse markets in which we operate.

In 2023, we aligned our definition of “recyclable” as regards our plastic packaging with the definition set forth by the Association of Plastic Recyclers’ (APR) in its [Design Guide for Plastic Recyclability](#). The APR’s Design Guide provides a standardized approach for us to use in the determination of whether our packaging is recyclable as it integrates and measures compatibility against industry-standard recycling criteria.

Looking ahead, we intend to continue monitoring and preparing for changes in regulatory frameworks that may impose additional requirements for recyclability in plastic packaging, and to continue our efforts to improve alignment with industry standards in this area.

Forest Stewardship

Recognizing the critical role that forests play to life on Earth, Mattel partners with Preferred by Nature to review documentation from our suppliers who provide us with the paper, wood fiber, and wood used in our products and packaging. Preferred by Nature reviews certification claims on invoices from these suppliers to verify product certification status and to establish chain of custody and origin of underlying raw materials. Audited and categorized data is analyzed by source, volume, type, and risk category. In addition, Preferred by Nature works with many of our suppliers, providing valuable guidance and training to help them prepare for, achieve, and maintain FSC certification.

In 2023, Mattel achieved 99.4% FSC-certified or recycled content in the paper and wood fiber used in our products and packaging³⁸ (as validated by Preferred by Nature), up from 98.8% in 2022 and exceeding our goal of 95% set in 2019.



Single-Use Plastic Reduction Strategies

In 2023, we further integrated strategies aimed at plastic reduction into our regular packaging engineering processes, such as:

- Eliminating or reducing the size of windows and plastic blisters in many products
- Eliminating the use of plastic bags and plastic ties in many products
- Reducing overall packaging volume to achieve the smallest packaging size relative to product configuration

In 2023, we also developed a new packaging design toolkit outlining plastic reduction best practices.

Reducing Plastic Bags in Games Packaging

Faced with the challenge of many small and varied parts that typically come in plastic polybags in games’ packaging, the Mattel Games team found the following opportunities to eliminate or replace some of these bags in 2023:

- In *Pictionary Air 2*, our product and packaging design teams worked together to eliminate the need for plastic polybags for batteries by pre-assembling the batteries into the product.
- Plastic polybags were successfully replaced with paper bags across several games, including *Pictionary Sketch Squad*, *Pictionary Vs. AI*, *Magic 8 Ball*, and *Flippin’ Pancakes*.



³⁸ Please see the table titled “Sustainable Wood Fiber” in the Supplemental Data Appendix for further details.



Product Quality and Safety

Product quality and safety are the bedrock of the trust we establish with millions of families who buy and play with our products every day. The development and construction of new products involves numerous disciplines and multiple areas of expertise devoted to ensuring the quality and safety of our products before they go to market, as well as ensuring they meet or exceed all applicable safety standards.

Mattel’s Quality Team

Our Global Quality, Product Safety, & Regulatory team (Quality team) is responsible for product compliance with consumer product safety requirements and regulations enacted by national, state, and worldwide government agencies, and is involved across a product’s life cycle.

Mattel’s Quality team comprises approximately 450 professionals and is overseen by our Senior Vice President of Quality, Safety, and Sustainability. It includes engineers, product safety specialists, compliance experts, test laboratory personnel, child development experts, and others involved in product development and manufacturing. They are responsible for the overall Mattel quality system, safety compliance management, product risk management, governmental safety reporting, recall management, auditing of quality systems, regulatory assurance, and ethical and social compliance.

The Quality team documents the requirements and specifications that each product must meet, including regulatory and voluntary standards, as well as internally developed safety and testing standards that are based on years of experience producing children’s products.

Our products are designed to meet or exceed the highest required safety standards anywhere our toys are sold. We take into consideration the materials we use, how the product may be used, how the pieces fit, how the parts move, and how the electronics function, among other factors.



The Five Phases of Product Safety

Our Quality team uses a five-phase process.



Phase 1: Concept Review:

Mattel's Quality team guides our product designers on quality and safety standards based on applicable regulations, consumer feedback, incident reports, and internally developed protocols. This becomes the basis of our product requirements documents, which the Product Development team uses to develop future products. Our Medical and Scientific Safety Council provides insights into parental and pediatric concerns related to safety while fostering innovation and creativity.

Phase 2: Design and Development:

The Quality team provides direction to the Product Development team on safety, quality, reliability, and durability, and oversees product testing. This includes evaluating prototypes and conducting studies with children to understand their use of, and ability to play with, the product. The Quality team works with the Product Development team early in the design process using predictive analytics to identify and solve potential issues.

Phase 3: Product Qualification:

Before production begins, a series of pilots are conducted, during which products are tested at various stages of completeness. At each stage,

samples are drawn and tested against safety and quality requirements, and when necessary, adjustments are made to the product design and/or manufacturing process.

Phase 4: Production:

Each Mattel manufacturing facility frequently tests products that it produces. This testing is designed to ensure that products continue to meet the high standards established during the design and development process and are verified during product qualification. In addition to the audits performed at the source of production, the Quality team also randomly samples products from distribution centers and retailers and provides test data to quality engineers and manufacturing sites for continuous improvement.

Phase 5: After-Sales Support:

Once our products have been purchased by consumers, the Quality team has an ongoing role in supporting customer satisfaction. Mattel Global Consumer Support (Consumer Services), an extension of our Quality team, is responsible for post-market surveillance and provides feedback from consumers to our internal teams, including feedback regarding product safety, quality, reliability, and durability.

Medical and Scientific Safety Council

Mattel's Medical and Scientific Safety Council (MSSC) – established in March 2021 – comprises leading pediatricians and other experts with backgrounds in childhood development, pediatric disaster response, pediatric health policy, behavioral pediatrics, adolescent medicine, pediatric clinical education, child psychology, human factors, and parent education.

The MSSC is tasked with providing professional opinions, advice, and recommendations related to product safety, as well as the safe and proper use of our products. They also provide insight on parenting challenges, the latest child health and development trends, and actions parents and caregivers can take to promote safe, productive play.

The MSSC met quarterly in 2023, including an in-person meeting at our manufacturing facility in Monterrey, Mexico. Two new members have joined the Council since the beginning of 2023 – a child psychologist and an expert on human factors and product safety.

Consumer Services

Consumer Services provides customer support and services on a range of topics, including customer questions, technical assistance with proper product use, broken or missing parts replacement, product instruction sheets, direct-to-consumer sales support, product registration and warranties, safety notifications, and product recalls. The team responds to consumer inquiries online, through email, and using a toll-free number in all countries where our products are sold. We aim to anticipate and exceed our consumers' expectations for product quality, safety, and service.

Proactively Addressing Safety Concerns

We actively monitor how our products stand up to real-life play, and we provide consumers with comprehensive information, instructions, and safety warnings to help keep children safe when using our products.

Before a product is marketed, we conduct observational research of children and parents interacting with products, packaging, instructions, and safety warnings in our Mattel Play Labs. This information helps the Product Development team make any pre-launch product or packaging changes to enhance the overall consumer experience.

Once a product is in the market, the Quality team conducts post-market surveillance, analyzes consumer response, and provides additional information to our designers and development engineers to improve the safety, quality, reliability, and durability of future products. We evaluate and review consumer comments and complaints, individually and in aggregate, while analyzing trends, tracking comments on social media, and setting goals for improvement.

Our review process also includes monitoring customer comments, regulatory developments and guidelines, and other feedback to identify potential safety issues. Mattel notifies regulatory authorities of safety incidents and other reportable information and coordinates actions, including issuing safety warnings and conducting product recalls, when appropriate.

During 2023, Mattel conducted one voluntary product recall. Approximately 21,000 units of the recalled product had been distributed in the United States.



Heather Bramble

Vice President, Product Safety and Regulatory Compliance

Mattel has an established practice of cross-sectional collaboration and engagement regarding product safety, and I'm proud of that legacy.

Through our MSSC, we can regularly access invaluable and critical insights from experts across various fields. For instance, pediatrician Dr. Laura Jana has shared some of the issues that most concern parents and pediatricians and helped us identify opportunities to further promote safe product use practices.

In 2023, our safety and compliance experts offered a Safety 101 course to our broader employee base to further our culture of safety and quality.

It's a privilege to partner with such talented colleagues around the globe as we work to ensure our products are safe and compliant with applicable safety standards for the consumers we serve.



Responsible Sourcing and Production

How We Do It

We strive to optimize our resource use in operations to reduce environmental impact and promote ethical sourcing practices and worker health and safety throughout our supply chain.





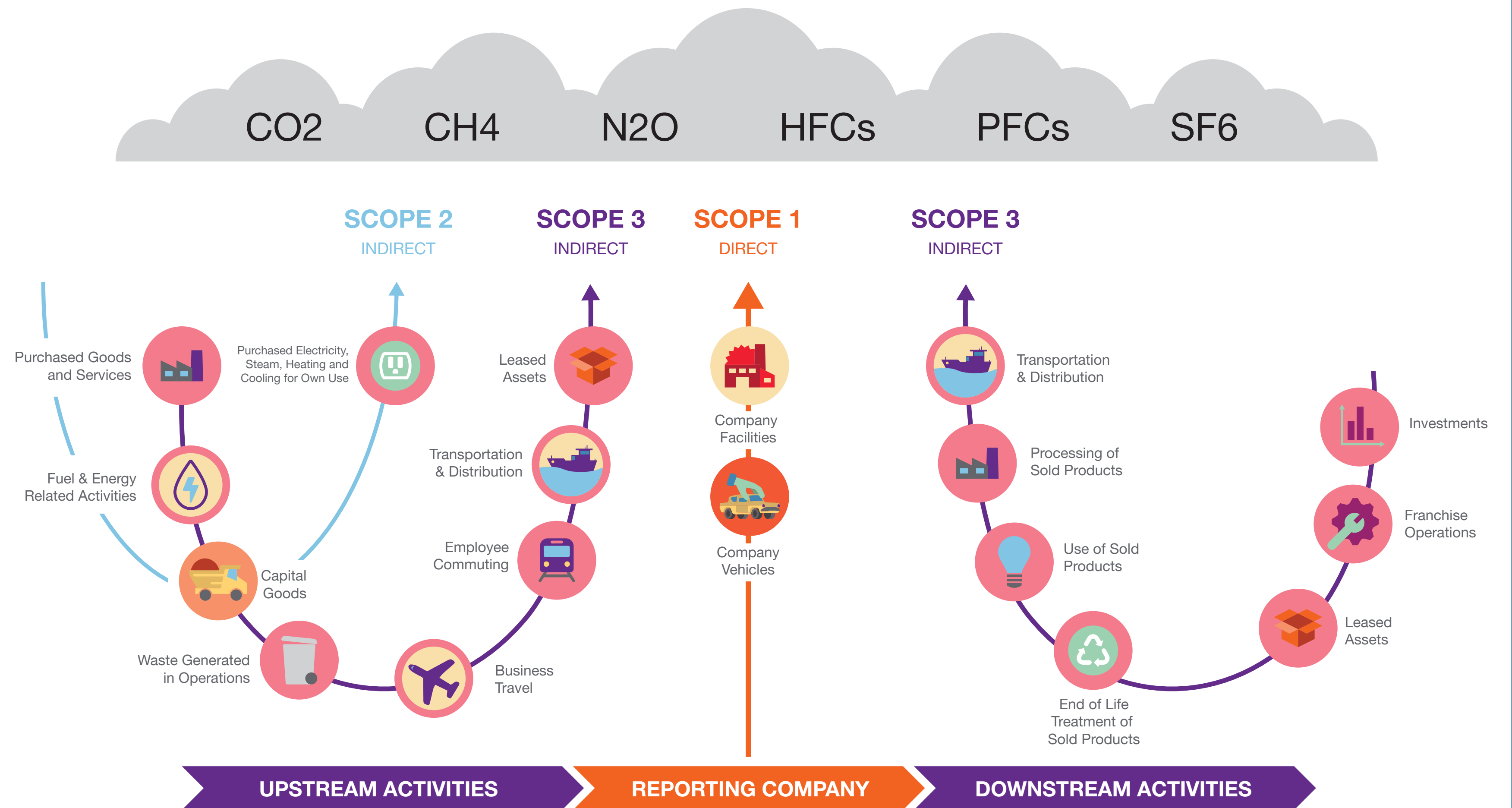
Our Performance: Responsible Sourcing and Production

We continue to work toward reducing the environmental impact of our activities, both at our owned and/or operated sites and elsewhere in our supply chain, by taking steps aimed at increasing energy efficiency and optimizing our resource use. In 2023 and 2024, we:

- Reduced our absolute Scope 1 and 2 GHG emissions by approximately 9,929 metric tons of CO₂e in 2023 (compared to 2022)³⁹
- Measured 2023 absolute Scope 3⁴⁰ GHG emissions to establish a baseline for measuring Scope 3 emissions progress moving forward
- Had three of our manufacturing facilities certified as Zero Waste Facilities⁴¹ by SCS Global Services, an independent audit and certification body
- Achieved LEED certification at our new molding center in Indonesia⁴²



Emissions Categories⁴³



⁴³Graphic included only for illustrative purposes. Not Mattel specific. Source: GHG Protocol

³⁹ Please see the table titled "Absolute GHG Emissions" in the Supplemental Data Appendix for further details.

⁴⁰ Absolute Scope 3 GHG emissions are calculated in accordance with the GHG Protocol.

⁴¹ Facilities verified to have achieved "zero-manufacturing waste" by SCS Global Services pursuant to its Zero Waste Program for compliance with the Certification Standard for Zero Waste Facilities: SCS-110 Zero Waste Standard V 3.0. Zero-manufacturing waste is defined by Mattel as at least 90% of manufacturing waste being diverted from landfill (including through reuse, sale or donation, recycling, composting, or incineration with energy recovery), except where otherwise directed by local regulations. The individual facilities achieved a waste diversion rate from landfill between 92.32% to 98.11%, exceeding Mattel's target diversion rate of 90%. The certification dates and periods covered for each facility are as follows: Mexico – issued February 1, 2024, for the 2022 calendar year; Indonesia – issued March 28, 2024, for the 2022 calendar year; and China – issued June 21, 2024, for the 2023 calendar year.

⁴² Please see the section titled "New Molding Center Awarded LEED Gold" to learn more.

⁴³ Graphic included only for illustrative purposes. Not Mattel specific (Source: GHG Protocol).



Absolute GHG Emissions ⁴⁴							
Absolute GHG emissions by Scope (GRI 305-1, GRI 305-2) (in metric tons of CO ₂ e)	2020	2021		2022		2023	
Total absolute GHG emissions (Scope 1 and 2) ⁴⁵	169,581	177,367	177,477 ⁴⁶	170,290	166,054 ⁴⁶	160,361	156,498 ⁴⁶
Scope 1 absolute GHG emissions	16,070	15,760		14,163		13,574	
Scope 2 absolute GHG emissions	153,511	161,607	161,717 ⁴⁶	156,126	151,891 ⁴⁶	146,790	142,926 ⁴⁶
Total Scope 3 absolute GHG emissions ⁴⁷						1,516,185	

Energy					
Absolute energy consumption by type (in MWh)	2019	2020	2021	2022	2023
Total absolute energy consumption by type ⁴⁸	411,954	351,561	370,417	350,300	328,760
Direct absolute energy consumption	91,968	76,162	77,445	72,362	66,989
Indirect absolute energy consumption	319,987	275,400	292,972	277,938	261,771

Waste Generation					
Waste by type (in metric tons)	2019	2020	2021	2022	2023
Total waste generated in operations by type ⁴⁹	21,243	16,538	20,243	23,216	21,243
Non-hazardous waste	19,054	14,331	17,161	20,441	18,461
Hazardous waste	2,189	2,207	3,082	2,775	2,682

Waste Diversion					
Waste diversion rate (in %)	2019	2020	2021	2022	2023
Total waste diversion rate ⁵⁰	76%	71%	79%	73%	77%
Non-hazardous waste diversion rate	78%	71%	79%	72%	76%
Hazardous waste diversion rate	65%	68%	79%	79%	79%

Roberto Isaias

EVP and Chief Supply Chain Officer

Mattel’s worldwide reach is made possible by a vast and efficient supply chain network including offices, manufacturing plants, distribution centers, and external partners worldwide. In a complex and constantly evolving world, our global network and supply chain is a competitive advantage that we strive to manage responsibly, enabling us to execute our strategy and bring our brands and products into the hands and lives of fans around the globe.



44 Absolute Scope 1 GHG Emissions defined as total Scope 1 GHG Emissions from on-site fossil fuel consumption and fleet fuel consumption. Absolute Scope 2 GHG Emissions defined as total Scope 2 GHG emissions from purchased electricity, steam, heat, or cooling. This Scope 1 and Scope 2 Emissions data is calculated for all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet. Absolute Scope 3 Emissions defined as total Scope 3 GHG Emissions, other than for Categories 8 (upstream leased assets), 10 (processing of sold products) and 13 (down leased assets) which Mattel has determined not to be relevant and which fall outside of the current reporting boundary for our Scope 3 emissions.

45 Absolute Scope 1 and 2 GHG emissions are calculated in accordance with the GHG Protocol. To estimate Scope 1 GHG emissions, Mattel uses the emissions factors set forth in the GHG Protocol. To estimate Scope 2 GHG emissions, Mattel uses location-based emissions factors.

46 This figure is calculated for all sites in the reporting boundary as described in Note 43 above, but uses a market-based emissions factor for the calculation of Scope 2 GHG emissions for certain of Mattel's manufacturing facilities (two in 2021, one in 2022 and in 2023). The market-based emissions factors are calculated for these sites based on the energy actually purchased by Mattel through energy contracts for the sites.

