



# Sustainability Report 2023

# Table of contents

---

## Introduction 3

---

## Our sustainability strategy 9

---

## Innovate for good 15

- Delivering solutions for global challenges 19
  - Enabling a circular economy 28
  - Innovating safe and sustainable by design 35
- 

## Protect people and the planet 44

- Acting on climate 48
  - Leading water stewardship 56
  - Delivering world-class environmental, health, and safety (EH&S) performance 63
- 

---

## Empower people to thrive 77

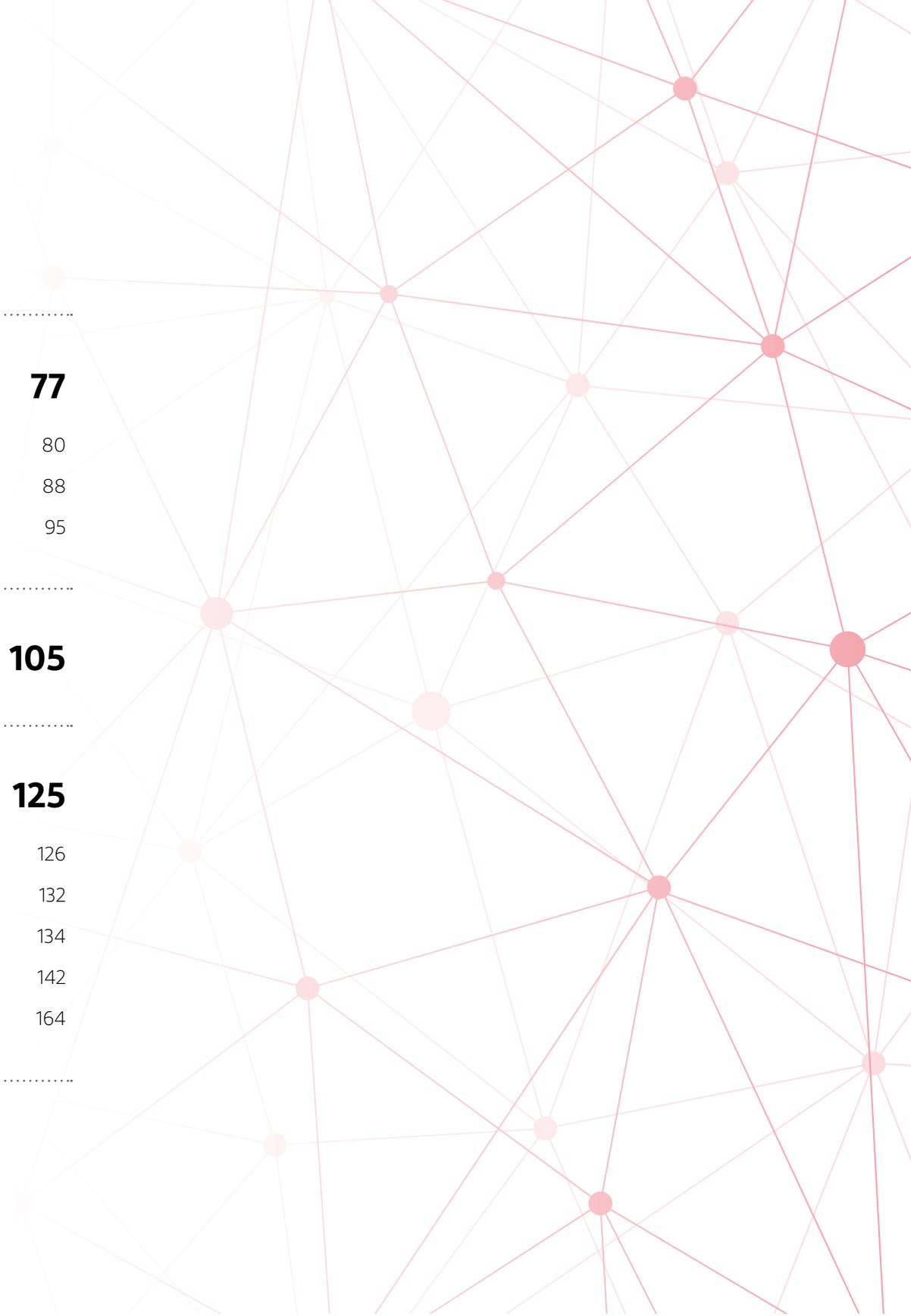
- Accelerating diversity, equity, and inclusion (DE&I) 80
  - Cultivating well-being and fulfillment 88
  - Building thriving communities 95
- 

## Governance 105

---

## Appendices 125

- GRI content index 126
  - SASB content index 132
  - TCFD disclosure index 134
  - Data summary table 142
  - Forward-looking statements 164
- 



DuPont Korea Technology Center



# Introduction

## Introduction

Our sustainability strategy →

Innovate for good →

Protect people and the planet →

Empower people to thrive →

Governance →

Appendices →

# Letter from our Executive Chairman and CEO

GRI 2-22



In 2022, the world's population reached eight billion people. This milestone is a celebration of human progress, but it also underscores the urgent demand for more sustainable development to meet the essential needs of a growing world. Innovation has been a driving force in helping people live longer and healthier lives, and new technologies and solutions will be critical to address the environmental, social and economic challenges ahead. At DuPont, we're constantly exploring how our products, operations, and people can positively contribute to solving these complex challenges.

Since 2019, DuPont de Nemours, Inc. (DuPont) has undergone a strategic transformation to a premier multi-industrial company, aligning our portfolio and innovation capabilities to growth areas where we can create the most value and impact. We're working together with customers to address the needs for clean water, electronics, personal protection, construction, electric vehicles, and specialized materials for healthcare, aerospace and other industries. From reverse osmosis membranes and thermal and electromagnetic (EMI) shielding to automotive adhesives and Kevlar® EXO™ aramid fiber, our materials and solutions are helping to transform industries and everyday life.

Strong partnerships with customers and suppliers are key to our innovation and growth and to advancing sustainability. Over the past several years, we've deepened and broadened our customer relationships—collaborating with them to address climate, circularity, responsible procurement, and product development based on safe and sustainable by design principles. The integration of performance, quality, and sustainability drives our technology and product pipelines and fuels our growth.

Innovation rooted in science, applications development, and engineering is at the heart of our strategy. This results-oriented and data-driven approach is also how we drive operational excellence at our manufacturing sites, ensure strong safety and health performance—in the top 10% of our peer companies, and advance human rights. It's why we were able to surpass our 2030 target for reducing greenhouse gas emissions ahead of schedule. We've now set new ambitious targets, recently validated by the Science-Based Targets initiative (SBTi). Our approach to sustainability also includes greater transparency with stakeholders and frequent and rigorous oversight by our Board of Directors.

The past several years have been marked by disruption and uncertainty; however, this is not the time to slow down, but to accelerate. At DuPont, we aren't waiting for a better future. We continue to invest in research and development, new applications, manufacturing capabilities, and digital technologies to deliver better and more sustainable solutions for today and beyond. Our most important investment and biggest advantage is our 23,000 people worldwide, all focused on delivering the essential innovations to help the world thrive. Our company's performance and the sustainability progress outlined in this report are testaments to their commitment to our Core Values, our inclusive culture, and our customers.

**Ed Breen**

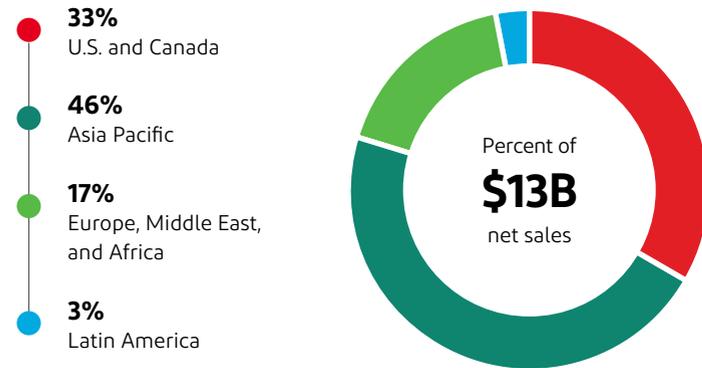
Executive Chairman and Chief Executive Officer



# At a glance

GRI 2-1

## DuPont sales worldwide<sup>[1]</sup>



## DuPont employees worldwide<sup>[2]</sup>



**\$13B**  
2022 Net sales



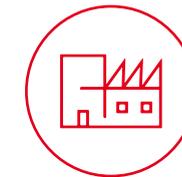
**~23,000**  
Colleagues



**50+**  
Countries where we operate



**22**  
Global Technical Centers



**~90**  
Manufacturing sites

## DuPont segment sales

### Electronics & Industrial



### Water & Protection



[1] Sales on a continuing operations basis as reported in the 2022 Annual Report on Form 10-K

[2] Approximately, as of December 31, 2022

[3] ~\$1.1 billion of net sales related to businesses reflected in Corporate & Other including Auto Adhesives & Fluids, Multibase™ and Tedlar® product lines and the Biomaterials business which was divested in Q2'22.

# Our company and purpose

GRI 2-1

DuPont de Nemours, Inc. (DuPont) is a publicly traded premier multi-industrial company based in Wilmington, Delaware, United States of America, that manufactures highly specialized materials. Our passion and proven expertise in science and innovation enable us to partner with customers to create sustainable solutions for the complex challenges facing our world now and into the future.

Our 23,000 employees working in more than 50 countries across the globe come to work each day with a shared purpose: to **empower the world with the essential innovations to thrive**. Through unmatched expertise and ingenuity, our teams are working side-by-side with customers to design cutting edge solutions across value chains, resulting in meaningful impact in the lives and businesses of people around the world.

More information about our organization, corporate governance, Board of Directors composition, operational structure, markets served, and geographical footprint as of December 31, 2022, is available in our 2022 Annual Report on Form 10-K filed with the U.S. Securities and Exchange Commission, as updated by our subsequent current and periodic reports, and in our 2023 Proxy Statement, available at [investors.dupont.com](https://investors.dupont.com).

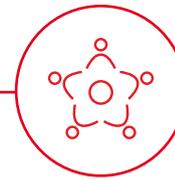
# Our core values

With four Core Values—Safety and health, Respect for people, Highest ethical behavior, and Protecting the planet—anchoring our commitment to sustainable innovations, we’ve designed and maintained a foundation for long-term growth, connection with local communities, and an environment that attracts the best and brightest talent to help us deliver solutions to our customers. Our Core Values guide every decision about our operations, our products, and our impact.



## Safety and health

We’re committed to protecting the safety and health of our employees, our contractors, our customers, and the people in the communities where we operate.



## Respect for people

We treat our employees and all our partners with professionalism, dignity, and respect, fostering an environment where people can contribute, innovate, and excel.



## Highest ethical behavior

We conduct ourselves in accordance with the highest ethical standards, and in compliance with all applicable laws, always striving to be a respected corporate citizen worldwide.



## Protecting the planet

We find science-enabled, sustainable solutions for our customers, always managing our businesses to protect the environment and preserve the earth’s natural resources—for today and for future generations.



# DuPont business today

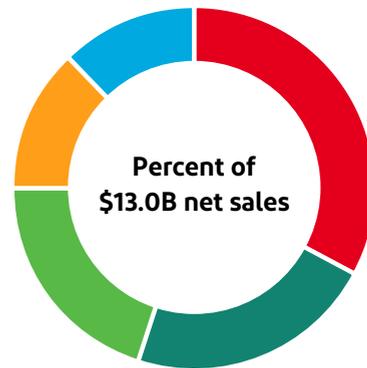
GRI 2-6

Over the last several years, our company has undergone a significant portfolio transformation that has resulted in a more growth focused company. Our new portfolio strategically aligns with our innovation strengths and industry leading products. Our customers look to us as a partner for technology and applications development expertise to deliver sophisticated and integrated solutions.

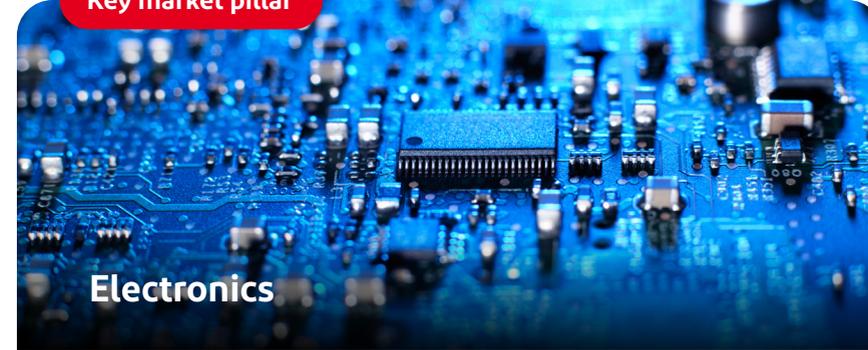
We've matched our leading product portfolios, applications capabilities, and strong customer relationships to five key market pillars: electronics, water, protection, industrial technologies, and next generation automotive. The global megatrends in each of these areas represent opportunity and challenges that will require integrated and sustainable innovations.

## Focused on five key market pillars

- **33%** Electronics
- **22%** Protection
- **20%** Industrial Technologies
- **13%** Next Generation Automotive
- **12%** Water



### Key market pillar



## Electronics

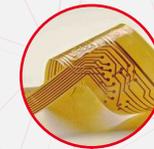
Enabling connectivity, smart technologies, and next generation semiconductor chips and printed circuit boards

### Markets

- Semiconductor chips and printed circuit boards manufacturing
- Next generation smart phones and high-performance computers
- High speed data processing and storage for datacenters

### Solutions

- Chemical mechanical planarization (CMP) pads, slurries, photoresists, including Riston®, PlasmaSolv®, and Kalrez® seals
- Metalization and copper plating technologies: Circuposit™, Microfill™
- EMI shielding and thermal interface solutions from Laird™, Tflex™, CoolZorb™, and ElectroSeal™
- Signal integrity: Kapton® polyimide film, Pyralux® laminates



### Key market pillar



## Water

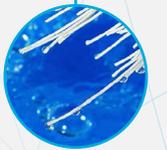
Addressing water scarcity with solutions for clean water and sustainable use

### Markets

- Industrial Water and Wastewater;
- Municipal Water and Desalination;
- Residential and Commercial; and
- Life Sciences and Specialties

### Solutions

- FilmTec™ Reverse Osmosis and Nanofiltration Membranes
- IntegraTec™ Ultrafiltration Membranes
- Amber Series Ion Exchange Resins
- MemPulse™ and OxyMem™ Municipal Wastewater Treatment Systems
- DesaliTec™ Closed Circuit Reverse Osmosis Technology (CCRO)
- B-Free™ anti-biofouling pretreatment



Key market pillar



Protection

Protecting workers and enabling sustainable buildings

Markets

- Building and construction insulation and wall systems
- Personal protective equipment (PPE) for military, emergency response, healthcare and industrial manufacturing
- Medical packaging

Solutions

- Weatherization, thermal comfort, air sealing: Styrofoam™, Froth-Pak™
- Wall systems: ArmorWall™, Thermax™, Tyvek®
- PPE: Nomex®, Kevlar®, Tyvek®, Tychem®
- Microbial barrier material: Tyvek®



Key market pillar



Industrial Technologies

Specialized materials for demanding environments including healthcare, aerospace, defense, and clean energy

Markets

- Medical devices and adhesives
- Biopharma processing
- Aerospace/defense
- Clean energy
- Industrial manufacturing

Solutions

- Biopharma processing: Liveo™ silicon tubing
- Sealing solutions: Kalrez® for chemical, thermal, mechanical sealing
- Specialty performance materials: Vespel®, Kevlar®, Nomex®
- Corrosion resistance: Tedlar®
- Anti-friction coatings: Molykote®



Key market pillar



Next Generation Automotive

Transforming mobility by advancing electric vehicles and advanced safety systems

Markets

- EV Battery: thermal management, assembly, safety
- Autonomous driving and safety systems
- Signal electronics for connectivity
- Electric powertrain solutions and charging
- Structural and driveline components

Solutions

- Auto adhesives and battery assembly: BETATECH™, BETASEAL™, BETAMATE™
- Nomex® electrical insulation
- EMI shielding: ReZorb™, CoolZorb®
- Vespel® and Molykote® performance components and lubricants
- Thermal management: Kapton®, Temperion®, Pyralux®





# Our sustainability strategy

.....  
Introduction →

.....  
**Our sustainability strategy**

.....  
Innovate for good →

.....  
Protect people and the planet →

.....  
Empower people to thrive →

.....  
Governance →

.....  
Appendices →



# Letter from our Chief Technology and Sustainability Officer



## Empowering sustainability-driven innovation

Our purpose statement, empowering the world with the essential innovations to thrive, defines our ambition, our aspirational contributions to society, and the resounding belief that we have an obligation to positively impact the world so future generations can flourish. A shared belief in our purpose statement is the principal reason our team members are motivated to come to work every day—because their efforts contribute to something much bigger than themselves. Collectively, these nine words serve as our guide, but perhaps the greatest distinction among them all is the word “empowering.” It’s an acknowledgement that our work can’t be done alone and takes deep collaboration across value chains and engagement with stakeholders to deliver sustainable solutions for global issues.

The world is facing some of the most pressing sustainability challenges of our time—climate change, circularity, natural resource conservation, and waste reduction, to name a few—and answers are needed faster than ever before. These topics are at the forefront of our customers’ agendas as they strive to meet the wants and needs of today’s consumers with products that deliver faster computing, 5G signal integrity, next generation displays, and more. Each customer challenge is distinct and consequently requires a tailored solution. As an innovation company with a purpose rooted in collaboration, we’re uniquely positioned to respond to our customers’ complex needs with highly customized and sustainable solutions. We believe the most significant impact we can deliver is innovation across the value chain and dually recognizing our responsibility to reduce our own footprint.

Our sustainability report is brimming with stories of real-world impact illustrating the extraordinary outcomes that are possible when sustainability is interwoven throughout innovation pipelines. We’ve worked alongside customers to change the landscape of “connected care” with smart wearables for at-home healthcare monitoring; we’ve enabled seawater to be used as a source of potable drinking water with our reverse-osmosis technology; we’re helping reduce carbon emissions through building materials innovation; we’re making electric vehicle batteries safer with our materials for temperature management; and we’ve addressed increased performance requirements in semiconductor manufacturing. These examples don’t even begin to scratch the surface of the depth of our innovation portfolio and the solutions we deliver to empower the world to thrive.

Our employees are empowered to be part of our sustainability journey and have helped us consistently deliver against our 2030 goals. Last year, we exceeded our 2030 “Acting on climate” goal to reduce Scopes 1 and 2 greenhouse gas emissions (GHG) by 30%—well ahead of schedule and we set a new goal, aligned with the Paris agreement, to reach a 50% reduction in Scopes 1 and 2 GHG emissions by 2030. Even more, we’re well on track to meet our 2030 goal of sourcing 60% of our electricity from renewable sources, including credits. Last year, 57% of our electricity was from renewable sources, equivalent to just over a terawatt-hour, and 38 of our sites operated with 100% renewable energy.

Beyond climate, employees’ commitment was evident in more than 530 community and social impact projects in 31 countries across the globe. And, many aspects of our inclusive culture continue to be recognized: 2022 marked our second year on Forbes Magazine World’s Top Female-Friendly Companies list, our third consecutive year receiving the Gold

HIRE Vets Medallion Award, and in recognition of our work in promoting greater economic access and equity among minority businesses, we earned the National Minority Supplier Development Council (NMSDC) Forefront 50: Top Corporations for Minority Businesses. We’ve also earned a perfect score by the Human Rights Campaign Foundation’s 2022 Corporate Equality Index annually since 2019.

Since the launch of our 2030 Sustainability Goals in 2019, we’ve made substantial progress on our sustainability strategy, demonstrating consistent and quantifiable results in the pages to follow. We’ve firmly embedded sustainability into our business strategy to drive long-term growth and to bring value to our stakeholders—and the results show that our strategy is working. The purposeful collaboration with our customers, suppliers and communities drives the impact we can collectively achieve. Of course, we have much more to accomplish in the years ahead, which will require continued momentum and focus. To all my DuPont colleagues, take this moment to look back and feel proud of how far we’ve come on the journey. Challenges won’t wait and there are more miles on the road ahead, but with a purpose like ours, we have the motivation and inspiration to get us to the destination.

**Alexa A. Dembek**

Chief Technology and Sustainability Officer

## Our three-pillar framework

At DuPont, science and engineering are the foundation of our company, and innovation is central to our business and sustainability strategies that create long-term value for our customers.



**Our strategy is grounded in our purpose to empower the world with the essential innovations to thrive, inspired by the United Nations Sustainable Development Goals (UN SDGs).**

As a premier multi-industrial company, we embrace the accelerated pace of learning, change, and expectations happening around the world and within our communities and workforce. Conversations about sustainability are quickly evolving, and we are listening and responding, internally and externally, to increase the speed and scale of our actions, momentum, and impact. Our sustainability strategy, established in 2019 and renewed in 2022 with input from multiple stakeholders, is built on three pillars: Innovate, Protect, and Empower.



# Our three-pillar framework

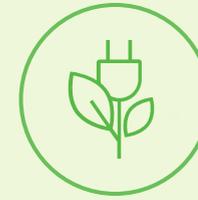
## Innovate for good



Innovate for good is our commitment to use our talent, resources, and innovation expertise to work on meaningful and valuable societal challenges. As an innovation company, the greatest positive impact we have on the world and for our global customers is through our products and applications, our innovation handprint, while we also work to minimize our environmental footprint. We focus our sustainable innovation in four key impact areas to address the world's most pressing challenges: climate action, enabling a more circular economy, creating products that are safe and sustainable by design, and advancing water stewardship.

In 2022, we continued to gain insight from customers and end users to better understand their needs and create a more focused set of innovation priorities for our global businesses. We increased investment in our eight innovation growth platforms and piloted a Portfolio Sustainability Assessment (PSA) methodology for the top innovation programs across our global businesses. Over 80% of evaluated innovation programs are aligned to deliver sustainability value for our customers, with over 50% focused on climate solutions. We refined our approach to enabling a circular economy to advance innovations across our value chains and strengthened our chemical management strategy and outcomes through our safe and sustainable by design 2030 goal. And we delivered award-winning solutions that enable our customers and society to make progress on sustainability challenges, earning nine Edison and R&D 100 awards for innovation excellence.

## Protect people and the planet



The need for protection has never been more evident or urgent than in the last few years. Protecting the planet from the challenges of climate change, protecting and preserving our natural resources, and keeping our employees and communities safe are critical to a sustainable future for all. Ultimately, the most valuable and enduring business outcomes are the ones that enable people and the planet to thrive. DuPont has a long-held commitment to ensuring the safety and health of our employees, contractors, customers, and communities while protecting the planet.

In 2022, we surpassed our 2030 goal of 30% reduction of Scope 1 and 2 GHG emissions eight years early, with a reduction of 35% from the 2019 baseline. We significantly increased our sourcing of renewable electricity from 18% in 2021 to 57% in 2022. We advanced our water stewardship goal by delivering innovations that solve complex water and sustainability challenges for industrial and municipal customers in 112 countries. We continued to make progress on our safety and health commitments, achieving employee health and safety performance among the top 10% of our American Chemistry Council (ACC) peer companies.

## Empower people to thrive



The empower pillar of our sustainability strategy addresses our needs as individuals and collective global communities for health, well-being, purpose, opportunity, equity, and connection. Engaged employees are the heart of our sustainability efforts and their contributions in an inclusive environment is what powers our results and impact. Colleagues have the opportunity to make a difference, grow professionally and work in an environment where they can be at their best. We pursue initiatives that enhance the health and well-being of our employees, communities, and the world around us. We encourage active participation in the communities where we work through key partnerships, collaboration with non-profit organizations, skills-based volunteering, and board service.

During 2022, we invested in career development to enhance the employee experience in meaningful ways. Additionally, we expanded and promoted tools and resources to improve physical and mental health and well-being. To advance diversity, equity, and inclusion (DE&I) we focused on our progress in representation while maintaining transparency of workforce demographics, both internally and externally. We fostered inclusion and understanding through employee communities and global programming. The communities where we live and work were positively impacted by the contributions of DuPont colleagues through targeted programs impacting nearly one million lives through education, community, and business partnerships.

# Our 2030 Sustainability Goals

Within the three-pillar framework of our sustainability strategy, we have nine 2030 goals. The goals are designed to be challenging—they provoke technical breakthroughs and new solutions for addressing society's biggest challenges while also addressing the sustainability topics most relevant to our stakeholders. Insights from our customers and other external stakeholders guide our actions, priorities, and approach to achieving our goals for highest value and impact.

DuPont's 2030 sustainability goals were first set in 2019, and we've reported progress on them annually. 2022 saw the continued transformation of DuPont's corporate portfolio, including the divestiture of the majority of our Mobility and Materials business and the integration of Laird Performance Materials. Because of these changes and the accelerated speed of change in the world, we have refined several of our goals, assuring that they reflect the size and nature of DuPont today. We also increased the ambition of our climate goal—setting new targets that have been validated by the Science Based Target initiative (SBTi). For the second year, metrics associated with three of our sustainability goals were included as an element of our Short Term Incentive Program (STIP). Inclusion in the STIP establishes a financial incentive to employees across the company to embed sustainability in the way we work and deliver on our sustainability priorities.



# Our 2030 Sustainability Goals



**Innovate for good**  
Create sustainable innovations to help society thrive and address its most pressing challenges

**Delivering solutions for global challenges**  
Innovate products to meaningfully address the world's sustainability challenges, with positive impacts for customers and society

**Enabling a circular economy**  
Integrate circular economy principles into our business models considering life cycle impacts in the markets we serve

**Innovating safe and sustainable by design**  
Advance sustainable chemistry in the design of our products and processes, addressing substances of concern and communicating with stakeholders on our performance



**Protect people and the planet**  
Operate sustainably by delivering world-class, end-to-end performance in safety, resource efficiency, and environmental protection

**Acting on climate**  
Reduce Scope 1 and 2 GHG emissions by 50% from 2019 base year and deliver carbon neutral operations by 2050  
Reduce our Scope 3 emissions from purchased goods and services and end of life of sold products by 25% by 2030 from 2020 base year  
Source 60% of power to our operations from renewable sources by 2030 as part of our RE100 commitment

**Leading water stewardship**  
Implement holistic water strategies at sites in high-risk watersheds and at high consumption sites  
Enable millions of people access to clean water through leadership in advancing water technology and enacting strategic partnerships

**Delivering world-class environmental, health, and safety performance**  
Further our commitment to zero injuries, occupational illnesses, incidents, waste, and emissions



**Empower people to thrive**  
Enable the health and well-being of people and communities and advance diversity, equity, and inclusion

**Accelerating diversity, equity, and inclusion**  
Become one of the world's most inclusive companies, with diversity well ahead of industry benchmarks

**Cultivating well-being and fulfillment**  
Create a workplace where employees report high levels of well-being and fulfillment

**Building thriving communities**  
Improve over 25MM<sup>[1]</sup> lives through targeted social impact programs

[1] The abbreviation MM is used to denote units in millions.

DuPont, Experimental Station, Wilmington, DE



# Innovate for good

.....  
Introduction →

.....  
Our sustainability strategy →

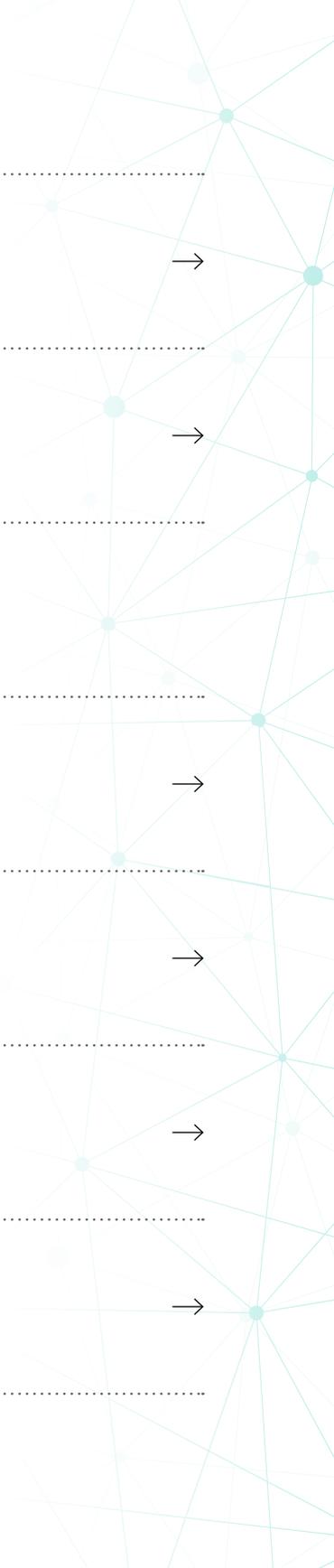
.....  
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.....  
Protect people and the planet →

.....  
Empower people to thrive →

.....  
Governance →

.....  
Appendices →



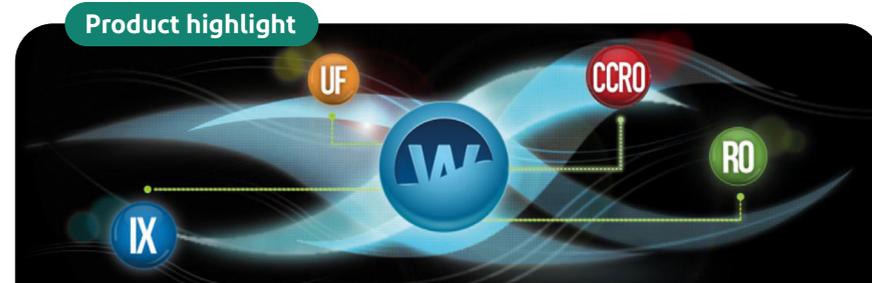
## Introduction

At DuPont, we recognize the scale of change needed to make meaningful progress on the UN Sustainable Development Goals by 2030 and the unprecedented level of collaboration required. Our innovation strategy and 2030 sustainability goals are aligned with societal challenges for our customers and global stakeholders to deliver a more just and sustainable world by 2030. Global events over the past year tested our resolve and our discipline, including continued supply chain disruptions, inflationary pressures, and the impact of the war in Ukraine on global energy markets. Throughout the challenges of the past year, we've responded to the growing sense of urgency to address the impacts of climate change, nature and biodiversity loss, equity, and human rights. In 2022, we advanced our innovation strategy with insight from our customers and markets, delivering growth and award-winning innovations to address important and valuable societal and sustainability challenges.



# Our approach to innovation

Our enterprise transformation journey to a premier multi-industrial company is interconnected with our sustainability journey, strengthening our business portfolio and focusing our innovation investment for scale of impact. Our value creation strategy combines innovation and sustainability with digital enablement. True north for our innovation teams and for society lies in the convergence of innovation with sustainability.



## WAVE water treatment design software

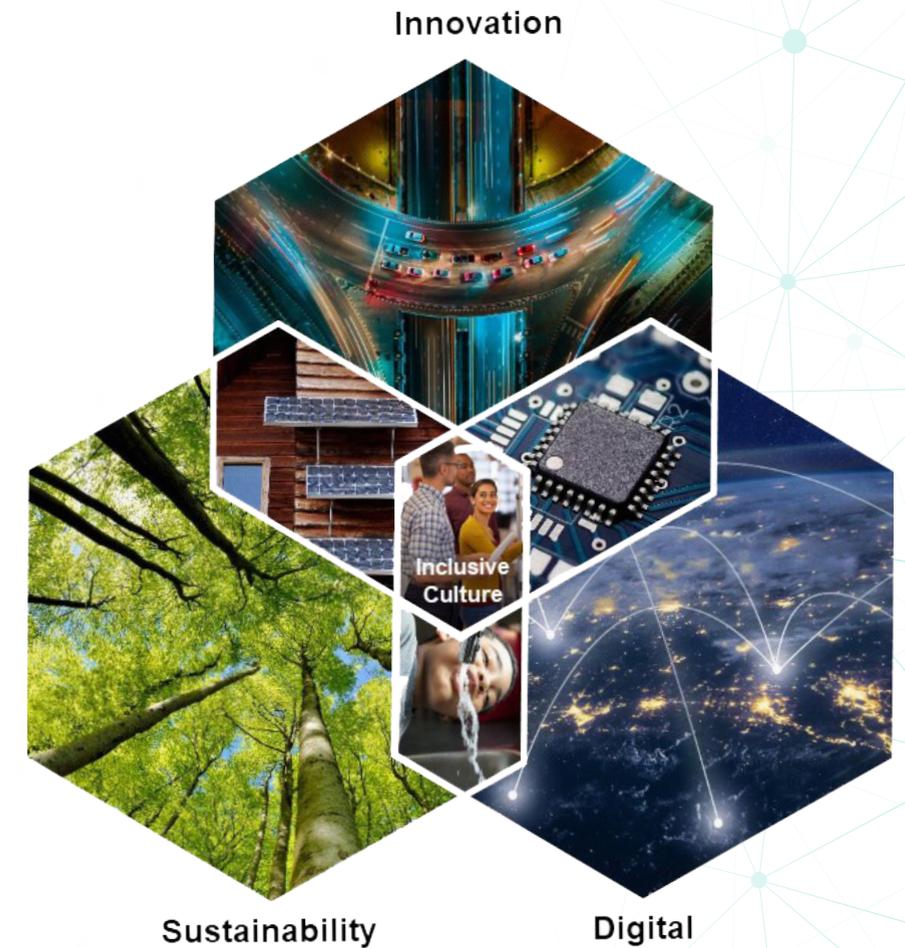
Treating water often requires more than one technology to achieve the desired quality, because water composition varies depending on the source. DuPont innovators make this easier by providing free access to our exclusive Water Application Value Engine, WAVE. It is the industry's first fully integrated modeling software program for designing water treatment systems that features the interconnection of multiple treatment steps—including ultrafiltration, reverse osmosis and ion exchange technologies—into one comprehensive tool. Using a common interface, it simplifies the design process for new systems leveraging the knowledge DuPont scientists and engineers have gained in optimizing these systems over the years. It can also be used to evaluate and troubleshoot the performance of existing systems.

Our approach begins with a focus on our customers and end markets, understanding their innovations and current and emerging sustainability challenges, and partnering to deliver solutions. We work closely with our customers to improve the performance and sustainability of our core businesses and to identify new applications and opportunities. As we innovate for growth, customer and value chain insights enable our businesses to deliver new innovations and extend the value of our products into high-growth, adjacent markets.

As a premier multi-industrial company, we invest differentially in innovation across our global businesses aligned with their strategies, growth drivers, and opportunities. Our innovation investment, which is approximately 4% of net sales, primarily targets high growth opportunities in our eight innovation platforms, which are described in the [Delivering solutions for global challenges](#) section of this Report. We further focus investment to enable future capabilities that will improve our speed to market, competitiveness, and impact. Our sustainability efforts and actions are aligned with areas of greatest material importance to our customers and market sector challenges and vary across our diverse portfolio.

One of the key capabilities we're investing in is digital tools and enablement, which complement our leading scientific and applications development expertise. At DuPont, we apply cutting-edge science to solve complex challenges in thermal management, miniaturization, EMI shielding, advanced separation and filtration, advanced construction technologies, user interfaces, and more. Digital solutions, such as smart and connected labs, predictive analytics, digital process mining, and optimization, help our world-class scientists accelerate learning and value creation for our customers.

## Powerful intersections deliver value creation



Where innovation, sustainability, digital, and an inclusive culture come together, a future-focused business growth mindset thrives.

# Innovate awards and recognition

## Six of the seven DuPont 2022 award-winning products have a strong sustainability benefit for our customers.

DuPont innovators were recognized with Edison and R&D 100 awards for innovation and sustainability excellence. These new award-winning innovations are enabling our customers to make progress on their sustainability goals in climate, circular economy, chemical management and water stewardship.



**FilmTec™ Fortilife™ XC120 membranes** recover more water and achieve higher brine concentrations in wastewater treatment systems than conventional products, leading to unique performance in minimal liquid discharge applications.



**Cyrel® Solutions' Lightning Plates** are designed for use with high-efficiency, mercury-free, long-lifetime LED exposure sources, eliminating a bottleneck in plate processing that leads to increased productivity while maintaining high print quality.



**DuPont's Thermax™ Non-Halogen Insulation**—With this reformulation, DuPont is the first polyisocyanurate wall insulation manufacturer to offer Class A products without the halogenated flame retardants commonly used in building insulation polyurethane foams, while meeting the stringent wall building code requirement.



**BETATECH™ thermal interface materials** help control heat in EV batteries. Optimized thermal management is closely tied to achieving extended range between charges for EVs and can also help improve overall safety and NVH performance.



**Low GWP Froth-Pak™ Spray Foam** utilizes a blowing agent package that achieves a reduction in global warming potential (GWP) of over 99% compared to blowing agents used in past formulations, supporting DuPont's commitment to reduce greenhouse gas emissions.



**Clarivate's Top 100 Global Innovators** list: The Top 100 Global Innovators is a list of companies and institutions that contribute new ideas, solve problems, and create new economic value.



**KapFlo™** clear polyimides without compromising high temperature stability for Next Generation OLED Smartphone Displays



**FilmTec™ Dry Seawater Reverse Osmosis (SWRO) membranes** have a dry-stable membrane technology with a lower environmental footprint from reduced water usage, shipping weight, and chemical disposal.



### Sustainability goal

## Delivering solutions for global challenges

Innovate products to meaningfully address the world's sustainability challenges with positive impact for customers and society

### Our approach to this commitment is to:

- Collaborate with our customers and across our global value chains to accelerate learning and innovation to address sustainability challenges in the markets we serve.
- Align business growth strategies and differential investment choices in our core businesses and eight innovation platforms with customer insight and global sustainability challenges.
- Deliver sustainable product and application innovations that create quantifiable positive impact for our customers and society.

### In 2022, we:

- Increased investment to deliver speed and impact in innovation platforms to benefit our customers, society, and our businesses based on expanded engagement with our strategic customers.
- Expanded and strengthened our innovative product portfolio by introducing new solutions enabling customers to improve performance, increase energy efficiency, reduce resource consumption, and minimize carbon footprint.
- Received nine R&D100 and Edison Awards featuring products enabling customers to achieve progress on their sustainability goals. Six of seven award-winning new products provide strong sustainability benefits, enabling our customers to make progress on their sustainability goals in climate, circular economy, chemical management, and water stewardship.
- Advanced our capability to quantify the impacts of sustainable innovation programs across our global businesses. Over 80% of evaluated innovation programs are aligned to deliver sustainability value for our customers, 50+% focused on climate based on portfolio sustainability assessment (PSA) pilot.

## Solutions for global challenges

Innovation, aligned with our purpose and growth drivers for our global businesses, is the most meaningful way DuPont can advance sustainability and empower the world with essential innovations to thrive. We are working across value chains and industries, leveraging resources and partnerships between the private and public sectors and with nongovernmental organizations to deliver solutions for customer and societal challenges.

Our approach to delivering solutions for global challenges is grounded in a disciplined process to engage with strategic customers and end users around the world to better understand their needs and strengthen our targeted innovation investment choices. These choices are directly linked to solving valuable scientific, technical, and sustainability challenges in the industries and markets we serve. We recognize the need for agility and the urgency of addressing climate change, access to clean water and healthcare, resource efficiency, and sustainable production, as well as enabling connectivity and high-performance computing globally.

While the UN Sustainable Development Goals continue to be the guiding principles for our 2030 sustainability goals, we refined the commitment to our Delivering solutions for global challenges goal in 2022 to better align with both stakeholders and business growth objectives. The revised commitment is to innovate products to meaningfully address the world's sustainability challenges with positive impact for customers and society. As we advance our ability to quantify the impacts of our innovations, we will report on the data-driven targets we are currently developing through our business-level sustainable innovation growth strategies and portfolio sustainability assessment (PSA) methodology.

## Strategic insight from our customers

One of the cornerstones of our approach to innovation and global challenges is to learn fast and make investment choices aligned with our customers and markets. To achieve this alignment, in 2022 we continued to advance learning through expanded customer and value chain engagements. The effort expanded on the sample of customers engaged in 2021 to 120 strategic customers from across our global businesses, representing multiple end markets including automotive, semiconductors, water, protection, consumer electronics, industrial, and more.

Using the results of the 2022 customer engagement work, we developed an interactive internal dashboard to facilitate analysis and insight generation. These customer insights establish a direct link between our innovation platforms and the sustainability priorities of our customers. The customer insights provide clarity for DuPont businesses and functions, increase the commercialization success of sustainable products, and enable our customers' success in achieving their sustainability objectives.

The results of our work in 2022 confirm and strengthen the conclusions of prior customer engagement on sustainability and add important insight for each of our businesses and market segments. Climate change is the number one sustainability topic for DuPont's customers and value chains, cited as a priority by more than 75% of those surveyed. Climate challenges and innovation opportunities, however, can be quite different across our businesses. Climate challenges for automotive customers center on vehicle electrification, which is a technology transition and use phase strategy that moves the industry away from fossil fuel combustion. For leading customers in the high-performance computing and consumer electronics segments the reduction in upstream manufacturing and raw material greenhouse gas emissions has become a top priority, in addition to improving use phase energy efficiency.

Three other topics, circular economy, safe and sustainable by design, and responsible procurement, are important as well and reinforce the results of the refreshed materiality assessment we conducted in 2021 (see [page 110](#) for details). Water stewardship is the top issue for DuPont Water Solutions, and it's already clear that water solutions are increasingly important in many of our other value chains.





DuPont Kingston Technology Centre, Ontario

## Business sustainable innovation growth strategies

In 2022, we used insights from our expanded customer engagements to refine our market and line of business level sustainable innovation growth strategies. Due to the diversity of our businesses and our transition to a premier multi-industrial company, sustainability focus areas and the differential investment choices needed to drive growth vary considerably across DuPont. In some of our value chains, the sustainability focus is on a few high-priority topics like the elimination of substances of concern in semiconductor manufacturing. In others, such as for leading electronics and consumer brands, our customers are looking for sustainability solutions across the entire product life cycle, which means investment choices for DuPont can include everything from working upstream with our suppliers to source low carbon raw materials, to procuring renewable electricity for our own operations, to innovating with our customers to extend the lifetime of consumer products. What is common across our businesses and across market pillars is the importance of listening to our customers, value chain knowledge, and the need to build partnerships to scale meaningful change.

# Solutions for global challenges: DuPont innovation platforms

As a premier multi-industrial company, we're focused on growth across five key market pillars: electronics, water, protection, industrial technologies, and next-generation automotive. Within, and sometimes across, these sectors, our eight innovation platforms focus and align investment choices on technologies and growth markets where innovation is needed to meet important societal and sustainable development challenges. We are being intentional and targeted with our actions to address current and emerging customer and stakeholder needs, with a focus on delivery and impact. In 2022, we increased investment in our innovation platforms, removed the distinction between established and emerging platforms, and changed what we called the Internet of Things platform to User Interface to better reflect the focus of that platform on display technologies. The diagram below summarizes our strategic growth choices into eight innovation platforms that align with specific SDGs and our global customers' most pressing needs.

High performance computing	User interface	High frequency connectivity	Advanced mobility	Clean water	Applied healthcare solutions	Sustainable & productive construction	Personal protection
<p>High speed data solutions that deliver high signal integrity by enabling</p> <ul style="list-style-type: none"> <li>Advanced nodes</li> <li>Packaging architectures</li> <li>Printed circuit board designs</li> </ul>	<p>Display and wireless solutions that enable transformational improvement in</p> <ul style="list-style-type: none"> <li>User interface</li> <li>Optical display materials</li> <li>Augmented reality</li> </ul>	<p>Device and infrastructure connectivity solutions for fast, reliable transmission of data</p> <ul style="list-style-type: none"> <li>High signal integrity</li> <li>High bandwidth (data)</li> <li>EMI shielding</li> </ul>	<p>Solutions to enable electric and smart vehicles, solving critical challenges in</p> <ul style="list-style-type: none"> <li>Thermal management and safety</li> <li>Battery assembly</li> <li>Connectivity</li> </ul>	<p>Solutions for global water challenges for purification, conservation, and reuse</p> <ul style="list-style-type: none"> <li>Water optimization</li> <li>High value separations</li> </ul>	<p>Advanced material solutions for healthcare applications</p> <ul style="list-style-type: none"> <li>Drug delivery</li> <li>Biopharmaceutical processing</li> <li>Single use systems and patient care</li> </ul>	<p>Integrated building and envelope solutions that enable</p> <ul style="list-style-type: none"> <li>Energy efficiency and weatherization</li> <li>Durability and fire resilience</li> <li>Build cycle reduction and quality install</li> </ul>	<p>Advanced multi-threat protection with optimal comfort and durability</p> <ul style="list-style-type: none"> <li>Industrial workers</li> <li>Front-line responders</li> <li>Military personnel</li> </ul>
<p><b>Sustainability drivers</b></p> <ul style="list-style-type: none"> <li>Eliminate priority substances of concern</li> <li>Reduce value chain carbon emissions</li> <li>Improve material and process circularity</li> </ul>	<p><b>Sustainability drivers</b></p> <ul style="list-style-type: none"> <li>Reduce energy consumption in devices and displays</li> <li>Improve material and process circularity</li> </ul>	<p><b>Sustainability drivers</b></p> <ul style="list-style-type: none"> <li>Reduce value chain carbon emissions</li> <li>Improve material and device durability</li> </ul>	<p><b>Sustainability drivers</b></p> <ul style="list-style-type: none"> <li>Reduce transportation carbon emissions</li> <li>Improve systems and charging efficiency</li> <li>Improve durability, repairability and material circularity</li> </ul>	<p><b>Sustainability drivers</b></p> <ul style="list-style-type: none"> <li>Reduce energy consumption needed for water and wastewater treatment</li> <li>Improve wastewater reduction, recycling and reuse</li> </ul>	<p><b>Sustainability drivers</b></p> <ul style="list-style-type: none"> <li>Improve material and process circularity</li> <li>Eliminate substances of concern</li> </ul>	<p><b>Sustainability drivers</b></p> <ul style="list-style-type: none"> <li>Reduce material carbon footprint and life cycle greenhouse gas emissions</li> <li>Improve material circularity and eliminate substances of concern</li> </ul>	<p><b>Sustainability drivers</b></p> <ul style="list-style-type: none"> <li>Improve material carbon footprint, process, and product circularity</li> <li>Eliminate substances of concern</li> </ul>

**Innovation platform**



**High performance computing**

Learn more →

The power of high performance computing has transformed the way we work and live, enabling complex modeling, analysis of large datasets, artificial intelligence, and the increasing power of smart phones, personal computers, and connected devices. The intersection between high performance computing and sustainable development centers on access to the computational advances needed to build resilient and sustainable industries and infrastructure and to foster education, which are not available to many millions of people around the world.

