



Purposeful Play



Mattel, Inc. 2022 Citizenship Report

PLAY IS THE WAY

MATTEL

our purpose

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

our mission

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



Introduction



About this Report

This report covers our 2022 progress related to our environmental, social, and governance (ESG) strategy and goals. The information and data in this report, unless otherwise indicated, relates to the calendar year ended December 31, 2022 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 certain information through June 2023, to provide more comprehensive, current insights into our ESG program. 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. Additional GRI information and data tables can be found in the GRI Supplemental Data Appendix and Index to this report.

The Scope 1 and 2 greenhouse gas (GHG) emissions data disclosed in this report has been verified by an independent third party, SCS Global Services. A certificate of their limited level of assurance can be found at the back of this report.

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 corporate responsibility matters, including its products, employees, sustainability and environmental matters, policies, programs, initiatives, activities, strategies, business, procurement, philanthropy, and other risks and opportunities, as well as statements from third parties about our ESG 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, and 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 ESG strategies, 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, 2022, 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 such term is defined for SEC reporting purposes.

Note

Materiality, as used in this report, and our sustainability materiality assessment process is different than when used in the context of U.S. Securities and Exchange Commission (SEC) disclosure obligations. Any issues deemed material for purposes of this report and for purposes of determining our ESG strategy may not be considered material for SEC 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.



Table of Contents

03 Introduction	20 Thriving and Inclusive Communities
03 About this Report	<i>Purposeful Play</i>
<i>Cautionary Information and Forward-Looking Statements</i>	24 Diversity, Equity, & Inclusion (DE&I)
05 Letter from Our Chairman and CEO	<i>Progress Toward Goals</i>
06 2022 Year in Review	<i>Highlights on Progress</i>
07 Materiality Assessment	26 Employee Programs
<i>ESG Oversight</i>	<i>Coming Together in Employee Networks</i>
<i>ESG Strategy and Goals</i>	<i>Global Engagement Survey</i>
09 Sustainable Design and Development	27 Philanthropy
09 Product Quality and Safety	<i>Magnifying the Benefits of Play</i>
<i>Medical and Scientific Safety Council</i>	<i>Create Access to Play</i>
10 Sustainable Materials in Toys and Packaging	<i>Prepare the Next Generation</i>
<i>Progress Toward Goals</i>	<i>Strengthen Communities</i>
<i>Mattel PlayBack Progress</i>	29 Global Reporting Initiative (GRI)
<i>Celebrating Women Pioneers with the Jane Goodall Institute</i>	Supplemental Data Appendix and Index
<i>Barbie Eco-Leadership Team Collection</i>	29 GRI Supplemental Data Appendix
<i>A Sustainable Drive Down Memory Lane with Matchbox</i>	34 GRI Index
13 Circularity	37 Assurance Letter
<i>Design for Circularity Playbook</i>	
<i>The Mattel Sustainable Material Assessment Funnel</i>	
<i>Product Life Cycle Assessments</i>	
<i>Packaging Life Cycle Assessments</i>	
15 Responsible Sourcing and Production	
<i>Worker Health and Safety</i>	
<i>Human Rights and Social Compliance</i>	
17 Advancing Climate Action	
<i>GHG Reduction Roadmap</i>	
<i>Progress Toward Goals</i>	
18 Waste Management	
<i>Toward Zero-Manufacturing Waste</i>	
<i>Progress Toward Goals</i>	
19 Ethical Sourcing	
<i>Responsible Sourcing Working Group</i>	
<i>IETP Gender Equality Program</i>	
<i>Cotton Fiber Source Mapping</i>	





Letter from Our Chairman and CEO

On behalf of the entire Mattel global team, I am pleased to share our 2022 Citizenship Report.

Despite a challenging macroeconomic environment, the organization performed very well in 2022. We reaffirmed our purpose to empower the next generation to explore the wonder of childhood and reach their full potential, and our mission to create innovative products and experiences that inspire, entertain, and develop children through play.

In 2022, we advanced our ESG strategy and goals, which reflect the areas where Mattel believes it can have the greatest impact:

- Sustainable Design and Development
- Responsible Sourcing and Production
- Thriving and Inclusive Communities

We announced a new goal under our Sustainable Design and Development pillar to reduce plastic packaging by 25% per product by 2030.¹ We also launched new sustainable products, highlighted by the Dr. Jane Goodall *Inspiring Women* Doll, which was named one of TIME Magazine’s Best Inventions of 2022, as well as the *Barbie* Career of the Year *Eco-Leadership Team*. Both offerings are certified as *CarbonNeutral*^{®2} products and made from recycled ocean-bound plastic.³

With respect to Responsible Sourcing and Production, we further developed action plans to help achieve our Scope 1 and 2 GHG emissions-reduction and zero-manufacturing waste goals. In 2022, we reduced our energy consumption and absolute Scope 1 and 2 GHG emissions from 2021.⁴

In support of Thriving and Inclusive Communities, we maintained 100% base pay equity by gender globally and by ethnicity in the U.S.⁴ In addition, our commitment to fostering an inclusive culture was recognized by Forbes, Fast Company, and the Great Place to Work[®] Institute, among others. For the third year in a row, Mattel received a perfect score of 100 on the Human Rights Campaign Foundation’s Corporate Equality Index, the nation’s foremost benchmarking survey measuring corporate policies and practices related to LGBTQ+ workplace equality.

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

“Mattel takes its role as a responsible corporate citizen very seriously, and our aim is to contribute to a more diverse, equitable, inclusive, and sustainable future.”

On behalf of the entire leadership team at Mattel, we thank all our dedicated employees around the world who make our continued progress possible, and to our external stakeholders for their encouragement and support in this important area for our company.

Sincerely,

Ynon Kreiz
Chairman and Chief Executive Officer

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.



1. Versus 2020 baseline. Changes are calculated based on the plastic packaging materials intensity ratio, which is obtained by dividing the total volume 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.

2. *Barbie Eco-Leadership Team* and *Barbie Inspiring Women* Dr. Jane Goodall dolls are *CarbonNeutral*[®] products, certified by [Climate Impact Partners](#), specialists in carbon market solutions for climate action. To achieve the *CarbonNeutral*[®] product certification – which indicates a current state achieved when the net GHG emissions associated with an entity, product, or activity is zero for a defined duration – Mattel performed a third-party life cycle assessment and purchased carbon offsets (approximately 189 metric tons of carbon dioxide equivalents) from the Ghana Community Reforestation, Mississippi Valley Reforestation, and Australia Native Forest Restoration projects.

3. Doll plastic parts made from approximately 90% plastic sourced within 50 km of waterways in areas lacking formal waste collection systems; doll head and hair excluded.

4. Please see GRI Supplemental Data Appendix for details.



2022 Year in Review

Mattel at a Glance



Approximately \$5.4 billion in net sales



More than 150 countries where products sold

Core Owned Brands



External Recognition⁵

- Ranked the #1 toy company in the U.S. for the 29th consecutive year, and #2 in Europe, #1 in Latin America, and #2 in Australia in 2022.
- #1 company globally in each leader category: Dolls; Vehicles; and Infant, Toddler, and Preschool.
- Each of our Power Brands (*Barbie*, *Hot Wheels*, and *Fisher-Price*) were the #1 global property in their respective categories.
- *Barbie*: #1 global property in the Dolls supercategory and #2 global toy property overall.
- 490,000+ stores that sell our products.

#1
Global Doll Property



Our Workforce in 2022

24,354⁶
manufacturing
labor employees

8,658⁷
non-manufacturing
labor employees

35
countries in which
we operate

57%⁷
of employees
are women

45%⁷
of our U.S.
employees are
ethnically diverse

100%⁸
global base
pay equity

40%
of our Board
members are
women

48%⁷
of our managers
and above are
women

Environment and Social Performance in 2022

14%⁹

reduction in absolute Scope
1 and 2 GHG emissions versus 2019

C

2022 CDP
Forest score

C

2022 CDP
Climate score

\$8M

in toy donations
in 2022

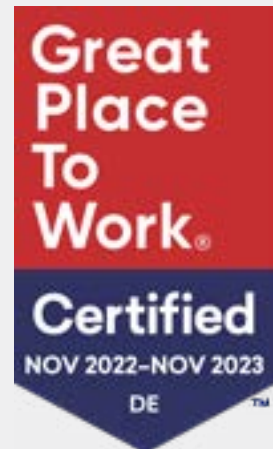
0.14⁹

total recordable incident rate,
a 43% improvement since 2017

74%⁹

waste diversion
rate in 2022

Awards



2022
HEALTHIEST 100TM
scored by Springbuk



- **Forbes:** World's Best Employers 2022
- **Forbes:** World's Top Female-Friendly Companies 2022
- **Forbes:** Mexico's Best Employers 2022
- **Untapped:** 'The Top 75 Internship Programs 2022'

- **Seramount:** 100 Best Companies 2022
- **Newsweek:** America's Most Trustworthy Companies 2022
- **Fast Company:** Best Workplaces for Innovators 2022
- **50/50 Women on Boards:** Award for achieving a gender-balanced board

5. Source: Circana/Consumer Tracking Service (Annual 1994-2010), Circana/Retail Tracking Service (Annual 2011-2022)/U.S., EU5, LATAM (MX+BR), Australia/Total Toys/USD; Source:Circana/Retail Tracking Service/G10(U.S., CA, MX, BR, AU, GE, SP, IT, UK, FR)/2022/Dolls, Vehicles, Infant Toddler and Preschool supercategories/Projected USD; Source: Circana/Retail Tracking Service/G10(U.S., CA, MX, BR, AU, GE, SP, IT, UK, FR)/2022/Dolls, Vehicles, Infant Toddler & Preschool supercategories/Projected USD; Source: Circana/Retail Tracking Service/G10(U.S., CA, MX, BR, AU, GE, SP, IT, UK, FR)/2022/Dolls supercategory Total Toys/Projected USD.

6. Approximate figures are as of December 31, 2022 and include temporary and seasonal employees.

7. Please see GRI Supplemental Data Appendix for further details.

8. By gender (worldwide employees) and by ethnicity (U.S. employees). Representation as of December 31, 2022 for employees performing similar work with comparable roles and experience in similar markets, excluding manufacturing labor and temporary and seasonal employees. Please see GRI Supplemental Data Appendix for further details.

9. Please see GRI Supplemental Data Appendix for further details.



Materiality Assessment



Understanding our impact to focus our actions.

For the purposes of our ESG strategy, we aim to periodically conduct an ESG materiality assessment, with the most recent having took place in 2020. Through these assessments, we seek to identify and better understand the ESG topics that are of most interest to our stakeholders, including investors, customers, suppliers, regulators, thought leaders, non-governmental organizations (NGOs), and Mattel employees and management. These assessments also provide further opportunities for stakeholder engagement and help us determine priorities, opportunities, risks, and trends in our industry, in line with our commitment to advancing practices and enhancing ESG transparency.

The sustainability materiality assessment matrix to the right provides an overview of the top ESG topics related to our industry and company. While all topics are considered when reviewing our ESG initiatives, we focus primarily on those in the top-right quadrant to inform the core of our strategy, given their relevance to stakeholders and our business.