47 Absolute Scope 3 GHG emissions are calculated in accordance with the GHG Protocol.

48 Total absolute energy consumption is calculated based on information derived from energy bills and consumption reports for all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet. Due to rounding, amounts may not sum.

49 Total waste generated in operations is primarily calculated based on information and categorization from loading documentation. A small portion of total waste generated in operations for which weight information is not available is estimated based on volume of waste shipped or estimated number of containers shipped. In addition, waste data for certain sites leased by Mattel (for which waste is managed by a landlord or other third party) is not captured and reported in our calculation of total waste generated in operations. We believe that waste data estimated based on volume of waste shipped or estimated number of containers shipped, and waste data not reported for these leased sites represents less than 5% of Mattel's total reported waste generated by operations.

50 Total waste diversion rate is primarily calculated based on information and categorization from loading documentation. A small portion of total waste generated in operations for which weight information is not available is estimated based on volume of waste shipped or estimated number of containers shipped. In addition, waste data for certain sites leased by Mattel (for which waste is managed by a landlord or other third party) is not captured and reported in our calculation of total waste generated in operations. We believe that waste data estimated based on volume of waste shipped or estimated number of containers shipped, and waste data not reported for these leased sites represents less than 5% of Mattel's total reported waste generated by operations.



Responsible Production

We continue to strive to reduce emissions in line with our 2030 absolute Scope 1 and 2 GHG emissions-reduction goal.⁵¹ Our work in this area has been focused on reducing the amount of waste we are sending to landfills at our owned and/or operated facilities, optimizing energy use across operations, and preserving and reusing water, where possible.

Toward Zero-Manufacturing Waste

To achieve our 2030 zero-manufacturing waste goal,⁵² we are working toward having all of our owned and/or operated manufacturing facilities certified by SCS Global Services, an independent audit and certification body, as Zero Waste Facilities⁵³ by 2030. We are continuing to set the groundwork for this through our engagement of SCS Global Services to conduct audits of our manufacturing facilities, certify diversion rates that factor in residuals for each waste stream, and identify gaps in our processes preventing us from achieving a 90% diversion rate or higher.

Our Waste Management Standard outlines internal processes for waste management, disposal, reporting, and process improvement. We have also established plans to further train new and existing employees on proper waste segregation, which we believe will help set us on track to achieve our 2030 zero-manufacturing waste goal.

Moving forward, we aim to administer site-specific waste handling and segregation training for employees involved in waste management, alongside enhancing our waste improvement efforts to include internal zero-waste audits, vendor audits, and action plans developed through external audits.

⁵¹ Reduce absolute Scope 1 and 2 GHG emissions 50% by 2030 (versus 2019 baseline). Absolute Scope 1 and 2 GHG emissions is defined as total Scope 1 GHG emissions from on-site fossil fuel consumption, fleet fuel consumption, and fugitive emissions from refrigerants, and total Scope 2 GHG emissions from purchased electricity, steam, heat, or cooling. Applies to all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet.

⁵² Achieve zero-manufacturing waste by 2030. Zero-manufacturing waste is defined by Mattel as at least 90% of manufacturing waste being diverted from landfill (including through reuse, sale or donation, recycling, composting, or incineration with energy recovery), except where otherwise directed by local regulations.

⁵³ Facilities verified to have achieved “zero-manufacturing waste” by SCS Global Services pursuant to its Zero Waste Program for compliance with the Certification Standard for Zero Waste Facilities: SCS-110 Zero Waste Standard V 3.0. Zero-manufacturing waste is defined by Mattel as at least 90% of manufacturing waste being diverted from landfill (including through reuse, sale or donation, recycling, composting, or incineration with energy recovery), except where otherwise directed by local regulations.



Waste Characterization Audits: The Foundation of Zero Waste

We believe understanding our waste is the first step on the road to minimizing it. We conducted waste characterization audits over the course of 2022 and 2023 at our owned and/or operated manufacturing facilities in Southeast Asia, Mexico, and China. These reviews helped equip our teams with a deeper insight into what we were sending to landfill and what we can recycle and recover.

Assessment findings have enabled us to develop site-specific action plans and have informed the creation of an internal Operations Sustainability Playbook, which has enhanced the sharing of knowledge and insights into improved practices across Mattel. The Playbook highlights specific actions our owned and/or operated manufacturing sites can take to help reduce waste generation and improve diversion, such as effective practices aimed at reducing the use of single-use utensils and dishware in Mattel cafeterias, diverting food waste through composting or animal feed, installing reusable water bottle fill stations, rolling out waste segregation training specific to each manufacturing site, and awareness activities with employees to help educate them on the importance of waste diversion and the role they can play.

Three Manufacturing Sites Achieve Zero-Manufacturing Waste

We achieved zero-manufacturing waste⁵⁴ at two of our owned and/or operated manufacturing facilities, one in Mexico and one in Indonesia. In 2023, we also achieved zero-manufacturing waste⁵⁴ at our owned and/or operated manufacturing facility in China. These results were assured by SCS Global Services, an independent audit and certification body, in 2024, which certified the waste diversion from landfill rate at each of these sites to be the following for the applicable period: Mexico – 95.95%; Indonesia – 92.32%, and China – 98.11%. These important achievements support our progress toward our 2030 zero-manufacturing waste goal.⁵⁵

The three certifications involved an extensive review of each site’s respective waste management program and residual rates at waste vendors. This demonstrates the dedicated work of the local Environmental Health and Safety and Sustainability teams to create a culture of sustainability and bring awareness to employees about proper waste segregation and waste reduction.

At our Indonesia manufacturing site, waste diversion activities have included training on waste segregation, work to reduce the number of single-use plastic items in the cafeteria and introduction of water refill stations, conducting internal quarterly waste audits both at our Indonesia manufacturing site and at our waste vendors’ facilities, and aiming to reuse certain materials that could otherwise end up in landfill.

We aim to recertify these sites periodically, striving to further improve their manufacturing waste diversion rates and help Mattel reduce our operational impact on the environment.



⁵⁴ Facilities verified to have achieved “zero-manufacturing waste” by SCS Global Services pursuant to its Zero Waste Program for compliance with the Certification Standard for Zero Waste Facilities: SCS-110 Zero Waste Standard V 3.0. Zero-manufacturing waste is defined by Mattel as at least 90% of manufacturing waste being diverted from landfill (including through reuse, sale or donation, recycling, composting, or incineration with energy recovery), except where otherwise directed by local regulations. The individual facilities achieved a waste diversion rate from landfill between 92.32% to 98.11%, exceeding Mattel’s target diversion rate of 90%. The certification dates and periods covered for each facility are as follows: Mexico – issued February 1, 2024, for the 2022 calendar year; Indonesia – issued March 28, 2024, for the 2022 calendar year; and China – issued June 21, 2024, for the 2023 calendar year.

⁵⁵ Zero-manufacturing waste is defined by Mattel as at least 90% of manufacturing waste being diverted from landfill (including through reuse, sale or donation, recycling, composting, or incineration with energy recovery), except where otherwise directed by local regulations.



Rahul Dungarwal

Manager, Operations Sustainability

In 2024, three of our Mattel-owned and/or -operated manufacturing facilities, respectively in Mexico, Indonesia, and China, were certified as Zero Waste Facilities⁵⁴ by SCS Global Services, an independent audit and certification body.

Achieving the Zero Waste Facility Certification for these three manufacturing facilities is a proud achievement. It also gave us valuable insights that can be implemented at our other manufacturing facilities and further encourages all teams to think about waste management through different parts of our value chain.

We have made progress in the last few years in diverting additional types of waste streams from landfill and reducing our reliance on waste to energy through improved waste segregation. Next steps include exploring ways to reduce the quantities generated for specific waste streams and to eliminate others altogether. By working with our suppliers to have them take containers back, ship materials with less packaging, and substitute certain materials, we are working to reduce the total amount of waste that needs to be diverted.

Energy

By taking steps toward optimizing our energy use across our owned and/or operated sites, we aim to reduce our carbon footprint and lower operational costs while continuing to protect the safety of our employees. At Mattel, each of our sites is responsible for its own energy management while being guided by our global approach to energy reduction, which is discussed in further detail in this section of the report.

Lighting

To help maximize energy savings while supporting the well-being of our employees, our owned and/or operated sites must adhere to the Mattel Lighting Standard, which is designed to prevent over-lighting areas without compromising on safe working conditions, and prioritize energy efficiency of light fixtures over initial purchase cost.

We are executing lighting retrofits at several Mattel sites, using solar-powered LED battery lights for outdoor lighting and upgrading to more efficient LED fixtures with smart controls. Periodic lighting assessments are conducted at our owned and/or operated manufacturing facilities and distribution centers to promote safety and energy efficiency.

Compressed Air

Compressed air is a significant driver of indirect energy use at Mattel. To reduce our use of compressed air, we have implemented comprehensive leak detection programs at all owned and/or operated sites using compressed air, are gradually eliminating the use of compressed air for vacuum generation at these sites, and are piloting an automated compressed air management system. We expect that this automated compressed air management system will match compressed air supply with demand more accurately and eliminate operator error; this system is currently being piloted at two of our manufacturing facilities, with the aim of being rolled to all sites using compressed air over time. This three-pronged approach to compressed air use reduction is already paying dividends at certain sites that have been able to reduce the number of compressors typically running.

We reduced our absolute energy consumption by approximately 21,240 MWh in 2023, as compared to 2022.⁵⁶

Solar Project Approved in Indonesia

To drive progress toward our 2030 absolute Scope 1 and 2 GHG emissions-reduction goal,⁵⁷ in 2022, we launched our internal GHG Reduction Roadmap. As part of the Roadmap, we developed 25 core initiatives with various actions to help reduce emissions, including detailed timelines for solar projects. In 2023, we approved our first-ever large-scale solar project at our owned and/or operated manufacturing site in Indonesia.

We are also on track to install solar panels on the roof of our newly constructed molding center in Indonesia, as well as the eastern building of the facility. Once complete, the combined projects are expected to produce an estimated 3,400 MWh of electricity each year and reduce Mattel's absolute Scope 1 and 2 GHG emissions⁵⁸ by approximately 2,640 metric tons of CO₂e per year.

This is the first of multiple potential solar projects currently planned on our internal GHG Reduction Roadmap.

Learn more about [sustainability at our Indonesia site](#).

Additional Energy Saving Measures

As most of Mattel's heat loads (primarily from heating, ventilation, and air conditioning (HVAC) and manufacturing processes) are rejected by cooling towers, it is important they are maintained in good condition. To assist this, Mattel developed an internal cooling tower standard designed for adequate filtration of suspended solids and to purge dissolved solids from the system as necessary to prevent scaling. Chilled water provides faster cooling and is more energy intensive than cooling towers. By increasing the flow rate through our molds, we are generally able to achieve the same cooling in our molding process with cooling tower water compared to our previous method with chilled water. This helps reduce our overall energy consumption for process cooling.

Water

At our owned and/or operated sites, we strive to reduce water consumption and use water efficiently – particularly in areas that experience water stress. We generally use low-flow fixtures in any new installations or for retrofits, alongside exploring water reuse opportunities and stormwater capture. Water reuse opportunities that we have implemented include:

- Reusing treated wastewater for toilet flushing and landscape irrigation in Mexico
- Capturing rainwater for irrigation, toilet flushing, and cooling tower makeup
- Capturing and reusing condensate from air conditioning units and purged water from cooling towers

In 2023, our water consumption (total water withdrawal) was approximately 1,433 megalitres of water⁵⁹.



⁵⁶ Please see the table titled "Absolute Energy Consumption by Type" in the Supplemental Data Appendix for further details.

⁵⁷ Reduce absolute Scope 1 and 2 GHG emissions 50% by 2030 (versus 2019 baseline). Absolute Scope 1 and 2 GHG emissions is defined as total Scope 1 GHG emissions from on-site fossil fuel consumption, fleet fuel consumption, and fugitive emissions from refrigerants, and total Scope 2 GHG emissions from purchased electricity, steam, heat, or cooling. Applies to all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet.

⁵⁸ Scope 1 and 2 GHG emissions are calculated in accordance with the GHG Protocol. To estimate Scope 1 GHG emissions, Mattel uses the emissions factors set forth in the GHG Protocol. To estimate Scope 2 GHG emissions, Mattel uses location-based emissions factors.

⁵⁹ Please see the table titled "Water Withdrawal" in the Supplemental Data Appendix for further details.



Climate Action

We are committed to improving the efficiency of our energy use in operations, shifting toward renewable energy sources, reducing our GHG emissions, and communicating our progress.

One of Mattel’s current goals⁶⁰ is to reduce absolute Scope 1 and Scope 2 GHG emissions 50% by 2030 (versus our 2019 baseline). To achieve this, we are currently using multiple levers, including reducing the amount of energy we consume through building and equipment upgrades, more automated controls, as well as purchasing electricity (through power purchase agreements) from renewable sources. We expect to continue prioritizing demand reduction and low- or no-carbon energy sources over carbon sequestration or capture.

Climate Governance

At Mattel, we recognize the integral role of governance in driving sustainability across our business operations. Our work to foster a culture of sustainability are reflected in our governance structures and processes.

Board Committee Leadership: Mattel’s Governance and Social Responsibility Committee assists the Board with oversight and review of sustainability and social impact matters. The Committee has five scheduled meetings per year. Twice annually, the Committee dedicates sessions within meetings to exclusively discuss and assess key sustainability and social impact performance indicators, aligning our efforts with global sustainability objectives.

Executive Leadership Engagement: In addition to our formal governance structures, Mattel facilitates ongoing engagement on sustainability and social impact matters through regular meetings with senior leadership on relevant topics. These meetings provide a platform for our executive team to stay abreast of key sustainability and social impact topics, supporting timely awareness and action related to sustainability and social impact challenges and opportunities.

Our Climate Strategy

To help us proactively address climate-related risk and to help inform strategic decision-making, Mattel is undertaking a climate-related risk assessment and scenario analysis. We expect that this analysis will help inform strategic decision-making and help our efforts to mitigate climate-related risks.

Integrated Risk Assessment: Building on our established Enterprise Risk Assessment (ERA) process, we are leveraging a cross-functional team, including internal expertise and external consultants, to conduct a thorough climate risk assessment. We expect that this assessment will evaluate both our physical climate risk exposure and our transition risk exposure on a medium- and long-term time horizon.

Scenario Analysis: Recognizing the importance of scenario planning in understanding future impacts, Mattel is undertaking a scenario analysis to assess the potential consequences of different climate scenarios. Drawing from reputable sources such as the Network for Greening the Financial System (NGFS), Intergovernmental Panel on Climate Change (IPCC), and the International Energy Agency (IEA), we are analyzing scenarios ranging from a world with proactive climate action limiting temperature increases to one with limited decarbonization policies.

Actionable Insights: From the findings of our climate risk assessment and scenario analysis, we aim to identify actionable insights that will guide our business priorities and initiatives. This includes exploring ways to enhance our climate resilience, identifying efficiency opportunities, and aligning with global sustainability objectives.

Momentum: By engaging stakeholders and fostering collaboration, we strive to drive meaningful impact and contribute to a more sustainable future for generations to come.

Climate Risk Management

We are working on enhancing our risk management practices and plan to integrate various climate-related risks and opportunities into our overall risk management framework.

Risk Identification and Assessment: By conducting a climate risk assessment, we aim to consider both physical climate risks and transition risks, with insights gathered from stakeholder feedback and other information and factors.

Integration into Overall Risk Management: Once completed, we plan to integrate the outcomes of our climate risk assessment into our existing risk management processes. Our aim is for climate-related risks to be considered alongside other business risks – assisting us in making informed decisions that safeguard our operations and stakeholders.

Our Approach: As part of our risk management, we monitor and assess changes in policies and regulations related to climate change. By adopting a forward-looking approach, we aim to strengthen our resilience and to be able to mitigate potential disruptions posed by climate-related risks.

Collaborative Engagement: To address climate-related risks effectively, we recognize the importance of collaboration and engagement with stakeholders. This includes working



with industry partners, suppliers, and policymakers to identify shared challenges and develop collective solutions that contribute to a more sustainable future.

Through these ongoing efforts, Mattel aims to enhance our climate resilience and the long-term sustainability of our business operations.

60 Absolute Scope 1 and 2 GHG emissions is defined as total Scope 1 GHG emissions from on-site fossil fuel consumption, fleet fuel consumption, and fugitive emissions from refrigerants, and total Scope 2 GHG emissions from purchased electricity, steam, heat, or cooling. Applies to all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet.



Climate Metrics and Targets

Our climate goals and key performance indicators (KPIs) help us track and work toward reducing our environmental impact.

Indicators Used: To date, we have utilized absolute Scope 1 and Scope 2 GHG emissions as key metrics as we assess our climate-related risks and opportunities. These metrics encompass absolute direct emissions from our operations (Scope 1) and absolute indirect emissions from purchased energy (Scope 2), both of which help provide insights into our environmental impact.

Performance Targets: Mattel has set a goal⁶¹ to reduce absolute Scope 1 and Scope 2 GHG emissions by 50% by the year 2030 (versus our 2019 baseline). This goal aligns with our Sustainability and Social Impact strategy and represents Mattel's contribution to help support global efforts to address climate change.

Strategy: Mattel continues to look for ways to progress toward its absolute Scope 1 and 2 GHG emissions-reduction goal. This includes exploring innovative solutions such as installing solar panels, upgrading buildings, and finding other ways to enhance the energy efficiency of our operations.