**Customer innovation and sustainability challenges we're solving**

- *Enabling advanced semiconductor nodes*, used to create the smallest and most powerful chips on the market that deliver improved performance and sustainability. Our broad portfolio and expertise support many segments of the semiconductor value chain, from advanced chip manufacturing processes to advanced packaging and assembly, to compound semiconductor device fabrication.
- *Enabling higher circuit density in printed circuit board designs* puts greater demands on the metal and dielectric layers, as line widths and spacings decrease. DuPont innovations create reliable solutions for printed circuit boards with increased circuit density that function well under demanding environmental conditions.
- *Reducing waste and improving circularity* for precious metals and other valuable raw materials is an important challenge for our customers and the semiconductor value chain. For more details, see [Enabling a circular economy](#).
- *Developing solutions to reduce the use of substances of concern*. Along with our customers, DuPont is innovating chemistries for the semiconductor industry that improve process safety and eliminate substances of concern while meeting the highest performance requirements for advanced cleans and other processes. For more details, see [Innovating safe and sustainable by design](#).



**3 nanometer**

process technology is made possible by our semiconductor materials and is used to create the smallest and most powerful chips on the market

**Innovation platform**



**User interface**

Learn more →

The ubiquitous nature of user interfaces and displays, and their necessity to learning and controlling devices in today's increasingly digital world, provides a clear connection to sustainable development. Displays in smartphones, computers, televisions, and increasingly in cars, are the human interfaces to technology and need to be functional, durable, and energy efficient. Our materials enable devices that are critical to education, access to knowledge, the development and growth of high technology industries, and improved standards of living around the world.

**Customer innovation and sustainability challenges we're solving**

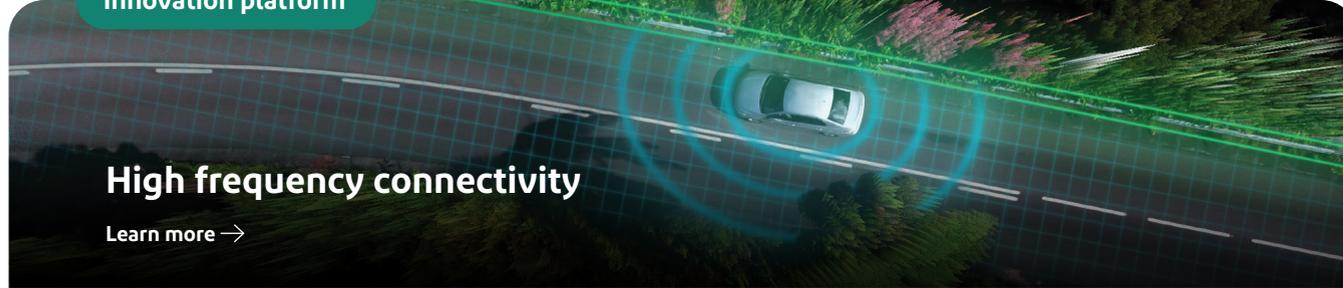
- *Driving development of OLED display materials*: In the growing organic light-emitting diode (OLED) market, DuPont has established a leadership role in developing red, green, and blue emissive materials and providing market-leading solutions with high efficiency, lower driving voltage, and longer lifetime for next-generation OLED displays.
- *Developing enabling materials for high efficiency displays*: High brightness is one of the most important performance attributes, even in low powered OLED and liquid crystal display (LCD). DuPont's organic passivation materials help to expand the display emitting area and limit thermal power loss due to their highly insulating properties.



**30% improvement**

in performance and corresponding improvement in OLED device lifetime with DuPont blue host materials for OLED displays

**Innovation platform**



**High frequency connectivity**

Learn more →

Today, there are 15 billion connected devices around the world. By 2030, it is estimated that there will be close to 30 billion connected devices, and this connected ecosystem, enabled by 5G technology, will continue to revolutionize the world and transform the way we—and our devices—communicate. The intersection between high frequency connectivity and the UN SDGs centers on access to information and communications technology, which has become foundational to economic development, and education. Connected devices enable everything from learning to banking, meaningful work, and social connections—and this critical access is not available to everyone on an equal basis.

**Customer innovation and sustainability challenges we’re solving**

- *Lower loss materials* enable networks and devices to process information with higher speeds and high signal fidelity. Our materials include films, adhesives, metal foils, multi-layer laminates, masking, and plating chemistries that are critical to the functioning of flexible circuit, high frequency antennas, and devices.
- *Electromagnetic interference (EMI)* from both natural and man-made sources can disrupt electronic signals and is a significant challenge in our increasingly connected world. DuPont’s Laird™ Performance Materials has long been a leader in this space, providing a wide range of EMI management solutions that absorb, shield/block and conduct disruptive energy to ensure signal integrity in the most demanding applications.
- *Miniaturization* is a technical challenge for high frequency connectivity, just as it is for high speed computing. The drive toward miniaturization in the consumer electronics and telecom sectors requires printed circuit boards with higher circuit density, which puts greater demands on the metal and dielectric layers as line widths and spacings decrease.
- *Extending device lifetime in demanding applications and improving material circularity* for precious metals and other valuable raw materials is an important challenge for our customers. For more details, see [Enabling a circular economy](#).



**ReZorb™ radar brackets**

from DuPont reduce radar reflection by 99% to provide clearer signals for collision avoidance systems

**Innovation platform**



**Advanced mobility**

Learn more →

The electrification of transportation achieved a global milestone in 2022 with electric vehicle sales reaching around 10% market share for the first time, driven largely by growth in Europe and China. In the United States, incentives in the Inflation Reduction Act for new purchases of American-made electric cars and planned investment in EV manufacturing and a nationwide fast charging network are expected to further expand sales. Electrification and associated trends in advanced mobility are fundamental to achieving the UN Sustainable Development Goals, aligned primarily with energy systems and climate change but also key to enabling more sustainable cities and communities.

**Customer innovation and sustainability challenges we’re solving**

- *Powertrains and e-Motors:* Higher voltages and powerful electronics in electric and hybrid vehicles require advanced material solutions to improve thermal management and safety, efficiency, reliability, and longevity. Nomex® solutions are used in eight out of ten full hybrid and plug-in electric vehicle drive motors, providing a range of electrical insulation applications improve durability and performance.
- *Charging systems:* High speed and high efficiency charging systems need solutions with low resistance, low wear, and high durability to maximize charging performance. Kapton® and Pyralux® solutions enhance the performance and reliability of e-motors and vehicle charging systems.
- *Battery technology:* Demand continues to grow for advanced EV battery solutions that are safer, more durable and have longer range. BETATECH™ and BETAFORCE™ TC adhesives support improved battery durability and performance, optimizing thermal management and component reduction. To improve sustainability, we’re developing adhesive formulations that allow easy access to the costly components within the battery pack enabling efficient removal of faulty cells or modules.



**8 out of 10**

full hybrid and plug-in electric vehicles use Nomex® paper in their drive motors

**Innovation platform**

**Clean water**

Learn more →

Access to safe water, sanitation, and hygiene is essential to sustainable development and is key to sustainable cities, agriculture, and industry. According to the World Resource Institute, as many as 3.5B people could experience water scarcity by 2025, while demand is projected to grow by up to 30% by 2050. But it doesn't have to be this way. As a leader in water purification, conservation, and reuse technologies, DuPont is collaborating for a [water-optimized world](#) and innovating to change the way we think about water.

**Customer innovation and sustainability challenges we're solving**

- *Industrial water and wastewater management:* DuPont Water Solutions develops best-in-class industrial wastewater treatment technologies to:
  - *Reduce effluent discharge:* reduce the volume and pollution under minimum standards in environmental regulations and sustainability goals.
  - *Reuse wastewater:* achieve savings by reducing wastewater surcharges, recycling wastewater against other water sources, or improve water availability in water scarcity regions.
  - *Recycle by-products:* recover salts and more from wastewater streams to compensate operation cost.
- *Access to affordable, safe drinking water for healthier homes and communities:* DuPont offers proven water-treatment solutions—from municipal to residential-- and partners with [Water.org](#) to innovate and deploy scalable, climate-resilient sustainable water solutions to vulnerable people in communities around the world.
- *Water-scarcity:* DuPont seawater desalination solutions, including FilmTec™ reverse osmosis membranes, resist fouling, deliver energy savings, and reduce life cycle costs.



**50 million+**

**gallons of water are processed every minute using our technologies**

**Innovation platform**

**Applied healthcare solutions**

Learn more →

Innovation across healthcare applications is evolving rapidly and DuPont's Liveo™ Healthcare Solutions business works closely with our customers in advancing next generation medical devices, new therapeutics manufacturing, and drug delivery solutions. DuPont high-performance materials and application expertise help enable smarter healthcare and positive patient outcomes. The need for advances in applied healthcare solutions is foundational to sustainable development and is specifically addressed by UN SDG 3 to ensure healthy lives and promote well-being for all at all ages.

**Customer innovation and sustainability challenges we're solving**

- *Sustainable and cost-effective biologic drug manufacturing:* Pharma and biopharma companies face growing pressure to control costs while maintaining focus on material integrity and purity. DuPont™ Liveo™ Healthcare Solutions offers a broad range of solutions aligned with our customers' growth ambitions and to help support access to safe, effective, quality, and affordable essential medicines and vaccines for all.
- *Develop new therapeutic topical and transdermal drug delivery solutions:* Transdermal drug delivery has the advantage of achieving sufficiently high drug levels at the site of therapeutic action while keeping systemic blood levels low, thus avoiding side effects and improving drug therapeutic index. DuPont™ Liveo™ Healthcare Solutions is the market and technology leader in silicone biocompatible pressure sensitive adhesives (BIO-PSAs) specifically for pharmaceutical use.
- *Connected devices and wearables with improved protection, durability, and wearability:* Moving from hospital-based treatment to preventive healthcare, where people are monitored at home, is a revolution in terms of patient experience that will cut societal costs, improve healthcare affordability, and quality of life for large parts of the population. DuPont™ Liveo™ Healthcare Solutions partners with innovative medical devices OEMs in the development of smart AI wearables for continuous, connected care for at-home monitoring and early detection.
- Collaborating to reduce waste and improve material circularity is important for medical device manufacturers, healthcare, and pharmaceutical markets. For details on our circular initiatives for healthcare, see [Enabling a circular economy](#).



**100%**

**of silicone transdermal patches on the market use Liveo™ medical silicone adhesives, providing better drug delivery**

Innovation platform



Sustainable and productive construction

Learn more →

The biggest sustainability problems can't be solved without big contributions from the building and construction industry. For example, the UN Sustainable Development Goal 11 on Sustainable Cities and Communities defines targets that include achieving safe and affordable housing for all, reducing the adverse effects of natural disasters, and reducing the environmental impact of cities. Solving these problems calls for sweeping transformation in today's construction practices and building operations. At DuPont Performance Building Solutions and Corian® Design, we're up to the challenge, and have charted a course to help make sustainability a reality in the building materials industry over the next decade.

Customer innovation and sustainability challenges we're solving

- *Energy Efficiency & Weatherization:* Carbon emission from building must be reduced 50% by 2030 to avoid the worst impacts of the climate crisis. Regulations are driving higher energy efficiency requirements for buildings, and customers are looking for solutions to reduce both embodied and operational carbon. We are working to deliver thermal insulation and air sealing solutions.
- *Durability and Fire Resilience:* Climate change is leading to higher levels of precipitation and more extreme weather events. As a result, customers are demanding fire and flood resistant building materials. To meet this need, we are developing novel building materials that enable high performance fire standards and improve the weatherization of the building envelope.
- *Build Cycle Simplification and Installation Quality:* The construction industry is seeking products that simplify build cycle while maintaining quality. We are working to provide integrated functionality for building envelope wall systems to improve the ease and quality of installations for new construction and growing renovation markets.
- *Advancing Sustainability in the Built Environment:* At DuPont we are investing in innovative construction solutions that help drive whole life carbon of buildings to net zero, increase circularity of materials, and utilize safer chemistries, to realize our shared vision of sustainability within the built environment.



Styrofoam™ ST-100

delivers a substantial 94% reduction in embodied carbon<sup>[1]</sup> enabling homeowners contribute to greenhouse gas reductions

[1] As published by 3rd party certified life cycle assessment

Innovation platform



Personal protection

Learn more →

DuPont Personal Protection brings together some of the most trusted names in personal protective equipment (PPE) and solutions—Tyvek®, Nomex®, and Kevlar®—to provide unparalleled solutions that protect workers against chemical, thermal, electric arc, mechanical, and other workplace hazards. Our commitment to protecting worker lives extends from police, firefighters, and other first responders to industry workers on oil & gas platforms to healthcare providers needing not just chemical but biological protection as well. We are proud of our role in protecting people at work, and we believe that advancing sustainability is an important extension of that role.

Customer innovation and sustainability challenges we're solving

- *Lightweight, breathable, comfort and high-performance garments:* The ability to wear PPE for a long period, and in challenging environments without compromising protection, has always been part of our value proposition. We developed Nomex® Nano Flex to be thinner, highly breathable, and have exceptional flexibility—all with a 4X improvement in particle barrier performance.
- *Advanced multi-threat protection with optimal comfort and durability:* As the modern workplace evolves today's manufacturing workers need to have different layers of protection to address multiple hazards simultaneously. In 2022, [DuPont Protection Innovation Award winners Bulwark and Youngstown Glove Co.](#) were recognized for product designs providing multi-hazard protection for industrial workers.
- *Improved material and product circularity:* Improving circularity is one of the key challenges in the design and manufacture of high-performance protective garments and medical packaging. DuPont is meeting these challenges with several examples described in the Enabling a circular economy section of this report.
- *Elimination of substances of concern:* In 2022, DuPont launched Nomex® Comfort with EcoForce™ technology that delivers best-in-class flame resistance and features a chemical-repellent finish that is not based on fluorine chemistry. Read the [product highlight](#) in the [Innovating safe and sustainable by design](#) section.



200 million

Tyvek® garments protect workers every year in industries including healthcare, manufacturing, transportation and construction

# Advancing our ability to quantify the impacts of sustainable innovation

In 2022, we continued to advance methodologies, internal frameworks, and science-based competencies needed to quantify the impacts of sustainable innovation. These include life cycle assessment (LCA) and the development of a framework to integrate sustainability with innovation. LCA is one of the critical science-based competencies that will enable DuPont to quantify the environmental impact of our innovations and meet customer expectations for product footprint data. In 2022, we continued to advance our ability to conduct and communicate the results of product LCA studies and to employ the results to improve the sustainability of our businesses.

A second key advancement in 2022 was the development and piloting of a DuPont portfolio sustainability assessment (PSA) methodology<sup>[1]</sup>. A DuPont PSA methodology will provide a sustainability lens for our innovation portfolio, support embedded sustainable innovation growth strategies at the line-of-business (LOB) level, and for our eight innovation platforms, drive deeper understanding of the competitive landscape, growth, and stronger relationships across our global value chains. The DuPont PSA methodology is intended to be applicable to Innovation (R&D) projects and portfolios, existing commercial products and services, and aligned business sustainability strategies.

DuPont's PSA methodology provides a framework to assess innovation opportunities and quantify impacts across the product life cycle in four sustainability impact categories, aligned with our 2030 Sustainability Goals and most material topics: Climate Action, Circular Economy, Safe and Sustainable by Design, and Water Stewardship. Responsible procurement

will be integrated into the PSA methodology through a focus on sustainable raw materials and upstream value chain engagement. In each of these four areas, the methodology focuses opportunity generation on both product footprint and innovation handprint.

Our strategy to advance the science and impact in each of these categories, and their alignment with business and innovation strategy are expanded in the relevant sections of this report. DuPont's draft PSA methodology enables businesses to categorize innovation projects and products into five scoring categories, aligned with the World Business Council for Sustainable Development (WBCSD) methodology. Both the scoring categories and solutions set will be more fully defined and contextualized in further iterations of the PSA methodology and in future reports.

In 2022, we piloted our draft PSA methodology for the top ten innovation projects in each of our lines of business. The results, which will need further validation because many of the projects are in early stages of development, indicate that over 80% are advantaged or highly differentiated in at least one sustainability impact category. Roughly 50% consist of climate-focused innovation and 25% safe and sustainable by design solutions. These findings are consistent with our learnings from expanded customer sustainability engagements, confirming alignment with customer sustainability priorities. In 2023, we will refine the PSA methodology based on learnings from the pilot, implement the methodology for all new innovation projects, and begin assessing high priority commercial products based on customer and market demands.

## PSA impact categories

Climate Action	Circular Economy
<p><b>Product Footprint</b></p> <ul style="list-style-type: none"> <li>Reduce product carbon footprint</li> <li>Manufacture using renewable energy</li> </ul> <p><b>Innovation Handprint</b></p> <ul style="list-style-type: none"> <li>Enable carbon reduction for customers</li> <li>Enable use phase efficiency or other climate solutions</li> </ul>	<p><b>Product Footprint</b></p> <ul style="list-style-type: none"> <li>Manufacture using recycled or bio-based materials</li> <li>Reduce or repurpose operational waste</li> </ul> <p><b>Innovation Handprint</b></p> <ul style="list-style-type: none"> <li>Enable waste reduction or efficiency for customers</li> <li>Design for circularity and material recovery</li> </ul>
Safe and Sustainable by Design	Water Stewardship
<p><b>Product Footprint</b></p> <ul style="list-style-type: none"> <li>Eliminate or reduce substances of concern (SOCs)</li> <li>Improve manufacturing safety</li> </ul> <p><b>Innovation Handprint</b></p> <ul style="list-style-type: none"> <li>Enable customers to reduce SOCs or improve process safety</li> <li>Enable safe and sustainable by design products for consumers</li> </ul>	<p><b>Product Footprint</b></p> <ul style="list-style-type: none"> <li>Reduce product water footprint</li> <li>Improve operations water use efficiency</li> </ul> <p><b>Innovation Handprint</b></p> <ul style="list-style-type: none"> <li>Enable water efficiency improvements for customers</li> <li>Enable positive water outcomes for the world, including expansion of access to clean water</li> </ul>

[1] Aligned with the [WBCSD Chemical Industry Methodology for Portfolio Sustainability Assessment](#).



### Sustainability goal

## Enabling a circular economy

Integrate circular economy principles into our business models considering life cycle impacts in the markets we serve

### Our approach to this commitment is to:

- *Design circular products and processes:* Collaborate with our customers on circular design opportunities, innovate process efficiency and waste reduction in the use of our products and focus on durability and longer product lifetime.
- *Source circular raw materials:* Develop value chain partnerships with strategic customers and suppliers to scale circular opportunities for critical raw materials, increase utilization of low-carbon, recycled and bio-based materials, and implement robust traceability and certification practices.
- *Optimize our manufacturing processes:* Prioritize efficient process design, maximize yield, and minimize losses in our manufacturing operations, while implementing and expanding 4R waste reduction programs.
- *Recapture valuable materials at end of use:* Collaborate with strategic customers on solutions to end-of-use challenges, advance initiatives for product takeback and reverse logistics, and proactively respond to regulatory drivers for waste recycling and extended producer responsibility (EPR).

### In 2022, we delivered innovations in each of the four focus areas of our revised management approach to enabling a circular economy:

- *Design circular products:* Improved the design of our chemical mechanical planarization (CMP) pads to reduce process waste and improve efficiency, resulting in a 40% extension in pad lifetime.
- *Source circular raw materials:* Expanded the use of recycled tin and copper (instead of mined) to support customers of our Semiconductor Technologies and Interconnect Solutions businesses with the goal of expanding our portfolio of solutions using 100% recycled metals.
- *Optimize manufacturing:* Established a new collaboration to repurpose valuable off-spec silicone rubber and tubing production waste for Liveo™ Healthcare Solutions Hemlock, Michigan site with the anticipated benefit of reducing waste to landfill by more than 90% for the production line.
- *Recapture valuable materials:* Completed a mixed plastic waste recycling pilot project for DuPont™ Tyvek® Healthcare Packaging with a large U.S. university healthcare system that diverted 13,792 pounds of plastic waste from landfill during the first nine months of the project.

Innovating to enable a more circular economy is one of the most important ways global companies and value chains can positively impact the UN Sustainable Development Goals. Circular economy principles and business models, with their strong focus on systems, efficiency, and product life cycles, provide a clear path to advancing sustainable development. Many of the key challenges we face as a society are closely linked to unsustainable, linear methods of production and consumption, including the environmental and human health impacts of resource extraction, manufacturing and consumer waste, climate change, water stewardship, and nature and biodiversity loss.

Despite widespread recognition of circular economy issues, from ocean plastic to e-waste, society has struggled to scale solutions. At a global level, total material extraction has more than tripled since 1970—and almost doubled since the year 2000—to 100 B tons. At the same time, overall circularity, measured in terms of circular inputs to production, has decreased over the past five years from 9.1% to just 7.2%. At DuPont, we recognize that progress toward achieving circularity worldwide is not happening fast enough, and we and our value chains need to act with a greater sense of urgency. Collaboration is critical to make progress on circularity. We are working on strengthening our partnerships to make better progress and realize that it will not be a one size fits all approach.

In this section, we outline our revised approach to circular economy, from insight to action, highlighting solutions from across our global businesses that demonstrate the differential investment choices and strategies needed for a multi-industrial company. As in the previous section, the focus will be on solutions for global challenges in each of our eight innovation platforms.

## Strategic insight on circular economy from our customers

One of the cornerstones of our approach to innovation and global challenges is to learn fast and make investment choices aligned with our customers and markets. The results of our customer engagements in 2022 confirm the importance of circular economy drivers across our businesses, markets, and value chains. As shown on [page 22](#), circularity challenges vary significantly across our eight innovation platforms. In high performance computing and high frequency connectivity, for example, the challenge is primarily related to precious metals, where both unsustainable mining practices and e-waste adversely impact the environment and human rights. For applied healthcare and personal protection, optimizing our manufacturing processes and recapturing valuable material at end-of-use for products are higher priorities. These and other circular economy challenges, along with where we are innovating to create solutions, will be highlighted in this section.

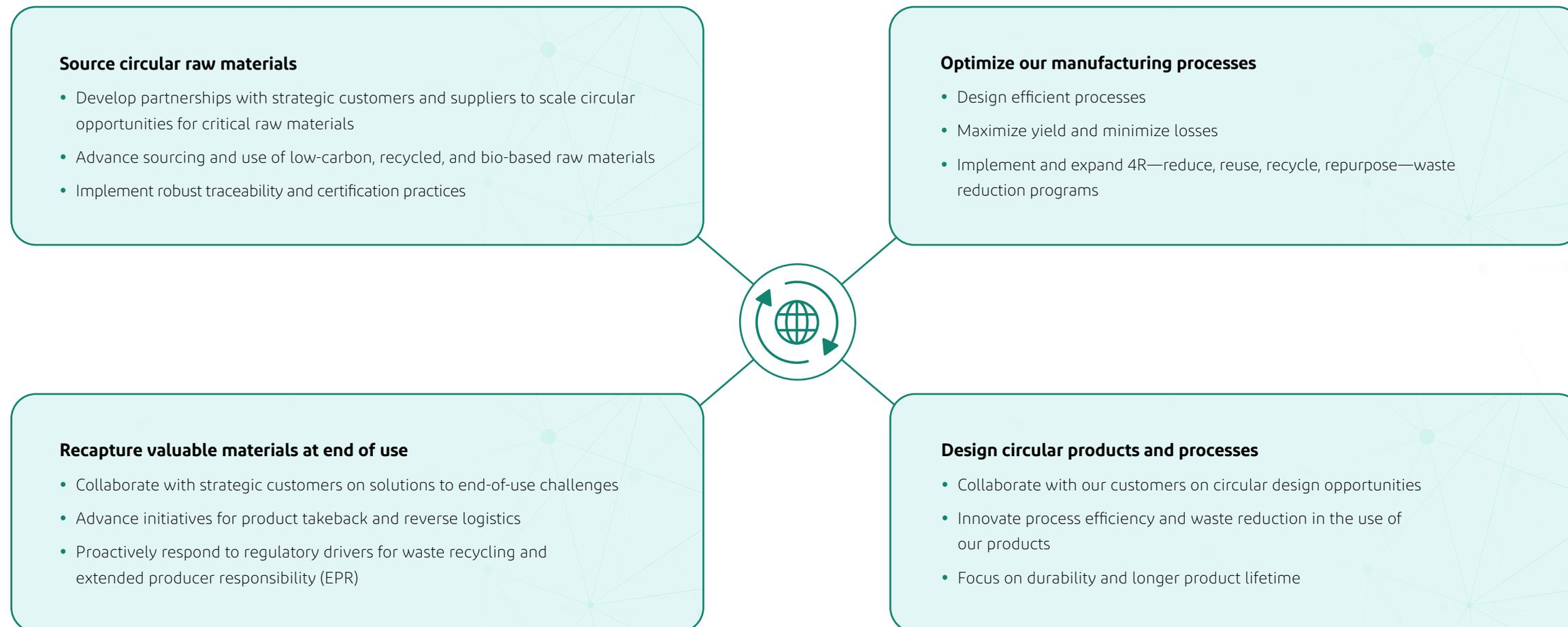


**Delivered circular innovations and initiated proof of concepts in each area of refined approach to enabling a circular economy using insight from strategic customers and other stakeholders**



# DuPont's circular economy approach across the product life cycle

In 2022, we used insights from our expanded customer engagement to refine our market and line of business level sustainable innovation growth strategies and to develop a DuPont portfolio sustainability assessment (PSA) methodology. In our PSA methodology, circular economy is a key impact category and an area where our businesses are actively developing solutions for customer and societal challenges. Based on customer insight and learnings from the PSA pilot we conducted on top innovation projects in each of our lines of business we've refined our circular economy strategy to focus on four parts of the product life cycle, as shown in the below figure. Each part of the product life cycle will require different types and levels of investment and both unique and complementary enabling capabilities. Circular economy strategies and investment will be different for each of our global businesses and for each innovation platform depending on their unique innovation and sustainability challenges.



## Design circular products and processes

Innovating with our customers and value chains to design circular products and processes is one of the most impactful ways we can enable a more circular economy. Through our scientific and applications development expertise, DuPont works with customers to improve how products are designed, processed, and used by consumers. In the design of circular products and process, we:

- Collaborate with our customers on circular design opportunities,
- Innovate process efficiency and waste reduction in the use of our products
- Focus on durability and longer product lifetime.

For some of our lines of business, such as Semiconductor Technologies, our products are consumed during the manufacturing process or incorporated into complex device architectures. The following are examples of circular product and process design.

**Innovating to improve the lifetime of CMP pads:** Chemical mechanical planarization (or polishing) (CMP) is a critical step that is used multiple times in the semiconductor manufacturing process at each layer of the silicon wafer to remove excess materials and create a smooth surface. Since CMP pads are single use, optimization of the pad performance and lifetime is a key opportunity to reduce process waste and improve process efficiency. DuPont worked with our customers' process needs to improve the design of our CMP pads used in their process and validated the results on their production lines, resulting in a 40% extension in pad lifetime.

**Transforming waste from the production of Lithium-ion batteries into valuable agrichemicals:** Iron phosphate, a key raw material for lithium-ion battery electrode production, is a fast-growing industry in China driven by the EV market. Our team successfully applied a water reuse and recovery process, called Minimum Liquid Discharge (MLD) to this industry. MLD uses our reverse osmosis membrane technology to enable conversion of industrial wastewater into clean water and concentrated valuable minerals for use in the production of agrichemicals. In 2022, we enabled the first customer to recover 50,000 tons of these valuable minerals which would have traditionally been discharged to the environment. The value from the recovered water and minerals present in the iron phosphate wastewater offsets the cost of implementing and operating the MLD process making it affordable and more sustainable.



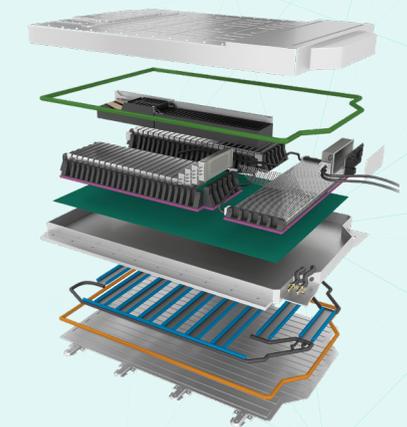
DuPont™ Amber Series Ion Exchange Resins

### Product highlight

#### Enabling repairability and recycling of EV batteries

Battery repair is of growing interest to the industry, driven by sustainability commitments and governmental regulations. Extending the end-of-life for these advanced technologies is an important initiative. BETASEAL™ 900EI, used on the GM Ultium® Battery Pack Assembly, is an electrically isolating polyurethane sealant for battery packs. It enables servicing, repairing and recycling without destruction of any components. BETASEAL™ 900EI also provides a dust tight environment that is water immersion capable for short periods including car washes. In addition, it acts as a secondary barrier if battery cells leak.

DuPont BETASEAL™900 EI was awarded the prestigious General Motors 2020 Overdrive Award in the "Accelerate Innovation" category, one of only five companies selected in that category.



- BETASEAL™ sealant
- BETAFORCE™ semi-structural and structural adhesive
- BETATECH™ thermal interface material
- BETAFORCE™ TC thermal-conductive adhesive
- BETAMATE™ crash-durable structural adhesive

## Source circular raw materials

As noted in the introduction to this section, circular inputs to production have decreased over the past five years from 9.1% to just 7.2%. In order for society to move away from wasteful linear value chains toward a more circular economy, it's imperative that we begin scaling economically viable production of circular raw materials. This will require new partnerships and increased value chain collaboration, innovations in post-consumer waste processing, and the separation and purification of valuable components. In addition to waste reduction, there is a strong connection between circularity and efforts to develop and scale low carbon raw materials. At DuPont, we're working with strategic suppliers on reducing the carbon footprint of raw materials.

In sourcing circular raw materials, we:

- Develop partnerships with strategic customers and suppliers to scale circular opportunities for critical raw materials,
- Advance sourcing and use of low-carbon, recycled, and bio-based raw materials, and
- Implement robust traceability and certification practices.

We have several projects in our innovation pipeline that advance the sourcing and utilization of circular raw materials, which we'll feature in future reports along with our approach to tracking progress over time. The following are examples of the results we've delivered in 2022.

### **Advancing the use of recycled tin in semiconductor packaging materials:**

Semiconductor packaging materials are used to form the connection of the integrated circuit (IC) chip to the package substrate, another package or directly to the printed circuit board. These materials, which are critical to semiconductor wafer-level packaging processes, enable



*DuPont, Hemlock, MI*

more functionality to be packed in a smaller form factor, using less power, while improving performance and reliability for today's leading-edge electronics and applications for high performance computers, connected devices, memory, automotive electronics, the 5G networks of the future and more. The DuPont metallization team has expanded sustainability efforts by developing product innovations using 100% recycled tin (instead of mined) that deliver high-performance alternatives optimized for today's IC packaging technologies. In 2023 we will continue to advance the sourcing and use of recycled tin in our tin metallization product portfolio, to improve supply and expand market coverage while continuing to meet the quality and performance requirements of our customers and end markets.

### **Sourcing recycled copper for flexible copper clad laminates (FCCL):**

Laminates provide the backbone for increasingly complex flexible and rigid printed circuit boards (PCBs). Flexible laminates must provide mechanical flexibility and electrical performance, which is why the type of copper used to make flexible copper clad laminates is important and why it can be challenging to use recycled copper. At DuPont, we're working with our customers and copper suppliers to optimize the electrical properties of recycled copper for use in our Pyralux™ FCCL product portfolio. Our innovation teams advanced this work in 2022 and we will provide updates in future reports on our goal of expanding our portfolio of next generation products using 100% recycled copper.

# Optimize our manufacturing processes

GRI 3-3, GRI 306-2

As we work to advance circularity across our global value chains, we recognize the importance of optimizing our own manufacturing processes. By 2030, we aim to have 4R (Reduce, Reuse, Repurpose, Recycle) waste management and reduction programs implemented at all our sites. We are setting specific milestones for reducing waste and improving yields, at sites where there will be the most impact, prioritized on the basis of waste volume, hazard, and reclaim value. To learn more about our environmental and waste management programs, see the [Delivering world-class environmental, health, and safety performance](#) section of the report.

In optimizing our manufacturing processes, we:

- Design efficient processes
- Maximize yield and minimize losses
- Implement and expand 4R—reduce, reuse, recycle, repurpose—waste reduction programs

Over the years, DuPont has developed capabilities to reuse, recycle, and repurpose waste and scrap from our operations because of the properties and value of our innovative materials. To leverage these attributes, our teams work across businesses and with customers to identify opportunities to develop and deliver technical solutions that simultaneously reduce waste to landfill and realize financial or societal benefits. Additionally, we've worked to refine our processes, capabilities, and scope to expand our impact and implement more circular business models going forward.

**Partnering to recycle silicone rubber and tubing waste:** The medical device and pharmaceutical markets that DuPont's Healthcare Industries Materials Site (HIMS) serve require consistent, high-quality silicone elastomers and biopharmaceutical tubing. Production materials that are out-of-specification and production-related waste materials do not meet the standards for our customer's applications and are typically viewed as waste.

We are partnering with ECO USA, a silicone recycling company in Parkersburg, West Virginia, USA to recover waste silicone rubber and tubing waste from the HIMS site. ECO USA converts the waste material back into industrial-grade silicone fluids that can be used to produce new silicone products including sealants, automotive waxes and polishes, and lubricants for industrial applications. The project has the potential to reduce the landfilling of waste from this production line by more than 90%. Not only does the recycling process keep materials out of landfill, but the ECO USA recycling process is simpler and more energy efficient than the traditional route to produce silicone fluid from virgin raw materials.

**Tyvek® trim directed to Materials Library® for new applications:**

Beginning in January 2022, the Tyvek® business team in China launched a new program to reduce waste from the trimming operations of Tyvek® rolls. Rather than pay to have the trim disposed, they partnered with Rifu to turn this edge trim into samples provided to industrial and engineering designers through the Materials Library®. Materials Library® showcases performance information, samples and applications of innovative materials to designers. Through October of 2022, 50 designers applied for Tyvek® trim. DuPont conducted six workshops with over 100 attendees and held livestream sharing sessions with designer to support the effort.

## Case study



## Life cycle analysis on a key component enabling High Frequency Connectivity

Life cycle assessment (LCA) is one of the critical science-based competencies that will allow DuPont to quantify the environmental impacts of our processes and products. At our Interconnect Solutions plant in Circleville, OH, we completed a critical expansion in early 2022. The Circleville plant manufactures Kapton® polyimide film, a component in DuPont's Pyralux® line of flexible copper-clad laminates, which offer excellent thermal, chemical, electrical, and mechanical properties in electronic applications.

A life cycle assessment for products manufactured at Circleville identified solvent usage as a significant contributor to the product carbon footprint of the polyimide film casting process. Improvements to the site's solvent recovery capability enabled us to reduce the product carbon footprint for one of the major polyimide film products manufactured at the site by nearly 30%.

# Recapture valuable materials at end of use

GRI 306-2

As recycling rates have declined over the past five years, solid waste generation continues to grow. According to the World Bank, the world generates slightly more than two billion tons of municipal solid waste annually, with at least 33% not managed in an environmentally safe manner. In response to this growing challenge, leading companies have developed product takeback programs to recover valuable materials and worked with public and private sector organizations to address waste collection and recycling infrastructure. Government agencies around the world have responded by enacting or proposing waste recycling and extended producer responsibility (EPR) regulations. The challenge for society and the environment is that waste generation, through single use products and products with limited lifetimes, is built into our systems of production and consumption and will not be addressed without significant effort to create more circular value chains.



At DuPont, we're advancing initiatives and collaboration with strategic customers to recapture valuable materials at end of use, focusing on three actions:

- Collaborate with strategic customers on solutions to end-of-use challenges,
- Advance initiatives for product takeback and reverse logistics, and
- Proactively respond to regulatory drivers for waste recycling and extended producer responsibility (EPR).

The following case studies highlight work in our personal protection innovation platform. We intend to expand initiatives and capabilities in the coming year and explore opportunities across our other businesses and innovation platforms.

**Tyvek® protective apparel recycling program.** DuPont™ Tyvek® is proud to expand our longstanding Tyvek® Protective apparel recycling program to help our customers in Europe manage used Tyvek® and IsoClean® protective apparel and reduce waste. The Tyvek® protective apparel recycling program offers the chance to divert garments away from landfills and give them a second life, often at no cost to the customer. DuPont manages the program setup as well as the collection, transportation, storage, and recycling of garments. For every case of 50 Tyvek® coveralls that is recycled, 10kg of HDPE is diverted from the waste stream.

## Case study



## DuPont™ Tyvek® Healthcare Packaging and Freepoint Eco-Systems Partner on Plastics Recycling Pilot Project with U.S. University Healthcare System

Most plastics used in healthcare packaging today are being disposed of in landfills or by incineration, which is a challenge DuPont has been working collaboratively to address through our longstanding membership in the [Healthcare Plastics Recycling Council \(HPRC\)](#). DuPont™ Tyvek® Healthcare Packaging is actively seeking ways to help enable everyone along the value chain to adopt recycling programs or practices that divert healthcare packaging waste—not only DuPont™ Tyvek® but other plastic waste—from landfilling or incineration, with the goal of driving towards circularity. In 2021, we initiated a mixed plastics recycling pilot with a large U.S. university healthcare system, in collaboration with the advanced recycling company Freepoint Eco-Systems LLC. During the first 9 months of the pilot, a total of 13,792 pounds of plastic waste was diverted from landfill through on-site collection at two outpatient surgery centers. The learnings from the pilot project were summarized in 2022 and are available [online](#).



Silicon Valley Tech Center,  
Sunnyvale, CA

### Sustainability goal

## Innovating safe and sustainable by design

GRI 3-3, SASB RT-CH-410b.2

Advance sustainable chemistry in the design of our products and processes, addressing substances of concern and communicating with stakeholders on our performance

### Our approach to this commitment is to:

- Continually advance our chemicals management program to meet the expectations of our customers and other stakeholders in a rapidly changing external environment.
- Evaluate risks and drive efforts to avoid, eliminate, or reduce substances of concern (SoC) across our portfolio.
- Utilize sustainable chemistry practices and green chemistry principles when designing new products and processes.
- Design safe and more sustainable next generation products cognizant of evolving regulatory trends and consumer preferences.
- Foster a culture focused on expanding and evolving our product stewardship program to further increase product safety, transparency, and sustainability.

### In 2022, we:

- Expanded our corporate substance of concern list to further consider substances of concern from our customers and global regulatory lists.
- Updated our [Supplier Code of Conduct](#) with new expectations for our suppliers to commit to and actively support our efforts to reduce, eliminate, or replace substances of concern in raw materials we procure and support our needs for renewable, safer, more sustainable alternatives.
- Conducted over 1,000 product stewardship reviews and identified opportunities to enhance the sustainability of existing products and avoid the use of substances of concern in the design of new products.
- Commercialized products with innovations featuring sustainable chemistry such as Nomex® Comfort with EcoForce™ Technology (bio-based chemical-repellant fabric finish), BETASEAL™ APEX automotive glass replacement adhesives featuring primeless-to-glass adhesion (simplified chemistry and reduced organic solvent containing primers), MOLYKOTE® P-3700 Anti-Seize Paste suppresses formation of hexavalent chromium at high temperatures in gas and steam turbines, and turbochargers, and PlasmaSolv® EKC1800, a semiconductor fabrication solution for aluminum post etch residue removal, that is reformulated to eliminate N-methylpyrrolidone.

# Curating a culture of innovating safe and sustainable by design

GRI 3-3

We aspire to consistently deliver new and innovative products that benefit society, protect human health, and avoid negative impacts on our environment. Our aspiration is guided by advancing sustainable product and process design practices through the application of green chemistry principles within DuPont and by influence across our global value chain. External insights from customers and other stakeholders are guiding our actions, priorities, and approach. Our innovation culture embraces the imperative to avoid, reduce, or eliminate substances of concern (SoC) in our products and processes to further improve the safety, transparency, and sustainability of our innovation portfolio. In 2022, we invested significant time and resources to develop training, utilize web-based resources, and operationalize our new corporate policies to support our efforts to innovate using safe and sustainable by design criteria. For example, the training provided at our DuPont Kingston Technology Centre (KTC) in Ontario, Canada, profiled on [page 43](#).



## 100%

of KTC employees trained in green chemistry principles—setting the expectation for rest of DuPont science and technology in 2023





DuPont Larkin Center, Midland, MI

## Product stewardship commitment

GRI 3-3, SASB RT-CH-410b.1

Our Product Stewardship commitment drives us to ensure that the products we bring to the market are safe for use across their life cycle, compliant, risk-managed, trusted, and contribute to a more sustainable society.

We continue to enhance, extend, and evolve our industry-leading product stewardship program to further increase product safety, transparency, and sustainability. We do so by expanding and formalizing our corporate and business-level chemical management processes, incorporating green chemistry principles into our innovation culture, and leveraging value chain partnerships to increase product sustainability outside of our own operations. By working in partnership with our customers and suppliers, we continue to enhance the safety and sustainability of our products throughout the value chain.

Our rigorous and comprehensive Product Stewardship and Regulatory (PS&R) Management System is at the core of our commitment to product safety and risk management and is a critical part of our new product innovation process. Every DuPont business uses the PS&R Management System globally to assess and manage potential risks associated with their products and to regularly identify opportunities for improvements throughout the product life cycle. Business and Corporate leadership annually review the adequacy and effectiveness of the PS&R Management System and make changes to enhance and improve stewardship performance throughout the organization.

Our PS&R Management System is built on the framework of the American Chemistry Council (ACC) Responsible Care® Product Safety Code and International Council of Chemical Associations (ICCA) principles. Consistent with this commitment, DuPont businesses routinely audit the PS&R Management Systems to ensure effectiveness and alignment with the ACC Product Safety Code. As an added level of assurance, we conduct third-party audits of a sampling of our businesses, U.S. chemical manufacturing sites, and headquarters every three years to verify that our program continues to meet or exceed the ACC's requirements. In 2021, a [third-party audited](#) our product stewardship program and found it to be in conformance with ACC Product Safety requirements. We will conduct the next external audit in 2024.



## 1,000 reviews

Conducted over 1,000 product stewardship reviews and identified opportunities to enhance the sustainability of many existing products

# Product stewardship reviews

GRI 3-3, GRI 416-1, GRI 416-2

As part of our PS&R management system, all new and existing products, applications, and services undergo product stewardship reviews that include detailed health, safety, and environmental impact assessments. We conduct product stewardship reviews to assess and manage risk prior to commercialization and conduct additional reviews at a frequency commensurate with overall product risk. In addition, businesses are required to conduct product stewardship reviews when significant product changes occur, such as new product use or application areas, manufacturing asset changes, regulatory changes, or other new product information. Our global commitment to PS&R principles drives timely and extensive reviews, with prompt and diligent follow-up to any findings.

Worldwide training for all PS&R personnel and mandatory adherence to PS&R management system standards ensure detailed stewardship assessments of new products, markets, or applications prior to commercialization, modifications to products or processes prior to implementation, as well as periodic reviews of all product lines. More than 1,000 product stewardship reviews were completed during the calendar year 2022. From these, three non-compliance incidents associated with product health, safety, or transparency regulations were identified and resolved.



## +1B windshields

**bonded using DuPont BETASEAL™ adhesives since their introduction**

### Case study



## Customer, technician, and environmental benefits with innovative glass bonding adhesive

A car's windshield is more than just window to the road. Glass bonding adhesives adhere the windshield glass to the body of the vehicle, helping improve driver and passenger safety. A properly installed windshield helps prevent occupants from being ejected from a vehicle in an accident, supports the roof to prevent crushing during a rollover, and provides the support for proper deployment of the passenger airbag.

Adhesives used for replacement windshields must provide the same level of quality as the original vehicle manufacturer while reducing environmental impact. With this in mind, DuPont developed BETASEAL™ APEX, a primerless-to-glass adhesive that gets customers back on the road in 30 minutes, eliminating the pre-treatment step and delivering OEM quality while

decreasing impact on the environment. BETASEAL™ APEX simplifies the installation process for technicians with an innovative primerless technology that eliminates the use of organic solvent-containing primers, thus reducing chemistry complexity and VOC emissions.

DuPont pioneered glass bonding adhesives to the auto industry over 60 years ago. Annually, over 40% of all vehicles produced globally contain BETASEAL™ glass bonding adhesives. That's more than one billion installations over the years—and we are still going strong. We continue to collaborate with global OEMs and suppliers to innovate and co-develop solutions for current and future vehicles.

# Product transparency and labeling

GRI 3-3, GRI 417-1, SASB RT-CH-410b.1

DuPont's PS&R management system ensures compliance with global and local Safety Data Sheet (SDS) and labeling information requirements. SDS and label compliance management are critical components of product safety. Every DuPont product has an SDS that provides essential information on chemical and physical characteristics, toxicology, safe handling, spill, and emergency response measures, and appropriate contact numbers. We regularly review, update, and audit DuPont Safety Data Sheets and product labels to confirm compliance with relevant global and local regulatory requirements. We also offer further compliance-driven communications and resources on our website, [www.dupont.com](http://www.dupont.com).

Stakeholder requests for product transparency go beyond Safety Data Sheets. We continue to increase our product transparency through enhanced documentation, including sustainability and transparency declarations, certifications, and analyses for products in our portfolio. For example, to support customer sustainability inquiries, our Shelter Solutions business developed a program to proactively provide documentation and information about our operations and products. In 2021, we implemented a strategy to assess customer and market needs and created a process to ensure documentation requirements are integrated into the R&D and Marketing commercialization process as early as possible for our Building Materials products.

## Case study



## Product transparency from DuPont Shelter Solutions

Many building products rely on hazardous chemistries, which must be managed properly across the life cycle, to achieve market expectations in product performance.

Our Shelter Solutions business continues to update and maintain product transparency documents. This effort includes the material ingredient reporting for Green Circle Certified, Declare, Health Product Declaration (HPD), SINTEF and BVB documentation schemes, as well as the life cycle assessment (LCA) and embodied carbon information that provided via third-party reviewed Environmental Product Declarations (EPDs).

**Declare.**



Product-specific transparency documentation can be found for many of our products at:

- [UL Spot database](#) mindful Materials [platform](#)
- Institute Bauen and Umwelt e.V. (IBU) [website](#)
- Our website like the [Beyond Blue site](#) for Styrofoam™
- Series of EPDs for our Tyvek® products in Europe
- Red List Approved certification under the Declare label for our Thermax™ NH product
- Gold level Eurofins certification for our Corian® Solid Surface products in Europe
- EPD for our Froth-Pak™ product line in North America
- LEED LCA Optimization Credit for our Styrofoam™ ST-100 and Reduced GWP formulations



*DuPont, Midland, MI*

We recognize that stakeholders aspire to understand product content and the functions chemicals serve in products. Product transparency is consistent with our Core Values—Safety and health and Protecting the planet. To that end, we work closely with our suppliers and customers to enhance product safety and transparency beyond simply meeting regulatory requirements. Since the founding of DuPont as a multi-industrial company in 2019 and through significant portfolio transformation since, our current product and chemical use portfolio has evolved. Within the context of our current portfolio, we are assessing the presence of substances of concern and will report accordingly.