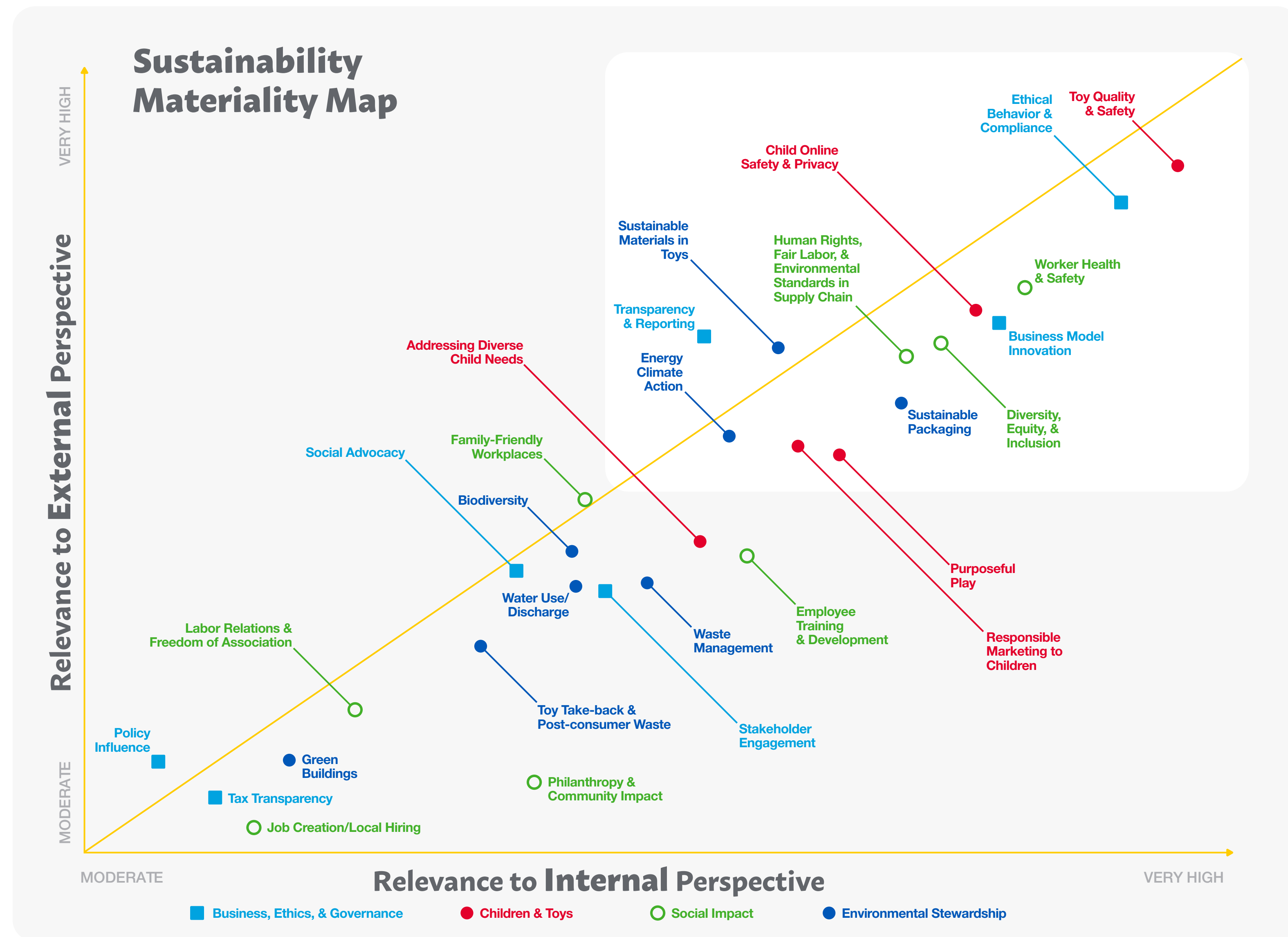
ESG Oversight

Our ESG Executive Council is chaired by Mattel's Chairman and CEO and composed of key senior executives. The Council defines our ESG strategy and goals. It also evaluates and approves programs and plans that advance our ESG practices in support of Mattel's purpose and objectives, focusing on key workstreams designed to reinforce our ESG strategy and goals.

The Council aims to meet monthly to provide updates on progress toward goals and to review new programs, plans, and recommendations. It periodically reports to the Board's Governance and Social Responsibility Committee, providing updates on progress toward Mattel's ESG programs and plans.

The Governance and Social Responsibility Committee assists the Board in overseeing and reviewing ESG matters, such as sustainability; corporate citizenship; community involvement; global manufacturing principles; public policy; environmental, health, and safety matters; and diversity, equity & inclusion (DE&I). The Committee works with the Board to oversee how Mattel fosters its culture, receiving regular updates on workforce management, including DE&I initiatives.

For more information on our materiality assessment, see pages 16–17 of our [2020 Citizenship Report](#).



ESG Strategy and Goals



Sustainable Design and Development

What we do

Strategy

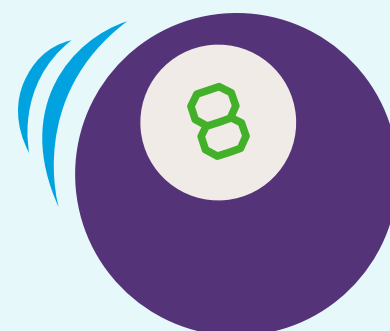
Develop innovative products and experiences that are better for our world by integrating sustainable materials and principles of product stewardship and circular design.

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)¹⁰

Priorities

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



Responsible Sourcing and 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)¹¹
- Achieve zero-manufacturing waste¹² by 2030

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 and 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



10. Changes are calculated based on the plastic packaging materials intensity ratio, which is obtained by dividing the total volume 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.

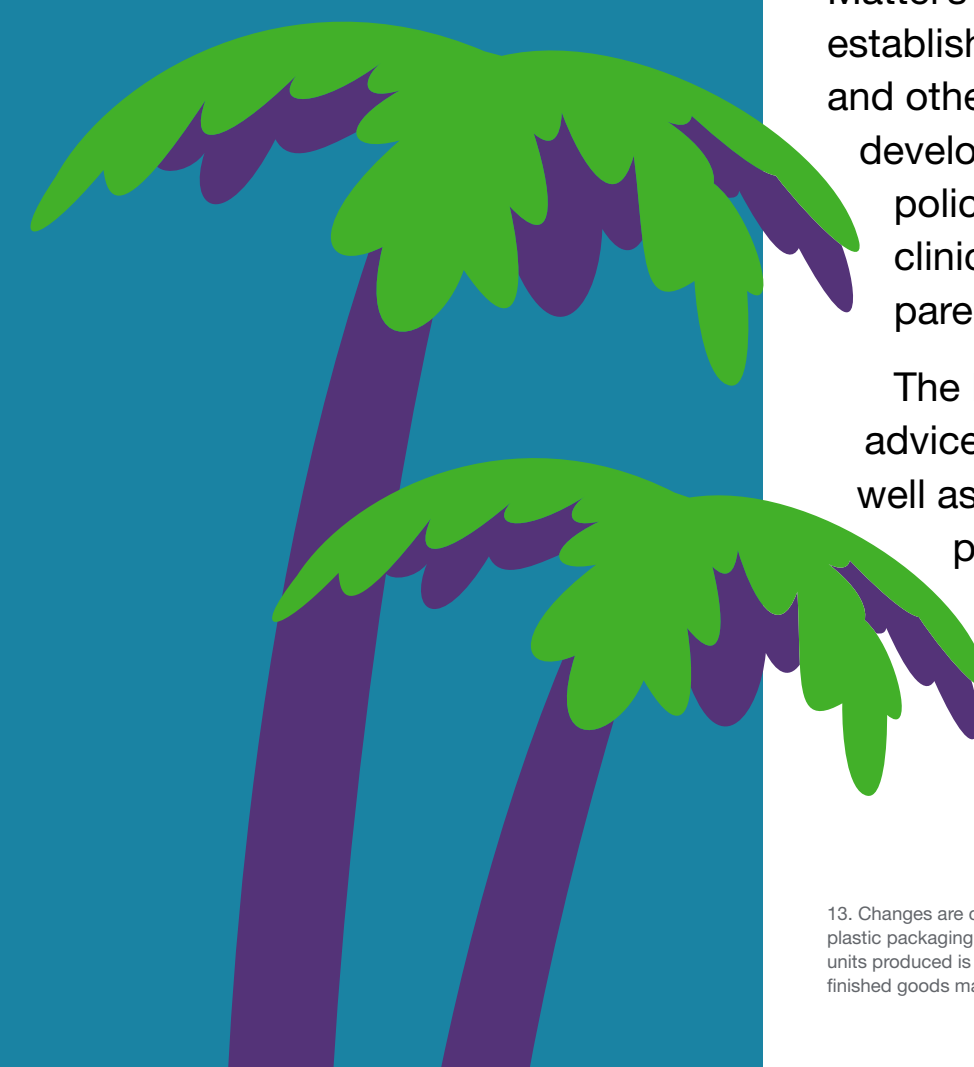
11. Absolute Scope 1 and 2 GHG emissions is defined as total Scope 1 GHG emissions from on-site fossil fuel consumption, fleet fuel consumption, and fugitive emissions from refrigerants, and total Scope 2 GHG emissions from purchased electricity, steam, heat, or cooling. Applies to all Mattel-owned and/or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

12. Defined as 90% of manufacturing waste being either diverted from the landfill or incinerated with energy recovery, except where otherwise directed by local regulations.



Sustainable Design and Development

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



01

Achieve 100% recycled, recyclable, or bio-based plastic materials in our products and packaging by 2030

02

Maintain 95% recycled or Forest Stewardship Council (FSC)-certified content in the paper and wood fiber used in our products and packaging

03

Reduce plastic packaging by 25% per product by 2030 (versus 2020 baseline)¹³

Product Quality and Safety

Medical and Scientific Safety Council

Mattel's [Medical and Scientific Safety Council](#) (MSSC) – established in March 2021 – comprises leading pediatricians and other professionals with experience in early 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 2022, including an in-person meeting at our corporate headquarters in September. Two new members have joined the Council since the beginning of 2023: a child psychologist and an expert on human factors and product safety.

13. Changes are calculated based on the plastic packaging materials intensity ratio, which is obtained by dividing the total volume 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.



Sustainable Materials in Toys and Packaging

We strive to design toys that bring joy while considering their impact on the environment. It’s why we aim to integrate more sustainable materials into our toys and packaging.

Progress Toward Goals

- Expanded the use of 30% post-industrial recycled PET (polyethylene terephthalate) to all our window cartons and blister packs in 2022 (versus most window cartons and blister packs in 2021).
- Released the Dr. Jane Goodall *Inspiring Women* doll in collaboration with the Jane Goodall Institute. The doll comes in plastic-free windowless packaging, is made from recycled ocean-bound plastic,¹⁴ and is a certified *CarbonNeutral*® product.¹⁵ It was included among the TIME Magazine [Best Inventions of 2022](#).
- Completed audit of several facilities in our soft goods supply chain that process recycled PET used in fabrics to understand and ensure the post-consumer recycled (PCR) fabrics we use meet or exceed applicable European product safety standards.

14. Doll plastic parts made from approximately 90% plastic sourced within 50 km of waterways in areas lacking formal waste collection systems; doll head and hair excluded.