Performance Tracking: We intend to continue to track and report progress against our goal to reduce absolute Scope 1 and Scope 2 GHG emissions on a periodic basis. We are also reporting our Scope 3 emissions data in this report for the first time. We've also provided our response to various CDP (Climate Disclosure Project) questionnaires via its portal each year since 2020.

Mattel Recognized on USA Today's America's Climate Leaders 2023 List

Mattel was recognized on USA Today's first-ever list of America's Climate Leaders 2023. Developed by USA Today in partnership with market research firm Statista, the list provides a data-driven metric of companies that have reduced their CO2 emissions (adjusted by revenue). Mattel ranked among the top 400 U.S. companies that have cut their Scope 1 and 2 emissions intensity from 2019 to 2021.

61 Absolute Scope 1 and 2 GHG emissions is defined as total Scope 1 GHG emissions from on-site fossil fuel consumption, fleet fuel consumption, and fugitive emissions from refrigerants, and total Scope 2 GHG emissions from purchased electricity, steam, heat, or cooling. Applies to all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet.

62 Reduce absolute Scope 1 and 2 GHG emissions 50% by 2030 (versus 2019 baseline). Absolute Scope 1 and 2 GHG emissions is defined as total Scope 1 GHG emissions from on-site fossil fuel consumption, fleet fuel consumption, and fugitive emissions from refrigerants, and total Scope 2 GHG emissions from purchased electricity, steam, heat, or cooling. Applies to all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet.

New Molding Center Awarded LEED Gold

Our new Indonesian molding center – designed to support production of dolls – was awarded a LEED Gold Certification for New Buildings and Constructions by the U.S. Green Building Council.

With this new building, the center has expanded its output capacity by approximately 50%. The new molding center is aligned with Mattel's absolute Scope 1 and 2 GHG reduction goal,⁶² featuring elements of energy-efficient building design, manufacturing processes designed to increase energy efficiency, and the use of renewable solar energy generated through the solar project. The building has received the highest LEED ranking of any Mattel building to date. Its key features include:

- **Glass-block façade design to optimize natural light during the daytime while preventing excessive heat**
- **Rainwater collection for reuse in the building**
- **Building management software to monitor and optimize electricity use for the building's different facility systems**
- **Approval for [solar roof installations](#)**
- **Centrally controlled HVAC system combined with indirect evaporative cooling for energy efficiency**





Worker Health and Safety

We prioritize the health and safety of our employees.

Mattel-owned and/or -operated manufacturing facilities, distribution centers, and campuses and offices track and report total injuries and illnesses, including lost-time incidents. We use total recordable incident rate (TRIR)⁶³ – a measure used by the U.S. Occupational Safety and Health Administration (OSHA) – rather than lost time incidents only to provide a more complete and transparent view of our safety performance. Our TRIR is validated monthly at the site level and globally by Mattel’s Environmental Health and Safety (EHS) function.

Total Recordable Incident Rates	
2020	0.11
2021	0.07
2022	0.14
2023	0.14

Assessing Safety Processes

Mattel’s EHS management provides prescriptive and practical guides for the purpose of mitigating and controlling hazards potentially induced by workplace activities. We use a management approach based on risk assessments. On an annual basis, an external consultant conducts an EHS regulatory assessment of our owned and/or operated plants, distribution centers, and campuses – with three to four of these sites targeted to be assessed in a single year.

Internally, a pool of trained Mattel assessors conduct an annual peer-to-peer assessment process of our sites’ adherence to Mattel’s EHS standards. These two assessment processes support our operational compliance with regulatory and internal requirements and demonstrate our drive for continuous improvement.



Malaysia Tooling Plant Recognized for Quality Environment Management System for 13th Consecutive Year

The Malaysian Productivity Council in 2023 recognized Mattel’s owned and/or operated tooling plant in Malaysia for achieving the highest possible Quality Environment Management System (QE/5S) rating for the 13th year in a row.

The QE/5S program aims to improve a site's performance in areas including:

- Reducing costs
- Increased production quality
- Improving productivity
- Higher employee satisfaction
- Creating a safer work environment

QE/5S is a foundational part of our Malaysia plant’s safety culture, focusing on a clean, organized workspace that contributes to consistent high performance and reduced accidents and mistakes. The plant’s QE/5S program has produced tangible results for the site, with the last recordable incident being in 2018.

Health and Safety Training

For each of our owned and/or operated manufacturing and tooling sites, new employees at the manager and above level are required to attend health and safety orientation sessions. Particular regions around the globe may also have other health and safety training. To promote ongoing awareness, we ask employees at our manufacturing and tooling sites and distribution centers to complete our Life Safety Practice program on critical safety practices, alongside multiyear Advanced Safety Orientation Trainings for line management.

Emergency Preparedness

To support emergency preparedness in the case of natural disasters and severe weather events, we launched our global EHS standard that contains preparatory directions for each of our owned and/or operated sites. Extreme weather events (such as heat stress and flooding) have the potential to present significant challenges to our organization. We are actively developing our EHS standard in response to these potential impacts, with a particular focus on applicable regulations and the development of heat stress programs in our distribution centers.

Striving for Ongoing Improvement

We are continuously striving to improve our health and safety approach, conducting regularly scheduled reviews of existing standards and processes. This includes performing an internal review of each standard periodically, as well as engaging an independent third party to audit certain sites to review the impact, if any, of pending and new regulations on our standards and processes. Updates to standards and processes may also be made, where necessary, in response to health and safety incidents, near misses, and high-potential events.⁶⁴

⁶³ TRIR is expressed as the number of recordable incidents per 100 full-time workers during a one-year period and covers all Mattel employees, contingent workers, and independent contractors performing tasks on-site at Mattel-owned and/or -operated manufacturing facilities and distribution centers. The calculation is based on a total of 200,000 hours/year, which is the benchmark established by OSHA.

⁶⁴ Mattel defines “High Potential (HIPO) Events” as: an incident (either actual harm or no harm) which has a risk assessment rating of either “High” or “Extreme” according to our internal risk assessment matrix.



Responsible Sourcing

Responsible Supply Chain Commitment

Our Human Rights Principles are embodied in our Responsible Supply Chain Commitment (RSCC), which outlines our expectations of supply chain partners and consumer products licensees.

The RSCC includes human and labor rights standards concerning nondiscrimination, harassment and abuse, forced labor, child labor, freedom of association, health and safety, wages and benefits, working hours, and the environment.

Mattel's Governance and Social Responsibility Committee receives reports from management at least annually with regard to RSCC implementation and audits, as well as Mattel's work with industry organizations and non-governmental organizations related to the RSCC. Learn more in our [RSCC](#).

Our Code of Conduct is a general statement of Mattel's standards of ethical business conduct, based on our commitment to adhere to Mattel's values and to compliance with the law.

Supporting the Ethical Supply Chain Program

We are a long-standing partner of the International Council of Toy Industries (ICTI) CARE Foundation and their Ethical Supply Chain Program (ESCP) (formerly known as the Ethical Toy Program) – an industry-wide initiative to promote safe and just working conditions. One aim of ESCP is to promote gender equality in the workplace, helping companies meet the United Nations Sustainable Development Goal 5: Achieve gender equality and empower all women and girls.

The ESCP's services include far-reaching and specialized audits, an ethical certification program, capability building, and training programs and education, as well as peer-to-peer learning. The program also provides a free, confidential worker helpline for factory workers to report grievances directly to the ESCP, which escalates issues, as appropriate, for further investigation.

To support ESCP-participating factories in their work to provide more equitable working conditions for women, a range of resources are available through the program. These include a handbook for management on gender – which covers mechanisms to promote equality, guidance on safeguarding, and legal requirements – and manager webinars to bring this handbook to life. It also includes online training for workers through video and other forms of remote learning and engagement.





Assessing Supplier Risk

Mattel's supplier qualification and monitoring processes are informed by risk screening and management, which has two fundamental components.

Geographical Risk

We reference the World Bank's Worldwide Governance Indicators (WGIs) to identify geographies with a higher risk of noncompliance. The indicators are based on the following six dimensions of governance:

- Voice and accountability
- Political stability and absence of violence
- Government effectiveness
- Regulatory quality
- Rule of law
- Control of corruption

Critical Supplier Risk

We identify large-volume suppliers, single-source suppliers, and certain suppliers who manufacture products with identifiable Mattel IP for additional risk mitigation.

Learn more about our [ethical supply chain practices](#) on our corporate website.



New Supplier Qualification

Before we begin production of our products with any finished goods manufacturer, we require them to undergo a rigorous due diligence process, which includes:

- Reviewing compliance practices – including product quality, labor, health and safety, security, and environmental compliance – to ensure they meet our requirements
- Communicating our expectations for ethical sourcing performance, including the RSCC standards, beyond compliance with local laws, and addressing safe and just working conditions in the country or countries where the supplier does businessv

Responsible Sourcing Working Group

Mattel's Responsible Sourcing Working Group (RSWG) was formed in 2021 to support responsible sourcing and production and to promote ethical sourcing practices and worker health and safety throughout our supply chain. The group, a cross-functional team of internal experts, is tasked with:

- Guiding and implementing Mattel's work to advance our responsible supply chain program
- Developing strategies, plans, initiatives, policies, and recommendations for Mattel's Responsible Sourcing program

- Promoting effective assessment, escalation, and resolution of sourcing-related challenges
- Maintaining awareness of effective practices in responsible sourcing and key factors, including the regulatory landscape, that may influence Mattel's approach

Throughout 2023, members of the RSWG continued to discuss and address important responsible sourcing matters.

Cotton Fiber Source Mapping

To assist in ensuring that the cotton fiber we are sourcing for fashion dolls and their accessories meets the standards outlined in our RSCC, in 2021, we engaged a service provider with global coverage and experience conducting cotton traceability assessments.

While we recognize the cotton supply chain is a complex, multi-tiered network, our due diligence mapping process helps us better understand the source of the materials we use. This process will also help in efforts to assure our suppliers are not high risk.

We are continuing to evaluate our processes and various new approaches all with the aim of further enhancing cotton traceability.





Human Rights and Social Compliance

Mattel is committed to being a responsible corporate citizen. We do this through our efforts to protect human rights, advancing our responsible supply chain, and prioritizing the health and safety of our employees.

Human Rights

Our [Human Rights Principles](#) set forth our commitment to respect the rights provided in the International Bill of Human Rights, the principles supported by the United Nations' Universal Declaration on Human Rights, and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work.

We believe that human rights – which are the fundamental rights, freedoms, and standards of treatment belonging to all human beings – must be respected, and that business has an important role to play in ensuring this.

Human rights in our operations focus on respecting the rights and differences of all workers in our supply chain and protecting the rights and well-being of children.

Combating Modern Slavery and Child Labor

We work with organizations to help address working conditions, improve livelihoods, and combat modern slavery and child labor.

One organization we partner with is the Mekong Club – an association of private-sector companies in the retail, manufacturing, hospitality, and banking sectors – to work together to eliminate modern slavery. We support ILO conventions 138 and 182 on the prohibition of child labor, and 29 and 105 on the elimination of forced or mandatory labor. Our approach is modeled on recognized standards such as the ILO standards and the Universal Declaration of Human Rights.

We do not tolerate the exploitation of children and expect our supply chain partners to adhere to Mattel's RSCC, which states that no supplier shall employ or otherwise engage anyone below the age required by law.

Sourcing conflict-free minerals in our products further advances our commitment to responsible practices. We do not condone human rights abuses or violence in any form and therefore take steps to ensure that minerals procured for use in our products do not support conflicts in the Democratic Republic of the Congo or adjoining countries. In this regard, we perform due diligence aimed at avoiding the use of minerals that benefit armed groups in these countries, in accordance with the Organisation for Economic Co-operation and Development's (OECD) Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.

Learn more in our [Modern Slavery Act Transparency Statement](#).



Thriving and Inclusive Communities

Those We Impact

We aim to create positive social impact through Purposeful Play and by supporting the communities where we live, work, and play.



Our Performance: Thriving and Inclusive Communities

Mattel is at its best when every member of our team feels respected, included, and heard – when everyone can show up as themselves and do their best work every day.

In 2023, we:

- Maintained 100% base pay equity in 2023 for similar work performed in similar markets by gender globally and by ethnicity in the U.S.⁶⁵
- Continued to achieve a high level of representation for women, who comprised 57% of our global non-manufacturing workforce and 48% of management positions in 2023⁶⁶
- Continued to achieve a high level of representation for ethnically diverse employees, who made up 45% of our U.S. employees in 2023⁶⁷
- Were recognized for creating an outstanding workplace culture by:
 - Fast Company: Best Workplaces for Innovators
 - Forbes: World’s Best Employers
 - Great Place to Work® Certified™ for Mattel United States, Australia, Denmark, Mexico, and United Kingdom
 - Human Rights Campaign Foundation: Equality 100
 - Newsweek: America’s Greatest Workplaces for Women
 - Newsweek: Most Trustworthy Companies in America
 - Newsweek: America’s Most Responsible Companies
 - Seramount: 100 Best Companies
 - U.S. News & World Report: Best Companies to Work For
- Achieved 93% participation in the 2023 Global Pulse Survey, which invites employees to provide feedback on their experience of working at Mattel
- Attained Global Pulse Survey measurement of 81 on our Inclusion Index at Mattel in 2023, which continues to be above industry benchmark
- Global Pulse Survey scores for employee engagement and satisfaction continue to remain above industry benchmarks⁶⁸

65 Please see the table titled “Base Pay Equity” in the Supplemental Data Appendix for further details.

66 Please see the table titled “Representation of Women by Level” in the Supplemental Data Appendix for further details.

67 Please see the table titled “Representation of Ethnicity by Level” in the Supplemental Data Appendix for further details.

68 Benchmark established based on data derived from Glint’s premier global client database for 2023, representing tens of millions of responses across 150 countries.

Lisa McKnight

EVP and Chief Brand Officer

Inspired by our mission and purpose, it’s a point of pride to represent a portfolio of toys and brands that makes a meaningful impact, resonates in culture, and forges connections. Our commitment to play transcends age and is our universal language through which we engage and inspire our community of fans.

Goal	Base Pay Equity	2021	2022	2023
Achieve and maintain 100% pay equity for all employees performing similar work with comparable roles and experience in similar markets	Pay ratio by gender ⁶⁹	100%	100%	100%
	Pay ratio by ethnicity ⁷⁰	100%	100%	100%
Goal	Representation of Women	2021	2022	2023
Increase representation of women at all levels of the organization	Total representation of women ⁶⁹	58%	57%	57%
Goal	Representation by Ethnicity	2021	2022	2023
Increase representation by ethnicity at all levels of the organization	Total representation by ethnicity ⁷⁰	44%	45%	45%

This table covers employees, excluding manufacturing labor and temporary and seasonal employees. All figures set forth in the table above are as of December 31. Please see the Supplemental Data Appendix for further details.

69 Worldwide employees.

70 U.S. employees only



Purposeful Play

Play is our language, and we strive to speak to our consumers authentically by representing the world as they see and imagine it.

Our products and experiences are designed to provide an intrinsic value that inspires, entertains, and develops children through play. This is made possible by the high level of engagement and emotional connection consumers have with our brands. More than seven decades of this pursuit as a trusted partner to parents and families has informed a perspective on toy innovation that we call Purposeful Play.

Through Purposeful Play, we harness the cultural impact of our brands to help build a better world. Mattel creates toys appropriate for children at various developmental stages, designing products to match their current abilities while challenging them so they can learn and grow.





Purposeful Play Spotlights

Playing with Dolls Allows Children to Develop Social Skills

In 2023, neuroscientists at Cardiff University and Barbie released the latest findings from a multiyear study⁷¹ on the developmental impacts of doll play. The researchers found that doll play could benefit children with varying social communication styles, including those who display neurodiverse traits associated with autism.

This data further backs the conclusions drawn in the first year of the study, 2020, demonstrating that playing with dolls, either alone or in a group, can support social processing among children. The study reinforces the importance of approaching social development in a way that is inclusive of all children.

The results of this latest year of research, titled “Embracing Neurodiversity in Doll Play: Investigating Neural and Language Correlates of Doll Play in a Neurodiverse Sample,” were peer-reviewed and published in the *European Journal of Neuroscience* in September 2023.

“As *Barbie* continues to inspire the limitless potential in every child, we are delighted to know that playing with *Barbie* dolls may encourage the development of social skills such as empathy in children, regardless of their neurodevelopmental profile.”

Michael Swaisland,
Head EMEA of Insight and Analytics, Mattel



Partnering with Pink Magnolia Mexico for Día De Muertos

Barbie Signature partnered in 2023 with contemporary Mexican fashion brand *Pink Magnolia* on a Día De Muertos collaboration doll, honoring the customs, symbols, and rituals often seen throughout the festive time of remembrance. Inspired by both *Barbie* and *Pink Magnolia*’s iconic colors, this *Barbie* doll dazzles in a two-tiered tulle gown with sugar skull heart makeup and a floral headpiece featuring golden leaves.



Kavi Sharma: American Girl’s First Girl of the Year of South Asian Descent

American Girl unveiled *Kavi Sharma* as 2023 Girl of the Year. *Kavi*, a dancer and Broadway enthusiast, joined the company’s long line of contemporary characters that represent a wide range of backgrounds, reflecting what it means to be an American girl today.

As *American Girl*’s first Girl of the Year of South Asian descent, *Kavi*’s aspirational stories are designed to help children take pride in who they are. We worked with New York Times bestselling author Varsha Bajaj to create *Kavi* – showcasing elements of Indian culture, including dance, yoga traditions, food, clothing, and festivals like Diwali and Holi. In addition to Bajaj, a team of advisers also helped with *Kavi*’s development, providing real-world insights and weighing in on key product and story themes to ensure authenticity and accuracy.

