DUPONT™

2024

Sustainability Report

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Introduction

Letter from our Executive Chairman and CEO

To our stakeholders,

I'm proud to share our 2024 Sustainability Report that details progress we have made toward achieving our 2030 Sustainability Goals and highlights the hard work by our DuPont team to meet our commitments across all aspects of Environmental, Social, and Governance (ESG). At DuPont, sustainability is integral to our strategy, embedded in every aspect of our business—from our innovation pipeline, to our manufacturing and supply chains, to how we engage with our people and communities.

As a global innovation leader and multi-industrial company, we're developing new products and solutions in exciting growth areas. Importantly, we're focused on meeting customers' needs for both innovation and sustainability, including products for cleaner water, energy-efficient buildings, electric vehicles, and advanced computing. Today, more than 80% of our innovation portfolio is expected to advance sustainability with solutions that address important global challenges. Reflecting these efforts, DuPont was named Best ESG Partner by Samsung Electronics.

DuPont delivered another year of strong performance on our bold climate goals, which are aligned with the ambition of the Paris Agreement to limit global warning to 1.5° C and have been validated by the Science Based Target initiative (SBTi). We achieved a 58% reduction of Scopes 1 and 2 emissions from the 2019 baseline—exceeding our 2030 goal of 50% ahead of schedule, and we exceeded our 2030 Scope 3 emissions reduction goal of 25% from the 2020 baseline. In addition, we met our 2030 goal of sourcing 60% of electricity from renewable energy, through the purchase of additional Renewable Energy Credits (RECs). Our 2023 results underscore our commitment to partnering across our value chains to meet the climate challenge.

This past year, we made strong progress in the continued deployment of our enterprise-wide Operational Excellence framework designed to drive continuous improvement and unlock growth and productivity. In 2023, our manufacturing sites advanced deployment plans focused on creating value through standardized tools, best-in-class technologies, and robust practices that stabilize workflows, reduce errors, and minimize waste. This relentless focus on continuous improvement resulted in our safest year on record for employees and contractors.

Our strong governance practices underpin our sustainability strategy. DuPont remains committed to transparently reporting on our sustainability policies and performance through oversight from our Board of Directors. A key focus in 2023 was strengthening the DuPont Supplier Code of Conduct with our new responsible supplier program called "Together for the Planet".

The commitment of our global team to our core values, customers, and communities is essential to our sustainability journey. Through multiple workplace initiatives, we are delivering opportunity, experience, and purpose for our employees across the globe. This is reflected in both internal survey performance and external recognition. Our IMPACT Survey indicates our employees are highly engaged with purposeful work in an inclusive environment. In 2023, DuPont achieved Great Place to Work® certification and was named to Forbes list of Best Employers for Diversity and Bloomberg's Gender-Equality Index, among others.

While our sustainability journey doesn't have an end, we're pleased to share our progress and celebrate our milestones. Thank you for taking the time to learn more about our achievements and for your continued interest in DuPont.

Sincerely,

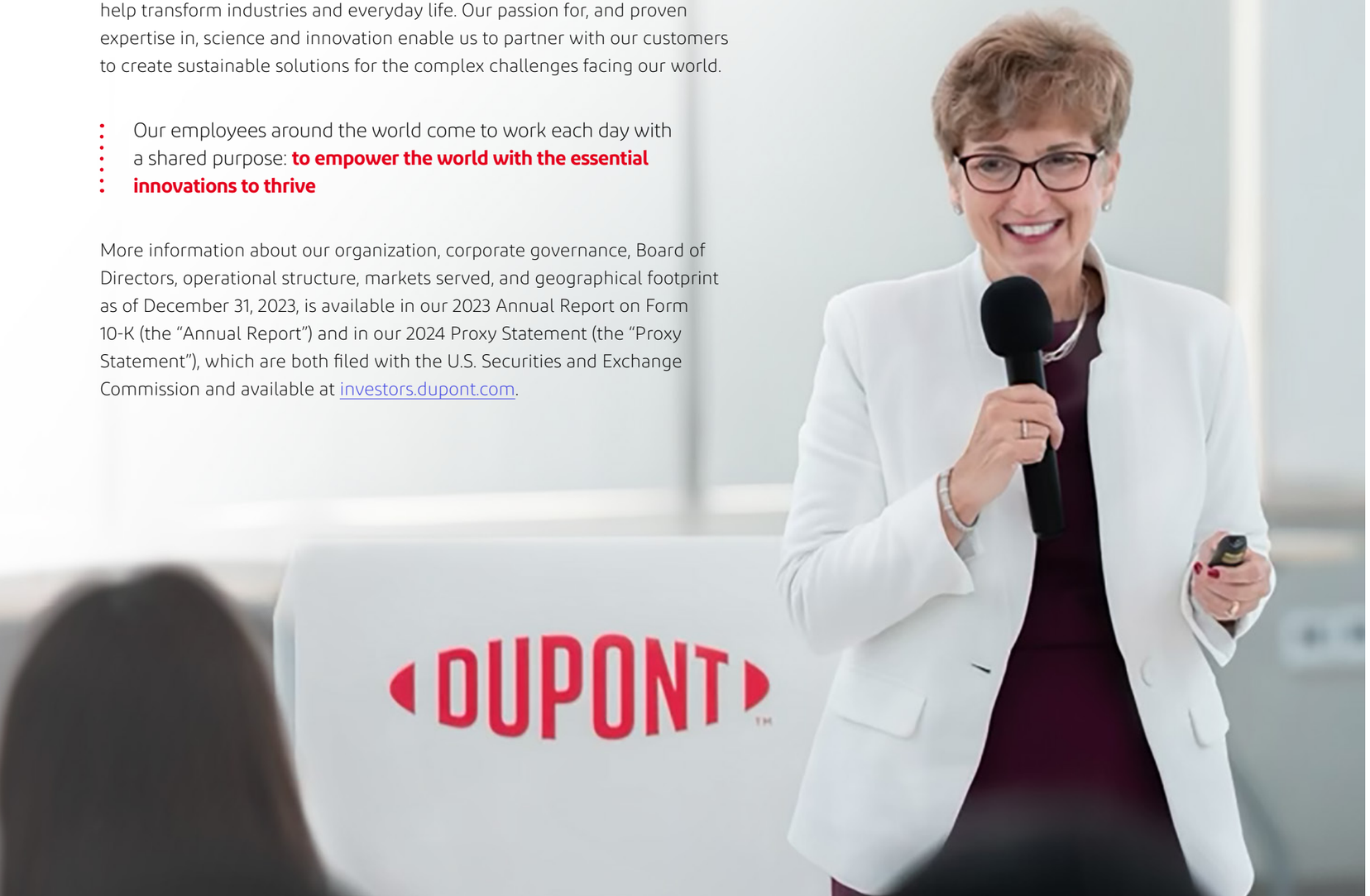
Ed Breen
Executive Chairman and Chief Executive Officer

Our company and purpose

DuPont de Nemours, Inc. (DuPont) is a publicly traded, premier multi-industrial company based in Wilmington, Delaware, United States of America. We are a global innovation leader in technology-based materials and solutions that help transform industries and everyday life. Our passion for, and proven expertise in, science and innovation enable us to partner with our customers to create sustainable solutions for the complex challenges facing our world.

Our employees around the world come to work each day with a shared purpose: **to empower the world with the essential innovations to thrive**

More information about our organization, corporate governance, Board of Directors, operational structure, markets served, and geographical footprint as of December 31, 2023, is available in our 2023 Annual Report on Form 10-K (the "Annual Report") and in our 2024 Proxy Statement (the "Proxy Statement"), which are both filed with the U.S. Securities and Exchange Commission and available at investors.dupont.com.



Our core values

With four core values anchoring our commitment to sustainable innovation, we've designed and maintained a foundation for long-term growth, connection with local communities, and an environment that attracts the best and brightest talent to help us deliver solutions to our customers. Our core values are timeless and foundational to everything we do and every decision we make every day.

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

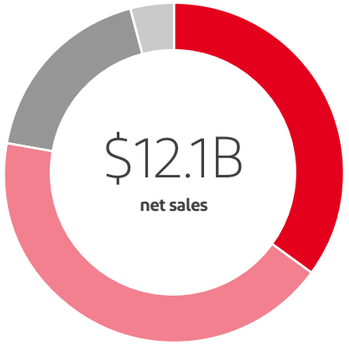
Respect for people
We treat our employees and all our partners with professionalism, dignity, and respect, fostering an environment where people can contribute, innovate, and excel.

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

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

DuPont at a glance

DuPont sales worldwide[1]

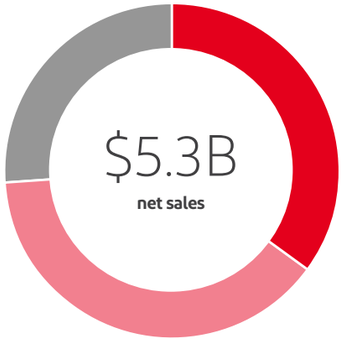


- 35% U.S. and Canada
- 43% Asia Pacific
- 18% Europe, Middle East, and Africa
- 4% Latin America

DuPont employees worldwide[2]

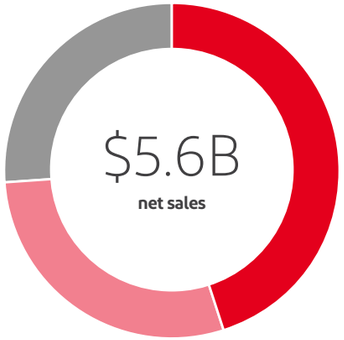
- 47% U.S. and Canada
- 33% Asia Pacific
- 17% Europe, Middle East, and Africa
- 3% Latin America

DuPont segment sales



Electronics and Industrial

- 35% Semiconductor Technologies
- 39% Industrial Solutions
- 26% Interconnect Solutions



Water and Protection

- 45% Safety Solutions
- 29% Shelter Solutions
- 26% Water Solutions

$12.1B
2023 net sales

~24,000
employees

50+
countries where we operate

25
Global Technical Centers

~100
manufacturing sites

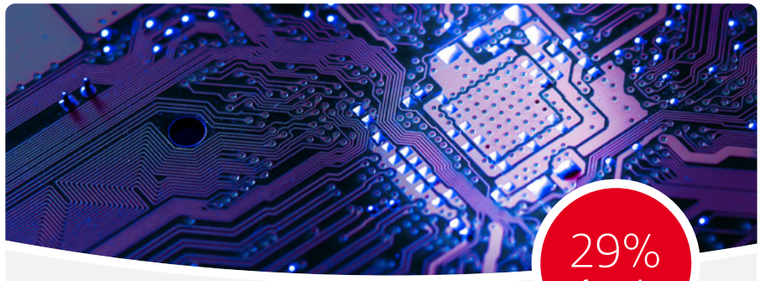
[1] Sales on a continuing operations basis as reported in the 2023 Annual Report on Form 10-K.