15. *Barbie Eco-Leadership Team* and *Barbie Inspiring Women* Dr. Jane Goodall dolls are *CarbonNeutral*® products, certified by [Climate Impact Partners](#), specialists in carbon market solutions for climate action. To achieve *CarbonNeutral*® product certification – which indicates a current state achieved when the net GHG emissions associated with an entity, product, or activity is zero for a defined duration – Mattel performed a third-party life cycle assessment and purchased carbon offsets (approximately 189 metric tons of carbon dioxide equivalents) from the Ghana Community Reforestation, Mississippi Valley Reforestation, and Australia Native Forest Restoration projects.

16. The ISCC is an organization that administers sustainability certifications for material feedstocks and markets on a global scale. The organization created a certification system that incorporates sustainability guiding principles, requirements for supply chain traceability, and chain of custody verification.

17. 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](#).

18. Virtual one-week panel conducted by Mattel in early 2023 surveying 89 U.S.-based parents of children aged 3–6 years, with a focus on the *Matchbox* Recycling Truck.

- Increased use of more-sustainable materials for *Matchbox* products and packaging, including using at least 40% International Sustainability & Carbon Certification (ISCC¹⁶)-certified bio-circular plastic (mass balance approach¹⁷) for *Matchbox Action Drivers* playsets.
- Designed more products for recyclability, including by incorporating easy-to-remove and -recycle electronic components into all *Action Drivers* playsets and *Matchbox* Recycling Trucks.
- Engaged select U.S.-based consumers in an internal study regarding recycling behavior.¹⁸ The panel explored perceived barriers to toy recycling with a view to understanding how Mattel can better support consumers in this area.
- Achieved 98.8% recycled or FSC Certified content in the paper and wood fiber used in our products and packaging in 2022, as validated by Preferred by Nature.¹⁹

Sustainable Wood Fiber in Products and Packaging

Sustainable Wood Fiber²⁰

	2020 ²¹	2021	2022
Total consumption of timber-based materials (in metric tons) ²²	102,843	113,755	100,319
From sustainable origin (in % of metric tons)	97%	97.9%	98.8%
FSC Certified original content (in % of metric tons)	45%	71.9%	86.4%
100% recycled content	52%	26%	12.4%
Other certified origin (in % of metric tons)	1.7%	1%	0%
PEFC (Programme for the Endorsement of Forest Certification) certified	0.03%	0.01%	0%
FSC controlled wood certified	1.7%	0.9%	0%
SFI (Sustainable Forestry Initiative) certified	–	0.1%	0%
Not sustainable or no certification (in % of metric tons)	0.8%	1.1%	1.2%

19. Paper and wood fiber usage data for years reported on prior to 2022 was validated by the Rainforest Alliance. In 2023, the Rainforest Alliance transitioned its forestry, tourism, and agriculture certification activities to Preferred by Nature, a global nonprofit working to support land management and business practices that benefit people, nature, and the climate.

20. For the purposes of this table, “sustainable” means recycled or FSC Certified content (virgin content only; 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.

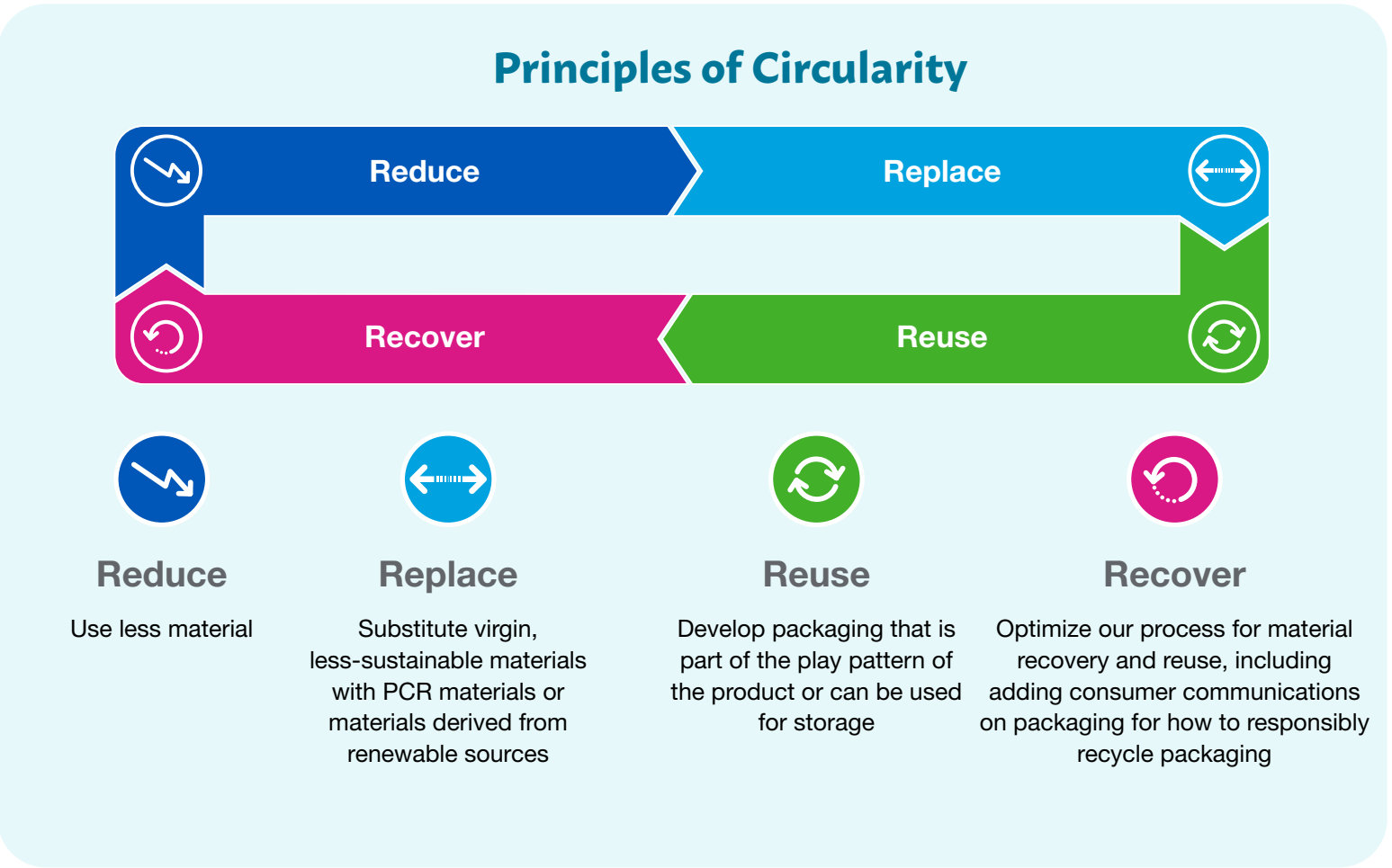
21. Due to pandemic-related data collection disruptions, we were not able to collect any data in the first half of 2020. As a result, the data reported in this table for 2020 uses data collected for the period from January 1, 2021 to June 30, 2021 as a proxy for the corresponding period in 2020.

22. Subject to note 21 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; all reported data has been validated for 2020 and 2021 by the Rainforest Alliance, and for 2022 by Preferred by Nature.

23. Changes are calculated based on the plastic packaging materials intensity ratio, which is obtained by dividing the total volume 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.

Sustainable Packaging

Our packaging strategy and reduction approach focuses on four principles of circularity.



Mattel announced a goal to reduce our plastic packaging by 25% per product by 2030 (versus 2020 baseline) in April 2022.²³ In support of this, we have started developing multi-year plastic reduction roadmaps across our major product categories.

Plastic Packaging Materials per Unit of Production

Packaging materials – plastic	2020	2021	2022
Total plastic packaging material (in metric tons) ²⁴	21,669	24,665	22,119
Total product production (in number of units) ²⁵	722,288,300	751,388,512	830,329,807
Plastic packaging materials/unit (in grams/unit) ²⁶	30.0	32.8	26.3

24. Total volume of packaging materials is estimated based on Mattel internal procurement data. This figure only includes approximately 5% of the packaging information for *MEGA* and *American Girl* products; full packaging information for *MEGA* and *American Girl* products is unavailable due to current limitations on our ability to collect this information. In the 2021 Citizenship Report, the reference to *American Girl* products, and the approximate percentage of excluded *MEGA* and *American Girl* packaging information, was inadvertently omitted.

25. 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.

26. This figure represents the plastic packaging materials intensity ratio, which is obtained by dividing the total volume 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.

Sustainable Materials in Toys and Packaging Cont.

Goal Progress

Packaging Materials	2020			2021			2022		
	Volume (in metric tons)	% of Metric Tons	Progress Toward Goals	Volume (in metric tons)	% of Metric Tons	Progress Toward Goals	Volume (in metric tons)	% of Metric Tons	Progress Toward Goals
Total Packaging Materials ²⁷	112,839	100%		126,472	100%		114,685	100%	
Paper	91,170	80.8%	60% Recycled 39% FSC Certified	101,807	80.5%	66% Recycled 32% FSC Certified	91,941	80.2%	12% Recycled 86.4% FSC Certified
Plastic	21,669	19.2%	39% Recycled ²⁸ 0% Bio-based 100% Recyclable ²⁹	24,665	19.5%	47% Recycled ²⁸ 0% Bio-based 100% Recyclable ²⁹	22,119	19.8%	84% Recycled ²⁸ 0% Bio-based 100% Recyclable ²⁹



Year	Recycled ²⁸ Plastic
2021	47%
2022	84%



Mattel PlayBack Progress

We believe in offering 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 takeback 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 aims to keep toys out of landfills by recycling and repurposing 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 PCR content or into new products, such as playground equipment.

Mattel PlayBack is currently offered at no charge to consumers in the U.S., Canada, Germany, and the United Kingdom. The program launched with *Barbie*, *Matchbox*, and *MEGA* toys for recycling, and in 2022, expanded to include the *Fisher-Price* brand.

Visit our corporate website to learn more about [the PlayBack program](#) or to start a return.

27. Total volume of packaging materials is estimated based on Mattel internal procurement data. This figure only includes approximately 5% of the packaging information for MEGA and American Girl products; full packaging information for MEGA and American Girl products is unavailable due to current limitations on our ability to collect this information. In the 2021 Citizenship Report, the reference to American Girl products, and the approximate percentage of excluded MEGA and American Girl packaging information, was inadvertently omitted.

28. For the purposes of this table, “recycled” plastic includes plastic packaging materials containing 25% or more pre-consumer recycled materials.

29. For the purposes of this table, “recyclable” is 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.



Celebrating Women Pioneers with the Jane Goodall Institute

Dr. Jane Goodall

Barbie introduced the Dr. Jane Goodall doll – the latest in our *Inspiring Women* series – in July 2022 in partnership with the Jane Goodall Institute (JGI). Certified as a *CarbonNeutral*^{®30} product and made from recycled ocean-bound plastic,³¹ the doll is an homage to Dr. Goodall's groundbreaking research and heroic achievements as a humanitarian, conservationist, scientist, and activist.

With this tribute, Dr. Goodall joins a list of other heroines that took risks, changed rules, and paved the way for generations to dream bigger. The *Inspiring Women* series includes Dr. Maya Angelou, Billie Jean King, and Eleanor Roosevelt, among others. It was created to show kids they can be anything, anywhere, and to inspire the next generation of role models and trailblazers.

In a time-honored tradition that spans over two decades, TIME Magazine editors and global correspondents nominate and select the most impactful new products and ideas each year. The Dr. Jane Goodall doll was named one of the TIME Magazine Best Inventions of 2022 for transforming the way we live, work, play, and reimagine our world.