To support young performers like *Kavi*, *American Girl* partnered with the Broadway Education Alliance’s Camp Broadway, a cultural enrichment program that makes theater arts accessible and relevant for children. *American Girl* donated \$25,000 to fund full and partial scholarships for kids participating in the camp’s 2023 summer program in New York City.



Bruno the Brake Car Receives Diversity & Inclusion Award

Bruno the Brake Car, the first autistic character in the *Thomas & Friends*’ franchise, received the gold prize in the Diversity & Inclusion category at the Toy Industries of Europe (TIE) 2023 Play for Change Awards, recognizing toys that break boundaries through play.

TIE has been recognizing toy makers who go the extra mile to protect the planet, encourage kids’ respect for one another, or invest in the skills they need to succeed in the future.

“It is incredibly rewarding to witness the ongoing efforts of toy manufacturers in shaping a better future for our children.”

Catherine Van Reeth, TIE Director General

⁷¹ The study was commissioned by *Barbie* and was conducted with 57 children (27 boys and 22 girls) aged 4 to 8 years with varying levels of autistic traits. Traits were measured using the Autism Spectrum Quotient – Children’s Version (AQ – Child, Auyeung, et al., 2008).



Mattel Global Consumer Insights Team: Addressing Fans' Needs

The Mattel Global Consumer Insights team provides data-driven insights to Mattel's global teams, enabling informed decisions in a competitive market. The Global Consumer Insights team engages with kids and families daily to understand their preferences, guiding toy development and encouraging diverse representation and accessibility. User testing and research at the *Fisher-Price* Play Lab and Mattel Imagination Center are integral to product development, and offer real-time feedback and human development insights from concept to completion. They promote inclusive research practices and recruit diverse participants to gather authentic feedback, driving innovation.

Inspiring Inclusive Play with a Surprise from *Fisher-Price*

In 2023, *Fisher-Price* created a custom *Little People* figurine to enhance representation for more children to see themselves in our toy lines.

Archer "Archie" Coffman is a 5-year-old who noticed an absence of toys resembling him as a Black child with red hair. Moved by this, his mother Niki Coffman reached out to *Fisher-Price*, urging for diversity in our toy line. In response, *Fisher-Price* crafted a *Little People* figurine resembling Archie, evoking tears of joy from both mother and son. This gesture sparked a profound impact for Archie and his mom, highlighting the significance of representation in children's toys and early childhood development.



Tasja Kirkwood

Vice President,
Global Consumer Insights



At Mattel, consumer-centricity is part of our DNA, and I'm proud to lead a Consumer Insights team that is dedicated to exploring people, purpose, and play. We aim to build meaningful, lasting connections. Transparency and trust are key pillars of our strong consumer relationships; we actively consider feedback to innovate and to stay agile in a rapidly evolving market.





Barbie Role Models and Representation

Encouraging More Girls to See Themselves in STEM

To show girls that they can be anything, *Barbie* is committed to highlighting empowering role models and careers that are historically underrepresented by women through its *Inspiring Women* line. *Barbie* celebrated International Women's Day 2023 by honoring seven women worldwide who are leaders in STEM with one-of-a-kind role model dolls made in their likeness.

Women make up less than one-third of the STEM workforce,⁷² and it's proven that girls are systemically steered away from STEM throughout their education.⁷³

Barbie's lineup of global role models made in the likeness of exceptional women include:

- Susan Wojcicki (United States): Longtime YouTube CEO
- Anne Wojcicki (United States): Co-Founder and CEO of 23andME
- Janet Wojcicki (United States): Professor of Pediatrics and Epidemiology at the University of California, San Francisco
- Katya Echazarreta (Mexico): Electrical Engineer and Science Show Host
- Dr. Maggie Aderin-Pocock (United Kingdom): Space Scientist and Science Educator
- Prof. Dr. Antje Boetius (DE): Marine Researcher and Microbiologist
- Yinuo Li (China): Co-Founder of ETU Education

In addition, *Barbie* will pay tribute to these women through a special episode of the *Barbie You Can Be Anything* Series – an inspiring digital series featuring conversations with women role models.



Corporate Social Responsibility Initiative of the Year

At the Toy Association's 2023 Toy of the Year Award, Mattel's first *Barbie* doll with Down syndrome was awarded Gold Corporate Social Responsibility Initiative of the Year.

"As the most diverse doll line on the market, *Barbie* plays an important role in a child's early experiences, and we are dedicated to doing our part to counter social stigma through play," said Lisa McKnight, Executive Vice President and Chief Brand Officer. "Our goal is to enable all children to see themselves in *Barbie* while also encouraging children to play with dolls that do not look like themselves. Doll play outside of a child's own lived experience can teach understanding and build a greater sense of empathy, leading to a more accepting world. We are proud to introduce a *Barbie* doll with Down syndrome to better reflect the world around us and further our commitment to celebrating inclusion through play."

To ensure the doll accurately represented a person with Down syndrome, *Barbie* worked closely with the National Down Syndrome Society (NDSS). NDSS empowers individuals with

Down syndrome and their families by providing resources, driving policy change, and engaging with local communities. NDSS's guidance and real-world experiences informed the design process from start to finish, including the doll's sculpt, clothing, accessories, orthotics, and packaging. The close partnership allowed the *Barbie* team to celebrate individuals with Down syndrome through a doll that would immediately connect with the community.

"It was an honor working with *Barbie* on the *Barbie* doll with Down syndrome," said Kandi Pickard, NDSS President and CEO. "This means so much for our community, who for the first time, can play with a *Barbie* doll that looks like them. This *Barbie* doll serves as a reminder that we should never underestimate the power of representation. It is a huge step forward for inclusion and a moment that we are celebrating."

The *Barbie* doll with Down syndrome can allow more children to see themselves in *Barbie* as well as the world around them, which can help foster a sense of inclusivity. *Barbie* is the most inclusive doll line on the market – with over 175 looks offering a variety of eye colors, hair colors and textures, body types, disabilities, and fashions to tell more stories. *Barbie* has introduced dolls with vitiligo, dolls that use a wheelchair or a prosthetic limb, a doll with hearing aids, and a doll without hair.



Challenging Stereotypes with UN Unstereotype Alliance

Mattel joined the UK chapter of the Unstereotype Alliance in 2023. Convened by UN Women, the Alliance seeks to combat harmful stereotypes in media and advertising content, instead using the advertising industry as a force for good.

⁷² According to the United States Census Bureau.

⁷³ According to the American Association of University Women.



Our Employees

We aim to empower a culture of growth, optimism, and well-being in which every employee can reach their full potential. Through comprehensive benefits, career development programs, and inclusive communities, we are fostering an environment to help employees thrive.

Mason Williams

Global Head of DE&I

We strive to foster a culture of belonging and believe our purpose is critical to our business strategy. Through both our employee experience and our engagement with communities where we live, work, and play, we demonstrate our focus on our purpose that has been integral to Mattel's identity since its inception.



Diversity, Equity, & Inclusion (DE&I)

By pursuing our goals on pay equity and increased workforce representation, and through our other DE&I efforts, we are cultivating an environment that promotes equality, inclusion, and belonging.

Removing Barriers to Equity

Lack of access to higher education is one of the most common obstacles faced in many communities and is an obstacle that can take generations to overcome. In the U.S., we removed educational requirements for many of our roles to increase opportunity and reach for talent that may not have had a traditional education or career path. This has helped us refocus our requirements on life and work experience, expanding recruitment and access to a more diverse talent pool.

Mattel Awarded Score of 100 on HRC Corporate Equality Index

For the fourth consecutive year, the Human Rights Campaign (HRC) Foundation awarded Mattel a perfect score of 100 on the 2023 Corporate Equality Index, recognizing our LGBTQ+ inclusive policies and practices. This score reflects our work toward workplace equity regardless of sexual orientation and gender identity, providing spousal and domestic partner benefits, offering transgender-inclusive benefits, and engaging with the LGBTQ+ community.

Mattel is among a select group of employers who are triple-HRC certified, with a 100 score in Brazil, the U.S., and Mexico.



Coming Together in Employee Resource Groups (ERGs)

Open to all, our ERGs are designed to foster an inclusive workplace, enhance engagement, and bring together diverse colleagues across the company. They promote intersectionality – working to honor all communities, at all times.

At Mattel, we have 10 voluntary global ERGs with regional and local chapters. Our ERGs play a pivotal role in influencing our culture. They also help shape product and content that reinforce diverse perspectives. From driving employee programs designed to meet the needs of our team members to advising on product development to promote accurate representation and authenticity, our ERGs create a space where employees can share their whole selves at work, and at the same time, generate positive impact for others.

Each ERG has one global manager for oversight. In addition, each ERG has multiple sponsors on the Executive Leadership Team that are available to provide guidance and support. ERG Board members are encouraged to attend Mattel’s ERG Presidents Council meeting, where they can report directly to our top management levels.

Mattel’s DE&I initiatives are aimed at enhancing employee engagement, including through programs like the “Empowering the Future” series and “Behind the Design,” which highlight internal talent from different backgrounds, inclusive design, and the diverse products and content Mattel offers.

ERG Spotlight: Unidos en Mattel and *Hot Wheels* celebrate Hispanic Heritage Month

In celebration of Hispanic Heritage Month, observed annually in the United States from September 15 to October 15, Unidos en Mattel partnered with *Hot Wheels* to host an exciting event dedicated to Hispanic car culture. The event brought together Mattel employees, volunteers, car enthusiasts, families, and children from nearby communities for a day filled with Mattel-themed activities, giveaways, and a showcase of vibrant cars to mark the beginning of Hispanic Heritage Month.

Participants enjoyed a variety of engaging activities, including exploring custom-built cars and lowriders hosted by the Los Angeles Lowrider Alliance, racing die-cast cars at *Hot Wheels* stations, creating art, and interacting with Mattel designers. Additionally, attendees had the opportunity to participate in a soccer activity hosted by LA Galaxy. The toy giveaways and raffles were a standout highlight, serving as a joyful reminder of the happiness that Mattel’s brands and products bring to both children and adults.

Enhanced Employee Support Programs

In partnership with our ERGs, we expanded our family leave policies in the U.S., increasing paid parental leave to 12 weeks and introducing new policies to support caregiver leave, pregnancy-loss leave, and military family leave. To enhance care for colleagues, both present and future, we have also expanded policy language to be inclusive of all individuals across the gender identity spectrum, including transgender individuals.

Valerie Segall

Manager, Global DE&I

Valerie Segall, Manager Global DE&I, has led the evolution of our ERGs and works to advance their impact across the organization and within the business. Here, she speaks with Tito Soltero, the President of Unidos en Mattel ERG. Unidos en Mattel empowers, celebrates, and promotes diversity and inclusion of Latino and Hispanic talent and culture at Mattel and in our local communities.



Tito Soltero

Manager, Amazon E-Commerce Readiness and President of Unidos en Mattel

Q&A with Tito Soltero, President of Unidos en Mattel

Q: What drew you to become involved in Unidos en Mattel?

A: It is a personal passion to work with the Latino and Hispanic community. I have always wanted to do something that goes beyond my role – something for the company, and the community, that’s rooted in joy and gratitude.

As part of new employee orientation at Mattel eight years ago, I learned about the many ERGs at the company and the value that Mattel places on the groups’ contributions. I emailed straight away and I said I want to be involved in Unidos en Mattel. It has been an honor to serve as its president for the past six years and to see our ERG grow and change. It’s clear that Mattel understands the value of the ERGs and how these groups help to both celebrate culture and deliver business impact.

Q: How do you think ERGs impact the employee experience?

A: Those who have been involved so far are eager and hungry to be part of something and to give back. I’ve met some amazing people, especially those who participate on the leadership board within my own ERG and others, who really see the value of what we do.

For me, being a part of something bigger was so important.

Q: How has the experience been for you being able to influence our product and content?

A: We take it very seriously. We can help our brands better understand Latino and Hispanic culture, so they can integrate this learning into our toys and entertainment content. As more requests come in, we are working to improve our collaborative process to ensure representation is authentic.





Enhanced Employee Support Programs

In partnership with our ERGs, we expanded our family leave policies in the U.S., increasing paid parental leave to 12 weeks and introducing new policies to support caregiver leave, pregnancy-loss leave, and military family leave. To enhance care for colleagues, both present and future, we have also expanded policy language to be inclusive of all individuals across the gender identity spectrum, including transgender individuals.

A Family-Friendly Employer

We aim to create family-friendly workplaces that make it possible for employees to more easily balance family life and their work at Mattel. We provide employees at all locations worldwide with various family-friendly benefits. In the United States, some of the more commonly used/more popular benefits include:

- **Paid Parental Leave:** Employees receive up to 12 weeks of paid time off after the birth, adoption, or foster placement of a child.
- **Phased Back-to-Work Program:** New parents who are regular full-time employees are offered the opportunity to work a part-time schedule at full pay for the first four weeks after returning to work to help transition back to work after parental leave.
- **Infertility Treatment:** All benefits-eligible employees and their spouse/domestic partner are eligible for reimbursement for infertility treatment at a coverage level of 80% of the allowed amount to a maximum lifetime benefit of \$15,000 per couple. Employees do not need to be enrolled in a Mattel medical plan to participate in the Infertility Reimbursement Program.
- **Adoption Assistance:** All benefits-eligible employees are eligible for up to \$10,000 reimbursement for adoption expenses for adoption with up to \$12,000 for concurrent multiple adoptions, subject to a maximum of \$20,000.
- **Mattel's Daycare Centers:** Multiple Mattel locations offer employees subsidized child care for children 6 to 8 weeks old through pre-kindergarten on a year-round basis.
- **Dependent Care Flexible Spending Account (FSA):** Dependent care expenses for children under age 13, disabled children of any age, and dependent adults are eligible for reimbursement against pre-tax payroll deductions under this program.
- **College Coach:** Employees have access to college preparation assistance and help researching financial aid options.

Mattel Recognized as a Top 100 Organization for Working Parents

Seramount named Mattel as one of the 100 Best Companies for working parents for the second year in a row in 2023.





Exceeding Expectations with Comprehensive Benefits

We take a holistic approach to employee well-being. Our comprehensive benefits package is designed to keep our employees happy and healthy – physically, mentally, and financially.

Non-union, regular employees in the U.S. who are scheduled to work at least 30 hours per week, as well as their eligible dependents, have access to Mattel’s health benefits program. Benefits are generally available from the first day of employment, subject to plan-defined waiting periods for certain employee types and certain programs. Below are summary descriptions of some of the benefits we offer in the United States, as well as in many other Mattel work locations worldwide. Similar market-appropriate benefits are provided at most other Mattel work locations worldwide.

- **Major Medical:** Medical plan options are designed to fit employees’ lifestyles and budgets and include medical, prescription care, dental, and vision care coverage; Health Care Flexible Spending Accounts (FSAs), and Health Savings Accounts (HSAs).
- **Financial Future Planning:** To help employees save for their future, Mattel offers 401(k) retirement account plans with company matching and basic and supplemental employee life insurance.
- **Well-Being Resources:** Modern Health is Mattel’s well-being platform available to eligible Mattel employees and their dependents at no cost, providing access to therapy, coaching, and other resources to support mental, physical, professional, social, and financial health. Headspace, a mindfulness and meditation app, is also offered free to Mattel employees.
- **Fitness Centers:** Employees have free access to Mattel’s fitness centers at El Segundo and East Aurora sites.

Career Development

We provide training and educational resources to support ongoing career development for Mattel employees.

Mattel’s Career Action Planning process is designed to facilitate meaningful career conversations between employees and managers. As part of our annual talent review process, high-potential employees are given accelerated development plans to close gaps and build new skills that prepare them to lead Mattel into the future.



Mattel Named to Forbes’ World’s Best Employers List

For the third year in a row, Mattel ranked in the top 200 of Forbes’ World’s Best Employers List for being a responsible corporate citizen, fostering a sense of belonging, and creating an environment in which every employee can thrive.

The list is chosen based on a survey of more than 170,000 employees in over 50 countries who work for multinational companies and institutions. Respondents were asked whether they would recommend their company to family or friends, and to rate their employer based on such criteria as talent development, remote working options, parental leave benefits, diversity, work-life balance, and pride in the product or services the company offers. Participants could also rate companies within their own industries and countries.

Responses were codified into a scoring system, and the 700 companies with the highest scores earned a place on the final list, which ultimately spanned 43 countries. The number of honorees varied by country population and qualifying companies.

Chiau Lee Ching

Vice President and General Manager,
Mattel Malaysia (MMSB)



As a plant manager in Malaysia, I prioritize developing our talent pipeline, engaging our employees, and fostering a collaborative culture. Collaboration is our superpower; it helps us to achieve our goals and further the success of our operation.

At MMSB, we support our people through educational assistance programs, helping them stay competitive in the market. Qualifying employees can finish their studies and obtain further education.

We also support our local communities. This includes giving back through volunteerism and philanthropy. We also have developed long-standing relationships with many of our local suppliers in Malaysia who are growing alongside Mattel. By working with local suppliers, we can help stimulate economic development in the regions where we operate.

Measuring and Encouraging Employee Engagement

Our Global Pulse employee engagement survey helps us set organizational goals and create strategies for collective success moving forward – including how to best support our employees. We encourage our employees to participate in the Global Pulse Survey twice a year to measure engagement, manager effectiveness, inclusion, and how we live up to our Mattel values.