[2] Approximately, as of December 31, 2023. Not all of these employees are reflected in the employee demographic data presented in this report, as the effects of acquisitions and divestitures are incorporated into data systems at various points post-transaction. Refer to the Reporting Scope table on page 95 for details.

DuPont business today

Today, our business portfolio has been transformed as we have become a premier multi-industrial company. Following the completion of recent divestitures, our portfolio is largely set, and we are now squarely focused on driving growth. Our current business portfolio strategically aligns with our innovation strengths and industry-leading products. Our customers rely on us as a partner for delivering technology and applications development expertise and sophisticated, integrated solutions.

Our product portfolios, capabilities, and customer relationships are aligned to five strategic growth areas.



29% of net sales

Electronics

Our innovative products, technologies, and performance materials are used to supply the leading manufacturers in the semiconductor, circuit board, display, digital and flexographic printing, healthcare, aerospace, industrial, and transportation industries.

12% of net sales

Water

We provide technologies that help purify more than 50 million gallons of water every minute around the world and enable water reuse and recycling, desalination, and the safe access to both ground and surface water. Our solutions address a variety of water and sustainability challenges through a broad portfolio of water purification and separation technologies.

21% of net sales

Protection

From first responders to industrial workers, we provide a wide range of personal protection solutions, including some of the most trusted and innovative brands in the industry, such as Kevlar®, Nomex®, Tyvek®, and Tychem®. We also develop solutions for managing the air, water, and thermal performance of buildings and residences, helping our customers build energy-efficient, resilient, and durable shelters in a rapidly changing world.

28% of net sales

Industrial technologies

Our innovative products include specialty medical devices and components, silicones for healthcare and industrial applications, precision parts for aerospace, industrial and automotive applications, and specialty industrial materials for printing plates. We partner with customers to provide advanced materials and solutions that are designed to help meet their performance and quality requirements in some of the most demanding industrial environments.

10% of net sales

Next generation automotive

Our automotive products deliver a broad range of technology-based products and solutions for current and advanced mobility. Solutions supporting battery assembly, thermal management, and technology for e-motor and power electronics are part of a customizable portfolio that can enhance vehicle performance, reduce weight, improve efficiency, and enable development of next generation vehicles.

Note: Percentages above reflect estimated end-market exposure based on 2023 net sales on a continuing operations basis.

Awards

Innovate for good

Received four 2023 R&D 100 Awards for advancements in science and innovation. The awards, sponsored by *R&D World* magazine, recognize the 100 most innovative technologies of the previous year.

Named to the Clarivate™ Top 100 Global Innovators™ list for the 11th consecutive year. This recognition demonstrates the strength of our innovation-led growth in the markets we serve.

Received two Silver and one Bronze Edison Awards™. The awards recognize excellence in new product and service development, marketing, design, and innovation.

Named the Global Water Intelligence (GWI) "Water Technology Company of the Year." The award recognizes the innovative solutions in our water technology portfolio to address global water challenges.

Protect people and the planet

Received A- score on our CDP climate assessment and named for the first time to CDP's Supplier Engagement Leaderboard.

DuPont Experimental Station, Wilmington, DE awarded the Wildlife Habitat Council (WHC) Gold Certification and special recognition for Landscaped Project in 2023.

Named to the Clean200® 2023 list of major corporations that are leading the way by putting sustainability at the center of products, service, business models, and investments.

Empower people to thrive

Named to *The Wall Street Journal's* Management Top 250, which ranks companies on customer satisfaction, employee engagement and development, innovation, social responsibility, and financial strength.

Named to the 2023 Forbes lists for World's Top Companies for Women, World's Best Employers, and America's Best Employers for Diversity.

Certified as a Great Place To Work based on the results of the Trust Index™ survey which assesses employee satisfaction.

Earned a perfect score on Disability:IN and AAPD's Disability Equality Index and named Best Place to Work for Disability Inclusion for the 8th year in a row.

Named to the 2023 Bloomberg Gender-Equality Index (GEI) for the sixth consecutive year, recognizing our commitment to support gender equality through policy development, representation, and transparency.

Received perfect score on the Human Rights Campaign Foundation's 2023—2024 Corporate Equality Index, earning designation as recipient of the Equality 100 Award: Leader in LGBTQ+ Workplace Inclusion.

Received Top Employer Award in China for second consecutive year.

Named a Top Corporation for Women's Business Enterprises from Business Enterprise National Council.

Sustainability strategy

Q&A with Alexa Dembek, Chief Technology & Sustainability Officer

Q: How critical is the intersection between innovation and sustainability for achieving our 2030 Sustainability Goals?

A: Driving innovation and delivering sustainable solutions do not operate on parallel paths; it's at their intersection where we strengthen and grow our impact on society and solve for some of the biggest societal challenges. As CTSO, I have a unique role in guiding our innovation and stewarding sustainability that plays out in how we advance circularity, decarbonize, and solve for our customers and partners.

The exciting part of the intersection is the results and impact we create in the markets we serve—we're developing new technologies and products to make water cleaner, enable advanced computing, make buildings and homes more energy efficient, frontline workers safer, and healthcare solutions more advanced. It's also in the remarkable progress we've achieved in meeting our climate action goals well ahead of schedule.

In many ways, the intersection serves as the gateway to endless possibilities, presenting opportunities for growth, innovation, meaningful exchanges with stakeholders, and bringing about positive change for society.

Q: How has DuPont's transformation supported its sustainability strategy?

A: Over the past several years, we've reshaped and transformed our business portfolio, positioning the company as a premier multi-industrial. As we've completed the transformation, we're focused on addressing and capturing high-value opportunities in five strategic growth areas: Electronics, Water, Protection, Industrial technologies, and Next generation automotive. These growth areas are driven by technology, require innovation, and have sustainability as a foundation.

Q: What does it mean to achieve shared value with your customers?

A: Our approach to delivering solutions for global challenges is grounded in a disciplined customer engagement process that enhances collaboration with strategic customers and global end users. Through this process we align and strengthen our targeted innovation investment choices. We become their partner of choice by enabling them to achieve their own sustainability targets and goals.

In 2023, we improved the discipline of our strategic customer engagement and insight generation by expanding our structured engagement program to 120 strategic customers across our global businesses. We also implemented a process to manage requests from customers for sustainability information that improves our responsiveness and enables us to incorporate the requests as input to understanding of customer sustainability priorities.

By embedding customer insight in our research and development process, we believe we can increase the commercialization success of innovation programs and foster stronger growth and relationships with our customers.

Q: How is DuPont aligning its business strategy with its sustainability strategy?

A: The number one way that we can lead sustainably is through innovation that addresses global challenges. It goes back to our purpose—creating the innovations that help people thrive. Throughout my career, I have increasingly viewed sustainability as an opportunity for value creation; not a risk to be managed. More than ever, we are putting sustainability at the core of our overall strategy, and the powerful combination of innovation, sustainability, and digital means more value for our customers, employees, shareholders, and communities.

> "I view sustainability as an opportunity for value creation; not a risk to be managed. More than ever, we're putting sustainability at the core of our overall strategy, and the powerful combination of innovation, sustainability, and digital means more value for our customers, employees, shareholders, and communities."

Q: What are you most proud of from the sustainability work achieved this past year?

A: I'm so proud of the progress on our goals, but this report is really about the dedicated teams across DuPont that put their energy, passion, and pursuit on display every day to support our customers and support each other. I'm fortunate to lead some of these teams and see firsthand how they are fostering an inclusive culture and are living our core values and embedding them in every decision we make, every action we take. It's in their stories that this report comes to life.

Q: What do you see as the next steps in DuPont's sustainability journey?

A: We have done the hard work of reshaping and sharpening our portfolio in alignment with our five strategic growth areas. The next step in our journey is aligning our investment choices on technologies where sustainable innovation is needed to meet important societal and sustainable development challenges—and where we can best leverage synergies across our global businesses.

What's the next challenge? We're witnessing an astounding rate of change in the world; we need to capture and harness opportunities with greater speed and urgency. That means better understanding the market, anticipating customer needs, and delivering timely solutions, all of which are critical to keeping DuPont in front of the innovation curve.

Three-pillar sustainability framework

To manage the complex and quickly evolving sustainability landscape, we've built our strategy on three pillars: Innovate, Protect, and Empower. Our nine 2030 Sustainability Goals reside within these three pillars and shape our innovation portfolio, our operations strategy, and our commitment to our people and communities.

As a premier multi-industrial company, DuPont recognizes that to achieve sustainable value creation we must address societal challenges across our entire value chain. We develop innovations with our diverse customers, incorporate sustainability in our own operations, and advance sustainability in our supply chains. Established in 2019, our sustainability strategy harnesses our deep understanding of science and technology and our close collaboration with stakeholders to create impactful and enduring outcomes.