Our Product Stewardship team is responsible for the management of a product throughout its life cycle, focusing on the health, safety, and environmental issues at each phase. This includes the development of Safety Data Sheets and labels (indicating hazard and use information) in addition to the publication of information such as Product Use, Storage, and Handling bulletins. Preparing these communications involves a thorough and comprehensive process utilizing raw material information, material composition analysis, product use assessment, and proper disposal details. All significant product categories are covered by these processes.

## Integrated chemical management

SASB RT-CH-410b.2

Regulators, customers, consumers, and non-governmental organizations focus on ESG risks, especially the risks that substances of concern pose to human health and the environment. At DuPont, our goal is to avoid, reduce, or eliminate substances of concern in our products and processes. We use our standards and strong governance to evaluate the risk that substances of concern may pose to human health and the environment. We also evaluate emerging regulatory trends, public perception, and customer insights in our risk evaluation process. Our risk assessment outcomes drive priority actions aligned with our business strategies to proactively mitigate substances of concern risks in our current portfolio and limit the use of substances of concern in our innovation pipeline.

DuPont chemists, toxicologists, and PS&R professionals have extensively used METanomics Information System (METIS), an integrated database and robust chemical screening tool that provides easy access to chemical and global regulatory information, including key physical property and important toxicology data. METIS allows our researchers to identify and take steps to avoid substances of concern and drive smarter selection of chemicals during the development of new applications, new formulations, and new products while also providing the critically needed data to inform risk assessments and product stewardship reviews.

To drive conversations and actions to ensure health and safety in both the workplace and the environment, we've made the [DuPont Chemical Awareness toolkit](#) (CAT) available to the public. This toolkit provides chemical screening information, including toxicological hazards, environmental fate, persistence and



**Chemical  
Awareness  
toolkit**

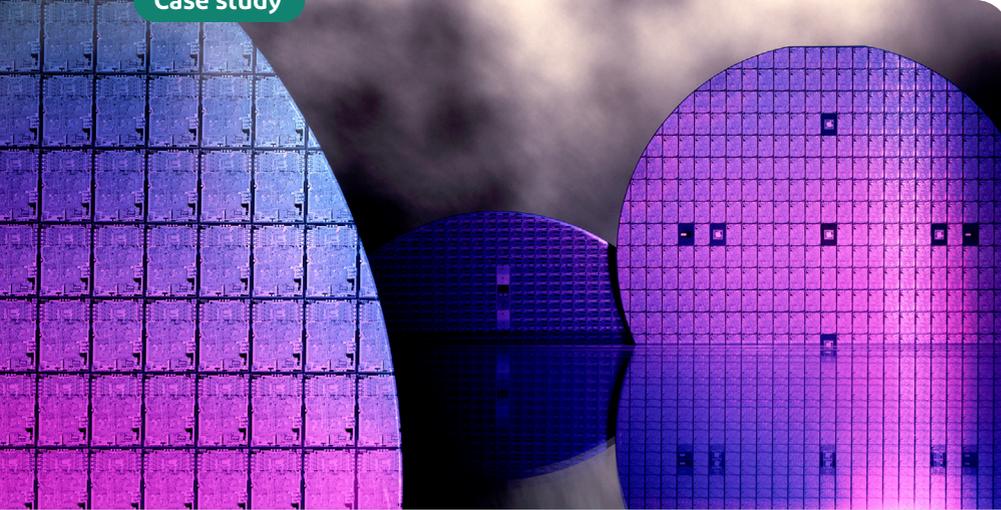
bioaccumulation, occupational exposure limits, government regulation, and public perception information to product stewards, risk assessors, toxicologists, chemists, and engineers.

Our progress to date has set us on a path to continue to work across our value chains to ensure that the raw materials we procure, the products we sell, and the use and disposal of our products meet or exceed safety and sustainability stakeholder expectations. Safer, more sustainable materials eliminate barriers to circular solutions. Our innovators design products that deliver on both our safe and sustainable by design and circularity goals.



*DuPont, Experimental Station, Wilmington, DE*

## Case study



## Improved chemistry for semiconductor manufacturing

Semiconductor manufacturing is a very complex process involving high resolution, high speed, high purity chemistries, and multiple processing steps to create billions of transistors per square inch!

DuPont teams are actively innovating chemistries used to create transistors in order to eliminate substances of concern. One such reagent often used to “etch” a pattern into that transistor is tetramethylammonium hydroxide (TMAH) which poses a threat to the environment, human health, and operational safety.

DuPont™ EtchSolv™ Si1100 series offers a TMAH—free alternative. Not only does the DuPont product solve the chemical safety concern, but it also produces a 15% higher etch rate under the same operating conditions and improves the quality of the transistor. The improved performance reduces defects in the process and thereby lowers manufacturing costs.

## Delivering results with impact

In 2022, we delivered several innovations featuring sustainable chemistry to support key markets.

Our Electronics and Industrial business is innovating to improve the safety and sustainability profile of commonly used solutions for wafer etching and cleaning in semiconductor fabrication.

- **EUVSolve™ SR1143 series** for extreme ultraviolet lithography (EUV) resist rinse step maintains precise performance requirements and eliminates the customer’s challenge to address increasing regulatory pressure on the fluorine-based materials.
- **PlasmaSolv® NEX2000T residue removal** replaces a material containing hydroxylamine, which requires special safety procedures for operators performing semiconductor etching operations.
- **PlasmaSolv® EKC1800, another residue removal solution**, was reformulated to eliminate hazardous solvent N-methylpyrrolidone (NMP) while maintaining residue cleaning performance.

**MOLYKOTE™ P-3700 Anti-Seize Paste** lubricant is used in high temperature applications for gas and steam turbines, and turbochargers. Threaded connections in turbines and turbochargers require lubrication to avoid seizing and to provide proper tightening torque. MOLYKOTE® P-3700 Anti-Seize Paste suppresses the formation of hexavalent chromium which contributes to degradation of connectors.

## Product highlight



### DuPont™ Nomex® Comfort with EcoForce™ delivers performance and sustainability

DuPont launched a new, flame-resistant (FR) fabric with a bio-based chemical-repellent finish that makes protective clothing more sustainable and maintains its necessary heat and chemical resistance performance. Its chemical-repellent finish is comprised of over 50% bio-based materials and is not based on fluorine chemistry, unlike most alternative solutions in the market. DuPont™ Nomex® Comfort with EcoForce™ technology delivers best-in-class flame resistance and chemical protection in accordance with EN13034, especially for workers in the oil and gas and chemical manufacturing industries.

## The bigger picture, rapidly evolving regulation and customer preference

Consumer preference and regulatory landscapes are both rapidly evolving with significant focus on substances of concern. For example, the European Union (EU) is implementing ambitious regulations targeting substances of concern through their expansive revision to REACH and the EU Chemical Strategy for Sustainability (CSS). Similar regulatory activity in North America and Asia Pacific are driving both challenges and opportunities for industries related.

In response to fast evolving global regulation and customer preference, we continue to collaborate along the value chain, with suppliers and customers, to compile the data and rationale to support essential uses of substances of concern in the sectors that support safety and the critical functioning of society where alternatives do not exist. We will collaborate with our suppliers to identify safe and renewable alternatives and we will work to transition our customers to available safe and more sustainable alternatives.

Internally, substances of concern are proactively being reviewed as part of our annual corporate-level product stewardship and regulatory assessment process. We, alongside industry peers and regulators, have been and will continue working together to support the use of sound science to ensure tangible protection of human health and the environment while recognizing societal needs for essential and safe uses of substances of concern. Our commitment to the protection of human health and the environment, coupled with our innovative culture to provide the world with essential innovations to thrive, is unwavering. We have and will continue to invest in identifying safe and more sustainable alternatives to substances of concern.



## Featured site

# Kingston Technology Centre demonstrates Sustainability is lived every day

The DuPont Kingston Technology Centre (KTC) in Ontario Canada has evolved over its more than 60 years of operations to play a specialized role in enabling DuPont businesses to build sustainability into their products.

We do this through the development and scale-up of new processes and small lots manufacturing of strategic high value materials. KTC contributes from laboratory proof-of-concept, to semi-works piloting development, and on to commercialization. Our value across DuPont, is that we are uniquely positioned to impact process chemistry simplification, raw material selection and re-use, waste reduction and cost of manufacturing.



“Applying safe and sustainable by design and green chemistry principles in our research to help DuPont businesses scale up their processes is super exciting because it leads to higher product yield, smaller footprint, deliberate design of raw materials for less life cycle impact, and reduced waste. It’s great to expand our knowledge and see real implementation of our recommendations delivering differentiation, de-risking, and value creation for each line of business within DuPont.”

**George Jacob, Kingston Technology Centre Site Leader**

## Innovate for good

### Improving lithium-ion extraction

The market for lithium-ion batteries is rapidly growing and expected to be \$100B by 2025 as electric vehicle batteries replace fossil fuels engines. Alternative technology and processes to extract lithium are in high demand to meet the growing market needs.



One source of lithium can be found in geothermal brines, or “hot salty water,” often utilized for energy production. An inorganic sorbent can be used to capture lithium ions from these brines. DuPont KTC is optimizing a process for reliably incorporating this inorganic sorbent into an ion exchange resin for ease of lithium capture and concentration. As part of this optimization effort, we are developing a recycling process to minimize the use of lithium salts in the resin production process.

## Protect people and the planet

### Converting from helium to hydrogen GC carrier gas

Analytical gas chromatography (GC) commonly uses helium as a carrier gas to transport analytes for detection and measurement. However, helium is a non-renewable resource and world-wide shortages are beginning to develop.



The KTC Analytical Sciences Group is driving conversion from helium to hydrogen as a carrier gas in their GC instruments. Hydrogen is a renewable resource and can be more cheaply produced by simple, on-demand electrolysis of water. Hydrogen is even more efficient than helium as a carrier gas—ultimately giving shorter analysis times and lower resource consumption overall!

## Empower people to thrive

### KTC’s strength is in its diversity

KTC strives to build organizational strength through diversity and inclusion. By creating an environment where different perspectives and diverging opinions can be freely communicated and discussed, we enable innovation to flourish.



Our ~120 scientists and engineers come from over 20 countries and five continents, bringing diverse ideas and diverse backgrounds to our projects. Familiarity with native languages, cultures, and traditions advances development of products and technology, and their commercialization with businesses all across the world.



# Protect people and the planet

.....  
Introduction →

.....  
Our sustainability strategy →

.....  
Innovate for good →

.....  
**Protect people and the planet**

.....  
Empower people to thrive →

.....  
Governance →

.....  
Appendices →  
.....

## Introduction

Protection of people and the planet is the second of the three pillars of our sustainability strategy. We've made bold commitments to protect the health and safety of our colleagues, our communities, and the environment. To meet these commitments, we have an established culture of ownership and accountability that drives continual improvement, strategic partnerships to leverage our capabilities with others, strong EH&S processes, and modern data systems to improve our ability to measure and report our progress. Our EH&S culture is part of every workday for all DuPont colleagues, whether they are in operations, lab-based, in an office, or on the road.

We leverage our Environmental, Health, Safety, and Security (EHS&S) Management System framework of standards, policies, and processes to guide our actions toward meeting our Climate, Water, and EHS&S goals. Our commitment to delivering world-class EH&S and sustainability is embodied in our company culture, our core values, our stakeholder engagements, and our employees' contributions and passion are essential to make progress on our journey. Core Values are our north star and guide our journey to protect and preserve the Earth's natural resources for future generations.



# Management approach

GRI 2-27, GRI 3-3

Our manufacturing sites are transitioning to a common DuPont Operational Excellence framework, which defines how we aim to work every day. It is an integrated set of processes and tools that we use to develop our operations strategy, translate it into operational actions, and how we monitor and improve our effectiveness.

Purpose and core values are the starting point for Operational Excellence. Three organization competencies are common to all aspects of Operational Excellence: (1) Translating strategy to operations plan (planning); (2) executing the operation plan focused on process, people, and technology; and (3) continuous improvement. The operational Excellence framework defines how we aim to work every day (grounded in our purpose and core values and is enabled by Lean Six Sigma and digital).



The DuPont Operational Excellence framework makes our sites safer and more efficient by including standardized tools, best-in-class technologies, and robust practices that stabilize workflows, reduce errors, and minimize waste. We initiated Operational Excellence in 2022 and will be expanding it in 2023 across our sites, focused on eliminating waste, keeping employees safe, driving culture change, and leveraging and adopting best practices at our sites.

Our approach to managing topics under the Protect People and the Planet pillar begins with our [Environmental, Health, Safety, and Security Commitment](#), which affirms the following:

- Zero injuries, occupational illnesses, and incidents; all are preventable;
- Protecting resources by driving towards zero waste and emissions;
- Designing, building, operating, and maintaining our facilities to effectively manage process safety and other hazards and to minimize process and product risks;
- Securing the physical and cyber integrity of our facilities and working with our value chain to do the same;
- Delivering products and solutions that contribute to a safer and more sustainable future throughout the product life cycle; and
- Resolving circumstances responsibly that require corrective action.

These commitments are reviewed annually as part of our EHS&S Management System and are signed by top management to demonstrate their personal commitment to uphold these principles. Our EH&S management system conforms with the American Chemistry Council's (ACC) Responsible Care® Management System (RCMS) and ISO 14001 continuous improvement models and applies to employees and contractors at all sites in the company. Required training is provided to employees and contractors that set expectations for compliance with the EH&S management system and all applicable legal requirements. The EH&S Management System defines "who, what, when, and how" to implement the company's internal policies, principles, standards, procedures, and practices and to meet our commitments.

Within our management system,

- **Our policies:** set requirements that must be followed. Our two policies in this space are our EH&S Management System Policy and our Environmental, Health, Safety, and Security Commitment;
- **Standards:** provide mandatory requirements for carrying out detailed aspects of the management system to assure protection of the environment, people, and our facilities and communities as well as to ensure compliance with legal obligations and external standards; and
- **Guidelines:** provide additional information and example templates and procedures for implementing the standards for employees in our businesses and facilities.



*DuPont Asturias*

The management system applies globally at all our locations and is applicable to all our colleagues. Maintenance and change management of the system is governed by the Environmental, Health, and Safety Center of Excellence (EH&S COE) in consultation with the sites and businesses. Changes are made to manage new and emerging risks, to address identified issues, and to drive continual improvement in our EH&S performance.

We have set a goal to certify all global manufacturing sites to ISO 14001 by 2025 and to require all sites to conform to the RC 14001 management system by 2030. Approximately 75% of DuPont manufacturing sites are currently certified to ISO 14001 or RC 14001, and new sites acquired through mergers and acquisitions, where DuPont has a controlling interest, will be certified to meet these standards as part of our EH&S integration process. Conformance to these standards is confirmed using internal assessments and third-party audits.

EH&S data for reporting is managed through centralized databases. Data is entered by sites on a recurring frequency dependent on the specific metric. All sites have access to these systems and promptly enter all Health and Safety injuries, illnesses, and/or incidents that may occur. Manufacturing sites, and any non-manufacturing sites with greater than 100 people, are required to enter air quality, water, energy, waste, and production data. The data is reviewed at multiple levels (site, business, and corporate) before it is aggregated for reporting.

Additional details specific to the management approaches and performance for the three goals under this pillar are in the goal narratives on the following pages.

## Protect awards and recognition



**RESPONSIBLE CARE**<sup>®</sup>  
OUR COMMITMENT TO SUSTAINABILITY

**26 American Chemistry Council Sites qualified for ACC Facility Safety Awards** presented to companies with significant achievements in employee health and safety performance

**Responsible Care Energy Efficiency Awards** recognize companies for initiatives to improve energy efficiency in facility operations. Member companies are required to consider operational energy efficiency and waste minimization, reuse and recycling when developing their environmental, health, safety and security plans.

- Enhance Sustainability: CO<sub>2</sub> Reduction & Energy Savings in Kevlar<sup>®</sup> Manufacturing
- E315 Chiller Upgrade
- 2021 Parlin Stream Use Reduction Program

**DuPont Dayuan Site Wins 2022 National Occupational Safety and Health Award** This distinguished award recognizes safe work environments and cultures that are designed to protect employees each and every day.



### Sustainability goal

## Acting on climate

GRI 3-3, SASB RT-CH-110a.2, SASB RT-CH-130a.1

Reduce our Scope 1 and 2 GHG emissions by 50% from 2019 base year and deliver carbon neutral in operations by 2050.

Reduce our Scope 3 emissions from purchased goods and services and end of life of sold products by 25% by 2030 from 2020 base year.

Source 60% of power to our operations from renewable sources by 2030 as part of our RE100 commitment.

### Our approach to this commitment is to:

- Reduce emissions associated with our own operations (Scopes 1 and 2) by continuously improving manufacturing processes for GHG reduction and energy efficiency, increase utilization of renewable energy, and phasing out the use of fossil fuels.
- Reduce carbon footprint along our value chains (Scope 3) associated with raw materials and product end-of-life.
- Develop innovative solutions that enable our customers and value chains to reduce the embodied carbon of products, improve energy efficiency, increase circularity, and achieve a water-optimized world.
- Advance assessment, management, and disclosure of climate risks and opportunities.

### In 2022, we:

- Surpassed our 2030 goal of 30% reduction of Scope 1 and 2 GHG emissions eight years early with a 2022 reduction of 35% from 2019 baseline, a 22% improvement from 2021.
- Significantly increased our sourcing of renewable electricity (including from purchased renewable energy credits (RECs)) from 18% in 2021 to 57% in 2022, approaching our 2030 goal of 60% and with 37 sites now operating at 100% renewable electricity/RECs.
- Set new, bolder emissions targets aligned with the Science Based Targets initiative's Near-Term Target criteria and 1.5C°.
- Reduced our Scope 3 GHG Emissions by over 1MM MT CO<sub>2</sub>e in 2022. This is a 10% reduction from 2021
- Initiated delivery of renewable wind power to the North American grid through our first operational virtual power purchase agreement.
- Implemented 76 Bold energy plan projects in 2022 resulting in saving 98,000 megawatt hours (MWH).

## Strategic insight from our customers and shareholders

Climate change is one of the most pressing global challenges of our time, requiring urgent action, bold commitments, innovation, and a multi-faceted, collaborative approach. DuPont recognizes climate action as imperative for risk reduction and value creation, and we're on a journey to do our part to meet the global climate challenge.

Through our expanded engagement with customers in 2022, we deepened our understanding of where managing climate risk and reducing emissions are a priority. Climate change was cited as the number one topic by more than 75% of customers surveyed. Customers want suppliers that provide lower carbon products which translates into reduced climate impact in their processes and products and our innovation teams deliver varying solutions depending on the needs of different market pillars. Our shareholders expect transparency about the risks climate change poses to our business and expect that we manage the risks and realize associated market opportunities. To meet customer and shareholder expectations, we manage climate risk and reduce emissions through our ambitions, initiatives, and partnerships.

## Increasing our ambition

Following exceptional results in 2022, exceeding our 2030 GHG reduction goal early, making substantial gains in % renewable electricity, and significant reductions in our Scope 3 emissions, we have announced new, bolder 2030 climate targets. We will reduce our Scope 1 and 2 GHG emissions by 50% by 2030 from a 2019 baseline. The new target goes beyond the prior 30% target that we exceeded in 2022 and has been validated by the Science Based Targets initiative to meet their near-term target criteria and is aligned with the Paris Accord 1.5 C° ambition. Additionally, we have announced our first Scope 3 goal to reduce emissions from purchased goods and services and end of life of sold products by 25% by 2030 from a 2020 baseline. We will continue working toward our RE100 commitment to 100% renewable electricity and the near-term target to source 60% of electricity for our operations from renewable energy by 2030. Our new climate targets address increasing expectations from our customers and other stakeholders that we accelerate our climate actions.



## Partnerships to meet the climate challenge

GRI 302-4

DuPont is pleased to collaborate with organizations to amplify our impact on climate change, advocate for climate policy, align our commitments with cross-industry coalitions, and advance industry-based initiatives.

- [CEO Climate Dialogue](#) is a collaboration between large companies and NGOs working together to advance effective climate legislation in the United States. DuPont has been a member since 2020.
- [Alliance to Save Energy](#) is a coalition of business, government, environmental, and consumer leaders advocating to advance federal energy efficiency policy.
- [RE100](#) is an organization of hundreds of the world's leading businesses committed to sourcing 100% of our energy needs throughout our global operations from renewable electricity by 2050. DuPont joined in 2021.
- The [Semiconductor Climate Consortium \(SCC\)](#) is an outgrowth of the SEMI Sustainability Initiative and is the first global, ecosystem-wide effort to advance the semiconductor industry's response to the challenge of climate change. The Consortium will collaborate on tools to assist in reporting and evaluating greenhouse gas emissions. DuPont joined as a founding member in November 2022.
- [Apple's Supplier Clean Energy Program](#) is a commitment to use 100% renewable electricity, including credits, in the manufacture of all products for Apple. DuPont announced our participation in April 2022.
- World Business Council for Sustainable Development (WBCSD) and World Resources Institute (WRI) provide opportunities to participate in climate-related working groups and to learn from our peers.

# Our approach

DuPont’s comprehensive strategy for climate action considers our impact, risks, and opportunities with four elements.

Management and Board oversight of climate-related risks and opportunities is embedded in our sustainability governance processes detailed on [page 108](#). Implementation of the Acting on Climate goal, including the development of roadmaps to meet our climate targets and the engagement of our business units is led by an enterprise-level climate strategist. DuPont’s Chief Technology and Sustainability Officer and Chief Operations and Engineering Officer together are responsible for performance against our climate goals and communicate with the CEO and the Board of Directors on climate-related matters.



## Elements of our climate strategy

### Reduce the GHG emissions in our operations (Scopes 1 and 2)

- Implement low-carbon industrial processes
- Transition to renewable electricity sources
- Transition to low-carbon steam generation



### Reduce emissions in our value chains (Scope 3)

Partner to reduce GHG emissions along our value chains (Scope 3) associated with raw materials and produce end-of-life



### Assess and manage our climate risk

Assess, manage, and disclose climate related risks and opportunities



### Innovate solutions to enable decarbonization

Innovate to develop lower embodied carbon products and help customers meet their climate goals



# Reduce GHG emissions in our operations (Scopes 1 and 2)

GRI 305-1, GRI 305-2, GRI 305-5, SASB RT-CH-110a.1

At DuPont, we focus on the emissions sources by combining Scopes 1 and 2 into one group. This group is divided into three separate types of emissions: emissions directly from our manufacturing processes, emissions from electricity generation, and emissions from steam generation.<sup>[1]</sup>

## Reducing direct process emissions

Our prioritized approach to reducing direct process emissions delivered strong performance in 2022 by prioritizing the largest emissions sources and those with clear paths to reductions. We look for win/win projects with additional synergies such as asset productivity and cost reduction as part of our Operational Excellence framework. Our most impactful sites have site sustainability leaders, and we are continuing to advance sustainability principles into our operations culture and systems to improve the way we do work.



**76 Bold Energy Plan projects in 2022 resulted in saving 98,000 megawatt hours (MWH) in energy and reduced Scope 1 and 2 emissions by about 13,740 MT CO<sub>2</sub>e**

We have realized significant GHG emissions reductions as a result of progress made in converting our building envelope insulation and air-sealing products to low-GWP blowing agent solutions. To date we have completed our global Froth-Pak™ conversion, we have completed our Styrofoam™ Brand Insulation “Beyond Blue” conversion in Canada, and we are working diligently to complete our U.S. Styrofoam™ asset conversions in 2023. This effort represents a step change reduction in GHG emissions for our company while also helping our customers advance their climate goals.

An important success factor for reducing emissions while driving site level ownership and engagement is the Bold Energy Plan. We continued to reduce emissions through this program that leverages a global, cross-business team of Site Energy Champions to improve energy efficiency and reduce GHG emissions in our facilities. This can impact all types of Scopes 1 and 2 emissions reductions.

## Transition to renewable electricity sources

SASB RT-CH-130a.1

At DuPont, we see renewable electricity as an opportunity to create value for our customers and an important element for meeting our reduction goals. Our strategy is to support projects increasing renewable electricity generation capacity through long-term virtual power purchase agreements (VPPA) and power purchase agreements (PPA). We align the capacity with sites to support business and customer needs. Near-term renewable energy needs are bridged with the purchase of renewable energy credits.

Our first long-term VPPA will deliver the equivalent of 135 megawatts of new wind power capacity to the North American electrical grid, which is 528,000 MWH of renewable electricity annually. The facility in Texas came on-line ahead of schedule in December 2022.

[1] Often strategies for reducing Scopes 1 and 2 emissions separate them into two groups. However, DuPont has operations on industrial parks. In these situations, there are often shared utilities. Depending on the owner of the utility, emissions could be classified as either Scope 1 or 2. Additionally, on-site solar installations can change electricity from Scope 2 to Scope 1. We focus on the type of operation and not the owner of the operation.

### Case study



## Wiesbaden, Germany site recognized as a top ÖKOPROFIT project

As a member of the Wiesbaden ÖKOPROFIT group—a partnership model group for companies and communities that seeks to improve the local environment, strengthen companies and build public-private partnerships through the use of integrated environmental technologies—MOLYKOTE® submitted details on an oven replacement that would reduce its Wiesbaden plant’s environmental footprint.

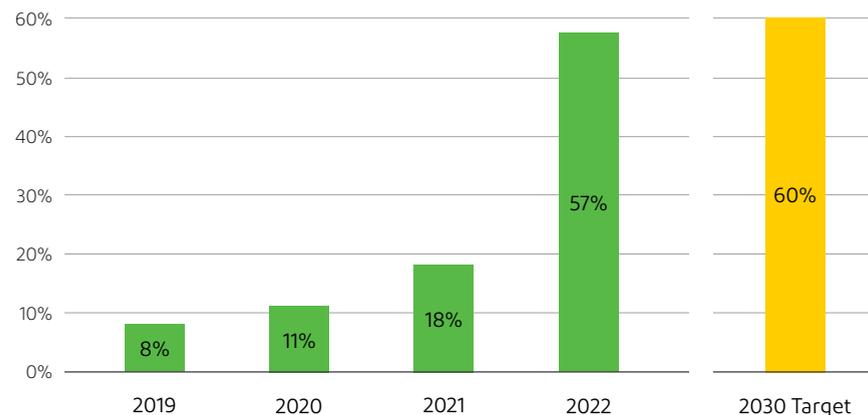
The project involved retiring an oven that was built in 1981 to heat raw materials and replacing it with a newer, more energy-efficient model. The new oven is expected to save approximately 37,000 kilowatt hours of energy per year.

Our businesses are making renewable electricity claims to support our customers and value chains. We also purchase renewable energy credits (RECs) to offset our emissions from electricity. These purchases allow us to provide low-emissions products to our customers as our VPPA/PPAs come on-line.

- In 2022, electricity used in our global operations to produce Nomex®, Kevlar®, and Tyvek® was from renewable sources through the purchase of RECs.
- The Performance Building Solutions & Corian® Design business uses the equivalent of 100% electricity to make our products in our North American operations from renewable energy sources.
- Also, as of September 1, 2021, 95% of Interconnect Solutions global operations are powered with renewable electricity.

In addition, we are installing renewable power generation directly at sites. For example, our manufacturing facility at Neu-Isenburg, Germany, installed solar power capacity totaling 125 kW. During daylight hours, the installation generates enough electricity to directly power the production equipment, and the installation reduces energy costs.

**Renewable electricity use (percent of total electricity use)**



We are also supporting the broader economy shift to electrification at our facilities. In India, the DuPont Service Center India celebrated the introduction of eight vehicles as part of our electric fleet in transport services. These vehicles provide car-pooling opportunities for employees between work and home. In Spain, a leading electrification country, we installed 32 electric chargers across two Spanish sites for use by our employees, contractors, and customers as well as site vehicles. At our Asturias site we implemented new policies to phase out emergency vehicles from diesel fuel to electric, replacing two of four emergency vehicles. Solar panels are used on the emergency vehicles for charging measurement equipment, flashlights, and communications.

**37 DuPont sites**  
operate using 100% renewable electricity (including renewable energy credits)

All of these actions are achieving strong progress toward meeting our goals. In 2022, 57% of our electricity was procured from renewable sources or through the purchase of RECs. We are ahead of plan to meet our target of 60% by 2030.

**Transition to low-carbon steam generation**

The transition of thermal energy or steam generation to zero carbon emissions is one of the more challenging climate action issues. This impacts many industry sectors, and the solutions vary based on technology readiness, supporting infrastructure, economic viability, and government policy support. At DuPont, we believe the transition will take time and will occur in a series of steps.

We have completed the first step by exiting the use of coal across our operations. DuPont has zero Scope 1 emissions from coal combustion



**35%**

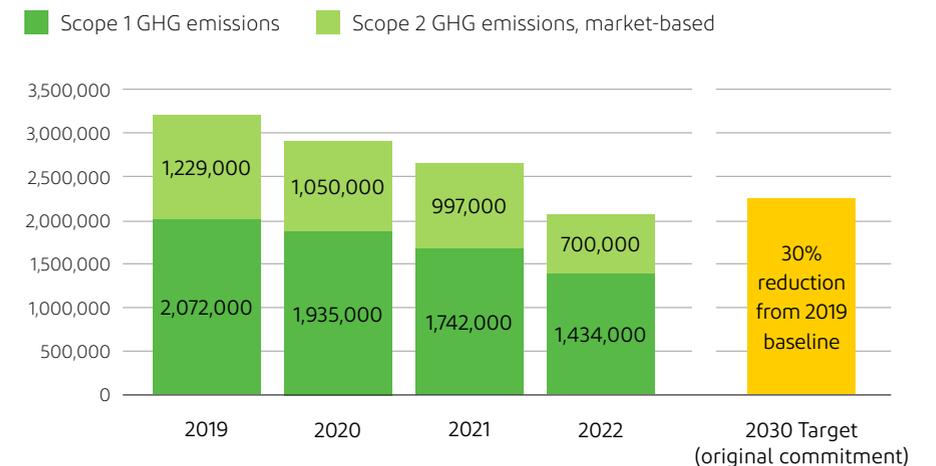
We reduced Scope 1 and 2 GHG emissions by 35% since 2019, exceeding our 2030 target eight years early

across our operations. We reduced our GHG emissions by coal-based steam generation by 92% from a 2019 baseline, with the remaining supplied from third-party utilities. We now primarily use natural gas to fuel our boilers. Additionally, conversions from natural gas to lower carbon fuels are assessed based on value creation and cost savings.

**Results on Scopes 1 and 2 emissions**

Our combined actions to reduce Scopes 1 and 2 emissions from our operations have allowed us to surpass our 2030 goal of 30% reduction of Scope 1 and 2 emissions eight years early. 2022 saw a reduction of 35% from 2019 baseline, a 22% improvement from 2021. Historical emissions have been recalculated to reflect current portfolio.

**Scope 1 and 2 GHG emissions (MT CO<sub>2</sub>e)**



# Reducing GHG emissions along our value chains (Scope 3)

GRI 305-3, GRI 308-2

In 2022, our total Scope 3 GHG emissions were 11.9MM metric tons of CO<sub>2</sub>e, which represents approximately 85% of DuPont’s total emissions across all three Scopes. Our most significant categories of Scope 3 emissions are Purchased Goods and Services, the emissions associated with the production of the raw materials that we use, and End of Life. We’re focusing our reduction strategies on these two categories. Our 2030 target is the reduction of Scope 3 emissions from purchased goods and services and end of life of sold products by 25% by 2030 from a 2020 base year. We will begin reporting progress on this goal in 2024.

We continue to improve our estimates of upstream and downstream Scope 3 GHG emissions and expand our disclosures. In 2022, we made substantial improvements in our methodology for estimating several of the Scope 3 categories. The highest impact was to move from an economic input-output factors model to incorporating representative life cycle inventory datasets based on quantities of purchased materials. On the downstream side, we invested our efforts in assessing the emissions related to the processing of sold products (category 10), specifically our semiconductor lithography and electronics interconnect solutions products. We applied the improved

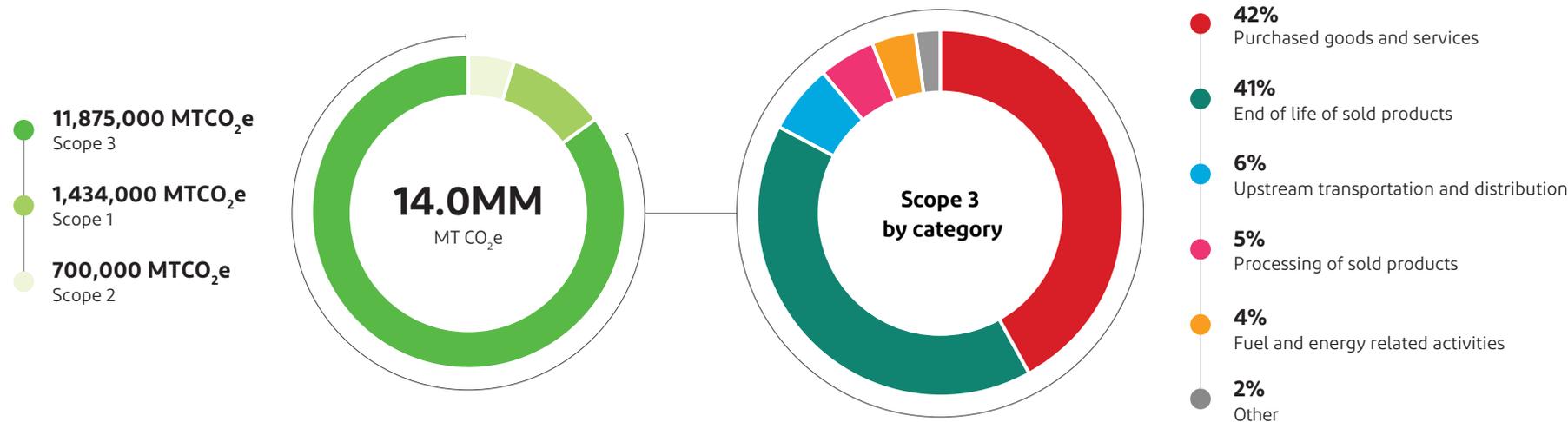
methodologies to restate the 2020 results and calculate the 2021 and 2022 results. As a multi-industrial company, we provide a variety of specialized materials, and this deep understanding of the processing emissions not only benefit us but also our entire value chain in their Scope 3 reduction journey.



## 1MM MT CO<sub>2</sub>e

We reduced Scope 3 emissions by over 1MM MT CO<sub>2</sub>e from 2021

### Total GHG emissions and Scope 3 by category



## Managing our climate risks and opportunities

We're continuing on a journey to assess, manage, and disclose our climate risks and opportunities. Climate risk management is integrated with our Enterprise Risk Management process. We're responding to our stakeholder expectation for increased transparency through the detailed disclosures aligned with the recommendations of the Task Force on Climate-related Financial Disclosures in the appendices on [pages 134–141](#) of this report and through our response to the annual CDP Climate survey. We are also working with external collaborators such as WBSCD on potential future frameworks to quantify the sustainability impact of our products in use and avoided emissions.



### Case study



## Utilizing brackish water for energy savings in potable water

Desalination, which is a process to remove salt from water to provide drinking water, is inherently energy intensive and building infrastructure next to the sea and usage areas is somewhat limiting. Sea to land divides are often at lowest elevations of a city, so in addition to energy requirements for desalination process, municipalities have to expend energy to pump the water to users. While seawater desalination for municipalities with proximity to seawater is a current option, they can also consider options to desalinate inland brackish water sources. Reverse osmosis for brackish water desalination is an established technology with decades of proven performance. Reductions in the energy required to produce clean water is a global challenge in this era of water scarcity.

The new DuPont FilmTec™ Prime RO brackish water elements offer enhanced water quality and reduced energy consumption while maintaining the well-known and reliable long-term performance associated with FilmTec™ brand. With FilmTec™ Prime RO range of elements high performance and sustainability go hand in hand.

Customers are able to realize up to 20% in energy consumption savings while improving water quality up to 60%. It enables customers to reduce up to 85,000 metric tons of CO<sub>2</sub> emissions per year.<sup>[1]</sup>

[1] Our energy savings claims are compliant with the requirements of ISO 14021 according to audit conducted externally by Anthesis Group.

# Innovating to enable decarbonization

GRI 302-5

Our products enable the reduction of GHG emissions along the value chains of many applications. Climate benefits are a sustainability driver for each of our five market pillars and across our innovation platforms. Our approach to innovation and our goal to Deliver Solutions to global challenges are described in detail on [pages 17–27](#).

## Sustainable and productive construction

In the built environment, DuPont's products can play an important role in improving energy efficiency in buildings and reducing GHG emissions. In recent years, we've innovated low global warming potential (GWP) formulation replacements for the blowing agents in our Styrofoam™ Brand extruded polystyrene (XPS) foam insulation products and our Froth-Pak™ Spray Foam insulation. To quantify the anticipated reduction in embodied carbon achieved through our new formulations, WAP Sustainability Consulting conducted a life cycle assessment comparing Styrofoam™ ST-100 series to the previous blue formulation for Styrofoam™ Brand XPS. They determined that ST-100 delivers a substantial 94% reduction in embodied carbon. Not only do these innovations drive DuPont progress towards our 2030 ambitions, but they are recognized externally for significant achievement, like the 2022 R&D 100 Gold Special Recognition for Corporate Social Responsibility.

## Advanced mobility

In mobility markets, DuPont innovations enable vehicle electrification and expansion of the electronic vehicle (EV) market, including thermal management, battery assembly, and enhanced connectivity. For details on our work in this area, see [Innovation Platform: Advanced Mobility](#).

### Product highlight

#### Froth-Pak™ Supports Scope 3 Emissions Reduction

Home Depot recently published an article on its Eco Actions™ Sustainability blog educating homeowners about their sustainable and safe choices for insulation.

Featuring Froth-Pak™ and highlighting DuPont's recent Low GWP blowing agent innovation. Home Depot goes on to say "This contributes to helping The Home Depot reduce its own carbon footprint through reduction of Scope 3 greenhouse gas emissions, and it contributes to helping professional contractors and, ultimately, homeowners, reduce their carbon footprint and play their part in protecting the planet also."



## Innovating opportunities to decarbonize water treatment

GRI 302-5

In all parts of this planet, we are experiencing climate change through impacts to the quality and quantity of freshwater sources. Our need to optimize our water supplies—to adapt to impacts now while preparing for an even more water-constrained future—could not be more urgent. Many of DuPont's innovations for a [Water-Optimized world](#) also contribute to decarbonization of water treatment processes, with a focus on energy and water efficiencies.





DuPont Tarragona

## Sustainability goal

## Leading water stewardship

GRI 3-3, SASB RT-CH-140a.3

Implement holistic water stewardship strategies at sites in high-risk watersheds and at high consumption sites by 2030

Enable millions of people to access clean water through leadership in advancing water technology and enacting strategic partnerships

### Our approach to this commitment is to:

- Enable customers to be sustainability leaders in water and wastewater management.
- Implement good water stewardship in our operations and local watersheds.
- Mitigate climate-driven water scarcity and drive equitable water optimization through knowledge sharing and collective action in most at risk communities.

### In 2022, we:

- Delivered innovative technology, engaging in over 7,000 customer water projects in industrial and municipal settings, helping customers solve complex water purification challenges, including the reuse of water and other valuable raw materials.
- Collaborated with Carlsberg to reduce their footprint at their flagship Fredericia brewery, which won the 2022 Global Water Awards Industrial Project of the Year as one of the world's most water-efficient breweries through water circularity.
- Partnered with Clearway Energy Group to apply DesaliTec™ Closed Circuit Reverse Osmosis (CCRO) technology to repurpose subway groundwater for steam heating, saving 30MM gallons/year of drinking water in San Francisco, easing pressure on region's scarce water sources.
- Began implementation of the Alliance for Water Stewardship standard at 20% of our target sites (sites with the highest water consumption and sites located in high-risk watersheds).
- Provided equitable access for 120,000 people to clean water through continued collaboration with Water.org.
- Continued to engage the Water Resilience Coalition to reduce water stress by 2050 in the most challenged water basins in six core areas of water stewardship.
- With Economist Impact, developed a City Water Index self-assessment tool to optimize city water resources based on an initial 50-city demonstration in 2021.

Ample fresh water is vital to nearly all aspects of life and sustainable development—from human health and nourishment to the production of almost all goods and services—including energy.

According to the [World Resources Institute](#), as many as 3.5B people could experience water scarcity by 2025, while demand is projected to grow by up to 30% by 2050. In addition, many are experiencing the impacts of climate change through water. The impacts of climate change are melting the snowpack that supplies seasonal freshwater runoff to our rivers, lakes, and aquifers, accelerating the evaporation of water from the soil, exacerbating droughts and fueling greater consumption of water needed for irrigation, reshaping weather patterns and precipitation, and in some cases, it's giving us too much water—causing flooding, sea level rise, and other phenomena that put freshwater water resources at risk. With every degree our planet warms, our water sources become more hospitable to dangerous bacteria and viruses. Our need to optimize our water supplies—to adapt to impacts now while preparing for an even more water-uncertain future — could not be more urgent.

As a leading innovator of water purification, conservation, and reuse technologies with a unique understanding of our customers' challenges and opportunities, we are optimistic. Our greatest impact on water and

water conservation is through our innovation handprint by providing solutions to our customers' water challenges. DuPont directly supports water municipalities and industrial water users in 112 countries around the world. We believe the role of the water sector is more important than ever—innovating ways to purify, conserve, reuse, transport, store, and analyze this precious resource. We also understand the importance of making every drop count while minimizing the impact on other environmental factors. Our water technology portfolio has broad capabilities that enable water to be treated for its intended purpose, minimize energy consumption, reduce the need for chemical treatment, and enable circularity models.

For these reasons and more, we have developed a three-element strategy to guide our work in water stewardship and contribute to a world that better optimizes the water we have to work with—to deliver sustainable water solutions for our customers, to water stewardship in our operations and local watersheds, and to equitably water-optimize the world through collaboration and knowledge sharing of sustainable water management practices. The following section of the report will share the progress we've made toward these goals in 2022, including impacts we've driven within our operations, through our work with customers, or through our partnership work.

## Elements of our water stewardship strategy

### Delivering sustainable water solutions for our customers

DuPont's technologies allow for the purification, conservation, and reuse of the hardest to treat water



### Water stewardship in our operations and local watersheds

We are taking action to be responsible steward of water within the plants and communities in which we operate



### A water-optimized world through collaboration, advocacy, and knowledge sharing

It will take a collaborative approach across companies, sectors, and borders to shape a water future that is best for the planet and society



## DuPont Water Solutions product offerings

Wastewater Ultrapure water



**MemPulse™**  
MBR



**OxyMem™**  
MABR



**DuPont™**  
**IntegraTec™**  
Ultrafiltration



**DuPont™**  
**B-Free™**  
Pretreatment



**FilmTec™**  
Reverse Osmosis  
Nanofiltration



**DesaliTec™**  
SOAR CCRO



**DuPont™**  
**Electrodeionization**



**DuPont™**  
**Amber™ Series**  
Ion Exchange  
Resins



## Delivering sustainable water solutions for our customers

GRI 302-5, GRI 303-1

From wastewater to ultrapure water, DuPont's technologies allow for the purification, conservation, and reuse of the hardest to treat water—enabling our customers to meet their goals for water stewardship, circularity and waste reduction, and GHG emission reduction. DuPont offers solutions to a variety of water and sustainability challenges faced by industrial water users and water treatment municipalities through a broad portfolio of membranes, resins and systems (including reverse osmosis (RO) membranes, ion exchange resins (IEX), ultrafiltration (UF), electrodeionization (EDI), nanofiltration (NF), membrane bioreactor systems (MBR), membrane aerated biofilm reactors (MABR), and closed-circuit reverse osmosis (CCRO) systems). Sales to industrial and municipal customers are direct from DuPont, and also through OEMs (original equipment manufacturers), engineering, procurement and construction (EPC) contractors for water infrastructure, and redistributors. We also support our customers with the design of water treatment systems with the goals of reducing cost, increasing efficiency, and increasing sustainability.

In 2022, we conducted an extended engagement with strategic customers that delivered insight into sustainability priorities for each business and market segment. Water stewardship was confirmed as a top sustainability topic for our customers, and water solutions are increasingly important to many of our value chains. From municipalities treating drinking water and wastewater to industrial water users—our customers' focus on sustainability is a top priority. Our customers want to process and purify water effectively while also reducing the carbon impact of treating water, decreasing the cost of clean water, and improving its availability.

We believe that our water future is best supported by a diverse set of technologies that can be used alone or combined to meet the unique needs of a water user or provider, including energy requirements, sustainability

targets, and affordability goals. Therefore, DuPont Water Solutions has cultivated an innovation portfolio that can be used together or individually to solve complex water and other sustainability challenges—from bringing fresh and clean drinking water to millions of homes to minimizing the environmental impact of industrial water treatment.

We support the water sustainability goals of numerous water users and producers. Our four segments of focus that drive our innovation include:

- Industrial Water and Wastewater;
- Municipal water and desalination;
- Residential and Commercial; and
- Life Sciences and Specialties.

Industrial water optimization through a circular lens: Earth has naturally recycled and reused the same amount of water for about 4.6B years. As our customers strive to do more with less, they are benefiting from copying this natural cycle. From the semiconductor industry—a massive user of ultrapure water—finding ways to recycle water to relieve water stress is critical.



### 50MM gallons

DuPont water technologies help purify more than 50MM gallons of water every minute in installations around the world—equivalent to the amount of water flowing over Niagara Falls every minute!

Textile manufacturers implement systems to mitigate the environmental impact of wastewater discharge, only to uncover the benefits of recovering valuable raw materials (like salts and dyes) for reuse. One of our key technologies in this wastewater recovery space, our Brine Concentration FilmTec™ Fortilife™ XC120 membranes, was recently recognized as one of the 100 most significant new products of the year by [R&D 100](#)—for the sustainability benefits it brings to industrial water reuse.

Here are a few examples of how our water reuse solutions are enabling the circularity of water, the circularity of valuable minerals and resources, as well as preventing pollution of local water resources and meeting wastewater discharge regulations.

- Benxi Steel Group Co., Ltd. installed **FilmTec™ Fortilife™ CR100 reverse osmosis elements** in two of its plants in China to consistently produce high-quality water for reuse. At the same time, the steel company realized additional sustainability and operational benefits by reducing the need for chemical cleanings by up to 50%.
- The Chenming Group, a leading water steward in the paper and pulp industry, constructed ten wastewater treatment systems to allow for reuse, as well as ensure the quality of any discharged water exceeds the standards of environmental regulations. DuPont's multi-tech solution treats 80,000 tons per day, using **DuPont™ IntegraFlux™ SFP-2880 ultrafiltration (UF) membranes** for pretreatment, and FilmTec™ Fortilife™ CR100 reverse osmosis (RO) membranes to enable wastewater reuse as cooling tower make-up.
- In 2022, we launched a new portfolio of RO membranes for industrial applications—**FilmTec™ Prime RO**—which was shaped to meet our customers' needs for sustainability. Prime RO elements require up to 20% less energy while improving permeate quality by up to 60%.