In 2023, the survey was available in 14 languages, inviting all regular full-time and part-time employees who had been with Mattel for more than 90 days to participate. We maintained a 93% global participation rate. All survey items scored above benchmark, including key metrics such as engagement, excitement for our future, understanding of the company’s strategy, corporate citizenship, ethics, confidence in leadership, removal of barriers to execution, diversity, and inclusion.

Management reviews survey feedback to measure employee engagement and satisfaction. Action plans are developed based on the results to enhance the employee experience.



Philanthropy

We believe every child has a fundamental right to play, and we leverage our resources to Play It Forward every single day.

Mattel's global philanthropy, through our Play It Forward initiatives, supports our purpose to empower generations to explore the wonder of childhood and reach their full potential.

Our People Giving Back

Mattel employees are passionate about giving back. From building play kits to hosting epic play dates on campus, each region works with their local nonprofits to create moments that matter most.

Mattel employees from every region around the world come together to Play It Forward and give back to the communities where they live, work, and play. Each June, employees come together for Mattel's Play It Forward Global Volunteer Week and also give back throughout the holiday season.

Nancy Molenda

Vice President,
Global Corporate Events
and Philanthropy

The Mattel Children's Foundation was created more than 40 years ago with a vision of making a difference in the lives of children and families around the world by utilizing our resources and iconic brands. Our philanthropic work brings our Play It Forward spirit to life in the communities in which we live, work, and play while embodying our Mattel values, something that brings deep meaning to each employee.





Play It Forward Global Volunteer Week

Play It Forward Global Volunteer Week is a designated period each year when Mattel’s global offices host a week of opportunities for employees to share their time and talents to support local nonprofits serving children and their families.

With participation from over 30 global offices impacting thousands of children and benefiting hundreds of nonprofits worldwide, the occasion celebrates Mattel’s volunteer and philanthropic work all over the world. In 2023, our efforts included:

- **Empowering Girls:** Hosted in Mattel’s El Segundo headquarters, the initiative featured the Los Angeles Sparks players and community team and the Los Angeles Chargers street team hosting a girl empowerment introduction to basketball and football. Three-hundred children from Boys & Girls Clubs of Carson, Huntington Park Parks and Recreation, and Girls, Inc. of Los Angeles also came together to play with UCLA Health and representatives from Los Angeles’ sports teams including the Lakers, Kings, and Los Angeles Football Club (LAFC), as well as WWE superstar Tamina Snuka.
- **Supporting Summer Education:** In partnership with Save the Children, the second day of play on campus at headquarters helped launch Save the Children’s Summer Fair campaign to support children with books and educational resources during the summer months. The Library Foundation of Los Angeles also joined in welcoming approximately 300 students from LA’s BEST with a carnival-style afternoon.
- **Volunteering for Food Banks:** *Fisher-Price* gave back to food banks in the Buffalo, New York, area including FeedMore WNY, participated in Habitat for Humanity Buffalo builds, donated toys to Oishei Children’s Hospital, and held an employee planting event with Tiff Nature Preserve.
- **Mural Painting:** *MEGA* employees partnered with Colonie Sainte-Jeanne d’Arc in Canada to decorate a community space to inspire campers visiting the summer programming.
- **Promoting Disability Awareness:** Mattel EMEA promoted disability awareness by hosting events in partnership with Rencontre Extra Ordinaire and Greece.
- **Supporting Youth:** Mattel LATAM employees participated in Make-A-Wish and volunteered with organizations supporting foster youth, such as Aldeas Infantiles en Brasil and Casa Hogar DIF.
- **Volunteering for Community:** Mattel APAC offices, distribution centers, and owned and/or operated manufacturing sites created play kits, donated toys, and volunteered at local children’s organizations.
- **Raising Funds:** Mattel Canada raised funds and granted a special request with Make-A-Wish Canada.



Family-Friendly Spaces Program: Bringing Play into 33 Factories in China

In China, Mattel is a sponsor of the ESCP Family-Friendly Spaces Program, which provides participating companies with opportunities for more quality family time between their factory employees and their children.

In the summer of 2023, 33 factories participated in the Family-Friendly Spaces Program, welcoming more than 1,400 children of factory workers. Mattel donated toys to the participating children to enable them to continue playing after the program ends.

The Ruth Handler Mentorship Program

Launched in 2020, the Ruth Handler Mentorship Program, in partnership with Women in Toys, Licensing, and Entertainment (WiT), helps women at all levels of their career achieve their goals, with a focus on facilitating career development. The program offers guided, personalized mentorship between women in the industry to build skill sets, increase industry knowledge, and achieve developmental goals.

Underwritten by the Mattel Children’s Foundation and named after Ruth Handler, Mattel’s co-founder and creator of the *Barbie* brand, the program is designed to be company-agnostic.



Our Products Making a Difference

Play is the way we create meaningful impact to support children in every community we serve. We do this through our iconic brand experiences and product donations that are created for every child.

Toy Donations: Our brands truly come to life when a toy is put in the hands of a child. Mattel appreciates how toys can always put a smile on a child’s face, even when they’re battling illness or recovering from a natural disaster. As a pillar of Mattel’s giving, toy donations to children’s hospitals, schools, youth homes, shelters, orphanages, and nonprofits serving children bring our mission to life.

Play Kits: Mattel-branded play kits were developed to supply our partners who provide disaster relief with play resources for emergency situations affecting children and their families. Each play kit contains small, gender- and age-neutral items that can be shared and promotes a sense of comfort and community during what could be a very difficult time. Since 2018, thousands of play kits have been distributed worldwide to help bring play to life during every kind of crisis. Play kits are now the trademark of our employee engagement and volunteer programming and one of the most beloved programs serving communities who need it most.

Volunteerism and Disaster Relief

Our employees donate their time to support our global communities by delivering toys, organizing beautification projects, providing skills-based mentorship, participating in fundraisers, and granting wishes. We remain active across the globe helping those affected by natural disasters. We work alongside our partner organizations domestically and internationally to provide emergency relief funding and employee-matching gift programs. We also deliver Mattel-branded play kits to children’s play spaces in temporary shelters.



Brave *Barbie* Celebrates 10th Anniversary

In 2023, Mattel and the *Barbie* brand celebrated Brave *Barbie* doll’s 10th anniversary. The donation-only doll is the first of its kind in the world, created exclusively for children who are experiencing difficult medical treatments. A Barbie doll specifically designed without hair, Brave *Barbie* helps to bring smiles to children who may experience hair loss due to cancer treatment or alopecia.

Through partnership with CureSearch, UCLA Mattel Children’s Hospital, and Children’s Hospital Association, Mattel has donated over 100,000 Brave *Barbie* dolls to assist children and families during some of their toughest days. She also has been used to help mothers and parents who are experiencing difficult treatments with resulting hair loss explain their medical situation to their children.

Carlyle Nuera, the Lead *Barbie* Designer who brought this doll to life, designed Brave *Barbie* as the first *Barbie* doll without hair, and with a simple T-shirt stating “Brave, Strong, Beautiful” – words of affirmation that would be relevant to a child experiencing alopecia or cancer treatment. Throughout the design process, the *Barbie* team met with patients to incorporate elements that were meaningful to them to see in a doll with this specific purpose.

“It’s almost like it’s a quote from *Barbie*, saying to this child, ‘You are brave, you are strong, you are beautiful.’”

Carlyle Nuera, Lead Designer



Our Philanthropic Partnerships

Partnerships with nonprofits drive the Play It Forward spirit for Mattel's global philanthropy. Our partners serve children and families while leveraging our resources through existing programming and offerings. Meanwhile, partnerships between our brands and nonprofits bring our philanthropic mission to life.



Save the Children

Mattel has supported Save the Children for almost 20 years and has donated more than \$22 million for children. From responding to disasters and emergencies to investing in Save the Children's summer education programs, Mattel and Save the Children share a mission of delivering play to the children who need it most. In the U.S., Mattel supports Save the Children's early education, summer, and after-school programming in rural America. Internationally, Mattel's donations benefit Save the Children's programs across education, health, and child protection.

In 2023, in conjunction with the *Barbie* Movie and in partnership with Warner Bros. Discovery, we created a campaign tied to the record-breaking movie in support of Save the Children's girls empowerment initiative. The campaign was highlighted by a successful text-to-donate PSA featuring stars of the movie.



Make-A-Wish

Mattel helps grant wishes for children with critical illnesses around the world. At Mattel, we have brought our most iconic brands to life through the lens of some of our biggest (and even littlest) fans. When approached by Make-A-Wish to help grant a child's wish, Mattel employees pour their creativity into that child's wish experience, bringing to life the Play It Forward spirit in the most special way.



Boys & Girls Clubs of America

Mattel partners closely with the Boys & Girls Clubs of America to inspire and prepare the next generation of leaders. Mattel employees serve on local club boards, engage local clubs in mentorship activities, and supported the organization's annual Youth Leadership Keystone Conference. Each year, Mattel engages specifically with Boys & Girls Clubs to give back during Mattel's annual Play It Forward Global Volunteer Week, when hundreds of club kids join in on epic play dates on Mattel campuses.



Barbie Dream Gap Project

As the original girl empowerment brand, *Barbie* launched the *Barbie* Dream Gap Project to help level the playing field for girls globally by giving them the resources, inspiration, and support they need to believe that they can do or be anything.

The *Barbie* Dream Gap Project was established in March 2019 with a \$250,000 donation – and since then has given over \$2 million to support girls and enable them to reach their full potential.



Fostering Well-Being with *Monster High*

Recent studies show that social isolation and loneliness are a growing problem, particularly among youth,⁷² with teachers estimating that 52% of U.S. students are struggling with mental health.⁷⁵ In honor of National Bullying Awareness Month and World Mental Health Day 2023, *Monster High* announced Project Belonging.

The program is focused on creating a world where children can be their authentic selves and feel like they belong. To do this, *Monster High* partnered with On Our Sleeves, an organization dedicated to providing free resources that support belonging and help U.S. kids build healthy relationships. We are also working with [DoSomething.org](https://dosomething.org) to create resources that help students to feel welcome at the start of a new school year and bring communities together to foster belonging.

74 Declaration of a National Emergency in Child and Adolescent Mental Health, Oct. 2021, American Academy of Pediatrics, Children's Hospital Association, American Academy of Child and Adolescent Psychiatry.
73 Protecting Youth Mental Health, The U.S. Surgeon General's Advisory, Dec. 2021.



2023 Corporate Giving



350,000
toys donated



\$4.78M
retail value of toy donations



7,000
Mattel employee volunteer hours



Assurance Letters

The SCS Greenhouse Gas Footprint Verification Program has conducted a verification of GHG emissions based upon the following Scope, Objectives, and Criteria:

Verification Scope

Mattel

333 Continental Blvd
El Segundo, CA 90245
United States

Reporting Period: CY2023 (January 1, 2023 - December 31, 2023)

Geographic Boundary: Global - sites > 20,000 ft 2

Facilities, physical infrastructure, activities, technologies, and processes:
Approximately 15 manufacturing/tooling sites, 7 dormitories, 5 warehouses, 6 distribution centers, 17 offices, 5 retail stores; All sites > 20,000 ft 2 included in boundary. Manufacturing case and injection molding, tooling, sewing) Warehousing/distribution. Office Administrative activity, Retail

GHG Sources, Sinks, and/or Reservoirs:
Scope 1 - natural gas, diesel, gasoline, LPG, propane, refrigerants
Scope 2 - electricity

Boundary Method: Operational Control

GHG Gases: CO₂, CH₄, N₂O, HFCs

Level of Assurance: Limited

Materiality: +/-5% quantitative, qualitative based upon requirements specified within verification criteria

Verification Objectives

- Evaluate the organization’s GHG inventory for material discrepancies based upon the specified level of assurance
- Evaluate the organization’s GHG inventory is in conformance with the specified verification criteria

Verification Criteria

- World Resources Institute/World Business Council for Sustainable Development’s “The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)” dated March 2004
- World Resources Institute/World Business Council for Sustainable Development’s “Scope 2 Guidance Document: An Amendment to the GHG Protocol Corporate Standard” dated 2015
- CDP Investor Information Request
- ISO 14064-3: 2019 Specification with guidance for the validation and verification of GHG assertions



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This Verification Statement documents that SCS Global Services has conducted verification activities in conformance with ISO 14064-3: 2019, Specification with guidance for the validation and verification of greenhouse gas assertions. Based upon the reporting scope, criteria, objectives, and agreed upon level of assurance, SCS has issued the following verification opinion:

- ☒ Positive Verification (Limited Assurance) – No evidence was found that the GHG assertion was not prepared in all material respects with the reporting criteria

Verification Qualifications

- None

Verified Emissions

Scope	Total (tCO ₂ e)
Scope 1	13,574
Scope 2 - Location	146,790
Scope 2 - Market	142,926

Lead Verifier

DATE: 09-18-2024

Melodie Chen-Glasser, *Technical Specialist, GHG Footprint Verification Program*
Environmental Certification Services
SCS Global Services, 2000 Powell Street, Suite 600,
Emeryville, CA 94608 USA

Independent Reviewer

DATE: 09-24-2024

Michelle Hirst, *Verification Scientist*
Environmental Certification Services
SCS Global Services, 2000 Powell Street, Suite 600,
Emeryville, CA 94608 USA





Assurance Letters

The SCS Greenhouse Gas Footprint Verification Program has conducted a verification of GHG emissions based upon the following Scope, Objectives, and Criteria:

Verification Scope

Mattel

333 Continental Blvd
El Segundo, CA 90245
United States

Reporting Period: CY2023 (January 1, 2023 - December 31, 2023)

Geographic Boundary: Global - sites > 20,000 ft 2

Facilities, physical infrastructure, activities, technologies, and processes:

Approximately 15 manufacturing/tooling sites, 7 dormitories, 5 warehouses, 6 distribution centers, 17 offices, 5 retail stores; All sites > 20,000 ft 2 included in boundary

GHG Sources, Sinks, and/or Reservoirs:

Scope 3 - Cat 1 - Purchased Goods & Services
Scope 3 - Cat 2 - Capital Goods
Scope 3 - Cat 3 - Fuel & Energy Related Activities
Scope 3 - Cat 4 - Upstream Transportation & Distribution
Scope 3 - Cat 5 - Waste Generated In Operations
Scope 3 - Cat 6 - Business Travel
Scope 3 - Cat 7 - Employee Commuting
Scope 3 - Cat 9 - Downstream Transportation & Distribution
Scope 3 - Cat 11 - Use Of Sold Products
Scope 3 - Cat 12 - End Of Life Treatment
Scope 3 - Cat 14 - Franchises
Scope 3 - Cat 15 - Investments

Boundary Method: Operational Control

GHG Gases: CO₂, CH₄, N₂O, HFCs

Level of Assurance: Limited

Materiality: +/-5% quantitative, qualitative based upon requirements specified within verification criteria

Verification Objectives

- Evaluate the organization’s GHG inventory for material discrepancies based upon the specified level of assurance
- Evaluate the organization’s GHG inventory is in conformance with the specified verification criteria

Verification Criteria

- World Resources Institute/World Business Council for Sustainable Development’s “The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)” dated March 2004
- World Resources Institute/World Business Council for Sustainable Development’s “Scope 2 Guidance Document: An Amendment to the GHG Protocol Corporate Standard” dated 2015
- World Resources Institute/World Business Council for Sustainable Development’s “Corporate Value Chain (Scope 3) Accounting and Reporting Standard” dated 2011
- The CDP Investor Information Request
- ISO 14064-3: 2019 Specification with guidance for the validation and verification of GHG assertions,



Verification Opinion

This Verification Statement documents that SCS Global Services has conducted verification activities in conformance with ISO 14064-3: 2019, Specification with guidance for the validation and verification of greenhouse gas assertions. Based upon the reporting scope, criteria, objectives, and agreed upon level of assurance, SCS has issued the following verification opinion:

- ☒ Positive Verification (Limited Assurance) – No evidence was found that the GHG assertion was not prepared in all material respects with the reporting criteria

Verification Qualifications

- None

Verified Emissions

Category	Total (tCO ₂ e)
Scope 3 - Cat 1 - Purchased Goods & Services	793,480
Scope 3 - Cat 2 - Capital Goods	42,848
Scope 3 - Cat 3 - Fuel & Energy Related Activities	38,630
Scope 3 - Cat 4 - Upstream Transportation & Distribution	154,370
Scope 3 - Cat 5 - Waste Generated In Operations	2,553
Scope 3 - Cat 6 - Business Travel	20,589
Scope 3 - Cat 7 - Employee Commuting	14,029
Scope 3 - Cat 9 - Downstream Transportation & Distribution	334,154
Scope 3 - Cat 11 - Use Of Sold Products	220
Scope 3 - Cat 12 - End Of Life Treatment	107,806
Scope 3 - Cat 14 - Franchises	7,435
Scope 3 - Cat 15 - Investments	71
Total	1,516,185

Lead Verifier

DATE: 09-27-2024

Melodie Chen-Glasser, *Technical Specialist, GHG Footprint Verification Program*
Environmental Certification Services
SCS Global Services, 2000 Powell Street, Suite 600,
Emeryville, CA 94608 USA