Innovate for good

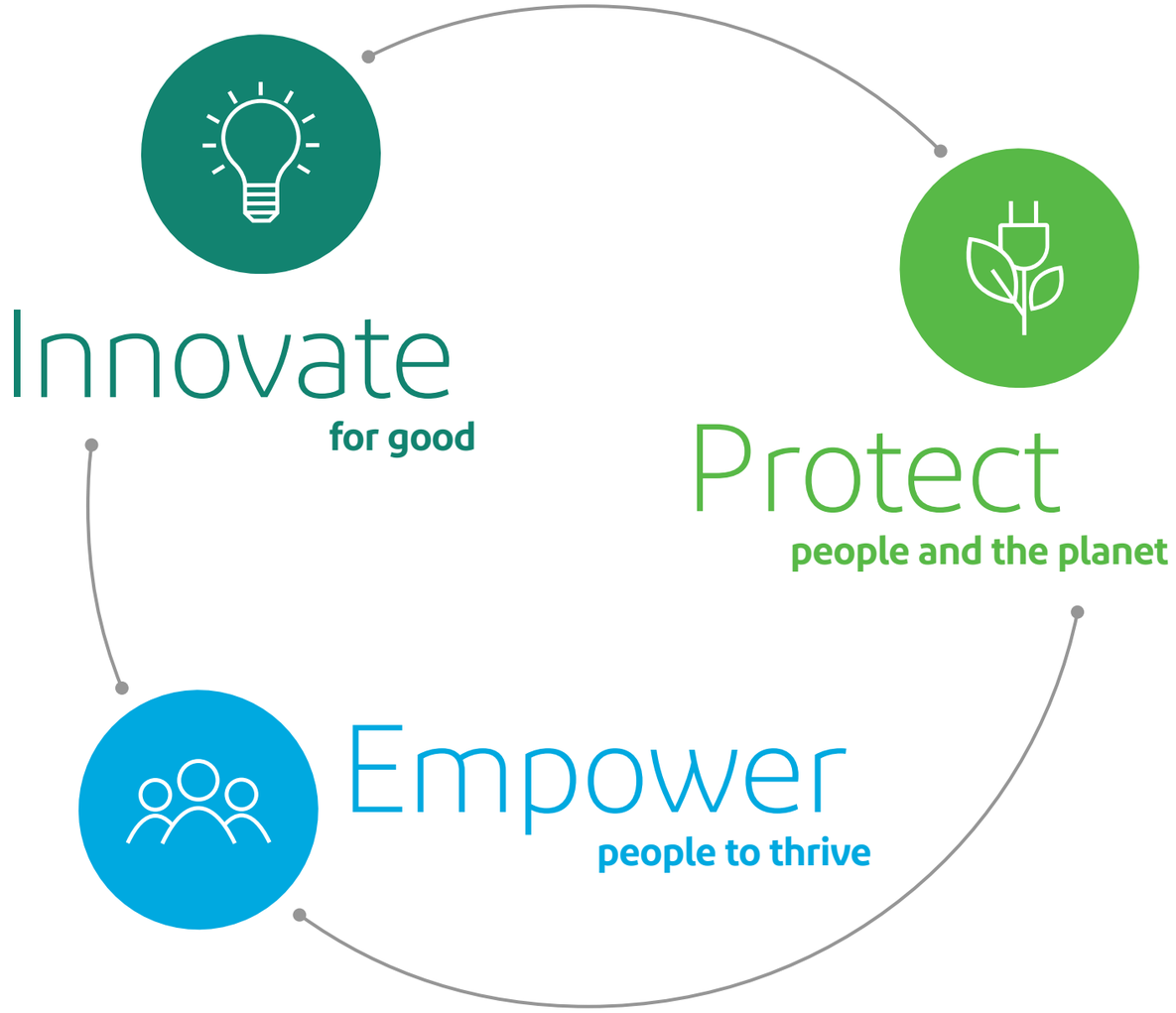
Innovate for good is our commitment to use our talent, resources, and innovation expertise to work on meaningful and valuable solutions to societal challenges. We address the world's most pressing sustainability challenges by delivering innovative solutions in four key impact areas: climate action, enabling a more circular economy, creating products that are safe and sustainable by design, and advancing water stewardship. Our customer engagement initiatives help us understand our customers' needs from each of our global businesses and shape our innovation priorities and investments to meet them.

Protect people and the planet

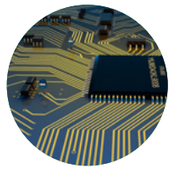
Protect people and the planet is our commitment to take action to ensure the safety of our employees, contractors, customers, and communities while improving our impact on the environment. Ultimately, the most valuable and enduring business outcomes are the ones that enable people and the planet to thrive. Our goals in this pillar focus on the challenges of climate change, water stewardship, and achieving world-class environmental, health, and safety performance.

Empower people to thrive

The Empower pillar of our sustainability strategy addresses how we enable our employees and communities to experience well-being, purpose, opportunity, equity, and connection. At DuPont, our employees are at the heart of our sustainability efforts and drive our results and impact. We cultivate an inclusive work environment that allows our employees to make a difference, grow professionally, and thrive. To further our impact, we encourage active participation in the communities where we work through key partnerships, collaboration with nonprofit organizations, skills-based volunteering, and board service.



Our 2030 Sustainability Goals



Delivering solutions for global challenges

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

Enabling a circular economy

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

Innovating safe and sustainable by design

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

Acting on climate

Reduce our Scopes 1 and 2 greenhouse gas emissions by 50% by 2030 from the 2019 base year and deliver carbon neutral in operations by 2050

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

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

Leading water stewardship

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

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

Delivering world-class environmental, health, and safety performance

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

Accelerating diversity, equity, and inclusion

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

Cultivating well-being and fulfillment

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

Building thriving communities

Improve over 25MM lives through targeted social impact programs

DuPont's employee-led sustainability network engages and activates employees across the globe

In 2023, DuPont established a sustainability network, 'Good Earth Stewards' (GES), led by our employees. GES's mission is to enrich DuPont's sustainability culture and drive meaningful changes to create a positive impact.

GES empowers employees through engagement, education, and activation. Within GES, sustainability is championed by dedicated employees who have driven the adoption of sustainable practices throughout the organization's businesses, regions, and manufacturing sites. GES supports a more connected workplace for employees to collaborate, build competency, and network.

330+

employees united as Good Earth Stewards

23

GES chapters located across the world driving a connected workplace

The High-Performance Building (HPB) Team, part of DuPont's Facilities Services and Real Estate function, is at the forefront of driving significant change in building standards across the corporation. The HPB Team is leading the way in developing and implementing innovative standards that improve energy, water, emissions, waste efficiency, and well-being in both new and existing buildings.

The Edina Sustainability Team has played an instrumental role in the establishment of a reliable energy management system by partnering with Xcel & CenterPoint Energy. The team is excited to start a University of Minnesota Technical Assistance Program to host summer interns, who will engage in site sustainability projects.

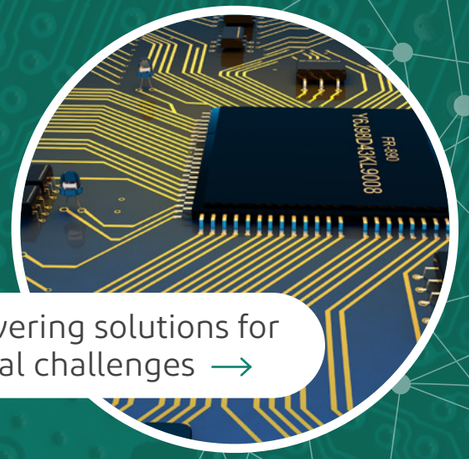
In collaboration with the By the Bay community, our Singapore Sustainability Task Team (STT) participated in a beach clean-up volunteer event with the goal of increasing awareness about marine pollution. Singapore STT successfully collected and responsibly disposed 197.3 kg of plastic and general waste.

The Aramids Sustainability Committee is a global cross-functional team that partners to increase education on technical sustainability topics. The Committee offers valuable insights to employees on customer engagement, ESG ratings, and GHG emissions.

In 2023, the Experimental Station received the Wildlife Habitat Council's (WHC) Landscaped Project Award and achieved WHC's Certified Gold Conservation Certification, which is the highest level of conservation certification offered by WHC.

Innovate for good

At DuPont, we believe the greatest positive impact we have on the world is through our innovations. We believe scientific advancement is critical in addressing the world's most pressing challenges and delivering on the promise of the United Nations Sustainable Development Goals. Our innovation strategy and 2030 Sustainability Goals focus on the powerful intersections—and synergies—between advances in technology and sustainability, application development and human development, value for our customers and stakeholders, and value to society.



Delivering solutions for global challenges →

Enabling a circular economy →

Innovating safe and sustainable by design →

Our approach to innovating for good

As a premier multi-industrial company with a strong portfolio of market-leading businesses, we understand that growth is dependent on the intersection of sustainability, digital solutions and enablement, and innovation. In 2023, we continued to strengthen our portfolio by investing in each of these to deliver business growth, value creation for our customers, and benefits to society.

Our approach to innovation starts with learning and insight generation: understanding the current and emerging technological and sustainability challenges in our markets, from raw materials to consumer use. We collaborate with our customers and partners across our value chains to deliver solutions that improve product performance and life cycle sustainability. As we innovate for growth, customer and value chain insights enable our businesses to identify and deliver new innovations and position our products in high-growth markets.

Across our global businesses, we invest in innovation based on each of our businesses' unique strategies, growth drivers, and opportunities. Our investment in innovation is approximately 4% of net sales and primarily targets high-growth opportunities in our eight innovation platforms, which are described in the Delivering solutions for global challenges section of this report. Furthermore, we apply a disciplined learning approach to assess opportunities in emerging markets. For example, in 2023, we assessed the emerging hydrogen value chain to determine if it fits within our strategy and capabilities.

We focus on investments to enable future capabilities that will improve our speed to market, competitiveness, and impact. One of the key capabilities we're investing in is digital tools and enablement, which complements our leading scientific and application development expertise.

Powerful intersections deliver value creation

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

We apply digital solutions, such as lab connectivity, integrated lab data management, knowledge management and materials discovery using generative artificial intelligence, digital process mining, predictive analytics, and optimization to help our world-class scientists accelerate learning and value creation for our customers. We combine digital enablement with cutting-edge science to solve complex challenges in thermal management, miniaturization, electromagnetic interference (EMI) shielding, advanced separation and filtration, advanced construction technologies, user interfaces, and more.

In 2023, we took several actions to foster a global, inclusive culture of innovation. We held several internal technical conferences with virtual participation across regions, focused on sharing innovation success stories, digital strategies, and sustainability topics. The technical conferences offer our innovators the chance to share ideas and best practices and provide an opportunity to recognize excellent work.

More than 1,400

employees participated in six virtual live sessions offered as part of our Technology Learning Academy in 2023

The sessions covered emerging topics such as financial acumen, competitive landscape assessment, climate action, innovating with customers, and project leadership. Through the Technology Learning Academy, we aim for learning to be a source of competitive advantage. We also held our annual Dead Projects Day to shrink the stigma of project failure and feature innovation projects that we made the right but tough choices to end. Additionally, we announced the 2023 winners of our Lavoisier & Pedersen Awards, recognizing scientists and engineers who have demonstrated the highest level of innovation achievement at DuPont.

2023 Lavoisier & Pedersen Awardees

Each year we honor DuPont innovators whose work and commitment have had significant results for our businesses, our customers, and the world.

Lavoisier Medal for Lifetime Technical Achievement recognizes scientists and engineers who have demonstrated a career of creative technical contributions with significant business impact. Named in honor of the 18th century French chemist, Antoine Laurent Lavoisier, this award is the pinnacle recognition for DuPont innovators.

Pedersen Medal celebrates technical knowledge, skill, and commitment in areas that have resulted in important new innovation for DuPont customers. The award is named in honor of Charles J. Pedersen, who received the 1987 Nobel Prize for his discovery of a novel class of chemical compounds called macrocyclic polyethers.

Deyan Wang, Ph.D.

Senior Research Laureate,
DuPont Electronics & Industrial

Across a 30-year industrial career, Deyan has been a lifetime achiever in creating pathfinding technology for semiconductor and circuit board manufacturing. His pioneering technology in 193 nanometer (nm) immersion lithography for semiconductor fabrication has become mainstream industrial technology for its high throughput and low material cost. Advancements in embedded barrier layer and novel leveler materials for plated copper interconnects are just some of the other areas Deyan's innovations have impacted semiconductor manufacturing.