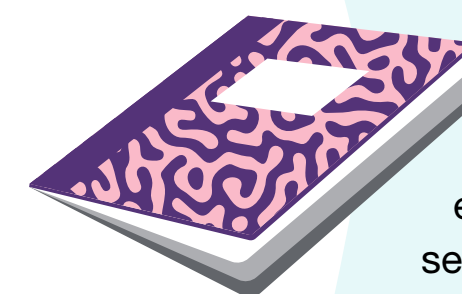


Barbie Eco-Leadership Team Collection

Further demonstrating our work to help create a more sustainable future, in July 2022, Barbie introduced the 2022 Career of the Year *Eco-Leadership Team* in partnership with JGI. The team features four career dolls, each working to protect the planet and promote sustainability in ways kids may not be familiar with:

- Chief Sustainability Officer
- Conservation Scientist
- Renewable Energy Engineer
- Environmental Advocate

Certified as *CarbonNeutral*^{®30} products and made from recycled ocean-bound plastic³¹ with fabric for the clothing made from recycled plastics, the set is designed to encourage kids to play out their own stories of eco-leadership – inspiring them to explore the world of sustainability.



Roots & Shoots – You Can be Anything Series

Barbie is leveraging JGI's Roots & Shoots youth program to inspire environmental curiosity in children. Together, Barbie and Roots & Shoots launched a global challenge: #NaturallyCuriousJane.

The challenge, part of Barbie's existing *You Can Be Anything* series, encourages kids to discover the little steps they can take to create big changes, such as creating a nature observation journal, mapping community areas, and helping increase availability of local green spaces.



A Sustainable Drive Down Memory Lane with Matchbox

Matchbox is a brand built on heritage; its 70th anniversary line of special edition vehicles pays tribute to that with iconic, highly detailed vehicles from throughout the years and around the world. To celebrate the planet as well as seven decades of die-cast adventures, some of the vehicles contained recycled zinc – helping divert materials from landfill while reducing our use of virgin resources.

Even as the brand celebrates its history of innovation, quality, and realism, Matchbox is driving toward a better future and aiming to enhance sustainability. We unveiled the Matchbox Tesla Roadster to consumers in 2022 – the brand's first die-cast to be certified as a *CarbonNeutral*^{®32} product, made from 99% recycled materials and another step on the brand's work toward more-sustainable play.

30. Barbie Eco-Leadership Team and Barbie Inspiring Women Dr. Jane Goodall dolls are *CarbonNeutral*[®] products, certified by [Climate Impact Partners](#), specialists in carbon market solutions for climate action. To achieve the *CarbonNeutral*[®] product certification – which indicates a current state achieved when the net GHG emissions associated with an entity, product, or activity is zero for a defined duration – Mattel performed a third-party life cycle assessment and purchased carbon offsets (approximately 189 metric tons of carbon dioxide equivalents) from the Ghana Community Reforestation, Mississippi Valley Reforestation, and Australia Native Forest Restoration projects.

31. Doll plastic parts made from approximately 90% plastic sourced within 50 km of waterways in areas lacking formal waste collection systems; doll head and hair excluded.

32. *CarbonNeutral*[®] is a certification issued by [Climate Impact Partners](#), specialists in carbon market solutions for climate action, which indicates a current state achieved when the net GHG emissions associated with an entity, product, or activity is zero for a defined duration.



Circularity

Many consumers seek to find product options that use more recycled materials and that support the circular economy; it's one reason why we are striving to realize more-sustainable production.

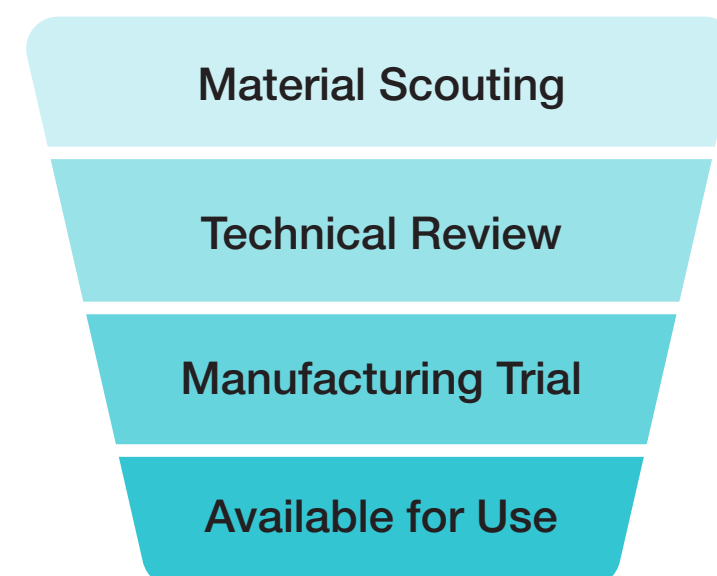


Design for Circularity Playbook

To help enhance circularity and increase focus on product attributes such as durability and repair within the design process, in 2022, we created a playbook highlighting eight principles of circularity. We devised these principles in consideration of industry best practices and are now looking to introduce the playbook to our product development and design teams as an interactive web-based tool with design, development, tracking, and training abilities.

The Mattel Sustainable Material Assessment Funnel

Mattel's Sustainable Material Assessment Funnel is an internal process used to identify new or alternative materials and assess if they meet our quality and safety standards. It is also used to determine if they are sustainable and can replace some conventional materials that are not sustainable. Any new materials must adhere to our technical specifications to ensure the product will meet our requirements for aesthetics (how the product looks), functionality (how the product works), and durability (how the product withstands rigorous play).



There are four stages to the Sustainable Material Assessment Funnel:

- **Materials Scouting:** We aim to source materials for our products that have a lesser environmental impact compared to certain conventional materials.
- **Technical Review:** Once a material is identified, we review the technical specifications, perform a regulatory screen, and assess the material's sustainability, including the environmental impact throughout the material's life cycle and how the material will perform with existing processes and technologies.
- **Manufacturing Trial:** We evaluate the material and perform extensive quality and safety testing.
- **Availability for Use:** If the material passes our testing, it is approved for use in Mattel products.

After we have evaluated a material and its suitability for use in a particular product, we use life cycle assessment (LCA) tools to evaluate the environmental impact and tradeoffs of conventional and sustainable materials.





Product Life Cycle Assessments

We continued to enhance a custom LCA tool in 2022, created to encourage product engineering and design and development teams to consider design choices that align with our circularity focus, including the use of more-sustainable materials. LCA upgrades include the ability to evaluate common electronic components sometimes used in our toy products, such as speakers and resistors. We are now training product teams to use the LCA modeling to guide product development initiatives.

Our LCA tool aligns with ISO 14040/ISO 14044 and measures five environmental impact categories: GHG emissions, primary energy demand, eutrophication, acidification, and photochemical oxidation potential. The data it generates helps us objectively evaluate the environmental impact of assessed materials. The tool includes data for both conventional and new materials we evaluate through our Sustainable Material Assessment Funnel process. This information helps guide subsequent material and design decisions.

Packaging Life Cycle Assessments

To help our packaging designers and engineers optimize design and material selection with a view to reducing environmental impact, in 2022, we partnered with Anthesis Group and Footprinter to develop a custom web-based packaging app designed to enhance sustainability. This app, once implemented, will let engineers carry out quick, streamlined LCAs that support better packaging design and material decision-making.

The intuitive system will measure quantitative and qualitative indicators of environmental impact, including GHG emissions, water usage, and energy demand. We are currently in the initial beta testing and training phase and expect to subsequently integrate Footprinter into our technology systems.



Enhancing End-of-Life Management

General attributes of sustainable products include the use of fewer virgin and non-renewable resources, the use of more recycled and bio-based materials to replace conventional materials, and end-of-life recyclability.

In addition to taking responsible end-of-life management into account as part of our product and packaging design processes, we believe we can play a role in helping consumers understand how to responsibly dispose of toys. To gain additional insight in this area, we engaged a group of nearly 100 U.S.-based parents in an internal study that explored recycling behaviors and existing barriers to recycling toys.³³

Among the key learnings were that parents and caregivers need clear information on how to recycle toy products, that the process needs to be simple, and that parents and caregivers are more likely to donate old toys than to recycle them.

33. A virtual one-week panel conducted by Mattel in early 2023 surveying 89 U.S.-based parents of children aged 3–6 years, with a focus on the Matchbox Recycling Truck.

Responsible Sourcing and Production

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



01

Reduce absolute Scope 1 and 2 GHG emissions 50% by 2030 (versus our 2019 baseline)³⁴

02

Achieve zero-manufacturing waste³⁵ by 2030

Worker Health and Safety

We continue to prioritize the health and safety of our employees. Mattel-owned and/or -operated manufacturing facilities and distribution centers track and report total injuries and illnesses, including lost-time incidents. We use total recordable incident rate (TRIR)³⁶ – a measure used by the U.S. Occupational Safety and Health Administration (OSHA) – rather than lost time only to provide a more complete, transparent view of our safety performance. Our TRIR is validated annually at the site level and globally by Mattel’s Environmental Health and Safety (EHS) function.

While our TRIR did increase in 2022 from 2021, Mattel was proud to retain a TRIR below industry average. We did not have any work-related employee fatalities at our owned and/or -operated sites in 2022.³⁷

Total Recordable Incident Rates

2019	0.10
2020	0.11
2021	0.07
2022	0.14

34. 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.

35. Defined as 90% of manufacturing waste being either diverted from the landfill or incinerated with energy recovery, except where otherwise directed by local regulations.

36. 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.

37. Does not include any fatalities caused by communicable diseases.



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.³⁸ For example, following localized severe weather events in 2022, we created a global standard to provide additional guidance and share learnings across Mattel. Proposals and requests for updates to our current standards and processes are reviewed regularly by the global EHS function.

Human Rights and Social Compliance

Our [Human Rights Principles](#) set out our commitment to respect the rights outlined 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.

They are embodied in our [Responsible Supply Chain Commitment](#) (RSCC), which outlines our commitment to, and expectations of, supply chain partners and consumer product licensees. The RSCC includes our commitment to workers and adherence to the 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
- The Environment



38. 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.



Advancing Climate Action

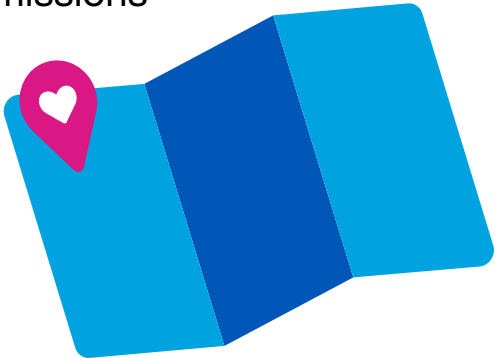
We are committed to improving operational energy efficiency, shifting toward renewable energy sources, reducing GHG emissions, and communicating our progress.

39. Changes to our operating footprint in 2022 resulted in additions/subtractions to the sites meeting the 20,000-square-foot threshold set out in our reporting boundary. For sites, other than the MEGA manufacturing facility and corporate offices, that met the 20,000-square-foot threshold for only a part of 2022, we reported data for these sites for the full year. However, data for the MEGA manufacturing facilities and corporate offices is not reported for 2022 due to the closure of the manufacturing facilities and the relocation of the new MEGA corporate offices.

40. 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.

