



2022 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT

BUILDING A BUSINESS FOR THE FUTURE

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CEO MESSAGE

Build a Business for the Future

STEVE BRASS, PRESIDENT AND CHIEF EXECUTIVE OFFICER



Dear Stakeholders,

It is my sincere pleasure that one of my first priorities as the new CEO of WD-40 Company is to introduce our 2022 ESG Report. This gives me the opportunity to thank our environmental, social, and governance (“ESG”) project tribemates for their very productive and necessary foundational work these last five years. At the same time, it gives me the chance to share with you my vision of the future of ESG progress at WD-40 Company, which includes accelerating the pace of our ESG efforts and integrating those efforts across every part of our company as we build a business for the future.

What excites me most about our company is the passion of our people for making a positive difference in the world. For decades, our corporate purpose has been to create positive lasting memories in everything we do. Our products solve problems, make things work smoother and last longer. And our stakeholders are telling us that our positive lasting memories must extend to the environmental and social impacts we have in the world so that all those impacts become net positive over time. We’ve always focused on doing the right thing, but our ESG program is putting greater emphasis on finding ways of reducing our negative environmental impacts.

We are a science-based company. And the science tells us that this is no longer the time for business as usual. We have learned over seven decades that real science takes patience. We are fully committed as a company to being part of the solution to the environmental and social challenges facing humanity today. We are philosophically aligned with the vision to achieve net zero GHG emissions by 2050. We will work towards setting reduction targets as we identify methods that can make a difference. This is a key part of our action plan going forward. Our heritage is a culture of experimentation, and we bring this spirit to our approach to our ESG efforts.

We are focusing first on establishing internal capabilities, which starts with a solid data-driven understanding of our impacts and then systematically examining the best methods for making meaningful GHG emission reductions. Using O-LCA data and methods, we will determine how best to effectively reduce GHG emissions per shipped kilogram from our FY19 emissions baseline. Over the next two years we are also integrating a sustainability lens into our product innovation pipeline to embed new ways of thinking, and dedicating resources to drive more circular and sustainable solutions in our supply chain where we have the highest environmental impacts. We will acquire and implement a data acquisition analysis and reporting platform in order to conduct future O-LCA analyses and scenario modeling studies. We will dedicate roles to focus on our Environmental Program as well as incorporate ESG accountabilities in our leaders’ roles.

CEO MESSAGE

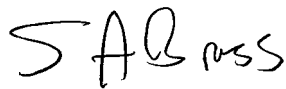
Like science, a focus on the well-being of our people is not new to us. Social impact is at the forefront of our ESG efforts and is core to our success as a company. We see ourselves as a tribe – which we define as a community of people with a shared purpose who help feed and defend each other. The feeling of belonging—that you belong to something that’s bigger than yourself—ignites the passion of our tribe. Over the past two years we deepened our focus on diversity, equity, inclusion, and belonging (DEI+B), through extensive dialogue with our global tribe and an inclusion learning experience. Going forward we are building DEI+B programs based on input from our tribesmates.

I believe the business world is undergoing a profound and historic shift away from its primary goal being profit for stockholders, to a multi-stakeholder approach that includes our colleagues, customers, vendors, and communities as well as the capital markets. Profit is the result of how well we serve all our stakeholders. I am confident that we can have both purpose and profits as we pivot toward a more sustainable future. Here at WD-40 Company, we are already experimenting with innovative products that will contribute to a sustainable world and ways we can contribute to a circular economy while strengthening our successful business model. We are building the business we will be proud to pass on to future generations.

Please take the time to read about the many ESG actions that our company has taken over the past two years, and our plans for the next two. Many tribe members have worked very hard to move the company forward. And underlying it all, the foundation of our ESG program is good governance, for without it we could not be effective in pursuit of our ESG goals.

We look forward to engaging and working with all our stakeholders as we strive to profitably deliver against the vision of making a net positive impact on the world.

Sincerely,

A handwritten signature in black ink, appearing to read "Sarah Ross". The signature is stylized with a large "S" and "R".

PRESIDENT AND CHIEF EXECUTIVE OFFICER

ABOUT THIS REPORT

This is our second biennial Environmental, Social, and Governance (“ESG”) Report (“Report”). The reporting period for this 2022 ESG Report is from September 1, 2020, through August 31, 2022, which covers two fiscal years. This Report is written in accordance with the GRI Standards issued by the Global Reporting Initiative (“GRI”). It is currently our practice to issue an ESG Report every two years.

In our inaugural ESG Report in 2020, we described the foundation upon which we are building and refining our ESG strategy. You can access our [2020 ESG Report](#) here. In our 2022 ESG Report, we explain our activities over the past two years, what we learned, what we completed, and what is still in process. In addition, we describe our ESG plan for FY23 and FY24. Throughout this Report we use “FY” followed by the two-digit year to indicate that the dates referenced are for a WD-40 Company (“Company”) fiscal year, which is from September 1 to August 31 each year. For example, FY23 refers to the period from September 1, 2022, to August 31, 2023. We use “CY” followed by the two-digit year to indicate that the dates referenced are for a calendar year, January 1 to December 31 each year.

This Report addresses the ESG material issue areas that we identified during the ESG Materiality Assessment we conducted in FY19 and represents our evolving understanding of the specific ESG areas that require our most focused attention. You can learn more about our ESG Materiality Assessment in our [2020 ESG Report](#), page 9.



This Report has been prepared in accordance with the GRI 1: Foundation 2021 Standards. We include reporting on relevant Topic Standards. We do not include reporting on Sector Standards as none relating to our business have been developed as of the publication of this Report. This Report is descriptive of WD-40 Company globally with specific differences as noted throughout the Report. The Company is organized on the basis of geographical area into the following three segments that we refer to as “trade blocs:” the Americas (Canada, Latin America, and United States); EMEA (Europe, Middle East, Africa, and India); and Asia-Pacific (Australia, China, and other countries in the Asia region).

In keeping with current best practice, WD-40 Company is aligned with the intended purpose and structure of the Task Force on Climate Related Financial Disclosures Framework (“TCFD”). As a first step, we are implementing a global data acquisition, analysis, and reporting capability so that we have the underlying capability to respond fully to those disclosures, and to establish appropriate processes and systems to better assess the financial implications of climate-related risks and opportunities. We will report our progress and plans in this area in our 2024 ESG Report. As a starting point, we are providing the data available now related to our current alignment with the TCFD in the [TCFD Recommended Disclosure Framework Index](#) on page 69 of this report.

This Report is organized to align with our approach to ESG as it has evolved over our ESG journey. We begin with information [About Our Company](#): who we are, what is important to us, and the products we deliver. We then describe our [ESG Journey](#). These two sections provide the foundation and context for our reporting. We then address the three components of ESG, starting with a section on [Governance](#), which is fundamental to how we manage, take strategic actions in our material issues, and hold ourselves accountable for achieving the results we set out to accomplish. Our four ESG pillars address the other two components of ESG. Our [Social Impact](#) pillar addresses the social component of ESG. The other three pillars address the environmental component of ESG across different aspects of our business: [Carbon and Environmental Impact](#), [Circular Supply Chain](#), and [Product Sustainability Lens](#).

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

Wendy Kelley | Vice President, Stakeholder and Investor Engagement

+1-619-275-9304 wkelly@wd40.com



ABOUT OUR COMPANY

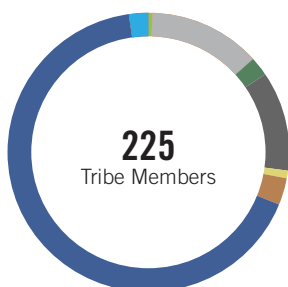
It was 1953 when scientists at the San Diego-based Rocket Chemical Company set their sights on a challenging mission: helping rockets get into space.

The unique formula for WD-40 Company's now iconic WD-40® Multi-Use Product was created through this persistent quest to solve a challenging problem in the beginning days of the aerospace industry. In the early 1950's, the fledgling aerospace industry in San Diego was plagued by seaside air that corroded the parts of new planes and missiles. Although three researchers at Rocket Chemical Company believed they could develop a formula that would inhibit such corrosion, the solution stubbornly eluded them. Undeterred, they persisted where others might have given up. They conducted studies on 39 separate formulae in search of the perfect water displacing formula to prevent rust and corrosion. Finally, on the 40th try, the formula succeeded! Thus, WD-40 (water displacement - the 40th formula) was born—a secret formulation that to this day solves multiple everyday problems, makes things work smoothly, and extends the life of tools and equipment in homes, factories, and workshops in more than 176 countries and territories worldwide.

WD-40® Multi-Use Product became so successful across America that in 1969 Rocket Chemical Company changed its name to WD-40 Company and international expansion followed rapidly thereafter. Our namesake product is now joined by our WD-40 Specialist® line of maintenance products and an array of other maintenance, homecare, and cleaning products developed or acquired since 1995. WD-40 Company owns a wide range of trusted brands including WD-40® Brand, 3-IN-ONE®, GT85®, X-14®, 2000 Flushes®, Carpet Fresh®, no vac®, Spot Shot®, 1001®, Lava®, and Solvol®.

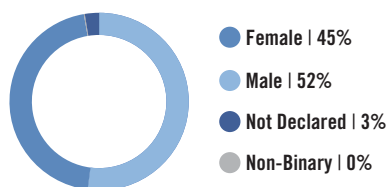
OUR WORKFORCE AT A GLANCE

BY ETHNICITY (US Only)

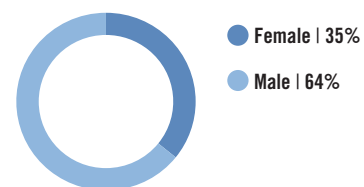


- Two or More Races - 3%
- Native Hawaiian or Other Pacific Islander - 1%
- Hispanic or Latin X - 12%
- Black or African American - 2%
- Asian - 13%
- American Indian - .004%
- Not Disclosed - 2%
- White - 67%

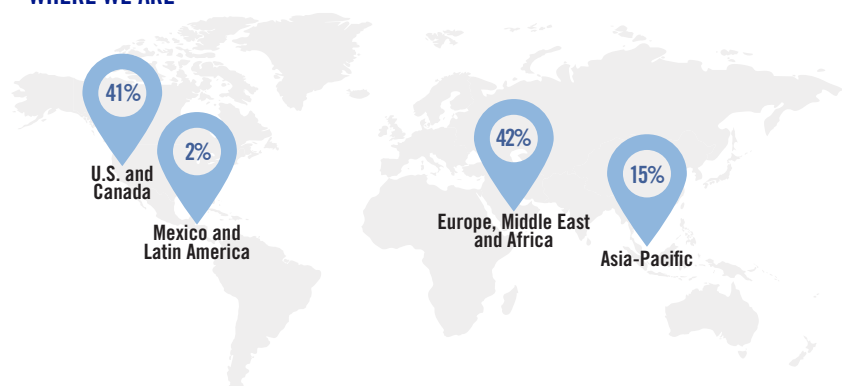
BY GENDER (Global)



BY GENDER (Senior Leadership)



WHERE WE ARE



Our three offices in the United States support our corporate operations, the Americas' trade bloc, our research and development, and our Latin America operations. Outside the United States, WD-40 Company has wholly owned subsidiaries with offices in Australia, Canada, China, Malaysia, Mexico, and the United Kingdom as well as several offices and brand support centers throughout Europe. You can learn more about our Company history and products in our [2022 Annual Report](#) and our [website](#).

At WD-40 Company, we call our employees tribe members. For us, the concept of “tribe” has a special significance. A tribe is a group of people who share similar beliefs, values, and attitudes working toward a shared purpose. Each tribe member is accountable for contributing to the mutual success of all. For us, a self-sustaining and interdependent tribe shares common attributes such as values, knowledge, celebration, ceremony, and a strong sense of belonging. All tribe members are recognized for their specialized skills and their contributions to benefit the greater good of the tribe. Through our combined efforts, a tribal culture becomes a self-sustaining place where a group of people come together to help protect and feed each other, and where people want to stay and grow. You can learn more about our tribe in our [2020 ESG Report](#), page 16, or on our [website](#).

Our Company's business model exemplifies the philosophy of thinking globally and acting locally, which fully aligns with today's growing focus on more environmentally and socially sustainable supply chains. We rely on third-party contract manufacturers and distribution centers located in geographic proximity to our markets around the world to blend our proprietary formulae, create our finished goods, and ship products to local warehouses. Even though we outsource the manufacturing of our products, we maintain a high degree of quality assurance, oversight, and influence over production. Our unique multi-channel distribution network allows us to respond to local needs and support local economies by contracting with manufacturing and distribution services in closer geographic proximity to our customers and end users, and to reduce our carbon footprint by minimizing our transport distances. Many of our vendors and suppliers have been trusted partners for decades, and we consider all of them to be part of the WD-40 Company tribe. You can learn more about our Sourcing and Supply Chain Relations in our [2020 ESG Report](#), page 54.

To understand WD-40 Company, it is fundamental to know that we are a values-based and purpose-driven organization. We know that purpose mobilizes people in a way that pursuing profits alone never will. The reason for this is simple. A company with a clear sense of purpose ignites the passion of its employees and inspires the trust of its customers. We're very proud that our iconic blue and yellow can with the little red top has been creating positive lasting memories for our end users since 1953 by helping them fix machinery, make their tools last longer, extend the life of their costly equipment, and make life move a little more smoothly.

Our values are the heart, soul, and guiding compass of WD-40 Company.

Our values were composed through input from the entire tribe nearly 20 years ago.

Values support our vision, shape our culture, and guide us as we apply our judgment to make decisions. At WD-40 Company, our values are not just written on the wall or occasionally spoken. We live, breathe, work, and play by our values every day. They are incorporated into our strategic decision-making, our performance coaching processes, our candidate evaluation methods, and our Leadership Laboratory programs to develop leadership abilities throughout the tribe. They grant us freedom, so we can each make autonomous decisions, yet still act as one. You can learn more about what it means to us to live our values in our [2020 ESG Report](#) or on our [website](#).



2022 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT

OUR ESG JOURNEY

WD-40 Company believes that taking an integrated approach to environmental, social, and governance issues enhances the long-term sustainability and resilience of our business and protects the long-term interests of our stakeholders. Our board of directors has ultimate authority and commitment to the Company's performance related to ESG matters. We are committed to preparing for the future and being a responsible corporate citizen for the benefit of all our stakeholders.

In FY18, the Company established a cross-regional, cross-functional ESG Project Team to formally address environmental, social, and governance topics and to provide recommendations to the Company's senior leadership. In that year, the ESG Project Team completed a comprehensive analysis documenting the Company's many activities and guiding structures that fall under the umbrella of ESG.

In FY19, the ESG Project Team completed an ESG Materiality Assessment to obtain from our most important stakeholders, including tribe members, Company senior leadership, board members, investors, suppliers, customers, regulators and others, their views of which aspects of ESG were of highest importance to them. In connection with this assessment, the ESG Project Team engaged an external expert firm, [Sustainability Partners](#), led by Drs. Mary and Brian Natrass.

In FY20, the ESG Project Team completed a Life Cycle Assessment ("LCA") screening for the Company's flagship product, WD-40® Multi-Use Product, within the U.S. market, and prepared for the publication of our inaugural ESG Report. To complete the Life Cycle Assessment screening, the ESG Project Team engaged an external expert firm, [Earthshift Global](#).

In FY21, we published our first ESG Report, which can be found [here](#). This Report details the state of the Company on the full range of its ESG-related activities up to September 1, 2020, as well as our history of pro-actively and positively impacting our end users, our communities, and the natural environment. Our first ESG Report also outlines our ESG governance philosophy and ongoing attention to material ESG topics.

ESG is integrated into the Company's strategy, policies, and operations throughout the global organization. We hold ourselves accountable to be fully compliant with local, national, and global regulations. We maintain this mindset and practice through a robust framework of policies, training, reporting, and ongoing discussion. We are committed to fostering a learning culture. As we advance in our ESG journey, we recognize that we still have a long way to go and much to learn, and we welcome the learning moments that will pave our way into the future. Throughout this Report, in addition to sharing our FY21 and FY22 goals, objectives, targets and our progress, we also reflect on what we have learned in the last two years as we set out our FY23 and FY24 plans.



INTEGRATING ESG INTO OUR STRATEGIC INITIATIVES

Our strategic initiatives provide the framework that WD-40 Company uses to achieve our long-term objectives. In FY21, we refreshed our strategic initiatives so that they more accurately and holistically reflect the top priorities of our Company moving forward. Our newly refreshed strategic initiatives reflect an intense study of who we are, what we stand for, and exactly what commitments will successfully propel us into the future. Our first three strategic initiatives are particularly relevant to the ESG commitments and activities that we set out in this Report:

STRATEGIC INITIATIVES

1



BUILD A BUSINESS FOR THE FUTURE

Build an enduring business that we will be proud to pass onto the next generation. By using our purpose and values as a decision-making filter, we will make infinite-minded decisions that create and protect long-term stakeholder value.

2



ATTRACT, DEVELOP, AND ENGAGE OUTSTANDING TRIBE MEMBERS

We know our people make us great. By building and nurturing an inclusive and diverse, purpose-driven, learning and teaching organization, our tribe members will succeed together while excelling as individuals.

3



STRIVE FOR OPERATIONAL EXCELLENCE

Foster a culture of continuous improvement in which operational excellence is the responsibility of every tribe member. Operational excellence means optimizing collaboration, resources, systems and processes as well as prioritizing the use of our time, talent, treasure, and technology.

4



GROW WD-40® MULTI-USE PRODUCT

Grow the WD-40® Multi-Use Product line through continued geographic and digital expansion, increased market penetration, educating end-users about new uses, and the development of new and unique delivery systems that make the product easier to use.

5



GROW WD-40 SPECIALIST® PRODUCT LINE

Leverage the WD-40® Brand by developing new products and categories which build and reinforce the core brand positioning and create growth through continued geographic and digital expansion.

6



EXPAND & SUPPORT PORTFOLIO OPPORTUNITIES THAT HELP US GROW

Expand 3-IN-ONE®, GT85® or future maintenance brands with portfolio opportunities that fit well within our unique multi-channel distribution network.

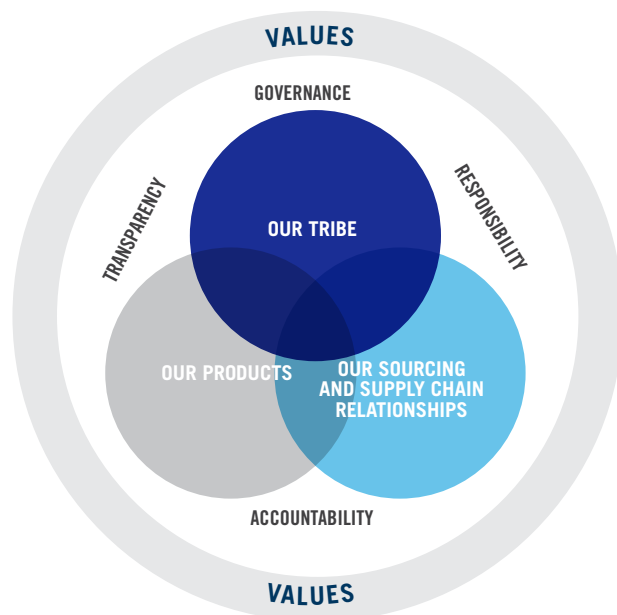
Support homecare and cleaning brands that provide healthy profit returns.