Awards ceremony, November 2023

Reiyao Zhu, Ph.D.

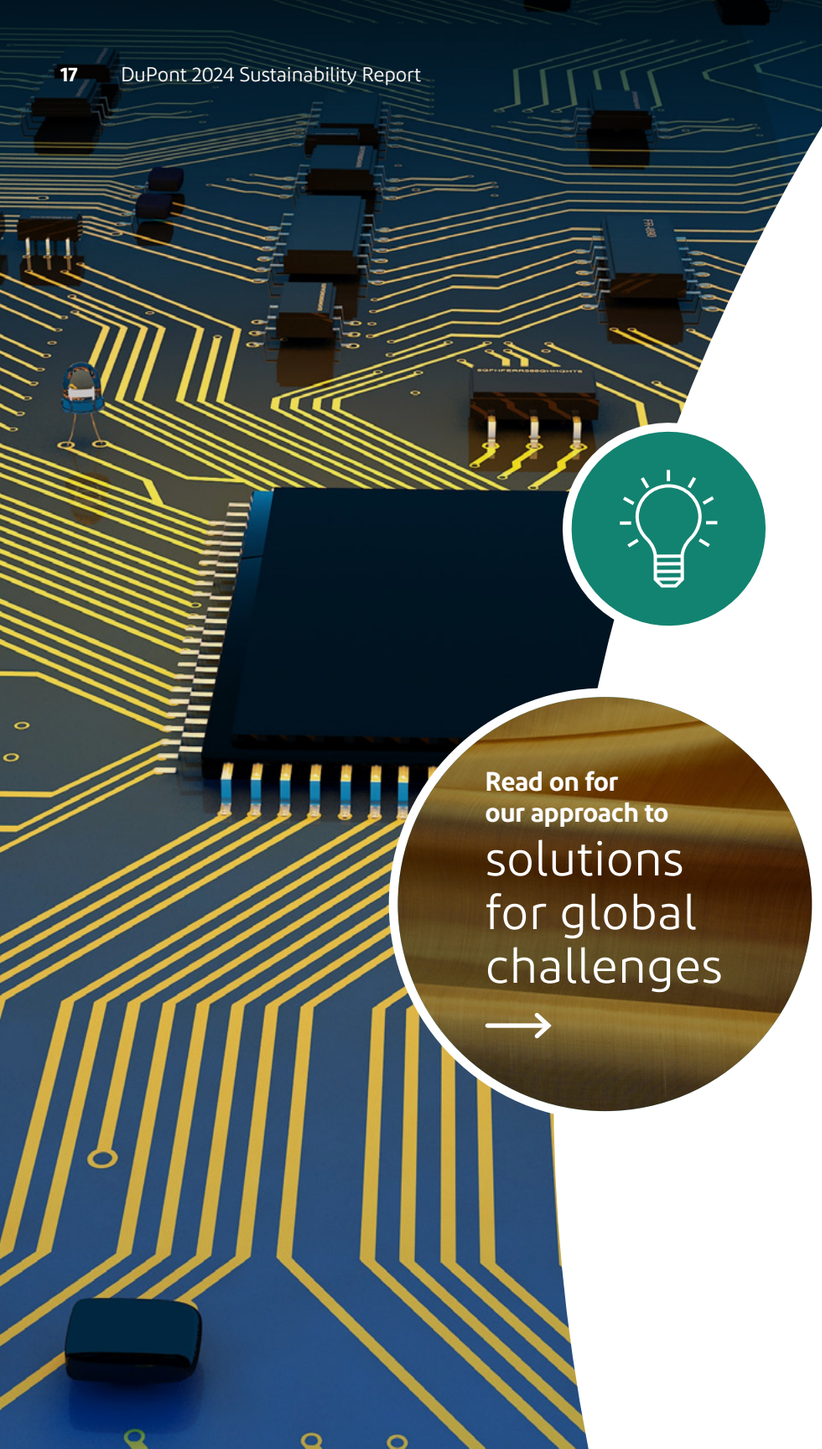
As the lead developer for Nomex® thermal apparel, Reiyao's prolific work in fiber blends has increased DuPont's engagement in industrial protection via a transformation shift to multi-hazard protection.

Paul Bernatis, Ph.D.

Paul led the formulation development for semiconductor advanced cleaning technologies, which have become the industry standard for advanced device nodes of ≤14 nm.

Jon Johnson, Ph.D.

Jon led the design of spiral-wound reverse osmosis (RO) and nanofiltration elements and components that comprise them. His leadership in linking fundamental engineering principles to element limitations and capabilities has materialized in value-adding products for our customers.



Read on for our approach to solutions for global challenges →

Delivering solutions for global challenges

Our 2030 goal

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

Accomplishments in 2023

More than 80%

of our innovation portfolio value is expected to deliver sustainability value for our customers or advance solutions to global challenges based on analysis using an updated portfolio sustainability assessment (PSA) methodology.

7

R&D 100 and Edison Awards received for products delivering positive performance and sustainability benefits for customers and society.

Expanded strategic customer sustainability engagements focusing on climate and safe and sustainable by design (SSbD) needs, which are critical imperatives for customers.

Launched a new enterprise-wide initiative, along with introducing new products aimed at high-value challenges in the **emerging hydrogen value chain**.

Recognized as **Best ESG Partner by Samsung Electronics** and received eight additional supplier of the year awards from semiconductor customers for achievements in innovation and sustainability.

New product offerings delivered positive sustainability and performance impact in each of our innovation platforms, enabling customer outcomes in areas such as advanced computing, vehicle electrification, and water purification.

Received the **2023 AIChE Energy and Sustainability Award** for FilmTec™ Prime RO, a family of energy-efficient reverse osmosis (RO) membranes that contributes to the decarbonization of water purification.

Our approach

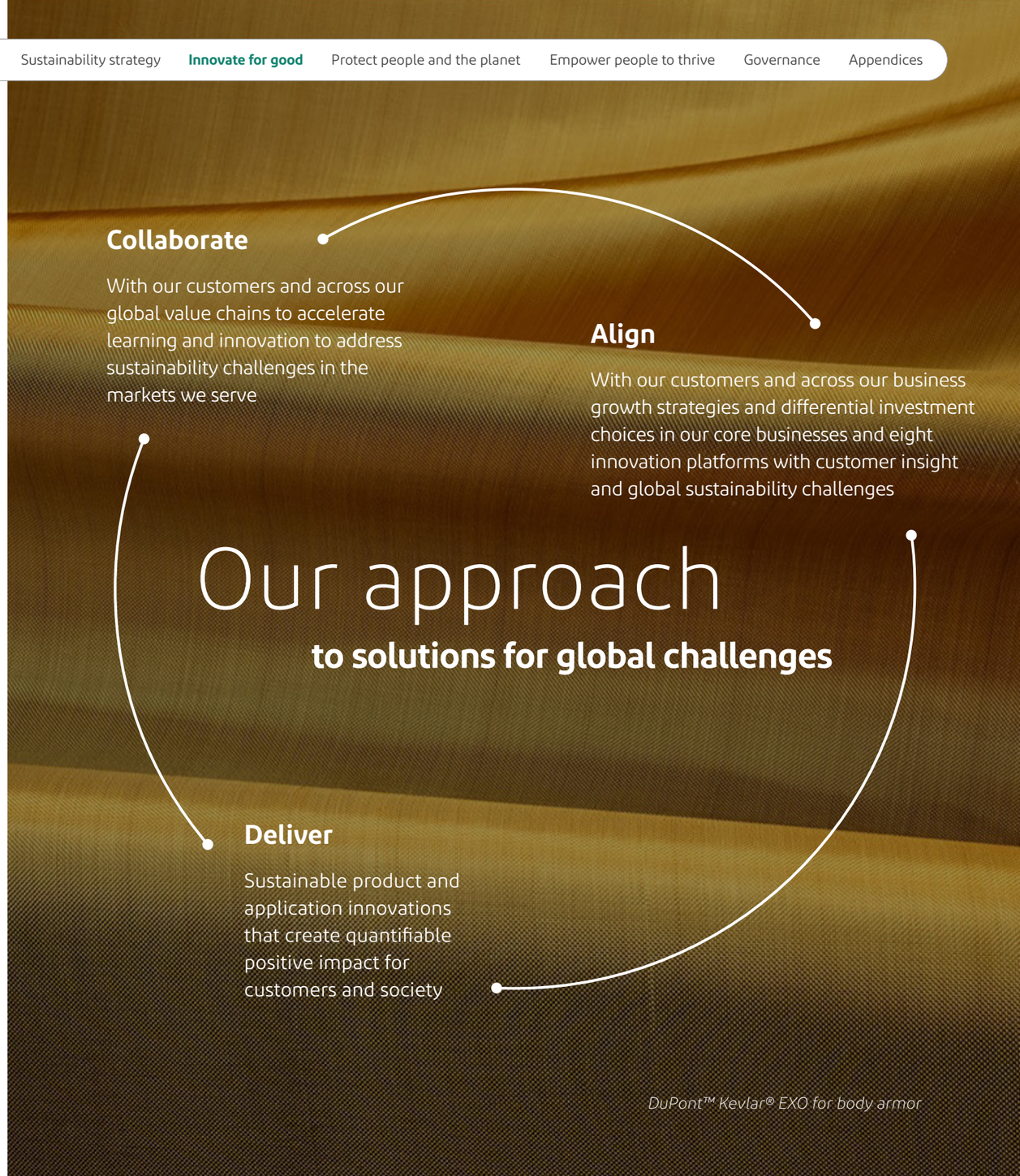
We believe the most meaningful way DuPont can advance sustainability is by providing the world with essential innovations to thrive. Our innovation investments align with our purpose and are a key driver of growth for our global businesses. We work across value chains and industries and leverage resources and partnerships with private, public, and nongovernmental organizations to deliver solutions for customer and societal challenges.

Our approach to delivering solutions for global challenges is grounded in a disciplined customer engagement process that enhances collaboration with strategic customers and global end users. Through this process we align and strengthen our targeted innovation investment choices in our core businesses and eight innovation platforms. We choose to invest in innovations that deliver solutions to valuable scientific, technical, and sustainability challenges in the industries and markets we serve. We recognize the need for agility and the urgency of addressing climate change, access to clean water and healthcare, resource efficiency, and sustainable production, as well as enabling connectivity and high-performance computing globally.