GHG Reduction Roadmap

To drive progress toward our 2030 Scope 1 and 2 GHG emissions-reduction goal, in 2022, we launched our internal GHG Reduction Roadmap. The roadmap guides our work across five areas:



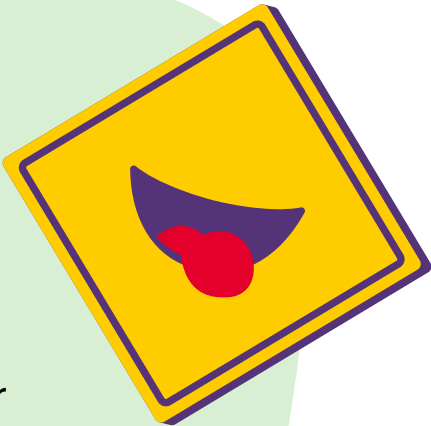
- Reduction of energy demand
- On-site solar
- Off-site solar
- Clean energy procurement
- Renewable energy certificate purchases

As part of the Roadmap, we developed 25 core initiatives with various actions to help reduce emissions, including detailed timelines for solar projects.

Implementation of the GHG Reduction Roadmap is overseen by our Operations Sustainability function, which receives periodic updates on progress against key performance indicators (KPIs). All Mattel owned and/or -operated manufacturing facilities and distribution centers have started launching core initiatives to address the first lever – reduction of energy demand.

A Year of Roadmap Progress

Since launching our GHG Reduction Roadmap in 2022, we have already seen some progress. One of the core initiatives outlined is for all new buildings and building expansions to be designed with energy efficiency in mind – with a view to achieving [Leadership in Energy and Environmental Design](#) (LEED) certification. In addition to our buildings in Mexico, Thailand, and Indonesia currently working toward LEED certification, our building expansion in China was awarded LEED Silver in early 2023.



All building expansions that began or were completed in 2022 are aligned with our Roadmap. We are now working to further increase our focus on lever two – on-site solar.

Beyond striving to embed efficiency into our buildings, throughout 2022, we also detailed plans to replace non-electric fleet vehicles with electric alternatives, wherever possible. This includes preparing for required infrastructure updates to allow for vehicle charging.

41. Changes to our operating footprint in 2022 resulted in additions/subtractions to the sites meeting the 20,000-square-foot threshold set out in our reporting boundary. For sites, other than the MEGA manufacturing facility and corporate offices, that met the 20,000-square-foot threshold for only a part of 2022, we reported data for these sites for the full year. However, data for the MEGA manufacturing facilities and corporate offices is not reported for 2022 due to the closure of the manufacturing facilities and the relocation of the new MEGA corporate offices.

42. 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.

Progress Toward Goals

Energy

Absolute Energy Consumption by Type (in MWh)	2019	2020	2021	2022 ³⁹
Total Absolute Energy Consumption by Type ⁴⁰	411,954	351,561	370,424	350,330
Direct Absolute Energy Consumption	91,968	76,162	77,452	72,392
Indirect Absolute Energy Consumption	319,987	275,400	292,972	277,938

Absolute GHG Emissions

Absolute GHG Emissions by Scope (in Metric Tons of CO ₂ e)	2019	2020	2021		2022 ⁴¹	
Total Absolute GHG Emissions (Scope 1+2) ⁴²	193,387	169,582	177,369	177,478 ⁴³	170,296	166,061 ⁴³
Scope 1 Absolute GHG Emissions	18,626	16,070	15,761		14,170	
Scope 2 Absolute GHG Emissions	174,761	153,512	161,607	161,717 ⁴³	156,126	151,891 ⁴³



43. This figure is calculated for all sites in the reporting boundary as described in Note 42 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 and one in 2022). The market-based emissions factors are calculated for these sites based on the energy actually purchased by Mattel through energy contracts for the sites.



44. Defined as 90% of manufacturing waste being either diverted from landfill or incinerated without energy recovery, except where otherwise directed by local regulations.
45. Changes to our operating footprint in 2022 resulted in additions/subtractions to the sites meeting the 20,000-square-foot threshold set out in our reporting boundary. For sites, other than the MEGA manufacturing facility and corporate offices, that met the 20,000-square-foot threshold for only a part of 2022, we reported data for these sites for the full year. However, data for the MEGA manufacturing facilities and corporate offices is not reported for 2022 due to the closure of the manufacturing facilities and the relocation of the new MEGA corporate offices.

Waste Management

We believe valuable resources should not be wasted. This belief underlies our goal to achieve zero-manufacturing waste by 2030.⁴⁴

Toward Zero-Manufacturing Waste

To achieve our goal, we are working toward certifying all our owned and/or operated manufacturing facilities as zero-manufacturing waste by 2030. We have started setting the groundwork for this, working with an external partner who is conducting pre-audit assessments of gaps to be addressed to acquire zero-manufacturing waste certifications.

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.

Waste Audits

We believe understanding our waste is the first step on the road to minimizing it. We conducted waste audits at our owned and/or operated manufacturing facilities in Southeast Asia and Mexico over the course of 2022. 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 are now informing the creation of an internal Operations Sustainability Playbook, which we believe will enhance the sharing of knowledge and insights into improved practices across Mattel. The Playbook will highlight specific actions our 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.

46. 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.

47. Changes to our operating footprint in 2022 resulted in additions/subtractions to the sites meeting the 20,000-square-foot threshold set out in our reporting boundary. For sites, other than the MEGA manufacturing facility and corporate offices, that met the 20,000-square-foot threshold for only a part of 2022, we reported data for these sites for the full year. However, data for the MEGA manufacturing facilities and corporate offices is not reported for 2022 due to the closure of the manufacturing facilities and the relocation of the new MEGA corporate offices.

Progress Toward Goals

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

Waste by Type (in Metric Tons)	2019	2020	2021	2022 ⁴⁵
Total Waste Generated in Operations by Type ⁴⁶	21,243	16,538	20,243	22,296
Non-Hazardous Waste	19,054	14,331	17,161	19,521
Hazardous Waste	2,189	2,207	3,082	2,775

Waste Diversion

Waste Diversion Rate (in %)	2019	2020	2021	2022 ⁴⁷
Total Waste Diversion Rate ⁴⁸	76%	71%	79%	74%
Non-Hazardous Waste Diversion Rate	78%	71%	79%	74%
Hazardous Waste Diversion Rate	65%	68%	79%	79%

48. 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.





Ethical Sourcing

More-responsible products start with responsible procurement practices, and we strive to promote ethical sourcing and worker health and safety throughout our supply chain.

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.
- Engaging with BSR⁴⁹ to commence work on a refreshed RSCC.
- 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 2022, the RSWG continued to hold regular meetings to discuss important responsible sourcing issues.

IETP Gender Equality Program

We are a long-standing partner of the International Council of Toy Industries (ICTI) CARE Foundation and their Ethical Toy Program (IETP) – an industry-wide initiative to promote gender equality in the workplace, aimed at empowering female workers and helping companies meet the [United Nations Sustainable Development Goal 5](#): Achieve gender equality and empower all women and girls. Mattel once again provided financial support toward the EITP's Gender Equality program in 2022, following up on our 2021 contributions.

To support IETP-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.

Cotton Fiber Source Mapping

To assist in ensuring that the cotton fiber we are sourcing for doll fashion and other soft goods meets the standards outlined in our RSCC, in 2021, we engaged a service provider with global coverage and experience conducting cotton traceability assessments. Although we are a relatively small user of cotton fiber for textile products, we want to ensure the cotton we do source for doll fashion and other soft goods meets our own high standards.

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 assuring our suppliers are not high risk.



49. BSR is a global nonprofit organization that works with its network of more than 250 member companies and other partners to develop sustainable business strategies and solutions through consulting, research, and cross-sector collaboration.

Thriving and Inclusive Communities

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



01

Achieve and maintain 100% pay equity for all employees performing similar work globally

02

Increase representation of women at all levels of the organization

03

Increase representation by ethnicity at all levels of the organization





“With our focus on Purposeful Play, we are developing products and experiences that allow consumers to better identify with our toys and content – making play more inclusive and fostering a culture of belonging.”

—Mason Williams, Global Head of Diversity, Equity, & Inclusion, Mattel



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 promote and influence behavior on key social and environmental issues 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



Fisher-Price: Little People Inspiring Women Figure Set

Fisher-Price took 2022 as the year to celebrate four women who changed the world through their strength, courage, intelligence, and determination.

The *Little People Collector Inspiring Women* figure set puts the spotlight on Dr. Maya Angelou, Amelia Earhart, Rosa Parks, and Sally Ride – powerful women role models who broke boundaries and challenged perceptions to leave lasting impressions on history and pave the way for other women to pursue their dreams.



Thomas & Friends: Introduces Positive Neurodivergent Role Model

Representation matters. That was the core thinking behind our decision to develop Bruno – the first autistic character in the *Thomas & Friends* franchise. In collaboration with key partners, including the Autistic Self Advocacy Network (ASAN) and Easterseals Southern California, Mattel carefully curated the joyful, pun-making brake car. Voiced by an autistic actor, the new series regular made his debut on the Season 26 premiere of *Thomas & Friends: All Engines Go* in September 2022.

Through his on-screen presence, Bruno represents a positive role model, opening doors for global audiences to explore neurodivergence in a way the show has never done before. And, by working directly with autistic creators to develop this character and his story, we have worked to promote greater understanding of the intricacies of autism, portraying autism respectfully and artistically.



Deepa & Anoop: Celebrating Heritage and Friendship

Together with Netflix, we brought an all-new, heartwarming animated children's show to screens in August 2022 – *Deepa & Anoop*. The preschool series follows the adventures of seven-year-old Deepa and her best friend Anoop, a half-ton color-changing baby elephant, as they creatively solve problems while illustrating the importance of friendship.

As Mattel Television's first original series based on original intellectual property, the debut season includes 10 episodes. Each episode creates space to authentically celebrate Deepa's Indian heritage, with original song and dance performances in every episode and a main cast voiced by actors of Indian descent.



Purposeful Play Spotlights



American Girl: Claudie Wells, an Icon for Harlem's History

To bring America's past to life for younger generations, *American Girl* has welcomed a new historical character – *Claudie Wells* – to its flagship line of dolls and books. Penned by New York Times best-selling author Brit Bennett, the books take readers on a journey through the Harlem Renaissance as *Claudie* and her family navigate life in a profound period of cultural growth.

From reviewing initial manuscripts to launching the final products, *American Girl* collaborated with subject matter experts to inform *Claudie's* development journey. *Claudie's* introduction also saw *American Girl* once again collaborating with Harlem's Fashion Row and designer Samantha Black on three special-edition outfits for the line.

To encourage creative thinking in today's young minds, *American Girl* donated \$100,000 in cash, *Claudie* dolls, and books to the Harlem School of the Arts Prep.



Hot Wheels: Championing Sports Inclusivity

A few years ago, Mattel's *Hot Wheels* released the Aaron "Wheelz" Fotheringham Wheelie Chair, a static wheelchair die-cast for extreme wheelchair athlete pro and Guinness World Record holder Aaron "Wheelz" Fotheringham.

Following years of development to balance the physics of incorporating a figure into a remote-controlled vehicle, in 2022, *Hot Wheels* officially released the RC Wheelz Stuntin' Remote-Controlled Wheelchair. One of the few *Hot Wheels* toys to depict a "real-life" person, this release celebrates not just the wonder of the vehicle, but of the record-breaking athlete that inspired it too.