EVOLVING OUR ESG FOCUS

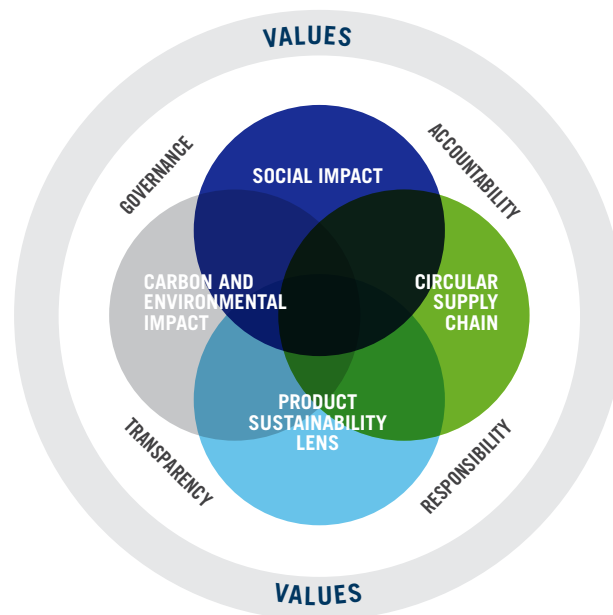
In our 2020 ESG Report, “Living Our Values,” we highlighted the fundamental values that guide our Company and our commitment to excellence in corporate governance, including how we manage our ESG material issues.

As a learning organization, we strive for continual improvement, including our understanding and approach to advancing our ESG strategy. Early in FY21, our ESG Team set out to broaden and deepen our focus on specific ESG initiatives that emerged from the work we completed leading up to the publication of our [2020 ESG Report](#). In that Report, we organized our material issues around three ESG Focus Areas: Our Tribe, Our Products, and Our Sourcing and Supply Chain Relationships.

2020



2022

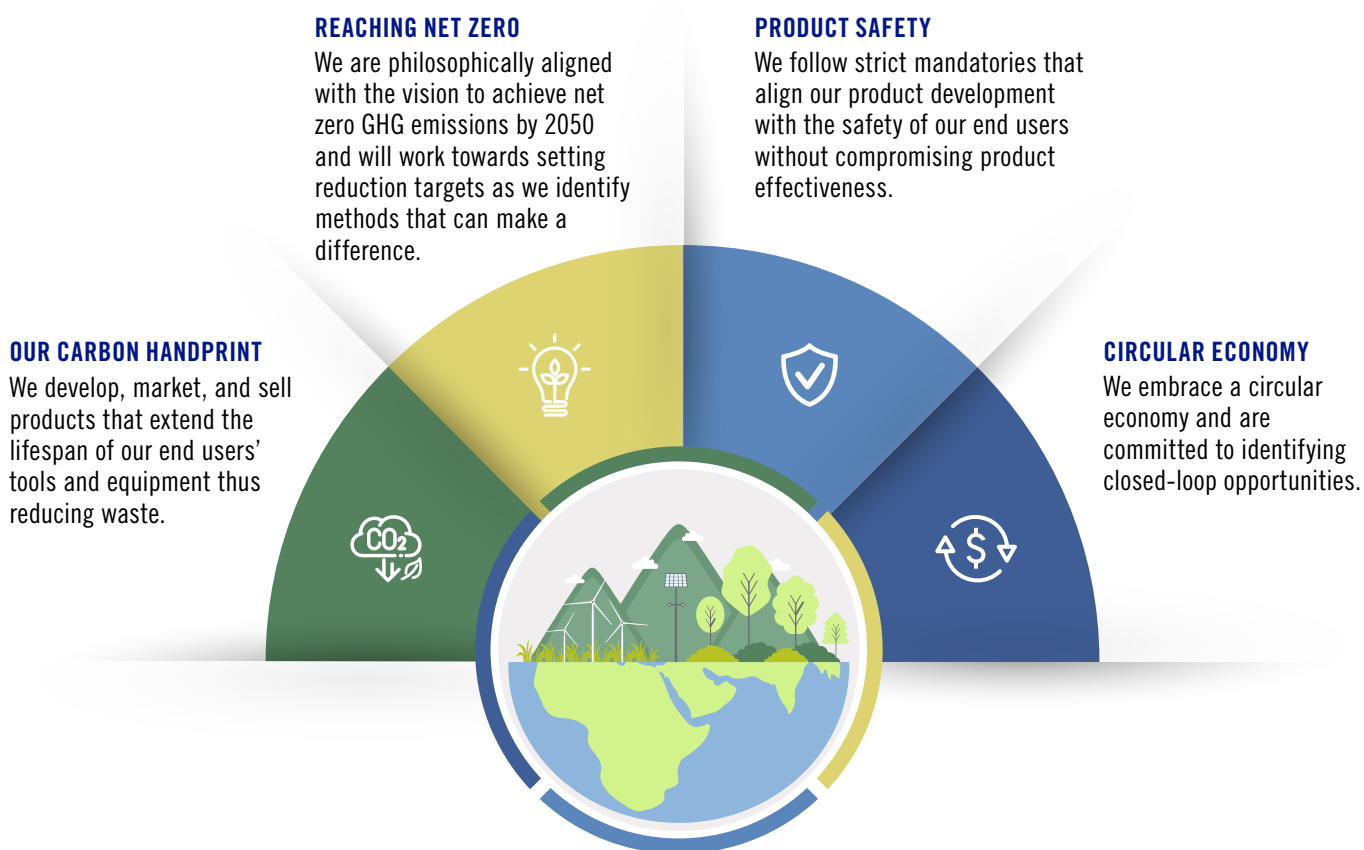


For the period covering FY21 and FY22, the ESG focus expanded to include a separate and significant analysis of our Carbon and Environmental Impacts. Sourcing and Supply Chain Relations transformed into the wider focus of what is required to establish a more circular supply chain which, in collaboration with the many players in our supply chain, will help to lay the foundation for a circular economy. Building on the work completed through our Product Life Cycle Assessment screening in FY20, we recognized that to integrate an ESG mindset into our culture and strategic plans, we needed to advance our understanding of how a sustainability lens can most effectively be applied to product innovation and development—that is, how to look at product innovation and development through the lens of sustainability—and how that lens can be integrated into our product and packaging decision-making processes across our global system.

As we have evolved our ESG focus, we have also evolved how we define *environmental sustainability* at WD-40 Company. This definition informs our plans and actions in our environmental ESG Pillars.

ENVIRONMENTAL SUSTAINABILITY AT WD-40 COMPANY

We recognize our responsibility to help protect the planet and are committed to reducing the impact our Company has on the environment.



EVOLVING OUR ESG TEAM AND GOVERNANCE STRUCTURE

For the reporting period covered in this Report, our ESG governance structure proved to be very effective and is comprised of cross-functional, cross-regional teams coordinated by the vice president of stakeholder and investor engagement, who in turn reports to the CEO, and ultimately to the board of directors. You can view our previous ESG governance structure in our [2020 ESG Report](#), pg. 8.

Going forward, we are evolving the organizational structure through which we carry out our ESG strategy, actions, and related responsibilities, and through which we ensure clear accountabilities for results. This evolution enables us to better integrate ESG actions into the heart of our business strategy, engage the passion and talents of our tribe, facilitate collaboration across departments, and optimize our resources, systems, and processes to achieve our FY23 and FY24 ESG plans.



2022 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT

GOVERNANCE

BOARD GOVERNANCE

WD-40 Company's Board of Directors is responsible for the overall stewardship and strategic direction of WD-40 Company. The board, as a whole, has assumed oversight of the four ESG Focus Areas set out in this Report. Our board includes directors with expertise in many aspects of business, including corporate sustainability and environmental matters. Learn more about our board governance in our committee charters available on our [website](#). All directors annually review the Company's results for all ESG initiatives.

CEO AND DIRECT REPORTS

Our CEO is accountable for our ESG programs and initiatives, working through his senior leadership team to accomplish the objectives contained in our ESG chart of work. Additionally, leaders join the CEO and his direct reports in what we call the Global Strategic Council ("GSC"), which is a strategy setting team that represents a broad cross-section of functions that have global impacts, such as operations, finance, brand, quality, legal, human resources, research and development. Environmental and social impacts are regularly considered as part of the ongoing management and decision-making processes of good governance.



GLOBAL STRATEGIC COUNCIL, OCTOBER 2022

ESG GOVERNANCE AND FUNCTIONAL MANAGEMENT

Our ESG governance structure ensures that all ESG material issues are managed, tracked, and reported across the Company. Ultimate oversight for ESG strategy and results resides with our board. More information about our Governance Charter is available [here](#). Our ESG functional structure works through a cross-functional team whose members serve as ESG point persons in their respective functional areas. These teams are accountable for results related to ESG action, tracking, and reporting responsibilities. Oversight for implementing our ESG strategy is conducted by functional leaders organized around environment, social, and governance areas. ESG functional leaders coordinate with and through the vice president of stakeholder and investor engagement, who reports to the CEO, who is ultimately accountable to the board for ESG results.

Similar to the GSC, for this reporting period, our ESG Team was composed of leaders and subject matter experts in targeted functional areas of supply chain, product quality, finance, legal, human resources, marketing, innovation, and research and development. These tribe members led programs that supported initiatives within our four ESG pillars – Social Impact, Carbon and Environmental Impact, Circular Supply Chain, and Product Sustainability Lens. We continue to evolve our ESG functional structure to embed and formalize ESG performance accountabilities more comprehensively. Following is the ESG Governance Structure for the next two-year period, and the functional structure, as we have needed to evolve how we implement our action plans.

ESG GOVERNANCE STRUCTURE FY23-24



ESG FUNCTIONAL STRUCTURE



FY23 AND FY24 PLAN: GOVERNANCE

WD-40 Company reports our ESG actions, progress, and performance on a biennial basis. We establish a two-year chart of work that sets out the goals, timelines, and actions we will take during each reporting period. The following describes our FY23 and FY24 plan related to ESG Governance.

GOAL	Expand disclosures regarding board-level ESG oversight
TARGET	Inclusion in the 2024 ESG Report and updates to the Company website
ACTIONS	<ul style="list-style-type: none"> • Disclose details of the roles and responsibilities of the board in overseeing ESG • Integrate description of duties, responsibilities and commitments of the board and different committees related to ESG in relevant governance documents
GOAL	Further delineate ESG risks in the Company's enterprise risk management framework
TARGET	Completion within FY23
ACTIONS	<ul style="list-style-type: none"> • Further identify, assess, control, and/or monitor environmental- and social-related risks including the impact of climate change and other environmental concerns
GOAL	Develop additional policies and procedures that support our ESG risk management framework
TARGET	Identify policies and procedures to be developed and to be included in the 2024 ESG Report
ACTIONS	<ul style="list-style-type: none"> • To manage ESG risks, put appropriate governance in place and disclose appropriately. The development of such policies will be prioritized based on ESG risk, relevancy, feasibility and impact. Examples under consideration: chemical policy, environmental policy, palm oil policy, human rights policy, implement and disclose a compliance audit policy and procedure
GOAL	Expand and enhance ESG reporting to further document progress and increase transparency
TARGET	Inclusion in the 2024 ESG Report
ACTIONS	<ul style="list-style-type: none"> • Internally complete a second O-LCA in FY24, based on FY22 data, for publication in the 2024 ESG Report, highlighting any material differences since the FY19-based O-LCA • Use the second O-LCA to set the baseline for future progress and goals of reductions in impacts • Complete the next ESG Report for publication in the fall of 2024 • Update the O-LCA scenario study "engine" for future analyses, with internal capabilities to maintain and assess possible actions towards improving the Company's environmental impacts • Establish the capability to fulfill possible Securities and Exchange Commission and other regulatory climate related disclosure requirements as we set specific reduction targets for FY25 and beyond based on the identified methods discovered during this next two-year period • Align with TCFD disclosure methodologies as applicable and as we have the capability

FY23 AND FY24 ESG STRATEGY

Our ESG strategy for the next two years is to establish our internal capacities and systems to realistically set and achieve meaningful, measurable, and attainable ESG goals and targets across our ESG pillars. Our strategy is organized around four progressive steps:

1

CREATE THE CAPABILITY TO PURSUE OUR ESG OBJECTIVES

Through leadership involvement, organizational education, and aligning objectives of the Company with methods we discover that may positively affect our reduction of impacts, we will ensure cohesive, global actions that are within this next two-year chart of work. We will also identify new, specific roles, as well as existing roles, which will have ongoing ESG-related accountabilities, thus dedicating additional people to these actions. We will also source and implement a broad platform for data acquisition, analysis, and reporting, to make our ongoing efforts of tracking and reporting progress as efficient and accurate as possible.

2

PURSUE IDENTIFIED OPPORTUNITIES FOR IMPROVEMENTS

We have identified the two primary sources of our environmental impacts, both of which are within Scope 3 emissions, as described further in the [Carbon and Environmental Impact](#) section of this report. These sources are: 1) the primary packaging of our aerosol products, i.e., the “can”, and 2) the formulae within most of our aerosol products related to uses in connection with maintenance. Our scenario modeling studies have shown that there are potential product design and manufacturing process changes that we can investigate, which could have a material impact on our efforts to reduce environmental impacts. If these approaches prove to be technically and commercially feasible, they will inform our objective to set reduction targets in FY25 and beyond. We are also implementing our Product Sustainability Lens, which was developed in FY21 and FY22, for refinement and adoption globally within the Company. This Product Sustainability Lens will ensure that we are looking at our business decisions through the perspective of making choices which assist our efforts to reduce environmental impacts. We are also embarking upon a concerted effort to work with our global supply chain partners in identifying ways that their operations can reduce environmental impacts. Finally, we will of course address Scope 1 and 2 impact sources, focusing on the most material contributions to those impacts.

3

SET GOALS BY THE END OF FY24 FOR REDUCTIONS IN IMPACTS ONCE METHODS ARE SHOWN TO BE EFFECTIVE

Based on the work carried out in the first two strategic steps described above, we will set meaningful and attainable impact reduction goals and timelines for achieving them.

4

STARTING IN FY25, COMMENCE ANNUAL MEASUREMENT AND EXPANDED DISCLOSURES

Once our goals are established, we will measure our progress annually, and report on it in our biennial ESG Reports.

To support the implementation of our ESG Strategy our goals are to:

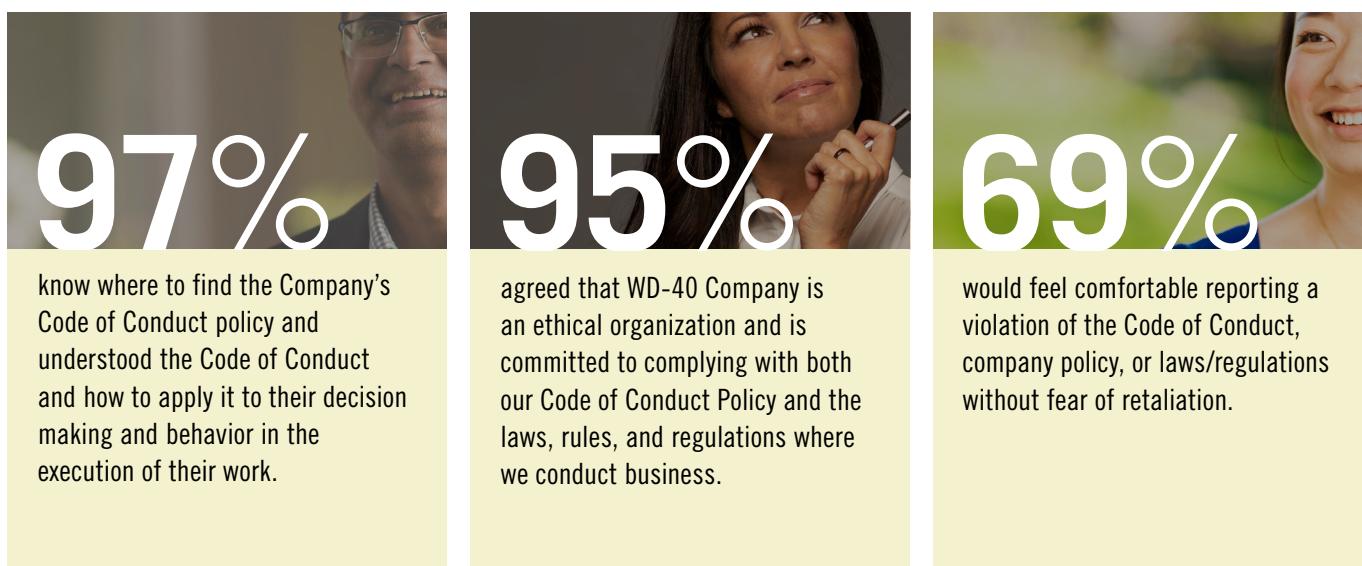
GOAL	Educate and Involve the GSC
TARGET	Complete prior to end of CY22
ACTIONS	<ul style="list-style-type: none"> • Conduct workshop(s) with the GSC on the results of the O-LCA and the five scenario studies, including the implications of those results • Conduct workshop(s) with the GSC on the current and expected future state of ESG regulatory frameworks, voluntary carbon markets, carbon pricing and taxation, SEC disclosure, circularity, and sustainability • Involve the GSC in identifying people whose roles will need to include ESG-related functions and objectives in support of the goals for ESG • Obtain input for possible adjustments to ESG objectives and activities and incorporate into future ESG Reports • Obtain commitment to the ESG objectives for FY23 and FY24
GOAL	Develop Talent
TARGET	Complete by end of FY23
ACTIONS	<ul style="list-style-type: none"> • Develop and fill three new positions dedicated to advancing our ESG progress and performance • Revise specific job descriptions to include ESG functional accountabilities
GOAL	Acquire and Implement Tools
TARGET	Complete by end of FY23
ACTIONS	<ul style="list-style-type: none"> • Identify, purchase and implement data acquisition, analysis, and reporting platforms • Begin integration with other existing data sources (e.g., data warehouse, ERP, supply chain partners, etc.)

POLICIES, CODES, AND TRAINING

The true test of an organization's culture and values arises when those values prevail even when it is not easy. There are times when it costs something to live our values. There are times when the personal and financial impact of maintaining a given value is widely felt and applauded, even though it causes discomfort to do so. We believe that long-term, values-based decisions create an enduring business that we will be proud to hand over to the next generation. It certainly has thus far over our almost 70-year history.

Our values and guiding principles are embedded in our [Code of Conduct](#) ("COC") policy and our [Anti-Bribery and Corruption Program](#) ("ACP"). In addition, we require our vendors and distributors to comply with our [Distributor and Vendor Code of Conduct](#) to ensure they are aligned with our values and share our commitment to ethical behavior. We underscore the importance of these policies and their impact on our culture and ethical practices through our annual COC and biennial ACP training programs delivered in local languages. In FY20 and FY21, 100% of our global tribe and 100% of our global marketing distributor partners completed these training programs.

Affirming the understanding that compliance is a cornerstone of doing the right thing in our Company, our tribe reported in our November 2021 global employee survey that:



In an effort to strengthen our ethics and compliance program, we improved our toll-free anonymous reporting hotline to expand the scope of permissible reporters. These now include our current or former tribe members, as well as current and former third-party vendors and suppliers. In addition, these improvements allow us to expand the scope of reportable claims, which now includes a broad range of topics and concerns related to work-related unethical or illegal conduct. During the next reporting period we will increase our communication efforts around the importance and impact of reporting violations and/or non-compliance.

We are taking a comprehensive look at all of our existing ESG-related policy matters and will undertake a detailed review of additional policies we need to establish. These will be reported in our next ESG Report in 2024. A list of current policies can be found in our [2020 ESG Report](#), page 51.



2022 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT

SOCIAL IMPACT

WD-40 Company's purpose is to create positive lasting memories in everything we do.