Independent Reviewer

DATE: 09-30-2024

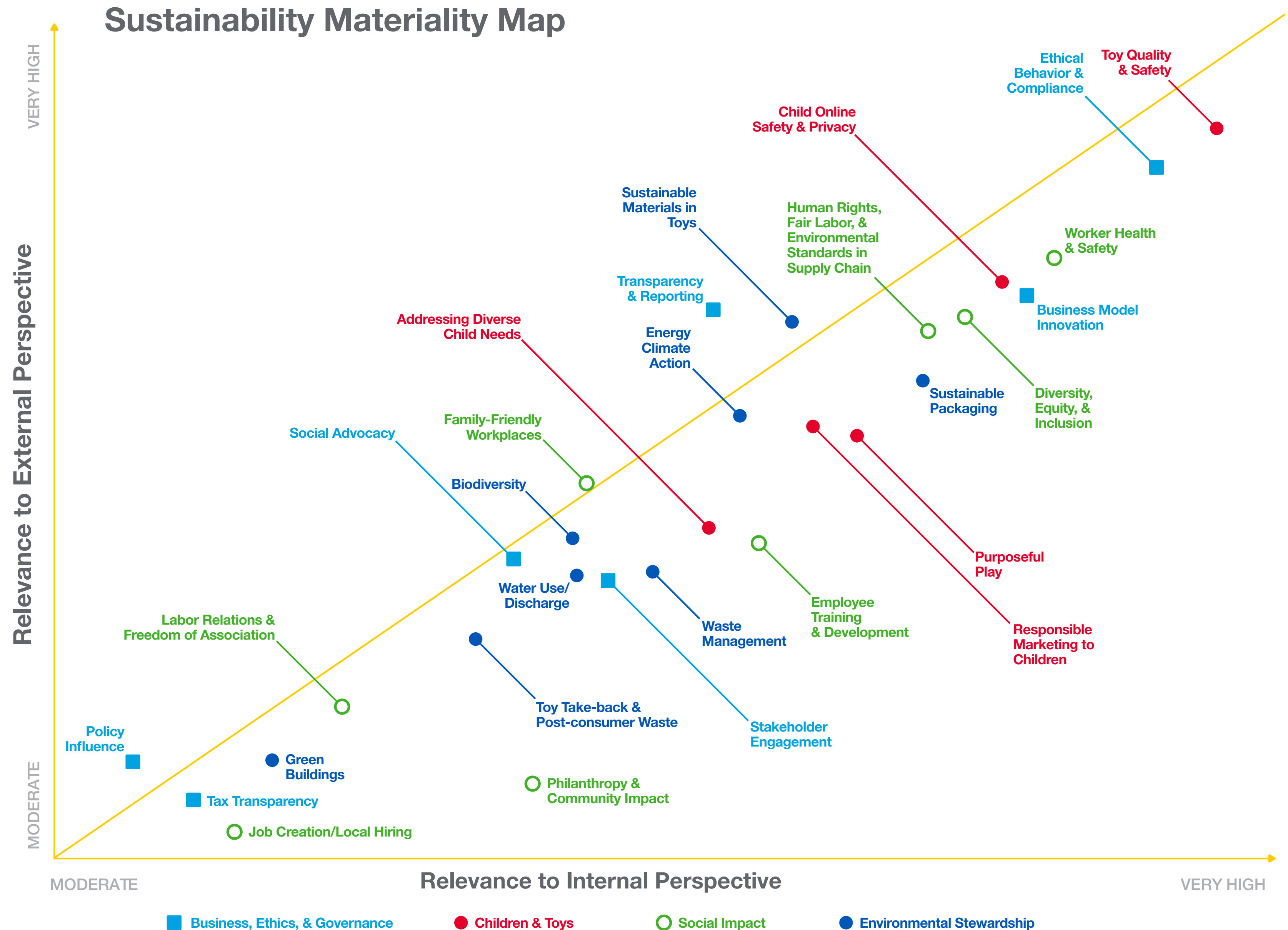
Tavis Benetti, *Lead Verifier, GHG Footprint Verification Program*
Environmental Certification Services
SCS Global Services, 2000 Powell Street, Suite 600,
Emeryville, CA 94608 USA





2020 Sustainability Materiality Matrix

For more information on our materiality assessment, see pages 16–17 of our 2020 Citizenship Report.





Supplemental Data Appendix and Indices





Cautionary Information and Forward-Looking Statements

Mattel cautions the reader that this report contains a number of forward-looking statements, which are statements that relate to the future and are, by their nature, uncertain, including with respect to Mattel’s expectations, plans, beliefs, or goals related to sustainability and social impact matters, including its products, employees, policies, programs, initiatives, activities, strategies, business, procurement, philanthropy, and other risks and opportunities, as well as statements from third parties about our sustainability and social impact performance and risk profile. Forward-looking statements can be identified by the fact that they do not relate strictly to historical or current facts and include statements regarding Mattel’s guidance and goals for future periods and other future events.

The use of words such as “anticipates,” “commit,” “expects,” “intends,” “plans,” “projects,” “look forward,” “estimates,” “goal,” “target,” “confident that,” “will,” and “believes,” among others, generally identify forward-looking statements. These forward-looking statements are based on currently available operating, financial, economic, technological, and other information and assumptions that are subject to change in the future, as well as standards for measuring progress that are still in development and are subject to a number of significant risks and uncertainties. Forward-looking statements are also aspirational, are not guarantees or promises that such related expectations, plans, targets, or goals may be met, and may be based on standards for measuring progress that are still developing, internal controls, processes that continue to evolve, and assumptions that are subject to change in the future. A

variety of factors, many of which are beyond Mattel’s control, could cause actual future results to differ materially from those projected in the forward-looking statements. Specific factors that might cause such a difference include, but are not limited to, assumptions not being realized; evolving sustainability and social impact strategies, standards, practices and methodologies; legal or regulatory developments; scientific or technological developments; changes in carbon markets or energy prices; stakeholder engagement; or other changes in circumstances, as well as the risks and uncertainties as may be described in Mattel’s filings with the SEC, including the “Risk Factors” section of Mattel’s Annual Report on Form 10-K for the fiscal year ended December 31, 2023, and subsequent periodic filings, as well as in Mattel’s other public statements.

Mattel does not update forward-looking statements and expressly disclaims any obligation to do so, except as required by law. Inclusion of information in this report is not an indication that the subject or information is material to our business, results of operations, or financial position. Website references throughout this report are provided for convenience only, and the content on the referenced websites is not incorporated by reference into this report, nor does it constitute a part of this report. We assume no liability for any third-party content contained on the referenced websites. References to the term “material” and variations thereof are distinct from, and should not be confused with, how that term is defined for SEC reporting purposes.

Sustainable Design and Development

Sustainable Packaging

Packaging Materials (GRI 301-1)	2020			2021			2022			2023		
	Weight (in metric tons)	% of Metric Tons	Progress Toward Goals	Weight (in metric tons)	% of Metric Tons	Progress Toward Goals	Weight (in metric tons)	% of Metric Tons	Progress Toward Goals	Weight (in metric tons)	% of Metric Tons	Progress Toward Goals
Total Packaging Materials¹	112,989	100%		126,660	100%		114,319	100%		106,086	100%	
Paper	91,170	80.7%	60% Recycled 39% FSC certified	101,807	80.4%	66% Recycled 32% FSC certified	91,941	80.4%	12% Recycled 86.4% FSC certified	84,109	79.3%	11% Recycled 89% FSC certified
Plastic	21,819	19.3%	38% Recycled² 0% Bio-based 98% Recyclable³	24,853	19.6%	46% Recycled² 0% Bio-based 98% Recyclable³	22,378	19.6%	83% Recycled² 0% Bio-based 98% Recyclable³	21,977	20.7%	90% Recycled² 0% Bio-based 98% Recyclable³

Plastic Packaging Materials per Unit of Production

Plastic Packaging Materials per Unit of Production				
Packaging Materials (GRI 301-1) – Plastic	2020	2021	2022	2023
Total plastic packaging materials (in metric tons)⁴	21,819	24,853	24,853	21,977
Total product production (in number of units)⁵	722,288,300	750,474,145	830,329,807	823,005,999
Plastic packaging materials/unit (in grams/unit)⁶	30.2	33.1	27.0	26.7
Year-over-year change in plastic packaging materials/unit (in %)		+9.6%	(18.6)%	(0.9)%
Change in plastic packaging materials/unit from 2020 baseline (in %)		+9.6%	(10.8)%	(11.6)%

Plastic Packaging – Recycled, Recyclable, and Bio-Based Content⁷								
	2020		2021		2022		2023	
	Weight (in MT)	Percent of Total	Weight (in MT)	Percent of Total	Weight (in MT)	Percent of Total	Weight (in MT)	Percent of Total
Virgin	13,456	62.0%	13,335	54.0%	3,862	17.0%	2,172	10.0%
Recycled content⁸	8,363	38.0%	11,518	46.0%	18,515	83.0%	19,805	90.0%
Recyclable⁹	21,387	98.0%	24,404	98.0%	21,928	98.0%	21,536	98.0%
Bio-based content	0	0%	0	0%	0	0%	0	0%
Total plastic (MT)	21,819		24,853		22,378		21,977	
YOY change in total plastic used in packaging			+13.9%		(10)%		(1.8)%	

Sustainable Wood Fiber in Products and Packaging

Sustainable Wood Fiber (GRI 301-1, GRI 301-2)¹⁰				
	2020¹¹	2021	2022	2023
Total consumption of timber-based materials (in metric tons)¹²	102,843	113,755	100,319	93,612
From sustainable origin (in % of metric tons)	97%	97.9%	98.8%	99.4%
FSC-certified original content (in % of metric tons)	45%	71.9%	86.4%	89.9%
100% recycled content	52%	26%	12.4%	9.5%
Other certified origin (in % of metric tons)	1.7%	1%	0%	0%
PEFC (Programme for the Endorsement of Forest Certification) certified	0.03%	0.01%	0%	0%
FSC controlled-wood-certified	1.7%	0.9%	0%	0%
SFI (Sustainable Forestry Initiative) -certified	N/A	0.1%	0%	0%
Not sustainable or no certification (in % of metric tons)	0.8%	1.1%	1.2%	0.6%

1 Total weight of packaging materials (in metric tons) was estimated based on Mattel internal procurement data. The data reported on total weight of packaging materials for the years from 2020 to 2022, inclusively, only includes approximately 5% of the packaging information for *MEGA* and *American Girl* products due to previous limitations on our ability to collect this information. As of 2023, this figure includes full packaging information (estimated based on Mattel internal procurement data) for all *MEGA* and *American Girl* products.

2 For data reported for the years from 2020 to 2022, inclusively, “recycled content” was defined as plastic packaging containing at least 25% or more pre-consumer recycled materials. As of 2023, this threshold was increased from 25% to 30%.

3 In this report, for the data that we previously reported from the years from 2020 to 2022, inclusively, on plastic packaging materials, “recyclable” was based on a “ready to recycle” definition. “Ready to recycle” is when packaging is designed for collection, sorting, and recycling, but where collection, sorting and recycling infrastructure may not yet be in place for the packaging to actually be recycled. In 2023, we aligned our definition of “recyclable” as regards our plastic packaging materials with the definition set forth by the Association of Plastic Recyclers (APR) in its Design Guide for Plastic Recyclability. The APR’s Design Guide provides a standardized approach as it integrates and measures compatibility against industry standard recycling criteria. Data that we have included in this report on the recyclability of our plastic packaging materials for the years from 2020 to 2022, inclusively, has been restated in line with our updated definition.

4 Total weight of plastic packaging materials (in metric tons) was estimated based on Mattel internal procurement data. The data reported on total weight of plastic packaging materials for the years from 2020 to 2022, inclusively, only includes approximately 5% of the packaging information for *MEGA* and *American Girl* products due to previous limitations on our ability to collect this information. As of 2023, this figure includes full packaging information (estimated based on Mattel internal procurement data) for all *MEGA* and *American Girl* products.

5 Total product production is estimated using Mattel internal data and represents the total number of production units shipped by Mattel through its owned and/or operated manufacturing facilities and finished goods manufacturers.

6 This figure represents the plastic packaging materials intensity ratio, which is obtained by dividing the total weight of plastic packaging materials used (in metric tons) by the number of units produced in the applicable period, and where the number of units produced is the number of production units shipped by Mattel through its owned and/or operated manufacturing facilities and finished goods manufacturers.

7 Due to rounding, figures may not sum.

8 For data reported for the years from 2020 to 2022, inclusively, “recycled content” was defined as plastic packaging containing at least 25% or more pre-consumer recycled materials. As of 2023, this threshold was increased from 25% to 30%.

9 In this report, for the data that we previously reported from the years from 2020 to 2022, inclusively, on plastic packaging materials, “recyclable” was based on a “ready to recycle” definition. “Ready to recycle” is when packaging is designed for collection, sorting, and recycling, but where collection, sorting and recycling infrastructure may not yet be in place for the packaging to actually be recycled. In 2023, we aligned our definition of “recyclable” as regards our plastic packaging materials with the definition set forth by the Association of Plastic Recyclers (APR) in its Design Guide for Plastic Recyclability. The APR’s Design Guide provides a standardized approach as it integrates and measures compatibility against industry standard recycling criteria. Data that we have included in this report on the recyclability of our plastic packaging materials for the years from 2020 to 2022, inclusively, has been restated in line with our updated definition.

10 For the purposes of this table, “sustainable” means recycled (with verified documentation) or FSC-certified content (that is, FSC 100%, FSC Mix, and FSC Recycled content); content that bears the FSC controlled wood certification has been reported under “other certified origin” due to associated high risk of deforestation). Due to rounding, percentages may not sum.

11 Due to pandemic-related data collection disruptions, we were not able to collect any data in the first half of 2020. As a result, the data reported in this table for 2020 uses data collected for the period from January 1, 2021 to June 30, 2021 as a proxy for the corresponding period in 2020.

12 Subject to note 11 above, total consumption of timber-based materials (in metric tons) was estimated based on Mattel internal procurement data, which was provided to a third-party sustainability service software provider for aggregation and reporting. The data reported on the total consumption of timber-based materials for the years from 2020 to 2022, inclusively, only includes approximately 5% of the consumption thereof for *MEGA* and *American Girl* products due to previous limitations on our ability to collect this information. This mention was inadvertently omitted in our previous reporting. As of 2023, this figure includes full consumption information (estimated based on Mattel internal procurement data) for *MEGA* and *American Girl* products. Reported data has been validated for 2020 and 2021 by the Rainforest Alliance, and for 2022 and 2023 by Preferred by Nature (other than the *American Girl* portion of the consumption data added in 2023, which represented less than 1% of the total estimated amount of timber-based materials procured by Mattel in 2023).



Responsible Sourcing and Production

Worker Health and Safety

Total Recordable Incident Rate (GRI 403-10)	2020	2021	2022	2023
Total Recordable Incident Rate (TRIR) ¹³	0.11	0.07	0.14	0.14

Advancing Climate Action Energy

Absolute Energy Consumption by Type (GRI 302-1) (in MWh)	2020	2021	2022	2023
Total Absolute Energy Consumption by Type ¹⁴	351,561	370,417	350,300	328,760
Direct Absolute Energy Consumption	76,162	77,452	72,362	66,989
Indirect Absolute Energy Consumption	275,400	292,972	277,938	261,771

Absolute Greenhouse Gas (GHG) Emissions

Absolute GHG Emissions ¹⁵							
Absolute GHG Emissions by Scope (GRI 305-1, GRI 305-2) (in metric tons of CO ₂ e)	2020	2021		2022		2023	
Total Absolute GHG Emissions (Scope 1 and 2) ¹⁶	169,581	177,367	177,477 ¹⁷	170,290	166,054 ¹⁷	160,361	156,498 ¹⁷
Scope 1 Absolute GHG Emissions	16,070	15,760		14,163		13,574	
Scope 2 Absolute GHG Emissions	153,511	161,607	161,717 ¹⁷	156,126	151,891 ¹⁷	146,790	142,926 ¹⁷
Total Scope 3 Absolute GHG Emissions ¹⁸						1,516,185	

Toward Zero-Manufacturing Waste

Mattel seeks and works with external waste management and recycling companies to dispose of and recycle our operational waste. The information in the two tables below is provided by these service providers.

Waste Generation (GRI 306-3)					
Waste by Type (in metric tons)	2019	2020	2021	2022	2023
Total Waste Generated in Operations by Type ¹⁹	21,243	16,538	20,243	23,216	21,243
Non-Hazardous Waste	19,054	14,331	17,161	20,441	18,461
Hazardous Waste	2,189	2,207	3,082	2,775	2,682

Waste Diversion (GRI 306-4)					
Waste Diversion Rate (in %)	2019	2020	2021	2022	2023
Total Waste Diversion Rate ²⁰	76%	71%	79%	73%	77%
Non-Hazardous Waste Diversion Rate	78%	71%	79%	72%	76%
Hazardous Waste Diversion Rate	65%	68%	79%	79%	79%

Efficient Use of Water (GRI 303)

As a toy manufacturer, our water consumption is relatively small compared to many other industries. Regardless, we strive to reduce water consumption through efficient operations and continuous process improvement.

Water Withdrawal (GRI 303-3) (in Cubic Meters)	2020	2021	2022	2023
Total Water Withdrawal ²¹	1,646,381	1,665,385	1,645,774	1,433,892

Thriving and Inclusive Communities

Employees by Type (GRI 102-8)	2020	2021	2022	2023
Total Number of Employees ²²	32,070	36,268	33,908	33,809
Employees (Non-Manufacturing) ²³	9,290	9,288	9,554	9,933
Manufacturing Workers	22,780	26,980	24,354	23,876

Unless otherwise specified below, the data set forth in the tables covers worldwide employees, excluding manufacturing labor employees and temporary and seasonal employees (Worldwide Employees); All figures are as of December 31.

13 TRIR is expressed as the number of recordable incidents per 100 full-time workers during a one-year period and covers all Mattel employees, contingent workers, and independent contractors performing tasks on-site at Mattel-owned and/or -operated manufacturing facilities and distribution centers. The calculation is based on a total of 200,000 hours/year, which is the benchmark established by OSHA.