Strategic insight from our customers

In 2023, we improved the discipline of our strategic customer engagement in three key areas. First, we continued our structured engagement program with strategic customers across our global businesses, sharing the results through an interactive internal dashboard to facilitate analysis and insight generation. Second, we integrated our customer engagement program with DuPont's portfolio sustainability assessment (PSA) methodology, enabling our innovation teams to identify and address important and valuable customer sustainability challenges. Third, we implemented a process to manage requests from customers for sustainability information that improves our responsiveness and enables us to incorporate the requests as input to understanding of customer sustainability priorities.

The results of our customer sustainability engagements in 2023 confirm prior findings that climate change remains the top sustainability priority for most of our customers. What this prioritization of climate action means in practice, however, varies significantly across our global businesses and markets and leads to different innovation investment choices. Over 60% of our strategic customers have set climate targets validated by the Science Based Targets initiative (SBTi) or other non-SBTi Net Zero commitments.



DuPont™ Kevlar® EXO for body armor

In 2023, we saw an increase in customer requests for product carbon footprint data and carbon reduction strategies, which are directly connected to our customers' upstream Scope 3 commitments. These requests are aligned with our SBTi-validated commitment to reduce the carbon footprint of the raw materials we purchase to make our products. The other opportunity we identified is to address climate change through innovation. This means collaborating with customers to reduce their manufacturing footprint and develop applications and product designs to enable use-phase GHG emissions reduction. Examples of both are highlighted throughout this report.

While the high-level results of customer engagement help our teams understand global sustainability trends, the real power of our structured approach is the ability to analyze the data in detail and gain insights specific to individual business units, customers, and growth markets. By embedding customer insight in our research and development (R&D) process, we believe we can increase the commercialization success of innovation programs and foster stronger growth and stronger relationships with our strategic customers.

DuPont recognized as best ESG partner by Samsung Electronics

Samsung Electronics named DuPont as the Best Partner in Environmental, Social, and Governance (ESG) category during Samsung's Materials-day event. DuPont is recognized for significant contributions in establishing a sustainable supply chain by collaborating to develop more sustainable semiconductor materials.

For example:

- In our interconnect solutions business, research teams continue to focus on the development of recycled copper-based flexible laminates that reduce the raw material carbon footprint and life cycle energy consumption.
- Across personal protection markets and value chains, circular economy solutions continue to grow in importance, driving innovation in materials and design opportunities.

Business sustainable innovation growth strategies

Due to the diversity of our global businesses, sustainable innovation strategies and the differential investment choices needed to drive growth will always vary considerably across our businesses. What is common across our businesses and strategic growth areas is the importance of listening to our customers, developing value chain insights, and building partnerships to scale innovative solutions for global challenges.

In 2023, we leveraged strategic customer insight to refine our market and business-level sustainable innovation growth strategies. Each business focuses on key sustainability drivers that align with the four 2030 Sustainability Goals embedded in DuPont's portfolio sustainability assessment (PSA) methodology: Acting on climate, Enabling a circular economy, Innovating safe and sustainable by design, and Leading water stewardship. By improving our strategic customer engagement and insight generation and working with our global business teams, we were able to build differentiated strategies that address the highest priority sustainability challenges faced by our customers.

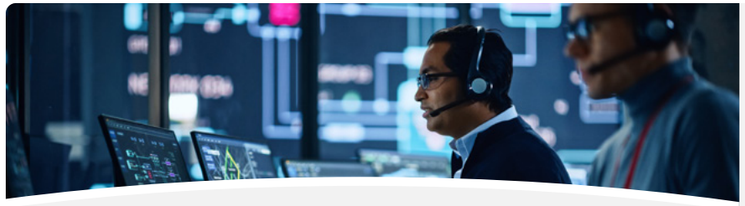
In the semiconductor value chain, for example, our customers are looking for sustainable solutions across the entire product life cycle:

- Source low-carbon raw materials from our suppliers;
- Reduce or eliminate substances of concern (SoC);
- Provide industrial wastewater treatment solutions for semiconductor fabrication plants; and
- Enable energy efficiency in product design and use.

Insights into the complex sustainability challenges faced by our customers and society lead to expanded collaboration between our global businesses in terms of both technical expertise and product synergies.

Solutions for global challenges: DuPont innovation platforms

At DuPont, we're taking intentional and targeted action on global challenges to address the current and emerging needs of customers and stakeholders to deliver solutions with impact. As a premier multi-industrial company, we're focused on growth through innovation across five key strategic growth areas: Electronics, Water, Protection, Industrial technologies, and Next generation automotive. Within, and sometimes across, these key strategic growth areas, our eight innovation platforms focus and align our investment choices on technologies and growth markets where innovation is needed to meet important societal and sustainable development challenges—and where we can best leverage synergies across our global businesses. In 2023, investment in our innovation platforms was more than 65% of our total R&D budget.



Innovation platform

High-performance computing

The intersection between high-performance computing and sustainable development centers on access to the computational advances needed to build resilient and sustainable industries and infrastructures.

Our innovations enable advanced node processing solutions for smaller devices, printed circuit board designs, and advanced packaging architectures.

Sustainability drivers:

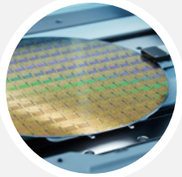
- Reduce or eliminate substances of concern;
- Improve energy efficiency and reduce value chain greenhouse gas emissions; and
- Improve material and process circularity.

R&D 100 Green Tech recognition—For ultrapure water filtration in microelectronics

Ultrapure water free from impurities remains a vital component for advanced semiconductor manufacturing. AmberTec™ UP4000PD OH Ion Exchange Resin uses a strong a base anion exchange with highly active palladium nanoparticles to remove impurities, such as hydrogen peroxide.

This recently launched technology received an R&D 100 Award and a Special Recognition Silver Medal in the Green Tech category. This recognition exemplifies the interconnectedness across DuPont's Innovation Platforms, wherein Clean Water innovations directly enable other industries to progress their sustainability initiatives.

Enabling advanced node processing solutions



Our EPIC™ Photoresist Series is an essential component of our commitment to revolutionize the world of high-performance computing through innovative lithography technologies. Specifically designed to meet the demands of more advanced but complicated 193 nm lithography processes, our unique immersion lithography process and innovative material design ensure precise high-resolution patterning performance for high-end memory and logic devices, resulting in greater manufacturing efficiency, accuracy, and quality.

Improving efficiency and plating performance with Solderon™ BP TS 7000 series

Smaller and more powerful semiconductor chips continue to drive innovation for printed circuit boards. The Solderon™ BP TS 7000 series is a newly redesigned, lead-free[1] formulation for tin-silver plating chemistry. This formulation delivers industry-leading plating rates, enhanced plating performance, bath stability, and greater process flexibility in next generation micro-bumping technology for advanced packaging applications.

[1] Formulated without such component.

Helping customers optimize semiconductor polishing

During the semiconductor fabrication process, excess material from each layer of the wafer is removed to create a smooth surface through chemical mechanical planarization (CMP). DuPont's biased pulse groove (BPG) is a new design for CMP pads to optimize the flow of slurry during polishing. Pads featuring the BPG design can improve CMP performance and productivity by reducing flow rate or the amount of slurry used in the process while maintaining process quality. This innovation is helping customers reduce waste and can be used with many of DuPont's leading CMP pad families, including the Visionpad™ and Ikonic™ CMP pad families.

Innovation platform

High frequency connectivity

By 2030, it is estimated that there will be close to 30 billion connected devices, and this connected ecosystem, enabled by 5G, will continue to revolutionize the world and transform the way we—and our devices—communicate.

Our innovations provide total solutions for advanced circuit fabrication and enable fast reliable transmission of data for high signal integrity, high bandwidth (data), EMI shielding, and other critical technologies.

Sustainability drivers:

- Improve energy efficiency and durability in devices; and
- Improve material and process circularity.

Recycled copper-based flexible laminate enables digital crown for smartwatch

Pyralux® Flexible Copper Clad Laminate with recycled copper reduces energy consumption and carbon footprint by replacing some of the mined new copper with recycled copper. This sustainable solution offers comparable processibility and performance to traditional copper-based laminates. An early application of this total solution is being used in a flexible circuit to enable functionality of a digital crown in a smartwatch. A digital crown is a small circular button on the side of the smartwatch that allows the user to activate several features and settings. By using copper-based flexible laminate that includes recycled content, energy efficiency is improved, and the carbon footprint of the device is reduced.

Innovation platform

Applied healthcare solutions

Innovation across healthcare applications is evolving rapidly, requiring high-performance materials and applications expertise to enable smarter healthcare and positive patient outcomes.

Our advanced materials solutions drive innovation for healthcare applications like drug delivery, biopharmaceutical processing, advanced fluid handling, medical devices, and medical packaging.

Sustainability drivers:

- Improve material and process circularity; and
- Reduce or eliminate substances of concern.

Liveo™ MG 7-9960 adhesives for advanced wound care and adhering medical device applications

Wound care and transdermal drug delivery systems require bandages and patches that adhere to skin reliably and comfortably for days, even weeks. New Liveo™ MG 7-9960 Soft Skin Adhesive (SSA) has the highest peel adhesion in the Liveo™ SSA family. It offers better conformability, easy removal, high repositionability, and improved wear performance and design flexibility. In addition, low-cyclics Liveo™ MG 7-9960 SSA is non-sensitizing, non-irritating, and non-cytotoxic, making it ideally suited to protect the highly sensitive and fragile skin of populations including children, the elderly, and patients with skin conditions or open wounds.

Innovation platform

Clean water

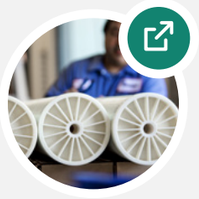
As a global leader in purification and specialty separation technologies, we provide solutions that help make drinking water safer and cleaner for homes and communities; help industries and markets operate more effectively and efficiently; and make water scarcity challenges more manageable, wherever they arise.

Our innovations lead in water purification, conservation, and reuse technologies. DuPont is collaborating for a water-optimized world and innovating to change the way the world thinks about water.

Sustainability drivers:

- Reduce energy consumption needed for water and wastewater treatment; and
- Improve process circularity through wastewater reduction, recycling, and reuse, as well as recovery of valuable raw materials from wastewater or seawater.

FilmTec™ Fortilife™ CR200 element receives 2023 Edison Silver Award



To help address the challenges of wastewater reuse and increase access to clean water, DuPont developed a high-productivity membrane to maximize operational efficiency and combat biological and organic fouling. Fouling is the accumulation of unwanted materials that create the need for chemical cleaning to maintain operational efficiency. FilmTec™ Fortilife™ CR200 elements work in some of the world's most challenging waters through combinations of membrane and module technologies. Compared to standard reverse osmosis elements, the CR200 can help purify wastewater with up to 20% reduction in energy consumption and 50% reduction in number of cleanings.