We solve problems. We make things work smoothly. We create opportunities. We recognize that our social impact begins in our tribe and extends to the communities our business touches. This section looks at our social impact from three perspectives:

1

Diversity, equity, inclusion, and belonging ("DEI+B") within our tribe

2

Supporting our tribe through ongoing programs

3

Our commitment and actions in support of our communities



1. Diversity, Equity, Inclusion, and Belonging

2022 GOAL

Expand diversity, equity, inclusion, and belonging within our global organization

FY21 AND FY22 OBJECTIVES

- Establish a clear definition of diversity that is measurable and applicable across the many cultures and 16 countries represented by our workforce
- Based on that clear definition, identify goals and the methods to achieve them, in order to further improve inclusivity, diversity, equity, and belonging globally, as applicable to each specific country and region

FY21 AND FY22 PLAN

RESULTS

Conduct a global listening tour with our tribe, leaders, and board of directors

Completed ✓

Define what DEI+B means at WD-40 Company

Completed ✓

Design and conduct our first DEI+B global survey in local languages to gain insights needed for the development of our future workplans

Completed ✓

Develop and conduct our first 5-hour global diversity, equity, and inclusion learning experience: OneTribe | *better together* (achieved 98% participation)

Completed ✓
achieving 98% participation

FY23 AND FY24 PLAN

EMPLOYMENT AND DEVELOPMENT

- Raise job visibility internally and externally to solicit the broadest range of candidates possible
- Expand visibility of career progressions and equitable talent development opportunities to all employees
- Identify and reduce barriers to employment and talent development opportunities

INCLUSION AND BELONGING: “ACKNOWLEDGMENT BEHAVIORS”

- Continue to invite diverse perspectives and opinions
- Equitably acknowledge contributions of all tribe members

SPECIFIC PROGRAMS AND ACTIONS WILL BE TIED TO EACH OF THESE ELEMENTS.

BACKGROUND

Over the past two years we set out to engage every tribe member and board member in the DEI+B dialogue to listen and learn, uncover and prioritize growth opportunities, and align stakeholders on the importance and purpose of reinforcing our culture where everyone experiences a sense of belonging.

KEY FY21 AND FY22 ACHIEVEMENTS

1. GLOBAL LISTENING TOUR

To understand levels of awareness and gain insights from key stakeholder groups about ESG and DEI+B at WD-40 Company, global human resource leaders conducted small group listening tours with 349 tribe members, leaders, and board members from around the world.

In addition, one-on-one listening discussions with all board members and GSC members were conducted by human resources in partnership with the vice president of stakeholder and investor engagement. A key insight gained from the tour is that there is a high degree of engagement and interest from all stakeholder groups around the development and focus areas of the FY23 and FY24 ESG workplans and initiatives.

Common viewpoints expressed by the respondents were:

- The Company has a decades-long track record of socially and equitably responsible employment relationships as well as solid performance in corporate governance
- Opportunities exist to expand **diversity as defined**
- The tribe is eager to continue their engagement and learn about ways to live our values and make our culture and communities even better than they are today
- Opportunities exist to become more focused and intentional about the Company's environmental impact
- Our product design mandates intentionally limit the use of harmful ingredients, even when not regulatorily required

2. DEFINED WHAT DIVERSITY, EQUITY, INCLUSION, AND BELONGING MEAN IN THE CONTEXT OF OUR GLOBAL CULTURE

Based on input from GSC members, the human resources department, external advisors, and some tribe members, we created DEI+B definitions for our Company.

As we defined DEI+B, it was important that each tribe member, from all corners of our global business, could see themselves in the definitions. To this end, the definitions are broad enough to encompass diverse perspectives and lived experience. The definitions were embraced by the tribe during our OneTribe DEI+B training discussions.

DIVERSITY

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

Equity at WD-40 Company refers to the state, quality, and ideal of being just, impartial, and fair within the context of each individual's reality

EQUITY

INCLUSION

Inclusion at WD-40 Company refers to our practices of fostering a culture where all individuals are recognized, valued, respected, and experience a sense of belonging within the tribe

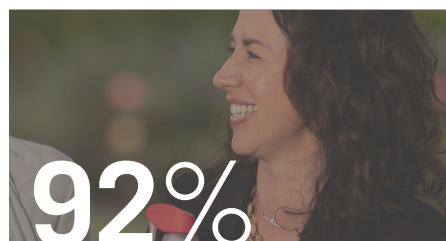
Belonging at WD-40 Company refers to the feeling of acceptance and inclusion

BELONGING

3. DEI+B SURVEY

In October 2021, 84% of the global tribe responded to our first DEI+B survey. The survey included six governance questions and 52 DEI+B-related questions.

The strength of our inclusive culture was evident in the responses. The honesty and candor of the tribe highlighted areas of opportunity for us to focus on during our next two-year DEI+B workplans to make us better than we are today. It also provided a moment for us to pause and to celebrate where we are on our DEI+B journey. Through the survey:



of respondents reported they experience a sense of belonging



of respondents believe DEI+B are critical to the Company's success



The inclusion and equity outcomes scored five to ten percentage points higher than the ENGAGE Global average benchmark (n=99,876) data. The [ENGAGE Group](#) conducted and reported on our first biennial DEI+B survey.

While we will focus on all DEI+B outcomes in our FY23 and FY24 Plan, we are particularly interested in meaningful ways to make a difference in our diversity outcomes, which scored between five to nine percentage points lower than global benchmark data.

DEI+B SURVEY RESULTS

DIVERSITY
78% POSITIVE



DIVERSITY QUESTIONS

WD-40 Company actively promotes and values diversity (80% positive)

As a whole, the people at WD-40 Company are representative of diversity as defined (77% positive)

People at WD-40 Company are representative of the communities we serve (77% positive)

EQUITY
80% POSITIVE



EQUITY QUESTIONS

I am treated equitably at WD-40 Company (83% positive)

WD-40 Company actively promotes and values equity (80% positive)

Processes and programs at WD-40 Company are impartial, fair and provide equitable outcomes for every individual according to their needs (76% positive)

INCLUSION
90% POSITIVE



INCLUSION QUESTIONS

I feel like I belong at WD-40 Company (92% positive)

WD-40 Company's culture is an inclusive place to work (88% positive)

OVERALL RESULTS

51% of survey takers responded positively to all DEI+B questions, reporting that WD-40 Company is diverse, equitable and inclusive.

11% of survey takers did not respond positively to any of the 52 DEI+B questions

What We Learned

One of the important lessons we gained from our DEI+B work over the last two years is that *belonging* exists when diversity, equity, and inclusion behaviors exist. In future Reports we will overlay the belonging outcome with diversity, equity, and inclusion outcomes to gather greater insights into our overall DEI+B cultural attributes.

Three interesting observations we noted from the survey data:

1

White employees responded less positively to all equity questions than non-white employees – upcoming discussions and surveys will provide insights into this result.

2

We received higher than anticipated “prefer not to say” responses across many of the survey questions. Our belief is that this number will decline over subsequent surveys because the tribe members who chose not to respond in our first survey (prior to participating in the OneTribe learning discussions) may be more likely to provide a favorable response after learning about the Company’s intent. It is our hope that through ongoing DEI+B programs and initiatives that trust, awareness, and engagement around the DEI+B intent will continue to grow, and we will see improved survey results.

3

Globally, females responded less favorably in all but two questions. Through further discussions in our OneTribe program we hope to uncover insights into these responses so that corrective action plans may be developed.

It is important to note that the DEI+B survey was conducted prior to the launch of the OneTribe | *better together* diversity, equity, and inclusion learning experience. The results provide valuable baseline data against which to measure the impact of the OneTribe program.

We align with the findings of the [McKinsey and Company](#) research that diversity is correlated with an increase in performance and profitability, in addition to simply being the right thing to do.

4. DEI+B LEARNING PROGRAM – ONETRIBE | *BETTER TOGETHER*

98%

of our global tribe participated in our inaugural OneTribe | *better together* diversity, equity, and inclusion learning experience between November 2021 and March 2022

The experience was developed in partnership with external training experts. Nine tribe members from Australia, Germany, Spain, the U.K., and the U.S., became certified DEI+B training facilitators. Our tribe facilitators led 18 of the 26 global OneTribe training sessions or learning cohorts. An additional eight cohorts were led by our external training partners in both English and Mandarin. Materials were provided in local languages. Collectively, the tribe dedicated approximately 2,300 hours to engage in interactive discussions about acknowledgment of others, individual biases, and the impact our choices have on creating a culture of belonging.

For the first time in the Company's history, the OneTribe DEI+B learning experience brought together tribe members from all functions, trade blocs, countries, and time zones in interactive, virtual learning cohorts. Most of the blended-country cohorts included tribe members from three to four countries. One cohort consisted of tribe members from six countries (Canada, France, Mexico, Portugal, Spain, the U.K., and the U.S.). In another cohort, a sales manager from New York met a sales manager from Germany for the first time. These two tribe members had 38 years of combined tenure with the Company and many similar stories to share about their careers with the tribe. The OneTribe experience ignited rich discussions about the global tribe's diverse lived experiences resulting in a very meaningful and impactful learning experience between tribe members from such diverse cultures. The vulnerability and sincerity between tribe members who have worked together for decades and those who were strangers before meeting in the virtual room was possible because we are united by our shared Company values. This provided instant connections, trust, and the assumption of positive intent needed to create a welcoming and supportive space, which amplified the discussions and learning around deeply held personal beliefs.



The OneTribe learning experience provided the opportunity to learn and explore diverse topics such as:

Gender bias, newcomer status bias, COVID-19 vaccination status, introversion and extroversion, age bias, compensation equity, physical and mental limitations, differences in learning, communication styles that lead to exclusion when not appropriately considered, and much more

The business case for DEI+B

The Company's definitions of DEI+B

Unearned privileges and imbalances that exist within the tribe

Tribe members' personal experiences with discrimination

The richness of our DEI+B conversations are just beginning as we shift gears to sustainment activities and new hire orientation throughout FY23 and FY24.

ONETRIBE PARTICIPANT FEEDBACK

“Positive

“The OneTribe learning experience provided life enhancing opportunity to meet and socialize with cross functional/regional team members. Through conversation, we exchanged ideas and cultures resulting in the unexpected strengthening of belonging within the whole tribe.”

“I think exploring real examples made the most impact on me. These help us to understand that this [bias and discrimination] is not something that happens elsewhere but it is close to home.”

“WD-40 Company provides the perfect platform to practice inclusion and equity with tribe members from all continents, so many different cultures and languages. With these international sessions we embrace this wealth and learn to create a sense of belonging.”

“I’ll be more aware of my biases. Sometimes we allow our biases to disregard and not acknowledge certain situations or people. This may have an unintended negative impact.”

Constructive”

“I will intentionally seek out and try to understand more of my colleague’s opinions.”

“I will challenge my own assumptions and act in a more open-minded way.”

“Consider the thoughts and feeling of those around me before I make a comment regarding something that others may have a differing opinion or view.”

“I will keep in mind the need to give every team member the same appreciation, no matter their family status/full or part-time/age/experience.”

“I will be mindful of what I say, even if correct to ensure it does not make people feel uncomfortable.”

HARMONIZING GLOBAL ETHNIC REPORTING

We are able to report the ethnic diversity of our United States tribe with great accuracy to comply with the Federal Equal Employment Opportunity Commission (EEOC) and Affirmative Action Plan regulations.

However, like other multi-national companies, it is difficult to collect data on the ethnic diversity of non-U.S. employees because it is either illegal in some countries (such as France and Germany) and/or it is incredibly challenging to categorize the diversity of the world's population into a few ethnic reporting categories in the same way the EEOC does in the U.S.

We conducted a special survey of our global tribe members in October of 2021, to include their opinions about our ESG program, and also to gather information about the ethnic diversity of our company's population, to the best of our ability. At that time, the survey was sent to 564 tribe members, with 471 responding.

The ethnic reporting categories and flexibility offered in the survey were: African, American Indian or Alaska Native, Asian, Black, Chinese Han, Chinese Malays, Chinese non-Han, Eurasian, Hispanic/LatinX, Indian, Indigenous (not otherwise listed: specify), Malay, member of a visible minority (not otherwise listed: specify), native Hawaiian or other Pacific Islander, two or more (specify), White, prefer to self-identify, and prefer not to respond.

The results of that survey yielded the following number of responses to the ethnic identification query:

24	31	26	213	8
ASIAN	HAN CHINESE	HISPANIC OR LATINX	WHITE	SELF-IDENTIFY*

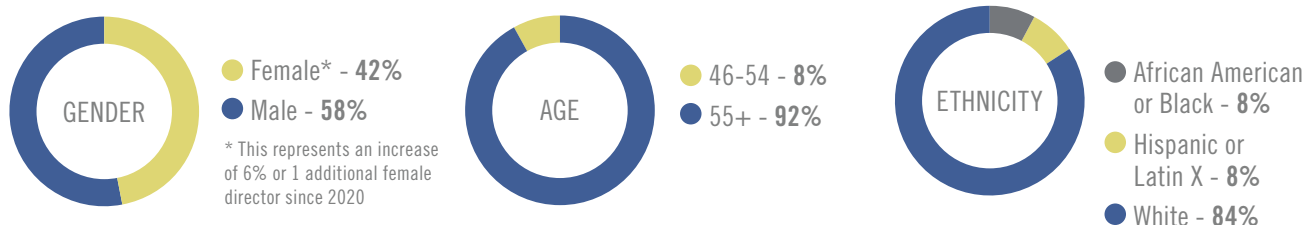
Voluntary responses = 54% of global employees

*Eight people chose to self-identify their ethnicity as something other than the reporting categories provided. In the countries where we were legally able to request ethnicity, 56 people chose not to respond. Our reporting standards required a minimum of six responses for any question or ethnic category to ensure the confidentiality of participants.

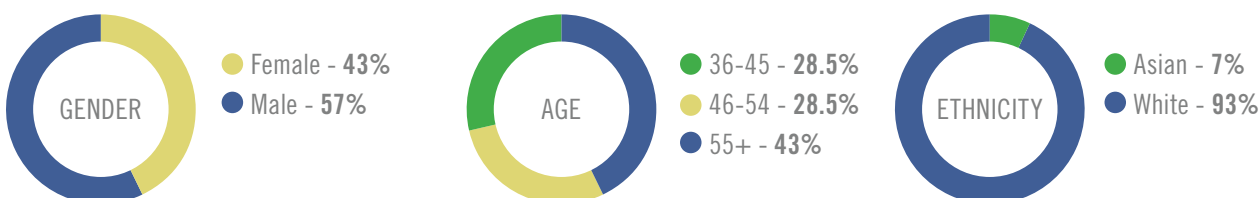
We will continue to look for ways to improve our data collection methods in the future.

WD-40 COMPANY DIVERSITY BY GENDER, AGE & ETHNICITY

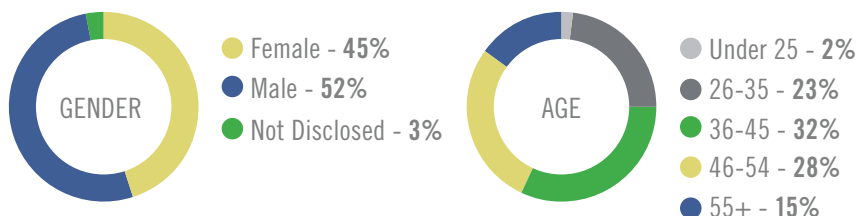
BOARD OF DIRECTORS (12)



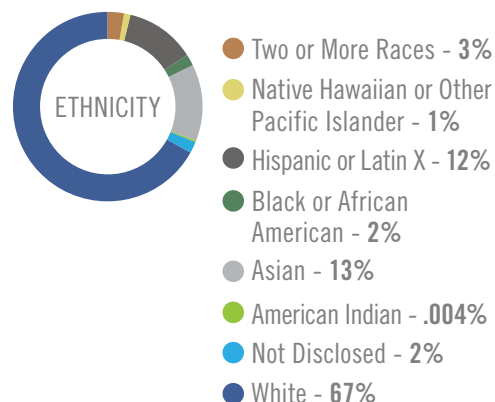
GLOBAL STRATEGIC COUNCIL (14)



GLOBAL TRIBE (583)



U.S. TRIBE ETHNICITY (225)

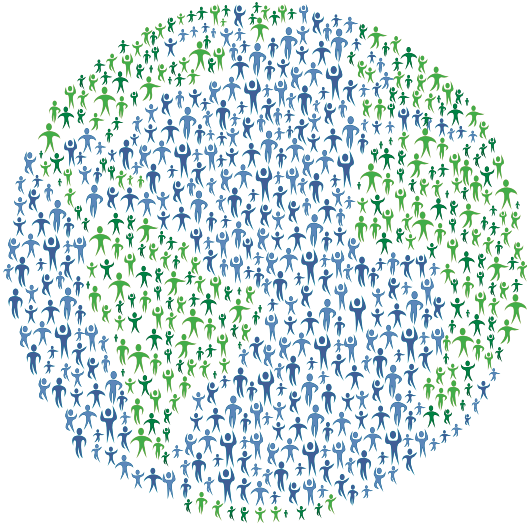


Statistical analyses of our United States employees as of August 31, 2022, did not indicate systemic adverse impact or disparate treatment of minorities or women. Since the inception of our U.S. Affirmative Action Plan (“AAP”), our required statistical analyses have resulted in findings of no under-representation of minorities or women in any of the five worker categories applicable to our Company in the United States. Due to our small population and small sample sizes in each of the five categories however, even no representation of minorities or women can fall within the sampling margin of error.

We plan to steadily increase our ethnic, gender, and age diversity by broadening our outreach to the widest possible demographics of qualified applicants and through the application of our objective, job-related candidate evaluation and selection methods. The success of our learning mindset, bench building, and succession planning also means that when openings occur, we prioritize promoting from within whenever possible. However, due to our small size, low turnover, and modest hiring rate, the speed of our ability to increase our diversity remains slower when compared to corporations that have similar global brand identities but much larger organizational populations and greater hiring rates. We will continue to strive to improve diversity and to create a workforce that is representative of the diversity of the communities to which we belong within the broadest sense of the way we define [diversity](#).

PROMOTIONS: FY21 AND FY22

INTERNAL PROMOTIONS BY TRADE BLOC



	TOTAL POPULATION (AS OF 8/31/2022)	NUMBER OF INTERNAL PROMOTIONS	NUMBER OF PROMOTIONS BY GENDER	
			Female	Male
AMERICAS	207	45	20	25
ASIA-PACIFIC	86	10	3	7
EMEA	245	53	30	23
HQ	45	12	6	6
TOTAL	583	120	59 (49%)	61 (51%)

TURNOVER AND TENURE: FY19 THROUGH FY22

	FY18	FY19	FY20	FY21	FY22
POPULATION	480	495	524	543	583
VOLUNTARY	43	35	31	36	51
INVOLUNTARY	11	11	8	8	9
RETIREMENT	9	6	7	7	8
AVERAGE TENURE (YEARS)	5	6	6	7	8

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

We believe that management and board-level diversity is very important. Our board currently has four female directors and one female director nominee, out of 11 board members. Our board currently has two minorities represented and self-identified as Black and Hispanic. In addition to gender and ethnic diversity, our board is comprised of diverse nationalities, cultural backgrounds, and worldviews. Our Global Strategic Council currently has six female members out of 14 management members. Our Global Strategic Council currently has one non-Caucasian representative. We currently have two women who are country managers, whereas a few years ago we had none. We now have many women in regional senior leadership and middle-management positions who will be eligible for consideration for executive roles as succession opportunities arise.

Over the reporting period for this Report, there have been no incidents of discrimination reported within WD-40 Company, which we believe to be a testament to both the strength of our values and our success in hiring people whose values are aligned with our Company's culture. We annually conduct a "values" assessment to determine the incidence rate of behaviors that are contrary to our values, which assessment is reviewed by our Ethics and Compliance Committee, comprised of senior executive leaders including HR, legal, and commercial trade bloc leadership.

FY23 AND FY24 PLAN: SOCIAL IMPACT

Over the next two years we will focus our efforts in two core areas of opportunity that were illuminated during our OneTribe learning and in our DEI+B survey.

1

Employment and Development

Over the FY23 and FY24 period, we will develop specific programs and actions to raise job visibility internally and externally to solicit the broadest range of candidates possible; expand the visibility of career progressions and equitable talent development opportunities to all employees; and identify and reduce barriers to employment and talent development opportunities.

2

Inclusion and Belonging: "Acknowledgment Behaviors"

Building on the work completed during this reporting period, we will continue to develop and implement programs and actions that invite diverse perspectives and opinions and equitably acknowledge contributions of all tribe members.