## One of the world's most water-efficient breweries

It is impossible to produce beer without water, however, most of the water used in the manufacturing process does not find itself as part of the final product. Carlsberg Group has a multi-stakeholder partnership of "Together Towards Zero and Beyond" focused on halving water usage at their breweries by 2030.

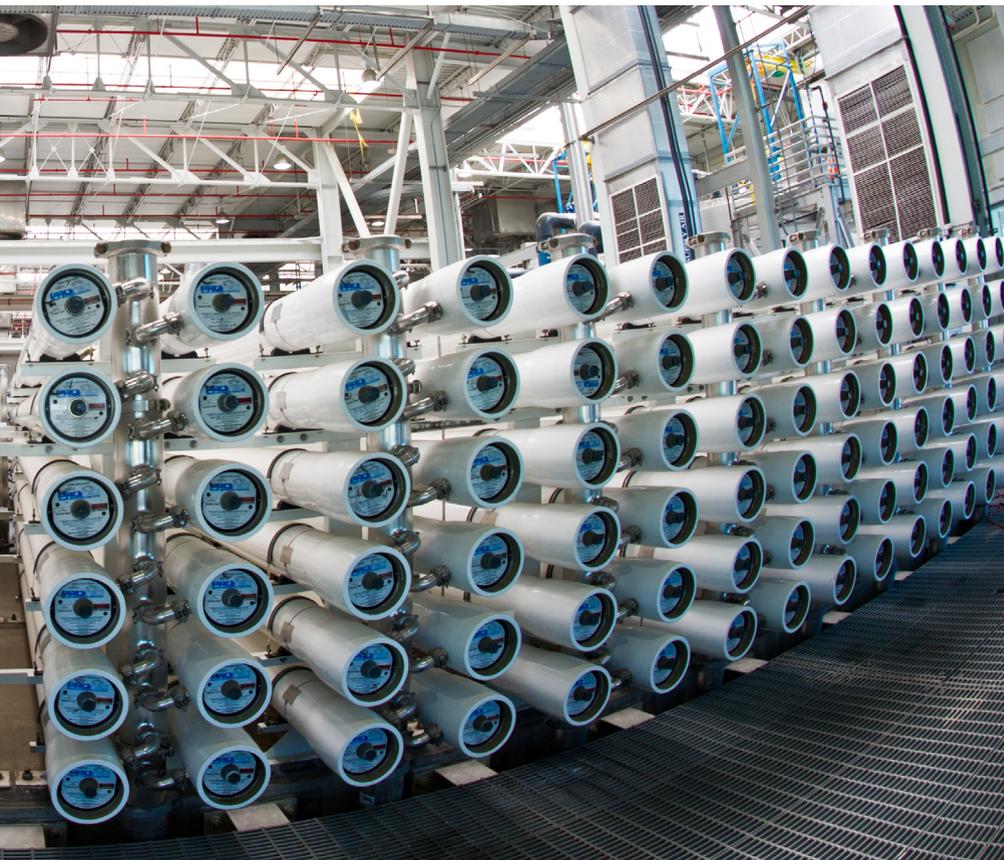
More than 5 years ago, Carlsberg Group breweries were consuming an average of 3.4 liters of water for every liter of beer produced at its global network of manufacturing sites. This high level of water consumption, combined with 17 Carlsberg breweries being in areas of high water risk, led the company to launch its journey to zero water waste. Determined to make significant progress toward the 2030 goal, Carlsberg Group instituted a target

of 25% reduction in water use by 2022 and began to explore reducing water consumption at breweries in water-scarce areas to below 2 liters of water per liter of beer produced.

DuPont DesaliTec™ Closed Circuit Reverse Osmosis (CCRO) technology played a crucial role in helping transform Carlsberg's brewery in Fredericia, Denmark into what is claimed to be one of the world's most water-efficient breweries. After fully implementing DuPont's CCRO solution, the plant is not only exceeding its environmental target from the brewery, but is doing so while saving money by dramatically reducing the amount of water used. The innovative water reuse project was recognized at the Global Water Awards 2022, winning 'Industrial Project of the Year'!

## Innovating for sustainability and increased water access through municipal and desalination solutions

With a focus on sustainability, DuPont's customers and end-users want solutions that process more wastewater or purify more drinking water while reducing carbon emissions and/or environmental impact. In 2022, we launched several new innovations driven by sustainability—finding ways to optimize water more efficiently, use less energy, use less chemicals, reduce waste, recover raw materials, and reduce the overall carbon impact of safe water.



- **Desalination Plant Supporting Industrial Water Users in India's Petrochemical Sector.** FilmTec™ membranes and DuPont™ Inge® ultrafiltration membranes were installed in a multi-tech seawater reverse osmosis desalination plant for industrial use. The plant, which became operational in 2022, provides 100MM liters/day of water exclusively to the Petroleum, Chemicals, and Petrochemicals Investment Regions (PCPIR) industries in the Dahej district—meeting approximately a quarter of the local industrial water demand of 190 businesses.
- **To solve a major water shortage in the city of Sharjah in the United Arab Emirates,** DuPont suggested and piloted a multi-tech RO+UF replacement project for the Hamriyah Desalination Plant. To make the replacement transition easy for the customer—we designed a solution for the new UF modules to plug into existing racks—quickly returning safe water to the region.
- **The operators of one of the main wastewater treatment plants in the Gansu province, China,** have deployed state-of-the-art Membrane Aerated Biofilm Reactor (MABR) technology to assist efforts to improve the water quality of the Yellow River while expanding capacity to support the economic growth of this thriving industrial hub.



## 9MM people

**We have improved drinking water access and quality for more than 9MM people since 2019 by working with municipal customers on critical water treatment expansions and upgrades**

### Case study



## Repurposing excess groundwater to meet San Francisco's 2025 water reuse goal

Clearway Community Energy in California traditionally purchased drinking water from the city of San Francisco to produce steam that heated ~180 buildings in downtown San Francisco. At the same time, the city was pumping millions of gallons of groundwater out of a neighboring subway station. To ease pressure on region's water sources, the plant implemented DuPont's DesaliTec™ Closed Circuit Reverse Osmosis (CCRO) technology to repurpose and recycle that "problem water" from the subway into steam. The project reduced their need for municipal water use by 30%, saving 30 million gallons of drinking water per year and meeting San Francisco's 2025 water reuse goal in one project, while reducing the funding and energy needed to mitigate flooding in the transit system.

# Water stewardship in our operations and local watersheds

GRI 303-1, SASB RT-CH-140a.1

As DuPont’s technologies enable our customers to purify, conserve, and reuse water and meet their water stewardship goals, we are also taking action to be responsible stewards of water within the plants and communities in which we operate.

Across the company, we use water for several purposes—to cool process equipment, as a solvent, as a production ingredient, and for sanitary uses. Most of the water used in our operations is returned to local watersheds following appropriate treatment (either on-site or through publicly owned treatment works). The portion that’s consumed rather than returned includes water as an ingredient in products and losses due to evaporation or waste streams. As shown in the chart, water consumed is just 9% of water withdrawn.

We’ve assessed our global water footprint using the WRI Aqueduct Water Risk Modeling Tool and WWF’s Water Risk Tool to model water risk factors for all DuPont sites around the world. The assessment included several risk factors, including baseline water-stress level, water quality, drought and/or flood risk, and others. Our strategy includes the direction to revisit this modeling regularly as needed. We also assessed which of our sites had the highest consumption of water, and the combination of these two factors determines the list of sites in the scope of our target to implement the Alliance for Water Stewardship Standard. Of our more than 90 manufacturing sites worldwide, we’ve identified 15 as operating in high-risk watersheds or sites with the highest water consumption. As shown on the charts, water from these sites is just 2% of withdrawals and 3% of consumption.

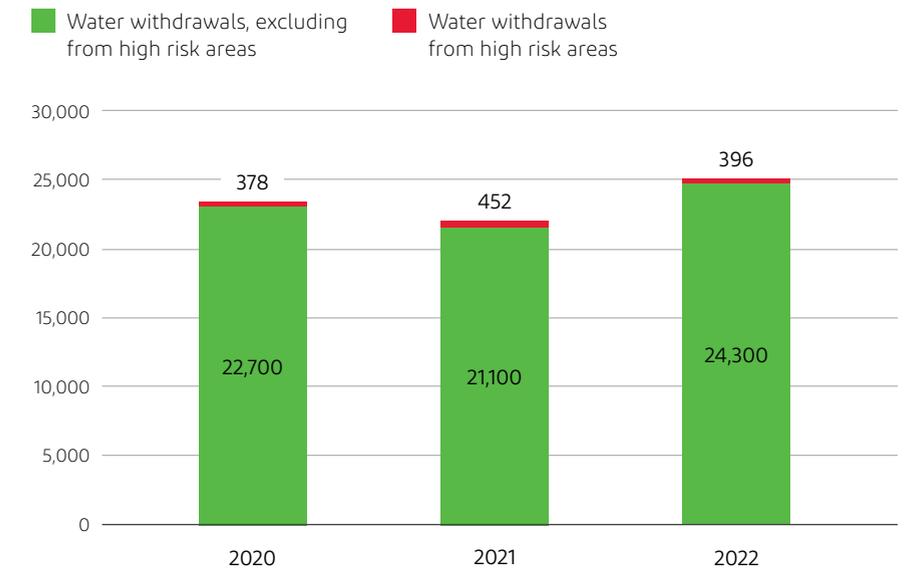
The Alliance for Water Stewardship (AWS) is a global membership collaboration of businesses, NGOs, and the public sector. Members are expected to contribute to the sustainability of local water resources through their adoption and promotion of a universal framework for the sustainable use of water—the International Water Stewardship Standard, or AWS Standard. The objective of the AWS Standard is to drive water stewardship, defined as: the use of water that is socially and culturally equitable, environmentally sustainable, and economically beneficial, achieved through a stakeholder-inclusive process that involves site- and catchment-based actions. At DuPont, we are working towards meeting our target by taking a staged approach to implementing the AWS standard. In 2022, we made progress on our commitment to implement holistic water stewardship strategies at sites in high-risk watersheds and at sites with the highest water consumption by 2030 by beginning implementation of the AWS Standard at three of the 15 sites in the scope of the goal.

**Summary of AWS implementation stage deliverables:** The three-year implementation at each site is followed by on-going governance of the water stewardship plan.

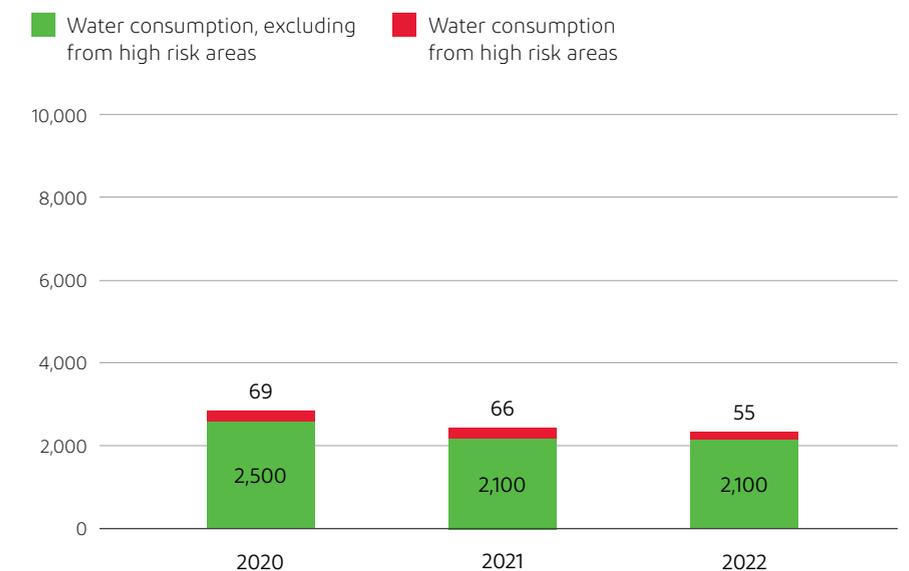
- **Stage 1:** establish governance for the AWS implementation at the site and draft water stewardship goals and plan.
- **Stage 2:** conduct technical studies of water use at the site, including water balances. Understand water catchment and local issues and align site strategy.
- **Stage 3:** evaluate performance of stewardship plan, implement best practices, and engage catchment stakeholders. Communicate and disclose performance.

## Water performance

### Water withdrawals (million gallons)



### Water consumption (million gallons)



## A water-optimized world through collaboration, advocacy, and knowledge sharing

We know that no one team will be able to solve the global water challenge alone—it will take a collaborative approach across companies, sectors, and borders in order to shape a water future that is best for the planet and best for society. DuPont is working with customers, governments, NGOs, and thought leaders to uncover a wide variety of solutions to enable a safe, affordable, and ample water supply now and for generations to come. A few examples from 2022 include:

**Enabling equitable opportunity across the world through a common set of indicators for water optimization.** All communities should have insight into the factors that will enable them to deliver safe, reliable water and sustainable access to water. To meet this need, Economist Impact, with the support of DuPont, recently created the inaugural City Water Index, a tool that creates a common framework for benchmarking factors that contribute to developing and maintaining an optimized, ample water supply—and demonstrates it across more than 50 cities. We believe the index is a valuable tool for city leaders, policymakers, and regulators—as well as neighboring industries—to make resource, investment, and policy decisions with the goal of better optimizing urban water systems. Launched at the end of 2021, the tool assessed the first 50 cities. In 2022, we built a self-assessment tool that any city around the world can equitably assess how well they are optimizing their water resources and uncover opportunities for improvement. We also piloted hosting city-level workshops with city and water leaders in Cairo, Egypt, and Buenos Aires, Argentina, on how to use the findings and data to plan for more water-optimized futures for their cities.

**Professional development for water operators:** We maintain 100 hours of training, with 10 new webinars produced in 2022 to ensure the most efficient use of water in their operations.

**Equitable opportunity through collective action:** Collaboration will be key to optimizing our global water resources.

- In 2022, DuPont participated in the **Water Resilience Coalition** and as a signatory of the **CEO Water Mandate** as part of our efforts to meet our 2030 Water Stewardship goals. Signing the Water Resilience Coalition pledge means DuPont joins an ambitious group of over 30 companies and organizations committed to reducing water stress by 2050 in some of the most challenged water basins around the world and advancing net-positive water impact through partnerships and collective efforts. By endorsing the Mandate, we commit to continuous improvement in six core areas of water stewardship: direct operations, supply chain and watershed management, collective action, public policy, community engagement, and transparency.
- **DuPont continued to collaborate with Water.org** to increase equitable access to water. At the end of 2021, we partnered with Water.org to increase global access to safe water, with a focus on the people and communities most vulnerable to the consequences of water scarcity. The partnership combines DuPont's technical leadership in water filtration and purification solutions with Water.org's expertise in pioneering market-driven financial solutions to the global water crisis. In 2022, DuPont awarded Water.org a second grant to provide 120,000 people with a year of access to safe water or improved sanitation in areas facing water scarcity around the world.

- At COP27 in Egypt, DuPont joined CEO Water Mandate, Water Resilience Coalition, WASH4Work initiative, and nearly 50 other corporations and experts in signing the **COP27 Business Declaration on Climate Resilient Water, Sanitation and Hygiene (WASH)**. The intent of the Declaration is to share a unified belief that, despite making humans more resilient in the face of climate change, rising global temperatures are putting SDG-6: Clean water and sanitation for all at risk.





DuPont Spruance, Richmond, VA

## Sustainability goal

## Delivering world-class environmental, health, and safety (EH&S) performance

GRI 3-3, GRI 403-6, GRI 403-7, GRI 403-8, GRI 403-9, GRI 403-10

Further our commitment to zero injuries, occupational illnesses, incidents, waste, and emissions

### Our approach to this commitment is to:

- Implement our EH&S multi-year strategy in alignment with our overall Operational Excellence strategy to drive improvements in Reliability, Operational Discipline, and Risk Reduction as well as Environmental, Health, and Safety (EH&S) performance.
- Continue to standardize EH&S systems and tools to enable common approaches and synergies that leverage improvements and enable faster adoption of EH&S Best Practices that reduce risk, reduce waste, energy, and emissions, and improve the safety of our operations.
- Conduct EH&S risk assessments globally to prioritize improvement opportunities to reduce risk and drive improvements in EH&S performance by reducing the likelihood of injuries, illnesses, and incidents and reducing our environmental impact.
- Certify all global manufacturing sites to ISO 14001 by 2025 and require all sites to conform to the RC14001 management system by 2030 to ensure that we have externally assured processes for EH&S Management.
- Achieve safety performance that exceeds industry benchmark and invest to keep our people and planet safe and drive to zero (injuries, incidents, waste, and emissions).

### In 2022, we:

- Ranked among Top 10% in American Chemistry Council for Safety Performance for employee health and safety by improving Employee Total incident rate by 40% from 2021.
- Attained zero injury performance at 85% of manufacturing sites and qualified for 26 ACC Site Safety Awards.
- Achieved ACC top 25% for contractor Total Recordable Incident performance and large site Process Safety Tier 1 and 2 incident rates.
- Launched four of 10 Life Saving Behaviors—Line of Fire, Work Authorization, Energy Isolation, and Driving Safety. One Life Saving Behavior was rolled out each quarter as part of a multi-year implementation plan.
- Continued our efforts to implement 4R—reduce, reuse, repurpose, recycle—waste reduction programs.
- Effectively managed plastics through Operation Clean Sweep® blue to achieve a performance of zero unrecovered plastic releases (0.5kg or greater) to the environment.

DuPont's core values are our north star and guide our sustainability journey to protect the health and safety of our employees, contractors, and communities and preserve the earth's natural resources for future generations. Safety and health, Respect for people, Highest ethical behavior, and Protecting the planet anchor our commitment to world class EH&S performance and our focus on chemical safety, worker health and safety, water consumption, circularity, and GHG emissions.

Forums to seek input from colleagues include regular mandatory safety meetings and town halls conducted by facility managers and functional leadership.

Maintaining safe and healthy workplaces globally requires vigilant awareness of the shifting factors—social, regulatory, and others—that can affect workplace dynamics and an ability to apply new ideas and new ways of thinking in response. Our DuPont core values of Safety and health, Respect for people, Highest ethical behavior, and Protecting the planet cover all DuPont employees. These values are described in the DuPont Code of Conduct, and compliance with this and applicable safety and health laws is the responsibility of all employees. Our commitment to delivering world-class environment, health, and safety performance is embodied in our company culture, our stakeholder engagements, and the health- and safety-enabling innovations we produce for the world. The health and safety of our employees and contractors is a top priority, and we seek and listen to their ideas to understand how we can further enhance well-being in our workplaces and beyond.



# Approach

GRI 403-1, GRI 403-8, GRI 403-9

In 2022, we made progress on the implementation of our EH&S strategy, a framework for working together to innovate a progressively safer and more sustainable future. EH&S is driving standardization and simplification in environmental, health, and safety competencies with common tools and approaches that drive EH&S Excellence.

The DuPont EH&S Council—made of EH&S Leadership from the businesses, functions, and the EH&S Center of Excellence (COE) defines the strategy and key initiatives to achieve that strategy. This leadership team routinely engages key stakeholders to understand priorities and to evaluate ideas for improvement. Our DuPont Businesses and the EH&S COE, in collaboration with the operations teams, implement the EH&S strategy. The strategy and our progress is routinely reviewed with operations and business leadership and the Board.

Within the Assuring Integrity and Trust pillar, we developed a streamlined and simplified template for our EH&S Standards that enable a better understanding and easier implementation of our EH&S requirements by site and business personnel and will begin working in 2023 to implement this new approach for all our standards.

Within the Sustaining a Vibrant Workforce pillar, we strengthened our commitment to a positive safety culture through the implementation of four Life Saving Behaviors: Line of fire, Work authorization, Energy isolation, and Driving safety along with training and support materials.

Our Enabling Processes were enhanced through the development of improved injury case management practices that will help ensure that a consistent and effective approach is taken to respond to potential injuries.

Additional information on the actions we've taken to advance this strategy are detailed in the rest of this section.



## Elements of EH&S strategy

### Assuring integrity and trust

Establish clear and concise expectations by which we operate to manage our risk build trust, protect people and preserve our planet.



### Sustaining a vibrant workforce

Create a vibrant working environment where our people feel valued and safely conduct business to advance our culture, achieve our mission and deliver excellence business results.



### Enabling processes

Enable world class EH&S performance through the standardization of systems and tools while efficiently managing change.





DuPont Sasakami

## Hazard identification and risk assessment

GRI 403-2, GRI 403-4, GRI 403-7, GRI 403-10, SASB RT-CH-320a.2

EH&S hazards are identified, and risk assessments are performed through cross-functional team collaboration. Our corporate EH&S Management System mandates that risk assessments are conducted by EH&S competency (e.g., process safety, electrical safety, machine safety, ergonomics, etc.), business function, and site levels. This requirement encourages proactive hazard evaluations when they are deemed necessary by our EH&S professionals, employees, or management. Personnel from businesses, functions, and sites are required to develop prevention and mitigation strategies to reduce identified risks within their operations and business context.

In 2022, we focused on enhancing our risk assessment practices with a focus on combustible dusts, expanding our internal network and collaborations with all process safety and process hazards analysis resources, training risk assessors within the sites and businesses, and updating our Process Hazard Analysis standards.

The output of the risk identification and assessments are documented and used for the development of EH&S objectives, plans, and risk control measures. We also use these results to create and update standard operating procedures for routine tasks. For non-routine tasks, our management system requires work permits to be issued, confirming recognition and control of risks for all work performed.

To address these risks, we have developed and implemented 10 Life Saving Behaviors to impact our safety culture. A major contributor to our excellent safety culture was the introduction of the Life Saving Behaviors Campaign. The Life Saving Behaviors Campaign reminded us that safety is personal.

These behaviors are part of our program to prevent severe injuries and fatalities:

- Energy isolation;
- Confined space;
- Safe mechanical lifting;
- Driving;
- Work authorization;
- Working at heights;
- Bypassing safety controls;
- Line and equipment openings;
- Performing hot work; and
- Line of fire.



We are rolling out one new Life Saving Behavior each quarter. In 2022 we introduced Line of Fire, Work Authorization, Energy Isolation, and Driving Safety with educational material in multiple languages, videos, new tools, and core value contacts to supplement and build on our existing High Risk Activities and Serious Injury and Fatality Programs. They connect our hearts to our minds and re-emphasize the importance of each of us working safe and going home to our loved ones each day.

# EH&S incident reporting and investigation

GRI 403-2, GRI 403-4, GRI 403-7, GRI 403-10, SASB RT-CH-320a.2

Our corporate EH&S Management System requires employees to promptly report any work-related hazards and potentially hazardous situations. To accomplish this, we encourage open and proactive communication between workers and their line management.

Our EH&S Event Classification, Investigation, and Reporting Policy requires sites, businesses, and functions to have procedures and trained personnel to report, classify, and investigate EH&S Events (both actual incidents and near misses). It also requires all employees to notify their line management of any symptoms, injuries, or illnesses that may be associated with work so that an appropriate and timely response can be made. In 2022, we enhanced our global EH&S incident management system to implement a central standardized data collection system for all events, and collect an expanded set of all incidents and near misses for improved trend analysis and recommendation tracking.

Reported injury and illness events are reviewed by corporate and business EH&S teams on a weekly basis, and monthly reports are created to examine aggregate Total Recordable Incident Rate (TRIR) and the Days Away from Work Case (DAWC) rate by business and for the entire company. These monthly reports are shared with DuPont senior leaders, including business presidents and the entire C-suite. Quarterly reports summarizing performance are reviewed with the Board of Directors and shared with all employees during quarterly global town hall meetings.

Investigations of incidents begin after the work environment has been deemed safe. Investigation teams are assembled depending on the nature of the incident that document the facts of the incidents. The investigations use an incident investigation and root cause analysis tool called Apollo Reality Charting. At the completion of the investigation, the team issues recommendations for corrective and/or preventative actions in an incident report. Key learnings from incidents are shared with sites across the company. Action items in incident reports are tracked to completion using an integrated EH&S management database.

Follow-up from incidents may also include ongoing medical treatment, case management support, and return-to-work guidance provided by our EH&S and Health Services (HS) team. Reporting and recording occupational injuries and illnesses to governmental agencies and or compensation programs is also conducted as required by local law and DuPont standards.

The top three causes of injuries and illnesses at DuPont are line of fire events; slips, trips, and falls; and ergonomic over-exertion. To help increase awareness and reduce injuries, we routinely send out communications that highlight key lessons and provide our sites and businesses with tools and training to help improve employee and contractor safety. These are reviewed and communicated at monthly safety meetings as well as daily toolbox discussions and safety contacts.

Based on our evaluation of historical injury/illness performance, DuPont has identified 12 high-risk activities:

- Working with potential for electrical shock/arc;
- Working at elevation or from heights;
- Using high pressure water for cleaning;
- Performing hot work;
- Operating powered industrial trucks;
- Working on or near suspended loads;
- Working with potential for body entrapment (machine, excavation);
- Driving on public highways;
- Entering confined spaces;
- Performing line breaks to hazardous processes and systems;
- Working in oxygen deficient atmospheres; and
- Working with highly hazardous materials.



DuPont, Newark, DE

## Health and safety training and communication

GRI 403-3, GRI 403-4, 403-5, GRI 403-6

Requirements for training and motivating employees to understand and comply with DuPont safety standards are an element of the EH&S Management System. Both initial and recurring training are conducted and documented as required by corporate standards and applicable regulations. Each employee and contractor is responsible for the completion of required training and compliance with applicable DuPont EH&S policies, standards, and guidelines. DuPont taps into the expertise of external training providers and the company's own functional experts to offer a wide range of courses on occupational health and safety topics. Training is delivered through interactive webinars, self-paced virtual courses, and face to face classes.

Employees are notified of the chemical, physical, ergonomic, and biological hazards to which they may be exposed, how to recognize the hazards, and how to protect themselves from exposure. Hazard training, labeling, posting, and safety data sheets (SDS) handling are carried out according to DuPont Hazard Communication standards and applicable government regulations. All colleagues are provided annual training in the corporate and business policies, standards, and safe work practices for the occupational hazards to which they may be exposed. Colleagues must have all certifications and licensing as required by applicable government regulations (e.g., asbestos, lead, emergency response, hazardous waste, and radiation). All workers have the opportunity to, and are encouraged to, participate in environmental, health, and safety activities at their sites.

The primary internal communication platforms for worker health and safety information are intranet sites, email, websites, digital signage, poster, computer-based training, and team meetings. The DuPont EH&S Management System Policy requires that site-led EH&S meetings be conducted at least once per quarter. Many teams hold these meetings monthly to help reinforce DuPont core values, which include training

and updates on EH&S topics both inside and outside of the workplace. Employee attendance at these meetings is mandatory and tracked at the local level. Sites also have systems in place to encourage and collect suggestions from workers on how to improve the safety and effectiveness of facilities and procedures. External communication with local communities is managed by each site and is generally achieved by participation in or hosting advisory panels, a website, or social media, depending on the site's needs. Each business within the company has ongoing training programs that are specifically designed to maximize the performance of its employees in meeting business objectives, including enhanced health and safety outcomes.

### Site highlight



DuPont Korea's Cheonan Site took the Grand Prize in the risk assessment category of the Safety and Health Activity Case Presentation Contest hosted by the Ministry of Employment and Labor and organized by the Korea Occupational Safety and Health Agency (KOSHA). The judging panel viewed favorably the site's application of a survey of all field employees to identify what risk factors they have at the workplace and to identify practical and effective solutions. Based on the survey results, the site quantified the risks for each work process and prepared appropriate improvement measures, leading to a significant reduction in incidents.

# Protecting worker health

GRI 403-3, GRI 403-6, GRI 403-7, SASB RT-CH-320a.1

At all sites, DuPont Health Services (HS) staff and/or onsite workers' compensation coordinators facilitate access to medical care related to occupational injury or illness. Our larger manufacturing and research sites have on-site clinics where HS staff provide occupational care, render first aid, and provide referrals for non-occupational illness and injury. Many of our sites have an annual flu vaccine program and other services, such as programs to address diminished capacity and fatigue management.

DuPont HS also provides travel medical screenings and consultations for employees that need to travel internationally. HS conducts a review of the travel destination against infectious diseases, such as COVID-19, yellow fever, malaria, etc., and other travel related health-risks. Any identified gaps in health requirements, including vaccinations, health status, and disease exposure, are addressed through appropriate referrals for vaccinations and other services. HS works with a third party to provide medical assistance, referral, and care coordination for DuPont employees that may require medical care while actively engaged in business travel.

HS coordinates annual health risk assessments to determine leading health concerns for our employee population, including OH assessments, medical screening, biological monitoring, ergonomics programs, and hazard communication. HS executes an annual Medical Surveillance Exam based on known occupational risks and regulatory compliance. HS also provides training for emergency medical response at many sites, especially those at higher risk of natural disasters, and coordinates critical incident support.

Regional and site HS teams use a variety of communication media to share information with DuPont employees about health, workplace safety, and mental and emotional well-being. HS maintains an intranet site to communicate services and creates new, digestible, and relevant content that is posted to the HS home page at least monthly. HS also regularly communicates with employees about benefits and health topics via email, bulletin boards, and large display screens at sites.



DuPont Spruance Tyvek® celebrates an injury free year. During this time, approximately 550 people have worked more than two million hours without an injury.

To protect the health of our workers, workplace exposures are maintained at a safe level. Each site has an occupational hygiene (OH), sometimes known as "industrial hygiene," resource who is knowledgeable about the exposure assessment process and is trained to the level appropriate for the complexity of the work at the site. This individual is responsible for executing and overseeing the strategy for qualitative exposure assessments, which includes establishing similar exposure groups, documenting assessment reports, conducting quantitative sampling as appropriate, and managing the database. They identify the tasks performed by exposure groups and develop exposure profiles for each and update them when:

- Changes occur in processes, facilities, or tasks;
- Exposure controls are modified, including changes in engineering controls or personal protective equipment;
- An agent hazard profile is updated;
- Changes in an agent's acceptable exposure limit (the internal DuPont occupational exposure limit), a published Occupational Exposure Limit (OEL), or the applicable regulatory OEL; or
- Quantitative data (e.g., personal monitoring results) have been collected.

The updated assessments confirm that taking the new hazard information into account, the previously acceptable exposure is still acceptable. If the exposure is no longer acceptable, temporary controls will be instituted until permanent controls can be implemented to minimize the potential for exposure. The assessments are reviewed periodically and updated as appropriate to verify that no subtle changes have occurred between reviews that would change the conclusion of the assessment. The OH resource oversees quantitative sampling when the qualitative assessment indicates that the Occupations Exposure Limit (OEL) may be exceeded or when required by regulations or other exposure assessment considerations. Reasons for exposure monitoring include the following:

- Protecting worker health;
- Measuring the extent of exposure to determine if controls need to be improved to reduce concentrations below OELs;
- Confirming that exposures continually remain under OELs;
- Measuring the extent of exposure to determine if installed controls have reduced the concentration below OELs;
- Complying with regulations that stipulate monitoring and documenting employee exposures for legal purposes;
- Investigating complaints or worker symptoms; and
- Developing and maintaining a database of employee exposures for documentation and epidemiological studies.

Each year, a sampling plan is developed, and progress against it is tracked. Exposure assessments and monitoring data are reported to line management and tracked to identify trends that may be applicable to other work groups, sites, or businesses. Workers in similar exposure groups being monitored are notified of results in a way that meets local regulatory requirements.

Site safety plans are required to have an OH review, which includes an approval procedure for the purchase of chemicals that are new to the site to recognize and control any new hazards. New chemical usage proposals (e.g., existing chemicals being used in a larger volume, in a different application, or in a new plant area) are also reviewed and approved by OH resources so that hazards are recognized and controlled. We require contractors to notify DuPont before hazardous materials (e.g., radiation sources and chemicals are brought on site or when performing any activity that may generate hazards that have not been identified in the work-permitting process. Changes in suppliers, types, or models of personal protective equipment used to protect against health hazards (e.g., respirators, breathing air, or chemical protective clothing) must also be reviewed and approved by site OH resources. We use the Cority Industrial Hygiene management system at all our sites to facilitate timely data analysis and maintenance of OH records. We develop real-time dashboard indicators to quickly assess the status of work activities and other information in the database. Occupational exposure assessments are reviewed in first party and second party EH&S audits to confirm compliance with site, business, and corporate standards and regulations.



DuPont Spruance, Richmond, VA



## Employee and contractor incident performance

GRI 403-6, GRI 403-9

Injury data does not include divested or newly acquired businesses/sites.

Employee and contractor health and safety performance <sup>[1]</sup>	2020	2021	2022
Days away from work cases (DAWC)	17	15	6
DAWC rate	0.07	0.05	0.02
Total recordable cases (TRC)	61	73	43
TRC rate	0.24	0.25	0.15
Fatalities	0	0	0

[1] Data does not include Mobility and Materials businesses divested in 2022, Biomaterials segment sites divested in 2022, Laird Performance Materials sites acquired in 2021, and ArmorWall sites acquired in 2021. Inclusion of data from acquired sites will be on schedule in compliance with our internal data reporting standards. Reference table on [page 124](#).



**60%**

Reduction in DAWC from the prior year

## Emergency response

GRI 403-3, GRI 403-6, GRI 403-9

The DuPont emergency response program utilizes emergency response assessment, planning, and preparedness procedures to safeguard the environment and the health and safety of our workers on site as well as the people living in the communities in which we operate. Arrangements for emergency containment of hazardous materials, medical response, first aid, treatment, and referral are standard practices of all manufacturing locations globally.

DuPont has a robust crisis management process with trained teams and response plans at the site, business, country, and corporate levels. Consistent with our core values, DuPont crisis management principles, and response includes placing the highest priority on human health and safety and ensuring that our actions are guided by respect for the environment and the communities in which we operate. Highly hazardous materials are identified and managed along with the provision of specialized medical emergency response plans as appropriate.

### Site highlight



DuPont Electronics and Industrial site in Zhangjiagang, China achieved a milestone of 11 years injury free!

# Audits and evaluation

GRI 403-3

We conduct regular first party (site assesses itself) and second-party (corporate audits of sites, businesses, and corporate) audits on key safety, health, environmental, and security performance and compliance with the DuPont Code of Conduct and DuPont EHS standards. Third-party audits, by outside independent parties, are also conducted to review this data as part of our process to certify that our EH&S management systems operate in conformance with ISO 14001 and RCMS as well as to assure the integrity of our Sustainability data.

EH&S management system audits are used to confirm the effectiveness of our EH&S Management Systems that are designed to protect people, the environment, and our facilities; maintain compliance with legal requirements and standards; and identify continual improvement opportunities. These audits assess internal and external communications; evaluate the effectiveness of site first-party audits and management systems; and review documents, conduct interviews, and review processes to confirm that the systems have been effectively implemented. Site workers and management actively participate in these audits to ensure that a thorough review is completed. Each site is required to conduct periodic first-party audits in line with corporate policy. Our corporate EH&S organization leads the second-party audit process for sites in alignment with business resources. Audits are scheduled on a rotating basis using our EH&S Risk model. Each site or business is subject to formal third-party EH&S management system auditing requirements according to its EH&S-related commitments or certifications, such as RCMS and ISO 14001.

In 2022, we continued to use a hybrid approach to our audits, using web-meetings as well as in-person visits and virtual reality tools to enable on-site review of operations by auditors. To ensure employee safety,



DuPont Spruance, Richmond, VA

health, and environmental management system effectiveness and effective implementation of DuPont and legal requirements, we conducted document reviews and interviews remotely, followed by select on-site verifications as determined necessary during virtual reviews.

All sites have documented EH&S management review meetings at least monthly, and outputs from the annual review of the EH&S management system include any decisions and actions related to possible management system changes. The details of the review meeting are communicated to workers to ensure understanding and alignment.

In 2022, 10 third-party site audits were conducted for our RCMS, RC 14001, and ISO 14001 systems to assess our continued conformance to these systems.

## Engineering highlight

### Realtime streaming shows where thermal insulation needs repair

DuPont Engineering Center is utilizing RealWear® Lens technology to remotely inspect plant sites. This allows specialty engineers at a central location to walk hand in hand with site representatives. In areas where WiFi signals are weak the RealWear® is supplemented with portable phone, safe for use in the area. As an example, one remote inspection in Sept of 2022 identified 54 areas that were uninsulated, damaged or in need of upgrades. Repairing these areas prevents loss of steam energy that would have cost \$20,000.



# Progress

## Process safety management

GRI 403-4, GRI 403-7, SASB RT-CH-540a.1

Process safety involves using our management systems to identify, understand, and control process hazards to prevent injuries and incidents and the potential releases of hazardous substances or energies at DuPont manufacturing plants. Our metrics system tracks leading and lagging indicators around process safety. By reacting to leading indicators, we can take actions to prevent serious incidents and help drive regulatory compliance. Metrics information also helps us prioritize support where it is most needed and will have the most impact. In 2022, we improved our Process Safety Management (PSM) program by implementing additional new performance metrics and leading indicators involving mechanical integrity, quality assurance, alarm management, and safety instrumented systems performance. Since introducing classification of Process Safety Incidents according to API 754 during 2016, the Tier 1 and 2 Mechanical Integrity and Quality Assurance (MIQA) related incidents have been



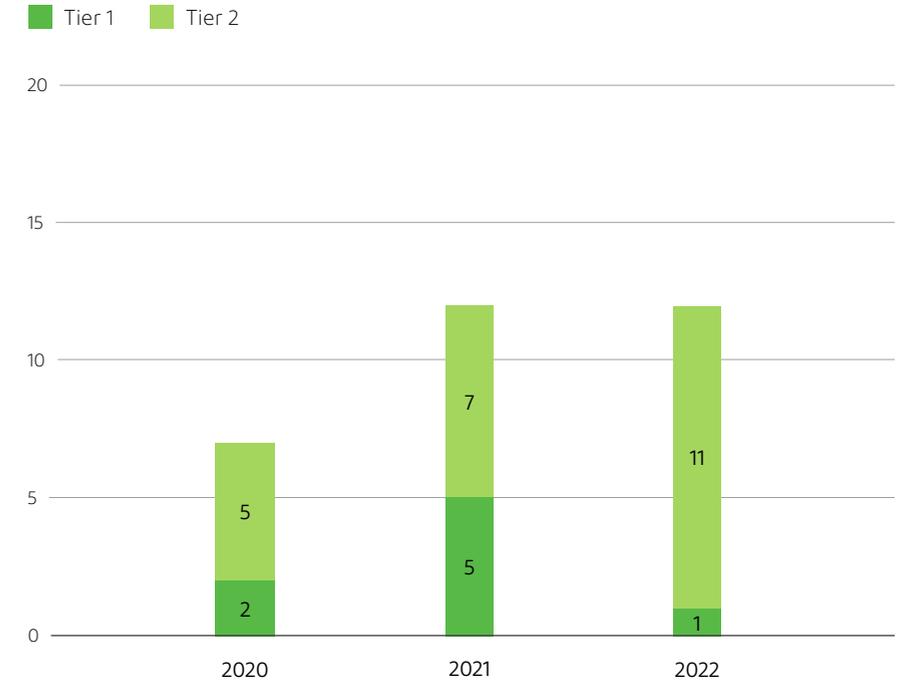
steadily reduced. Through application of standard practices and tools, monthly metrics tracking and follow-up, and leveraged support where appropriate, manufacturing sites have improved how equipment that is critical to Process Safety is managed. Based on a statistical analysis, mid-2016 through 2017 was a baseline period of steady performance with minimal improvement. Since that time, we have had 47 fewer MIQA-related Tier 1 and 2 process safety incidents than would have occurred if we continued the baseline performance.

DuPont continues to be actively involved with and provide technical and strategic input to external industry groups involved with process safety, including the American Chemistry Council PSM Committee, the American Institute of Chemical Engineers Center for Chemical Process Safety, and the European Process Safety Centre.

The number and severity of process safety incidents as a calculated incident rate is one of many key performance metrics. Classification of process safety incidents utilizes American Petroleum Institute (API) Recommended Practice 754, a widely accepted industry standard by the ACC and other associations that includes a focus on Tier 1 and Tier 2 events. Process safety event classification is based on the amount of hazardous material released, the direct cost impacts (i.e., the cost to repair any damage from a fire or explosion), and other severity factors such as injuries or off-site impacts.

In 2022, DuPont outperformed the median Tier 1 and Tier 2 event rates for large ACC member companies, and we continue to maintain process safety event performance in the top quartile of all peer ACC member companies based on ACC 2021 process safety incident reporting. Of the total of 12 Tier 1 and 2 events in 2022, 11 involved loss of primary containment with low severity factors and with zero fire and zero explosion events. One event involved a recordable injury (medical treatment case).

### Process safety events



Process safety events rate	2020	2021	2022
Tier 1 Rate	0.009	0.021	0.004
Tier 2 Rate	0.024	0.030	0.053

## Striving for zero waste

GRI 3-3, GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4, GRI 306-5, SASB RT-CH-150a.1

We're making progress toward our commitment to protect resources by driving to zero waste in our operations. Our waste reduction efforts build on years of continuous improvement driven by our Environmental Management System, including our Waste Management Facility Selection Standard, which defines our practices related to the handling and disposal of process-related waste. The Waste Management Facility Selection Standard prescribes the requirements for the level of audit necessary to authorize waste management facilities. Other drivers for reducing waste include regulatory requirements, cost reduction, and community and customer expectations, and changes to the availability of local waste infrastructure.

By 2030, we aim to have 4R (Reduce, Reuse, Repurpose, Recycle) waste management and reduction programs implemented at our manufacturing sites. At sites prioritized on the basis of waste volume, hazard, and reclaim value, we are setting specific milestones for reducing waste at sites where there will be the most impact. For all sites, we have defined minimum expectations for a 4R program, including the requirement for a site level waste reduction goal. In 2022, 55 of our sites had 4R programs in place.

### 2022 Total waste by type

- **66%** Non-hazardous waste disposal
- **16%** Hazardous waste disposal
- **18%** Beneficial use of waste



[1] The incinerated category includes waste incinerated both with and without energy recovery. Breakdown of this disposal mode is in the data table on [pages 150-151](#).

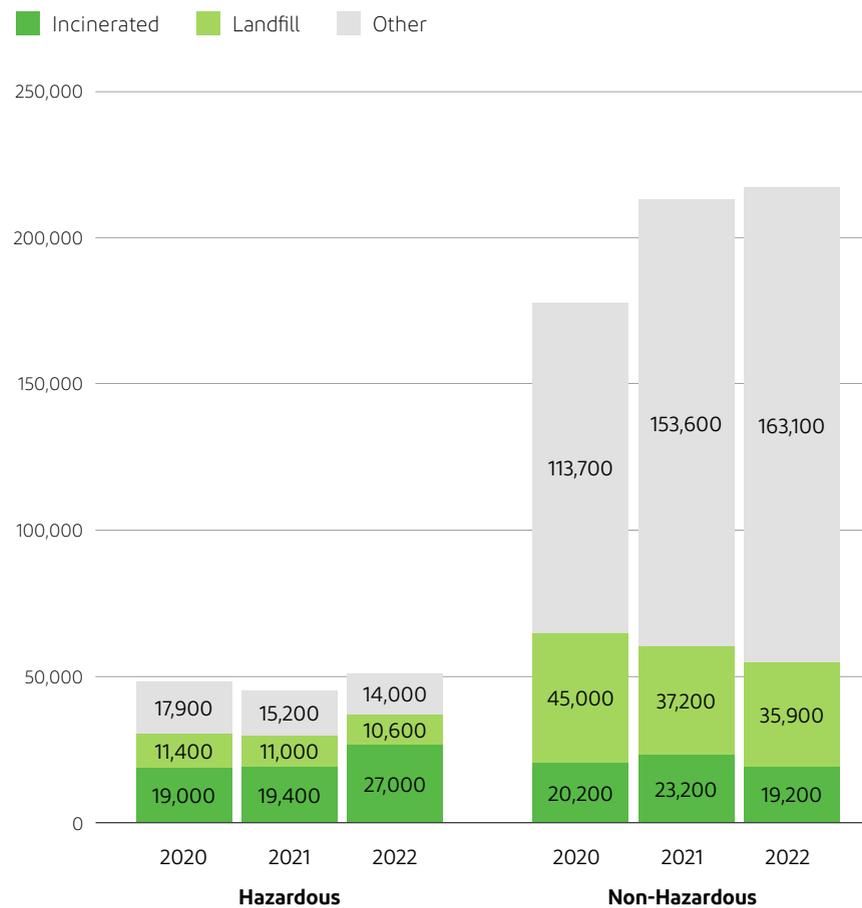
## Other emissions

GRI 3-3, GRI 305-7, SASB RT-CH-120a.1

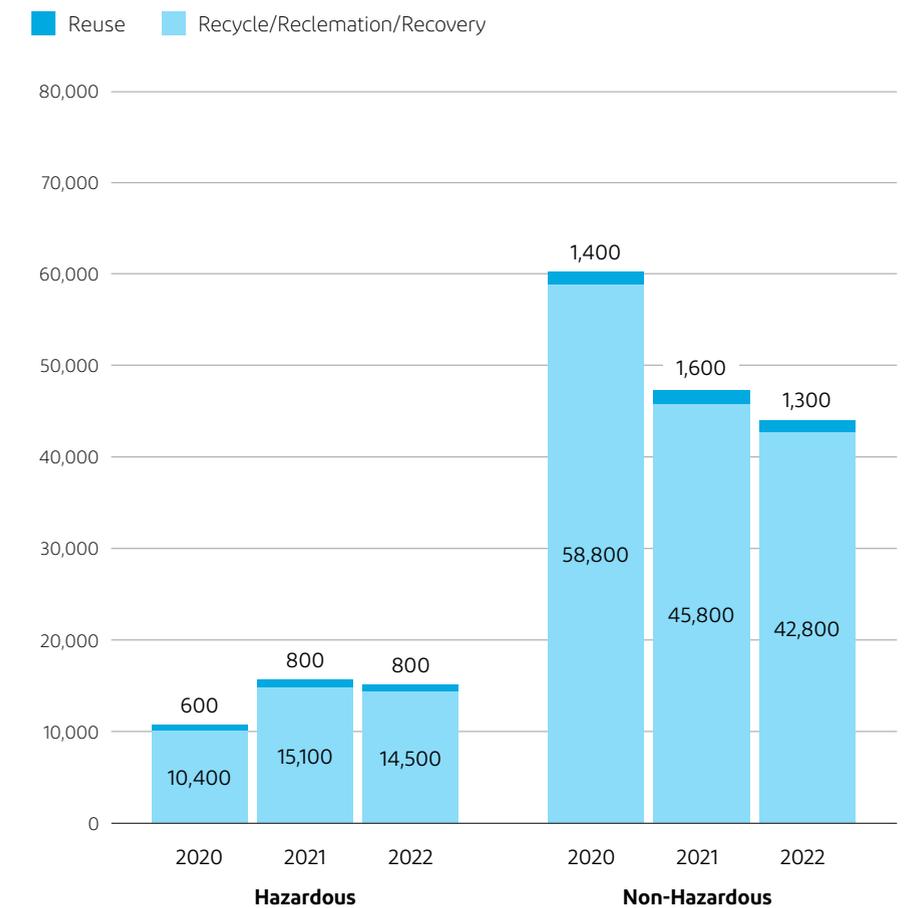
As required by our EH&S management system, all DuPont sites have processes and procedures in place to prevent, monitor, and mitigate the impact of environmental releases. These processes and procedures cover releases to air, water, or land and ensure the accurate and timely reporting of incidents to the appropriate authorities to meet legal requirements and to businesses and corporations to ensure awareness and drive improvement.