Barbie: Representing Children with Cochlear Implants

Barbie is on a mission to increase inclusive representation. As just one example, the Fashionista doll line is known for modeling inclusivity – and the 2022 additions were no exception.

Among the latest dolls is a *Barbie* with a cochlear implant, which reflects the experiences of consumers with hearing loss. We engaged educational audiologist Dr. Jen Richardson, who provided us with expert advice on the authenticity of the hearing aid. We understand that, on the road to making sure all children can see themselves represented in their favorite toys, accuracy is vital.



Diversity, Equity, & Inclusion (DE&I)

Mattel is at its best when every member of our team feels respected, included, and heard. We are committed to fostering a culture where all employees can reach their full potential. By pursuing our goals on pay equity and increased workforce representation, we are cultivating an environment that promotes equality, inclusion, and empowerment.

Mattel continued to make progress on its DE&I initiatives during 2022.

Progress Toward Goals

- Maintained 100% base pay equity in 2022 for similar work performed in similar markets by gender globally and by ethnicity in the U.S.⁵⁰
- Continued to achieve a high level of representation for women, who comprised 57% of the global non-manufacturing workforce and 50% of manager and senior manager positions in 2022.⁵⁰
- Continued to achieve a high level of representation for ethnically diverse employees, who made up 45% of U.S. employees in 2022.⁵⁰
- Recognized in 2022 for creating an outstanding workplace culture by:
 - + Forbes: World's Best Employers
 - + Forbes: World's Top Female-Friendly Companies
 - + 50/50 Women on Boards: Greater than 30% women on our Board
 - + Fast Company: 100 Best Workplaces for Innovators
 - + Great Place to Work® Certified™
 - + Human Rights Campaign Foundation: Best Places to Work for LGBTQ+ Equality
 - + Seramount: 100 Best Companies
 - + Newsweek: Most Trustworthy Companies in America
 - + Healthiest Employers: Healthiest 100 Workplaces in America
- Achieved 93% participation in the 2022 Global Pulse Survey, which invites employees to provide feedback on their experience of working at Mattel.
- Increased Global Pulse Survey measurement of diversity, equity & inclusion at Mattel to 82 in 2022 from 80 in 2021.
- Continued to increase employee engagement and satisfaction with all Global Pulse Survey scores remaining above industry benchmarks.⁵¹



50. Please see GRI Supplemental Data Appendix for further details.

51. Benchmark established based on data derived from Glint's premier global client database for 2022, representing tens of millions of responses across 150 countries



52. U.S. employees only.
53. Worldwide employees.

Highlights on Progress

Goal	Base Pay Equity	2020	2021	2022
Achieve and maintain 100% pay equity for all employees performing similar work with comparable roles and experience in similar markets in 2022	Pay Ratio by Gender	100% ⁵²	100% ⁵³	100% ⁵³
	Pay Ratio by Ethnicity ⁵²	100%	100%	100%
Goal	Representation of Women	2020	2021	2022
Increase representation of women at all levels of the organization	Total Representation of Women ⁵³	56%	58%	57%
Goal	Representation by Ethnicity	2020	2021	2022
Increase representation by ethnicity at all levels of the organization	Total Representation by Ethnicity ⁵²	42%	44%	45%

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 [GRI Supplemental Data Appendix](#) for further details.





Employee Programs

At Mattel, we believe that our purpose-led community fosters a culture of belonging and creates an environment where every employee can thrive.

Coming Together in Employee Networks

At Mattel, we have 10 voluntary global Employee Resource Groups (ERGs) with regional and local chapters. Open to all, these groups 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.

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, as well as multiple sponsors on the Executive Leadership Team that are available to provide guidance and support. ERG Board members are encouraged to attend Mattel’s 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 Scenes,” which highlight internal talent from different backgrounds, inclusive design, and the diverse products and content Mattel offers.

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.

Taking Anti-Racism Seriously

In April 2022, Mattel became Target’s first external partner to participate in their three-week inclusive training program, Racism Untaught. From across our brands, functions, and business levels, approximately 90 U.S. employees attended the training with Target’s team of designers and buyer business partners to explore racialized design with the goal of increasing acumen in creating representative products.

Global Engagement Survey

Our employees are encouraged to participate in our Global Pulse Survey twice a year, an exercise in measuring 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.

The 2022 survey was available in 14 languages, with all regular full-time and part-time employees who have been at Mattel for more than 90 days invited to participate. More than 7,600 employees submitted survey responses – a 93% global response rate. Our employee engagement score was above the industry benchmark at 80, with all other key scores also above benchmark.

The Governance and Social Responsibility Committee of the Board, along with management, reviews survey feedback to measure employee engagement and satisfaction. Action plans are developed based on the results, with a view to enhancing the employee experience.





Philanthropy

At Mattel, we believe every child has a fundamental right to play; we strive to leverage our corporate resources to make that happen.

From donating time, financial resources, and expertise to partnering with community organizations and charities, we believe in harnessing our presence for good – breaking down barriers so more children can access the benefits of play.

Create Access to Play

- Set up donation points for first aid, basic provisions, and toys and collaborated to [transform play areas for Ukrainian child refugees](#).
- Donated over 50,000 toys and \$500,000 from Mattel EMEA to support those affected by the Russia-Ukraine war, which has helped assist approximately 130 schools and digital learning centers, over 60 child-friendly spaces, and nearly 36,000 families through financial assistance.
- Aided 1,200 children displaced from Ukraine in Poland, providing safe accommodations and renovating play areas through funding raised by the Play It Forward campaign.
- Raised over \$50,000, in partnership with Save the Children, for Turkey-Syria earthquake relief and mobilized Mattel EMEA and Turkey employees to support immediate needs through on-the-ground response.

Prepare the Next Generation

- Matched grants and toy donations from our ERGs in celebration of national heritage months.
- Sponsored the Boys & Girls Clubs of America’s annual Youth Leadership Keystone Conference through the Play Fair campaign, with representatives from Our Proud Employee Network (OPEN) at Mattel hosting guest talks on gender identity.

Support Education and Well-Being

The Mattel Children’s Foundation supports education and well-being through partnerships with UCLA Mattel Children’s Hospital, Save the Children, Starlight Children’s Foundation, and Make-A-Wish. Through these partnerships, Mattel leverages its iconic brands to help bring resources to underserved communities as well as children and families who are experiencing health challenges.

Strengthen Communities

To help increase our positive impact, we pursue opportunities with multiple partners and through various activations to expand our Play It Forward initiative.





2022 Mattel Foundation Events



Annual Party on the Pier

At Mattel, the annual [Party on the Pier](#) event has brought celebration and joy for over 20 years. The event returned in-person in 2022 for the first time since 2019, with attendees taking part in carnival games and Mattel-branded moments with the goal to raise funding for research and clinical trials for the UCLA Mattel Children's Hospital. Mattel and others contributed to the total of \$1.2 million raised at the 2022 edition, making it the most successful fundraising event in the 21 years that it has been held.



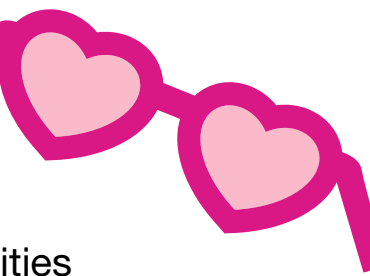
Target x Save the Children Play It Forward Campaign

Through a long-standing [partnership with Save the Children](#), Play It Forward was brought to life in a physical retailer for the first time at Target. Mattel donated proceeds from the sales of *Barbie*, *Little People*, and *Matchbox* products, among others, to Save the Children in support of their educational programs in the rural U.S. from September through October 2022.



Barbie x Habitat for Humanity's 60 Projects for 60 years

In celebration of the [60th anniversary of Barbie Dreamhouse](#), Mattel partnered with Habitat for Humanity International to help support safe housing projects – including construction and preservation. Local communities across the U.S., Canada, Poland, and Brazil were supported through approximately 60 projects that created essential housing opportunities for families. As a result of this project, Mattel was recognized as the [Habitat LA Foundation Builder of the Year](#) at the 2023 Los Angeles Builders Ball.





Global Reporting Initiative (GRI)

Supplemental Data Appendix



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 corporate responsibility matters, including its products, employees, sustainability and environmental matters, policies, programs, initiatives, activities, strategies, business, procurement, philanthropy, and other risks and opportunities, as well as statements from third parties about our ESG 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, and 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 ESG strategies, 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, 2022, 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 such term is defined for SEC reporting purposes.



Sustainable Design and Development

Sustainable Packaging

Packaging Materials (GRI 301-1)	2020			2021			2022		
	Volume in Metric Tons	% of Metric Tons	Progress Toward Goals	Volume in Metric Tons	% of Metric Tons	Progress Toward Goals	Volume in Metric Tons	% of Metric Tons	Progress Toward Goals
Total Packaging Materials¹	112,839	100%		126,472	100%		114,685	100%	
Paper	91,170	80.8%	60% Recycled 39% FSC Certified	101,807	80.5%	66% Recycled 32% FSC Certified	91,941	80.2%	12% Recycled 86.4% FSC Certified
Plastic	21,669	19.2%	39% Recycled² 0% Bio-based 100% Recyclable³	24,665	19.5%	47% Recycled² 0% Bio-based 100% Recyclable³	22,119	19.8%	84% Recycled² 0% Bio-based 100% Recyclable³

1. Total volume of packaging materials is estimated based on Mattel internal procurement data. This figure only includes approximately 5% of the plastic packaging information for MEGA and American Girl products; full plastic packaging information for MEGA and American girl products is unavailable due to current limitations on our ability to collect this information. In the 2021 Citizenship Report, the reference to American Girl products, and the approximate percentage of excluded MEGA and American Girl plastic packaging information, was inadvertently omitted.

2. For the purposes of this table, "recycled" plastic includes plastic packaging materials containing 25% or more pre-consumer recycled materials.

3. For the purposes of this table, "recyclable" is 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.

Plastic Packaging Materials per Unit of Production

Packaging Materials (GRI 301-1) – Plastic	2020	2021	2022
Total Plastic Packaging Materials (in metric tons)¹	21,669	24,665	22,119
Total Product Production (in number of units)²	722,288,300	751,388,512	830,329,807
Plastic Packaging Materials/Unit (in grams/unit)³	30.0	32.8	26.3

1. Total volume of packaging materials is estimated based on Mattel internal procurement data. This figure only includes approximately 5% of the packaging information for MEGA and American Girl products; full packaging information for MEGA and American Girl products is unavailable due to current limitations on our ability to collect this information. In the 2021 Citizenship Report, the reference to American Girl products, and the approximate percentage of excluded MEGA and American Girl packaging information, was inadvertently omitted.

2. 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.

3. This figure represents the plastic packaging materials intensity ratio, which is obtained by dividing the total volume 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.

Sustainable Wood Fiber in Products and Packaging

Sustainable Wood Fiber¹ (GRI 301-1, GRI 301-2)	2020²	2021	2022
Total Consumption of Timber-Based Materials (in Metric Tons)³	102,843	113,755	100,319
From Sustainable Origin (in % of metric tons)	97%	97.9%	98.8%
FSC Certified Original Content	45%	71.9%	86.4%
100% Recycled Content	52%	26%	12.4%
Other Certified Origin (in % of metric tons)	1.7%	1%	—
PEFC (Programme for the Endorsement of Forest Certification) Certified	0.03%	0.01%	—
FSC Controlled Wood Certified	1.7%	0.9%	—
SFI (Sustainable Forestry Initiative) Certified	—	0.1%	
Not Sustainable or No Certification (in % of metric tons)	0.8%	1.1%	1.2%

1. For the purposes of this table, "sustainable" means recycled or FSC Certified content (virgin content only; 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.