2. Supporting Our Tribe: On-going Programs and Data

WORKPLACE WELL-BEING

We continue to prioritize the well-being, health, safety, and productivity of our tribe. Early in the COVID-19 pandemic, we proactively addressed the needs of our tribe's health, safety, and well-being regardless of their physical work location.

Providing resources for our tribe members to take care of their physical and emotional needs during the pandemic was a critically important investment into our tribe's wellbeing. All tribe members have been provided access to:

- 1 **Calm**, an online application to support physical, emotional and overall wellness through guided meditation, sleep, mindfulness, music, exercise, breathing techniques, and much more.
- 2 Electronic and office furniture and supplies of their choice to accommodate their working from home needs.
- 3 External mental wellness resources – wherever possible, our offices implemented or expanded access to external mental health and wellness professionals to support individual and family needs during the pandemic and beyond.
- 4 Global walking challenge - during the COVID-19 pandemic our tribe was encouraged to step away from their screens to participate in a friendly and healthy global walking competition. All trade blocs participated with a total of 265 participants, which was almost half of our entire tribe globally. The daily step tracking on the walking app was fierce between EMEA and the Asia-Pacific tribe. The EMEA tribe walked 10,952 miles, Asia-Pacific recorded 8,245 miles, and the Americas tribe clocked 4,980 miles.

GLOBAL WALKING CHALLENGE

The Earth's circumference is measured around the Equator and is 24,901 miles, approximately the same distance walked by our global tribe members.



EMEA	10,952 MILES
Asia-Pacific	8,245 MILES
Americas	4,980 MILES

For more information on how we support the health, safety, and well-being of our tribe please see our [2020 ESG Report](#), page 16, or our [website](#).

WORK FROM WHERE PHILOSOPHY

There were many watershed moments in our Company that resulted from the COVID-19 pandemic.

One that will have lasting effects on our culture was the implementation of our 2021 *Work From Where* Philosophy, which provided a globally consistent approach to when and where tribe members perform their work. The philosophy's purpose is to provide a framework by which the coach (i.e., supervisor) and each individual tribe member can discuss and align on when and where work is performed without being constrained by restrictive policies or a physical address. This resulted in decentralized, individual work plans designed to achieve performance metrics, individual work preferences/needs, team preferences, and business needs. These agreements remain fluid to allow for flexibility to meet the needs of the individual tribe members and the business.

EMPLOYEE ENGAGEMENT

"I am personally pleased to see that even after all we have been through over these last two years, 23 of the 29 multiple choice survey questions were rated at or above 90% favorable."

GARRY RIDGE, CHAIRMAN



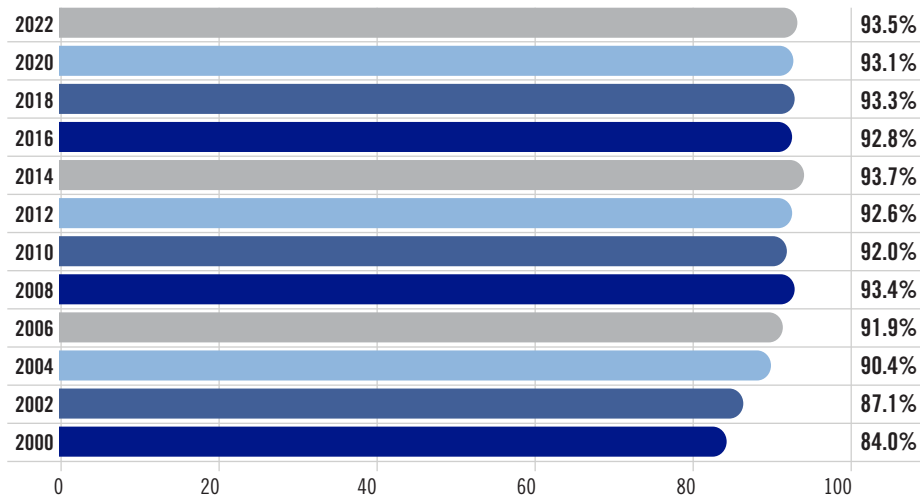
The common definition of "engagement" is when an employee makes ongoing discretionary contributions in their role, beyond what is expected of them.

OUR JANUARY 2022 BIENNIAL EMPLOYEE ENGAGEMENT SURVEY ("EES") REVEALED A SLIGHT INCREASE
IN ENGAGEMENT FROM **93.1%** IN JANUARY 2020 TO **93.5%** IN JANUARY 2022.

We measure positive engagement in a manner that is conventional in such surveys, that is, to add "Agree" with "Strongly Agree" responses to a series of positive statements that employees react to. We conduct our global Employee Engagement Survey biennially. A subset of all engagement survey queries is used to form our index of engagement. The questions used in the index are those that relate to factors studies have repeatedly shown to correlate to employee engagement.

Positive feedback was received across the survey, reinforcing the belief that WD-40 Company is comprised of values-aligned tribe members who invest a significant amount of discretionary effort in the execution of their work. We believe that a learning mindset and the will of our people to contribute to something bigger than themselves creates a culture that is a competitive advantage.

EMPLOYEE ENGAGEMENT HISTORY



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

HIGHEST RANKED QUESTIONS

RANK	QUESTION	2016	2018	2020	2022
1	I love to tell people I work for WD-40 Company	98.4%	99.0%	98.3%	98.3%
2	I understand how my job contributes to achieving WD-40 Company's goals	97.9%	97.9%	97.9%	98.1%
3	I feel my opinions and values are a good fit with the WD-40 Company culture	99.1%	98.1%	97.5%	97.2%
4	I respect my coach	95.8%	96.4%	97.1%	97.0%

LOWEST RANKED QUESTIONS

RANK	QUESTION	2016	2018	2020	2022
1	I believe working at WD-40 Company will allow me the opportunity to achieve my personal career objectives.	82.4%	87.3%	85.8%	86.2%
2	At WD-40 Company, the Trade Bloc and corporate groups collaborate well together	83.1%	84.9%	86.6%	87.6%
3	I consider coach a mentor, which means he/she/they actively supports my professional development goals as well as caring about my performance	87.3%	87.2%	87.5%	89.1%
4	I know what WD-40 Company resources are available to me during periods when I experience stress and/or anxiety			New Question	89.1%

TALENT ACQUISITION

Our talent acquisition methodologies, as outlined on page 22 of our **2020 ESG Report**, focus on broad solicitation of candidates across demographics, ensuring that candidate evaluation and selection methods follow content-valid, job-related criteria with a concerted focus on making objective, unbiased hiring and promotion decisions.

We also focus our hiring locally within regions where tribe members are employed, reflecting the demographics of those countries of residence. More information is available [here](#).

GLOBAL HIRES IN FY 2020-2022



COMPENSATION AND BENEFITS

Our comprehensive rewards and recognition programs remain unchanged from those included in our **2020 ESG Report**, page 25.

PAY DIVERSITY AND GENDER EQUALITY

Our next pay equity study will be completed in FY23. Results will be shared in our 2024 ESG Report. For more information about our 2020 pay equity study see our **2020 ESG Report**, page 25.

3. Our Communities

For more than four decades, our Company and tribe have given back to our communities by contributing to a myriad of non-profit organizations and programs. The WD-40 Company Memory Making Fund was established as a means for WD-40 Company's tribe member-led Community Involvement Committee to fulfill our corporate giving mission.

We are committed to transformational philanthropy. This means we take a systematic, collaborative approach to grant making with an eye toward long-term change. We launched our current grant making program in 2016 and have committed nearly \$1.5 million over the last seven years to our partner non-profit organizations. In addition to general corporate giving, we match employee charitable contributions (U.S. only), and often provide financial support globally in times of humanitarian crisis.

Monetary donations are only part of our commitment to our communities. Our tribe members have personally committed their time to giving back by volunteering. Paying it forward in support of something bigger than ourselves and our communities energizes our tribe.

Our [2020 ESG Report](#) sets out our approach, mission, philosophy, and priorities with respect to our community involvement, including how we give back to our communities and examples of our diverse community involvement activities. You can learn more about these in our [2020 ESG Report](#), page 31. In fiscal year 2023, we will launch a new grant-making program focused on transformational philanthropy and making an impact in the countries where our tribe members live and work.



This one-of-a-kind custom-built 1951 Chevy was created and auctioned for charity, raising \$92,000 for ChildHelp through our partnership with SEMA Cares!

The build was a tremendous team effort, especially given the shortage on parts and supplies during the pandemic. To date, WD-40 Company has raised \$1.1M for ChildHelp through the car restoration and auction projects. A new custom build for charity project is scheduled for FY23. Information can be found on our social media pages.



2022 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT

CARBON AND ENVIRONMENTAL IMPACT

2022 GOAL

Understand, measure, and report on WD-40 Company's carbon footprint

FY21 AND FY22 OBJECTIVES

- Quantify the life cycle environmental impacts, including greenhouse gas (“GHG”) emissions of WD-40 Company, the products it sells, and its upstream, internal, and downstream supply chains, i.e., Scope 1, 2 and 3 GHG emissions.
- Identify the aspects of the Company's products and operations that make the most material contributions to a range of environmental impacts.
- Consider five specific changes that may reduce that environmental impact, specifically:
 - Replacing carbon dioxide (CO₂) gas as a propellant in aerosol products with non-GHG gases
 - Evaluating the effects of improvements in recycle rates of steel aerosol cans
 - Evaluating the potential positive impact of a non-fossil-fuel based formula for WD-40® Multi-Use Product
 - Evaluating the potential positive impact of changing our primary package from tin-plated steel to aluminum
 - Calculating the positive impact of our supply chain partners employing renewable energy sources for production warehousing and logistics.

FY21 AND FY22 PLAN**RESULTS**

Expand the Life Cycle Assessment screening for our primary product, WD-40® Multi-Use Product, which was completed in FY20, to include a more comprehensive set of data from all of the Company's commercial regions

Completed ✓

Complete an Organizational Life Cycle Assessment (“O-LCA”) for WD-40 Company

Completed ✓

Measure and establish our GHG emissions baseline

Completed ✓

Use the O-LCA to model and identify possible actions that may be taken to make a material difference in our carbon outputs

Completed ✓

FY23 AND FY24 PLAN

We are philosophically aligned with the vision to achieve net zero GHG emissions by 2050. We will work towards setting reduction targets as we identify methods that can make a difference. During the FY23 and FY24 reporting period, we will pursue investigative projects that aim to identify methods to:

- Reduce GHG emissions per Kg finished product by at least 10%, through product design changes focusing on can material changes and formulation changes (Scope 3)
- Reduce GHG emissions per Kg finished product by at least 10% through supply chain collaboration, focused on production methods and energy sources (Scope 3)
- Reduce GHG emissions in Scope 1 and 2 sources by at least 10%

BACKGROUND

As stated in our 2020 ESG Report, page 49 we conducted a screening-level life cycle assessment (“LCA”) of our flagship product, WD-40® Multi-Use Product, in the United States, our largest single market.

The purpose of this screening level assessment was to identify the material factors that could contribute to potential negative environmental and human health impacts of the product that comprises about 80% of our total sales volume. The two main environmental impact areas of WD-40® Multi-Use Product identified in the LCA screening study were: 1) the primary packaging (tin-coated steel can), and 2) the petroleum-based chemical contents. This screening-level study provided important information that guided our ESG program and chart of work for the current two-year reporting period, FY21 and FY22.

During this reporting period, we completed a full O-LCA that included Scope 1, 2, and 3 GHG emissions and extended to all products across our global markets. This O-LCA also provided a modeling tool that enabled us to assess the likely results of various mitigation efforts aimed at reducing our environmental impact, including GHG emissions, impacts to human health, and other environmental impacts. During this reporting period, this modeling tool allowed us to analyze five potential methods of improving our environmental impact as first cases and will serve to enable future scenario modeling for additional initiatives.

KEY FY21 AND FY22 ACHIEVEMENTS

We conducted an O-LCA that covered all WD-40 Company business operations.

Through this comprehensive study, we measured our carbon footprint globally establishing FY19 as our baseline. We subsequently identified five potential mitigation approaches and ran modeling scenarios to understand their possible effects to reduce our negative impacts. The full O-LCA is available for review upon request. Please contact Wendy Kelley, Vice President, Stakeholder, and Investor Engagement, at Phone: 619-275-9304, Email: wkelly@wd40.com.

1 O-LCA PROCESS AND RESULTS

The O-LCA used pre-pandemic FY19 data to analyze each of the Company’s three trade blocs, including direct impacts from WD-40 Company operations (Scope 1), and indirect impacts from upstream suppliers, providers of energy and other utilities, and downstream production, distribution and usage (Scopes 2 and 3). WD-40 Company outsources most of its manufacturing and fulfillment functions, which results in higher impacts stemming from Scope 3 activities. Figure 1 illustrates the boundaries set for the O-LCA.

An organizational life cycle assessment compiles and evaluates the inputs, outputs and potential environmental impacts of the activities associated with an organization and its product portfolio using a life cycle perspective that includes a company's facilities as well as upstream and downstream activities.

An O-LCA provides organizations with environmental understanding at the level at which most of the decisions are made—the level of the organization—thus supporting them effectively to improve their environmental performance, e.g., identifying environmental hotspots throughout the value chain, tracking environmental performance over time, supporting strategic decisions, and informing corporate sustainability reporting.

The O-LCA was conducted in accordance with ISO 14044 and ISO 14072 standards, including external critical review.

Through the O-LCA we developed baseline data on our carbon, water, and waste footprints. This data enabled us to better identify areas of high impact, and potential achievable impact reduction goals, inform our ESG strategy, and provide a basis against which to track and measure our performance over time. We focus here particularly on our GHG emissions and human health impacts. More detailed information on our initiatives to reduce the life cycle impact of our primary packaging (tin-coated steel can) through increased aerosol can recycling is covered in the section [Circular Supply Chain](#).

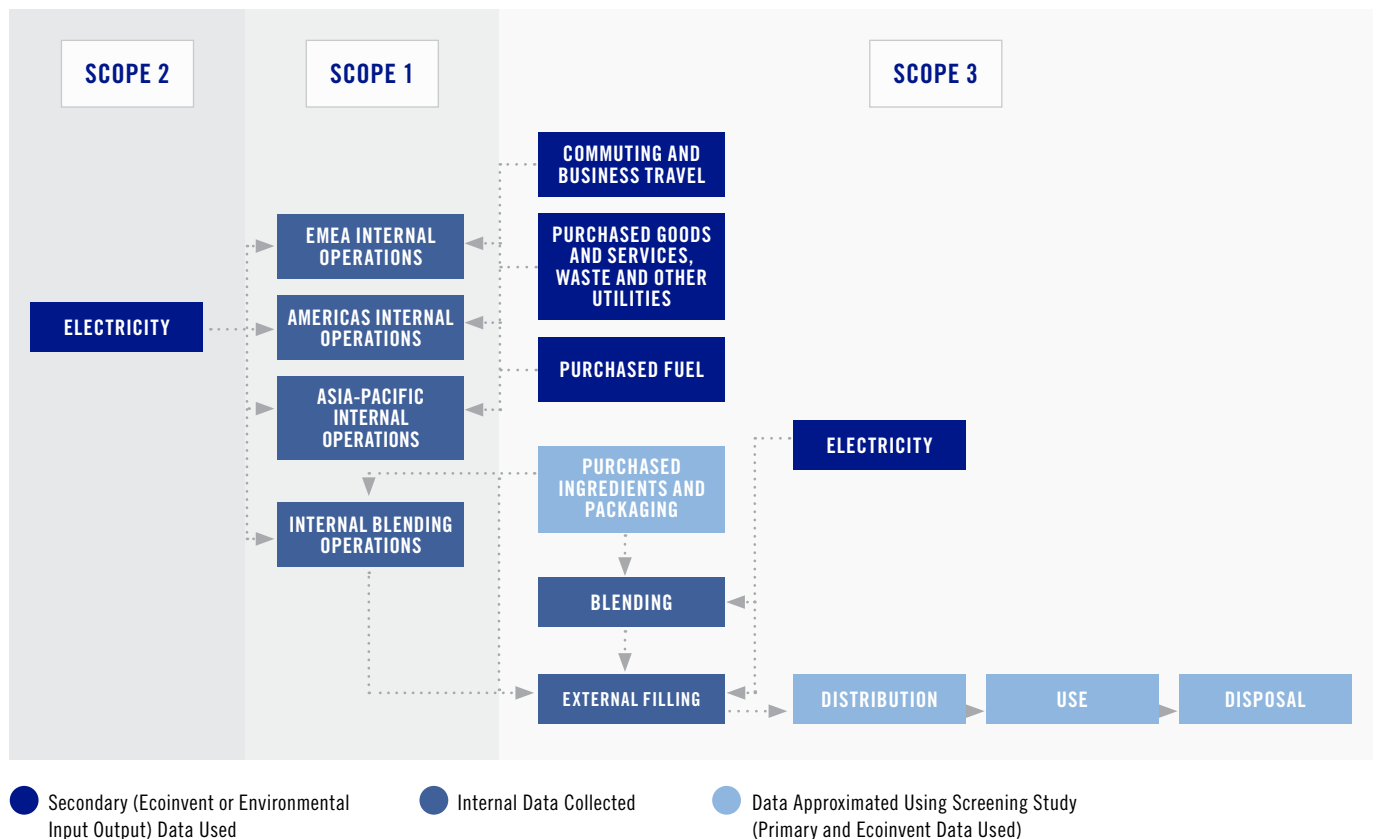


Figure 1. Boundary diagram for the Organizational LCA of WD-40 Company

2 EXPANDED LIFE CYCLE ASSESSMENT

Since WD-40® Multi-Use Product represents about 80% of our product volume, data was collected specifically for this product across packaging formats, and by extension applied to all other Company products. Other types of our aerosol-package-based products are similar in primary package materials and components. The WD-40 Specialist® range of products also have similar types of chemical contents, as do many versions of our 3-IN-ONE® brand products. Non-aerosol package formatted products are a small percentage of the volume globally. The significant contribution to GHG emissions represented by transportation and storage is similar across all product types, apportioned by weight. This approach resulted in overstating total GHG emissions, and the impact of fossil-fuel based contents by a moderate amount, due to treating non-aerosol product formats and products that do not use fossil-fuel based contents as if they did. Since the strategic focus of the Company is primarily centered on maintenance chemicals used for tools, equipment and appliance operation, maintenance, and repair, this approach was felt to be a rational way of conservatively estimating current and future environmental impacts. Figure 2 illustrates the proportions of our global product portfolio by sales in FY19.