In 2022, our emissions of nitrogen oxides were 592 metric tons. Emissions of sulfur oxides were 5 metric tons. Emissions of volatile organic compounds were 1,037 metric tons. Emissions of particulate matter were 14 metric tons. Emissions of ozone-depleting substances, as defined by the Montreal Protocol, totaled 39 metric tons of CFC-11e.

### Waste disposal by type (metric tons)<sup>[1]</sup>



### Beneficial use of waste by type (metric tons)



Site highlight



DuPont's New England Manufacturing and Technology Center (NEMTC), located in Marlborough, MA, implemented a 4R program, and as a result, 29 MT of solvent that would have been discarded as waste were diverted and reused. This successfully reduced total site wide hazardous waste volume by 5%.

### Environmental justice

The U.S. Environmental Protection Agency notes that the goal of environmental justice is to afford all people the same degree of protection from environmental and health hazards and to provide equal access to the decision-making process to have a healthy environment in which to live, learn, and work. DuPont supports this effort and recognizes that environmental justice is an important, interconnected global challenge that will require comprehensive and collaborative solutions. Our vision of environmental justice is embodied in our core values of Safety and health and Protecting the planet in which we're committed to protecting our employees, our contractors, our customers, and the people in the communities where we operate, and to managing our businesses to protect the earth's natural resources for today and future generations.

### Biodiversity

DuPont's commitment to nature and biodiversity is embodied in our core value of Protecting the planet (we find science-enabled, sustainable solutions for our customers, always managing our businesses to protect the environment and preserve the earth's natural resources—for today and for future generations) and our Safety, Health, and Environment Commitment which includes protecting resources by driving towards zero waste and emissions and delivering products and solutions that contribute to a safer and more sustainable future throughout the product life cycle. Our EH&S management system contains numerous procedures designed to protect the environment and minimize potential ecosystem impacts. We believe the most important elements of our sustainability strategy that impact nature and biodiversity are water and climate. Water is the lifeblood of Nature and DuPont is committed to a water-optimized world which helps protect nature. Water Stewardship and biodiversity go hand in hand. Rivers, lakes, and wetlands are among the most biodiverse places on earth.

### Keeping plastic out of marine environments

DuPont is a member company of Operation Clean Sweep (OCS) blue, a voluntary program jointly administered by the American Chemistry Council and the Plastics Industry Association to prevent plastic loss to marine and freshwater environments. This program goes beyond the standard OCS program and increases our commitment to implement first-rate systems for plastics containment and loss prevention practices.

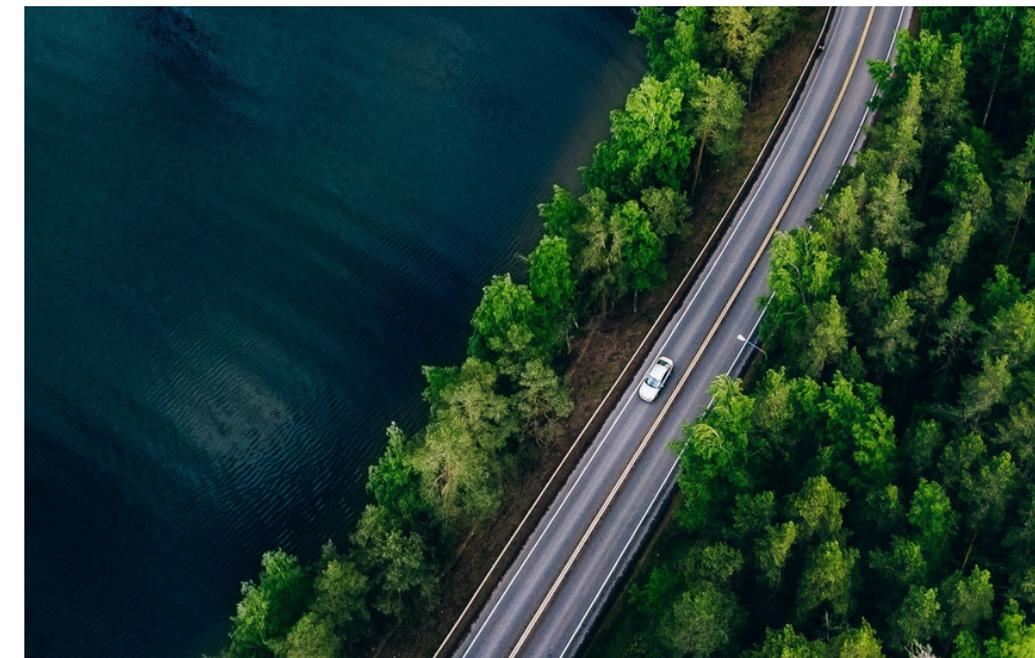
OCS blue requirements are fully integrated into our EH&S management systems to ensure accountability and sharing of best practices. Our colleagues at locations that handle plastic materials were provided training on the OCS blue program and asked to pledge their individual commitment to avoiding the loss of plastic to the environment. As a member company, DuPont reports annually the amount of any unrecovered plastic releases greater than 0.5 kg or 0.5 L per incident.



### OCS Blue—Plastic releases disclosure

Number and quantity of unrecovered releases of greater than 0.5kg or 0.5L per incident. In 2022 we had no unrecovered plastic release incidents greater than 0.5kg or 0.5L.

	2021	2022
Number of unrecovered releases	1	0
Amount of unrecovered material (kg)	18.7	0



## Featured site

# DuPont Taiwan brings sustainability focus to customers, operations, and across communities



## Over 300 employees

**pictured here, participated in the Evergreen Forest Beach clean-up. They collected and removed over 833 kg of during this event, which was higher than the average beach waste collections (500 kg). They enjoyed a beautify day with colleagues, friends and family.**



“DuPont Taiwan had been paying attention to the rural education for more than 10 years. We are proud that we not only accumulated more than 300 volunteers, but also helped more than 500 kids from rural areas in which indigenous, immigrant, low-income, single-parent or skipped-generation families are common. It was a milestone for building thriving communities, and we sincerely believe that every child deserves the chance to be safe, healthy, nourished, and educated. We’re committed and dedicated to making this a reality.”

**Dennis Chen, DuPont Taiwan President**

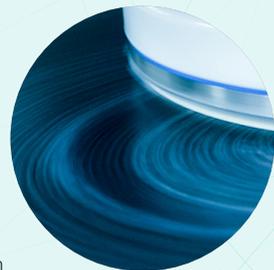
### Innovate for good

#### Improving lifetime of CMP pads and solvent chemistry

DuPont Taiwan Hsinchu Site II manufactures many products that are critical for semiconductor chip production. Chemical Mechanical Planarization (CMP) pads remove film material at the molecular level for each node in a semi-conductor chip. These repeated polishing steps are critical for high quality, durable chips.

CMP pads are produced in significant quantity to meet the global demand. After use, they end up in the waste stream. Hsinchu II site innovators initiated an innovation project which resulted in extending the lifetime of CMP pads by 40% benefitting our customers and DuPont operations.

Additionally, just this year, Hsinchu Site II scientists have upgraded several solvents and chemistries needed for chip manufacturing. These improvements, realized by applying the principles of green chemistry, have increased manufacturing yield for customers and increased worker safety across the industry.



### Protect people and the planet

#### Occupational safety award and waste handling solution for customers

DuPont Taiwan Dayuan Site won the 2022 National Occupational Safety and Health Award, which is the most prestigious award in this field in Taiwan. The honor marks an important milestone in “Commit to Zero” at Dayuan site and recognition to our leadership and colleagues who take responsibility to build a safe working environment and do the right thing persistently, even sometimes it’s a challenging task.

DuPont Taiwan Hsinchu Site II piloted the successful implementation of a Circular Economy Waste Solution. Solid recovered fuel is a fuel derived from manufacturing waste that when processed can be utilized in cement kilns and Energy Recovery Facilities. This project not only provides the solution to optimize our current product life-cycle but inspires our waste disposal strategy and that of our customers. This sustainable, efficient, and transformed over 55% of waste to a commodity for energy industrial and reduced costs by approximately 40%.



### Empower people to thrive

#### Bringing STEM resources to rural communities

Rural areas face a shortage of educational resources, making it difficult for kids to overcome inequality and poverty. This particularly impacts families from indigenous, immigrant, low-income, single-parent, or skipped-generation families.

DuPont Taiwan has become a Public Welfare Partner of the Hope Reading program with CommonWealth Magazine Education Foundation. Our participation with funding and volunteers drives to ensure that underprivileged children across the region have basic literacy skills as building blocks for success.

Over 140 volunteers have shared book reading, career experience, and science activities with underprivileged children. This coming year, more than 80 employees have committed to hosting a science camp in Penghu, an island to the west of Taiwan, to promote STEM and UNSDGs education.



DuPont Newark, DE



# Empower people to thrive

Introduction →

Our sustainability strategy →

Innovate for good →

Protect people and the planet →

**Empower people to thrive**

Governance →

Appendices →

## Introduction

We combine world-class science and innovation expertise with the passion and experience of our workforce to help communities around the globe to thrive. Our employees can best serve our customers, investors, and communities when they feel a strong sense of well-being and fulfillment, which we offer through challenging development opportunities, an equitable and inclusive environment, and meaningful work that impacts the world for good. Our company purpose and core values drive behaviors that not only support our sustainability strategy, position us for long-term growth and engage with our communities, but also help to make us an employer of choice.



DuPont Tarragona, Global Water Technology Center

# Empower awards and recognition

## Forbes

**Top Female-Friendly:** For the second year in a row, Forbes has identified DuPont as a company leading the way to support women inside and outside the workforce.



**Human Rights Campaign Foundation's 2022 Corporate Equality Index** recognizes DuPont for earning a perfect score since 2019 which assess companies on LGBTQ+ workplace equality in the Foundation's Corporate Equality Index.



**DuPont China Wins Top Employer Award** for the Second Year in a row showcasing our organization's dedication to a better world of work and exhibits this through excellent HR policies and people practices.



**National Minority Supplier Development Council (NMSDC) Forefront 50:** Top Corporations for Minority Businesses celebrates corporations that are leveling the playing field for minority businesses and leading the way to create greater economic access and equity.



DuPont Tianjin



**Ranked #6 on Woman Engineer Magazine's Top 50 Employer List** chosen by the readers of Woman Engineer Magazine based on who they would most like to work for and/or who they believe would provide a positive work environment for woman engineers.



**3rd consecutive year receiving the Gold HIRE Vets Medallion Award** which recognizes our long-standing commitment to support veteran hiring, retention, and professional development.



# 88%

of employees say that they do work that matters, indicating a high degree of connection to purpose based on feedback from employees via our annual engagement survey



Historically Black Colleges and Universities (HBCU) Week

### Sustainability goal

## Accelerating diversity, equity, and inclusion (DE&I)

GRI 3-3

Become one of the world's most inclusive companies, with diversity well ahead of industry benchmarks

### Our approach to this commitment is to:

- Value diversity in all aspects of our businesses by leaning into our core value of Respect for people and creating an engaging company culture where all employees can thrive.
- Drive accountability and commitment to attract, develop and retain a diverse workforce through end-to-end talent management processes, including improving gender and ethnic representation in recruiting.
- Foster inclusion and understanding through employee communities and signature DE&I Events and Employee Resource Groups (ERGs).
- Work to ensure equal opportunity for advancement and pay by increasing levels of representation in the organization.
- Use tracking, transparency, and reporting to increase data visibility and use insights to inform and drive DE&I strategy and action.
- Increase diverse supplier spend by 5%/year to ensure our supply base reflects who we are and the communities in which we live.

### In 2022, we:

- Advanced embedding DE&I into company culture by launching several new initiatives.
- Instituted annual DE&I Excellence Awards to recognize individuals and teams that are proactively working to build a culture of belonging.
- Hosted second annual DE&I summit with broadened reach which included making broadcast available to all employees globally.
- Expanded global reach of employee resource groups (ERG) with new chapters.
- Maintained strong 74% DE&I Index in annual IMPACT employee survey.
- Initiated a neurodiversity pilot focused on employing individuals with unique capabilities in partnership with our Persons with Disabilities and their Allies (PWDA) ERG.
- Strengthened talent attraction approach resulting in 55% of new professional hires in EMEA Region being female (up from 27% in 2019) including new DE&I hiring manager dashboard.
- Expanded disclosure of raw pay gap to include global employees.
- Increased diverse supplier spend by 23% from previous year.

Diversity, equity, and inclusion are key elements of our Respect for people core value. Our company's longstanding commitment to Respect for people includes every employee, contractor, customer, and associate of the company being able to work to their full potential in an environment where they feel free to bring their full selves and skills to work each day. We embrace policies and principles that create a supportive work environment that promotes equitable opportunities for development and advancement. DE&I is also built explicitly into our 2030 Sustainability Goals and associated measures. We intentionally state our desire to accelerate diversity, equity, and inclusion and our aspiration to be one of the world's most inclusive companies. These commitments serve as anchors for everything we do in DE&I.

We continue to refresh and evolve our programs, policies, and benefits to meet the needs of our employees, customers, and other partners. Ultimately, we invest time and resources because we know DE&I is key to driving innovation and financial success.

We tailor our DE&I initiatives to meet people and teams where they are. Because DE&I is fundamentally linked to Respect for people and all employees are expected to live our core values, the commitment, and engagement of every employee is critical to achieving our goal.



SHPE National Convention (Society of Hispanic Professional Engineers)

# Improving employee representation

GRI 3-3, GRI 405-1

Our goal is to reflect the communities in which we operate, and we place a strong focus on cultivating local talent. Our approach to improving representation consists of the following elements:

- Increase the transparency of workforce demographics;
- Improve representation in recruiting, advancement, and retention; and
- Build the pipeline of future talent trained in science, technology, engineering, and mathematics through external partnerships and organizations with a focus on underrepresented talent.

Our leaders use DE&I analytics to attract, develop, advance, and retain employees across a variety of demographics. In 2022, we launched new DE&I dashboards for our hiring managers to provide insights into the diversity of our candidate pools and track progress from the initiation of an opening through the onboarding of a new hire. The implementation of real-time data for hiring managers keeps our progress towards goals visible. We also launched a DE&I toolkit for hiring managers to embed best practices for attracting and hiring diverse talent. Our talent acquisition organization invested in early career programs in key markets to increase the diversity of functional talent and enhance our pipeline.

We continue to measure favorably on key representation measures versus industry benchmarks but still seek incremental improvements each year. Our percentage of STEM-trained women leaders exceeds our benchmarks for women graduating with STEM degrees as well as the percentage of women leaders for the industries in which we operate.

However, we continue to strive for more women leaders, particularly in our operations and engineering ranks. As an innovation company, our professional workforce is dominated by STEM professionals. Of particular note, the percentage of female new professional hires in our Europe, Middle East, and Africa region increased from 27% in 2019 to 55% in 2022 through more focused recruiting and development activities including our DEI hiring manager dashboard. We focus on the diversity of our executive team and maintaining or increasing gender and racial/ethnic diversity in the executive population.

We advanced our strategic partnerships to increase diverse talent in North America with a particular focus on the veteran/military population as well as historically underrepresented populations in the STEM fields. Our engagement with Historically Black Colleges and Universities (HBCUs) and other organizations focused on historically underrepresented populations is further enhanced through focused partnerships, scholarships, mentoring, and student employment opportunities.

Our efforts to improve representation in our employee population are yielding results and have not gone unnoticed. See our [latest and most prestigious awards](#).



**Named to Forbes' World's Top Female-Friendly Companies for 2nd year in a row**



## Growing female capability in India

DuPont has a growing presence in Hyderabad, India for several of our corporate functions. Earlier in 2022, the IT organization decided to create an early career pipeline program, specifically to improve our gender diversity in IT as well as attract top talent for the organization in early career roles. Since the successful launch of this program earlier this year, the female presence in India in 2022 has shifted from 25% to 32%.

Similarly, the finance organization focused on targeted recruiting efforts and implemented a successful internship program at the DuPont Service Center India, Hyderabad, to augment the workforce in a period of high attrition and improve the representation of women. 80% of the interns were selected to full time roles and over 50% of the hires were women. The representation of women on these two Indian teams increased from 31% to 35% over the past year.

# Ensuring inclusion and belonging

GRI 3-3, GRI 405-1

An inclusive culture is one where everyone feels safe to be authentic and is valued for their unique abilities. Our employee communities are key to:

- Cultivating a supportive and inclusive culture where everyone feels welcome and respected;
- Increasing understanding of DE&I across all employee groups; and
- Creating a sense of belonging.

A key conduit for DE&I information across the company is our Employee Resource Groups (ERGs), Business Resource Groups (BRGs), DE&I Councils, and Communities of Practice. As DE&I champions, advocates, practitioners, and allies, these groups are our best source of mentors, coaches, and role models for employees seeking support. These groups also help to implement our DE&I learning programs via a train-the-trainer model. There is truly something happening daily across the company with a DE&I focus because of the enthusiasm and passion stemming from these groups.

In 2022, our ERGs (DuPont Women's Network, DuPont PRIDE, and People with Disabilities and Their Allies) advocated for equitable access to healthcare, shining a spotlight on equitable access to reproductive benefits, access to mental health supports, and transgender benefits.

Across DuPont, the normalization of conversations around mental health has advanced as our ERGs sponsored numerous webinars and events focused on stress and the lingering effects of the COVID-19 pandemic. In 2022, we hosted our second annual DE&I summit with broadened reach which included making the broadcast available to all employees globally. The 2022 DE&I summit's theme was We Thrive When We All Thrive—representing the collective strength we achieve when we come together to unleash our full DE&I potential. The summit had a content-rich agenda focusing on areas such as our 2022 DE&I Strategy, Employee Resource Group support, and best practices to foster workplace inclusivity and belonging and was open to all employees globally.

We introduced the DuPont DE&I Excellence Awards in 2022 to recognize the outstanding achievements and contributions of individuals and teams for the advancement of diversity, equity, and inclusion at DuPont and within our communities. These enterprise-level awards recognize colleagues who have made DE&I a part of how they work. They have translated our core value of Respect for people into everyday actions that make a difference in the work environment and our broader communities.

In our headquarters community of Delaware, we launched a neurodiversity pilot at one of our manufacturing sites with the support of our Persons With Disabilities and Allies ERG. This pilot allowed us to harness the unique capabilities of local neurodivergent talent who are able to perform a complex task with focus and ease while allowing us to eliminate the backlog and reduce bottlenecks in one of our key manufacturing operations. Across the company, we facilitated candid conversations to advance understanding on bias and discrimination, leveraging research from the fields of neuroscience, psychology, and organizational development; respect and understanding; as well as personal experience.



People highlight

**Gee Joseph, DuPont, Wilmington, DE  
Lifetime Achievement**



The DuPont DE&I Lifetime Achievement award is awarded to the individual who has a demonstrated record of DE&I contributions with significant and lasting impact for DuPont and their community.

Gee has been a member of the DuPont Asian Group (DPAG) and Corporate Black Employees Network (CBEN) since he joined the company in 1998. As co-chair and chair of DPAG, he has led and organized the signature annual event, Glimpse of Asia, since 2018. This event emphasizes the education of diverse Asian cultures to the broader DuPont community. Gee also actively supports various charitable activities in his native country of India. During the height of the COVID-19 Pandemic, hospitals in India were facing a shortage of oxygen concentrators. Gee worked with churches, friends, and family to raise funds to purchase several units and coordinated with a local medical mission in India to have these units made available, aiding the in the recovery of numerous patients.

# Pay equity

## Supporting equal opportunity for advancement and pay

GRI 405-2

We continue to be committed to equity in opportunity and pay and an ongoing review of our pay processes to identify and promote the best practices in hiring, compensation, promotion, and career development to drive diverse representation and pay equity across the organization.

### Equal opportunity

In 2022, we conducted another raw pay gap review for our U.S. population, along with expanding our review to our Global population. Raw pay gap is the difference in the median pay of employee groups as a result of their representation at different job levels. The raw pay gap calculation does not take into consideration factors such as role, level, and experience. It is important to note that the raw pay gap is not an indication of pay disparity or a measurement of equal pay. Rather it highlights a potential opportunity to increase representation of certain employee groups at senior levels.

The raw pay gaps below are reflective of our distribution of men and women across different geographies, as well as U.S. race/ethnicity groups.

U.S.	Global
<b>Women</b> earn <b>\$1.08</b> for every \$1 earned by men. (\$1.09 in 2021)	Women earn <b>\$0.76</b> for every <b>\$1</b> earned by men
<b>Minorities</b> earn <b>\$0.87</b> for every \$1 earned by non-minorities (\$0.89 in 2021)	—



### Equal pay

DuPont implemented a global leveling framework in 2022, providing managers with a consistent global language for understanding job responsibilities across the company. This framework provides a foundation to establish new pay levels based on objective factors, including external survey data, required education, and experience.

Additionally, in 2022, DuPont worked with external advisors using leading industry standards to evaluate base pay in our U.S. population<sup>[1]</sup>, and to confirm that we pay employees fairly, regardless of race or gender. We commit to ongoing monitoring to ensure we continue to pay employees fairly.

[1] U.S. employee population excludes hourly production workers whose pay is pre-determined by a neutral collective bargaining agreement or local pay scale equally applied to all employees in a particular category.

# Measuring and reporting progress on DE&I

GRI 3-3, GRI 405-1

When our Board of Directors was formed in 2019, we were purposeful in convening a diverse group of directors when our Board was formed in 2019. We disclose information about the diversity of our Board in our [proxy statement](#), including director skills and experience, as well as racial, gender, and ethnic diversity.



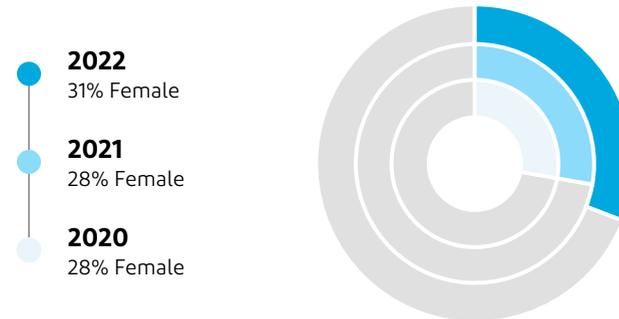
## 42%

of our Board members are diverse by gender or other underrepresented groups

Our Board is actively engaged in promoting diversity, equity, and inclusion within our organization. The People and Compensation Committee has oversight responsibility for DE&I and receives regular reports from management regarding the Company's initiatives and work environment. The Board annually reviews the company's talent diversity and representation of diverse candidates on the slate for key positions.

2022 marks the second year that we have published our workforce demographics (global gender and U.S. race/ethnicity) as well as our EEO-1 summary report on our website as a commitment to transparency on the current state of diversity at DuPont. We also maintain our previous year's data on the website.

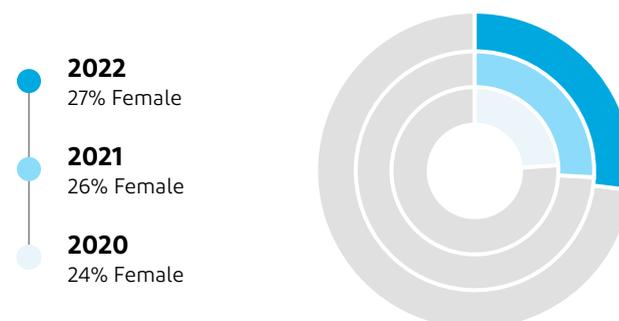
## Global workforce gender diversity



## U.S. workforce, racial and ethnic diversity



## Senior leaders gender diversity



## Senior leaders, racial and ethnic diversity



Additional demographic data can be found in the appendices to this report on [page 155](#).



DuPont Freienbach

## Non-discrimination

GRI 3-3, GRI 405-1

DuPont does not discriminate against employees or applicants for employment because of age, race, religion, color, gender, disability, national or ethnic origin, ancestry, marital status, family status, sexual orientation, gender identity or expression, or veteran status with respect to any terms or condition of employment, including hiring, promotion, demotion, transfer, recruitment, termination, rates of pay, or other forms of compensation and selection for training. Regions and countries may have additional grounds to establish non-discrimination policies based on the local cultural dynamics.

We do not tolerate harassment in any form. It may interfere with an individual's work performance or create an intimidating or offensive work environment. Harassment can include slurs or derogatory comments, offers of job benefits in exchange for favors, and other forms of offensive behavior. Harassment can include conduct directed at or by a DuPont employee, an employee of the company's customers or suppliers, or other business associates.

## Supplier diversity

GRI 3-3, GRI 204-1, GRI 405-1

DuPont has a long-standing commitment to supplier diversity as an essential business strategy. In 2022 we increased our diverse supplier spend to \$440.6MM, an increase of 23% over the prior year, and initiated the expansion of the program worldwide. We are constantly working to include small and diverse businesses among our sources of supply and help these businesses develop into competitive suppliers. We work closely with these diverse suppliers to help them understand the DuPont business model and other elements of our procurement strategy. This includes small businesses, minority-owned, women-owned, veteran-owned, disabled-owned, and LGBTQ+ owned, amongst others. For more information on DuPont's Supplier Diversity Program and the categories of business ownership engaged, please visit [DuPont's Supplier Center website](#).

Our supplier diversity goals include increasing the total amount of our spending with these suppliers by 5% each year, ensuring they're included in our competitive bid process, and sponsoring and attending outreach events. We engage our top suppliers to support supplier diversity, and we reinforce this expectation in our Supplier Code, which encourages our suppliers to develop a diverse supply base themselves in support of the materials and services they provide to us. The supplier diversity of our Tier II suppliers captures a key supply spend performance metric. We will be expanding this program in 2023 to include more suppliers.

We're committed to supporting small and diverse suppliers, ensuring our supply base reflects who we are and the communities where we live and work. This commitment begins at the top with our CEO. In our efforts to find, mentor, and develop diverse suppliers, we partner with an array of national and international diversity organizations that expand our access to diverse businesses across the world.

### Supplier highlight

#### AgileOne

AgileOne was founded in 1978 by Janice Bryant Howroyd with \$500 and a fax machine. DuPont was one of her first large corporate customers. We have been doing business with her for more than 17 years. During this time, AgileOne has grown into a multinational company with operations in 34 countries and over \$1B in sales.



# \$440.6MM

2022 purchases from small and diverse suppliers

We are invested in our partner organizations' successes. Beyond financial support for their programs, through sponsorship and scholarships, our team is actively engaged by dedicating their time to serving on committees and Boards.

Supplier diversity programs help foster jobs and economic activity in underrepresented segments of the business and customer communities. Inclusive procurement practices provide opportunities to diverse businesses, which in turn provide greater representation, employment, and economic advancement for minority, women, veteran, and LGBTQ+ communities. Our efforts have driven significant economic impact both directly and indirectly for our suppliers, their communities, employees, and their families.

DuPont’s USD \$440.6MM in direct purchases from small and diverse businesses supported 4,415 jobs within these companies. Employees in these jobs earned USD \$354MM in wages and benefits while providing goods and services to DuPont.

Small business and supplier diversity is critical to how we win in the marketplace and is supported by our sustainability strategy. With increased agility, flexibility, and innovation, small and diverse suppliers can and do provide high-quality services and competitive rates, delivering value straight to the bottom line. Not only is this program good for business, but it also bolsters the communities where we work and live, reinforces our commitment to our Respect for people Core Value, and is expected by our customers and their customers.

Economic impact metrics	Unit
<b>Production</b> measures the cumulative revenues of all businesses impacted through the program.	<b>\$848MM</b> U.S. GDP contribution
<b>Jobs</b> measure the jobs created within DuPont’s supply chain and in the suppliers’ communities.	<b>4,415</b> Jobs supported
<b>Wages</b> measure the cumulative earnings of the employees in the jobs supported through the supplier diversity purchases.	<b>\$354MM</b> Wages earned
<b>Taxes</b> measure the federal, state, and local tax revenues that are generated through the economic activity.	<b>\$104MM</b> Taxes generated





DuPont Utsunomiya Technical Center

## Sustainability goal

## Cultivating well-being and fulfillment

Create a workplace where employees report high levels of well-being and fulfillment

### Our approach to this commitment is to:

- Deliver high levels of opportunity, experience, and purpose based on the needs of evolving workforce demographics.
- Promote access to tools and resources to improve employee health and well-being.
- Cultivate a culture of ongoing communication, feedback, and connections to build relationships and engagement.
- Invest in career development to enhance the employee experience in meaningful ways.

### In 2022, we:

- Modernized formal, year-end performance rating process with a focus on continuous dialogue and two-way feedback which empowered colleagues to have honest and meaningful real-time conversations about performance and development throughout the year.
- Strengthened employee's connection to purpose with feedback from employees that they do work that matters showing a deep connection to Purpose (88%) especially among production workforce (92%) from annual IMPACT engagement survey.
- Implemented a new global job-leveling framework and new Career Pathways making it easier for employees to understand the scope and responsibilities of roles across the company with Career development conversations increasing (+2 to 76%) and more colleagues report opportunity for development (+6 to 74%).
- Supported colleagues with education and tools to reduce stress and burnout through the Own Your Day framework.
- Added new health and well-being resources: EAP/Point Solutions Education, Hinge Health, and transgender benefits.
- Supported our colleagues in China during COVID lock-downs through enhanced Employee Assistance Programs, emergency subsidies, and other actions.

# The value of a career at DuPont

GRI 3-3

Never in modern history have employee well-being and fulfillment been more of a business priority. The COVID-19 pandemic reminded all of us how precious our physical, mental, emotional, and social health are and how quickly we can burn out if we don't take the time to care for each of them. It was a wake-up call sparking a desire for more balance, connection and meaning in the workplace.

As many parts of our organization returned to the workplace, we wanted to ensure we focus not only on the logistics of how they return but also on how we are empowering our colleagues to be as we enter this new normal. We have always encouraged our colleagues to replace the traditional notion of “working hard” with “working well,” but we wanted to go further. We know our success as a business can only happen when the people who drive our strategic vision, manage our operations and make the innovative products we offer the world are thriving. And, to us, “thriving” has several dimensions. It doesn't just mean people showing up and hitting their goals; it means they are feeling vibrant, valued, and connected to one another and to our shared purpose while they do it. It also means they have the freedom and opportunity to grow and find their work and experience meaningful and fulfilling.

At DuPont, we encapsulate employee well-being and fulfillment in a framework called “My Why,” which serves as an anchor for the conversations we have with each other and within ourselves about what we value in the workplace. It begs us to consider and reconsider the question of “why” we joined DuPont and why we stay. And that “why” is much more than achieving key performance indicators (KPIs); it is deeply personal. It is about finding new opportunities for personal and professional growth, building positive relationships in an inclusive environment that offers flexibility and balance and feeling connected to the company's purpose,

and finding meaning in one's work. We categorize these “why's” into three pillars—Opportunity, Experience, and Purpose—which we use to guide our programming. By looking at employee well-being and fulfillment through this lens, we are acknowledging that we can't thrive as professionals if we aren't thriving as humans. It forces us to see our work and our well-being as being deeply interconnected so we can bring our whole selves to work and continuously tend to it while we are here. By understanding each individual's “why,” our people leaders are empowered to shape an individual's work experience to highlight the elements which bring them fulfillment. In doing so, we will be more motivated, productive, and engaged as an organization. The success of our company and our sustainability initiatives depends on our employees, who drive our strategic vision, manage our operations, develop the products we offer the world, live our core values every day, and work with a shared purpose: to empower the world with the essential innovations to thrive.

Aligned with the “My Why” framework, our well-being programs and resources are designed to:

- Create a collaborative environment where talented people are engaged to reinvent the ways we shape the world;
- Support our people to be their very best by providing opportunities to prioritize their well-being;
- Offer choice and flexibility so each individual can meet their unique needs for today while planning for tomorrow; and
- Empower our people to drive their careers and recognize and reward them for their contributions and teamwork.

## “My Why” framework

### Opportunity

- Access to professional challenges
- Assignments that drive career and capability growth
- Competitive rewards linked to both collective and individual performance



### Experience

- A collaborative environment where teamwork is celebrated
- Flexibility that enhances balance
- An inclusive atmosphere that is welcoming to all



### Purpose

- Bringing innovations to market that improve life
- A commitment to sustainability that makes the world better
- Giving back to communities in which we work and live



# Opportunity

GRI 3-3, GRI 403-5, GRI 404-1, GRI 404-2

## Empowering colleagues to grow

Once you know “Why” it’s all about the way forward and “How” you’re going to get there. At DuPont, we provide opportunities to empower our colleagues to build the career they want. “My How” is DuPont’s roadmap to supporting colleagues define and pursue their personalized career journey. This roadmap assists with gaining clarity and focus, finding energy through pursuing passion, expanding networks, and building confidence through success in achieving milestones along the journey. We ensure an inclusive and accessible learning environment where our workforce can combine their skills and capabilities to reach their full potential. Each career can develop differently by nurturing a strong culture of autonomy and internal mobility. The future of work will be shaped by technological, generational, and social shifts. The traditional model of advancing up the ladder within the same job family has morphed into a more fluid model where people pivot to develop new skills as their interests and the market demands change. DuPont embraces this and takes great care to maintain a culture where colleagues are empowered to reinvent themselves and evolve their careers inside our company’s “walls.” To encourage all colleagues at all levels to explore new opportunities, networks, and career paths, DuPont created the Career Pathways site in 2022. Using the career site, we enable our colleagues to:

- Learn about roles within and outside their job family to see which ones might interest them, complement their strengths, and offer them a chance to try something new;
- Browse the actual career paths of colleagues to see how they shaped their careers through a series of experiences and skill development; and

- Use tools to boost their personal development, including a template to define their personal brand and a discussion guide to help them network with colleagues who have experience in their areas of interest.

Our personalized approach to career development begins with ongoing dialogue regarding performance, career planning tools, an internal portal to explore job opportunities tailored to interests and skills, and a full suite of education and training options. We equip colleagues to drive their development and careers through a custom blend of experience, exposure, and education. We know our most valuable resource is our people, and we aren’t shy about investing in their successes. DuPont partners with some of the best learning organizations in the world to provide continuous and on-demand professional and functional learning content for our global workforce. Colleagues also participate in ongoing development through mentorship, ERGs, and location- or function-specific learning cohorts. In 2022, DuPont employees completed an average of 25 hours of compliance and job-specific training. This does not include additional voluntary, skills-based, and personal development training that is self-directed or led by our ERGs and functional learning teams that provide professional and career development programming throughout the year. We also offer tuition assistance to assist employees through the completion of an undergraduate or postgraduate degree program that builds competencies for their current role or desired future opportunities.

Internal mobility and the opportunity to continuously reinvent ourselves are significant reasons many employees choose to stay at DuPont. In 2022, we introduced a new and streamlined Global Job Leveling Framework to organize jobs, help determine equitable pay, and enable

### People highlight

Kelly Reichert shared her Real-Life Career Path for the Career Pathways journey both internally and externally. Kelly was asked to join Amcor, a DuPont customer, as part of their women’s network event, Women Leaders of Suppliers. There were 250 people in attendance.



The response to Kelly’s Real-Life Career Path was impressive both in terms of format and key information. Amcor loved that DuPont was looking to highlight not only what the employee had achieved throughout their career but also what capabilities and development opportunities were critical along the way. Kelly also stressed the importance of developing a professional brand. The attendees were enamored by this concept and had fruitful discussions about how to define and communicate their professional brand.

career development across the company. Our refreshed framework resulted in new job titles to ensure consistency across the organization. Consistent with developments in the external market, new job levels offer a logical and meaningful progression to allow our colleagues to grow their skills and experience. Updated pay ranges and incentive targets ensure that we remain competitive in the market.

The new framework benefits our colleagues by:

- **Increasing transparency** through a clear and consistent approach to job levels across businesses, functions, and geographies;
- **Supporting career management** with clear and consistent language that defines the nature of work at each level and what differentiates one level from the next; and
- **Helping ensure fair and equitable rewards** both within DuPont and with the external employment market.

This new framework is a significant investment that will enhance our market competitiveness and career conversations between people leaders and their team members.

## Harnessing the head, hands, and heart of leadership

Organizational culture is only as strong and resilient as its leaders; therefore, DuPont invests heavily in leadership development to give our colleagues the skills and tools to help them navigate this constantly changing world. DuPont believes the best leaders will demonstrate balanced leadership—where they bring their head, hands, and heart in equal and full measure to their leadership approach. Great leaders are multidimensional and appreciate their natural strengths and development areas. They effectively set strategies and connect people to a deep sense of purpose. They skillfully direct work, build teams, drive accountability, and remove barriers to progress. And, they truly understand the importance of inspiring others through caring, respect, and appreciation. At DuPont, we call this the “Head, Hands, Heart” approach to leadership, one that is balanced and always in the service of others.

DuPont’s Leadership Factors framework is how leaders will strike that balance. It outlines the foundational behaviors and capabilities DuPont leaders need to articulate a vision, execute against it, and inspire followership. The framework fuels DuPont’s bespoke leadership

programs, which help leaders embark on a reflective journey that will ground and inform their leadership growth, challenge their perspectives, and give them the tools to put concepts into action.

## Encouraging year-round, meaningful connections

Our approach to building a high-performance culture begins with a purposeful and continuous dialogue between managers and colleagues regarding performance and growth. In 2022, we modernized our Performance Partnership process to eliminate performance ratings and focus instead on ongoing and effective channels of communication through a culture of two-way feedback. These conversations can focus on a specific topic (such as personal or professional development, goals, projects, or tasks), or they can be a check-in on the employee’s overall progress, plans, and needs. Having this kind of dialogue throughout the year fosters transparency, focus, and trust through gaining a mutual understanding of expectations, sharing feedback, celebrating achievements, identifying support needed, and planning next steps.

Through the Performance Partnership process, managers are expected to provide clarity, direction, and support to their employees so that all team members can succeed as individuals while contributing to our ultimate strategic goals. To support managers during this culture change, we put tools in place, including discussion job aids and Check-in Workshops. We also developed a custom interactive simulation where managers can learn and practice skills to enhance their feedback muscle and elevate the performance and development of their teams. These workshops help managers learn from each other while discussing a variety of scenarios with peers in real-time.

We continue to drive accountability for results and enable reward differentiation through a pay-for-performance philosophy with differentiated rewards for those who make extraordinary contributions relative to others in a given year. DuPont is committed to being a market competitor through comprehensive and equitable compensation and benefits programs.



## Experience

GRI 403-6

### Leading with respect

DuPont’s strong emphasis on our core value of Respect for people is fundamental to all the specific actions taken to support employee well-being. Putting Respect for people at the center is essential for cultivating a culture of trust, engagement, and mutual support. At DuPont, we strongly believe that psychological safety, where employees feel comfortable asking for help, sharing suggestions informally, and challenging the status quo without fear of negative social consequences, must be present for employees to bring their whole and best selves to work. When we feel safe to share who we really are and what we really think and feel, we are more likely to innovate, collaborate, and call out when things don’t feel “right.” We take all concerns of potential misconduct seriously and thoroughly investigate every report. In fact, ethics are so embedded in our culture that it was the highest-scoring dimension on our 2022 IMPACT survey.

## Focusing on working well

As the outcomes of the pandemic eased in many parts of the world in 2022, our colleagues returned to work in accordance with our Global Workplace Principles that guide our approach to flexible working. We provided ongoing return to office support and found ways to celebrate and recognize the importance of in-person collaboration on mental health, comradery, creativity, and innovation.

Seeing the impact the pandemic had on mental health, DuPont has been bold in our openness to talk about and address mental health and employee burnout. Our colleagues voiced their concerns about the continued challenge of stress and burnout through our IMPACT survey. We knew we needed to address the root causes of stress and burnout and offer our colleagues more balance and focus in the workplace. One way we did that is through Own Your Day, a framework and set of practices that educate colleagues and their managers to better manage workloads, improve productivity, and reduce stress. Own Your Day begins with having the right mindset about work and involves small actions that can have a big impact on capacity, balance, and well-being. In addition, we asked managers to create a supportive environment and to actively manage capacity. The Own Your Day framework includes a toolkit with tips for using technology to help enable these changes. We want our colleagues to feel empowered to take accountability for prioritizing their time and energy so they can make the biggest impact in their roles. Own Your Day practices help us work more sustainably and improve employee experience in the daily work routine.

## Supporting holistic well-being

DuPont continues to provide no-cost Employee Assistance Program (EAP) services to all employees globally and their immediate household members. Our expanded EAP services support a variety of work-life and mental health needs, including resources for individual or family counseling and child care, elder care, substance abuse, legal, and financial services. Services are confidential and provided in the local language by local providers either virtually or in-person. In the U.S., employees have access to 12 free mental health counseling sessions. In addition to personal counseling sessions, our EAP partner also provides training sessions on various mental well-being topics. The sessions are provided by experts in the field, available in several different languages, are recorded, and are accessible to all DuPont employees. The topics are chosen carefully to reflect current events and topics that employees are most engaged with.

Every day and at every stage of their careers, DuPont employees have access to online health resources through our global wellness provider to help them improve their overall well-being, including a health assessment, healthy habit building and tracking, videos and content to reduce stress, and increase resilience, better sleep habits, nutrition guides, company wellness challenges, and financial wellness education.

DuPont continues to invest in the well-being of employees through enhancements in our U.S. healthcare plans, where employees have no cost access to identified condition management specialists that includes exercise therapy, personal health coaching, and education, as well as 2nd opinion services connecting members with complex diseases to top national expert specialists, via video or phone, to ensure members have the appropriate diagnosis and treatment plan. DuPont has also extended benefits to include coverage throughout the journey for transgender care and increased access and support for infertility.

### Case study



*Kunshan Service Center prepared gifts to welcome colleagues back to work*

## “Always-on” care during COVID lock-downs in China

Epidemic control procedures evolved quickly in China throughout 2022. Site and function leaders closely monitored the situation to make sure proper measures were implemented for employee safety.

- Safety and health guides were launched and shared timely to help colleagues through various stages
- Online training and lectures on physical and mental wellness were conducted for colleagues, as well as enhanced Employee Assistance Programs.
- Food packages, emergency subsidies and epidemic prevention kits were prepared to help address the challenges faced by employees and their families
- Activities such as online singing competition and workout session helped colleagues decompress during the special situation

# Purpose

## Living our purpose

People strive for meaning not only in their lives but at work. The more we can help people to connect the dots between what they do every day and a bigger purpose, the more they feel connected to their work. Our purpose—to empower the world with the essential innovations to thrive—is both compelling and true. Our community of scientists, engineers, visionaries, and all our partners are working every day to turn possibilities into real world answers that help humanity thrive. We bring this collective purpose to life for our colleagues in many ways—from town hall engagements, roundtable discussions, and regular dialogue with managers and employees.

We don't see purpose as a one-way street, where the only purpose that matters is the company's. We believe that for our organization and business to thrive, our company needs to find ways to support our colleagues' individual purposes as well and always provide new opportunities for our people to find meaning. We encourage our employees to find their purpose here, whether it is bringing innovations to market that improve the world, sharing in a commitment to sustainability that makes our planet better, or giving back to communities in which we work and live. Purpose doesn't show up without passion, which comes from the desire to make a change, a difference, for your customer, your business, or even the world. Our people are passionate and committed to a better future and are the heart of our sustainability goals and actions.

## Recognition of our people



### Avi Avula

Taiwan Printed Circuit Association (TPCA)  
International Outstanding Contribution Award



### Tim Lacey

Midland County Habitat for Humanity  
Volunteer of the Year, Midland, MI



### Dr. Stephen Boakye-Ansah

Dr. Joseph N. Cannon Award for Excellence in Chemical Engineering from the National Organization for the Professional Advancement of Black Chemists and Chemical Engineers (NOBCChE).



### Dr. Claire Wemp

Society of Women Engineers  
Rising Technical Contributor Award



### Chad Chichester

National Lubricating Grease Institute  
Fellows Award



### Dr. Ran Xu

American Institute of Chemical Engineers (AIChE)  
Young Engineer Award



### Dr. Alexa Dembek

Sustainability Magazine  
Top 100 Sustainability Leader



### Dr. Yi Zhang

Shanghai Municipality  
Magnolia Gold Award



### Dr. Julia Kozhukh

Delaware Business Times Top 40 Under 40



## Listening and responding to employee feedback to enhance our culture

GRI 3-3, GRI 401-1

It's one thing to talk about cultivating stronger employee well-being and fulfillment; it's another to actually do it. And there's no better way to ensure we are walking the talk than to continuously monitor our progress and obtain feedback from our colleagues. The IMPACT Engagement Survey is one of the most expansive employee engagement pulse checks we do at the company to understand how people feel about their experience at work and our culture. It is a comprehensive questionnaire that assesses employee engagement and attitudes about areas such as DuPont's strategy, sustainability, well-being, connection to purpose, and career development. We take the feedback from this annual survey and use it to make meaningful changes in our culture. The results from the survey, which we administer in Q4, are harnessed by leaders at every level in Q1 the following year to understand engagement trends within their respective organizations so they can both maintain areas of strength and address emerging needs. In 2022, 76% of our employee population made their voices heard and shared important feedback to provide leadership with insights about the support and resources our colleagues need.

Even in these challenging times, DuPont performed extremely well in our 2022 IMPACT engagement survey, with significant improvement (+5%) in the reported level of motivation for the strategic direction of DuPont. Most importantly, we saw strong advances in the action plans we created from last year's IMPACT feedback.

Our strong culture and engagement are also evident in our turnover rate. Our annualized voluntary turnover in 2022 was 7.3%. This is higher than the prior year but below the average of 13% (Society for Human Resource Management benchmark), considering the global talent shortage. As we discern both the overt and covert impact of the pandemic on the future of work, DuPont is navigating the changing expectations of the workforce by enabling a nuanced approach that acknowledges one size does not fit all. Fundamentally, employees are seeking individual growth and reward (Opportunity), connection with their leaders and colleagues (Experience), and finding meaning in their work (Purpose). When these elements align, it unlocks creativity and energy, contributing to employee retention.



**Top Employer Award for the Second Year in a row for DuPont China showcasing our organization's dedication to a better world of work and exhibits this through excellent HR policies and people practices**



FIRST Robotics teams, Midland, MI

## Sustainability goal

## Building thriving communities

SASB RT-CH-210a.1

Improve over 25MM lives through targeted social impact programs

### Our approach to this commitment is to:

- Provide people with the basics to thrive through volunteerism and strategic collaborations with non-profits and community partners.
- Enable the next generation of a diverse workforce and talent pipeline through STEM education programs and partnerships focused on content, educator development, and supplemental teaching resources.
- Leverage and amplify innovations for good utilizing DuPont technologies, employees, and know-how. We catalyze business-led partnerships with non-profits and key customers to help solve larger-scale societal challenges.
- Help the world to thrive by addressing important environmental challenges through nonprofit partners in local communities near DuPont sites with nature-based programs.