2. 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.

3. Subject to note 2 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; all reported data has been validated for 2020 and 2021 by the Rainforest Alliance, and for 2022 by Preferred by Nature.

Responsible Sourcing and Production

Worker Health and Safety

Total Recordable Incident Rate (GRI 403-10)	2020	2021	2022
Total Recordable Incident Rate (TRIR)¹	0.11	0.07	0.14

1. 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 the U.S. Occupational Safety and Health Administration.

Advancing Climate Action

Energy

Absolute Energy Consumption by Type (GRI 302-1) (in MWh)	2020	2021	2022²
Total Absolute Energy Consumption by Type¹	351,561	370,424	350,330
Direct Absolute Energy Consumption	76,162	77,452	72,392
Indirect Absolute Energy Consumption	275,400	292,972	277,938

1. 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.

2. Changes to our operating footprint in 2022 resulted in additions/subtractions to the sites meeting the 20,000-square-foot threshold set out in our reporting boundary. For sites, other than the MEGA manufacturing facility and corporate offices, that met the 20,000-square-foot threshold for only a part of 2022, we reported data for these sites for the full year. However, data for the MEGA manufacturing facilities and corporate offices is not reported for 2022 due to the closure of the manufacturing facilities and the relocation of the new MEGA corporate offices.

Absolute Greenhouse Gas (GHG) Emissions

Absolute GHG Emissions by Scope (GRI 305-1, GRI 305-2) (in metric tons of CO₂e)	2020	2021		2022²	
Total Absolute GHG Emissions (Scope 1 and 2)¹	169,582	177,369	177,478³	170,296	166,061⁴
Scope 1 Absolute GHG emissions	16,070	15,761¹		14,170	
Scope 2 Absolute GHG emissions	153,512²	161,607	161,717³	156,126	151,891⁴

1. Scope 1 and 2 GHG emissions are 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 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.

2. Changes to our operating footprint in 2022 resulted in additions/subtractions to the sites meeting the 20,000-square-foot threshold set out in our reporting boundary. For sites, other than the MEGA manufacturing facility and corporate offices, that met the 20,000-square-foot threshold for only a part of 2022, we reported data for these sites for the full year. However, data for the MEGA manufacturing facilities and corporate offices is not reported for 2022 due to the closure of the manufacturing facilities and the relocation of the new MEGA corporate offices.

3. This figure is calculated for all sites in the reporting boundary as described in Note 1 above, but uses a market-based emissions factor for the calculation of Scope 2 GHG emissions for two of Mattel's manufacturing facilities. The market-based emissions factors are calculated for these two sites based on the energy actually purchased by Mattel through energy contracts for the sites.

4. This figure is calculated for all sites in the reporting boundary as described in Note 1 above, but uses a market-based emissions factor for the calculation of Scope 2 GHG emissions for one of Mattel's manufacturing facilities. The market-based emissions factors are calculated for this one site based on the energy actually purchased by Mattel through energy contracts for the site.

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 three tables below is provided by these service providers.

Waste by Type (GRI 306-3) (in Metric Tons)	2020	2021	2022 ²
Total Waste Generated in Operations by Type ¹	16,538	20,243	22,296
Non-Hazardous Waste	14,331	17,161	19,521
Hazardous Waste	2,207	3,082	2,775

1. 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.

2. Changes to our operating footprint in 2022 resulted in additions/subtractions to the sites meeting the 20,000-square-foot threshold set out in our reporting boundary. For sites, other than the MEGA manufacturing facility and corporate offices, that met the 20,000-square-foot threshold for only a part of 2022, we reported data for these sites for the full year. However, data for the MEGA manufacturing facilities and corporate offices is not reported for 2022 due to the closure of the manufacturing facilities and the relocation of the new MEGA corporate offices.

Waste by Disposal Method (GRI 306-4, GRI 306-5) (in Metric Tons)	2020	2021	2022 ²
Total Waste Generated in Operations by Disposal Method ¹	16,538	20,243	22,296
Waste Disposed ³	4,842	4,198	5,720
Waste Diverted ⁴	11,696	16,045	16,576

1. 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.

2. Changes to our operating footprint in 2022 resulted in additions/subtractions to the sites meeting the 20,000-square-foot threshold set out in our reporting boundary. For sites, other than the MEGA manufacturing facility and corporate offices, that met the 20,000-square-foot threshold for only a part of 2022, we reported data for these sites for the full year. However, data for the MEGA manufacturing facilities and corporate offices is not reported for 2022 due to the closure of the manufacturing facilities and the relocation of the new MEGA corporate offices.

3. For the purposes of this table, "waste disposed" is categorized as waste sent to landfill or waste that is incinerated (with no energy recovery).

4. For the purpose of this table, "waste diverted" is categorized as waste that is reused, recycled, or waste incinerated with energy recovery.

Waste Diversion Rate (GRI 306-4) (in %)	2020	2021	2022 ²
Total Waste Diversion Rate ¹	71%	79%	74%
Non-Hazardous Waste Diversion Rate	71%	79%	74%
Hazardous Waste Diversion Rate	68%	79%	79%

1. 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.

2. Changes to our operating footprint in 2022 resulted in additions/subtractions to the sites meeting the 20,000-square-foot threshold set out in our reporting boundary. For sites, other than the MEGA manufacturing facility and corporate offices, that met the 20,000-square-foot threshold for only a part of 2022, we reported data for these sites for the full year. However, data for the MEGA manufacturing facilities and corporate offices is not reported for 2022 due to the closure of the manufacturing facilities and the relocation of the new MEGA corporate offices.

Efficient Use of Water (GRI 303)

As a toy manufacturer, our water consumption is relatively small compared to many other companies, and none of our owned and/or operated manufacturing facilities are located in an area of severe water stress. Nevertheless, we strive to reduce water consumption through efficient operations and continuous improvement.

Water Withdrawal (GRI 303-3) (in Cubic Meters)	2020	2021	2022 ²
Total Water Withdrawal ¹	1,646,381	1,665,385	1,645,774

1. 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.

2. Changes to our operating footprint in 2022 resulted in additions/subtractions to the sites meeting the 20,000-square-foot threshold set out in our reporting boundary. For sites, other than the MEGA manufacturing facility and corporate offices, that met the 20,000-square-foot threshold for only a part of 2022, we reported data for these sites for the full year. However, data for the MEGA manufacturing facilities and corporate offices is not reported for 2022 due to the closure of the manufacturing facilities and the relocation of the new MEGA corporate offices.

Thriving and Inclusive Communities

Employees by Type (GRI 102-8)	2020	2021	2022
Total Number of Employees ¹	32,070	36,268	33,908
Employees (Non-Manufacturing) ²	9,290	9,288	9,554
Manufacturing Workers	22,780	26,980	24,354

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

2. Excluding temporary and seasonal employees.

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

Employees, Non-Manufacturing

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



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

1. Data for this category not available for periods prior to 2021.

Employees by Age (GRI 102-8, GRI 405-1)	2020	2021	2022
Total Employees of all Ages	8,234	8,318	8,658
Under 30 Years	1,066	1,109	1,258
30–50 Years	5,429	5,298	5,598
51 Years and Older	1,677	1,902	1,800
Age Information Unavailable	62	9	2

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

Employee Engagement	2020	2021	2022
Employee Engagement Score	77	76	80

Diversity & Inclusion in the Workplace

Representation of Women by Level (GRI 405-1) (in %)	2020	2021	2022
Total Representation of Women ¹	56%	58%	57%
Executive Vice President	33%	33%	33%
Senior Vice President	29%	26%	25%
Vice President	24%	29%	34%
Senior Director/Director	43%	45%	44%
Senior Manager/Manager	48%	47%	50%
Associate Manager/Supervisor	52%	52%	53%
Professional/Staff	54%	56%	55%
Women Board Members	30%	40%	40%

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

Representation of Ethnicity by Level (GRI 405-1) (in %)	2020	2021	2022
Total Representation of Ethnically Diverse Employees ¹	42%	44%	45%
Executive Vice President	11%	8%	17%
Senior Vice President	19%	14%	14%
Vice President	16%	22%	23%
Senior Director/Director	27%	26%	27%
Senior Manager/Manager	35%	38%	40%
Associate Manager/Supervisor	31%	34%	41%
Professional/Staff	38%	45%	46%
Representation of Ethnically Diverse Board Members	30%	30%	30%

1. 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.



Representation by Ethnicity (GRI 405-1) (in %)	2020	2021	2022
Total Representation of Ethnically Diverse Employees ¹	42%	44%	45%
White	57.5%	56%	55%
Hispanic/Latino	21%	21%	22%
Black/African American	8.5%	9%	10%
Asian	10.5%	9%	10%
Two or More Races	2.5%	3%	3%
Native Hawaiian/Pacific Islander	0.1%	0.1%	0.2%
American Indian/Alaskan Native	0.5%	0.3%	0.3%

1. 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.

Base Pay Equity (GRI 405-2) ¹ (in %)	2020	2021	2022
Pay Ratio by Gender	100% ²	100% ³	100% ³
Pay Ratio by Ethnicity ²	100%	100%	100%

1. 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.

2. U.S. employees only.

3. Worldwide employees.

A Family-Friendly Workplace

Parental Leave (GRI 401-3)	2020	2021	2022
Employees Who Took Parental Leave (Headcount) ¹	112	93	92
Men (Headcount)	47	35	40
Women (Headcount)	65	58	52
Employees Who Returned to Mattel After Parental Leave (in %) ¹	98%	98%	97.8%
Men (in %)	100%	100%	100%
Women (in %)	97%	97%	96%

1. U.S. employees only.



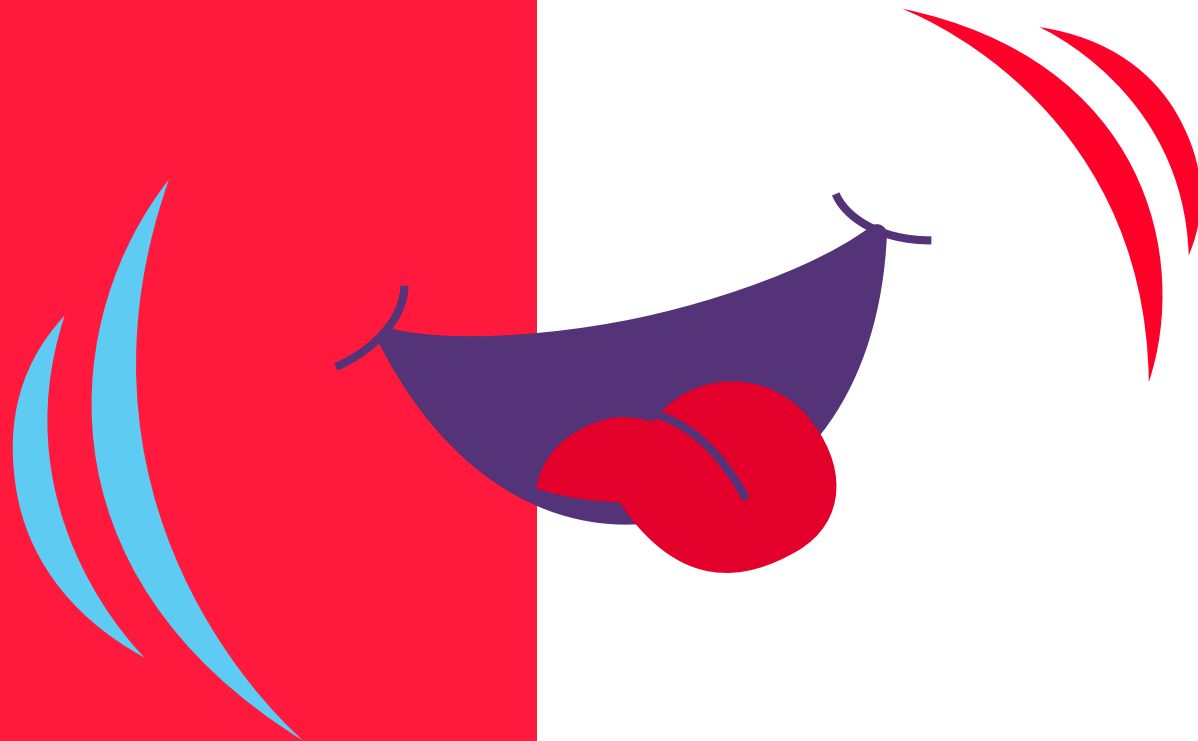


Global Reporting Initiative (GRI) Index

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 2022, unless otherwise specified. This index cross-references the specific GRI Standards to related sections in Mattel’s 2022 Citizenship Report (the “2022 Citizenship Report”), as well as other sources of information.