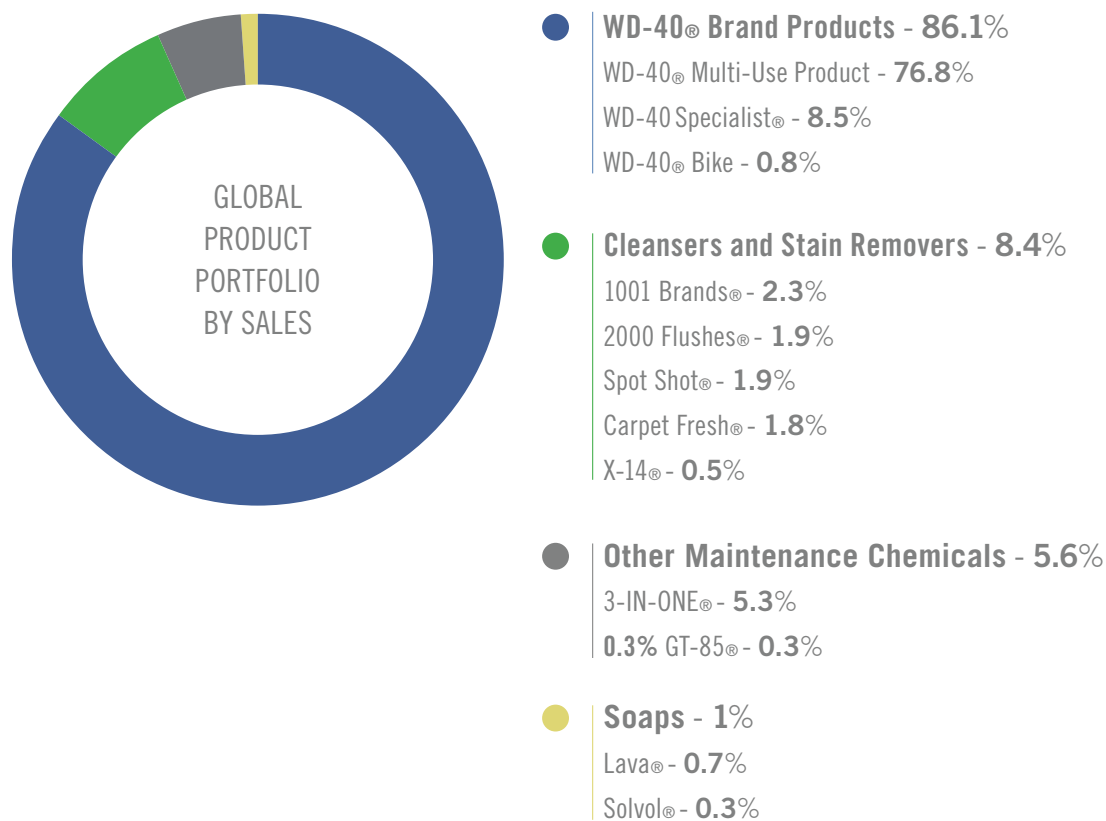


Figure 2. WD-40 Global Product Portfolio Proportion by Sales, FY 2019

Several specific limitations and data gaps are worth noting. In the production phase, Scope 3 inventory data for component chemicals were neither available directly in the life cycle inventories, nor from the Tier 2 and 3 suppliers, such that certain key inputs were represented by proxies. Proxies were chosen carefully by Earthshift Global in consultation with WD-40 Company experts and were considered reasonable approximations by our O-LCA consultants. Where direct data was available, it was used. Where required data was not directly available, due to Scope 3 impacts representing by far the largest contributions to environmental impacts, data was applied by Earthshift Global, following ISO standards and available measures related to energy use, transportation, storage, etc.

In all cases, the assumptions and metrics applied erred to the conservative, i.e., assuming a greater negative environmental impact.

The full O-LCA Report contains the details of methodology and data applied. The full O-LCA is available for review upon request. Please contact Wendy Kelley, Vice President, Stakeholder and Investor Engagement, at Phone: 619-275-9304, Email: wkelly@wd40.com.

3 KEY FINDINGS OF THE O-LCA

- In FY19, WD-40 Company's total organization life cycle GHG emissions were 182,000 metric tonnes of CO₂ equivalents (i.e., 181.56 kt "CO₂eq"). Of this, the Americas trade bloc accounted for 43%, the EMEA trade bloc accounted for 34%, and the Asia-Pacific trade bloc for the remaining 23%. (See Figure 3)

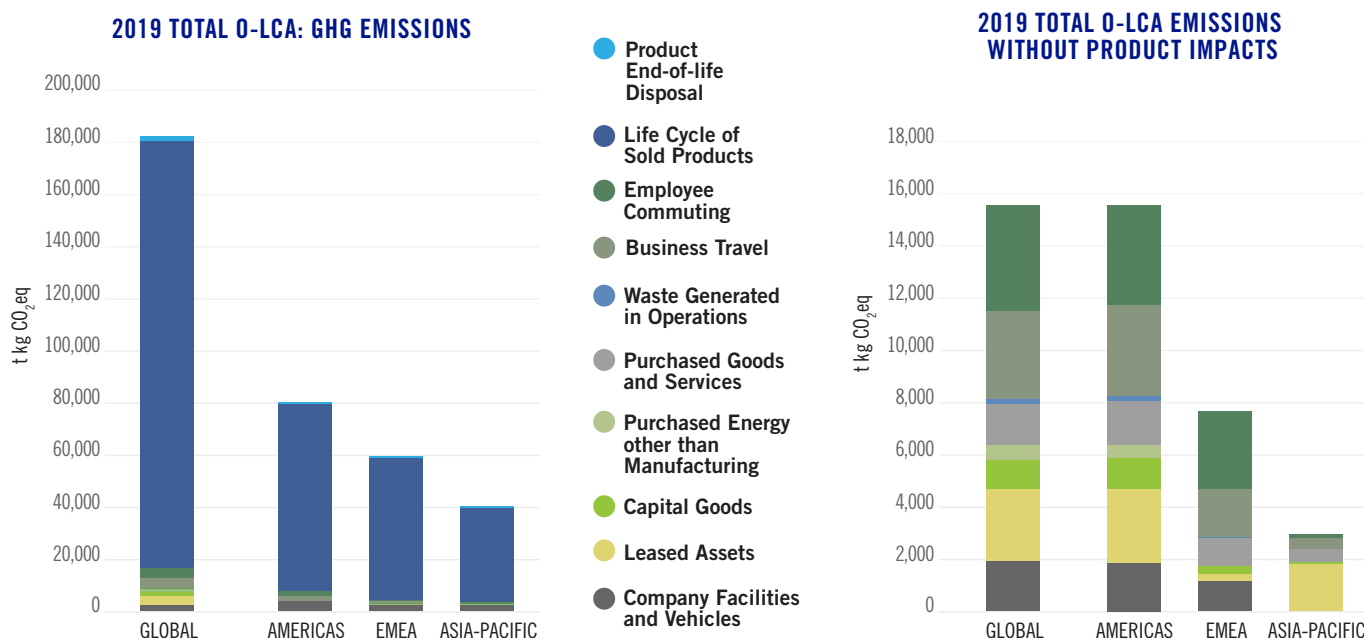


Figure 3. Results of the O-LCA for GHG emissions for WD-40 Company world-wide and by market bloc

- From an organizational standpoint, nearly 95% of WD-40 Company's GHG impacts in all regions are from the outsourced production, transport, and use of products—not from direct Company operations. In other impact categories, products account for 91% to 99% of impacts.
- Employee travel—both commuting and business travel—is the largest contributor to GHG emissions when product impacts are not considered. While operational impacts could be reduced in areas like business travel, the primary opportunities for reduction are through the product cycle.
- Scope 1 emissions, i.e., WD-40 Company's direct emissions, account for approximately 5% of total GHG emissions. Scope 2 emissions from energy purchased by WD-40 Company accounts for less than 1% of total GHG emissions. Scope 3 indirect emissions from the product value chain account for 94.6% of total GHG emissions. (See Figure 4)

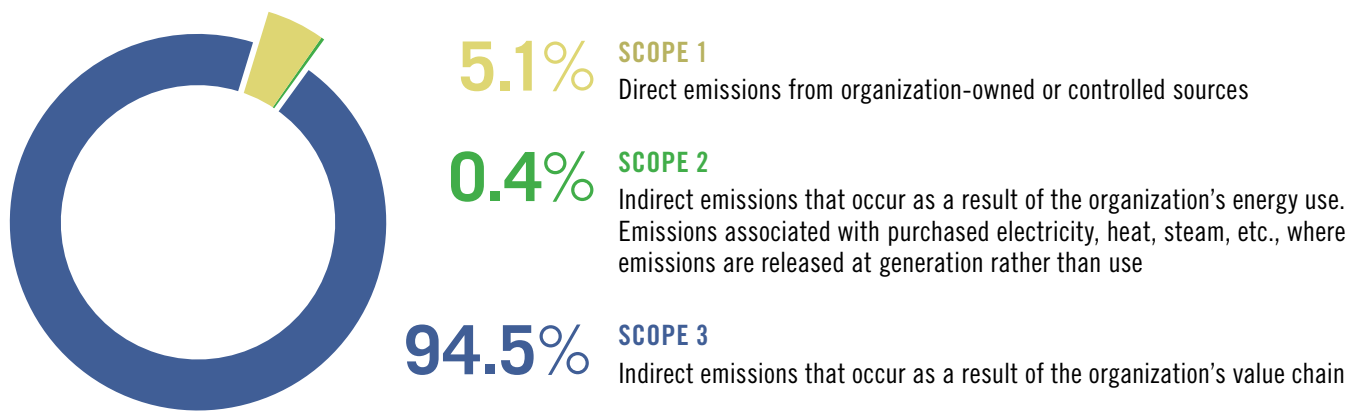


Figure 4. Scope 1, 2, and 3 proportions of WD-40 Company's 2019 GHG emissions

- In FY19, WD-40 Company's product life cycle GHG emissions were 164.6 kt CO₂eq, based on 154.6 kt CO₂eq for WD-40® Multi-Use Product aerosol. The Americas trade bloc accounts for 45% of total product life cycle GHG emissions and 38% of WD-40® Multi-Use Product aerosol life cycle GHG emissions. The EMEA trade bloc contributes 40% of WD-40® Multi-Use Product aerosol life cycle GHG emissions, or total product life cycle GHG emissions of 40%. The Asia-Pacific trade bloc contributes 22% of WD-40® Multi-Use Product life cycle GHG emissions and 23% of total product life cycle emissions. (See Figure 5)

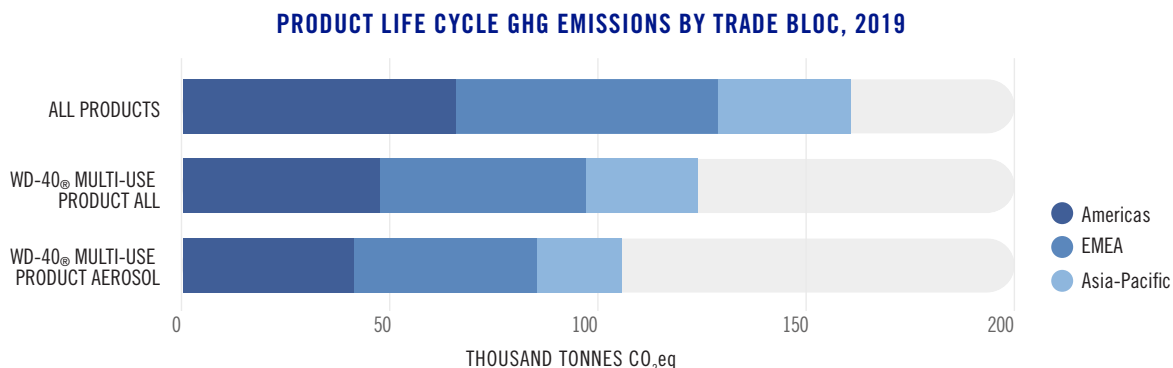


Figure 5. Greenhouse gas impacts of WD-40 Company's products based on the WD-40® Multi-Use Product as modeled (aerosols), applied to all packaging types, and all other WD-40 Company products

- WD-40® Multi-Use Product aerosol produced in FY19 has a global life cycle GHG footprint of **3.44 kg CO₂eq per kilogram of product** from cradle to grave, including materials, production, can, packaging components, transportation and distribution, use, and end-of-life disposal. Asia-Pacific WD-40® Multi-Use Product shows a higher GHG impact than in the other regions. This is partially due to larger transportation distances, but also differences in the amount of energy used. Conversely, EMEA's smaller impact arises from less energy consumption and smaller transportation distances. Energy use data available for the Americas region are less complete than for either of the other two trade blocs and may be somewhat underestimated.

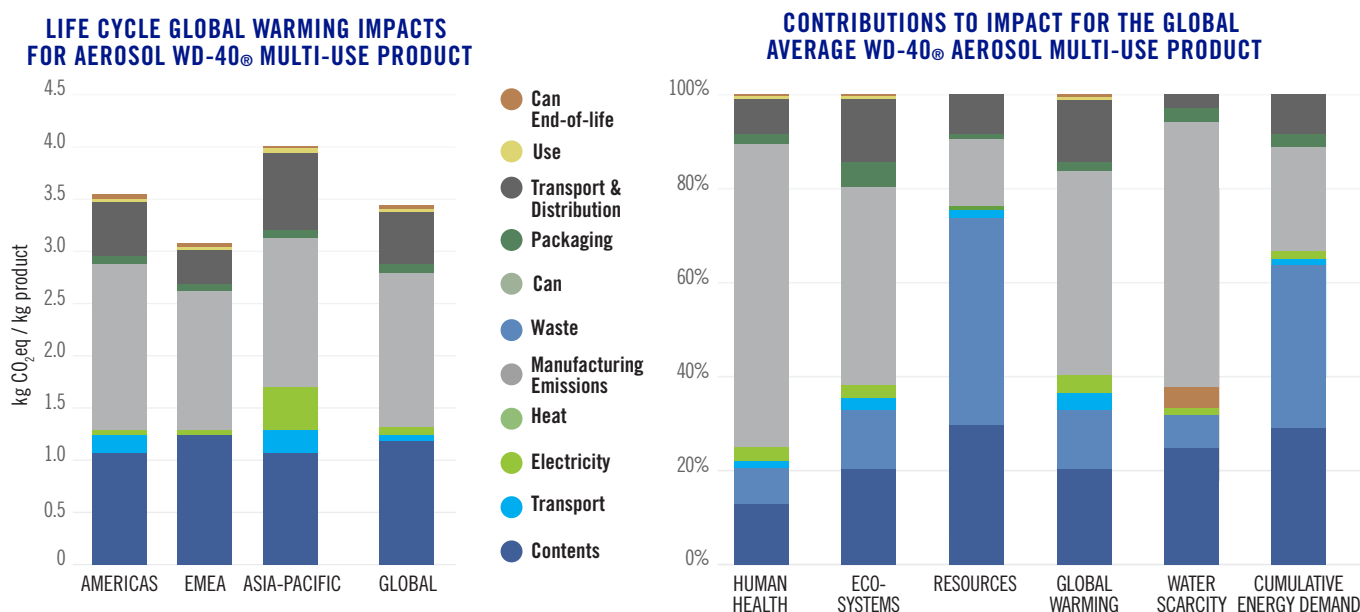


Figure 6. Impacts for 1 kg of WD-40® Multi-Use Product over its whole life cycle, including extraction of materials, blending, filling, transport, manufacturing losses and emissions, transportation and distribution to the consumer, use, and end-of-life disposal

Product GHG impact in every category except resources is driven primarily by the cans in which WD-40® Multi-Use Product is packaged, and secondarily by the contents (see Figure 6). GHG impacts from the WD-40® Multi-Use Product contents are also material, contributing 25–30% of total WD-40 Company impact. The Company has been researching alternate sourcing of materials that offer lower-carbon impact alternatives for about fifteen years. This will be a continuing effort (see the FY23 and FY24 Plan below). We are evaluating an existing plant-based formula that serves a variety of applications as part of our FY23 and FY24 Plan.

There is relatively minor regional variation in product impacts (see Figure 7). There are some differences in point of origin and transport of input materials, and there may be opportunities to reduce impacts through changes in sourcing. In general, however, the same impact reduction strategies will apply to all three trade blocs.

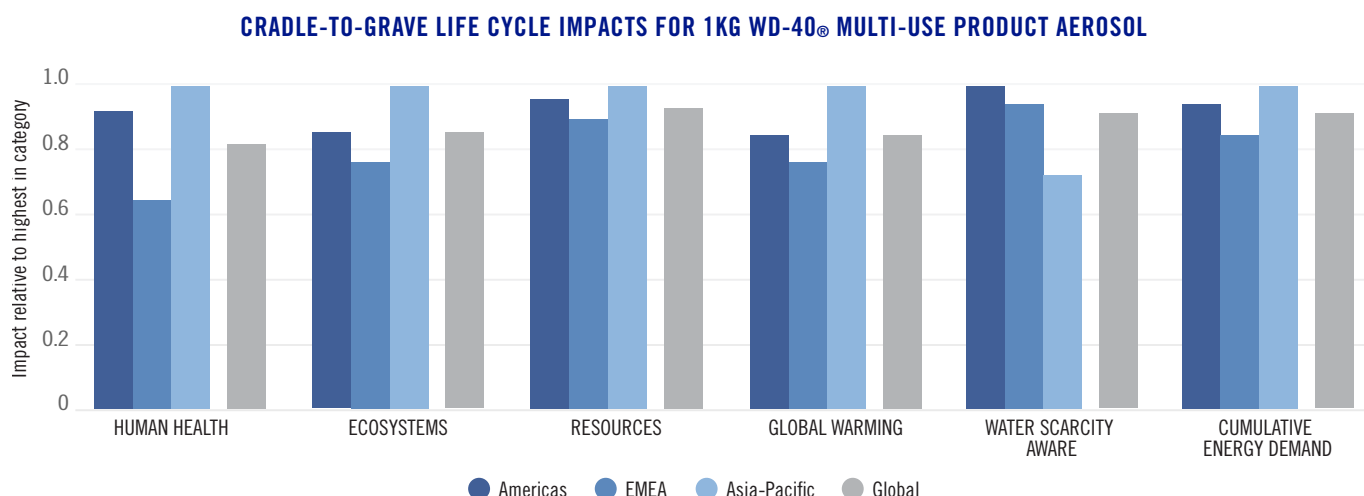


Figure 7. Life cycle product environmental impacts for all top-level impact categories per kg of product, including materials, manufacturing, transportation, use and end-of-life disposal, shown relative to the highest impact block in that category

In addition, it may be worth exploring supply chain strategies of optimizing concentrate production proximity to fillers, within regional markets. There could be cases where transportation impacts could be reduced by filling closer to end-user markets, and others where producing concentrate and filling at a single site might result in lower GHG emissions. Since the supply chain is outsourced to production partners, this potential consideration is dependent upon identifying available contract fillers and ascertaining their capabilities and their willingness to provide the necessary services.

4 SCENARIOS FOR GHG MITIGATION: RESULTS OF MODELING

We are pursuing can and formula design opportunities to identify methods to reduce our GHG impacts, including completing further GHG scenario modeling studies. These studies will determine the potential material benefit of pursuing package design and formulation changes by conducting impact analyses using our O-LCA modeling tool. During the current reporting period we conducted five studies of potential GHG reduction approaches, developing scenarios to model possible changes in GHG impact. In this Report, we provide the results of two GHG mitigation scenarios, both of which have been subject to an external review. The other three GHG mitigation scenarios have been completed and are currently undergoing further analysis. Pending the results of the more in-depth analyses, and if we obtain an external review of those results, these scenarios may be included in our next ESG Report.

Scenario 1: Replace Carbon Dioxide with Nitrogen as a Propellant

The study evaluated the potential replacement of carbon dioxide propellant with nitrogen, hydrocarbon-based propellant and other sources of carbon dioxide. We considered this an intuitively positive possible action to reduce our GHG emissions. However, we found that replacing carbon dioxide as a propellant would have a minimal effect on our carbon footprint. We also found that using 100% biologically sourced carbon dioxide would marginally lower the impacts of the propellant but only produce a small effect on the total product impacts. (See Figure 8)

The reason for this outcome is that the sources of carbon dioxide that are used in the production of the Company's aerosol products are derived from industrial processes that would exist whether or not we purchased the carbon dioxide as part of our production. In effect, using carbon dioxide in the Company's aerosol products is a type of temporary sequestration of this greenhouse gas produced by other industrial methods.