### In 2022, we:

- Strengthened support of signature business partnerships across lines of business to accelerate impact and employee engagement.
- Increased to 4.9MM the total number of lives impacted since 2020.
- Entered the second year of a three-year STEM Education pilot with Discovery Education and the Delaware Department of Education (impacting 34,000 students and 1,400 teachers to date).
- Expanded Team Rubicon Disaster Relief partnership supplying Tyvek® protective apparel, safety training, and technical expertise.
- Provided access to safe shelter through Habitat for Humanity International partnership which directly impacted 104 affiliates in 38 U.S. states and four provinces in Canada through financial resources, sustainable building solutions products, and enthusiastic employee volunteers.
- Engaged in over 500 community projects with over 300 non-profit partners across 31 countries strategically targeting STEM and delivering innovations for good to help solve global challenges.
- Invested more than \$10MM in cash and in-kind donations strategically targeting communities to address basics to thrive, STEM education, and innovations for good to help solve global challenges.
- Supported nature/biodiversity through employee-led *Clear into the Future*® Grant program by awarding 24 grants in seven countries to address important nature and biodiversity projects in local communities near DuPont sites.

# Global community impact

Every day, the people of DuPont give their time, talent, and treasure to make a difference in the communities in which we live and work. Through our unique strengths and capabilities, we seek to maximize our impact at scale toward a more sustainable, equitable, and prosperous world. Our three Global Community Impact Strategic Focus Areas help us prioritize partners and programs that will move the needle to help address chronic human needs. These critical areas are well-aligned with our company purpose as well as the UN Sustainable Development Goals. We believe the greatest impact for our communities, our company, and our employees can be derived by leveraging our assets, resources, and exclusive know-how as a science-based, innovation-driven company—many examples of our impact are highlighted on the following pages.

## Aligned with community and business needs



### Empower communities with the basics to thrive

- Focused on access to basic needs
- Prioritize scalable solutions
- Catalyze hands-on volunteerism



### Enable the next generation workforce through STEM education

- Focused on scalable, systemic solutions
- Prioritize under-represented populations
- Catalyze skills-based volunteerism



### Leverage our innovations for good

- Focused on solving global challenges through innovation, technology, and collaboration



### Guiding principles: DuPont provides support for organizations and programs in the above focus areas that...

- Foster inclusion and equity: empower under-voiced / under-served populations to reach their full potential
- Drive economic opportunity: revitalize neighborhoods, help people to achieve self-sufficiency, and/or enhance quality of life
- Leverage employee passion/expertise: include employee volunteer opportunities, particularly skills-based volunteerism

# Strategic impact at scale

Effective community impact requires internal and external collaboration. By leveraging specific expertise within our DuPont businesses, we create and scale partnerships for a greater impact. Contributions from 2022 include:

## Empower communities with the basics to thrive

**Access to safe shelter.** In 2022, our partnership with Habitat for Humanity International, which is sponsored by our Performance Building Solutions business, once again made significant impacts across our site communities. Helping families to build a brighter future, DuPont contributed financial resources, sustainable building solution products, and enthusiastic



DuPont Yerkes, Buffalo, NY

employee volunteers. We directly impacted 104 Habitat for Humanity affiliates in 38 U.S. states and four provinces in Canada. Additionally, several DuPont employees sit on the Boards of their local Habitat affiliates.

Beyond our Habitat for Humanity partnership, we also supported financial literacy programs across several non-profit partners to help ensure more people can achieve the dream of owning their first home.

**Disaster relief.** Our company, and our employees, acted swiftly to help support those most impacted in the early stages of the humanitarian crisis in Ukraine. DuPont made a corporate donation to the International Red Cross to help with short-term humanitarian needs and refugee support and launched an employee giving campaign with a corporate match component. Combined, our corporate and employee financial support totaled USD \$289,000. In addition, colleagues across Europe coordinated collection drives at DuPont facilities (toiletries, clothing, blankets, etc.), and in Poland, one employee welcomed 10 refugees into their own homes.



# Over 350 employees

**volunteered to help build or repair 50 home or neighborhood revitalization projects as part of our Habitat for Humanity International partnership in the U.S. and Canada**

### Case study



## DuPont filtration system enables access to drinking water in Kenya

Lake Victoria is one of the Great African Lakes, and the only source of drinking water for the people in the Rusinga Island community of Kenya. Certain areas of the lake are heavily polluted due to human activity, and in 2022 DuPont Water Solutions partnered with ChildFund International and a local engineering firm to break ground on a water treatment plant at Nyagina beach. When complete in 2023, thanks in part to a [donated] DuPont filtration system, this plant will ensure local communities members have access to consistent, clean drinking water.

## Enable the next generation workforce through STEM education

We proudly support programs and activities around the world for students as young as elementary school age that create awareness of and spark curiosity in STEM. Often, hearing directly from passionate DuPont employees inspires students to choose STEM careers, which ultimately helps to build the next generation workforce. See the next page for some examples of these partnerships.

### Leverage our innovations for good

**Safe drinking water.** More than one-third of the world's population cannot access water that is safe to drink. Collaborating with water.org, DuPont provided support to address clean water access in 11 countries to impact 120,000 people for a year. As a result of our successful collaborations over the last two years, we intend to scale our impact in 2023. Through our efforts to support a water-optimized world, we hope to continue to improve natural habitats around the world.

**Protection for heroes.** Whether a healthcare worker on the front lines of the pandemic or a first responder during a natural disaster, safety and protection are important. DuPont's Tyvek® garments business reaffirmed its commitment to Team Rubicon in a new partnership, which supports their volunteer responders with Tyvek® garments and safety and hygiene training. The partnership will scale up in 2023.

#### Case study



## DuPont STEM Career Catalyst Program

Across the state of Delaware, STEM education and career pathways are critical to the success of a future diverse workforce. The DuPont STEM Career Catalyst Program is a unique public-private partnership between DuPont, the Delaware Department of Education, and Discovery Education and has the potential to impact every student and education across the state.

In the second year of this three-year, \$1.5MM commitment, the partnership aims to build a diverse STEM talent pipeline by exposing students, especially those who are under-represented, to STEM concepts and career pathways. It also provides educators with supplemental STEM instructional materials, aligned with the Delaware Pathways initiative, at no cost.

By targeting middle and high school students with relatable in-person and digital STEM content, we help them “see who they can be.” Between July 2021 and December 2022, we reached more than 34,000 students and nearly 1,400 educators.

DuPont volunteers play a critical role in this program. Several DuPont employees were profiled and added to Discovery Education's STEM career video library. In fall of 2022, employees began volunteering in schools—sharing their passion for STEM with students.

# Around the globe, DuPont helps students “see who they can be”



## Wilmington, DE, U.S. 🇺🇸

DuPont engaged with over 1,000 students during HBCU Week Wilmington (HBCU= Historically Black Colleges and Universities), providing opportunities to learn about careers from passionate DuPonters and see our sustainable, innovative products in action.

## Midland, MI, U.S. 🇺🇸

Midland, MI, U.S.: DuPont supports local high school FIRST Robotics teams across several counties in Michigan, impacting more than 25 teams / 900 students. Over 600 volunteer hours were recorded by employees in 2022.

## Mexico 🇲🇽

DuPont partnered with Movimiento STEM to host 104 virtual career talks with middle and high school students across the country. Our goal is to hold 100 sessions per year and add 1:1 mentoring.

## Asturias, Spain 🇪🇸

DuPont hosted students from Oveido University at our site to showcase our operations and highlight STEM career options.

## Dordrecht, Netherlands 🇳🇱

DuPont hosted engineering students from Davinci College to learn how we make Delrin® and understand what is involved in machine maintenance. STEM careers were highlighted.

## Shanghai, China 🇨🇳

An employee from the DuPont Shanghai Innovation Center gave a virtual lecture to students at New York University Shanghai, focused on the importance of R&D and innovation for a company like ours.

## Seoul, South Korea 🇰🇷

Employees from our Korean Technology Center participated in a Future Scientists Meet Current Scientists program at Singil High School, to further STEM study interest among students.

## UAE 🇦🇪

DuPont partnered with American University of Sharjah to encourage innovative, research-based solutions that help to tackle water management challenges. In addition to financial support, DuPont employees mentored student teams and helped choose winning projects. Winners received school tuition funding and internship opportunities.



Case study



## Helping the first responder veterans of Team Rubicon

The North American DuPont™ Tyvek® Garments business is proud to announce an expanded partnership with Team Rubicon, a veteran-led humanitarian organization that serves global communities before, during and after disasters and crises.

The Team Rubicon volunteers called “Greyshirts,” rebuild and restore communities after disasters large and small, from the ongoing flood response efforts in Kentucky and rebuilding after major hurricanes and tornadoes, to mobilizing volunteers to deliver food and administer vaccines to underserved communities during COVID.

The deeper partnership between Tyvek® Garments and Team Rubicon will include donations of Tyvek® protective apparel, applications training and educational support, writing for their blog, access to safety personnel, potential volunteers, and awareness-building both inside and outside of DuPont.

# Leveraging all assets

In addition to charitable funding, we support our nonprofit partners and impact people in our communities in a number of ways. For example:

**Employee volunteers:** Not only does volunteerism help our partners execute their day-to-day operations, but it also contributes to employee well-being and fulfillment by fueling passions, building skills, and providing opportunities to directly impact their communities. We promote traditional volunteering as well as skills-based volunteering (using professional skills to assist nonprofit organizations). In 2022, we continued with a small pilot of MyGiving Hub—a technology platform that helps employees find volunteering opportunities, track their service hours, and celebrate successes—involving 680 employees in the U.S. and Spain. In 2022, we recorded over 7,200 employee service hours, impacting nearly 200 nonprofit organizations in more than 60 communities. We are planning for a phased, global rollout in 2023.



DuPont Luxembourg

**Non-profit board service:** This form of volunteerism can have a huge impact on an organization and helps to build leadership skills. DuPonters around the globe serve on a variety of nonprofit Boards, including local United Way organizations, Habitat for Humanity Affiliates, local Food Banks, and more. In 2022, across our Delaware headquarters community alone, we had employees serving on 20 different nonprofit Boards.

**Gift-in-kind donations:** By donating gently used items, we not only keep “waste” out of landfills and reduce our carbon footprint, but we also help recipients to reduce their costs. For example, starting in 2021, our IT Cares team has enabled student education, provided access to employment, and helped connect facilities to the world by giving new life to used laptops, phones, and other hardware. To date, we have donated over 1,700 laptops to organizations in 28 countries, with an approximate total value of USD \$85,000. We also donated electronic test equipment to the University of Delaware, valued at USD \$9,000.

**Access to DuPont facilities:** Offering tours of DuPont facilities to community members, such as students or local officials, not only showcases our innovation at work but also builds goodwill with our neighbors. Providing meeting space to partners at no cost can positively impact their bottom lines as well as strengthen our relationships.



## From internal innovation to open innovation

DuPont Shanghai Innovation Center opens its doors to customers, value chain partners, influencers, local businesses and universities. Last year, the center hosted over 1800 visitors, with fast growing interest in electric vehicles, personal protection and electronics/connectivity industries. Many of these visitors come to learn about innovation management and see innovation in action, with the center being recognized by local government as a Group Open Innovation location.

As an example, in 2022, DuPont Shanghai Innovation Center established OLED Customer Joint Application Center. This center allows DuPont scientists and engineers to collaborate with customers sharing OLED testing capabilities, advanced testing protocols, and innovation management experiences. These collaborations enhance knowledge of various innovation approaches, improve risk management processes and achieve sustainable growth for a variety of stakeholders.



Volunteers from DuPont Global Water Technology Center, Tarragona

# Environmental impact

## Nature based programs

Helping the world to thrive also means addressing important environmental challenges through our nonprofit partners. Community Impact works closely with our businesses to address issues such as access to clean water as well as protecting the environment.

**Clear into the Future (CITF)®:** This is a decades-long, employee led, global grant program created to drive positive environmental impact in DuPont communities. This competitive grant and volunteerism program is held annually, with awards going to non-profits and educational institutions. Our employees nominate external projects that impact one or more of the following: climate change adaptation and mitigation, water stewardship, circular economy, and ecosystem services. We are working to strengthen outcome metrics for CITF and better incorporate targets for nature into our grant selection criteria. CITF gives our sites and employees around the world opportunities to work with local community non-profits to advance nature-based solutions.

**Wildlife Habitat Council (WHC):** We are continuing our longstanding membership in the Wildlife Habitat Council (WHC) and encouraging site-level nature and biodiversity assessments to identify impacts and dependencies across realms of nature (biodiversity, freshwater, land, oceans) related to our operations and communities. We will encourage the expansion of WHC site certifications on a voluntary basis.



**In 2022, we awarded 24 grants to nonprofit and academic institutions through CITF in 7 countries and experienced a more than 30% increase in employee applications**



## Employee nominated projects to advance local, nature-based solutions

Deforestation directly contributes to climate change, desertification, soil erosion, fewer crops, increased greenhouse gases and a host of problems for indigenous people.

DuPont Mexico employees partnered with a nonprofit organization to plant trees that, once grown, will help to absorb carbon dioxide and support the soil. Our team of 40 employees planted over 1400 tree saplings covering approximately two hectares of land in Toluca, Mexico. This project was made possible through our *Clear into the Future*® grant program.



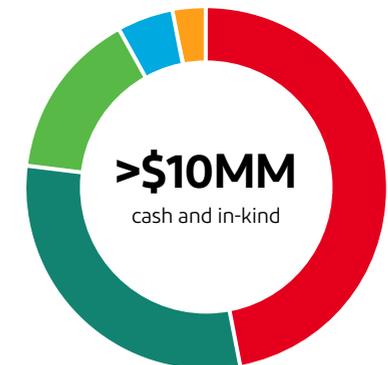
Habitat for Humanity project, Midland, MI

## 2022 by the numbers

By focusing on both depth and scale, we continue to make progress against our goals and create meaningful differences in the lives of people in our communities around the world. Since January 2020, we estimate that we have impacted more than 4.9MM lives for the better. In 2022, we supported more than 530 charitable projects globally via charitable grants and cash donations. Of these, 78% of the projects were in the U.S., and the projects outside the U.S. reached 31 countries. 90% of U.S. grants supported the communities in which we operate.

### Dollar investment by category

- 47% Basics to thrive
- 30% Education
- 15% Innovation for good/basics
- 5% Environment/nature
- 3% Other community support



Featured site

# Tarragona, Spain drives Sustainability progress for customers, communities, and a surrounding habitat

## Global Water Technology Center

DuPont Water Solutions has their Global Water Technology Center in Tarragona Spain. This unique research center collaborates globally with customers to validate solutions and technologies to address global water challenges. Application development, conducted by the team at Tarragona, is a critical aspect of innovation to ensure successful adoption of products at a customer locations.



“Being in close contact with customers, end-users and all relevant parties across the value chain helps us understand the key unmet needs of our industry and enables us to support them better through the use of our advanced water treatment solutions and application development expertise. At our world-leading research and development facility for water technology, we are developing solutions that will help to create a water optimized world.”

**Veronica Gomez, DuPont Global Water Technology Center Site Leader**

### Innovate for good

#### Elmasa saving energy and reducing waste

Elmasa, a company with more than 45 years of experience in the water industry, collaborated with DuPont Water Solutions to test a novel pre-treatment technology—DuPont™ B-Free™ in 2022.



This technology has proven to greatly reduce the effects of biofouling in water treatment systems. Biofouling is when microorganisms inhabit the filters increasing energy demand and activate expensive chemical cleaning procedures.

By adding this technology to their water treatment processes, Elmasa and DuPont have calculated an annual reduction of 25,000kg of CO<sub>2</sub> emissions, reduced chemical use of 10,000 kg and elimination of 4,000 cubic meters of waste.

**“As an industrial company we are obliged to optimize resources and try to reduce, in as much as possible, the consumption of energy and chemical products so as to reduce the carbon footprint.”**

Juan Carlos Gonzalez, CEO, CEU ELMASA, Tecnologia Del Aqua

### Protect people and the planet

#### Adopting Glorieta River to protect natural species

The Glorieta River, an ecosystem within the Tarragona region of Spain attracts thousands of visitors every year. However, the fragile freshwater ecosystem of the river is being threatened by the invasive red swamp crayfish, original from Central America. Highly adaptable and aggressive, red swamp crayfish are responsible for habitat degradation and pose a threat to endangered species around the world, including the white-clawed crayfish, the fire salamander and the Catalanian barbel which are native to the Glorieta River.



Removal of the red swamp crayfish population is therefore essential to preserve the ecosystem. Via our *Clear into the Future*® grant program, DuPont funded the purchase of electrofishing equipment and local DuPont employees will be volunteering their time and expertise to support CEN (*Associació per a la Conservació dels Ecosistemes Naturals*). Complete eradication of the red swamp crayfish is expected to be achieved, with ongoing monthly activity to ensure the invasive species remains controlled.

### Empower people to thrive

#### Sharing the importance of water

Our colleagues from the Tarragona Global Water Technology Center have been playing a crucial role in helping young people broaden their understanding of the importance of water. The team has been seizing the opportunity to work with young students to explain how water is a vital natural resource, assisting them with experiments that explore the characteristics and applications of different types of water.



Projects like INSPIRAsteam and Repte EXPERIMENTA have helped large numbers of students discover a passion for science and engineering, encouraging them to pursue technical qualifications and careers while promoting greater diversity.

DuPont, Newark, DE



# Governance

Introduction →

Our sustainability strategy →

Innovate for good →

Protect people and the planet →

Empower people to thrive →

**Governance**

Appendices →

## Introduction

The Core values of Safety and health, Respect for people, Highest ethical behavior and Protecting the planet guide our sustainability journey while we use external insights and collaboration to shape our priorities, actions and approach. External collaboration and partnerships are key and we are strengthening these partnerships to drive impact while using externally created frameworks/models for collaboration and disclosure. Our disclosure and strong governance process is designed to meet the needs of multiple stakeholders.



# Corporate governance best practices

As part of DuPont’s commitment to high ethical standards, the Board follows sound governance practices. These practices, summarized below, are described in more detail in our [proxy statement](#).

Board Independence and Diversity	Director Elections	Board Practices	Stock Ownership Requirements	Stockholder Rights
<p>(as of April 6, 2023)</p> <ul style="list-style-type: none"> <li>• <b>11 of 12</b> director nominees are independent</li> <li>• <b>Independent</b> Board Committees</li> <li>• 42% of director nominees are <b>diverse</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Annual</b> Board elections</li> <li>• Directors are elected by a <b>majority</b> of votes cast</li> <li>• Directors not elected by a majority of votes are subject to the Company’s <b>resignation policy</b></li> </ul>	<ul style="list-style-type: none"> <li>• Non-employee directors meet in <b>executive session</b> without management at each regularly scheduled Board meeting</li> <li>• Annual Board and Committee <b>self-evaluations</b></li> <li>• Annual director <b>evaluations</b></li> <li>• <b>Board retirement policy</b></li> </ul>	<ul style="list-style-type: none"> <li>• Directors are required to hold Company granted shares until <b>retirement</b></li> <li>• Executives and directors <b>prohibited from hedging or pledging</b> Company stock</li> </ul>	<ul style="list-style-type: none"> <li>• Stockholder right to call <b>special meetings</b> (with a 15% ownership threshold)</li> <li>• <b>No super-majority</b> stockholder voting requirements</li> <li>• Eligible stockholders are able to nominate directors through <b>proxy access</b></li> </ul>

For more information about DuPont corporate governance, visit [our website](#).



# Sustainability governance

GRI 2-9

The Board of Directors is responsible for overseeing the Company's strategic direction, including the integration of environmental, social, and governance ("ESG") risks and opportunities into the Company's strategy. Certain ESG oversight responsibilities are aligned with the most appropriate Committee as reflected in the table below. In addition, the chairs of each of the four standing Board Committees typically meet annually to discuss ESG risks impacting the Company's strategy and to gain alignment on Board risk oversight in this area.

## Board sustainability oversight

### Board of Directors

- Responsible for overall strategy, including integration of ESG risks and opportunities into overall strategy
- Board has delegated oversight of ESG-related risks to various committees as appropriate

### Environment, Health, Safety & Sustainability Committee

- Oversight of enterprise sustainability strategy, goals, and actions
- Vet current and emerging ESG Issues
- Oversight and review of Sustainability Report

### People & Compensation Committee

- Review the use of ESG goals in compensation program
- Human capital management oversight, including diversity, equity, and inclusion

### Nomination & Governance Committee

- Board composition
- Ensure the Board has the right mix of skills and experience to effectively oversee ESG
- Ensure the Board has the appropriate mix of gender and racial diversity

### Audit Committee

- Oversight of controls and procedures related to reporting of ESG Data

Ultimate senior leadership responsibility for our sustainability strategy resides with the Chief Technology and Sustainability Officer (CTSO), who reports directly to the CEO. The CTSO focuses on the link between sustainability and innovation in our operating model and chairs the



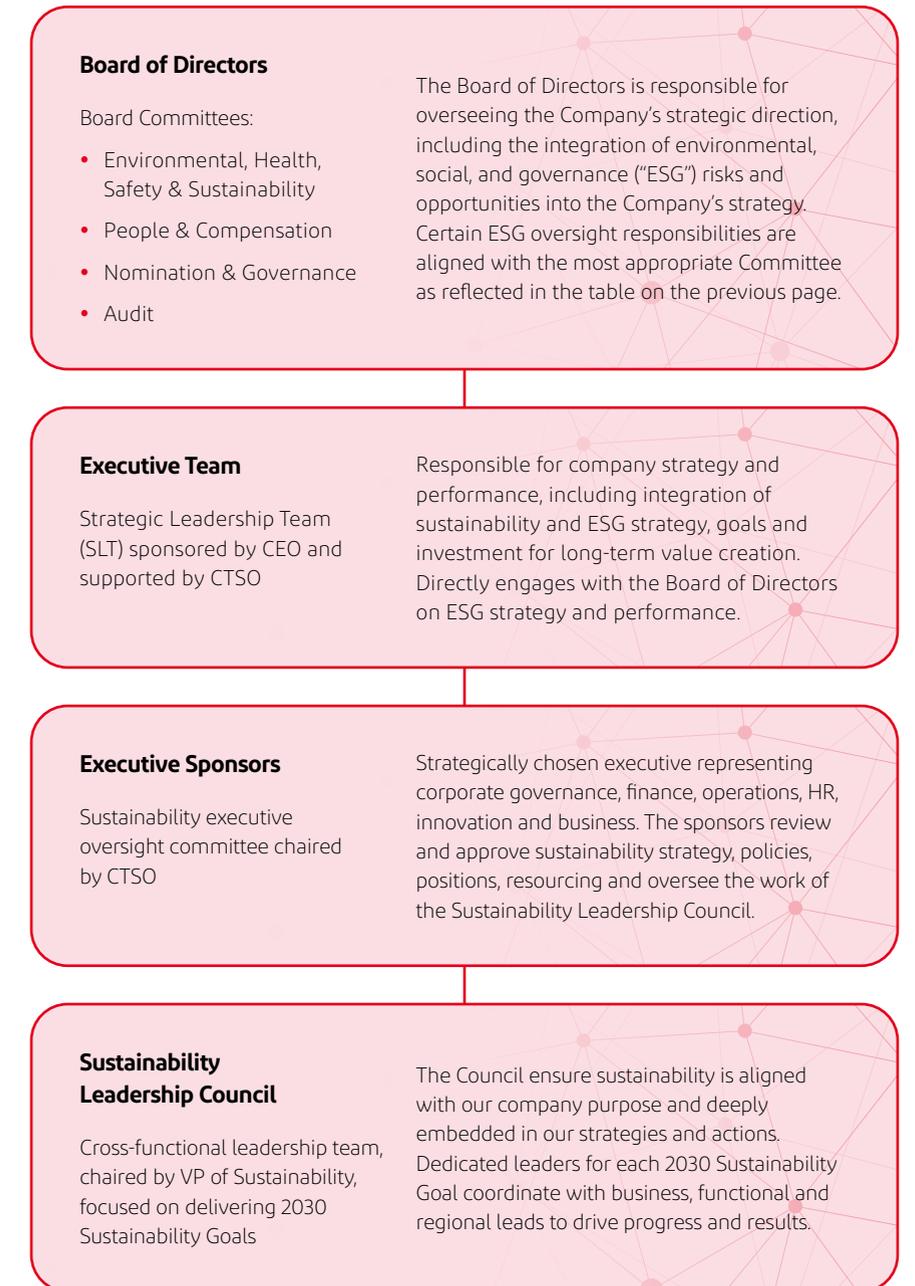
Sustainability Sponsors Committee, a subset of DuPont’s Senior Leadership Team. Members of the Sustainability Sponsors Committee represent corporate governance and finance, legal, operations and engineering, employee experience and development, innovation, and business oversight. The Sustainability Sponsors Committee reviews and approves sustainability initiatives and policies, oversees the work of the Sustainability Leadership Council (SLC), and routinely engages with the DuPont Board of Directors and the appropriate Board Committees.

Implementation of the company’s sustainability strategy is overseen by the SLC. The SLC is chaired by the Vice President of Sustainability, who reports to the CTSO. Membership in the SLC includes a sponsor for each of our nine 2030 Sustainability Goals, representatives from each of our businesses, functional and regional leaders, and our enterprise sustainability staff. The goal sponsors coordinate across the company to drive actions that enable sustainability and business success in their respective areas of expertise. Membership in the council is selected to ensure sustainability is deeply embedded in our business strategy and tightly aligned with our company purpose and actions. Each DuPont business also has a dedicated sustainability leader responsible for overseeing business and product-level sustainability efforts.

In 2021, DuPont implemented the addition of a Sustainability Modifier to our annual employee Short-Term Incentive Program (STIP) to enhance accountability for sustainability across our organization. This underscores our commitment to sustainability and encourages employee participation and progress toward advancing our 2030 goals. The Sustainability Modifier can be used to enhance or curtail employee incentive payouts up to +/- 10% with the approval of the People and Compensation Committee of the Board. In both its first and second years, the Modifier was 0%, reflecting expected progress on the identified sustainability metrics relating to three of our goals—Delivering solutions for global challenges, Acting on climate, and Accelerating diversity, equity, and inclusion. The Modifier was renewed for 2023.

## Sustainability governance structure

GRI 2-13



# Materiality

## GRI 3-1

We've identified the topics for inclusion in our sustainability report through two assessments:

- A multi-stakeholder materiality assessment to determine topics that are “near-term strategic ESG” issues for our businesses, and
- On-going monitoring of the expectations of our stakeholders for transparency

To determine near-term strategic ESG issues, in 2021, we completed a coordinated, multi-stakeholder materiality assessment to renew our strategic sustainability priorities and provide insight into the changing landscape of ESG risk. The assessment focused on updating risk assessments for material environmental, social, and governance issues and further integrating ESG within our enterprise risk management (ERM) process. The key actions taken were a set of workshops facilitated by the World Business Council for Sustainable Development (WBCSD) aligned with COSO\_WBCSD guidance on applying enterprise risk management to ESG risk. The output of the workshops was aligned with feedback from investor-focused ratings agencies and market-focused input from our global businesses, ranked according to impact, likelihood, and management preparedness. The assessment concluded with an executive leadership review of key ESG risk integration within our ERM process.

In a second phase of the 2021 materiality assessment, we focused engagement on 32 of our top global customers to gain insights into the sustainable innovations that matter most to their relationship with DuPont and their long-term business success. In our customer engagement exercise, we evaluated the importance of 21 ESG factors. In 2022 we expanded our customer engagement by 4X on sustainability priorities to more than 120 strategic customers, representing multiple end markets, including automotive, semiconductors, water, protection, consumer electronics, industrial, and others.

To determine additional topics for inclusion in this report, we monitor stakeholder expectations for disclosure through direct customer engagements, feedback from our employees, indicators in investor-focused ratings, and direct engagements with investors. This monitoring is conducted by the Corporate Sustainability team.

The table to the right summarizes the material topics identified for disclosure that includes both the near-term strategic ESG issues and additional topics prioritized to meet stakeholder expectations. We confirm this list of topics for disclosure annually at the beginning of our reporting cycle.

## Material topics

### GRI 3-2

Material Topic	Definition	Identified near-term strategic ESG issue	Identified for disclosure as a stakeholder expectation
Sustainable Innovation	The impact of our innovations with customers and other stakeholders to deliver solutions for global sustainability challenges.	●	●
Climate Change	Our impact across our value chain is due to our GHG emissions and our management of risks and opportunities due to climate change. Aligned with reporting standards: GRI 305 Emissions 2016, GRI 201-2 Financial implications and other risks and opportunities due to climate change. Aligned with disclosure recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).	●	●
Circular Economy	Our impacts are due to material consumption across our value chain, and through the innovative circular solutions we deliver. Aligned with reporting standard GRI 301 Materials 2016.	●	●
Chemical Stewardship	Our impacts on the health and safety of the environment and people, and our processes for managing chemical stewardship. Aligned with reporting standards GRI 416 Customer Health and Safety 2016, GRI 417 Marketing and Labeling 2016.	●	●
Diversity, Equity, and Inclusion	Our impacts on our workforce and their ability to accelerate innovation by bringing diverse perspectives, ideas, and opinions. Aligned with reporting standards GRI 401 Employment 2016 and GRI 405 Diversity and Equal Opportunity 2016.	●	●
Responsible Procurement	Our impact on the environment, economy, and people, including impacts on their human rights through actions related to purchasing the goods and services needed to conduct our operations. Aligned with reporting standards GRI 414 Supplier Social Assessment 2016 and GRI 308 Supplier Environmental Assessment 2016.	●	●

Material Topic	Definition	Identified near-term strategic ESG issue	Identified for disclosure as a stakeholder expectation
Energy	Our impact is through the energy we consume to power our operations and the energy savings enabled by our products. Aligned with reporting standard GRI 302 Energy 2016.	—	●
Water	Our impact on water availability and quality is through water used in our own operations and through the water solutions provided by our products. Aligned with reporting standard GRI 303 Water and Effluents 2018.	—	●
Emissions	Our impact through emissions of greenhouse gases and others across our value chains. Shares disclosures with our climate change strategic ESG issue. Aligned with reporting standard GRI 305 Emissions 2016.	—	●
Waste	Our impact through waste generated in our own operations and the solutions to our customers and society's waste challenges through the circular solutions we deliver. Aligned with reporting standard GRI 306 Waste 2020.	—	●
Environmental Compliance	The impact on the environment of our commitment and results of our compliance management systems. Aligned with reporting standard GRI Environmental Compliance 2016.	—	●
Employment	The impact of our HR practices on the well-being and fulfillment of our employees. Aligned with reporting standard GRI 401 Employment 2016.	—	●
Occupational Health and Safety	The impact on our employees through the management of health and safety risk in our operations. Aligned with reporting standard GRI 403 Occupational Health and Safety 2018.	—	●
Training and Education	The impact on our employee's well-being and fulfillment through training and development opportunities. Aligned with reporting standard GRI 404 Training and Education 2016.	—	●

## Enterprise Risk Management

One of the foundational elements of a robust sustainability strategy is the integration of near-term strategic ESG issues within a company's enterprise risk management (ERM) process. Near-term strategic ESG issues, like other issues on the risk register, present financial risks and opportunities that are imperative for us to identify and manage in order to ensure long-term business growth.

Our ERM process is executed by DuPont's Chief Compliance Officer and manages enterprise-level risk across our global operational footprint and oversees risk response planning, governance, and accountability. The ERM process seeks input from across the company's global business, regions, and functions and engages external subject matter experts to identify risks, drivers, and mitigation measures. Each risk area has a risk leader that manages the risk and a risk owner who provides strategic guidance and is a member of the senior leadership team. We continually review and update our ERM process to ensure alignment with the changing world we operate in and the key challenges facing our global stakeholders. The ERM process maintains a risk register and a set of key indicators for managing each risk area. The full risk profile for the company is presented to the full board annually, and individual risk topics are presented in detail once each year to either the full Board or the relevant board committee.

ESG risk assessment and management are integrated with the ERM process, both through identifying and including ESG-specific risk areas and by including ESG topics as elements of other risk areas, including geopolitical, operational resilience, human capital management, and anti-corruption, fraud, and integrity. ESG serves as a lens through which we view corporate risks, drivers, and mitigation for each risk topic to ensure consideration is given to components of the ESG landscape. For example, operational resilience can be impacted by many factors, including increased frequency and severity of severe weather events. Climate and chemical stewardship are the two specific ESG risk areas monitored, with key indicators identified to manage them and assigned risk leaders and risk owners for accountability. For details about our management of these two topics, refer to the [Climate](#) and [Safe and sustainable by design](#) chapters in this report.

# Stakeholder engagement

GRI 2-29, SASB RT-CH-530a.1

Our sustainability strategy involves direct engagement with our stakeholders. Consistent, transparent communication is essential to ensure that our valued customers, investors, suppliers, and other stakeholders receive accurate, credible information and understand the ways we consider their priorities in our sustainability strategy.

We publish [Position Statements](#) for our stakeholders to share our position on key issues such as Climate Change, Human Rights, Product Safety, Transparency, and more. For example, our Environmental, Health, Safety, and Security Commitment outlines our dedication to designing, building, operating, and maintaining our facilities to effectively manage process safety and other hazards and minimize process and product risks to the environment, our employees, and our local and global communities. Additionally, our annual sustainability report and submissions to CDP Climate and Water assessments, EcoVadis, and others serve as communication paths with our stakeholders.

Please email [sustainability@dupont.com](mailto:sustainability@dupont.com) to engage with us on the topics described in this report.

## Governments

We engage government stakeholders globally through meetings with elected European Union, national, state, provincial, and local officials and by participating in forums with high-level government representatives, consistent with our core value of Highest ethical behavior where we conduct ourselves in accordance with the highest ethical standards, and in compliance with all applicable laws, always striving to be a respected corporate citizen worldwide.

## Customers

Open dialogue with our customers facilitates a better understanding of their evolving needs, priorities, and the ways we can collaborate for the greatest possible benefit. We understand that our customers have as high expectations for the safety and quality of DuPont products as we do. For this reason, we maintain ISO 9001 certification at more than 90% of our manufacturing operations and provide specialized product quality certifications for the remainder. The advances we have made in greenhouse gas (GHG) and energy reduction enable our customers downstream to be able to meet their own sustainability goals. EcoVadis annually evaluates our supply chain performance, offering our customers insight into our sustainability performance.

For more information on customer engagement, please see [page 20](#).

## Investors

We actively communicate directly with our investors through email, phone, conferences, and in-person meetings. Investor priorities and engagement focus on key ESG interests and transparency. In 2022, investor analysts were most engaged in our approach to climate, integration of ESG factors in governance (board-level engagement, compensation), and DE&I initiatives. Primary mechanisms for sharing ESG information are the annual sustainability report, the annual proxy statement, and periodic highlights in investor and quarterly earnings presentations. All of these are available on the [Investor section](#) of our website. ESG related press releases are also available at [www.dupont.com](http://www.dupont.com). We respond to targeted disclosure requests from investor-focused rating and ranking agencies such as CDP, MSCI, Sustainalytics, and others.

## Employees

Our sustainability strategy depends on the commitment of our employees across the organization to apply sustainability in the work they do every day. We use several methods to inform, inspire, and seek input from our employees on sustainability topics. We routinely share information on our strategy, goals, performance, and advancement of company purpose through dedicated sustainability pages and internal news feeds on our intranet. Global town halls have featured presentations of sustainability strategy and progress and give employees the opportunity ask questions of leadership. We support local sustainability networks for employees to take on projects that advance our goals and their local interests and nurture a culture focused on sustainable value creation. We've invested in a sustainability-focused news feed open to all employees that shares news from DuPont customers, peers, and thought leaders.



DuPont Experimental Station, Wilmington, DE



## Suppliers

Our suppliers are interested in sustainability-oriented business opportunities and want to understand and respond to our sustainable procurement initiatives. We continue to expand our global strategic supplier engagement program to advance progress on supplier diversity, DE&I, and other sustainability priorities. We are also expanding our supplier due diligence program to support our enterprise risk management goals and use enhanced data to make key supplier decisions. Our close collaboration and communication with our supplier base help us build new capabilities for the future. For information on our third-party risk management program, see [page 121](#).

## Communities

We seek collaborative partnerships that create shared value for the communities in which we operate, live, and work. At DuPont, we collaborate with NGOs that share our company purpose and strategy, including Habitat for Humanity International, Water.org, and others. In 2022, we supported more than 530 charitable projects globally through a variety of local and global initiatives, including financial resources, in-kind donations of our products, and employee volunteerism.

# Membership organizations

## GRI 2-28

DuPont endorses, participates, and partners with numerous organizations and industry associations to advance sustainability in the markets we serve and to increase our own ability to innovate sustainably. These relationships are supported at the corporate level and often initiated by a business or regional team to further advance their sustainability initiatives. In addition to our ongoing relationships with WBCSD and the UN Global Compact, we expanded our impact with increased partnerships in the climate and water sectors through the World Resources Institute Corporate Consultative Group, the Water Resilience Coalition, and others. Membership organizations in which DuPont participates in a significant role include:

- American Chamber of Commerce to the European Union (AmCham)
- American Chemistry Council (ACC)
- Association of International Chemical Manufacturers (AICM)
- Association of the European Adhesive & Sealant Industry (FEICA)
- Batteries European Partnership Association (BEPA)
- British Safety Industry Federation
- Business Council of Canada
- Center for Chemical Process Safety (CCPS)
- CEO Action for Diversity & Inclusion
- CEO Climate Dialogue
- CEO Water Mandate
- Chemical Industry of Canada (CIAC)
- Chief Executives for Corporate Purpose (CECP)
- China Business Council for Sustainable Development
- Climate Group (RE100)
- Council for Inclusive Capitalism with the Vatican
- Essenscia (Belgium federation for the Chemical industry)
- European Chemical Industry Council (CEFIC)
- European Process Safety Centre (EPSC)
- European Safety Federation
- European Sealing Association (ESA)
- Federchimica (Italian Chemical Industry Association)
- FEIQUE (Federation of Chemical Industry in Spain)
- French National Chemical Industry association : LENICA
- French Plastic industry association (Polyvia)
- German Association for Gas and Water (DVGW)
- German Chemical Industry Association (VCI)
- German Electro and Digital Industry Association (ZVEI)
- Green Chemistry & Commerce Council (GC3)
- Healthcare Plastics Recycling Council (HPRC)
- International Council of Chemical Associations (ICCA)
- International Sustainability & Carbon Certification (ISCC)
- Japan Chemical Industry Association (JCIA)
- MedTech Europe
- Metal Construction Alliance (MCA)
- National Lubricating Grease Institute (NLGI)
- National Safety Council
- PEAK Grantmaking
- Plastics Europe Fluoropolymers Group
- Polish Energy Efficient House Association
- Polish Flexo Chamber
- Printed Circuit Board Association of America (PCBAA)
- Regional Chemical Industry association: France Chimie Picardie Champagne Ardennes
- Responsible Business Association (RBA)
- Semiconductor Climate Consortium (SEM)
- Smart Water Alliance Network (SWAN)
- Sterile Barrier Association (SBA)
- Sterile Packaging Manufacturing Council (SPMC)
- Structural Building Components Association (SBCA)
- Taiwan Responsible Care Association (TRCA)
- The Conference Board
- The National Association for EHS&S Management (NAEM)
- UN Global Compact
- U.S. Chamber of Commerce Climate Change Task Force
- U.S. Chamber of Commerce Foundation Corporate Citizenship Center
- Water Europe
- Water Resilience Coalition
- Water.org
- Woman's Business Enterprise National Council (WBENC)
- World Business Council for Sustainable Development (WBCSD)
- World Resources Institute (WRI) Corporate Consulting Group (CCG)

# Ethics and compliance

GRI 2-23, GRI 2-24, GRI 2-25, GRI 2-26

All DuPont employees worldwide are expected to understand and comply with the [DuPont Code of Conduct](#). The Code of Conduct also applies to our Board of Directors and all our subsidiaries, affiliated companies, and joint ventures in which we have a majority interest or operating responsibility.

The Code of Conduct includes our company policies on matters of business ethics, anti-corruption, and conflicts of interest and requires every employee to conduct the company's business with integrity, in compliance with applicable laws, and in a way that excludes consideration of their own personal advantages. The DuPont Code of Conduct is our foremost global policy and lays out our expectations regarding bribery and corruption, conflicts of interest, political contributions, government relations, environmental protection and sustainability, product stewardship, human rights, respect for people, ethics reporting, and more.

The DuPont Code of Conduct is available in 24 languages on [www.dupont.com](http://www.dupont.com). The document explains in detail what it means to exhibit our Core Values of Highest ethical behavior and Respect for people. Employees receive annual training and frequent communications on the Code of Conduct, and we provide training resources via our employee intranet. For example:

- **Every year, employees must complete the DuPont Code of Conduct course**—a web-based training module covering ethics, anti-corruption, compliance issues, and related topics. As part of annual training efforts, each employee will complete an additional two (2) to three (3) courses covering specific topics related to ethics and compliance. This year employees completed training modules on Code of Conduct, speak-up culture, and non-retaliation.
- **Every employee annually completes a business ethics certification**, which contains numerous questions relevant to ethical conduct and compliance, as well as assertions that the employee has read, understands, and abides by the Code of Conduct as well as other critical policies.
- **New employees receive training** on our core values and the DuPont Code of Conduct within their first 90 days of employment.
- **The DuPont Board of Directors completes an added level of compliance** by signing and acknowledging their obligations under the [Code of Business Conduct and Ethics for the DuPont Board of Directors](#). This document is required at the time a member is added to the board and for all members if the document is changed or updated in any way. In addition, DuPont has a [Code of Financial Ethics](#), which is applicable to principal executive officers, principal financial officers, principal accounting officers or controllers, or persons performing similar functions. This Code sets out standards and expectations relative to financial accounting, administration, and reporting.

DuPont Ethics and Compliance operates with a centralized office to manage all ethics and compliance issues on a global basis. This is done to ensure alignment, transparency, and consistency across all businesses and geographies. Ethics and Compliance Central (ECC) is part of the DuPont Legal Department and is responsible for operationalizing the global ethics and compliance function strategy, including training, communication, hotline management initiatives, investigations and disciplinary actions, and other related activities.

ECC is under the reporting structure of DuPont's Chief Ethics and Compliance Officer. The Chief Ethics and Compliance Officer is, in turn, responsible for reporting on all ethics and compliance matters on a quarterly basis to the Nomination and Governance Committee of the Board of Directors and annually to the Audit Committee of the Board of Directors on regulatory compliance, thereby providing granularity to the Board on all Ethics and Compliance matters.



## 22,825 employees

completed the annual Code of Conduct training and Business Ethics certification, a 99.9% completion rate for the company

In addition to the ECC personnel, each DuPont function and business unit has an Ethics and Compliance Champion, who plays a key role in improving and advancing ethics and compliance within their part of the company and helps coordinate ethics and compliance training. They serve as a conduit for dissemination of ethics and compliance information into the various business units and functions, are a “go-to” person within that organization for ethics-related questions or concerns, and assist in coordinating and ensuring the completion of all ethics and compliance training.

In our annual employee survey (conducted in Q4 2022), 92% of responding employees reported that they know how to report ethics concerns and would do so if they saw something. Contextually, the survey included six specific questions related to ethics, resulting in very positive results. In five (5) of the six (6) questions, DuPont scored higher than the external benchmark. The results of this survey indicate that most employees believe ethical conduct is a priority, that employees understand how to report misconduct, and that employees would report misconduct if they were aware. It also revealed that employees feel they can raise issues freely with their management, and that they can report matters without fear of retaliation. The results of this survey indicate employees believe DuPont has a strong commitment to our Core Value of Highest ethical behavior.

## Hotline management and internal investigations

DuPont has historically utilized a third-party vendor to operate our corporate hotline, which is available to all employees and any interested party globally. The Ethics and Compliance function has visibility into hotline complaints and has the responsibility to assign these matters for appropriate investigation and resolution. All ethics/compliance are investigated and resolved by ECC, while other matters are delegated to other functions such as Human Resources, Security, Information Technology, or EH&S. ECC maintains all relevant documentation for each hotline case resolution.

In 2022, the company revamped the current hotline to ensure immediate access in the local language and mobile capabilities to create a seamless transition from hotline report to case creation and assignment. Additionally, the new system creates a centralized repository of all corporate investigations. The new tool was launched to DuPont employees in March 2023. The new hotline offers:

- One-step dialing and improved language support (162 supported languages);
- New web experience (refreshed and branded site);
- Translated website and mobile intake content in 19 local languages;
- Posters with QR code for mobile intake; and
- Ask Code of Conduct for ethics-related questions through the hotline.

In 2022, none of the substantiated ethics matters qualified for our highest-level violation definition. Reported ethics allegations are classified into the following categories: accounting and financial irregularities; conflict of interest; improper use of DuPont assets; misstatement of official company records; bribery/extortion/inappropriate gratuity; fraud; insider trading; release of confidential information; theft/embezzlement; concealment of non-compliance with company policy, procedure, or standard; improper behavior by third-party; knowing non-compliance with applicable laws or regulations; and retaliation.

We are invested in providing a timely and thorough resolution for any investigation initiated by the company. Consistency, fairness, and speedy resolution are for all parties involved and demonstrate the company's commitment to ethics and compliance. In 2022, the average number of days an investigation remained open was 25 days.

## Getting assistance and raising concerns

The company provides resources to assist all employees who encounter ethics and compliance issues that are difficult to resolve. An employee's manager or supervisor is the first and best resource since this person is familiar with the employee's duties. If the manager or supervisor is not available, or if the employee is not comfortable discussing the matter with his or her manager, the following resources are also available:

- Business, function, or site leadership;
- Business/Function Ethics & Compliance Champions;
- Corporate Ethics & Compliance Team;
- Human Resources (for workplace issues and policies); and
- DuPont Ethics and Compliance Hotline—U.S. Number: 844-539-2169.

The company treats all reports of misconduct and subsequent investigations as confidential. Identification, investigative process, and reputation are protected. Management and investigators share information only with employees who need to address the question or concern. Alternatively, employees can also request to remain anonymous, and the company will protect the employee's anonymity when feasible and legal.

## Addressing possible misconduct

### Corrective action and investigations

To ensure prompt and consistent enforcement of the Code of Conduct, the company will investigate reported instances of misconduct, such as violations of the law, regulations, or company policies and procedures. Where misconduct is identified, responsible individuals will be held accountable and disciplined, as applicable, up to and including employment termination and possible civil or criminal action. Making an intentionally false accusation of wrongdoing is considered misconduct.