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 corporate responsibility matters, including its products, employees, sustainability and environmental matters, policies, programs, initiatives, activities, strategies, business, procurement, philanthropy, and other risks and opportunities, as well as statements from third parties about our ESG 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, and 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 ESG strategies, 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, 2022, 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 such term is defined for SEC reporting purposes.





GRI 2: General Disclosures 2021	References and Notes
Organizational Profile	
2-1 Organizational details	Mattel, Inc. 333 Continental Blvd. El Segundo, CA 90245-5012 2022 Form 10-K , p. 1 2022 Form 10-K , Item 1, pp. 4–8
2-3 Reporting period, frequency and contact point	2022 Citizenship Report – About this Report, p. 3 2022 Citizenship Report – GRI Supplemental Data Appendix 2022 Form 10-K , p. 1 2022 Citizenship Report – Back Cover, p. 38
2-5 External assurance	2022 Citizenship Report – About this Report, p. 3 2022 Citizenship Report – GRI Supplemental Data Appendix and Index – Assurance Letter, p. 37
2-6 Activities, value chain and other business relationships	2022 Form 10-K , Item 1, pp. 4–10 2022 Citizenship Report – Ethical Sourcing, p. 19
2-7 Employees	2022 Form 10-K , Item 1 2022 Citizenship Report – GRI Supplemental Data Appendix and Index, p. 29
2-9 Governance structure and composition	2023 Proxy Statement , pp. 19-32, 36–40 Board of Directors Board Committees Executive Officers 2022 Citizenship Report – Materiality Assessment, p. 7
2-10 Nomination and selection of the highest governance body	2023 Proxy Statement , pp. 19–32 Guidelines on Corporate Governance Director Nominations Policy Mattel Amended & Restated Bylaws
2-11 Chair of the highest governance body	2023 Proxy Statement , pp. 22, 34–35, 86–87 Executive Officers
2-12 Role of the highest governance body in overseeing the management of impacts	2023 Proxy Statement , pp. 12, 38, 40 Amended & Restated Governance & Social Responsibility Charter 2022 Citizenship Report – Materiality Assessment, p. 7
2-13 Delegation of responsibility for managing impacts	2023 Proxy Statement , pp. 12, 38, 40
2-14 Role of the highest governance body in sustainability reporting	2023 Proxy Statement , p. 40
2-18 Evaluation of the performance of the highest governance body	2023 Proxy Statement , p. 41
2-19 Remuneration policies	2023 Proxy Statement , pp. 43–83
2-20 Process to determine remuneration	2023 Proxy Statement , pp. 43–83
2-21 Annual total compensation ratio	2023 Proxy Statement , p. 80
2-22 Statement on sustainable development strategy	2022 Citizenship Report – Letter from Our Chairman and CEO, p. 5
2-23 Policy commitments	Human Rights Principles Responsible Supply Chain Commitment 2022 Citizenship Report – Responsible Sourcing and Production – Human Rights and Social Compliance, p. 16

2-24 Embedding policy commitments	2023 Proxy Statement , pp. 12, 38, 40
2-26 Mechanisms for seeking advice and raising concerns	Code of Conduct , p. 29
2-29 Approach to stakeholder engagement	2022 Citizenship Report – Materiality Assessment, p. 7
GRI 3: Material Topics 2021	References and Notes
Material topics	
3-1 Process to determine material topics	2022 Citizenship Report – Materiality Assessment, p. 7
3-2 List of material topics	2022 Citizenship Report – Materiality Assessment, p. 7
3-3 Management of material topics	2022 Citizenship Report – Materiality Assessment, p. 7
GRI 201: Economic Performance 2016	References and Notes
Economic performance	
201-1 Direct economic value generated and distributed	2022 Form 10-K , Item 7, pp. 32–36
201-2 Financial implications and other risks and opportunities due to climate change	2022 Form 10-K , Item 1A, pp. 13, 16–18
GRI 301: Materials 2016	References and Notes
Materials	
301-1 Materials used by weight or volume	2022 Citizenship Report – GRI Supplemental Data Appendix
301-2 Recycled input materials used	2022 Citizenship Report – Sustainable Materials in Toys and Packaging – Progress Toward Goals, p. 10 2022 Citizenship Report – GRI Supplemental Data Appendix
GRI 302: Energy 2016	References and Notes
Energy	
302-1 Energy consumption within the organization	2022 Citizenship Report – Responsible Sourcing and Production – Progress Toward Goals, p. 17 2022 Citizenship Report – GRI Supplemental Data Appendix
302-4 Reduction of energy consumption	2022 Citizenship Report – Responsible Sourcing and Production – Progress Toward Goals, p. 17 2022 Citizenship Report – GRI Supplemental Data Appendix
303-3 Water withdrawal	2022 Citizenship Report – GRI Supplemental Data Appendix

GRI 305: Emissions 2016	References and Notes
Emissions	
305-1 Direct (Scope 1) GHG emissions	2022 Citizenship Report – Responsible Sourcing and Production – Progress Toward Goals, p. 17 2022 Citizenship Report – GRI Supplemental Data Appendix
305-2 Energy indirect (Scope 2) GHG emissions	2022 Citizenship Report – Responsible Sourcing and Production – Progress Toward Goals, p. 17 2022 Citizenship Report – GRI Supplemental Data Appendix
305-5 Reduction of GHG emissions	2022 Citizenship Report – Responsible Sourcing and Production – Progress Toward Goals, p. 17 Citizenship Website – Responsible Sourcing and Production – Operating with Care

GRI 306: Waste 2020	References and Notes
306-1 Waste generation and significant waste-related impacts	2022 Citizenship Report – Toward Zero-Manufacturing Waste, p. 31
306-2 Management of significant waste-related impacts	2022 Citizenship Report – Sustainable Materials in Toys and Packaging – Progress Toward Goals, p. 11 2022 Citizenship Report – Circularity – Design for Circularity Playbook, pp. 13–14 2022 Citizenship Report – Toward Zero-Manufacturing Waste, p. 18
306-3 Waste generated	2022 Citizenship Report – Toward Zero-Manufacturing Waste – Progress Toward Goals, p. 18 2022 Citizenship Report – GRI Supplemental Data Appendix
306-4 Waste diverted from disposal	2022 Citizenship Report – Toward Zero-Manufacturing Waste – Progress Toward Goals, pp. 17–18 2022 Citizenship Report – GRI Supplemental Data Appendix
306-5 Waste directed to disposal	2022 Citizenship Report – Responsible Sourcing and Production – Toward Zero-Manufacturing Waste, pp. 17–18 2022 Citizenship Report – GRI Supplemental Data Appendix

GRI 401: Employment 2018	References and Notes
Employment	
401-1 New employee hires and employee turnover	2022 Citizenship Report – GRI Supplemental Data Appendix
401-3 Parental leave	2022 Citizenship Report – GRI Supplemental Data Appendix
Occupational health and safety	
403-5 Worker training on occupational health and safety	Mattel Employee Benefits
403-6 Promotion of worker health	Mattel Employee Benefits
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Responsible Supply Chain Commitment 2022 Citizenship Report – Responsible Sourcing and Production – Worker Health and Safety, pp. 15–16
403-9 Work-related injuries	2022 Citizenship Report – Responsible Sourcing and Production – Our Progress, p. 15 2022 Citizenship Report – Responsible Sourcing and Production – Worker Health and Safety, pp. 15–16 2022 Citizenship Report – GRI Supplemental Data Appendix

GRI 404: Training and Education 2016	References and Notes
Training and education	
404-2 Programs for upgrading employee skills and transition assistance programs	2022 Form 10-K , pp. 10–11

GRI 405: Diversity and Equal Opportunity 2016	References and Notes
Diversity and equal opportunity	
405-1 Diversity of governance bodies and employees	2022 Proxy Statement, p. 31 2022 Citizenship Report – GRI Supplemental Data Appendix
405-2 Ratio of basic salary and remuneration of women to men	2022 Citizenship Report – GRI Supplemental Data Appendix 2022 Citizenship Report – Thriving and Inclusive Communities – Progress Toward Goals, p. 25

GRI 408: Child Labor 2016	References and Notes
Child labor	
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

GRI 409: Forced or Compulsory Labor 2016	References and Notes
Forced or compulsory labor	
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 2022 Citizenship Report - Responsible Sourcing and Production - Ethical Sourcing, p. 19

GRI 415: Public Policy 2016	References and Notes
Public policy	
415-1 Political contributions	Corporate Political Expenditures Related Disclosures



Assurance Letter

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, Inc.

333 Continental Blvd, El Segundo, CA 90245

Reporting Period: 01/01/2022 – 12/31/2022

Geographic Boundary: Global - sites >20,000 ft2

Facilities, physical infrastructure, activities, technologies, and processes:
15 manufacturing/tooling sites, 7 dormitories, 5 warehouses, 6 distribution centers, 17 offices, 5 retail stores; all sites >20,000 ft2 included in boundary

GHG Sources, Sinks, and/or Reservoirs:
Scope 1 - natural gas, LPG, diesel, gasoline, 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
- The Investor CDP 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

Emissions Summary – Tonnes CO ₂ e	
Scope	Total (tCO ₂ e)
Scope 1	14,169.63
Scope 2 - Location	156,126.18
Scope 2 - Market	151,891.04

Lead Verifier

Tavio Benetti

DATE: 07-26-2023

Tavio Benetti, Lead Verifier, SCS Climate Services
Environmental Certification Services
SCS Global Services, 2000 Powell Street, Suite 600,
Emeryville, CA 94608 USA

Independent Reviewer

David Jonas

DATE: 08-02-2023

Dave Jonas, Manager, SCS Climate Services
Environmental Certification Services
SCS Global Services, 2000 Powell Street, Suite 600,
Emeryville, CA 94608 USA





MATTEL

We value and welcome feedback from all interested stakeholders.
Please send comments or questions About this Report to: Sustainability@Mattel.com