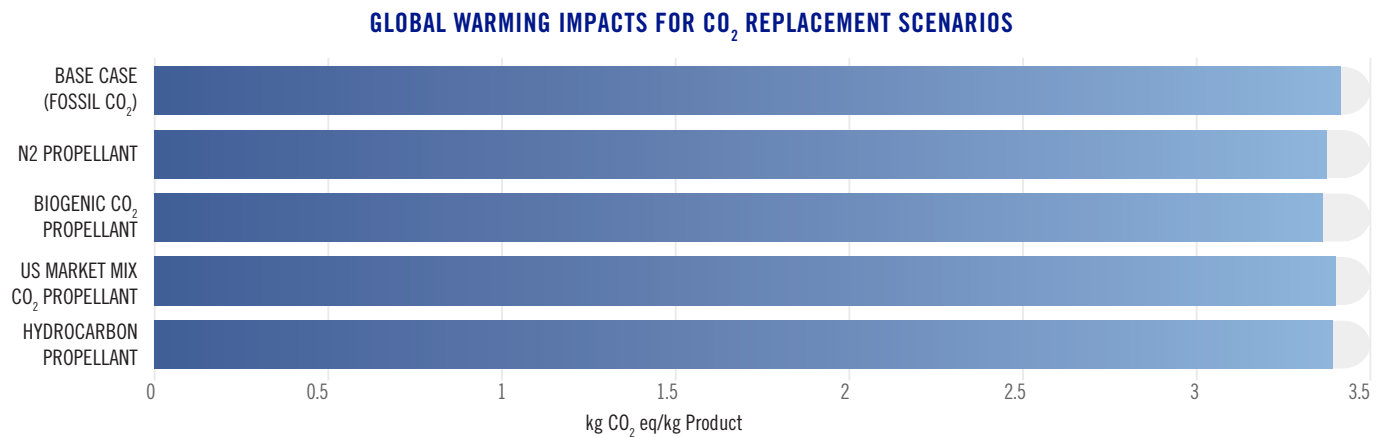


Figure 8. Greenhouse gas comparison of different propellant options per kg propellant.

Scenario 2: Analyze the Effects of Increased Aerosol Can Recycling

An analysis of increasing packaging recycling rates up to 100% found only modest benefits in the reduction of greenhouse gas production. If we achieved 100% recycled content in our cans, it would result in a reduction of GHG emissions of only 7%. However, human health impact was improved by as much as 44% with 100% recycle rates. (See Figure 9)

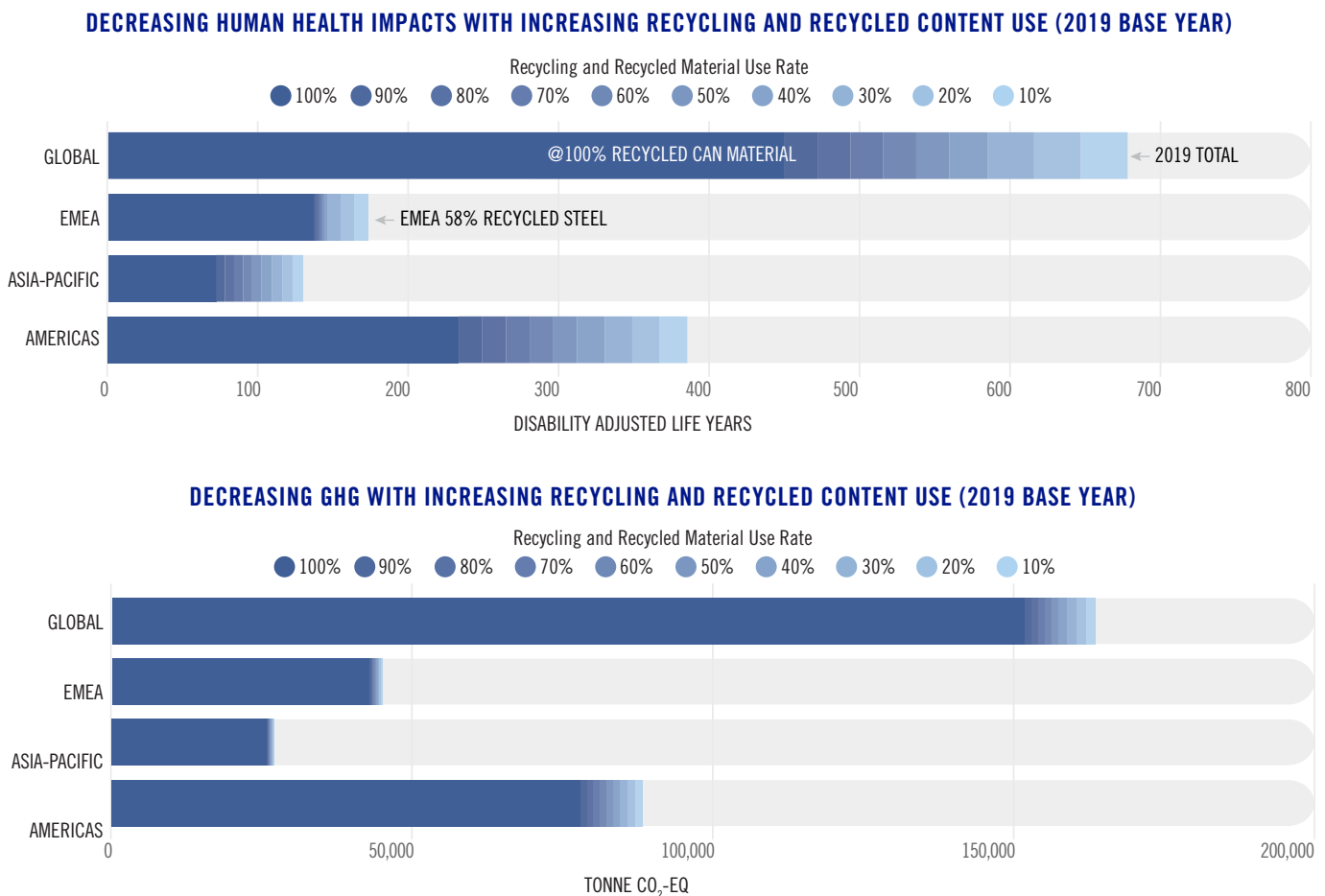


Figure 9. Effect of increased recycling of steel cans on human health (top) and GHG production (bottom) using WD-40® Multi-Use Product and also using it as a proxy for other products in WD-40 Company portfolio.

Packaging offers several potential targets for improvement and opportunities for high-impact benefits: the ability to recycle and/or reuse cans would materially reduce impacts on human health but much less so on the Company's carbon footprint (see Figure 10). The relatively small impact that recycling has on GHG emissions is largely due to the tin plating process used during can production, which accounts for substantial GHG emissions and must be applied to both virgin and recycled steel. This fact is a key reason why improving recycle rates of aerosol cans across manufacturers does not improve GHG emissions as much as would be expected. The potential for reducing our impacts by increasing recycle rates of aerosol cans is explored in [Circular Supply Chain](#) in this Report.

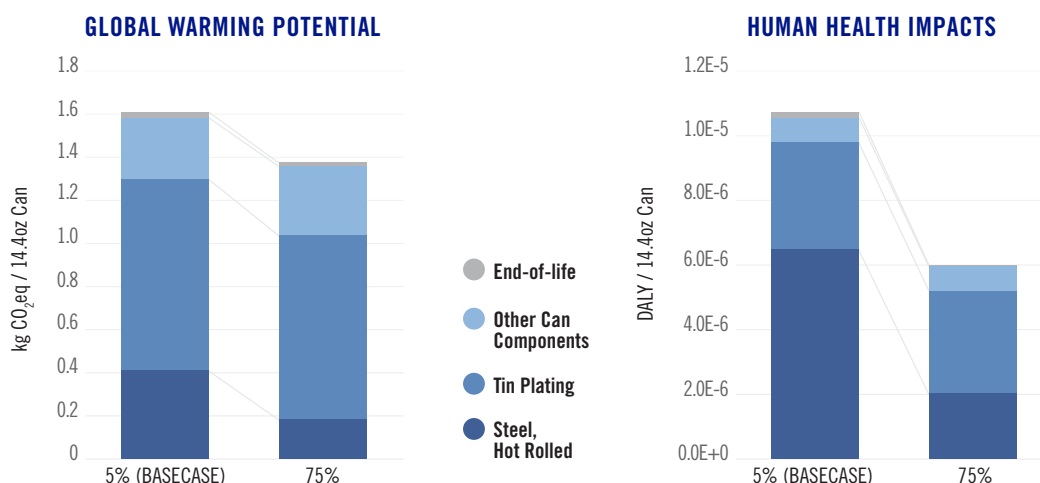


Figure 10. Increasing the use of recycled material in cans lowers GHG emissions modestly and human health impacts significantly by decreasing material needs (steel). However, the GHG-intensive tin plating process remains.

WHAT WE LEARNED

Because WD-40 Company's environmental impacts are dominated by the Company's products, which are Scope 3 impacts, improving life cycle environmental performance through the products has by far the largest potential for GHG reductions.

Our analyses show that the can is the biggest driver of impact followed by the contents, which is divided about equally between the WD-40® Multi-Use Product concentrate and the accompanying additional raw materials added to create the proprietary formula. This is the same in all three of WD-40 Company's regional trade blocs.

Reducing the impacts from primary packaging is a clear target. One avenue we thought would be a natural focus is increased recycling and utilization of recycled materials in this packaging. However, our modeling results indicate that even 100% recycled can content makes only a minor improvement in GHG emissions, although a material improvement in human health impacts.

WD-40 Company cannot directly affect recycle rates of cans. Recycle rates for aerosol cans is largely correlated with regulatory frameworks that apply across industries and manufacturers, rather than voluntary efforts by the aerosol products industry, retailers, and consumers. For example, aerosol can recycle rates in Europe are at about 58% of volume, driven by regulatory requirements, while in North America, the rate is estimated at about 5%. Absent regulatory frameworks, recycle rates are not expected to increase as retailers, consumers, and waste-management companies have no economic incentive otherwise.

And even with 100% recycle rates, the tin-plating process required for creating aerosol cans, whether from virgin or recycled steel, adds back a significant negative GHG impact, while still providing a material benefit in reducing negative human health impacts. If there were a method of re-using tin-plated aerosol package cans without the need to re-manufacture, it would be a considerable benefit. At this point, a compelling method for re-use is not evident.

As an alternative to re-use, a method of creating aerosol cans that eliminates tin-plating, perhaps replacing it with a protective coating process that would provide the same performance requirements yet minimize the GHG emissions, is an area worth exploring (see FY23 and FY24 Plan below).

With respect to addressing the contents of the aerosol cans, replacing those contents with lower environmental impact options has the potential for benefit. One of our scenarios studied involves analyzing possible alternative chemistries which could provide such a benefit. Studies are ongoing and do not yet yield evidence that available alternatives create lower GHG emissions. Furthermore, as the scenario results show, the propellant replacement approach is not a viable option for investigation.

The result of this study suggests that targeting employee travel—both commuting and business travel—could contribute to GHG emission reductions. While these are small opportunities relative to the product footprint, they should not be discounted. The way business is conducted post-pandemic may generally improve all businesses' travel-related impacts, as hybrid work location methods are likely to continue, and reduced business travel is similarly anticipated. Also, there is some trending towards replacing airplane fuel (kerosene) with other fuels that can be made from existing carbon dioxide in the environment. If the airline industry and supporting suppliers make economic progress in this area, the benefits in carbon emission reductions will inure to all organizations intent upon this goal.

Finally, we learned that to achieve our sustainability goals, we need a better data-gathering system. The Company's existing centralized data management system related to product volumes, production sites, customer destination, bills of material, etc., contributed significantly to the O-LCA data gathering process. However, to gather and consolidate organizational and product life cycle inventory data so that it can be readily updated and improved without adding undue additional effort for staff in each of the trade blocs, it would be beneficial to find a way to identify data sources and to automate the collection of those data. This would allow key functions, partners, and trade blocs to update data at a consistent level of resolution and data quality by replacing approximations with actual information and, wherever possible, to do so more frequently.

FY23 AND FY24 PLAN: CARBON AND ENVIRONMENTAL IMPACT

We are philosophically aligned with the vision to achieve net zero GHG emissions by 2050. We will work towards setting reduction targets as we identify methods that can make a difference. During the FY23 and FY24 reporting period, we will pursue investigative projects that aim to identify methods to:

- Reduce GHG emissions per Kg finished product by at least 10%, through product design changes focusing on can material changes and formulation changes (Scope 3)
- Reduce GHG emissions per Kg finished product by at least 10% through supply chain collaboration, focused on production methods and energy sources (Scope 3)
- Reduce GHG emissions in Scope 1 and 2 sources by at least 10%



2022 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT

CIRCULAR SUPPLY CHAIN

2022 GOAL

Research the feasibility of a collaborative, industry-wide effort to create an economically favorable circular supply chain for cans and components of our aerosol products

FY21 AND FY22 OBJECTIVES

Explore how WD-40 Company can contribute to a more circular supply chain system by:

- Ensuring the recyclability of the materials we use
- Improving the recycling rate for cans and components of aerosol products
- Using alternate delivery systems

FY21 AND FY22 PLAN**RESULTS**

Examine the current state of the recycling of aerosol products in order to understand how WD-40 Company could positively increase the use of recycled aerosol product materials

Completed ✓

FY23 AND FY24 PLAN

Select and implement a circular supply chain data acquisition, analysis and reporting platform in conjunction with the overall environmental data acquisition, analysis and reporting platform

BACKGROUND

The LCA screening-level study we completed in 2020 on our primary product, WD-40® Multi-Use Product provided baseline data on the environmental interactions of WD-40® Multi-Use Product across its entire life cycle.

We chose the WD-40® Multi-Use Product because it is our flagship product, representing approximately 80% of our revenue, and the results of the study are relevant to other products as described in the [O-LCA](#) section above. The initial LCA screening study used a U.S. third-party manufacturer and logistics provider as the model. This was purposely done to learn the drivers of an average third-party manufacturer and logistics network. This study was never intended to be the only LCA effort, instead the plan was to test and understand assumptions to better inform future and larger LCA efforts (see [O-LCA](#) section above).

The LCA screening-level study revealed that the two main environmental impact areas of WD-40® Multi-Use Product are: 1) the primary packaging (tin-coated steel can), and 2) the petroleum-based chemical contents. As part of the screening-level LCA, we discovered that once emptied, aerosol products have an extremely high recovery potential of materials through recycling. More than 70% of people in the U.S., for example, have access to aerosol recycling. Thousands of communities now include aerosol product recycling in both household residential and curbside buy-back and drop-off programs. The United States Environmental Protection Agency (“EPA”) recommends that all aerosol containers be recycled once they are empty. Aerosol containers that are full or partially full can also be recycled through dedicated recycling facilities. These facilities use specialized processes and equipment to manage any risk associated with the process.

The best evidence we have to date, however, reveals that less than 5% of aerosol cans are currently recycled in the U.S. The recycling rate of aerosol cans is significantly higher in Europe due to regulatory requirements. We viewed improvements in this area as an important approach to reducing our environmental impact, and as an opportunity to engage with the wider problem of aerosol packaging ending up as waste. We designated this as an area of future study for our Company because we realized we cannot solve the recycling challenge of aerosol products by ourselves. It is going to take the concerted efforts of manufacturers, suppliers, and customers working together, and likely regulatory frameworks to support recycling.

To make this insight actionable, at the start of FY21 we established a Circular Supply Chain Team, drawing on internal expertise from across relevant WD-40 Company functions and from across our trade blocs. The original scope of work set out by the team was on the primary packaging of our WD-40® Multi-Use Product as the LCA screening indicated that this constitutes the largest driver of our environmental impact. This approach also aligned with our understanding of the emerging societal trend toward creating a circular economy that includes keeping valuable resources in use and out of landfills.

KEY FY21 AND FY22 ACHIEVEMENTS

As the materials contained in our primary packaging both contain recycled material and are recyclable after use, it seemed obvious to us to look at how the value of those materials could be captured at the end of life through greater aerosol can recycling.

Although our primary packaging represents a large percentage of our environmental impact, WD-40 Company represents a very small fraction of goods delivered in aerosol packaging and has limited control over end-of-life disposal of aerosol cans. We understand that any approach we take needs to reach beyond our Company to the larger aerosol-packaging industry. For that reason, the original goal of the Circular Supply Chain Team was to research the feasibility of a collaborative, industry-wide effort to create an economically favorable circular supply chain for cans and components of our aerosol products. To do this we focused on:

1

Ensuring the recyclability of the materials we use

2

Improving the recycling rate for cans and components of aerosol products

3

As recycling is only one pathway for circularity, we also focused on the feasibility of using alternate delivery systems

We began our analysis by researching the state of aerosol recycling and the impediments to improving the rate of recovery of cans for recycling. We gathered data across all our trade blocs—the Americas, EMEA, Asia-Pacific—from diverse data sources within the Company as well as from external sources, including looking at regulatory developments globally. We realized early on that what is important varies significantly in different geographies, based in part on where the regulatory environment is more advanced, as it is, for example, in EMEA. We reviewed the state of aerosol recycling today, the barriers to recycling, and the recovery of materials that are different in each trade bloc with respect to both the impacts on aerosol industry and on our Company.

WHAT WE LEARNED

As a learning organization, we value, and are constantly on the lookout for, “learning moments” because they are the fuel for continual improvement.

We started our work with the assumption that an important way to improve our environmental footprint is to influence increased recycling of the aerosol can. We also assumed that the focus on recycling translated into being more “circular.” We had a “learning moment” as we realized that aerosol can recycling is not sufficient.

As we started thinking more broadly about what is required to transition to a more circular supply chain, we realized how complex our network is. The scope we set up in our charter, which looked only on a certain component in product design, was very limited. To take a circular perspective, we needed to expand the scope to include all the raw materials (what these are and where they come from), all the components, the transit packaging, manufacturing processes related to concentrate production, aerosol manufacturing, and extending our view of the supply chain to our suppliers’ manufacturing processes. Our scope also needed to include the distribution and storage of our products, and at our offices and workplaces. In summary, we discovered that a circular supply chain has to include more than the supply chain of the particular component, even if it has the highest environmental impact across the life cycle of our major product. How we get to our eventual goal will not be obtained from a single objective or improvement.

While we began thinking that recycling equals circularity, we set out to expand our understanding of the concept. We used the complex graph provided by the [Ellen MacArthur Foundation](#) (see figure 11) to help guide our thinking.

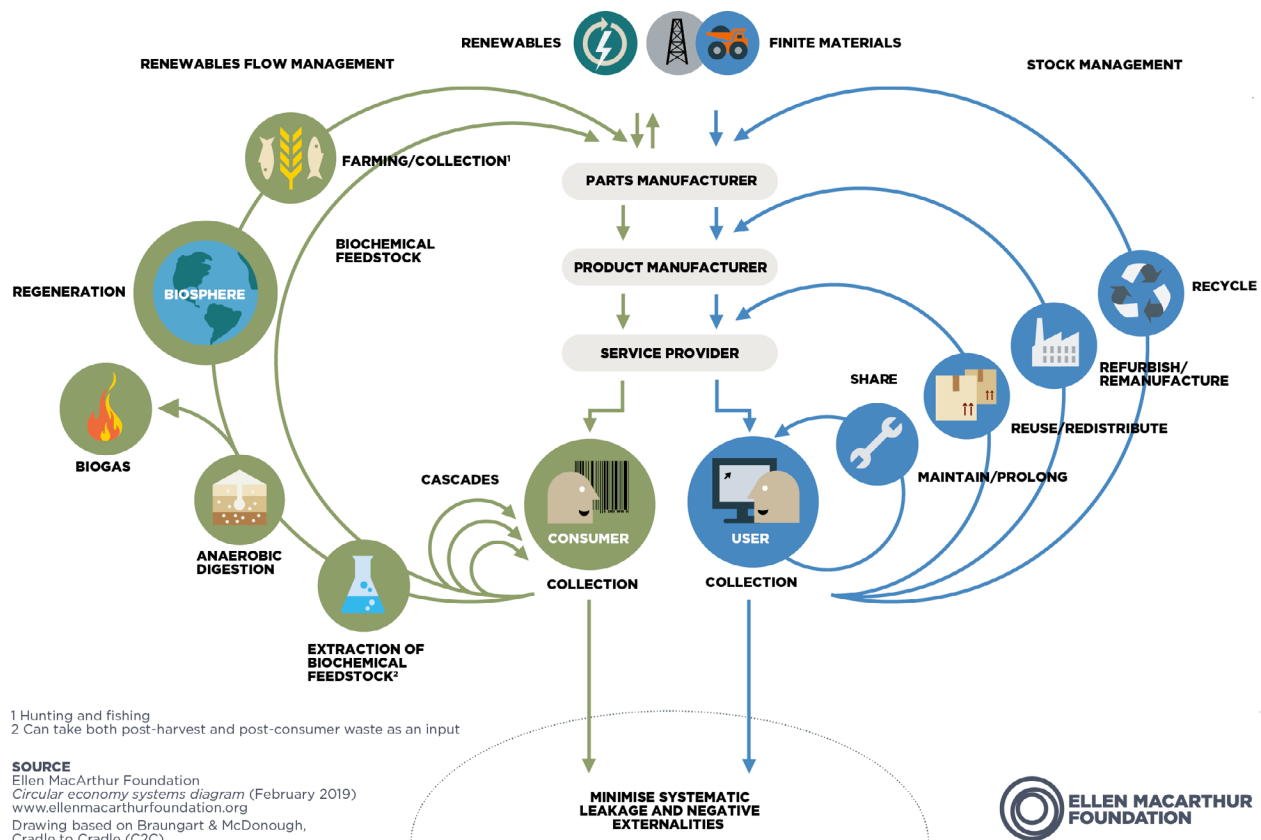


Figure 11. The circular economy

It became clear to us that when WD-40 Company talks about circularity, we need to focus particularly on the cascades on the right-hand side of the diagram. We see now that recycling represents the lowest impact on circularity, and that what a circular supply chain should aim for is improvement aligned with the smaller, inner circles that are more beneficial to circularity. Recycling, essentially, is not the destination, it is the strategy of last resort.