To ensure alignment, transparency, fairness, and consistency, all ethics and compliance investigations are resolved by ad-hoc, cross-functional compliance committees. These committees generally include an ECC investigator, Human Resources, and any relevant business contacts involved in the matter. Decisions are made by consensus, and implementation of remedial and corrective actions are duly monitored.

Additionally, management works with Ethics and Compliance Central to perform a root cause/corrective action analysis based on the "Seven Plus Requirements for an Effective Compliance and Ethics Program" within 45 days after the Ethics Committee's decision on the relevant actual violation of misconduct, when necessary.

Every instance of substantiated ethical and compliance misconduct is duly reported to the business president, functional leader, General Counsel, and Chief Executive Officer by ECC promptly.

In 2022, DuPont received 88 ethics complaints. 34% of allegations were substantiated. Every substantiated violation required an Ethics Committee to decide upon and monitor appropriate disciplinary actions and remedial and corrective measures.

### Non-retaliation

We must maintain an environment where concerns and potential problems are brought forward. DuPont has a zero-tolerance policy against retaliation. Anyone who, in good faith, raises a concern, reports suspected misconduct, or provides information related to an inquiry of suspected misconduct should be protected. The company will investigate any instances of possible retaliation and discipline employees who have retaliated against someone who has reported possible misconduct.



DuPont, Experimental Station, Wilmington, DE

# Human rights

GRI 2-24

DuPont is committed to protecting and advancing human rights wherever we operate. We've based our [Human Rights Policy](#) and [Statement on Child and Forced Labor](#) on our core values and relevant applicable laws and regulations. DuPont has a strong commitment to respecting the [UN Guiding Principles on Business and Human Rights \(UNGPR\)](#). We also endorse the Ten Principles in the UN Global Compact.

The DuPont Code of Conduct outlines our global policy and commitments to external initiatives in the areas of human rights, non-discrimination, respect for people, and freedom of association. Compliance with these policies and applicable laws is every employee's responsibility, and we work to identify and do business with partners who aspire to conduct their business in a similar manner. The DuPont [Supplier Code of Conduct](#) sets out expectations for our suppliers in relation to our core values, including human rights, child labor, modern slavery, and forced labor. Also, language requiring respect for human rights, child labor, anti-slavery, forced labor, and labor conditions is included in our contracts with suppliers and other business partners. Specifically, we ask suppliers to: certify their awareness of our Human Rights Policy and Statement on Child and Forced Labor; certify they do not and will not employ any person to perform services, provide a product, or manufacture or supply material for DuPont who is under 16 years of age, or 18 years of age in the case of hazardous services; certify that the workers it uses, and will use, to produce a product, provide services, or manufacture or supply material are present voluntarily; and certify that it does not and will not knowingly use slave, human trafficked or forced labor as it is defined in the DuPont Principles.

However, in full recognition of these established efforts, it has simultaneously become apparent (through both an internal review of current policies, procedures, and processes, as well as external cultural shifts, pressures, and regulatory demand) that DuPont needs to develop a robust Human Rights program more fully, both deployed internally and within the supply chain of third party business partners.

We conducted an internal review of DuPont's established Human Rights policies, procedures, and position statements. The outcome of the review was definition of a Human Rights Strategic Framework, which upon implementation will include:

- A catalog of Human Rights Policies and Procedures;
- Annual Human Rights Objective Roadmap; and
- Human Rights Training and Communications
  - Four quarterly newsletters
  - Training materials
  - Report on different reporting initiatives, including assessment of those that best align with DuPont.

As the regulatory climate tightens, consumer desire to purchase from socially responsible brands increases, and reporting capabilities expand, other emerging areas of concern, such as ESG and human rights, are being factored into our third-party due diligence process. DuPont is maturing our Third-Party Risk Management (TPRM) Program aiming to manage critical risks including human rights resulting from working with suppliers, brokers, distributors, agents, contractors, resellers, and any other party representing or acting on behalf of DuPont or providing services or products to DuPont.

For more information on third-party due diligence, see [page 121](#).

## In 2022:

- As of June 2022, DuPont's Electronics and Industrial (E&I) business is a member of the Responsible Business Alliance (RBA). This requires not only commitment on human rights but also agreeing to audits and monitoring of our own operations. In the second phase, we will begin conducting audits of first-tier suppliers. Although RBA does not apply to all companywide third parties, it sets the standard to move forward.

DuPont will include training on Human Rights as part of the core curriculum for ethics and compliance for all employees worldwide. All suppliers and relevant high-risk third parties are going to receive mandatory training on Human Rights, including the subject areas of anti-slavery, child and forced labor, labor conditions, and reporting human rights possible violations.

# Cybersecurity and data privacy

GRI 2-24

Security threats and data breaches are common today, requiring companies, including DuPont, to continually advance their efforts to secure information. Data privacy laws are numerous, and include the EU's General Data Protection Regulation (GDPR), U.S. federal and state law, and other region-specific laws and regulations that DuPont complies with to ensure protection of data.

DuPont deploys information security solutions to meet regulatory and customer obligations and to protect our:

- Systems
- Data
- Applications
- People

DuPont uses information security solutions to detect and respond to cybersecurity threats, protect proprietary and personal information, and ensure proper use of computing resources in compliance with policies and aligned with our core values and Code of Conduct. We disclose our practices regarding the collection of information and how we use data in our [Privacy Statement](#) and [Global Information Privacy Policy](#). These documents outline the types of data collected through our website and mobile applications that are owned and controlled by DuPont. Before we transfer Personal Information to a third party, we typically require a data transfer agreement to ensure our contractors and suppliers also adhere to established data protection standards.

Every employee has a fundamental responsibility to safeguard company information. We use a layered approach to our cybersecurity and use of company resources. The DuPont Code of Conduct provides operating procedures for company computers, networks, and other digital devices and systems to maintain the integrity of company information. Our teams use advanced organizational, technical, and administrative measures to protect sensitive data, proprietary information, and our network systems in accordance with industry best practices as established by the National Institute of Standards and Technology (NIST), Cybersecurity and Infrastructure Security Agency (CISA), International Organization for Standardization (ISO), and other organizations and local privacy laws where we have operations.

## Education

Online data privacy and information security training is required for new employees and biannually for all employees. We conduct additional training for employees with access to sensitive employee or customer data. In addition to compulsory training, we continue to increase employee awareness of cyber threats through various methods, including global emails, Yammer announcements, phishing simulations, and phishing-specific training.

## Oversight

DuPont's Chief Privacy Officer and Chief Information Security Officer are responsible for the development and oversight of our data privacy and information security programs. DuPont's global privacy team consults, trains, and drives the execution of our privacy standards. The global privacy team includes regional privacy program leaders and staff representing Human Resources, Legal, Finance, Procurement, Marketing/Sales, Information Technology, and the businesses. The Chief Privacy Officer and Chief Information Security Officer provide regular updates to senior leadership and the Chief Compliance Officer. Our Board of Directors reviews the information security and privacy risk areas.





# Responsible procurement

GRI 2-24

## Supplier engagement

GRI 3-3, GRI 308-1, GRI 414-1

We encourage all our suppliers to reduce greenhouse gas emissions, improve energy efficiency and reduce waste, and all DuPont suppliers are expected to uphold the [DuPont Supplier Code of Conduct \(Supplier Code\)](#). The Supplier Code includes the principles of the UNGC and the International Labour Organization (ILO) and details supplier expectations on matters of the environment, labor, human rights, and impacts on society. We include the Supplier Code in our Terms and Conditions for all supplier purchase orders. This is in addition to existing contract language and other mechanisms in place to make sure our suppliers adhere to our Human Rights Policy, Supplier Code, and all applicable laws and regulations.

We select suppliers based on category and commodity strategies using a robust 6-step strategic sourcing process and a 5-step stakeholder approval process. Spend, a key criterion to business and function, influences the category and supplier priority level, along with considerations of supply continuity and the outcome of risk assessments.

Once selected and onboarded, we evaluate our suppliers based on parameters including, but not limited to, contract value, geopolitical risks, ethics and compliance history, and security practices. Suppliers that meet a certain risk threshold based on these and other parameters are determined to be “critical” suppliers. We evaluate new critical suppliers

on matters of product quality management, security, business ethics and transparency, climate change and water security practices, human rights due diligence, and operational excellence. For some strategic suppliers, based on criticality to the business/function, we have two types of supplier management programs:

- **Supplier Performance Management (SPM)** programs provide oversight of raw material and packaging supplier performance by business, plant, and region and are managed by the DuPont businesses. Performance scorecards and corrective action reports are typical outputs of these programs; and
- **Supplier Relationship Management (SRM)** programs provide oversight of strategic suppliers in categories including corporate services (consulting, marketing, fleet management, travel, etc.), MRO (controls, construction services, etc.), and logistics (road transportation, warehousing, etc.). These relationships and performance are managed by corporate Procurement. Typical outputs of these programs are balanced scorecards, relationship health scorecards, and corrective action reports.

In 2022, we refined our Supplier Engagement strategy to deliver a more robust program to help evaluate and minimize supply chain risk across multiple dimensions of sustainability for our existing suppliers and improved our capacity to evaluate key suppliers on sustainability topics on an annual basis.

# Third-party risk management program

The company is also developing its third-party risk management program (TPRM) by expanding the current process to address additional areas of risk and third-party relationships.

For DuPont's purposes, a third party is defined as an entity that has a business arrangement with DuPont, by contract or otherwise, to provide products or services, resell or distribute products, or act as an agent. These third parties may include suppliers, vendors, contract manufacturers, business partners and affiliates, brokers, distributors, resellers, agents, joint venture partners, and/or professional service providers. Critical third-party risk areas include cybersecurity, bribery and corruption, fraud, business ethics, antitrust, sanctioned parties, human rights, privacy, environmental, and trade compliance.

Under the updated TPRM program, all third parties will be screened and receive basic due diligence. Utilizing a risk-based approach, some third parties will be subject to additional and enhanced due diligence processes on business ethics, integrity, anti-corruption and bribery, trade compliance, and environmental, social, and human rights.

## Pilot program in China

As part of our efforts to revamp and expand our current process on third-party risk management, and in preparation for the implementation of the new program, the company launched a pilot program includes a baseline questionnaire for all third parties in scope of foundational information filled by DuPont business relationship managers for each third party. Resulting from the baseline questionnaire, certain third parties are subject to additional, targeted risk assessment questionnaires on key risk areas, including cybersecurity, data privacy, business ethics and integrity, human rights, and environmental, social, and governance. The pilot will result in DuPont obtaining a much clearer understanding of the risk profiles associated with our existing third parties, current processes, authority levels, and the third-party universe.

The pilot is screening and assessing a population of 934 third parties.



# SDG alignment

The actions DuPont is taking to advance its sustainability strategy and meet its sustainability goals are aligned with the aims of the UN Sustainable Development Goals.

## Innovate

**Delivering solutions for global challenges**

Our innovations provide solutions to challenges that address each of the 17 SDGs



**Enabling a circular economy**

Our circular innovations are connected to improvements in climate, water, and material consumption



**Innovating safe and sustainable by design**

We aspire to consistently protect human health and avoid negative impacts on the environment



## Protect

**Acting on climate**

We're doing our part by setting science-based targets aligned with 1.5 deg. C, supporting expansion of renewable energy capacity, and enabling low-carbon applications



**Leading water stewardship**

Our products enable access to clean, plentiful water and improve the energy and resource efficiency of water treatment processes



**Delivering world-class environmental, health, and safety performance**

Our commitment to zero injuries and striving for zero waste and emissions and to deliver products that contribute to a more sustainable future impacts several SDGs



## Empower

**Accelerating diversity, equity, and inclusion**

We're doing our part by valuing diversity in our hiring practices, making progress on our DE&I goal and by philanthropic efforts, primarily in supporting access to STEM education in the communities where we operate.



**Cultivating well-being and fulfillment**

We know our success can only happen when our people feel fulfilled, valued, and connected to one another and our shared purpose



**Building thriving communities**

We seek to maximize our impact at scale toward a more sustainable, equitable, and prosperous world





DuPont Singapore Technology Center

## Reporting approach

### GRI 2-3

This document, published May 1, 2023, is the fourth annual sustainability report of DuPont de Nemours, Inc. It describes DuPont activities from January 1, 2022, through December 31, 2022, unless otherwise noted. This reporting period aligns with our annual report on the 2022 10-K filed with the SEC on February 15, 2023. We released our prior sustainability report on May 2, 2021. For the purposes of this report, references to “us,” “our,” “the company,” or “DuPont” refer to the entity DuPont de Nemours, Inc.

The annual publication of our sustainability report is an important element of our sustainability strategy and tool for engaging a wide range of stakeholders.

The report is published and available for download here. In addition to the full report, the sustainability reporting online experience provides a summary of the report content, a [Sustainability Stories Hub](#), and links to additional resources and downloads of ESG disclosures, including our EcoVadis Scorecard, CDP submissions, past reports, and others.

DuPont has reported with reference to the GRI Standards for the period January 1, 2022 to December 31, 2022. We commit to annually report our sustainability performance. This report also adheres to the Sustainability Accounting Standard Board (SASB) Resource Transformation—Chemicals (RT-CH) Standard. This is our second year aligning our sustainability report content with the reporting recommendations outlined by the [Task Force on Climate-Related Financial Disclosures \(TCFD\)](#). Sections of this report are tagged with applicable GRI, SASB, and TCFD references. DuPont de Nemours, Inc. is a signatory to the UN Global Compact and adheres to its 10 principles. This report serves as our communication of progress.

### Assurance of data

#### GRI 2-5

DuPont has obtained limited external assurance of select data in the report from WSP, an independent third party. The following data has been assured at a limited level:

- Greenhouse Gas Inventory
- Energy Use
- Renewable Energy Use
- Water Use
- EH&S Performance Metrics
- Diversity Equity and Inclusion Metrics

We selected these topics for limited assurance because they are priority topics for our stakeholders and where our results are under the most scrutiny. We annually review our assurance approach to consider expanding the scope of our assurance engagement, taking into account factors including stakeholder expectations and emerging regulatory disclosure requirements. The scope of our limited assurance engagement for the 2022 reporting year remains the same as the prior year. Our external assurance approach to the annual sustainability report is confirmed by the SLC. The SLC is chaired by the Vice President of Sustainability, who reports to the CTSO. The CTSO reports directly to the CEO and, together with DuPont’s Chief Operations and Engineering Officer, routinely engages with the DuPont Board of Directors EHS&S Committee and the full Board on ESG and sustainability matters.

WSP’s assurance statement is presented as an appendix to this report and as a download on our website.

## Reporting scope

### GRI 2-2

The scope of this report includes facilities owned and operated by DuPont de Nemours, Inc., and our consolidated subsidiaries during the calendar year 2022 unless otherwise noted in the report. The table below reflects recent changes in our portfolio and their treatment for inclusion in this report.

Consistent with best practices, our internal standards, and applicable reporting framework guidance, such as the Greenhouse Gas Protocol and GRI Standards, we include acquisition environmental data in our reporting following the first full year of operation, or as soon as possible. We also include safety data from acquired sites in our corporate totals for the first full year of operation following acquisition if possible. An exception is if an acquired site has a recordable incident during the year it is acquired, in which case we include the incident(s) and person-hours for the affected site beginning with the month in which the incident(s) occurred.

✓ included in report scope    ✗ not included in report scope

Business	Date of Transaction	Company, Business Description, and Relevant Financials	Narrative	HR Data	Environmental Data	Health and Safety Data
<b>Divestitures</b>						
Biomaterials	22-May	✓ <sup>[1]</sup>	✗	✗	✗	✗
Mobility and Materials Businesses	22-Nov	✗	✗	✗	✗	✗
Delrin (held for sale)	Expected 2023	✗	✓	✓	✓	✓
<b>Acquisitions</b>						
Laird Performance Materials	21-Jul	✓	✓	✓	✓	✗
ArmorWall	21-Oct	✓	✓	✓	✓	✗

[1] Included as through date of sale

## Additional information

### GRI 2-23

Additional sustainability disclosures are available on our [Resources and Downloads](#) webpage, including:

- GRI, SASB, and TCFD indices as separate downloads;
- Past years' reports; and
- Submissions and scorecards to CDP and EcoVadis assessments.

Financial, legal, and governance information, including our 2023 Proxy Statement and financial filings, are available on our [DuPont Investors](#) website.

Our corporate position statements on many of the topics included in this report are available at [Position Statements](#).

We welcome engagement on the topics described in the report. Please email [sustainability@dupont.com](mailto:sustainability@dupont.com).



# Appendices

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Introduction →

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Our sustainability strategy →

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Innovate for good →

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Protect people and the planet →

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Empower people to thrive →

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Governance →

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**Appendices**

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# GRI content index

Disclosure	Location	Omission
<b>GRI 2: General Disclosure 2021</b>		
<i>The organization and its reporting practices</i>		
2-1	Organizational details pp. <a href="#">5</a> , <a href="#">6</a>	
2-2	Entities included in the organization's sustainability reporting p. <a href="#">124</a>	
2-3	Reporting period, frequency, and contact point p. <a href="#">123</a>	
2-4	Restatements of information Quantitative data for prior years has been restated to align with reporting scope on <a href="#">page 124</a> and to account for recent acquisitions and divestitures.	
2-5	External assurance p. <a href="#">123</a>	
<i>Activities and workers</i>		
2-6	Activities, value chain, and other business relationships p. <a href="#">7</a>	
2-7	Employees p. <a href="#">155</a>	Information unavailable. Breakdowns between permanent, temporary, full time, part-time, and non-guaranteed hour employees are not aggregated for disclosure.
2-8	Workers who are not employees	Information unavailable. Data is managed locally and not aggregated for disclosure.

Disclosure	Location	Omission
<i>Governance</i>		
2-9	Governance structure and composition <a href="#">Page 108</a> and a description of Dupont's governance structure and its committees is detailed within <a href="#">The Proxy Statement for DuPont's 2023 Annual Meeting of Stockholders</a> filed with the SEC on April 6, 2023, starting on page 4.	
2-10	Nomination and selection of the highest governance body The process to nominate and select the highest governance body and its committees is described within <a href="#">The Proxy Statement for DuPont's 2023 Annual Meeting of Stockholders</a> filed with the SEC on April 6, 2023, starting on page 13.	
2-11	Chair of the highest governance body The Board Leadership Structure section starting on page 4 of <a href="#">The Proxy Statement for DuPont's 2023 Annual Meeting of Stockholders</a> filed with the SEC on April 6, 2023 identifies the highest chair of DuPont's governance body.	
2-12	Role of the highest governance body in overseeing the management of impacts A detailed review of the highest governing body role can be found starting in the Board Leadership Structure starting on page 4 of <a href="#">The Proxy Statement for DuPont's 2023 Annual Meeting of Stockholders</a> filed with the SEC on April 6, 2023.	
2-13	Delegation of responsibility for managing impacts p. <a href="#">109</a>	

Disclosure	Location	Omission
2-14 Role of the highest governance body in sustainability reporting	The responsibility and role of the highest governance body in sustainability reporting can be found in the ESG Oversight Section starting on page 8 of <a href="#">The Proxy Statement for DuPont's 2023 Annual Meeting of Stockholders</a> filed with the SEC on April 6, 2023.	
2-15 Conflicts of interest	The Nomination and Governance committee detailed in the Boards Role in the Oversight of Risk Management Section starting on page 9 of <a href="#">The Proxy Statement for DuPont's 2023 Annual Meeting of Stockholders</a> filed with the SEC on April 6, 2023 details the processes to ensure conflicts of interest are prevented and mitigated.	
2-16 Communication of critical concerns	A detailed review on how critical concerns are communicated to the highest governance body can be found in the Communication with the Board of Directors section starting on page 10 of <a href="#">The Proxy Statement for DuPont's 2023 Annual Meeting of Stockholders</a> filed with the SEC on April 6, 2023.	
2-17 Collective knowledge of the highest governance body	The collective knowledge and key qualifications for the highest governance body is described in a Director Nominee Skills and Diversity Matrix on page 12 of <a href="#">The Proxy Statement for DuPont's 2023 Annual Meeting of Stockholders</a> filed with the SEC on April 6, 2023. Additional details are provided on page 32 in the Executive Officers section.	

Disclosure	Location	Omission
2-18 Evaluation of the performance of the highest governance body	A comprehensive description on the performance evaluation of the highest governance body can be found in the Annual Performance Evaluation Process section starting on page 13 of <a href="#">The Proxy Statement for DuPont's 2023 Annual Meeting of Stockholders</a> filed with the SEC on April 6, 2023.	
2-19 Remuneration policies	A detailed review of DuPont's remuneration policies and the elements used for determining remuneration can be found in the Compensation Discussion and Analysis section starting on page 36 of <a href="#">The Proxy Statement for DuPont's 2023 Annual Meeting of Stockholders</a> filed with the SEC on April 6, 2023.	
2-20 Process to determine remuneration	DuPont's remuneration process and annual evaluation can be found in The Compensation Process section starting on page 51 of <a href="#">The Proxy Statement for DuPont's 2023 Annual Meeting of Stockholders</a> filed with the SEC on April 6, 2023.	
2-21 Annual total compensation ratio	The annual compensation ratio for the for organization's highest paid individual to the median annual total compensation for all employees is detailed in the CEO Pay Ratio section on page 66 of <a href="#">The Proxy Statement for DuPont's 2023 Annual Meeting of Stockholders</a> filed with the SEC on April 6, 2023.	

Disclosure	Location	Omission
<i>Strategy, policies, and practices</i>		
2-22	Statement on sustainable development strategy p. <a href="#">4</a>	
2-23	Policy commitments pp. <a href="#">115</a> , <a href="#">124</a>	
2-24	Embedding policy commitments pp. <a href="#">115</a> , <a href="#">118</a> , <a href="#">119</a> , <a href="#">120</a>	
2-25	Processes to remediate negative impacts p. <a href="#">115</a>	
2-26	Mechanisms for seeking advice and raising concerns p. <a href="#">115</a>	
2-27	Compliance with laws and regulations p. <a href="#">46</a>	
2-28	Membership associations p. <a href="#">114</a>	
<i>Stakeholder engagement</i>		
2-29	Approach to stakeholder engagement p. <a href="#">112</a>	
2-30	Collective bargaining agreements	This information has been partially omitted. Data is only available for North America and Latin America.
<b>GRI 3: Material Topics 2021</b>		
3-1	Process to determine material topics p. <a href="#">111</a>	
3-2	List of material topics pp. <a href="#">111</a> , <a href="#">112</a>	

Disclosure	Location	Omission
<b>GRI 201: Economic Performance 2016</b>		
201-2	Management of material topic TCFD disclosure on <a href="#">pages 133-140</a> .	
201-3	Defined benefit plan obligations and other retirement plans	Disclosed in the DuPont de Nemours, Inc. <a href="#">Form 10-K</a> for the fiscal year ended December 31, 2022 filed with the SEC on February 13, 2023, page 44 under the heading Pension and Other Post-Employment Plans.
<b>GRI 204: Procurement Practices 2016</b>		
3-3	Management of material topic p. <a href="#">120</a>	
204-1	Proportion of spending on local suppliers p. <a href="#">86</a>	Information unavailable. Our reporting and metrics are relative to diverse suppliers, defined as small businesses, minority-owned, women-owned, veteran-owned, disabled-owned, and LGBTQ+-owned.
<b>GRI 302: Energy 2016</b>		
3-3	Management of material topic p. <a href="#">48</a>	
302-1	Energy consumption within the organization p. <a href="#">142</a>	
302-3	Energy intensity p. <a href="#">148</a>	
302-4	Reduction of energy consumption p. <a href="#">50</a>	
302-5	Reductions in energy requirements of products and services pp. <a href="#">55</a> , <a href="#">58</a>	

Disclosure	Location	Omission
<b>GRI 303: Water and Effluents 2018</b>		
3-3	Management of material topic pp. <a href="#">46</a> , <a href="#">56</a>	
303-1	Interactions with water as a shared resource pp. <a href="#">58</a> , <a href="#">61</a>	
303-3	Water withdrawal p. <a href="#">152</a>	Information unavailable. Breakdown of water withdrawal by source is reported internally but not aggregated for external disclosure.
303-4	Water discharge p. <a href="#">152</a>	Information unavailable. Breakdown of water discharge by destination is reported internally but not aggregated for external disclosure.
303-5	Water consumption p. <a href="#">152</a>	
<b>GRI 305: Emissions 2016</b>		
3-3	Management of material topic pp. <a href="#">46</a> , <a href="#">48</a> , <a href="#">74</a>	
305-1	Direct (Scope 1) GHG emissions pp. <a href="#">51</a> , <a href="#">145</a>	
305-2	Energy indirect (Scope 2) GHG emissions pp. <a href="#">51</a> , <a href="#">145</a>	
305-3	Other indirect (Scope 3) GHG emissions pp. <a href="#">53</a> , <a href="#">147</a>	
305-4	GHG emissions intensity p. <a href="#">149</a>	
305-5	Reduction of GHG emissions p. <a href="#">51</a>	

Disclosure	Location	Omission
305-7	Nitrogen oxides (NO <sub>x</sub> ), Sulfur oxides (SO <sub>x</sub> ) and other significant air emissions pp. <a href="#">74</a> , <a href="#">148</a>	
<b>GRI 306: Waste 2020</b>		
3-3	Management of material topic pp. <a href="#">33</a> , <a href="#">74</a>	
306-1	Waste generation and significant waste-related impacts p. <a href="#">74</a>	
306-2	Management of significant waste-related impacts pp. <a href="#">33</a> , <a href="#">34</a> , <a href="#">74</a> ,	
306-3	Waste generated pp. <a href="#">74</a> , <a href="#">150</a>	
306-4	Waste diverted from disposal pp. <a href="#">74</a> , <a href="#">150</a>	
306-5	Waste directed to disposal pp. <a href="#">74</a> , <a href="#">150</a>	
<b>GRI 308: Supplier Environmental Assessment 2016</b>		
3-3	Management of material topic p. <a href="#">120</a>	
308-1	New suppliers that were screened using environmental criteria p. <a href="#">120</a>	
308-2	Negative environmental impacts in the supply chain and actions taken p. <a href="#">53</a>	

Disclosure	Location	Omission
<b>GRI 401: Employment 2016</b>		
3-3	Management of material topic p. <a href="#">89</a>	
401-1	New employee hires and employee turnover p. <a href="#">94</a>	
<b>GRI 403: Occupational Health and Safety 2018</b>		
3-3	Management of material topic p. <a href="#">63</a>	
403-1	Occupational health and safety management system pp. <a href="#">63</a> , <a href="#">65</a>	
403-2	Hazard identification, risk assessment, and incident investigation pp. <a href="#">66</a> , <a href="#">67</a>	
403-3	Occupational health services pp. <a href="#">68</a> , <a href="#">69</a> , <a href="#">71</a> , <a href="#">72</a>	
403-4	Worker participation, consultation, and communication on occupational health and safety pp. <a href="#">66</a> , <a href="#">67</a> , <a href="#">68</a> , <a href="#">73</a>	
403-5	Worker training on occupational health and safety pp. <a href="#">68</a> , <a href="#">90</a>	
403-6	Promotion of worker health pp. <a href="#">63</a> , <a href="#">68</a> , <a href="#">69</a> , <a href="#">71</a> , <a href="#">91</a>	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships pp. <a href="#">63</a> , <a href="#">66</a> , <a href="#">67</a> , <a href="#">69</a> , <a href="#">73</a>	
403-8	Workers covered by an occupational health and safety management system p. <a href="#">63</a> , <a href="#">65</a>	

Disclosure	Location	Omission
403-9	Work-related injuries pp. <a href="#">63</a> , <a href="#">65</a> , <a href="#">71</a> , <a href="#">153</a>	
403-10	Work-related ill health pp. <a href="#">63</a> , <a href="#">66</a> , <a href="#">67</a> , <a href="#">153</a>	
<b>GRI 404: Training and Education 2016</b>		
3-3	Management of material topic pp. <a href="#">90</a> , <a href="#">93</a>	
404-1	Average hours of training per year per employee p. <a href="#">90</a>	
404-2	Programs for upgrading employee skills and transition assistance programs p. <a href="#">90</a>	
<b>GRI 405: Diversity and Equal Opportunity 2016</b>		
3-3	Management of material topic pp. <a href="#">80</a> , <a href="#">82</a> , <a href="#">83</a> , <a href="#">85</a>	
405-1	Diversity of governance bodies and employees pp. <a href="#">82</a> , <a href="#">83</a> , <a href="#">85</a> , <a href="#">86</a> , <a href="#">155</a>	
405-2	Ratio of basic salary and remuneration of women to men p. <a href="#">84</a>	
<b>GRI 406: Non-Discrimination 2016</b>		
3-3	Management of material topic p. <a href="#">86</a>	
<b>GRI 414: Supplier Social Assessment 2016</b>		
3-3	Management of material topic p. <a href="#">120</a>	
414-1	New suppliers that were screened using social criteria p. <a href="#">120</a>	

Disclosure	Location	Omission
<b>GRI 416: Customer Health and Safety 2016</b>		
3-3 Management of material topic	pp. <a href="#">35</a> , <a href="#">36</a> , <a href="#">37</a> , <a href="#">38</a>	
416-1 Assessment of the health and safety impacts of product and service categories	p. <a href="#">38</a>	
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	p. <a href="#">38</a>	
<b>GRI 417: Marketing and Labeling 2016</b>		
3-3 Management of material topic	p. <a href="#">39</a>	
417-1 Requirements for product and service information and labeling	p. <a href="#">39</a>	

# SASB content index

Code	Topic	Metric	Response
<b>Sustainability Disclosure Topics and Accounting Metrics</b>			
RT-CH-110a.1	Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Reduce GHG emissions in our operations (Scopes 1 and 2), p. <a href="#">51</a> ; Data summary table, p. <a href="#">145</a>  For more information, please see our <a href="#">Climate Change 2022 CDP Response</a> .
RT-CH-110a.2	Greenhouse Gas Emissions	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Acting on climate, p. <a href="#">48</a>  For more information, please see our <a href="#">Climate Change 2022 CDP Response</a> .
RT-CH-120a.1	Air Quality	Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	Other emissions, p. <a href="#">74</a> ; Data summary table, p. <a href="#">145</a>
RT-CH-130a.1	Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	Acting on climate, p. <a href="#">48</a> ; Transition to renewable electricity sources, p. <a href="#">51</a> ; Data summary table, p. <a href="#">142</a>
RT-CH-140a.1	Water Management	(1) Total water withdrawn, (2) total water	Water performance, p. <a href="#">61</a> ; Data summary table, p. <a href="#">152</a>
RT-CH-140a.2	Water Management	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Not disclosed. Metric omitted due to lack of available aggregate number.
RT-CH-140a.3	Water Management	Description of water management risks and discussion of strategies and practices to mitigate those risks	Leading water stewardship, p. <a href="#">56</a>
RT-CH-150a.1	Hazardous Waste Management	Amount of hazardous waste generated, percentage recycled	Striving for zero waste, p. <a href="#">74</a> ; Data summary table, p. <a href="#">150</a>
RT-CH-210a.1	Community Relations	Discussion of engagement processes to manage risks and opportunities associated with community interests	Building thriving communities, p. <a href="#">95</a>

Code	Topic	Metric	Response
RT-CH-320a.1	Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Protecting worker health, p. <a href="#">69</a> ; Data summary table, p. <a href="#">153</a>
RT-CH-320a.2	Workforce Health & Safety	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	Hazard identification and risk assessment, p. <a href="#">66</a> ; EH&S incident reporting and investigation, p. <a href="#">67</a>
RT-CH-410a.1	Product Design for Use-Phase Efficiency	Revenue from products designed for use-phase resource efficiency	Not disclosed. Metric omitted due to lack of available aggregate revenue figure.
RT-CH-410b.1	Safety & Environmental Stewardship of Chemicals	(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment	Product stewardship commitment, p. <a href="#">37</a> ; Product transparency and labeling, p. <a href="#">39</a> For more information, see <a href="#">DuPont Product Stewardship</a> .
RT-CH-410b.2	Safety & Environmental Stewardship of Chemicals	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact	Innovating safe and sustainable by design, p. <a href="#">35</a> ; Advancing chemical management, p. <a href="#">40</a> For more information, see <a href="#">DuPont Product Stewardship</a> .
RT-CH-410c.1	Genetically Modified Organisms	Percentage of products by revenue that contain genetically modified organisms (GMOs)	Not disclosed. Metric omitted due to lack of applicability.
RT-CH-530a.1	Management of the Legal & Regulatory Environment	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Stakeholder engagement, p. <a href="#">112</a> For more information, see <a href="#">DuPont Position Statements</a> .
RT-CH-540a.1	Operational Safety, Emergency Preparedness & Response	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR)	Process safety management, p. <a href="#">73</a> ; Data summary table, p. <a href="#">153</a>
RT-CH-540a.2	Operational Safety, Emergency Preparedness & Response	Number of transport incidents	Data summary table, p. <a href="#">153</a>
<b>Activity Metrics</b>			
RT-CH-000.A	N/A	Production by reportable segment	Not disclosed. Metric omitted due to confidentiality constraints. Total production as used for calculating energy and emissions intensity is reported on <a href="#">page 149</a> .

# TCFD disclosure index

GRI 3-3

The disclosure recommendations of the Task Force on Climate-Related Financial Disclosures provide a framework for disclosing decision-useful information about the Company's approach to climate and our performance. Climate change has been identified as one of our top priority ESG risks.

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## Governance—disclose the company's governance around climate-related risks and opportunities

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### Board oversight of climate-related risks and opportunities

The Board of Directors is responsible for overseeing the company's strategic direction, including the integration of environmental, social, and governance (ESG) risks and opportunities. Oversight of ESG-related risks and opportunities is assigned across all four Board sub-committees. Discussion of ESG and Sustainability topics occurred at each regularly scheduled full Board meeting in 2022.

#### Climate-related risks and opportunities are part of the responsibility of the Environment, Health, Safety & Sustainability (EHS&S) Committee of the Board.

The responsibilities of the EHS&S Committee in its role assisting the Board of Directors in fulfilling its oversight responsibilities include:

- Assesses the effectiveness of and advises the Board on, the Company's environment, health, safety, and sustainability (EHS&S) policies and programs and matters impacting the Company's public reputation and the Company's Safety and health core value.
- Oversees environment, health and safety performance and regulatory compliance, including the Company's safety programs, processes for risk identification and mitigation, and the processes and systems used to ensure compliance.
- Oversees and advises the Board on the company's sustainability strategy, including the Company's sustainability goals and actions, public policy management, advocacy priorities, community impact contributions, climate action, corporate reputation management, and other emerging issues.
- Reviews the Company's Sustainability Report, sustainability policy positions, strategy regarding political engagement and corporate social responsibility initiatives.

The EHS&S Committee of the Board of Directors receives reports from the Chief Technology & Sustainability Officer and/or the Chief Operations & Engineering Officer on climate-related matters bi-annually, or on a more frequent basis as necessary.

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### Management's role in assessing and managing climate-related risks and opportunities

Ultimate responsibility for our sustainability strategy, including our climate strategy resides with the Chief Technology and Sustainability Officer (CTSO), who reports directly to the CEO. The CTSO focuses on the link between sustainability and innovation in our operating model and chairs the Sustainability Sponsors Committee, a subset of DuPont's Senior Leadership Team. Members of the Sustainability Sponsors Committee represent corporate governance and finance, operations excellence, employee experience and development, innovation, and business oversight. The Sustainability Sponsors Committee reviews and approves sustainability initiatives and policies and oversees the work of the Sustainability Leadership Council (SLC). The CTSO reports directly to the CEO and, together with DuPont's Chief Operations and /Engineering Officer, routinely engages with the DuPont Board of Directors Environment, Health, Safety, & Sustainability (EHS&S) Committee and the full Board on ESG and sustainability matters.

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Implementation of the company's sustainability strategy, including climate strategy is overseen by the Sustainability Leadership Council (SLC). The SLC is chaired by the Vice President of Sustainability, who reports to the CTSO. Membership in the SLC includes a sponsor for each of our nine 2030 Sustainability Goals, representatives from each of our businesses, functional and regional leaders, and our enterprise sustainability staff. The SLC includes an enterprise-level climate strategist to lead implementation of the climate strategy and progress toward our Acting on climate 2030 goals, including the development of roadmaps to meet our climate targets, the engagement of our global businesses on operations, and market-focused climate strategies.

In 2021, DuPont implemented the addition of a Sustainability Modifier to our annual employee Short-Term Incentive Program (STIP) to enhance accountability for sustainability across our organization. This underscores our commitment to sustainability and encourages employee participation and progress toward advancing our 2030 goals. The Sustainability Modifier can be used to enhance or curtail employee incentive payouts up to +/- 10% with the approval of the People and Compensation Committee of the Board. In both its first and second years, the Modifier was 0%, reflecting expected progress on the identified sustainability metrics relating to three of our goals—Delivering solutions to global challenges, acting on climate, and DE&I.

## Strategy—disclose the actual and potential impacts of climate-related risks and opportunities on the company's businesses, strategy, and financial planning where such information is material

### Climate-related risks and opportunities the company has identified over the short, medium, and long term

We define short term as 0–5 years, medium term as 5–10 years, and long term as 10–30 years

#### Market risk—changing customer behavior, expected in medium term

The market risk driven by climate change is described in the DuPont 2022 10-K as "Demand for product offerings that are less carbon-intensive or customers determine support their respective sustainability goals, is expected to continue to increase, driven by end-user and customer demand, investor preference, and government legislative and market- and product-specific actions in response to risks created by climate change. Failure to timely react to these trends and manage the Company's product portfolio and innovation activities responsively could decrease the competitiveness of the Company's products and result in the de-selection of the Company as a partner of choice. In addition, the failure to set goals, take actions, make progress and report against, commensurate with relevant market competitors, the Company's sustainability strategy, could harm the Company's reputation, and its ability to compete and to attract top talent, and could result in increased investor activism and the deselection of the Company as a partner or supplier of choice."

In 2022 we continued to advance learning through expanded customer and value chain engagements. The effort focused on 120 strategic customers from across our global businesses, representing multiple end markets including automotive, semiconductors, water, protection, consumer electronics, industrial and more. Using the results of the 2022 customer engagement work we developed an interactive dashboard to facilitate analysis and insight generation.

The results confirm and strengthen the conclusions of prior customer engagement on sustainability and added important insight for each business and market segment. Climate change was the number one issue for DuPont's customers and value chains, cited as a top issue by more than 75% of those surveyed.

#### Acute physical risk—frequency and severity of extreme weather events expected in the medium term

The physical risk to DuPont sites and DuPont supply chains as a result of extreme weather (for example, suppliers are on U.S. gulf coast or shipping passes through U.S. gulf coast) is described in DuPont's 2022 10-K as "Supply chain disruptions, plant and/or power outages, labor shortages and/or strikes, geo-political activity, weather events and natural disasters, including hurricanes or flooding that impact coastal regions, and global health risks or pandemics could seriously harm the Company's operations as well as the operations of the Company's customers and suppliers. Climate change increases the frequency and severity of potential supply chain and operational disruptions from weather events and natural disasters. The chronic physical impacts associated with climate change, for example, increased temperatures, changes in weather patterns and rising sea levels, could significantly increase costs and expenses and create additional supply chain and operational disruption risks." This risk could manifest as any of several types of severe weather events including hurricanes, floods and others.

**Emerging regulation risk—carbon pricing mechanisms expected in the medium term**

DuPont is currently exposed to carbon pricing mechanisms in the form of the EU ETS, Quebec ETS, and UK ETS. The risk associated with emerging additional regulation or additional costs is increasing the rates of carbon taxes or other carbon accounting mechanisms or reducing allocations at faster than expected rates. The regulatory risk to DuPont related to climate change is described in the 2022 10-K as “The Company’s manufacturing processes and operations depend on the continued availability of energy and raw materials, the costs of which are subject to worldwide supply and demand as well as other factors beyond the Company’s control, including potential legislation to address climate change by reducing greenhouse gas emissions, creating a carbon tax or implementing a cap and trade program which could create increases in costs and price volatility. Operational changes and transition to renewable energy sources to meet country, NGO and corporate-level net-zero GHG emissions pledges and related decarbonization technology investments, may require the Company to make significant capital investments, re-qualify its products with certain suppliers, as well as meet additional regulatory and compliance requirements and could result in higher cost and expenses.”

**Product opportunities—access to new and emerging markets and development of low emission goods and services**

We’ve engaged our customers to understand their sustainability challenges and confirmed that climate is their highest priority ESG issue. Of the 120 strategic customers engaged in 2022, more than 75% indicated climate change as their top ESG issue. DuPont innovators are providing solutions to these challenges and delivering value to customers and realizing growth of our business. While climate is indicated as a key topic for many of our customers, their needs vary by market, product, and even application. Our approach to innovation equips us to understand those varying needs and respond with solutions. Each of our [eight innovation platforms](#) has a sustainability driver linked to climate change.

Award winning examples of DuPont innovations that solve climate challenges and present market opportunity for are businesses include:

- R&D 100 Award winner BETATECH™ thermal interface material helps control heat in electric vehicle batteries, enabling low-emission EV technology.
- R&D 100 Award winner Low GWP Froth-Pak™ Spray Foam boasts a blowing agent GWP reduction of more than 99% as compared to blowing agents used in past formulations, while maintaining the performance attributes professional contractors expect.

Additional examples and discussion of our innovation approach in the [Innovation chapter](#) of this report.

**Impact of climate-related risks and opportunities on the company’s businesses, strategy, and financial planning**

Our understanding of climate change as a risk and opportunity influences our business decision and strategies in several ways.

**In how we innovate:**

In 2022, we continued to advance learning through expanded customer and value chain engagements. The effort focused on 120 strategic customers from across our global businesses, representing multiple end markets including automotive, semiconductors, water, protection, consumer electronics, industrial, and more. Using the results of the 2022 customer engagement work, we developed an interactive internal dashboard to facilitate analysis and insight generation. These customer insights establish a direct link between our innovation platforms and the sustainability priorities of our customers. The customer insights provide clarity for DuPont businesses and functions, increase the commercialization success of sustainable products, and enable our customers’ successes in achieving their sustainability objectives. Climate change is the number one EST topic for DuPont’s customers and value chains, cited as a priority by more than 75% of those surveyed.

**In our actions to protect the planet:**

We’ve achieved reduction in our Scope 1 and 2 emissions of 35% from our 2019 baseline and achieved our 2030 target eight years early. We have also delivered results significant ahead of schedule on our target to source 60% of electricity from renewable sources by 2030, reaching 57% in 2022. These results were accomplished through our businesses taking action to implement elements of our climate strategy including implementing low-carbon industrial processes, transition to renewable electricity sources, and transition to low-carbon steam generation. Following the exceptional results in 2022 we have announced new, bolder 2030 climate targets. We will reduce our Scope 1 and 2 GHG emissions by 50% by 2030 from a 2019 baseline and is aligned with the Paris Accord 1.5 C° ambition. Additionally, we have announced our first Scope 3 goal to reduce emissions from purchased goods and services and end of life of from a 2020 baseline. The increasing ambition was a recognition of our stakeholder expectations that we reduce our own emissions and support their own ambitions to reduce GHG emissions in their value chains. Each of our businesses has established their own climate targets in support of these commitments.

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We joined RE100, with a near-term commitment to source 60% of electricity from renewable sources by 2030. We invested in our first long-term VPPA which will deliver the equivalent of 135 megawatts of new wind power capacity to the North American electrical grid, which is 528,000 MWH of renewable electricity annually. The facility in Texas came on-line ahead of schedule in December 2022.

Our individual businesses have chosen to purchase RECs and make renewable electricity claims to support their customers and value chains. These purchases support business strategies and allow us to provide low-emissions product options to our customers.

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### Resilience of the company's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario

DuPont approaches climate resilience through the integration of climate risks and opportunities with business strategy and enterprise risk management. In 2021 DuPont conducted a series of climate screening workshops to review and prioritize climate-related physical and transition risks, as well as corresponding opportunities. The Company's climate risk screening and initial assessment showed the strategic importance of climate-focused innovation, disaster preparedness and a multi-pronged approach to the supply of key raw materials.

From an innovation perspective, DuPont is preparing for the transition to a lower carbon economy through an integrated climate action and sustainable innovation strategy, as detailed in the [Delivering solutions for global challenges](#) and [Acting on climate](#) sections of this report.

In terms of supply chain resilience, generally, as described in DuPont's 2022 10-K, the Company seeks to have many sources of supply for key raw materials in order to avoid significant dependence on any one or a few suppliers. In addition, and where the supply market for key raw materials is concentrated, DuPont takes additional steps to manage its exposure to supply chain risk and price fluctuations through among other things, negotiated long-term contracts some which include minimum purchase obligations. However, there can be no assurance that such mitigation efforts will prevent future difficulty in obtaining sufficient and timely delivery of certain raw materials.

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## Risk management—disclose how the company identifies, assesses, and manages climate-related risks

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### Processes for identifying and assessing climate-related risks

In 2021, DuPont conducted a series of climate screening workshops to review and prioritize climate-related physical and transition risks, as well as corresponding opportunities. To develop a deeper understanding of the unique impacts that climate change could have for DuPont, potentially relevant climate risks were identified and assessed via a climate risk screening process based on the risk's likelihood, significance, and scope of impact across the business including direct operations, upstream and downstream. Business and functional teams with responsibilities across DuPont's value chain rated the impact and vulnerability to each risk as low, medium, or high. The low, medium, and high thresholds were calibrated based on potential impacts to operating costs, earnings, increases in costs of raw materials, and supply chain disruptions. These metrics align with metrics used in DuPont enterprise-wide risk assessments and thus serve as the basis for determining which risks need to be managed on a priority basis in relation to other risks. The climate screening and risk assessment work was supported by external climate consultants, to help the Company better understand its risk exposure, create a roadmap for scenario analysis and resiliency planning, develop strategies for leveraging opportunities, and meet our reporting and disclosure commitments.

In 2022, DuPont continued to refine our assessment of climate risks.

We assess market risks and opportunities by listening to our customers through expanded engagements that focused on 120 strategic customers from across our global businesses, representing multiple end markets including automotive, semiconductors, water, protection, consumer electronics, industrial, and more. Using the results of the 2022 customer engagement work, we developed an interactive internal dashboard to facilitate analysis and insight generation. These customer insights establish a direct link between our innovation platforms and the sustainability priorities of our customers. The customer insights provide clarity for DuPont businesses and functions, increase the commercialization success of sustainable products, and enable our customers' successes in achieving their sustainability objectives. Climate change is the number one ESG topic for DuPont's customers and value chains, cited as a priority by more than 75% of those surveyed.

Assessment of physical climate risks is primarily analysis led by our climate strategist that indicates our greatest likelihood of impact is from our supply chains that are impacted by the chemical industry located on the U.S. Gulf Coast. There is also the potential for impact at our sites, but the risk is lower for any single event due to our globally distributed footprint and not being concentrated in higher risk locations like the U.S. Gulf Coast.