Innovation platform

Personal protection

DuPont Personal Protection brings together some of the most trusted names in personal protective equipment (PPE) and solutions—Tyvek®, Nomex®, and Kevlar®—to provide unparalleled solutions that protect workers against chemical, thermal, electric arc, mechanical, and other workplace hazards.

Our innovations focus on advanced multi-threat protection with optimal comfort and durability for industrial workers, front-line responders, and military personnel.

Sustainability drivers:

- Improve material carbon footprint, process, and product circularity; and
- Reduce or eliminate substances of concern.

Protection is expected; mobility and comfort are demanded—Introducing Kevlar® EXO™

Performance and comfort are often at odds in PPE. The weight and bulkiness required in PPE for ballistics, fire protection, arc, and other hazards limits physical motion, the length of time PPE can be worn, and the wearer's comfort.

Kevlar® EXO™ is a new aramids technology platform to help our customers solve problems that require demanding performance beyond our legacy fibers. This high strength fiber enables an optimal combination of protection, comfort, mobility, and flexibility in a lightweight solution. Kevlar® EXO™ has the highest ballistics performance among all aramid fibers.

Innovation platform

Advanced mobility

Vehicle electrification is projected to continue its double-digit growth.[1] Requirements for improved vehicle range, battery performance, charging time, and charging infrastructure continue to drive the need for sustainable solutions that don't compromise on safety, durability, or performance.

Our solutions are targeted at enabling electric and smart vehicles by solving critical challenges in thermal management, battery assembly, and reliable connectivity.

Sustainability drivers:

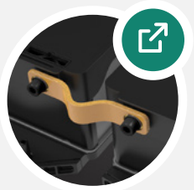
- Reduce transportation carbon emissions;
- Improve systems and charging efficiency; and
- Improve durability, reliability, and material circularity.

BETAMATE™ broad-bake structural adhesives enable sustainable manufacturing of next generation electric vehicles

Battery weight in electric vehicles (EVs) calls for more robust body structures, including the sill, or rocker panel. On EVs, the sill has to support a higher load than with internal combustion vehicles due to functional requirements and design complexities for supporting the weight of the battery pack.

BETAMATE™ broad-bake structural adhesives allow a reduction of the e-coat oven temperature by 25° C, enabling significant energy savings while durably bonding the high mass underbody of EV body structures in the body shop.

Kapton® MT+ thermal conductive and electrically insulating film

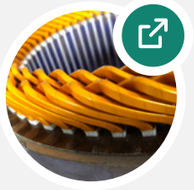


Within the battery pack, Kapton® MT+ films are utilized in busbars, cooling plates, and between modules. These films help maintain optimal temperature during battery operations which results in increased power output and efficiency for peak performance. Their use ultimately leads to a longer lifespan and more reliable operation for battery systems.

From brine to battery—Direct lithium extraction leads to new resources for lithium

FilmTec™ LiNE-XD nanofiltration elements offer high lithium recovery from new sources, such as geothermal brines, salt lakes, and surface and sub-surface clay. Lithium mass recovery is optimized, with enhanced purity, as metal ions not needed are filtered out. Importantly, lower energy consumption and up to 30% in energy savings can be realized with use of the FilmTec™ LiNE-XD nanofiltration elements compared to other filtration solutions.

Kapton® MT+ based and Nomex® 710 Slot Liner Solution improves efficiency in high-voltage E-Motors



Slot liners protect the copper wires in an E-Motor from the outer steel wall, dissipating heat to the outside and enabling the motor to operate efficiently at a cooler temperature. This solution utilizes a three-ply laminate, which sandwiches Kapton® MT+ polyimide film between two layers of Nomex® paper, delivering superior electrical insulation, optimal heat dissipation, and high thermal conductivity.

MOLYKOTE® Specialty Lubricants for high-voltage connections

As the automotive industry undergoes its biggest change in decades, manufacturers are facing new lubrication challenges. Electrified vehicles have an increasing number of high-voltage connectors to protect from electrical erosion, oxidation and aluminium corrosion, along with friction and wear.

Maximizing charging performance in electric vehicles with Silveron™ GT-210

EV charging connectors require a durable and conductive finish to maintain a stable and low electrical-resistance connection throughout the life cycle and in harsh environments. Silveron™ GT-210 high durability silver is made using an electroplating process that creates a silver-rich deposit with a low and stable coefficient of friction and the excellent electrical and thermal properties of pure silver.

Laird Performance Materials optimize energy transfer for reliable performance in battery control units

Battery Management Control systems modulate the energy in the battery to protect against deep discharge and maintain operating conditions. These complex electronic circuit boards need high-performance thermal management and EMI shielding materials to operate vehicles.

[1] Cossins-Smith, A. (2023, August 15). Analysis: global electric vehicle market set to grow 16% by 2035. Power Technology.

Innovation platform

User interface

Displays in smartphones, computers, televisions, and increasingly in cars, are the human interfaces to technology and need to be functional, durable, and energy efficient.

Our innovations enable transformational improvements in user interfaces, optical display materials, and augmented reality, including organic light-emitting diode (OLED), emerging MicroLED technology, and organic passivation materials.

Sustainability drivers:

- Improve energy efficiency in devices and displays; and
- Improve material and process circularity.

Skyton™ conductive adhesive for smartphone displays

Manufacturers of the newest smartphone displays require technologies to solve challenges with complicated manufacturing processes, including production losses due to static electricity. Skyton™ conductive adhesive provides a grounding pathway to resolve this issue, contains less solvent, and requires less solvent in device manufacturing. The new formulation reduces cost, enhances performance, and reduces waste for our customers.

Innovation platform

Sustainable and productive construction

Advancing sustainability in the built environment requires innovative construction solutions that help drive whole life carbon of buildings to net zero, increase circularity of materials, and utilize safer chemistries, to realize our shared vision of sustainability within the built environment.

Our innovations enable integrated building and envelop solutions that drive energy efficiency, weatherization, durability, fire resilience, build cycle reduction, and quality of installation.

Sustainability drivers:

- Reduce material carbon footprint and life cycle greenhouse gas emissions; and
- Improve material circularity and eliminate substances of concern.

Game changing performance for customers and the environment—Styrofoam™ Brand Plazamate™ XR foam insulation

With 30% higher R-value per inch than traditional extruded polystyrene roofing insulation, Styrofoam™ Brand Plazamate™ XR foam insulation is the winner of a 2023 R&D 100 Award. This insulation has a low global warming potential and offers Leadership in Energy and Environmental Design (LEED) Embodied Carbon / Life Cycle Assessment (LCA) Optimization credit. We've partnered with American Hydrotech to offer a combination product: American Hydrotech's Monolithic Membrane 6125® combined with Plazamate™ to provide architects and commercial building owners an exceptional R-value, design flexibility, and peace of mind, all covered by a single source warranty.

Emerging innovation

Contributing solutions to high-value challenges in emerging hydrogen value chain

Hydrogen is an emerging energy source that is expected to play a major role in decarbonizing hard-to-abate emissions from industrial processes, such as heat and steam generation and commercial transportation. DuPont's close partnerships across many industrial value chains and our innovation capabilities provide opportunities to advance hydrogen, as well as other new and emerging clean energy solutions.

AmberLite™ P2X110 ion exchange resin designed for water electrolyzers

Electrolysis is the process of electrically splitting the water molecules into hydrogen and oxygen gas. While there are various types of electrolyzers, they all rely on high-purity water as the feedstock to produce hydrogen. Our newly introduced AmberLite™ P2X110 ion exchange resins are designed to endure the thermal and chemical challenges present in an electrolyzer. This solution can offer durable and reliable water quality that helps prevent contaminant build-up in the electrolyzer loop.

Vespel® polyimide parts and shapes are well suited for hydrogen sealing and storage

Hydrogen as an alternative energy source brings about a set of challenges not easily addressed with fossil fuel infrastructure. Hydrogen is highly reactive and is often compressed or cooled to liquid form for transportation and use. Hydrogen leakage prevention and thermal insulation or active cooling must be maintained over long periods of time. Vespel® has a unique blend of thermal, mechanical, and tribological properties that are well suited for these challenges.

Advancing our ability to quantify the impacts of sustainable innovation

Our DuPont portfolio sustainability assessment (PSA) methodology[1] provides a sustainability lens for our innovation portfolio and supports embedded sustainable innovation growth strategies at the business level. For our eight innovation platforms, our PSA drives a deeper understanding of market and customer sustainability challenges, fostering growth and stronger relationships across our global value chains. DuPont's PSA methodology provides a framework to assess innovation opportunities and quantify impacts across the product life cycle in four sustainable impact categories: climate action, enabling a more circular economy, creating products that are safe and sustainable by design, and advancing water stewardship.

In 2023, we continued to refine and implement DuPont's PSA methodology. First, we refined the assessment process and scoring criteria for each of the four sustainability impact categories, focusing on meaningful opportunities and risks. Second, we integrated our customer engagement program with the PSA methodology, enabling our innovation teams to identify and address important and valuable customer sustainability challenges. Using the refined methodology, we assessed all innovation projects past the ideation stage, developing a representative view of sustainable projects, market signals, and customer and value chain challenges across our global businesses.

[1] Aligned with the World Business Council for Sustainable Development Chemical Industry Methodology for Portfolio Sustainability Assessment.

The assessment results in 2023 were broadly consistent with our 2022 pilot and customer insights, confirming alignment with customer and market sustainability priorities. More than 50% of the identified sustainable innovations focused on climate action while roughly 25% focused on providing solutions that are safe and sustainable by design. Deeper analysis at the business and market level revealed differences consistent with our differentiated sustainable innovation growth strategies, such as finding that 40% of identified sustainable innovations for the EV market are circular economy solutions.

The portfolio-level scoring results demonstrate that our innovation portfolio is both strongly aligned with the sustainability priorities of our strategic customers and sustainably advantaged versus competitive market solutions. Approximately 70% of DuPont's innovation portfolio is advantaged (score of +1) in at least one sustainability impact category, and approximately 10% of the portfolio is highly differentiated (score of +2) in terms of sustainable value creation.

Less than 5% of total innovation projects by value were scored as disadvantaged (score of -1) or at risk (score of -2), and most of these scores were related to the presence of substances of concern. While this number is far less than the 25% of projects by value that provide solutions that are safe and sustainable by design, it is indicative of the chemical stewardship and regulatory challenges faced by our customers and in our industry verticals. As detailed in the Innovating safe and sustainable by design section of this report, we've strengthened our management approach and are focused on building strong, supportive, and transparent relationships with our suppliers and customers that integrate external "safe and sustainable by design" principles to deliver value, support transparency, and drive competitiveness.