14 Total absolute energy consumption is calculated based on information derived from energy bills and consumption reports for all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet. Due to rounding, amounts may not sum.

15 Absolute Scope 1 GHG Emissions defined as total Scope 1 GHG Emissions from on-site fossil fuel consumption and fleet fuel consumption. Absolute Scope 2 GHG Emissions defined as total Scope 2 GHG emissions from purchased electricity, steam, heat, or cooling. This Scope 1 and Scope 2 Emissions data is calculated for all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet. Absolute Scope 3 Emissions defined as total Scope 3 GHG Emissions, other than for Categories 8 (upstream leased assets), 10 (processing of sold products) and 13 (down leased assets) which Mattel has determined not to be relevant and which fall outside of the current reporting boundary for our Scope 3 emissions.

16 Absolute Scope 1 and 2 GHG emissions are calculated in accordance with the GHG Protocol. To estimate Scope 1 GHG emissions, Mattel uses the emissions factors set forth in the GHG Protocol. To estimate Scope 2 GHG emissions, Mattel uses location-based emissions factors.

17 This figure is calculated for all sites in the reporting boundary as described in Note 12 above, but uses a market-based emissions factor for the calculation of Scope 2 GHG emissions for certain of Mattel's manufacturing facilities (two in 2021, one in 2022 and in 2023). The market-based emissions factors are calculated for these sites based on the energy actually purchased by Mattel through energy contracts for the sites.

18 Absolute Scope 3 GHG emissions are calculated in accordance with the GHG Protocol.

19 Total waste generated in operations is primarily calculated based on information and categorization from loading documentation. A small portion of total waste generated in operations for which weight information is not available is estimated based on volume of waste shipped or estimated number of containers shipped. In addition, waste data for certain sites leased by Mattel (for which waste is managed by a landlord or other third party) is not captured and reported in our calculation of total waste generated in operations. We believe that waste data estimated based on volume of waste shipped or estimated number of containers shipped, and waste data not reported for these leased sites, represents less than 5% of Mattel's total reported waste generated by operations.

20 Total waste diversion rate is primarily calculated based on information and categorization from loading documentation. A small portion of total waste generated in operations for which weight information is not available is estimated based on volume of waste shipped or estimated number of containers shipped. In addition, waste data for certain sites leased by Mattel (for which waste is managed by a landlord or other third party) is not captured and reported in our calculation of total waste generated in operations. We believe that waste data estimated based on volume of waste shipped or estimated number of containers shipped, and waste data not reported for these leased sites, represents less than 5% of Mattel's total reported waste generated by operations.

21 Total water withdrawal, which is the total amount of water withdrawn from a surface water or groundwater source, is estimated based on information from water utility providers and is calculated for all Mattel-owned and/or -operated manufacturing sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet. Water withdrawal data for certain sites leased by Mattel (for which water is managed by a landlord or other third party) is not captured and reported in our calculation of water withdrawal. We estimate that water withdrawal data not reported for these leased sites represents less than 5% of Mattel's total reported water withdrawal.

22 Worldwide as of December 31. Includes temporary and seasonal employees

23 This excludes temporary and seasonal employees.



Employees, Non-Manufacturing

Employees by Region (GRI 2-7)	2020	2021	2022	2023
Total Employees in All Regions	8,234	8,318	8,658	11,726
Asia Pacific	2,961	3,005	3,121	3,395
Europe, Middle East, and Africa	748	756	715	892
Americas	4,525	4,557	4,822	7,439

Employees, New Hires (GRI 401-1)	2020	2021	2022	2023
Total Employee New Hires	780	1,170	1,339	935
Men	310	658	500	299
Women	448	467	737	521
Nonbinary/Gender Diverse ²⁴	N/A	10	12	12
Did Not Disclose	60	64	90	103
Total Employees, New Hires by Region				
Asia Pacific	174	285	316	195
Europe, Middle East, and Africa	60	64	90	54
Americas	546	821	933	686

Employees, New Hires (GRI 401-1)	2020	2021	2022	2023
Total Employee New Hires	780	1,170	1,339	935
Men	310	658	500	299
Women	448	467	737	521
Nonbinary/Gender Diverse	N/A	10	12	12
Did Not Disclose	22	35	90	103
Total Employees, New Hires by Region				
Asia Pacific	174	285	316	195
Europe, Middle East, and Africa	60	64	90	54
Americas	546	821	933	686

Employees by Age (GRI 102-8, GRI 405-1)	2020	2021	2022	2023
Total Employees of All Ages	8,234	8,318	8,658	11,726
Under 30 Years	1,066	1,109	1,258	2,506
30-50 Years	5,429	5,298	5,598	6,770
51 Years and Older	1,677	1,902	1,800	2,438
Age Information Unavailable	62	9	2	12

Turnover (GRI 401-1) (in %)	2020	2021	2022	2023
Turnover Rate	11.1%	13.2%	12%	14%
Voluntary Turnover Rate	5.5%	8.4%	8.2%	7%

Employee Engagement	2020	2021	2022	2023
Employee Engagement Score	77	76	80	78

Diversity and Inclusion in the Workplace

Representation of Women by Level (GRI 405-1) (in %)	2020	2021	2022	2023
Total Representation of Women ²⁵	56%	58%	57%	57%
Executive Vice President	33%	33%	33%	33%
Senior Vice President	29%	26%	25%	29%
Senior Director/Director	43%	45%	44%	44%
Senior Manager/Manager	48%	47%	50%	50%
Associate Manager/Supervisor	52%	52%	53%	54%
Professional/Staff	54%	56%	55%	56%
Women Board Members	30%	40%	40%	45%

Representation of Ethnicity by Level (GRI 405-1) (in %)	2020	2021	2022	2023
Total Representation of Ethnically Diverse Employees ²⁶	42%	44%	45%	45%
Executive Vice President	11%	8%	17%	18%
Senior Vice President	19%	14%	14%	17%
Senior Director/Director	27%	26%	27%	28%
Senior Manager/Manager	35%	38%	40%	40%
Associate Manager/Supervisor	31%	34%	41%	43%
Professional/Staff	38%	45%	46%	46%
Representation of Ethnically Diverse Board Members	30%	30%	30%	30%

Representation by Ethnicity (GRI 40-1) ²⁷							
Year	White	Hispanic/Latino	Black/African American	Asian	Two or More Races	Hawaiian/Pacific Islander	American Indian/Alaskan Native
2023	50%	22%	10%	10%	3%	0.18%	0.34%
2022	55%	22%	10%	10%	3%	0.2%	0.3%
2021	56%	21%	9%	9%	3%	0.1%	0.3%
2020	57.5%	21%	8.5%	10.5%	2.5%	0.1%	0.5%

Base Pay Equity (GRI 405-2) (in %) ²⁸	2020	2021	2022	2023
Pay Ratio by Gender ²⁹	100%	100%	100%	100%
Pay Ratio by Ethnicity ³⁰	100%	100%	100%	100%

A Family-Friendly Workplace

Parental Leave (GRI 401-3)	2020	2021	2022	2023
Employees Who Took Parental Leave (headcount) ³⁰	112	93	92	109
Men (headcount)	47	35	40	40
Women (headcount)	65	58	52	69
Employees Who Returned to Mattel After Parental Leave (in %) ³⁰	98%	98%	97.8%	1
Men (in %)	1	1	1	1
Women (in %)	97%	97%	96%	1

24 Data for this category is not available for periods prior to 2021.

25 Due to rounding, percentages may not sum. Workforce composition metrics are derived from data as collected in connection with EEO-1 reporting.

26 U.S. employees only. Due to rounding, percentages may not sum. Workforce composition metrics are derived from data as collected in connection with EEO-1 reporting.

27 U.S. employees only. Due to rounding, percentages may not sum. Workforce composition metrics are derived from data as collected in connection with EEO-1 reporting.

28 Workforce composition metrics are derived from data as collected in connection with EEO-1 reporting. For all employees performing similar work with comparable roles and experience in similar markets

29 Worldwide employees.

30 U.S. employees only.



Supplemental Indices





GRI Index

Our Global Reporting Initiative (GRI) Index contains information guided by the reporting recommendations set forth in the GRI Sustainability Reporting Standards. Please note that while we have responded in part to a number of items contained in the standards set forth by GRI, we have not responded to all such items, nor have we responded in full to all such specified items. The responses in this index are provided with respect to Mattel and its consolidated subsidiaries, unless otherwise noted. All information in this index is related to the fiscal year 2023, unless otherwise specified. This index cross-references the specific GRI Standards to related sections in Mattel's 2023 Sustainability and Social Impact Report ("Mattel Sustainability and Social Impact Report 2023"), as well as other sources of information.

GRI 2: General Disclosures 2021	References and Notes
2-1 Organizational details	Mattel, Inc. 333 Continental Blvd. El Segundo, CA 90245-5012 Mattel Sustainability and Social Impact Report 2023 – Company Overview , p. 8 2023 Form 10-K , p. 1 2023 Form 10-K , Item 1, p. 4–8, p. 26
2-2 Entities included in the organization's sustainability reporting	2023 Form 10-K , p. 4 The responses in this index are provided with respect to Mattel and its consolidated subsidiaries, unless otherwise noted.
2-3 Reporting period, frequency and contact point	Please send comments or questions about this report to sustainability@mattel.com Mattel Sustainability and Social Impact Report 2023 – About This Report , p. 4 2023 Form 10-K , p. 1
2-4 Restatements of information	There are no restatements of information.
2-5 External assurance	Mattel Sustainability and Social Impact Report 2023 – About This Report , p. 4 Mattel Sustainability and Social Impact Report 2023 – Assurance Letters , p. 61-62
2-6 Activities, value chain and other business relationships	2023 Form 10-K , Item 1, p. 4–10 Mattel Sustainability and Social Impact Report 2023 – Company Overview , p. 8 Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing , p. 43
2-7 Employees	2023 Form 10-K , Item 1, p. 9–10 Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 67-68
2-8 Workers who are not employees	Mattel does not currently report this information.

2-9 Governance structure and composition	2024 Proxy Statement , pp. 19–30, 34–38 Board of Directors Board Committees Executive Officers Mattel Sustainability and Social Impact Report 2023 – Mattel's 2024 Impact Priority Assessment , p. 12 Mattel Sustainability and Social Impact Report 2023 – Corporate Governance , p. 14-16
2-10 Nomination and selection of the highest governance body	2024 Proxy Statement , p. 19–34, 39 Guidelines on Corporate Governance Director Nominations Policy Mattel Amended and Restated Bylaws
2-11 Chair of the highest governance body	2024 Proxy Statement , p. 21, 33–34, 92 Executive Officers
2-12 Role of the highest governance body in overseeing the management of impacts	2024 Proxy Statement , p. 18, 36, 38 Governance and Social Responsibility Committee Charter Mattel Sustainability and Social Impact Report 2023 – Corporate Governance , p. 14-16 Mattel Sustainability and Social Impact Report – Responsible Sourcing and Production – Responsible Production – Climate Action , p. 40
2-13 Delegation of responsibility for managing impacts	2024 Proxy Statement , p. 18, 34–36, 38 Mattel Sustainability and Social Impact Report 2023 – Our Sustainability and Social Impact Strategy and Goals – ESG Executive Council , p. 13 Mattel Sustainability and Social Impact Report 2023 – Corporate Governance , p. 14-16
2-14 Role of the highest governance body in sustainability reporting	Mattel Sustainability and Social Impact Report 2023 – Corporate Governance – Committees of the Board and Risk Oversight – The Governance and Social Responsibility (GSR Committee) , p. 16 2024 Proxy Statement , p. 38
2-15 Conflicts of interest	Mattel Sustainability and Social Impact Report 2023 – Corporate Governance – Ethics and Compliance – Code of Conduct , p. 17
2-16 Communication of critical concerns	Mattel Sustainability and Social Impact Report 2023 – Corporate Governance – Ethics and Compliance , p. 17
2-17 Collective knowledge of the highest governance body	Mattel Sustainability and Social Impact Report 2023 – Our Sustainability and Social Impact Strategy and Goals – ESG Executive Council , p. 13 Mattel Sustainability and Social Impact Report 2023 – Corporate Governance , p. 14-16 2024 Proxy Statement , p. 18, 25
2-18 Evaluation of the performance of the highest governance body	2024 Proxy Statement , p. 39
2-19 Remuneration policies	2024 Proxy Statement , p. 42–81
2-20 Process to determine remuneration	2024 Proxy Statement , p. 42–81
2-21 Annual total compensation ratio	2024 Proxy Statement , p. 78
2-22 Statement on sustainable development strategy	Mattel Sustainability and Social Impact Report 2023 – A Letter From our Chairman and CEO , p. 7 Mattel Sustainability and Social Impact Report 2023 – Our Sustainability and Social Impact Strategy and Goals , p. 11

2-23 Policy commitments	Human Rights Principles Responsible Supply Chain Commitment Mattel Sustainability and Social Impact Report 2023 – Human Rights and Social Compliance , p. 45
2-24 Embedding policy commitments	2024 Proxy Statement , p. 18, 36, 38 Mattel Sustainability and Social Impact Report 2023 – Human Rights and Social Compliance , p. 45
2-25 Processes to remediate negative impacts	Mattel Sustainability and Social Impact Report 2023 – Corporate Governance – Ethics and Compliance , p. 17 Mattel's Code of Conduct
2-26 Mechanisms for seeking advice and raising concerns	Mattel does not currently report this information.
2-27 Compliance with laws and regulations	Mattel does not currently report this information.
2-28 Membership associations	Mattel Sustainability and Social Impact Report 2023 – Our Sustainability and Social Impact Approach – Stakeholder Engagement, Transparency, and Reporting , p. 13
2-29 Approach to stakeholder engagement	Mattel Sustainability and Social Impact Report 2023 – Mattel's 2024 Impact Priority Assessment , p. 12 Mattel Sustainability and Social Impact Report 2023 – Our Sustainability and Social Impact Strategy and Goals – Stakeholder Engagement, Transparency, and Reporting , p. 13
2-30 Collective bargaining agreements	Mattel does not currently report this information.
GRI 3: Material Topics	References and Notes
3-1 Process to determine material topics	Mattel Sustainability and Social Impact Report 2023 – Mattel's 2024 Impact Priority Assessment , p. 12
3-2 List of material topics	Mattel Sustainability and Social Impact Report 2023 – Mattel's 2024 Impact Priority Assessment , p. 12
GRI 201: Economic Performance 2016	References and Notes
3-3 Management of material topics	Mattel Sustainability and Social Impact Report 2023 – Mattel's 2024 Impact Priority Assessment , p. 12
201-1 Direct economic value generated and distributed	2023 Form 10-K , Item 7, p. 30–35 Mattel Sustainability and Social Impact Report 2023 – Thriving and Inclusive Communities – Philanthropy – 2023 Corporate Giving , p. 60
201-2 Financial implications and other risks and opportunities due to climate change	2023 Form 10-K , Item 1A, p. 12, 15–17 Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Climate Action , p. 40.
201-3 Defined benefit plan obligations and other retirement plans	2023 Form 10-K , p. 39, 41, 42, 60, 63
201-4 Financial assistance received from government	Mattel does not currently report this information.
GRI 205: Anti-corruption 2016	References and Notes
3-3 Management of material topics	Mattel Sustainability and Social Impact Report 2023 – Corporate Governance – Ethics and Compliance , p. 17 Mattel's Code of Conduct
205-1 Operations assessed for risks related to corruption	Mattel does not currently report this information.



205-2 Communication and training about anti-corruption policies and procedures	Mattel Sustainability and Social Impact Report 2023 – Corporate Governance – Ethics and Compliance , p. 17
205-3 Confirmed incidents of corruption and actions taken	Mattel does not currently report this information.
GRI 206: Anti-Competitive Behavior 2016	References and Notes
3-3 Management of material topics	Mattel Sustainability and Social Impact Report 2023 – Corporate Governance Structure - Ethics and Compliance , p. 17
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Mattel does not currently report this information.
GRI 301: Materials 2016	References and Notes
3-3 Management of material topics	Mattel Sustainability and Social Impact Report 2023 – Sustainable Design and Development , p. 19-20
301-1 Materials used by weight or volume	Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 66
301-2 Recycled input materials used	Mattel Sustainability and Social Impact Report 2023 – Sustainable Design and Development , p. 20-31 Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 66
301-3 Reclaimed products and their packaging materials	Mattel does not currently report this information.
GRI 302: Energy 2016	References and Notes
3-3 Management of material topics	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Responsible Production – Energy , p. 39
302-1 Energy consumption within the organization	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Our Performance: Responsible Sourcing and Production , p. 35 Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 67
302-2 Energy consumption outside of the organization	Mattel does not currently report this information.
302-3 Energy intensity	Mattel does not currently report this information.
302-4 Reduction of energy consumption	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Our Performance: Responsible Sourcing and Production , p. 35 Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 39
302-5 Reductions in energy requirements of products and services	Mattel does not currently report this information.
GRI 303: Water and Effluents 2018	References and Notes
3-3 Management of material topics	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Responsible Production - Water , p. 39
303-1 Interactions with water as a shared resource	Mattel does not currently report this information.
303-2 Management of water discharge-related impacts	Mattel does not currently report this information.
303-3 Water withdrawal	Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 67
303-4 Water discharge	Mattel does not currently report this information.
303-5 Water consumption	Mattel does not currently report this information.