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Assessment of the impact of climate legislation begins at individual sites who assure compliance with applicable emissions reporting and tax schemes. Site personnel monitor changing emissions allocations and carbon pricing to budget for carbon costs. At the corporate level, the costs for compliance with carbon pricing mechanisms are aggregated and reported to multiple levels of leadership; site, business, and corporate. The aggregate data along with assumptions about how carbon pricing mechanisms are expected to evolve is used to model the corporate exposure to carbon pricing mechanisms and is used as an input to the enterprise risk management process.

Other inputs to our understanding of climate risks include the evolving criteria in ESG ratings and direct engagements with investors. We monitor ESG assessments such as CDP, EcoVadis, and others for changes that indicate increased focus on transparency and action related to climate risks. For example, in 2022 CDP expanded their requested disclosures on the details of renewable energy purchases, aligned with RE100 reporting requirements. This was an indicator of additional transparency expectation related to the actions we're taking to manage our climate risk. Our sustainability and investor relations teams collaborate to monitor ESG topics in direct engagements with investors. In 2022, those topics included climate targets and our climate action plan among others.

### Processes for managing climate-related risks

At DuPont we continue to drive integration and management of strategic climate risks and opportunities to the appropriate levels across business and functional teams where they can be most effectively addressed and acted upon.

Our climate strategy, as part of our sustainability strategy, is set by our Chief Technology and Sustainability Officer and reviewed regularly for progress. Implementation of the Acting on Climate goal, including the development of roadmaps to meet our climate targets and the engagement of our business units on their contribution, is led by an enterprise-level climate strategist. DuPont's Chief Technology and Sustainability Officer and Chief Operations and Engineering Officer together are responsible for performance against our climate goals and communicate with the CEO and the Board of Directors on climate-related matters.

In 2022, our pilot Product Sustainability Assessment (PSA) process provided additional insight and tools for managing the Innovation Process with respect to climate risk and opportunity. In our pilot that addressed the top ten innovation projects in each of DuPont's lines of business, we found that approximately 50% of projects included a climate-focused innovation. We also have an established process to engage our customers annually to understand what their priority ESG topics are. Learnings from these engagements are inputs to management actions including investing in renewable energy including through RECs, increasing investment in climate-related innovation for specific markets and applications, setting new climate reduction targets, engaging our suppliers on their climate action plans, and others.

DuPont manages our risk associated with physical impacts of climate change through our Business Continuity plans as part of our Enterprise Risk Process, including emergency preparedness.

As part of our emergency preparedness corporate requirements, each site is required to have an emergency response plan (ERP). The plan details prevention, mitigation, response and recovery activities the site shall do prior, during and after any unplanned event. The plan also dictates the need to have a Site Emergency Management Team to coordinate the activities provided in the ERP. If needed, due to the unplanned event, a business crisis team will be implemented to assist with providing additional resources to the site, assisting employees with recovery or implementing actions to minimize supply chain disruption. The business crisis plan can be escalated to a corporate crisis plan bringing additional resources to meet the needs of the site(s) or employees.

### How processes for identifying, assessing, and managing climate-related risks are integrated into the company's overall risk management

Our Enterprise Risk Management process, refined in 2021 and executed by DuPont's Chief Compliance Officer, manages enterprise-level risk across our global operational footprint and oversees risk response planning, governance, and accountability. The ERM process seeks input from across the company's global businesses, regions, and functions and engages external subject matter experts to identify, drivers, and mitigation measures. Each risk area has a risk leader that manages the risk and a risk owner who provides strategic guidance and is a member of the senior leadership team. We continually review and update our ERM process to assure alignment with the changing world we operate in and the key challenges facing our global stakeholders. The ERM process maintains a risk register and a set of key indicators for managing each risk area. The full risk profile for the company is presented to the full board annually, and individual risk topics are presented in detail once each year to either the full Board or the relevant board committee.

ESG risk, including climate, assessment, and management is integrated with the ERM process, both through identifying and including ESG-specific risk areas and by including ESG topics as elements of other risk areas including geopolitical, operational resilience, human capital management, and anti-corruption, fraud, and integrity. ESG serves as a lens through which we view corporate risks, drivers, and mitigation for each risk topic to ensure consideration is given to components of the ESG landscape. For example, operational resilience can be impacted by many factors, including increased frequency and severity of severe weather events. Climate and chemical stewardship are the two specific ESG risk areas monitored, with key indicators identified to manage them and assigned risk leaders and risk owners for accountability. For details about our management of these two topics, refer to the Climate and Safe and Sustainable by Design chapters in this report.

## Metrics and targets—disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material

### Metrics used by the company to assess climate-related risks and opportunities in line with its strategy and risk management process

To achieve our Acting on Climate goals of 50% absolute reduction of Scope 1 and 2 GHG emissions and procurement of 60% renewable electricity by 2030 and carbon neutral operations by 2050, we're implementing an integrated strategy to address all sources of GHG emissions, including efforts to create low-carbon industrial processes, source low-carbon and renewable electricity, and reduce our overall energy use. Because of the complex nature and broad implications of climate change, DuPont currently uses—and is further developing—metrics to help us understand our exposure to physical and transition climate-related risks and opportunities. Physical risk metrics focus on operations and supply chain disruptions. Transition risk metrics include our energy consumption as well as our greenhouse gas (GHG) emissions Scopes 1, 2, and 3, customer survey metrics, cost of carbon model estimates, and our pilot PSA process is a framework to assess innovation opportunities and quantify impacts of our innovation and product portfolios in four categories, including climate.

#### % Renewable electricity (including RECs)

2019	2020	2021	2022
8	11	18	57

#### Scope 1 and 2 emissions

MT CO <sub>2</sub> e	2019	2020	2021	2022
Scope 1	2,071,581	1,935,092	1,741,981	1,431,889
Scope 2 (market-based)	1,229,008	1,050,136	997,357	699,636
Scope 2 (location-based)	1,206,284	1,046,083	1,063,105	1,001,248
Scope 1 + Scope 2 (market-based)	3,300,589	2,985,227	2,739,338	2,131,524

**Scope 3**

MT CO <sub>2</sub> e	2020	2021	2022
Cat. 1 Purchased goods and services	4,064,065	5,301,916	4,980,908
Cat. 2 Capital Goods	81,396	76,661	67,557
Cat. 3 Fuel and energy related activities	450,442	487,926	491,330
Cat. 4 Upstream transport & distribution	494,854	627,019	677,364
Cat. 5 Waste generated in operations	49,445	46,476	61,411
Cat. 6 Business travel	1,299	3,271	9,801
Cat. 7 Employee commute	18,949	20,320	21,411
Cat. 8 Upstream leased assets	1,615	1,280	1,058

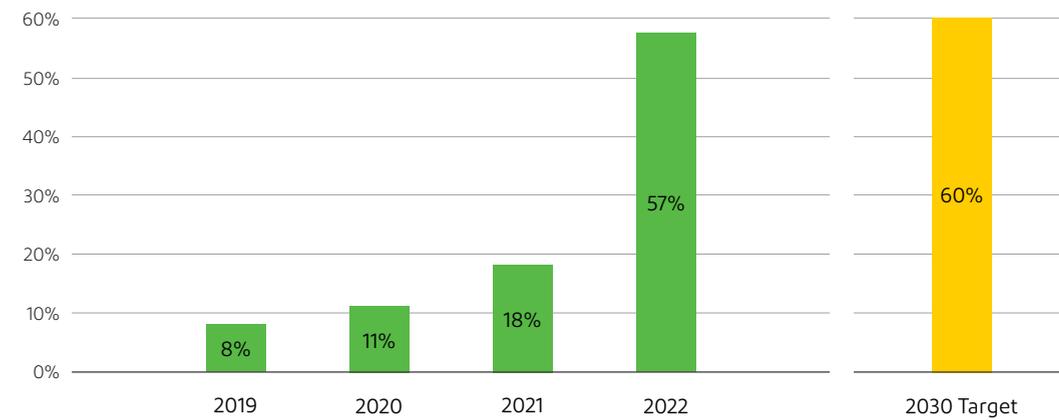
MT CO <sub>2</sub> e	2020	2021	2022
Cat. 9 Downstream transportation & distribution	28,986	18,604	23,067
Cat. 10 Processing of sold products	540,714	588,702	605,541
Cat. 11 Use of sold products	15,401	15,460	11,228
Cat. 12 End-of-life treatment of sold products	6,271,151	5,925,924	4,899,205
Cat. 13 Downstream leased assets	NA	NA	NA
Cat. 14 Franchises	NA	NA	NA
Cat. 15 Investments	27,275	30,388	25,059
Total	12,045,592	13,143,947	11,874,940

**Targets used by the company to manage climate-related risks and opportunities and performance against targets<sup>[1]</sup>**

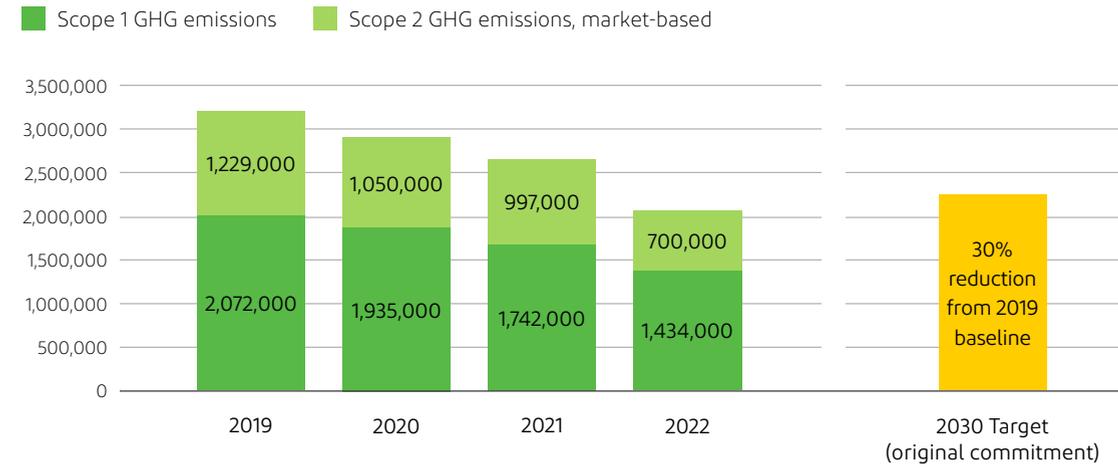
- In 2022, **we surpassed our 2030 goal of 30% reduction of Scope 1 and 2 GHG emissions eight years early** with 2022 reduction of 35% from 2019 baseline a 22% improvement from 2021.
- We've set a new target for reduction of Scope 1 + 2 emissions 50% by 2030 from 2019 baseline year. The new target has been validated by the Science Based Targets initiative.
- We set a target for reduction of Scope 3 emissions from purchased goods and services and end of life of sold products by 25% by 2030 from 2020 baseline year. This target has been validated by the Science Based Targets initiative. In 2022, we reduced our Scope 3 GHG Emissions by over 1MM MT CO<sub>2</sub>e in 2022 a 10% reduction from 2021.
- Sourcing 60% of electricity for DuPont global operations from renewable energy by 2030. This target is part of our RE100 commitment. We significantly increased our sourcing of renewable electricity from 18% in 2021 to 57% in 2022. Thirty-seven of our approximately 90 sites now operating at 100% renewable electricity.

[1] The target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks

### Renewable electricity use (percent of total electricity use)



### Scope 1 and 2 GHG emissions (MT CO<sub>2</sub>e)



# Data summary table<sup>[1]</sup>

## Energy

SASB RT-CH-130a.1, GRI 302-1

Fuels	2020		2021		2022		% Change from prior year
	MMBTU	MWH	MMBTU	MWH	MMBTU	MWH	
<b>Non-renewable fuels</b>							
Aviation Gasoline	9,620	2,819	15,124	4,433	18,176	5,327	20%
Diesel Fuel	66,084	19,367	38,036	11,147	27,336	8,011	-28%
Distillate fuel oil (#1, #2)	14,611	4,282	13,804	4,045	56,177	16,464	307%
Electric	2,878	843	0	0	0	0	—
Gasoline/Petrol	40,957	12,003	33,898	9,935	32,335	9,476	-5%
Hydrogen	0	0	0	0	0	0	—
Kerosene	16,437	4,817	15,970	4,680	17,101	5,012	7%
Liquefied petroleum gas (LPG)	2,860	838	1,973	578	2,293	672	16%
Natural gas	6,941,019	2,034,212	6,739,763	1,975,230	6,765,299	1,982,714	0%
Propane	12,781	3,746	15,126	4,433	14,259	4,179	-6%

[1] Unless otherwise noted, the information presented is consistent with the scope of this report shown on [page 124](#). Unless otherwise noted, 2019 and 2020 data have been restated the former N&B segment. Data values have been rounded for clarity within the appendix tables and may vary from corresponding values in the body of the report.

Fuels	2020		2021		2022		% Change from prior year
	MMBTU	MWH	MMBTU	MWH	MMBTU	MWH	
Refinery fuel gas (RFG)	0	0	0	0	0	0	—
Residual fuel (#4, #5, #6)	77,548	22,727	61,032	17,887	18,545	5,435	-70%
Waste gas	431,542	126,472	462,645	135,588	539,531	158,121	17%
Waste liquid	153,602	45,016	202,321	59,295	173,691	50,904	-14%
Waste solid	0	0	0	0	0	0	—
<i>Total non-renewable fuels</i>	<i>7,769,939</i>	<i>2,277,142</i>	<i>7,599,692</i>	<i>2,227,250</i>	<i>7,664,742</i>	<i>2,246,314</i>	<i>1%</i>
<b>Renewable fuels</b>							
Biodiesel	7	2	6	2	6	2	-1%
Biogas from waste water treatment	25,825	7,568	27,526	8,067	27,527	8,067	0%
Ethanol	0	0	0	0	66	19	—
<i>Total renewable fuels</i>	<i>25,831</i>	<i>7,570</i>	<i>27,532</i>	<i>8,069</i>	<i>27,599</i>	<i>8,088</i>	<i>0%</i>
<b>Total fuels (non-renewable + renewable)</b>	<b>7,795,769</b>	<b>2,284,715</b>	<b>7,627,224</b>	<b>2,235,319</b>	<b>7,692,341</b>	<b>2,254,403</b>	<b>1%</b>

<b>Energy use by type<sup>[1][2]</sup></b>	<b>Unit</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>% Change from prior year</b>	<b>Target</b>
Fuels	MWh	2,284,715	2,235,319	2,254,403	1%	
Renewable fuels	%	0.33%	0.36%	0.36%	0%	
Electricity	MWh	1,661,910	1,783,824	1,764,882	-1%	
Renewable electricity (excluding RECs)	%	5.07%	5.10%	5.36%	4%	
Renewable electricity (including RECs) <sup>[3]</sup>	%	11.17%	18.14%	56.94%	214%	60%
Steam	MWh	1,517,011	1,644,422	1,634,472	-1%	
Heat transfer fluid	MWh	1	2	1	50%	
Chilled water	MWh	2,360	22	25	14%	

[1] Purchased energy figures are net of energy sold to non-DuPont tenants and adjacent non-DuPont sites or buildings.

[2] Where renewable % is not listed (chilled water, heat transfer fluid, and steam), DuPont's use of that fuel type is 100% non-renewable.

[3] DuPont's target is 60% purchased renewable electricity including RECs by 2030.

## Emissions

GRI 305-1, GRI 305-2, SASB RT-CH-110a.1, SASB RT-CH-120a.1

Scope 1 emissions <sup>[1]</sup>	Unit	2020	2021	2022	% Change (2022 vs. 2021)
Direct energy emissions	MTCO <sub>2</sub> e	380,200	372,400	393,500	5%
Emissions due to supplying energy	MTCO <sub>2</sub> e	57,400	64,200	54,900	-14%
Process-related GHG emissions	MTCO <sub>2</sub> e	1,490,000	1,300,000	980,900	-25%
Emissions due to mobile fuels	MTCO <sub>2</sub> e	7,600	5,400	4,600	-15%
<b>Total direct GHG emissions (Scope 1)</b>	<b>MTCO<sub>2</sub>e</b>	<b>1,935,200</b>	<b>1,742,000</b>	<b>1,433,800</b>	<b>-18%</b>

[1] While we report our total gross Scope 1 and Scope 2 emissions as required under various reporting schemes, we set our goals based on the emissions over which we truly have control. In our goals related emissions calculations and self-reported sustainability communication, we exclude emissions that are due to energy generated for third parties, such as non-DuPont tenants or adjacent facilities. Our Scope 1 calculation includes CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, and PFCs.

<b>Scope 1 and 2 emissions<sup>[1][2]</sup></b>	<b>Unit</b>	<b>2019 (target base year)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>% Change from prior year</b>	<b>% Change from base year</b>	<b>Target<sup>[3]</sup></b>
Scope 1 GHG emissions	MTCO <sub>2</sub> e	2,071,644	1,935,183	1,742,029	1,433,816	-18%	-31%	
Scope 2 GHG emissions, location-based	MTCO <sub>2</sub> e	1,206,284	1,046,083	1,063,105	1,001,248	-6%	-17%	
Scope 2 GHG emissions, market-based	MTCO <sub>2</sub> e	1,229,008	1,050,136	997,357	699,636	-30%	-43%	
<i>Total Scope 1 and 2 GHG emissions; market-based accounting of Scope 2</i>	<i>MTCO<sub>2</sub>e</i>	<i>3,300,652</i>	<i>2,985,319</i>	<i>2,739,387</i>	<i>2,133,451</i>	<i>-22%</i>	<i>-35%</i>	<i>-30%</i>
Biogenic emissions <sup>[4]</sup>	MTCO <sub>2</sub> e	1,597	1,345	1,434	1,435	0%	-10%	

[1] 2020 Data does not include former DuPont Nutrition & Bioscience business.

[2] In reference to GRI 305-2, operational control methods outlined in the GHG Protocol Corporate Standard were used for consolidating direct (Scope 1) and energy indirect (Scope 2) GHG emissions.

[3] Our target is 30% reduction of Scope 1 and 2 GHG emissions by 2030 from a 2019 base year. Our performance in 2022 achieved that goal and we have announced a more ambitious goal of 50% reduction by 2030 from the same baseline. We will begin reporting progress toward the new target in 2024. The new target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks.

[4] In reference to GRI 305-3, Biogenic CO<sub>2</sub> emissions are reported in metrics tons of CO<sub>2</sub> equivalent.

## GRI 305-3

Scope 3 emissions <sup>[1][2][3]</sup>	Unit	2020 (target base year)	2021	2022	% of total	% Change from prior year	% Change from base year	Target
Category 1: Purchased goods and services	MTCO <sub>2</sub> e	4,064,065	5,301,916	4,980,908	42	-6%	23%	
Category 2: Capital goods	MTCO <sub>2</sub> e	81,396	76,661	67,557	0.569	-12%	-17%	
Category 3: Fuel and energy related activities (FERA)	MTCO <sub>2</sub> e	450,442	487,926	491,330	4.138	1%	9%	
Category 4: Upstream transportation & distribution	MTCO <sub>2</sub> e	494,854	627,019	677,364	5.704	8%	37%	
Category 5: Waste	MTCO <sub>2</sub> e	49,445	46,476	61,411	0.517	32%	24%	
Category 6: Business travel	MTCO <sub>2</sub> e	1,299	3,271	9,801	0.083	200%	655%	
Category 7: Employee commuting	MTCO <sub>2</sub> e	18,949	20,320	21,411	0.180	5%	13%	
Category 8: Upstream leased assets	MTCO <sub>2</sub> e	1,615	1,280	1,058	0.009	-17%	-34%	
Category 9: Downstream transportation & distribution	MTCO <sub>2</sub> e	28,986	18,604	23,067	0.194	24%	-20%	
Category 10: Processing of sold products	MTCO <sub>2</sub> e	540,714	588,702	605,541	5.099	3%	12%	
Category 11: Use of sold products	MTCO <sub>2</sub> e	15,401	15,460	11,228	0.095	-27%	-27%	

[1] In reference to GRI 305-3, Scope 3 emissions were calculated with reference to the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard, as well as the World Business Council for Sustainable Development (WBCSD) Guidance for Accounting and Reporting Corporate GHG Emissions in the Chemical Sector Value Chain. GHGs included in the calculations are CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, F<sub>6</sub>, and NF<sub>3</sub>.

[2] In the reporting on Scope 3 emissions on [page 53](#) of this report, the categories are reported as Purchased goods and services, End of life of sold products, Processing of sold products, Upstream transportation & distribution, Fuel and energy related activities, and Other. Other is the sum of the remaining 10 categories as shown in this table.

[3] The values for 2020 have been restated to reflect improvements in calculation methodologies and scope changes as a result of divestitures and acquisitions. This is the first instance of reporting 2021 values, which also reflect the latest calculation methodologies and scope of the organization as of the end of 2022.

<b>Scope 3 emissions<sup>[1][2][3]</sup></b>	<b>Unit</b>	<b>2020 (target base year)</b>	<b>2021</b>	<b>2022</b>	<b>% of total</b>	<b>% Change from prior year</b>	<b>% Change from base year</b>	<b>Target</b>
Category 12: End of life of sold products (EoL)	MTCO <sub>2</sub> e	6,271,151	5,925,924	4,899,205	41	-17%	-22%	
Category 13: Downstream leased assets	MTCO <sub>2</sub> e	NA	NA	NA	NA	NA	NA	
Category 14: Franchises	MTCO <sub>2</sub> e	NA	NA	NA	NA	NA	NA	
Category 15: Investments	MTCO <sub>2</sub> e	27,275	30,388	25,059	0	-18%	-8%	
<b>TOTAL—Scope 3</b>	<b>MTCO<sub>2</sub>e</b>	<b>12,045,592</b>	<b>13,143,947</b>	<b>11,874,940</b>	<b>100</b>	<b>-10%</b>	<b>-1%</b>	
<b>Category 1 + Category 12<sup>[4]</sup></b>	<b>MTCO<sub>2</sub>e</b>	<b>10,335,216</b>	<b>11,227,840</b>	<b>9,880,113</b>	<b>82.0%</b>	<b>-12.0%</b>	<b>-4.4%</b>	<b>-25%</b>

[4] The scope of our target for reduction of Scope 3 emissions includes categories 1 and 12 by 25% by 2030 from the 2020 base year. These two categories were selected as the scope for target setting because these are the two largest and where we have the most ability to make reductions. We will begin reporting progress against that target in 2024.

#### GRI 305-7

<b>Other air emissions<sup>[1]</sup></b>	<b>Unit</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>% Change from prior year</b>
Nitrogen Oxides (NO <sub>x</sub> )	MT	488	576	592	3%
Sulfur Oxides (SO <sub>x</sub> )	MT	4	7	5	-29%
Volatile Organic Compounds (VOCs)	MT	932	1045	1037	-1%
Particulate Matter (PM, total)	MT	19	13	14	8%

[1] In reference to GRI 305-7, published emission factors, engineering calculations, and direct measurements are used to calculate and report air emissions.

## Energy and emissions intensity<sup>[1]</sup>

GRI 302-3, GRI 305-4

	Unit	2020	2021	2022	% Change from prior year
Total energy	MWh	5,197,022	5,363,560	5,396,769	1%
Scope 1 and 2 (market-based) emissions	MTCO <sub>2</sub> e	2,985,319	2,739,387	2,133,451	-22%
Production volume	MT	981,519	1,101,029	1,065,747	-3%
Revenue	Million USD	\$11,128	\$12,566	\$13,017	4%
Energy intensity, production basis	MWh/MT	5.29	4.87	5.06	4%
Energy intensity, revenue basis	MWh/USD	467	427	415	-3%
GHG emissions intensity, production basis	MTCO <sub>2</sub> e/MT	3.04	2.49	2.00	-20%
GHG emissions intensity, revenue basis	MTCO <sub>2</sub> e/USD	268	218	164	-25%

[1] In reference to GRI 302-3, energy intensity ratio by business unit, country, source, and activity is a confidential omission.

## Waste<sup>[1][2]</sup>

GRI 306-3, GRI 306-4, GRI 306-5, SASB RT-CH-150a.1

	Unit	2020	2021	2022	% Change from prior year
		Onsite/Offsite/Total	Onsite/Offsite/Total	Onsite/Offsite/Total	
<b>Beneficial use</b>					
Reuse—hazardous	MT	0 / 600 / 600	0 / 830 / 830	0 / 787 / 787	-5%
Reuse—non-hazardous	MT	0 / 1,388 / 1,388	0 / 1,647 / 1,647	0 / 1,342 / 1,342	-18%
Recycling/reclamation/recovery—hazardous	MT	0 / 10,400 / 10,400	0 / 15,100 / 15,100	0 / 14,500 / 14,500	-4%
Recycling/reclamation/recovery—non-hazardous	MT	10,100 / 48,700 / 58,800	11,300 / 34,500 / 45,800	11,200 / 31,600 / 42,800	-7%
<i>Total beneficial use of waste</i>	<i>MT</i>	<i>71,200</i>	<i>63,400</i>	<i>59,400</i>	<i>-6%</i>
<b>Hazardous waste generated</b>					
Incinerated—with energy recovery	MT	2,400 / 6,200 / 8,600	3,600 / 6,400 / 10,000	6,200 / 11,400 / 17,600	76%
Incinerated—without energy recovery	MT	0 / 10,400 / 10,400	0 / 9,400 / 9,400	0 / 9,400 / 9,400	0%
Landfilled	MT	0 / 11,400 / 11,400	0 / 11,000 / 11,000	0 / 10,600 / 10,600	-4%
Other disposal	MT	0 / 17,900 / 17,900	0 / 15,200 / 15,200	0 / 14,000 / 14,000	-8%
<i>Total hazardous waste generated</i>	<i>MT</i>	<i>48,300</i>	<i>45,600</i>	<i>51,600</i>	<i>13%</i>

[1] In 2022, we aligned our reporting of energy recovery of waste to the GRI reporting standards, reporting quantities in the categories incinerated hazardous and non-hazardous waste generated rather than beneficial use. 2020 and 2021 values are restated to adopt this change.

[2] In reference to GRI 306-3 2.1, effluent unless required by state or federal requirements is excluded from total weight of waste generated in metric tons.

	Unit	2020	2021	2022	% Change from prior year
		Onsite/Offsite/Total	Onsite/Offsite/Total	Onsite/Offsite/Total	
<b>Non-hazardous waste generated</b>					
Incinerated—with energy recovery	MT	4,500 / 8,000 / 12,600	6,200 / 8,800 / 15,000	3,000 / 8,500 / 11,600	-23%
Incinerated—without energy recovery	MT	0 / 7,700 / 7,700	0 / 8,200 / 8,200	0 / 7,700 / 7,700	-7
Landfilled	MT	0 / 45,000 / 45,000	0 / 37,200 / 37,200	0 / 35,900 / 35,900	-4%
Other disposal	MT	97,600 / 16,100 / 113,700	135,000 / 18,500 / 153,600	146,500 / 16,500 / 163,100	2%
<i>Total non-hazardous waste generated</i>	<i>MT</i>	<i>179,000</i>	<i>214,000</i>	<i>218,200</i>	<i>2%</i>
<b>Total waste generated</b>	<b>MT</b>	<b>298,500</b>	<b>323,000</b>	<b>329,200</b>	<b>2%</b>

## Water<sup>[1]</sup>

GRI 303-5, GRI 303-3, GRI 303-4, SASB RT-CH-140a.1

	Unit	2020	2021	2022	% Change from prior year
<b>Total water withdrawal, from all sources</b>	<b>Mil Gal</b>	<b>23,100</b>	<b>21,600</b>	<b>24,700</b>	<b>15%</b>
Withdrawal at sites identified as high water-related risk	Mil Gal	378	452	396	-12%
Withdrawal at sites identified as high water-related risk	%	2%	2%	2%	
<b>Total water discharge</b>	<b>Mil Gal</b>	<b>22,900</b>	<b>21,000</b>	<b>23,100</b>	<b>10%</b>
Discharge at sites identified as high water-related risk	Mil Gal	308	386	345	-11%
Discharge at sites identified as high water-related risk	%	1%	2%	1%	
<b>Total water consumption</b>	<b>Mil Gal</b>	<b>2,600</b>	<b>2,200</b>	<b>2,100</b>	<b>-2%</b>
Consumption at sites identified as high water-related risk	Mil Gal	69	66	54	-18%
Consumption at sites identified as high water-related risk	%	3%	3%	3%	

[1] In reference to GRI 303-3, a breakdown by source is an omission. Water withdrawal and water discharge by source is tracked, but not shared externally.

## Employee and contractor health and safety<sup>[1]</sup>

GRI 403-9, GRI 403-10, SASB RT-CH-540a.1, SASB RT-CH-540a.2, SASB RT-CH-320a.1

Safety performance	2020			2021			2022			% Change from prior year
	Employees	Contractors	Employees + Contractors	Employees	Contractors	Employees + Contractors	Employees	Contractors	Employees + Contractors	Employees + Contractors
DAWC cases <sup>[2]</sup>	12	5	17	10	5	15	5	1	6	-60%
DAWC rate	0.060	0.08	0.07	0.040	0.08	0.05	0.02	0.02	0.02	-60%
TRC <sup>[3]</sup>	35	26	61	49	24	73	31	12	43	-41%
TRIR <sup>[4]</sup>	0.18	0.41	0.24	0.22	0.37	0.25	0.14	0.19	0.15	-40%
Fatalities	0	0	0	0	0	0	0	0	0	
Exposure hours <sup>[5]</sup>	38,231,210	12,610,166	50,841,377	44,777,474	12,915,558	57,693,032	45,404,332	12,586,288	57,990,620	

[1] N&B data excluded from all 3 years, Water acquisitions included in 2021. Laird acquisition not included in 2021.

[2] Days Away from Work Case is a work-related case where an employee is unable to work due to a work-related injury or illness.

[3] Total Recordable Cases includes Days Away from Work Cases, Restricted Workday Cases, and Medical Treatment Cases.

[4] Total Recordable Incident Rate = (Number of Recordable Cases X 200,000/Number of Exposure Hours) in a given time period.

[5] Exposure hours is total hours worked by all employees during a month, a quarter, or fiscal year. (OSHA)

<b>Process safety</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>% Change from prior year</b>
Process Safety Tier 1 event count	2	5	1	-80%
Process Safety Tier 2 event count	5	7	11	57%
Process Safety Tier 1 event rate	0.009	0.021	0.004	-81%
Process Safety Tier 2 event rate	0.024	0.030	0.053	77%
Process Safety Tier 1 event severity rate	0.004	0.013	0.004	-69%
Transportation incidents (Tier 2)	0	0	0	0%
Fatalities	0	0	0	0%

## Employee demographics<sup>[1]</sup>

GRI 405-1, GRI 2-7

Global gender	2020	2021	2022
Female	28%	28%	31%
Male	72%	72%	68%

[1] Values for prior reporting periods are as-reported, not restated for change in scope of the organization through divestitures and acquisitions.

Gender by job category	2020		2021		2022	
	Female	Male	Female	Male	Female	Male
Non-exempt	Not disclosed		18%	82%	23%	76%
Individual contributor			44%	56%	44%	56%
Supervisor			31%	69%	32%	68%
Manager			26%	74%	27%	72%
Senior leader			26%	74%	27%	73%

Gender by region <sup>[2]</sup>	2020		2021		2022	
	Female	Male	Female	Male	Female	Male
North America	Not disclosed		25%	75%	25%	75%
South America			50%	50%	51%	49%
EMEA			22%	77%	26%	73%
APAC			35%	65%	40%	60%

[2] In instances where the total is not 100% it is because gender was not disclosed. We respect that gender is not binary, however, as a federal contractor our data aligns with U.S. government reporting requirements and uses the gender categories of male and female. Employees who have not disclosed are not included.

Gender by age group <sup>[1]</sup>	2020		2021		2022	
	Female	Male	Female	Male	Female	Male
<20	Not disclosed		42%	58%	40%	60%
21-25			36%	64%	36%	64%
26-30			35%	65%	37%	62%
31-35			29%	71%	35%	65%
36-40			29%	70%	32%	68%
41-45			28%	72%	31%	69%
46-50			28%	72%	31%	69%
51-55			25%	75%	28%	72%
56-60			23%	77%	26%	74%
60+			23%	77%	24%	76%

DuPont gender diversity <sup>[1]</sup>	2020		2021		2022	
	Female	Male	Female	Male	Female	Male
Global workforce	28%	72%	28%	72%	31%	68%
Senior leaders	24%	76%	26%	74%	27%	73%
Board of directors	17%	83%	25%	75%	33%	67%

DuPont racial and ethnic diversity	2020		2021		2022	
	Minority	White	Minority	White	Minority	White
U.S. workforce	28%	72%	30%	70%	33%	67%
Senior leaders	33%	67%	34%	66%	35%	65%
Board of directors	33%	67%	25%	75%	17%	83%

[1] In instances where the total is not 100% it is because gender was not disclosed. We respect that gender is not binary, however, as a federal contractor our data aligns with U.S. government reporting requirements and uses the gender categories of male and female. Employees who have not disclosed are not included.

<b>Race and ethnicity by job category (U.S. population)</b>	<b>American Indian or Alaska Native</b>	<b>Asian</b>	<b>Black or African American</b>	<b>Hispanic or Latino</b>	<b>Native Hawaiian or Other Pacific Islander</b>	<b>Not disclosed</b>	<b>Two or more races</b>	<b>White</b>
Non-exempt	44	201	1,399	289	12	18	74	3,266
Individual contributor	3	105	155	86	2	8	32	1,150
Supervisor	7	272	150	95	1	13	23	1,552
Manager	0	115	45	40	0	11	7	600
Senior leader <sup>[1]</sup>	1	15	9	6	0	0	0	75

[1] Senior leader category reflects the global population of top company leadership.

Race and ethnicity by age group (U.S. population)	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Not disclosed	Two or more races	White
<20	0	0	3	5	0	0	2	26
21-25	1	20	56	35	0	6	17	260
26-30	3	60	119	61	1	7	26	509
31-35	4	100	197	53	3	3	27	715
36-40	8	98	213	70	1	2	17	717
41-45	5	84	233	78	3	7	14	755
46-50	0	116	251	66	2	5	13	757
51-55	15	99	307	66	1	8	11	1,001
56-60	15	83	229	51	1	10	3	1,092
60+	4	48	150	31	3	2	6	811



April 28, 2023

Ms. Jennifer Princing  
Sustainability Disclosures and Reporting Manager  
1501 Larkin Center Drive  
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**2022 Greenhouse Gas Inventory, 2022 Energy Use, 2022 Renewable Energy Use, 2022 Water Use, 2022 Environmental Health & Safety Performance Metrics and 2022 Diversity Equity and Inclusion Limited Verification Statement**

**PURPOSE OF THE STATEMENT**

WSP has conducted an independent third-party review of the 2022 calendar year (CY) greenhouse gas (GHG) inventory, energy use, renewable energy use, water use, the EH&S annual performance metrics, and the diversity, equity & inclusion metrics of DuPont with the intention of providing limited assurance of its accuracy and completeness. For the GHG inventory, the scope of the review includes all Scope 1 and Scope 2 emission sources and Scope 3 Category 3 fuel and energy-related activities (FERA). For non-renewable energy, the scope of the review includes total energy consumption, total chilled water and heat transfer fluid consumption, total non-renewable steam consumption, and total fuel consumption. For the renewable energy (RE), the scope of the review includes purchased renewable energy, on-site renewable electricity generation, renewable biofuels, and purchased steam generated from renewable sources. For the water use, the scope of this review includes water withdrawals and water consumption. For the Environmental Health and Safety (EH&S) 2022 performance metrics, the scope of the review covered the Total Recordable Incident Rate (TRIR) and the Days Away from Work Case (DAWC) rate for DuPont employees, contractors, and combined contractor and employee rates. The review applies to all owned and leased facilities under DuPont's operational control. For diversity, equity & inclusion (DE&I), the scope of the review includes percentages of male and female employees for all employees, senior executives and board, for full time, part time, regular and temporary employees; and percentages of ethnicity groups for all U.S. employees, senior executives and board.

WSP provided separate "Review Findings" reports to DuPont, which lists in detail the specific review tasks completed and areas which were flagged for clarification or improvement. DuPont has addressed all requests for clarification and has completed all necessary corrective actions. The details of the scope of this assurance review can be found in Table 1.

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**TABLE 1: ASSURANCE SCOPE**

ASSURANCE PARAMETER	SPECIFICATION
GHG Calculation and Reporting Protocol	<ul style="list-style-type: none"> <li>▪ The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)</li> <li>▪ The Greenhouse Gas Protocol: Scope 2 Guidance</li> <li>▪ WRI/WBCSD Corporate Value Chain (Scope 3) Accounting and Reporting Standard</li> </ul>
Corporate EH&S Standard	<ul style="list-style-type: none"> <li>▪ SHE Standard S35G: Managing Occupational Injuries and illnesses</li> </ul>
Verification Standard	ISO 14064-3: Greenhouse gases – Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions
Level of Assurance	Limited
Organizational Boundary	Operational control
Geography	Global operations
Review Period	January 1, 2022 to December 31, 2022
<b>GREENHOUSE GAS EMISSIONS METRICS</b>	
Scope 1	1,433,815.61 metric tons CO <sub>2</sub> e (all Scope 1 sources)
Scope 2 Location-based	1,001,247.55 metric tons CO <sub>2</sub> e (all Scope 2 sources)
Scope 2 Market-based	699,635.66 metric tons CO <sub>2</sub> e (all Scope 2 sources)
Scope 3 Category 3 FERA	491,330 metric tons CO <sub>2</sub> e
Supporting Documents Reviewed	<ul style="list-style-type: none"> <li>▪ CY22 Inventory Management Plan</li> <li>▪ CY22 GHG Calculation Workbook</li> <li>▪ CY22 Scope 1 and 2 Emission Factor Update Workbook</li> <li>▪ CY22 Scope 3 eGRID2021 Emission Factors Workbook</li> <li>▪ Scope 3 2022 CDP Lookup Table - SBU Breakdown Workbook</li> <li>▪ Interviews with energy data management staff</li> <li>▪ Interviews with select site personnel</li> <li>▪ Energy purchasing Invoices for selected sites</li> </ul>
Date Review Complete	April 28, 2023
<b>ENERGY CONSUMPTION METRICS</b>	
Total Energy Consumption	5,396,768,940 kWh
Total Chilled Water Consumption	24,660 kWh
Total Heat Transfer Fluid Consumption	613 kWh
Total Non-Renewable Steam Consumption	1,634,472,341 kWh
Total Fuel Consumption	2,254,402,793 kWh



<b>RENEWABLE ENERGY CONSUMPTION METRICS</b>		
Purchased Renewable Electricity	94,629,331 kWh	
Onsite Renewable Electricity	191,839 kWh	
Renewable Electricity Percentage	5.37%	*Note that this figure includes purchased renewable energy (RE) and renewable energy generated via on-site through solar photovoltaics and a biomass-fueled generator. Non-renewable on-site generation, typically small sources such as emergency generators, is not tracked nor included in this calculation. 5.37% = (Purchased RE + On-site RE) / Total Purchased Electricity Use
Renewable Biofuels	27,527 MMBTU Biogas from wastewater treatment 6 MMBTU Biodiesel 66 MMBTU Ethanol from mobile fuels	Values were converted to MMBTU
Purchased Steam from Renewable Sources	0 kWh	
Supporting Documents Reviewed	<ul style="list-style-type: none"> <li>▪ CY22 Inventory Management Plan</li> <li>▪ CY22 GHG Calculation Workbook</li> <li>▪ CY22 Scope 1 and 2 Emission Factor Update Workbook</li> <li>▪ Energy invoice documentation for selected sites</li> <li>▪ Renewable energy credit documentation for selected sites</li> <li>▪ Interviews with energy procurement staff</li> <li>▪ Interviews with select site personnel</li> </ul>	
Date Review Complete	April 28, 2023	
<b>WATER METRICS</b>		
Water Withdrawals	93,651.58 Megaliters	
Water consumption	8,107.41 Megaliters	
Supporting Documents Reviewed	<ul style="list-style-type: none"> <li>▪ CY22 Water Data Workbook, including:               <ul style="list-style-type: none"> <li>▪ Water Withdrawal by Facility, by Source/Supplier</li> <li>▪ Water Use/Consumption</li> <li>▪ Water Discharge (sewer)</li> </ul> </li> <li>▪ Water invoice documentation for selected sites</li> <li>▪ Interviews with water data management staff</li> <li>▪ Interviews with select site personnel</li> </ul>	
Date Review Complete	April 28, 2023	
<b>ENVIRONMENTAL HEALTH AND SAFETY PERFORMANCE METRICS</b>		
Employee TRIR	0.137	
Employee DAWC Rate	0.022	
Contractor TRIR	0.191	



Contractor DAWC Rate	0.016
Total (Employee + Contractor) TRIR	0.148
Total (Employee + Contractor) DAWC Rate	0.021
Supporting Documents Reviewed	<ul style="list-style-type: none"> <li>▪ Sample Weekly EHS Performance Reports</li> <li>▪ Annual EHS Performance Reports</li> <li>▪ Corporate Standard for Managing Occupational Injuries and Illnesses</li> <li>▪ Sample Injury Classification Reports for select sites</li> <li>▪ Sample Incident Investigation Reports for select sites</li> <li>▪ Interviews with Corporate EH&amp;S Management Staff</li> </ul>
Date Review Complete	April 28, 2023
<b>DIVERSITY, EQUITY AND INCLUSION METRICS<sup>1</sup></b>	
All Employee/Senior Executives/Board - %Male/Female	Global Workforce – 31.35% Female, 68.38% Male, 0.27% Undisclosed Senior Leaders – 27.20% Female, 72.80% Male Board of Directors – 33.00% Female, 67.00% Male
Full Time/Part Time/Regular/Temp Employee - %Male/Female	Full-Time – 30.95% Female, 68.78% Male, 0.26% Undisclosed Part-Time – 68.40% Female, 31.20% Male, 0.40% Undisclosed
All U.S. Employee/U.S. Senior Executives/Board - %White/Minority	U.S. Workforce – 32.77% Minority, 67.23% White U.S. Senior Leaders – 29.25% Minority, 70.75% White Board of Directors – 16.67% Minority, 83.33% White
Supporting Documents Reviewed	<ul style="list-style-type: none"> <li>▪ DuPont Current Employee Audit Report</li> <li>▪ DuPont 2022 Proxy Statement</li> <li>▪ U.S. Department of Labor OFCCP Guidance FAQs for Federal Contractors</li> </ul>
Data Review Complete	April 28, 2023

<sup>1</sup> Note on DE&I metrics: The DE&I data is self-identified and self-reported by employees. Therefore, WSP has only verified the accuracy of DuPont's summary metrics of self-reported data and not the accuracy of what individual employees reported. For example, WSP is not attempting to define or review existing DuPont gender or race definitions nor confirm if employees' reported data matches any pre-set definition for gender or race. WSP has simply assured that DuPont has accurately collected the self-reported data, aggregated and summarized it appropriately.



## **VERIFICATION PROCESS AND DOCUMENT REVIEW**

WSP is issuing this limited assurance following the scope of verification activities which included two remote site visits with Neu-Isenburg, Germany on November 29, 2022, and Dalton, Georgia on December 8, 2022, a desktop review of activity data and calculations, and follow-up conversations with management personnel. DuPont has provided all data and requested supporting documentation which includes the following types of materials:

- Energy and fuel activity data collection tools
- GHG Inventory Management Plan (IMP)
- GHG inventory calculation protocols and tools
- Selected energy invoices, renewable energy certificates and data tracking systems
- Water activity data calculation tools
- EH&S Incident Reports and Standards
- DuPont Current Employee Detail Report

## **ASSURANCE FINDING**

Based on these review processes and procedures, WSP has no evidence that the 2022 GHG inventory, renewable energy use, water use, EH&S performance metrics, and DE&I metrics of DuPont are not materially correct, are not a fair representation of the corresponding data and information or have not been prepared in accordance with the Greenhouse Gas Protocol and S35G Standard.

## **PROFESSIONAL CONDUCT**

WSP has conducted this limited assurance review in its capacity as an independent third party in accordance with the ISO 14065 International Standard, *Greenhouse gases – Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition*. ISO 14065 specifies the principles and requirements employed by WSP to make this assertion. WSP has not contributed to the compilation of the 2022 GHG inventory of DuPont, its renewable energy data, water use data, EH&S performance metrics, nor its diversity, equity & inclusion metrics. Members of the WSP Assurance Team are not working with DuPont in any capacity beyond what is required of this assignment.

Sincerely,

A handwritten signature in black ink that reads "Jennifer Bankie". The signature is written in a cursive, flowing style.

Jennifer Bankie  
Senior Consultant

## Forward-looking statements

This communication contains “forward-looking statements” within the meaning of the federal securities laws, including Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. In this context, forward-looking statements often address expected future business and financial performance and financial condition and often contain words such as “expect,” “anticipate,” “intend,” “plan,” “believe,” “seek,” “see,” “will,” “would,” “target,” and similar expressions and variations or negatives of these words.

Forward-looking statements address matters that are, to varying degrees, uncertain and subject to risks, uncertainties, and assumptions, many of which that are beyond DuPont’s control, that could cause actual results to differ materially from those expressed in any forward-looking statements. Forward-looking statements are not representations or warranties or guarantees of future results.

Forward-looking statements include statements which relate to the purpose, ambitions, commitments, targets, plans, objectives, and results of DuPont’s sustainability strategy. Forward-looking statements include statements related to the standards and measurement of progress against the company’s sustainability goals, including metrics, data and other information, which are based on estimates and assumptions believed to be reasonable at the time. The actual conduct of the company’s activities and results thereof, including the development, implementation, achievement or continuation of any goal, program, policy or initiative discussed or expected in connection with DuPont’s sustainability strategy may differ materially from the statements made herein. The use of the word “material” for the purposes of statements regarding our sustainability strategy and goals should not be read as equating to any use of the word in the company’s other disclosures or filings with the U.S. Securities and Exchange Commission.

See DuPont’s most recent annual report and subsequent current and periodic reports filed with the U.S. Securities and Exchange Commission for further description of risk factors that could impact the expectations or estimates implied by the Company’s forward-looking statements, including (i) the ability to meet expectations regarding the timing, completion, accounting and tax treatments, and benefits, including integration, related to portfolio changes; (ii) risks and costs related to indemnification of legacy liabilities; (iii) risks and uncertainties related to operational and supply chain impacts or disruptions, including ability to offset increased costs, obtain raw materials, and meet customer needs, and (iv) other risks to DuPont’s business and operations. Unlisted factors may also present significant additional obstacles to the realization of forward-looking statements. Consequences of material differences in results as compared with those anticipated in the forward-looking statements could include, among other things, business or supply chain disruption, operational problems, financial loss, legal liability to third parties, loss of key customers, reputational harm and similar risks, any of which could have a material adverse effect on DuPont’s consolidated financial condition, results of operations, credit rating or liquidity. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made. DuPont assumes no obligation to publicly provide revisions or updates to any forward-looking statements whether as a result of new information, future developments or otherwise, should circumstances change, except as otherwise required by securities and other applicable laws.





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