In 2024, we will continue to advance our PSA methodology with a short-term focus on improving quantification of footprint and handprint. In the future, we will assess the broader alignment of our commercial product portfolio with customer and market priorities.

PSA impact categories

Climate action

- Reduce product carbon footprint.
- Manufacture using renewable energy.
- Enable carbon reduction for customers.
- Enable use phase efficiency or other climate solutions.

Circular economy

- Manufacture using recycled or bio-based materials.
- Reduce or repurpose operational waste.
- Enable waste reduction or efficiency for customers.
- Design for circularity.

Safe and sustainable by design

- Eliminate or reduce substances of concern (SoCs).
- Ensure (and improve) manufacturing safety.
- Enable customers to reduce SoCs or improve manufacturing safety.
- Enable safer by design products for consumers.

Water stewardship

- Reduce product water footprint.
- Improve operations water use efficiency.
- Enable water efficiency improvements for customers.
- Enable improved water outcomes for the world, including expansion of access to clean water.

Read on for our approach to circular economy →

Enabling a circular economy

Our 2030 goal

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

Accomplishments in 2023

~15%

of our innovation portfolio is expected to address circular economy drivers in diverse markets based on a 2023 portfolio sustainability assessment (PSA).

Collaborated with multiple customers to develop new **Tyvek®-enabled medical device packaging designs** that improved customers' manufacturing operations using less material and improved recyclability.

Over 1,100

employees engaged in virtual circular economy learning seminars led by DuPont subject matter experts, focused on the four elements of our circularity approach.

Achieved International Sustainability and Carbon Certification (ISCC) PLUS certification at the Tyvek® manufacturing facility in Luxembourg for developing sustainable supply chains through the incorporation of bio and/or circular materials.

Advanced partnerships with strategic suppliers by organizing a Packaging Summit that yielded new innovative ways to advance circularity, increase recycled content, and address extended producer responsibility for DuPont packaging.

Our Manufacturing & Technology Center in Taiwan was recognized as a **"Resource Recycling Excellent Enterprise" by the Taiwanese Ministry of Environment** for conversion to reusable waste storage containers that reduced waste volume.

Launched COASTALUME™ in partnership with U.S. Steel, offering **increased durability and reliability roofing and wall systems for coastal buildings** exposed to hurricane force winds and saltwater spray.

Our approach

Our circular economy approach guides how we address waste, material use efficiency, and design challenges across our innovation platforms and global businesses. Our approach defines how to incorporate circular economy principles at four different points in product life cycles. Each stage in the product life cycle requires different types and levels of investment and presents both unique and complementary challenges. Circular economy strategies will differ for each of our global businesses and innovation platforms depending on their targeted innovation and sustainability challenges.

Establishing a culture of learning

In 2023, we advanced a circular economy learning culture to support our businesses and customers. Based on insights from stakeholder engagements, we affirmed the elements of our approach to circular economy and identified internal subject matter experts to develop learning modules for key themes. We convened a series of virtual interactive circular economy learning seminars with DuPont practitioners on topics including circular product case studies, life cycle assessment (LCA) for circular product marketing claims, mass balance accounting and certification, and recycling partnerships. The internal seminars directly engaged over 1,100 employees in 2023 and were recorded for employees who were not able to attend, as well as for future learning opportunities.

Strategic insights on circular economy from our customers

The results of our customer engagements in 2023 confirmed the importance of circular economy drivers in our global value chains, with 60% of our strategic customers citing the issue as a high priority. Specific issues in order of importance include waste and environmental pollution, circular product design, and recycled and bio-based raw materials.

The results of our first comprehensive portfolio sustainability assessment (PSA) show alignment between our innovations and market drivers, with more than 15% of our innovation projects providing circular economy benefits for our customers and value chains. Across automotive value chains, circular economy is an even higher priority, driving innovation in design for recycling solutions and transparency as the industry prepares for Digital Product Passport (DPP) and related European Union regulations.

Throughout this section, we highlight circular economy actions and innovations from across our global businesses that demonstrate the differential drivers and investment decisions needed for a multi-industrial company serving many markets and value chains.

DuPont™ Tyvek® T500 for garments

Design circular products

One of the most impactful ways DuPont can enable a more circular economy is through designing innovative circular products and processes with customers and value chain partners. Through our scientific and application development expertise, we work with customers to improve how products are designed, processed, and used by consumers. When designing circular products and processes, we:

- Collaborate with our customers on circular process and design opportunities; and
- Advance circular LCA and product marketing claims competency.

The following are examples of circular product and process design delivered in 2023.

Partnering for extended lifetime in roofing applications

Buildings account for a significant amount of global energy consumption, and coupled with changes in climate and weather patterns, improvements in roofing performance, energy efficiency, and lifetime can have a dramatic impact on sustainability and consumer wallets. Two examples of DuPont partnerships with roofing suppliers illustrate our collaborations to drive improvements in circularity:

The Duro-Life™ 600 Roofing System is a sustainable, 50-year commercial low-slope roofing solution that significantly reduces replacement costs and minimizes the amount of building materials that enter the waste stream. Powered by Styrofoam™ Brand XPS insulation, this roofing system offers 50 years of consecutive thermal performance compared to conventional polyisocyanurate insulation, which offers only 15 years. The roofing system was developed through a collaboration between Duro-Last® and DuPont, two trusted leaders in commercial roofing and sustainable construction.

Nearly 40% of Americans who live in coastal communities are facing an increasing chance of damage caused by hurricane force winds and saltwater spray. U.S. Steel and DuPont launched COASTALUME™, which combines the strength of U.S. Steel's GALVALUME® material with the resilience and flexibility of DuPont's Tedlar® PVF film. Tedlar® withstands saltwater corrosion, UV damage, cracking, impact and more. COASTALUME™ carries the longest available coastal warranty for metal panels, ensuring buildings look new and last for many decades, even in the harshest environments.

Improving manufacturability and sustainability with new packaging design

Driven to continuously improve operational excellence, the Global Packaging Group at Teleflex Incorporated (Teleflex), undertook a package redesign project to improve manufacturability and sustainability of its Central Venous Catheter (CVC) Arrow® ErgoPack® Complete System product package. Like many other medical device manufacturers of large kits, Teleflex relied on a preformed tray, but the legacy packing process design was laborious and dependent on manual operations. Teleflex identified this as an ideal opportunity to improve life cycle efficiencies and reduce packaging waste.

The Teleflex team looked to a form-fill-seal (FFS) packaging process; however, the number of configurations and overall weight and size of these kits presented unique challenges. The transition in both the package format, design, materials, and manufacturing process demonstrates the adaptability and functionality that Tyvek® Healthcare Packaging brings. Tyvek® was an integral part of this packaging solution due to its superior strength and durability. Tyvek® resists tearing and puncture damage while providing an outstanding microbial barrier to help ensure patient safety.

The new flexible FFS package design reduced the packaging weight by an average of 67% leading to an avoidance of nearly 120 tons of plastic packaging on an annual basis.

Source circular raw materials

Circular inputs to production have decreased over the past five years from 9.1% to just 7.2%, while resource consumption continues to increase[1]. For society to move from wasteful linear value chains to a more circular economy, it's imperative that we begin scaling the production of economically viable, circular raw materials. This will require new partnerships and increased value chain collaboration, innovations in post-consumer waste processing, and the separation and purification of valuable components. In addition to waste reduction, there is a strong connection between circularity and efforts to develop and scale low-carbon raw materials.

In sourcing circular raw materials, we:

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

We have several projects in our innovation pipeline that advance the sourcing and utilization of circular raw materials. The following are examples of results we delivered in 2023. In addition to the featured initiatives, we're working with our strategic suppliers to understand and identify opportunities to reduce the carbon footprint of raw materials.

[1] 'The Circularity Gap Report 2024' by Circle Economy Foundation, which is available at https://www.circularity-gap.world/2024#download under a Creative Commons Attribution-ShareAlike 4.0 International License. Full terms of the Public License are available at https://creativecommons.org/licenses/.

Tyvek® Luxembourg facility achieves ISCC PLUS certification for use of circular raw materials

Our Tyvek® manufacturing facility in Luxembourg received the International Sustainability and Carbon Certification (ISCC) PLUS certification in 2023.

ISCC PLUS is a globally recognized certification system for developing sustainable supply chains through the incorporation of bio and/or circular materials. This certification verifies and validates the adoption of clear, transparent, and traceable practices for organizations using the mass balance approach for maintaining chain of custody.

"ISCC PLUS enables the use of sustainable raw materials derived from renewable and recycled sources through the mass balance approach. This helps enable the gradual replacement of fossil fuel-based raw materials and a lower carbon footprint for Tyvek® products, which can be transferred to our value chain partners who continue to eagerly seek more sustainable products."

David E. Domnisch, Vice President and General Manager, DuPont™ Tyvek® and Typar®

Increasing post-consumer recycled (PCR) content for Tyvek®, Tychem®, and ProShield® garment packaging[1]

Starting in early 2024, the packaging for some Tyvek®, Tychem®, and ProShield® garments will transition to being made with a minimum of 50% PCR content. Some European Union countries have already implemented new packaging regulations with the aim of reducing the use of virgin grade polymers and enforcing the use of PCR raw materials. While the regulations are currently country specific, DuPont Personal Protection is proactively working to collaborate with customers and prepare its operations for increasing packaging and packaging waste regulations. DuPont Personal Protection will continue to roll out this new packaging throughout the year.

The new coverall product packaging, pictured here, uses 50% less virgin grade low density polyethylene (LDPE). We are also eliminating the transparent outer bags used in Tychem® garment packaging, which will further reduce the use of LDPE. These changes enable DuPont and our customers to meet regulatory requirements and advance circular raw material utilization goals.

[1] Minimum 50% PCR in packaging.

Optimize our manufacturing processes

As we work to advance circularity across our global value chains, we recognize the importance of optimizing our own manufacturing processes and sites.

To optimize our manufacturing processes, we:

- Design efficient processes;
- Maximize yield and minimize losses in our operations; and
- Advance 4R (reduce, reuse, recycle, repurpose) waste reduction opportunities.

By 2030, we aim to have 4R (reduce, reuse, repurpose, recycle) waste management and reduction programs implemented at all our sites. To do this, our teams work across businesses and with customers to identify opportunities to develop and deliver technical solutions that simultaneously reduce waste to landfill and realize financial or societal benefits. To learn more about our environmental and waste management programs, see the Delivering world-class environmental, health, and safety performance section of the report.

77%

of our sites had 4R programs in place in 2023

Asia CMP Manufacturing & Technology Center recognized as outstanding resource recycling enterprise

Our Asia CMP (Chemical Mechanical Planarization) Manufacturing & Technology Center was selected as a "Resource Recycling Excellent Enterprise" by the Ministry of Environment in Taiwan. This site was recognized because it designed reusable chemical containers to replace disposable ones and significantly reduce hazardous waste generation.