From the data we've collected as a company, we see that we still have a lot to do on recycling, and that we need to see this as a transitional phase as we shift our focus and thinking to product design in terms of those smaller cascades. This means that innovation will look completely different going forward, and that circularity will have a prominent, if not dominant, seat at the table. The focus of innovation includes bringing sustainability and circularity into action, not necessarily just creating new products. Coincidental with the work being carried out by our team, and the discoveries stimulated through our learning moment, the Sustainability Lens Team was also grappling with the task of understanding the implications of circular thinking in product design and how to integrate a circular mindset into the processes that our design teams already use. (See [Product Sustainability Lens](#) below).

Another key learning, based on the work our team completed, is the recognition that we need better data-driven baseline metrics to set the foundation for where to focus action and to track and report on improvements we make over time with respect to circularity. We need to start collecting circularity data to both understand where we are now and then measure and monitor how our actions are improving our metrics. In addition, we have learned that we need to examine and improve contract language to integrate circularity-driven expectations into our agreements with our suppliers. This will be important since these Scope 3 relationships have a large impact on our LCA results.

To make the transition to a more circular supply chain, we need to be clear about the obstacles. Any change is difficult. We are a brand owner, and as a brand owner we can begin by looking at where we can influence a change. Perhaps it is not the biggest impact, but an area that we can own and can influence.

Cost is always a potential obstacle. The introduction of anything new requires talent, time, and treasure, and risks can arise because there are a lot of unknowns. We need to explore and experiment in the area of innovation. We need to reconcile possible conflicts between what we require and do globally, and what is required and can be done locally. And we need to balance the urgency for action as different regulatory requirements in some geographies require faster action than others.

FY23 AND FY24 PLAN: CIRCULAR SUPPLY CHAIN

Based on the work and learning completed by the Circular Supply Chain Team, our plan going forward is to select and implement a circular supply chain data acquisition, analysis and reporting platform (required for the EU), in conjunction with the overall environmental data acquisition, analysis and reporting platform.



2022 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT

PRODUCT SUSTAINABILITY LENS

2022 GOAL

Develop a “sustainability lens” that can be easily and consistently applied in WD-40 Company’s product innovation, design, and development processes

FY21 AND FY22 OBJECTIVES

- Develop a straightforward and simple guide that sets out basic circular design thinking concepts for use by WD-40 Company product teams to view our products through a sustainability lens, on an ongoing basis, as a routine part of such activities
- Develop and test practical steps on where and how to integrate the inclusion of this sustainability lens into our product design and product improvement processes

FY21 AND FY22 PLAN**RESULTS**

Draft a Circular Design Guide outlining the need for, definition, and core concepts of circular design thinking to facilitate viewing WD-40 Company product and packaging through a sustainability lens

Draft
Completed

Develop and test a practical approach to applying the sustainability lens to product design processes by identifying specific decision points for the inclusion of more sustainable and circular choices

In Process

FY23 AND FY24 PLAN

- Test and improve the sustainability lens designed in FY21 and FY22
- Implement the sustainability lens in all regions, applying ESG awareness to every business decision that affects our impacts

BACKGROUND

As a learning organization, we recognize the power that mindset has in the decisions we make on a day-to-day basis. Our mindset influences how we see the world and prioritize and act on what is important. Mindset forms the lens through which we make choices and decisions, ultimately becoming embedded in our systems and processes.

To advance our ESG work internally, we chartered a Sustainability Lens Team to develop a sustainability lens (“lens”) through which our projects, products, activities, vendors, programs, etc., can be evaluated according to their impact on our material ESG domains of product, supply chain, and social impact. Although WD-40 Company is a relatively small enterprise in terms of the number of employees and owned facilities, we operate a complex global system. For that reason, we focused attention for developing the lens where our efforts could yield the greatest sustainability impact: our products. Since it is estimated that 80% of all product-related environmental impacts are determined during the design phase of a product ([European Union Science Hub](#)), we further focused our efforts on how to create and apply a sustainability lens at the product design stage as our first step.

As product design opportunities occur at different stages of WD-40 Company product development—when innovating a new product, making changes in existing products or maintaining the design of existing products—the sustainability lens needs to be relevant across each of these stages, as well as across our different global regions. Our approach was twofold: 1) creating a guide to inform and educate product teams about what WD-40 Company means by a “sustainability lens;” and 2) identifying how that lens could be most effectively and efficiently integrated into practice.

KEY FY21 AND FY22 ACHIEVEMENTS

1 ▶ CREATING WD-40 COMPANY’S CIRCULAR DESIGN GUIDE

We began our work by examining the frameworks other leading companies use to integrate sustainability into product design and discovered that the use of circular design principles is an emerging best practice.

In keeping with this best practice, we chose circularity as our framework. Our objective was to simplify circularity principles for use at WD-40 Company through the creation of a Circular Design Guide. We started that process by studying the basic concepts underpinning circular design and reviewing best practice examples from leading companies as to how they translated those concepts into practical steps suited to their businesses. We then adapted what we discovered into a format that would suit WD-40 Company’s culture: globally consistent yet able to be integrated locally; short, simple and user friendly; able to be translated into multiple local languages; and able to be reviewed and updated regularly. We completed the draft design guide covering the following content areas:

- What constitutes circular design
- WD-40 Company’s approach to circularity and why it is important
- How to use the guide
- Ideas on how to incorporate more sustainable and circular design thinking in practice

2 ▶ INTEGRATING A CIRCULARITY MINDSET INTO OUR PRODUCT DESIGN PROCESSES

We understand that informing, educating, and providing guidelines may be a necessary step, but it is not sufficient to drive the changes in internal processes, systems, and behaviors needed to integrate a new mindset.

For that reason, the second, and more challenging aspect of our work was to conceptualize and test how to integrate this new thinking into existing processes. To do that our plan involved first mapping our existing processes and identifying potentially effective sustainability lens inclusion points within those processes. Once those factors were identified, we would set out the potential procedures through which to activate the lens in those inclusion points, and then test those procedures to assess their effectiveness in an existing product process. We initiated this plan in our EMEA trade bloc, where circularity as a concept is more prevalent. This is where some of our most important learning began.

WHAT WE LEARNED

The first thing we learned was that although we understood the tasks involved in creating the Circular Design Guide, and we were able to complete the Design Guide draft, we underestimated the scale and difficulty of the task of integrating circular thinking into the existing processes that have developed and are in use across our trade blocs globally. We quickly discovered that our different trade blocs have different processes, which means that a sustainability lens would need to be adapted to suit the processes in each region.

Introducing new elements to existing systems and processes requires finding the right balance between having a sustainability lens that is robust enough to be impactful, yet nimble enough to allow work to be completed within allocated timeframes. Finding this balance proved harder than anticipated. We learned that integrating the lens into practice must be supported with clear communication and expanded ESG awareness and training.

The pace of change that drives an interest in sustainability and circularity differs globally, both within our business and in the wider society in our different trade blocs. This is driven by customer demand, end-user expectation, regulatory need, and the ambition level of individuals and markets. It is important that this is recognized and that our response, at least at a trade bloc level, is appropriate.

Although initially our task seemed fairly straightforward—develop a guide and determine how to implement it—the work undertaken by our team turned out to be fundamentally exploratory. We set out to examine what circularity means to our business, to draft a circular design guide to stimulate and influence our approach to product and packaging design, and to identify, test and then implement where to include the use of a sustainability lens in our processes. We were not successful in fully enrolling the teams with whom we tested the lens. We learned that more foundational groundwork is needed for the teams to understand circular concepts and why they are important to WD-40 Company.

We learned that to effectively motivate tribe members to make the additional effort, more groundwork, education, and training needs to be done. Although tribe members agree, in principle, that ESG and sustainability are important to the Company, diverse interpretations exist about what environmental sustainability means, and even more so, what circularity means, especially in relation to how we conduct the functions around innovating, designing, and improving products and packaging. As part of our FY23 and FY24 Plan, we will clearly set the tone and agenda that we are developing and using a sustainability lens because it is integral to building our business for the future, and that it is fundamental that we test and refine our procedures to ensure they are effective. This testing, in turn, will help us formulate a clear vision and strategy for integrating the sustainability lens not only into product design, but ultimately into our decisions and processes across all of our projects, activities, vendors, and programs.

FY23 AND FY24 PLAN: PRODUCT SUSTAINABILITY LENS

- Test and improve the sustainability lens that we designed in FY21 and FY22
- Implement the sustainability lens in all regions, applying ESG awareness to every business decision that affects our impacts

GRI CONTENT INDEX

WD-40 Company has reported in accordance with the GRI 1: Foundation 2021 Standards for the period September 1, 2020-August 31, 2022, encompassing two fiscal years: September 1, 2020-August 31, 2021, and September 1, 2021-August 31, 2022. We include reporting on relevant Topic Standards. We do not include reporting on Sector Standards, as none related to our business have been developed as of the publication of this report.

GRI Disclosure	Direct Data or Data Location
GENERAL DISCLOSURES	
2-1 Organizational details	
Organization name	WD-40 Company
Nature of ownership and legal form	WD-40 Company is publicly traded; NASDAQ listed. WDFC (trading symbol)
Location of headquarters	9715 Businesspark Avenue San Diego, California 92131
Countries of operation	WD-40 Company currently markets and sells products in more than 176 countries and territories worldwide. Maintenance products are sold worldwide in markets throughout North, Central and South America, Asia, Australia, Europe, the Middle East and Africa. Homecare and cleaning products are sold primarily in North America, the United Kingdom and Australia. See: WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022. Access our annual reports and SEC Filings here .
2-2 Entities included in our sustainability reporting	See: WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022. Access our annual reports and SEC Filings here .
2-3 Reporting period and frequency	We issue an ESG Report every two years. Our inaugural report was issued in fiscal year 2021. This, our second report, is being published in fiscal year 2023 and covers the period between September 1, 2020-August 31, 2022, encompassing two fiscal years: September 1, 2020-August 31, 2021, and September 1, 2021-August 31, 2022. Access our 2020 ESG Report here .
Financial reporting period	The financial reporting period for WD-40 Company begins annually on September 1 and ends on August 31. This ESG Report covers two financial reporting periods: September 1, 2020, through August 31, 2021, and September 1, 2021, through August 31, 2022. Access our annual reports and SEC Filings here .
Publication date of this report	WD-40 Company's 2022 ESG Report will be published contemporaneously with the filing of our FY22 Proxy Statement on November 2, 2022.
Contact point for questions about the report or reported information	For questions regarding WD-40 Company's ESG activities or report, please contact: Wendy Kelley, vice president, stakeholder and Investor engagement Phone: +1-619-275-9304, Email: wkelly@wd40.com .
2-4 Restatements of information	No restatements are required of information previously reported.
2-5 External assurance	We currently obtain external validation of methodology and science for any completed studies that result in reporting environmental impacts that are included in our ESG Report.
2-6 Activities, value chain and other business relationships	Information on our activities, value chain, products, services, markets served, and other business relationships can be found in

	<p>our WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022. Access our annual reports and SEC Filings here.</p> <p>Also see, Our Sourcing and Supply Chain Relations, 2020 ESG Report, pg. 53.</p>
Sectors in which WD-40 Company is active	<p>Primary Sector: Resource Transformation</p> <p>Primary Industry: Chemicals</p>
Significant changes	There are no significant changes in our sectors, activities, value chain and other business relationships compared to our previous reporting period.
2-7 Employees Total number of employees	About Our Company , in this report, page 5. Please see Social Impact , in this report, pages 29-31, for additional employee data
2-8 Workers who are not employees	We currently have one worker who is embedded with our distributor partners in Indonesia for this reporting period. The method we use for reporting is our HRIS, Workday. There has not been a significant fluctuation in numbers during this reporting period.
2-9 Governance structure and composition; highest governance body responsible for decision-making on and overseeing the management of the organization's impacts on the economy, environment, and people	Governance section, in this report, pages 13-15. Also see, Governance documents for WD-40 Company and WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022. Access our annual reports and SEC Filings here .
2-10 Nomination and selection of the highest governance body	Governance section, in this report, pages. 13-15. Also see, Governance documents for WD-40 Company and WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022. Access our annual reports and SEC Filings here .
2-11 Chair of the highest governance body	The Chair of the board for the reporting period of this current report has been Garry Ridge, who also served as CEO. The role of Chair of the board will pass to another director, who will be announced by January 2023, after the publication of this report. Conflicts of interest. See 2-15 below.
2-12 Role of the highest governance body in overseeing the management of impacts	Governance section, in this report, pages 13-15. The board plays an ongoing oversight role in our ESG program activities including review and approval of ESG strategy, objectives, periodic reporting review, discussion of potential actions, and guidance to company leadership.
2-13 Delegation of responsibility for managing impacts	Governance section, in this report, pages 13-15. Also see, WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022. Access our annual reports and SEC Filings here .
2-14 Role of the highest governance body in sustainability reporting	Governance section, in this report, pages 13-15. The board reviews and approves all external reporting including our biennial ESG Reports.
2-15 Conflicts of interest	The company employs the highest public company standards of ensuring decisions and actions are taken according to regulatory requirements, ethics, and our values, including periodic review, evaluation, and disclosure of related parties and related party transactions. We have a formal Enterprise Risk Management program that identifies and assesses risks on an ongoing basis and is made a regular agenda item for the CEO and his direct reports. The company additionally educates its population on the proper

	practices of a public company, with internal controls in place, internal audit staff engaged, and external, independent oversight by our public auditor. We also have an Ethics and Compliance Committee, comprised of many of the senior leaders, including the trade bloc leaders, the COO, the General Counsel, and the global leader of HR. Organizational design projects and assessments are an ongoing part of the evolution of the company, with each design project inclusive of proper functional design, oversight, decision-making authority, and reporting structures. These projects and organizational design decisions always include an analysis of potential conflicts of interest or improper controls over financial aspects of the business. We also require independence certifications from our senior officers, our directors, and our external advisors. Also see, WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022. Access our annual reports and SEC Filings here .
2-16 Critical Concerns	<p>Processes and methods are in place to address critical concerns ranging from adverse business events, adverse global or political events, breaches of compliance or anonymous concerns through our hotline. All such concerns are reported to the CEO, Board, and/or Audit Committee Chair and are handled dependent upon the nature of the critical concern. If an event emerges as a critical concern, it is an Issue and Response matter. A process is commenced, identified people are appointed, and they work on the problem. If it is an ethics and compliance hotline input, it goes directly to the GC, CFO, and Internal Audit and Audit Committee Chair, who act and investigate as required.</p> <p>Two critical concerns were investigated and raised to the Board during the reporting period for the report:</p> <ol style="list-style-type: none"> 1. The Global Covid-19 Pandemic 2. Our response to Russia's War in Ukraine and our business in Russia
2-17 Collective knowledge of the highest governance body: measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development	Governance section, in this report, pages 13-15. Also see, WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022. Access our annual reports and SEC Filings here . In addition, to increase the knowledge and experience of our leadership team and our board regarding ESG matters, several WD-40 Company executives and board members participated in the Sustainable Capitalism and ESG Course offered by University of California Berkeley.
2-18 Evaluation of the performance of the highest governance body	See, WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022. Access our annual reports and SEC Filings here .
2-19 Remuneration policies	See our most recent Proxy Statement in WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022, for details of our named executive officers' compensation, as well as that of the board of directors. Senior executives receive compensation components substantially similar in structure to the named executive officers, adjusted appropriately according to labor market practices as determined by the Compensation Committee of the board, under advisement of its independent

	external compensation consulting firm, also described in the annual report. Access our annual reports and SEC Filings here
2-20 Process to determine remuneration	See our most recent Proxy Statement in WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022, for details of our named executive officers compensation, as well as that of the board of directors. Senior executives receive compensation components substantially similar in structure to the named executive officers, adjusted appropriately according to labor market practices as determined by the Compensation Committee of the board, under advisement of its independent external compensation consulting firm, also described in the annual report. Access our annual reports and SEC Filings here .
2-21 Annual total compensation ratio	The company reports the ratio of annual total compensation for the CEO to the median annual total compensation for all employees (excluding the highest-paid individual) every three years as allowed by the disclosure regulations. For contextual information see Proxy Statement in WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022. Access our annual reports and SEC Filings here .
2-22 Statement on sustainable development strategy	CEO Message , in this report, pages 1-2. For our ESG Strategy , see the Governance section in this report, page 17.
2-23 Policy commitments	See the Policies, Codes and Training in the Governance section of this report, page 19. We are taking a comprehensive look at all our existing ESG-related policy matters and will undertake a detailed review of additional policies we need to establish. These will be reported in our next ESG Report in 2024. A list of current policies can be found on page 51 of our 2020 ESG Report . In addition, as a member of SEDEX, WD-40 Company will be requiring suppliers to align with SEDEX commitments, including those respecting human rights.
2-24 Embedding policy commitments	The company communicates and educates all employees regarding company policies and practices including those related to our ESG programs. This communication and education are embedded during: <ul style="list-style-type: none"> • New-hire onboarding and orientation, • Vendor contracting and compliance monitoring, • Functional assignment of responsibilities in written job descriptions that include compliance expectations, • The education regarding our six company values that underpin proper ethics and policy adherence, • Our written communications, • Collective business conferences, and • Employee affirmations obtained for policy adherence. These ongoing efforts are integral to how we do business and how we lead our employees.
2-25 Processes to remediate negative impacts	Processes and methods are in place to address and remediate negative impacts including anonymous concerns through our hotline. All such concerns are reported to the CEO, board and/or Audit Committee Chair and are handled dependent upon the nature of the grievance. Our Global Strategic Council (" GSC ") is the responsible group for our results (see this report, page 13), in all ways that can be defined, ultimately accountable to the CEO, who

	<p>is accountable to our board of directors, who is accountable to our stockholders.</p> <p>The CEO and board each meet three to four times per year, either in person or through video conferencing. The Ethics and Compliance Committee meets at least twice per year. The CEO and his direct reports receive monthly and quarterly business reports of a wide range of types and topics, including those related to ESG matters. The CEO and the board receive at least annual updates on our ESG activities. The CEO and his direct reports oversee due diligence, relevant processes, and stakeholder engagement to identify and manage WD-40 Company's ESG impacts. For more on how we engage with stakeholders, see our 2020 ESG Report pg. 9-11.</p>
2-26 Mechanisms for seeking advice and raising concerns	Processes and methods are in place to address and remediate negative impacts including anonymous concerns through our hotline. All such concerns are reported to the CEO, board and/or Audit Committee Chair and are handled depending upon the nature of the advice sought or concern raised.
2-27 Compliance with laws and regulations	There were no significant instances of non-compliance with laws and regulations during the reporting period.
2-28 Membership associations	2020 ESG Report , pg. 52-54
2-29 Approach to stakeholder engagement	For how we engage with stakeholders, see our 2020 ESG Report pg. 9-11.
2-30 Collective bargaining agreements	We currently do not have bargained workforces.
ECONOMIC PERFORMANCE	
GRI 201: Economic performance	Although not identified as a material issue for WD-40 Company, data related to our economic performance can be found in our WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022. Access our annual reports and SEC Filings here .
201-1 Direct economic value generated and distributed	See: WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022. Access our annual reports and SEC Filings here .
201-2 Financial implications and other risks and opportunities due to climate change	See: WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022. Access our annual reports and SEC Filings here . In keeping with current best practice, WD-40 Company is aligned with the intended purpose and structure of the Task Force on Climate Related Financial Disclosures ("TCFD") Framework. As a first step, we are implementing a global data acquisition, analysis, and reporting capability so that we have the underlying capability to respond fully to those disclosures, and to establish appropriate processes and systems to better assess the financial implications of climate-related risks and opportunities. We will report our progress and plans in this area in the 2024 ESG Report.
201-3 Defined benefit plan obligations and other retirement plans	See: WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022. Access our annual reports and SEC Filings here .
201-4 Whether, and the extent to which, any government is present in the shareholding structure.	We have no government entities as part of our shareholder base.