GRI 305: Emissions 2016	References and Notes
3-3 Management of material topics	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Climate Action – Climate Metrics and Targets , p. 41
305-1 Direct (Scope 1) GHG emissions	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Our Performance: Responsible Sourcing and Production , p. 36 Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 67
305-2 Energy indirect (Scope 2) GHG emissions	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Our Performance: Responsible Sourcing and Production , p. 36 Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 67
305-3 Other indirect (Scope 3) GHG emissions	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Our Performance: Responsible Sourcing and Production , p. 36 Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 67
305-4 GHG emissions intensity	Mattel does not currently report this information.
305-5 Reduction of GHG emissions	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Our Performance: Responsible Sourcing and Production , p. 39
305-6 Emissions of ozone-depleting substances (ODS)	Mattel does not currently report this information.
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Mattel does not currently report this information. We currently only track N2O for fuels and electricity. Besides fuel use, we do not emit significant amounts of SOx.
GRI 306: Waste 2021	References and Notes
3-3 Management of material topics	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Responsible Production , p. 37
306-1 Waste generation and significant waste-related impacts	Mattel Sustainability and Social Impact Report – Responsible Sourcing and Production – Responsible Production , p. 37-38
306-2 Management of significant waste-related impacts	Mattel Sustainability and Social Impact Report 2023 – Sustainable Design and Development – Our Performance: Sustainable Design and Development: Sustainability in Our Products – 2023 Highlights: Sustainability in Packaging – 2023 Highlights , p. 20-21, 23, 29 Mattel Sustainability and Social Impact Report 2023 – Sustainable Design & Development – Circularity , p. 22 Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Responsible Production , p. 37-38

306-3 Waste generated	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Our Performance: Responsible Sourcing and Production , p. 36 Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 67
306-4 Waste diverted from disposal	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Our Performance: Responsible Sourcing and Production , p. 36 Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 67
306-5 Waste directed to disposal	Mattel does not currently report this information.
GRI 401: Employment 2016	References and Notes
3-3 Management of material topics	Mattel Sustainability and Social Impact Report 2023 – Thriving and Inclusive Communities – Our Employees , p. 52
401-1 New employee hires and employee turnover	Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 68
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Mattel does not currently report this information
401-3 Parental leave	Mattel Sustainability and Social Impact Report 2023 – Thriving and Inclusive Communities – Our Employees – A Family-Friendly Employer , p. 54 Family-Friendly Workplace Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 68
GRI 403: Operational Health and Safety 2021	References and Notes
3-3 Management of material topics	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production - Worker Health and Safety , p. 42
403-1 Occupational health and safety management system	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Worker Health and Safety , p. 42
403-2 Hazard identification, risk assessment, and incident investigation	Mattel Code of Conduct Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Worker Health and Safety , p. 42 Health and Safety of Our Employees
403-3 Occupational health services	Mattel does not currently report this information.
403-4 Worker participation, consultation, and communication on occupational health and safety	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Worker Health and Safety – Assessing Safety Processes , p. 42 Health and Safety of Our Employees
403-5 Worker training on occupational health and safety	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Health and Safety Training , p. 42
403-6 Promotion of worker health	Mattel Code of Conduct Health and Safety of Our Employees



403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Worker Health and Safety – Assessing Safety Processes , p. 42 Health and Safety of Our Employees
403-8 Workers covered by an occupational health and safety management system	Mattel does not currently report this information.
403-9 Work-related injuries	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Worker Health and Safety , p. 42 Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 67
403-10 Work-related ill health	Mattel does not currently report this information.
GRI 404: Training and Education 2016	References and Notes
3-3 Management of material topics	Mattel Sustainability and Social Impact Report 2023 – Thriving and Inclusive Communities – Our Employees , p. 52
404-1 Average hours of training per year per employee	Mattel does not currently report this information.
404-2 Programs for upgrading employee skills and transition assistance programs	2023 Form 10-K , p. 10 Mattel Sustainability and Social Impact Report 2023 – Our Employees – Career Development , p. 55
404-3 Percentage of employees receiving regular performance and career development reviews	Percentage of employees that participated in regular career development reviews – 80%* Percentage of employees that participated in regular performance reviews* (a) 55% – Female (b) 43.7% – Male (c) 0.23% – Nonbinary/Gender Diverse (d) 1.07% – Did Not Disclose *Includes all global employees, including professional manufacturing employees but excluding direct and indirect manufacturing labor.
GRI 405: Diversity and Equal Opportunity 2016	References and Notes
3-3 Management of material topics	Mattel Sustainability and Social Impact Report 2023 – Thriving and Inclusive Communities – Diversity, Equity, & Inclusion , p. 52
405-1 Diversity of governance bodies and employees	2024 Proxy Statement , p. 28 Mattel Sustainability and Social Impact Report 2023 – Corporate Governance – Board of Directors – Diversity of Our Board , p. 15 Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 68
405-2 Ratio of basic salary and remuneration of women to men	Mattel Sustainability and Social Impact Report 2023 – Thriving and Inclusive Communities – Our Performance: Thriving and Inclusive Communities , p. 47 Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix , p. 68

GRI 406: Non-discrimination 2016	References and Notes
3-3 Management of material topics	Mattel Sustainability and Social Impact Report 2023 – Thriving and Inclusive Communities - Our Employees , p. 52
406-1 Incidents of discrimination and corrective actions taken	Mattel does not currently report this information.
GRI 407: Freedom of Association and Collective Bargaining 2016	References and Notes
3-3 Management of material topics	Mattel Code of Conduct
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Responsible Sourcing – Responsible Supply Chain Commitment , p. 43
GRI 408: Child Labor 2016	References and Notes
3-3 Management of material topics	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Responsible Sourcing: Assessing Supplier Risk: Human Rights and Social Compliance , p. 45
408-1 Operations and suppliers at significant risk for incidents of child labor	Human Rights Principles Modern Slavery Statement Responsible Supply Chain Commitment Ethical Sourcing Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Responsible Sourcing: Assessing Supplier Risk: Human Rights and Social Compliance , p. 45
GRI 409: Forced or Compulsory Labor 2016	References and Notes
3-3 Management of material topics	Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Responsible Sourcing: Assessing Supplier Risk: Human Rights and Social Compliance , p. 45
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights Principles Modern Slavery Statement Responsible Supply Chain Commitment Ethical Sourcing Mattel Sustainability and Social Impact Report 2023 – Responsible Sourcing and Production – Responsible Sourcing: Assessing Supplier Risk: Human Rights and Social Compliance , p. 45
GRI 415: Public Policy 2016	References and Notes
3-3 Management of material topics	Mattel Code of Conduct Mattel Sustainability and Social Impact Report 2023 – Corporate Governance – Ethics and Compliance – Political Contributions Policy , p. 17
415-1 Political Contributions	Corporate Political Expenditures Related Disclosures Mattel Sustainability and Social Impact Report 2023 – Corporate Governance – Ethics and Compliance – Political Contributions Policy , p. 17



SASB Index

Our SASB Index contains information guided by the reporting recommendations set forth in the Sustainability Accounting Standard for Toys and Sporting Goods (SASB Standards). Please note that while we have responded in part to a number of items contained in the SASB Standards, we have not responded to all such items, nor have we responded in full to all such specified items. The responses in this index are provided with respect to Mattel and its consolidated subsidiaries, unless otherwise noted. All information in this index is related to the fiscal year 2023, unless otherwise specified. This index cross-references the specific SASB Standards and references related sections in the Mattel Sustainability and Social Impact Report 2023, as well as other sources of information.

Toys and Sporting Goods Standard

Topic	Metric	Code	Response
Chemical & Safety Hazards of Products	(1) Number of recalls and (2) total units recalled	CG-TS-250a.1	(1) 1 product recall in FY23. (2) Approximately 21,000 units of recalled product had been distributed in the United States in FY23.
	Total amount of monetary losses as a result of legal proceedings associated with product safety	CG-TS-250a.2	Mattel does not currently report this information.
	Discussion of processes to assess and manage risks or hazards associated with chemicals in products	CG-TS-250a.3	Mattel Sustainability and Social Impact Report 2023 - Sustainable Design and Development — Sustainable Product and Packaging — Mindful of Materials p. 27
Labor Conditions in the Supply Chain	Number of facilities audited to a social responsibility code of conduct	CG-TS-430a.1	2,912 facilities in 2023, including licensee facilities
	Direct suppliers’ social responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) priority non-conformances and (b) other non-conformances	CG-TS-430a.2	1) 75.6% 2a) 100% 2b) 100%
Activity Metric		Code	Response
Annual production		CG-TS-000.A	Mattel Sustainability and Social Impact Report 2023 – Sustainable Design and Development – Our Performance: Sustainable Design and Development , p. 21 Mattel Sustainability and Social Impact Report 2023 – Supplemental Data Appendix – Sustainable Design and Development – Sustainable Packaging – Plastic Packaging Materials per Unit of Production , p. 21
Number of manufacturing facilities, percentage outsourced		CG-TS-000.B	2023 Form 10-K , p. 32

Media & Entertainment Standard

Topic	Metric	Code	Response
Media Pluralism	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) professionals, and (d) all other employees	SV-ME-260a.1	Please refer to the table titled “Diversity and Inclusion in the Workplace” in the Supplemental Data Appendix , p. 68
	Description of policies and procedures for ensuring pluralism in news media content	SV-ME-260a.2	This metric is not applicable because Mattel does not produce any news programs.
Journalistic Integrity & Sponsorship Identification	Total amount of monetary losses as a result of legal proceedings associated with libel or slander	SV-ME-270a.1	Mattel does not currently report this information
	Revenue from embedded advertising	SV-ME-270a.2	Mattel does not currently report this information
	Description of approach for ensuring journalistic integrity of news programming related to: (1) truthfulness, accuracy, objectivity, fairness, and accountability, (2) independence of content or transparency of potential bias, and (3) protection of privacy and limitation of harm	SV-ME-270a.3	This metric is not applicable because Mattel does not produce any news programs.
Intellectual Property Protection & Media Piracy	Description of approach to ensuring intellectual property (IP) protection	SV-ME-520a.1	Mattel Code of Conduct , p. 20–22
Activity Metric		Code	Response
(1) Total recipients of media and the number of (2) households reached by broadcast TV, (3) subscribers to cable networks, and (4) circulation for magazines and newspapers		SV-ME-000.A	Mattel does not currently report this information.
Total number of media productions and publications produced		SV-ME-000.B	Mattel does not currently report this information.

UN SDGs

Our United Nations Sustainability Development Goals (UN SDGs) Index contains information guided by the reporting recommendations set forth in the UN SDGs. Please note that while we have responded in part to a number of items contained in the UN SDGs, we have not responded to all such items, nor have we responded in full to all such specified items. The responses in this index are provided with respect to Mattel and its consolidated subsidiaries, unless otherwise noted. All information in this index is related to the fiscal year 2023, unless otherwise specified. This index cross-references the specific UN SDGs and references related sections in the Mattel Sustainability and Social Impact Report 2023, as well as other sources of information.

Relevant Sustainable Development Goal	Example Mattel Gave	Location in SSI Report
SDG 3 – Good Health and Well-Being	<p>Mattel has supported Save the Children for almost 20 years and has donated more than \$22 million for children. From responding to disasters and emergencies to investing in Save the Children’s summer education programs, Mattel and Save the Children share a mission to deliver play to the children who need it most. In the U.S., Mattel supports Save the Children’s early education, summer, and after school programming in rural America. Internationally, Mattel’s donations benefit Save the Children’s programs across education, health, and child protection.</p> <p>In 2023, in conjunction with the <i>Barbie</i> movie and in partnership with Warner Bros. Discovery, we worked with Save the Children to support girls’ empowerment and help girls everywhere achieve their dreams.</p>	Philanthropy Our Philanthropic Partnerships Save the Children
SDG 4 – Quality Education	<p>Launched in 2020, The Ruth Handler Mentorship Program, in partnership with Women in Toys, Licensing, and Entertainment (WiT), helps women at all levels of their career achieve their goals, with a focus on facilitating career development. The program offers guided, personalized mentorship between women in the industry to build skill sets, increase industry knowledge, and achieve developmental goals.</p> <p>Underwritten by the Mattel Children’s Foundation and named after Ruth Handler, Mattel’s co-founder and creator of the <i>Barbie</i> brand, the program is designed to be company-agnostic.</p>	Philanthropy Our People Giving Back The Ruth Handler Mentorship Program
SDG 5 – Gender Equality	<p>As the original girl empowerment brand, <i>Barbie</i> launched the <i>Barbie</i> Dream Gap Project to help level the playing field for girls globally by giving them the resources, inspiration, and support they need to believe that they can do or be anything.</p> <p>The <i>Barbie</i> Dream Gap Project was established in March 2019 with a \$250,000 donation – and since then has given over \$2 million to support girls and enable them to reach their full potential.</p>	Philanthropy Our Philanthropic Partnerships Barbie Dream Gap Project

Relevant Sustainable Development Goal	Example Mattel Gave	Location in SSI Report
SDG 8 – Decent Work and Economic Growth	<p>Our Human Rights Principles set forth our commitment to respect the rights provided in the International Bill of Human Rights, the principles supported by the United Nations’ Universal Declaration of Human Rights, and the International Labour Organization’s (ILO) Declaration on Fundamental Principles and Rights at Work. We believe that human rights – which are the fundamental rights, freedoms, and standards of treatment belonging to all human beings – must be respected, and that business has an important role to play in ensuring this.</p> <p>Human rights in our operations focus on respecting the rights and differences of all workers in our supply chain, and protecting the rights and well-being of children.</p> <p>We work with organizations to help address working conditions, improve livelihoods, combat modern slavery, child labor.</p> <p>One organization we partner with is the Mekong Club – an association of private-sector companies in the retail, manufacturing, hospitality, and banking sectors – to work together to eliminate modern slavery. We support International Labour Organization (ILO) conventions 138 and 182 on the prohibition of child labor, and 29 and 105 on the elimination of forced or mandatory labor. Our approach is modeled on recognized standards, such as the ILO standards and the Universal Declaration of Human Rights.</p> <p>We do not tolerate the exploitation of children and expect our supply chain partners to adhere to Mattel’s RSCC, which states that no supplier shall employ or otherwise engage anyone below the age required by law.</p> <p>Sourcing conflict-free minerals in our products further advances our commitment to responsible practices. We do not condone human rights abuses or violence in any form, and therefore take steps to ensure that minerals procured for use in our products do not support conflicts in the Democratic Republic of the Congo or adjoining countries. In this regard, we perform due diligence aimed at avoiding the use of minerals that benefit armed groups in these countries, in accordance with the Organisation for Economic Co-operation and Development (OECD)’s Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.</p> <p>Learn more in our Modern Slavery Act Transparency Statement.</p>	Human Rights and Social Compliance Combating Modern Slavery and Child Labor



Relevant Sustainable Development Goal	Example Mattel Gave	Location in SSI Report
SDG 11 – Sustainable Cities and Communities	<p>In 2023, our new Indonesian molding center – designed to support the production of dolls – was awarded a LEED Gold Certification for New Buildings and Construction by the US Green Building Council.</p> <p>With this new building, the center has expanded its output capacity by approximately 50%. The new molding center is aligned with Mattel's absolute Scope 1 and 2 GHG reduction goal, featuring elements of energy-efficient building design, manufacturing processes designed to increase energy efficiency, and the use of renewable solar energy generated through the solar project. The building has received the highest LEED ranking of any Mattel building to date. Its key features include:</p> <p>Glass block façade design to optimize natural light during the daytime while preventing excessive heat</p> <p>Rainwater collection for reuse in the building management software to monitor and optimize electricity use for the building's different facility systems</p> <p>Approval for solar roof installation</p> <p>Centrally controlled heating, ventilation and air-conditioning (HVAC) system combined with indirect evaporative cooling for energy efficiency</p>	<p>Climate Action</p> <p>Climate Metrics and Targets</p> <p>New Molding Center Awarded LEED Gold</p>
SDG 12 – Responsible Consumption and Production	<p>Our Performance: Sustainable Design and Development</p> <p>Throughout 2023, we have continued to integrate circular design principles and materials that are more sustainable into our packaging and certain products. Our product design and development, package engineering, and procurement teams worked together on these integrations, with a continued emphasis on using materials certified under third-party sustainability certification schemes in certain products and packaging. We further decreased our usage of single-use plastic in our packaging in 2023 compared to 2022.</p> <p>This year:</p> <p>90% of our plastic packaging included recycled content.</p> <p>98% of our plastic packaging was recyclable.¹⁸</p> <p>We reduced plastic packaging by 11.6% per product compared to the 2020 baseline.</p> <p>We achieved 99.4% recycled or FSC-certified content in the paper and wood fiber used in our products and packaging, as validated by Preferred by Nature, exceeding our goal of 95%.</p> <p>We also continued to improve our data gathering capabilities for both our paper and plastic packaging materials, with a view to providing a more complete picture of our material usage. In refining our data collection process over time, we will be better able to understand our material usage and develop effective strategies to improve our performance in this area.</p>	<p>Sustainable Design and Development</p>

Relevant Sustainable Development Goal	Example Mattel Gave	Location in SSI Report
SDG 13 – Climate Action	<p>We are committed to improving the efficiency of our energy use in operations, shifting toward renewable energy sources, reducing our GHG emissions, and communicating our progress.</p> <p>One of Mattel's current goals is to reduce absolute Scope 1 and Scope 2 GHG emissions 50% by 2030 (versus our 2019 baseline). To achieve this, we are currently using multiple levers, including reducing the amount of energy we consume through building and equipment upgrades, more automated controls, as well as purchasing electricity (PPAs) from renewable sources. We expect to continue prioritizing demand reduction and low- or no-carbon energy sources over carbon sequestration or capture.</p>	<p>Climate Action</p>



Global
Sustainability
& Social Impact