MATERIAL TOPICS	
3-1 Process to determine material topics	We determine material topics based on conducting a Materiality Assessment together with ongoing due diligence work with stakeholders. For more information on our Materiality Assessment, see our 2020 ESG Report , pages 9-11
3-2-List of material topics (includes changes compared to earlier reporting period)	For information on how our approach to ESG is evolving, see Evolving our ESG Focus , in this report, pages 9-10. In our 2022 ESG Report, our material topics are organized as follows: <ol style="list-style-type: none"> 1. Social Impact 2. Carbon and Environmental Impact 3. Circular Supply Chain 4. Product Sustainability Lens
MATERIAL TOPIC: SOCIAL IMPACT	
3-3 Management of material topics	Evaluation of our management approach related to all material topics is conducted by the CEO and his direct reports as part of their regular meetings. The Governance section, in this report, pages 13-15, describes how we manage all of our ESG material topics
GRI 401: Employment 2016	
3-3 Management of material topics	Evaluation of our management approach related to all material topics is conducted by the CEO and his direct reports as part of their regular meetings. The Governance section, in this report, pages. 13-15, describes how we manage all of our ESG material topics
401-1 New employee hires and employee turnover	Social Impact , in this report, page 31.
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	The company has very few part-time employees. During this reporting period the number of part-time employees did not exceed 5 persons. Where the number of hours scheduled fall below the threshold for benefit provisions in jurisdictions that do not have national healthcare programs, those employees would not be eligible for group health insurance.
GRI 403: Occupational Health and Safety 2018	Our Tribe, 2020 ESG Report , page 16.
3-3 Management of material topics	Evaluation of our management approach related to all material topics is conducted by the CEO and his direct reports as part of their regular meetings. The Governance section, in this report, pages 13-15, describes how we manage all of our ESG material topics.
403-1 Occupational health and safety management system	Our Tribe, page 16, and Workplace Well-Being page 25, 2020 ESG Report , page 16.
403-2 Hazard identification, risk assessment, and incident investigation	Our Tribe, page 16, and Workplace Well-Being, page 25, 2020 ESG Report , page 16.
403-5 Worker training on occupational health and safety	Our Tribe, page 16, and Learning and Development page 22, 2020 ESG Report .
GRI 406: Non-discrimination 2016	Social Impact , in this report, pages 30-32. With respect to policies and practices related to non-discrimination among our suppliers, as a member of SEDEX, WD-40 Company will be requiring suppliers to align with SEDEX commitments, including those related to Freedom of Association and Collective Bargaining. Also see: WD-40 Company Standard Purchase Order Terms and Conditions

3-3 Management of material topics	Governance , in this report, pages 13-15, for information on how we manage all our ESG material topics. Evaluation of our management approach related to all material topics is conducted by the CEO and his direct reports as part of their regular meetings.
406-1 Incidents of discrimination and corrective actions taken	There are no reported incidents of discrimination during the reporting period.
GRI 407: Freedom of Association and Collective Bargaining 2016	We currently do not have bargained workforces. With respect to policies and practices related to freedom of association and collective bargaining among our suppliers, as a member of SEDEX, WD-40 Company will be requiring suppliers to align with SEDEX commitments, including those related to Freedom of Association and Collective Bargaining. See: WD-40 Company Standard Purchase Order Terms and Conditions
3-3 Management of material topics	Evaluation of our management approach related to all material topics is conducted by the CEO and his direct reports as part of their regular meetings. The Governance section, in this report, pages 13-15, describes how we manage all of our ESG material topics
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	See: WD-40 Company Standard Purchase Order Terms and Conditions WD-40 Company does not have any operations in which the right to freedom of association and collective bargaining may be at risk. With respect to policies and practices related to risks to the right to freedom of association and collective bargaining among our suppliers, as a member of SEDEX, WD-40 Company will be requiring suppliers to align with SEDEX commitments, including those related to Freedom of Association and Collective Bargaining.
GRI 408: Child Labor 2016	See: WD-40 Company Standard Purchase Order Terms and Conditions . With respect to policies and practices related to child labor among our suppliers, as a member of SEDEX, WD-40 Company will be requiring suppliers to align with SEDEX commitments, including those related to child labor.
3-3 Management of material topics	Evaluation of our management approach related to all material topics is conducted by the CEO and his direct reports as part of their regular meetings. The Governance section, in this report pages. 13-15, describes how we manage all of our ESG material topics.
408-1 Operations and suppliers at significant risk for incidents of child labor	See: WD-40 Company Standard Purchase Order Terms and Conditions WD-40 Company does not have any operations that are at risk for child labor. With respect to policies and practices related to child labor among our suppliers, as a member of SEDEX, WD-40 Company will be requiring suppliers to align with SEDEX commitments, including those related to Child Labor.
GRI 409: Forced or Compulsory Labor 2016	See: WD-40 Company Standard Purchase Order Terms and Conditions . With respect to policies and practices related to forced or compulsory labor among our suppliers, as a member of SEDEX, WD-40 Company will be requiring suppliers to align with SEDEX commitments, including those related to forced or compulsory labor.
3-3 Management of material topics	Evaluation of our management approach related to all material topics is conducted by the CEO and his direct reports as part of their regular meetings. The Governance section, in this report, pages 13-15, describes how we manage all of our ESG material topics

409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	See: WD-40 Company Standard Purchase Order Terms and Conditions . WD-40 Company does not have any operations that are at risk for incidents of forced or compulsory labor. With respect to policies and practices related to forced or compulsory labor among our suppliers, as a member of SEDEX, WD-40 Company will be requiring suppliers to align with SEDEX commitments, including those related to forced or compulsory labor.
GRI 413: Local Communities 2016	Our Tribe, pages 32-34, 2020 ESG Report , and Our Communities in this report, page 37.
3-3 Management of material topics	Evaluation of our management approach related to all material topics is conducted by the CEO and his direct reports as part of their regular meetings. The Governance section, in this report, pages 13-15, describes how we manage all of our ESG material topics.
413-1 Operations with local community engagement, impact assessments, and development programs	Our Tribe, pages 32-34, 2020 ESG Report , and Our Communities , in this report, page 37.
413-2 Operations with significant actual and potential negative impacts on local communities	No WD-40 Company operations have significant actual or potential negative impacts on local communities.
MATERIAL TOPIC: CARBON and ENVIRONMENTAL IMPACT	
GRI 302: Energy 2016	Carbon and Environmental Impact , in this report, pages 43-46. Our full O-LCA Report is available on request from Wendy Kelley, vice president, stakeholder and investor engagement. Phone: +1-619-275-9304. Email: wkelly@wd40.com .
3-3 Management of material topics	Evaluation of our management approach related to all material topics is conducted by the CEO and his direct reports as part of their regular meetings. The Governance section, in this report, pages 13-15, describes how we manage all of our ESG material topics.
302-1 Energy consumption within the organization	Carbon and Environmental Impact, in this report, pages 43-46. Our full O-LCA Report is available on request from Wendy Kelley, vice president, stakeholder and investor engagement. Phone: +1-619-275-9304. Email: wkelly@wd40.com .
302-2 Energy consumption outside of the organization	Carbon and Environmental Impact , in this report, pages 43-46. Our full O-LCA Report is available on request from Wendy Kelley, vice president, stakeholder and investor engagement. Phone: +1-619-275-9304. Email: wkelly@wd40.com .
GRI 305: Emissions 2016	Carbon and Environmental Impact, in this report, pages 43-46.
3-3 Management of material topics	Evaluation of our management approach related to all material topics is conducted by the CEO and his direct reports as part of their regular meetings. The Governance section, in this report, pages 13-15, describes how we manage all of our ESG material topics
305-1, 305-2, 305-3 and 305-4 Direct (Scope 1, Scope 2 & Scope 3) GHG emissions and energy intensity measurement	We report our Scope 1, Scope 2, and Scope 3 emissions through our Organizational Live Cycle Assessment (O-LCA). We report GHG emissions intensity as CO ₂ eq per kilogram of product from cradle to grave. See: Carbon and Environmental Impact in this report, pages 43-46. Our full O-LCA Report is available on request from Wendy Kelley, vice president, stakeholder and investor engagement. Phone: +1-619-275-9304. Email: wkelly@wd40.com .
305-5 Reduction of GHG emissions	Carbon and Environmental Impact , in this report, pages 46-47.

	Our full O-LCA Report is available on request from Wendy Kelley, vice president, stakeholder and investor engagement Phone: +1-619-275-9304. Email: wkelly@wd40.com .
305-6 Emissions of ozone-depleting substances (ODS)	WD-40 Company does not use ozone-depleting substances in our products or processes.
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions.	WD-40 Company does not emit NOx, SOx or other significant air emissions in its value chain.
GRI 303: Water and Effluents 2018	Although water and effluents were not identified as a material topic for WD-40 Company, we are tracking our water footprint through our O-LCA, which will be updated on a regular basis. Our full O-LCA Report is available on request from Wendy Kelley, vice president, stakeholder and investor engagement Phone: +1-619-275-9304. Email: wkelly@wd40.com .
3-3 Management of material topics	Should water become a material issue for the company, it will be managed through processes laid out for all our material issues.
MATERIAL TOPIC: CIRCULAR SUPPLY CHAIN	
GRI 204: Procurement Practices 2016	
3-3 Management of material topics	Evaluation of our management approach related to all material topics is conducted by the CEO and his direct reports as part of their regular meetings. The Governance section, in this report, pages 13-15, describes how we manage all of our ESG material topics
204-1 Proportion of spending on local suppliers	Nearly 100% of our spend is on local suppliers See: Our Sourcing and Supply Chain Relations, 2020 ESG Report , page 54.
GRI 301: Materials 2016	
3-3 Management of material topics	Evaluation of our management approach related to all material topics is conducted by the CEO and his direct reports as part of their regular meetings. The Governance section, in this report, pages 13-15, describes how we manage all of our ESG material topics.
301-1 Materials used by weight or volume	Our Sourcing and Supply Chain Relations, pages 50-51, 2020 ESG Report .
301-2 Recycled input materials used	Our Sourcing and Supply Chain Relations, pages 50-51, 2020 ESG Report .
301-3 Reclaimed products and their packaging materials	We do not have processes in place to reclaim products or their packaging materials .
GRI 308: Supplier Environmental Assessment 2016	Our Sourcing and Supply Chain Relations, page 56, 2020 ESG Report .
3-3 Management of material topics	Evaluation of our management approach related to all material topics is conducted by the CEO and his direct reports as part of their regular meetings. The Governance section, in this report, pages 13-15, describes how we manage all of our ESG material topics.
308-1 New suppliers that were screened using environmental criteria	Our Sourcing and Supply Chain Relations, pages 56, 2020 ESG Report .
308-2 Negative environmental impacts in the supply chain and actions taken	No negative environmental impacts have occurred in our supply chain during this reporting period.

308-4 Number of suppliers assessed for environmental impacts.	Our Sourcing and Supply Chain Relations, pages 56, 2020 ESG Report . No suppliers were identified as having significant actual or potential negative environmental impacts. No actual and potential negative environmental impacts were identified in the supply chain during this reporting period. We did not terminate any suppliers in the reporting period due to significant actual or potential negative environmental impacts.
GRI 306: Waste 2020	Although waste was not identified as a material issue for WD-40 Company, our waste footprint is included in our O-LCA and will be tracked over time. Reducing and eliminating waste is also embedded in two material focus areas: Circular Supply Chain and Product Sustainability Lens.
3-3 Management of material topics	Should waste become a material issues for the company, it will be managed through processes laid out for all our material issues.
306-1 Waste generation and significant waste-related impacts	Life Cycle Assessment, pg. 50-51, 2020 ESG Report . Our full O-LCA Report is available on request from Wendy Kelley, vice president, stakeholder and investor engagement Phone: +1-619-275-9304. Email: wkelly@wd40.com . WD-40 Company complies with European and U.K. Extended Producer Responsibility requirements.
306-2 Management of significant waste-related impacts	Circular Supply Chain , in this report, pages 51-54. Our full O-LCA Report is available on request from Wendy Kelley, vice president, stakeholder and investor engagement Phone: +1-619-275-9304. Email: wkelly@wd40.com .
306-3 Waste generated	Our full O-LCA Report is available on request from Wendy Kelley, vice president, stakeholder and investor engagement Phone: +1-619-275-9304. Email: wkelly@wd40.com .
306-4 Waste diverted from disposal	Our full O-LCA Report is available on request from Wendy Kelley, vice president, stakeholder and investor engagement Phone: +1-619-275-9304. Email: wkelly@wd40.com .
306-5 Waste directed to disposal	Our full O-LCA Report is available on request from Wendy Kelley, vice president, stakeholder and investor engagement Phone: +1-619-275-9304. Email: wkelly@wd40.com .
MATERIAL TOPIC: PRODUCT SUSTAINABILITY LENS	
GRI 416: Customer Health and Safety 2016	Product Safety is our Enduring Promise 2020 ESG Report , pages 41-43.
3-3 Management of material topics	Evaluation of our management approach related to all material topics is conducted by the CEO and his direct reports as part of their regular meetings. The Governance section, in this report, pages 13-15, describes how we manage all of our ESG material topics.
416-1 Assessment of the health and safety impacts of product and service categories	Product Safety is our Enduring Promise 2020 ESG Report , pages 41-43.
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	We have no reported incidents of non-compliance concerning the health and safety impacts of our products and services during the reporting period.
GRI 417: Marketing and Labeling 2016	Product Safety is our Enduring Promise 2020 ESG Report , pages 41-43.
3-3 Management of material topics	Evaluation of our management approach related to all material topics is conducted by the CEO and his direct reports as part of their regular meetings. The Governance section, in this

report,

	pages 13-15, describes how we manage all of our ESG material topics.
417-1 Requirements for product and service information and labeling	Our Products, 2020 ESG Report , pages 44-45.
417-2 Incidents of non-compliance concerning product and service information and labeling	We have no reported incidents of non-compliance concerning product and service information and labeling
417-3 Incidents of non-compliance concerning marketing communications	We have no reported incidents of non-compliance concerning marketing communications

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURE (TCFD) FRAMEWORK INDEX

WD-40 Company is aligned with the intended purpose and structure of TCFD. As a first step, we are implementing a global data acquisition, analysis and reporting capability so that we have the underlying capability to respond fully to the disclosures. We will report our progress and plans in this area in our 2024 ESG Report. In this index we set out the elements that we may be able to adhere to sooner.

Recommended Disclosures	Response
GOVERNANCE	
Board oversight of climate-related risks and opportunities	The board has oversight of risks and opportunities related to all ESG-matters, as they are identified by management and functionally relevant employees. See the Governance section in this report, pages 13-15.
Management's role in assessing and managing risks and opportunities	Evaluation and management of risks and opportunities is conducted by the CEO and his direct reports as part of their regular meetings. WD-40 Company's Global Strategy Council is the responsible group for our results, in all ways that can be defined, ultimately accountable to the CEO, who is accountable to our Board of Directors, who are accountable to our stockholders. Governance section, in this report, pages 13-15.
STRATEGY	
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	In 2022 the company completed an Organizational Life Cycle Assessment that provides a starting point to better identify climate-related risks and opportunities for the company. Better identifying and addressing the company's short, medium, and long-term risks and opportunities is part of our 2024 Carbon Footprint plan. Carbon and Environmental Impact , in this report, pages 40-49. The topic of climate-related risks was on the agenda for nearly every Board meeting this last fiscal year and will remain a prominent Board concern. Climate-related risks is a standing agenda item for the company's leadership.
Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Our WD-40 Company Annual Report on Form 10-K for the Fiscal Year Ended August 31, 2022, sets out climate change as a potential risk to the company. Access our annual reports and SEC Filings here .

	<p>We expect to use the O-LCA to better assess the impact of climate-related risks and opportunities. We produce a biennial ESG Report. Over this next reporting period that covers the time between September 1, 2022, to August 31, 2023, the TCFD Framework recommendations for strategy will be integrated into the evolving work being done on reducing the company's carbon footprint, which will be reported to the Leadership and Board on a regular basis (as set out in Governance section, in this report, pages 13-15). The company has begun conducting GHG-impact modelling studies. These will inform our potential actions to reduce impacts. Establishing the internal scientific and analytic capability to do so is part of our FY23 and FY24 ESG action plan.</p>
RISK MANAGEMENT	
Describe the organization's processes for identifying and assessing climate-related risks.	<p>Governance section, in this report, pages 13-15, for information on how we manage all our ESG material topics. Evaluation of climate-related risks and opportunities is conducted by the CEO and his direct reports as part of their regular meetings. In addition, the company will conduct another O-LCA in 2023, based on 2022 fiscal year data, including a focus on Identifying and assessing climate-related risks.</p>
Describe the organization's processes for managing climate-related risks.	<p>Governance section, in this report, pages 13-15, for information on how we manage all our ESG material topics. Evaluation of climate-related risks and opportunities is conducted by the CEO and his direct reports as part of their regular meetings. In addition, the company will conduct another O-LCA in 2023, based on 2022 fiscal year data, including a focus on Identifying and assessing climate-related risks.</p>
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	<p>Leadership discusses response planning for various business disruptions by type, but as yet there is no predictive modeling being conducted to assess how, for example, a 2 degree C rise in global average temperatures will affect our business. Our initial step is establishing the data acquisition, analysis and reporting functional capability that will enable us to build and conduct scenario planning exercises based on various climate change outcomes over the coming decades. Our carbon footprint team is being tasked with developing the strategy and action plan for doing so. We will report on our progress in our 2024 report.</p>
METRICS and TARGETS	
Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	<p>We are currently developing the data acquisition, analysis and reporting functional capability to assess climate-related risks and opportunities. We anticipate being able to address this disclosure more fully in future ESG Reports.</p>
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<p>Scope 1, 2 and 3 GHG emissions are reported in the O-LCA the findings. Carbon and Environmental Impact, in this report, pages 43-46. The full O-LCA Report is available on request from Wendy Kelley, vice president, stakeholder and investor engagement. Phone: +1-619-275-9304. Email: wkelly@wd40.com. We have just completed baseline measurements. Our next steps are to identify areas to make an impact, set targets, and put in place an</p>

	ability to track and report. We will report on our progress in our 2024 ESG Report.
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	We have just completed baseline measurements. Our next steps are to identify areas to make an impact, set targets, and put in place an ability to track and report. We will report on our progress in our 2024 ESG Report.



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