Some of the waste generated during manufacturing required special handling and was stored in paper drum containers, necessitating incineration of the containers along with the waste. The site replaced disposable containers with stainless steel reusable containers and streamlined waste disposal by eliminating transfer to a secondary shipping carrier. An automatic loading system equipped with a valve and a monitoring system to accurately measure the amount of waste loaded also improved efficiency and enhanced work process safety. The upgrades eliminate 4.4 tons of waste volume annually.

Recycling waste solvent from advanced display materials manufacturing in Korea

Waste solvent is generated in many industrial manufacturing processes, including in the production of advanced display materials at DuPont's plant in Cheonan, Korea. Most of the site's waste solvent has historically been sent to a third-party for incineration, which produces GHG emissions. The DuPont team adopted a cross-functional approach to create impact through our 4R program:

- Procurement helped the site identify a new third-party vendor who can take the waste solvent and secondly, a refinery facility that can recycle the solvent to a suitable quality for reuse in other applications;
- Product Stewardship helped the site team understand local auditing regulations and used the DuPont EH&S Standards for qualifying the third-party vendor, transportation, and refinery facility; and
- Site Operations helped to collect samples and worked with the third-party vendors to assess options for recycling and reuse.

The pilot program successfully recycled 20% of the site's waste solvent, which was converted into raw materials for other chemical products. The team plans to double the volume in 2024.

Recapture valuable materials at end of use

As recycling rates have declined over the past five years, solid waste generation continues to grow. According to the World Bank, the world generates slightly more than 2 billion tons of municipal solid waste annually, with at least 33% not managed in an environmentally safe manner[1]. In response to this growing challenge, leading companies have developed product takeback programs to recover valuable materials and have worked with public and private sector organizations to address waste collection and recycling infrastructure. Globally, government agencies have responded by enacting or proposing waste recycling and extended producer responsibility (EPR) regulations. The societal and environmental challenge is that waste generation from single use products and products with limited lifetimes is built into our systems of production and consumption and will not be addressed without significant effort to create more circular value chains.

At DuPont, we're advancing initiatives and collaborating with strategic customers to recapture valuable materials at end of use. To recover valuable materials and enable circular value chains, we:

- Collaborate with strategic customers, suppliers, and third parties to establish fully circular value chains; and
- Advance product takeback, reverse logistics, and material reprocessing capabilities.

The following case studies highlight results we delivered in 2023.

[1] World Bank, "Trends in Solid Waste Management."https://datatopics.worldbank.org/what-a-waste/trends_in_solid_waste_management.html"

Launch of Corian® design sample take back program

DuPont launched an industry-first program for take back of solid surface samples. Customers use small sample tiles of Corian® Solid Surface products to assess the aesthetic of colors and patterns they are interested in. Our take back program allows customers to return these samples free of charge for repurposing into new samples or recycling into new Corian® Solid Surface products.

This approach reduces the use of new material and the costs to dispose of or remove scraps. We are currently seeking TRUE certification, which will validate our commitment to turning waste into savings and environmental responsibility. In 2024, we plan to increase the reach of this program by involving more value chain partners to help us divert even more material from landfills.

DuPont launches recycling initiative to reduce PPE waste in Europe

Disposable personal protective equipment (PPE), from face masks to coveralls, is essential to protect workers across many industrial sectors. However, this vital equipment is generally more complex to recycle than other textiles. While chemically or biologically contaminated PPE must be appropriately disposed, uncontaminated items are potentially recyclable. Most disposable garments are manufactured using blends of plastics, which can make the recycling process complex. Even when garments are recyclable, the outcome is often low-quality plastics with limited applications.

Tyvek® PPE is made using a single material—high-density polyethylene (HDPE)—through a patented flash-spinning technology. Therefore, Tyvek® is easier to recycle than other multi-material fabrics and enables the production of higher quality HDPE end products. The new recycling program enables German companies to work directly with plastic recyclers and ship used clothing directly to them in large batches. Participating Tyvek® customers reduce plastic waste while limiting transport emissions and reducing landfill and incineration costs.

DuPont™ BETASEAL™ 1585 automotive glass adhesive

Read on for our approach to safe and sustainable by design →

Innovating safe and sustainable by design

Our 2030 goal

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

Accomplishments in 2023

25

commercialized products that avoided or eliminated the use of substances of concern (SoC).

- Completed PFAS and Bisphenol-A phase-out plans for E.U. BETAMATE™ Structural Adhesives portfolio that will expand globally with new product commercialization.
- Completed effort to replace 2-pyrrolidone solvent in DuPont Artistri® digital printing inks with safer non-regulated alternatives in over 70 products for key customers ahead of expected regulatory restrictions.
- Reformulated Thermax™ Non-Halogen (NH) Series of insulation products, achieving Living Building Challenge (LBC) Red List Approved certification, meaning that 99% of ingredients contain no Red List chemicals.

>30

R&D projects funded to phase out SoC in targeted products and applications.

Advocated for the establishment of **external science-based frameworks and regulations** for SoC that support innovation, economic growth, and human health and safety.

Strengthened our list of SoC with current or future potential restrictions on uses relevant to DuPont to include endocrine disruptors, heavy metals, heavy metal salts, and substances that are persistent and bioaccumulative. Products that contain substances on this list are subjected to additional governance and mitigation plans.

Note: At DuPont, we define a SoC as a substance that is known to have an inherent capacity to cause significant adverse effect on humans or animals, and with known routes of human and/or environmental exposure and are subject to current or future regulatory action.

Our approach

At DuPont, it is our responsibility to ensure our products are safe and sustainable by design. As a principle, we seek to avoid, eliminate, or minimize substances of concern (SoC) where safer or more sustainable alternatives exist.

We have developed a culture focused on building transparent relationships with our suppliers and customers and integrating safe and sustainable by design principles to deliver value, support transparency, and drive competitiveness. Our culture drives us to critically evaluate our operations, value chains, and raw materials to ensure continued improvement in the safety, sustainability, and societal benefits of our products.

DuPont Automotive Team—Stuttgart, Germany

Advancing a culture of safe and sustainable by design

To advance a culture of safe and sustainable by design, we:

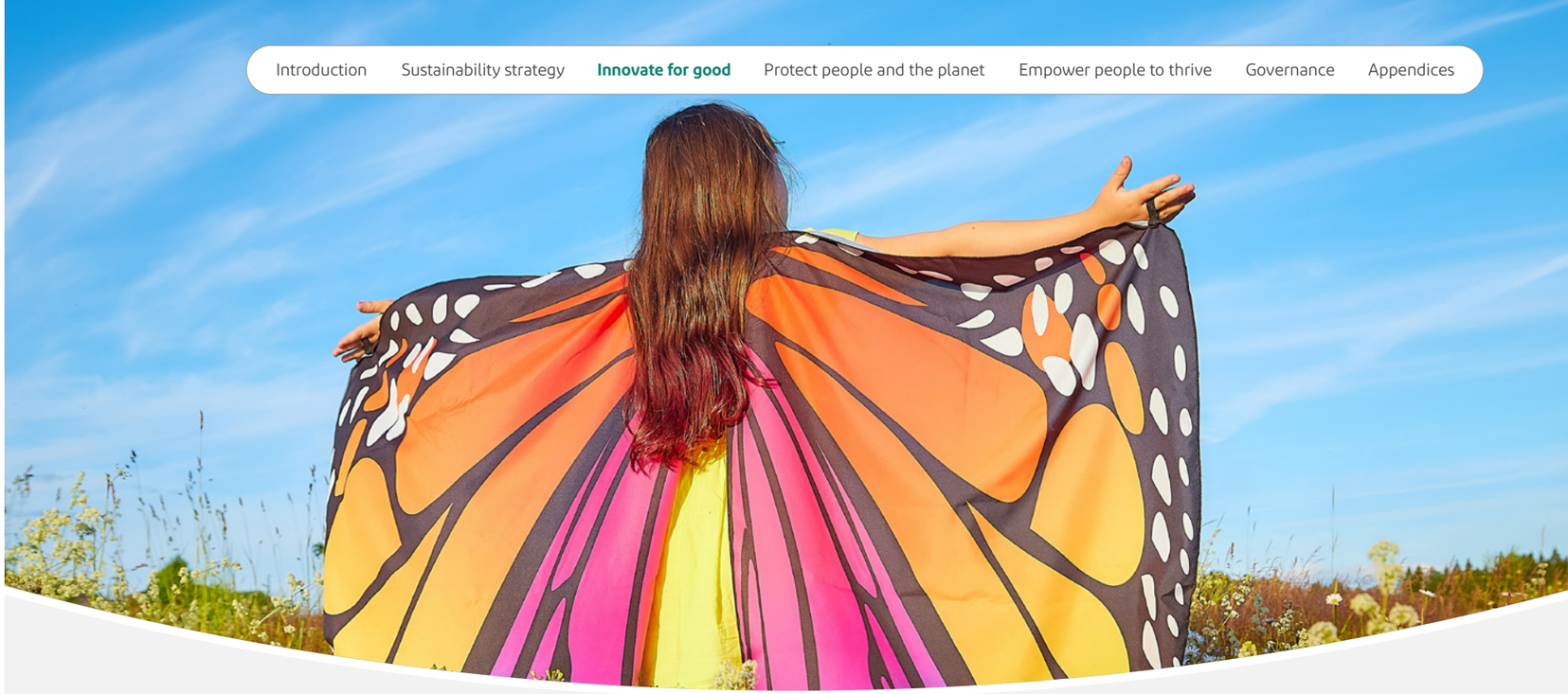
- **Apply science-based approaches:** Our scientists and product stewards use science-based approaches to assess and appropriately mitigate risk early in the design phase and trigger additional assessments for existing products as new science-based data becomes available;
- **Use green chemistry principles:** Our scientists utilize our Kingston Technology Centre expertise in Green Chemistry to identify opportunities to eliminate or reduce the use of SoC, minimize the burden on resources, and eliminate or reduce the generation of hazardous waste;
- **Assess risk:** We continue to advance the skills needed to evaluate risk versus societal benefit throughout the entire life cycle of our products from raw material selection, product design, formulation, manufacture, sales, product use, and disposal;
- **Manage SoC:** We utilize a SoC list, conduct risk assessments, and implement risk mitigation plans to avoid or phase out of SoC in raw materials, processes, and products where possible;

Semiconductor chips being sliced for use in printed circuit boards

- **Engage customers:** Our customer engagement survey showed more than 80% of our customers identified safe and sustainable chemistry as a priority sustainability topic. We use customer engagement protocols to align our products with the safety and sustainability expectations of our customers;
- **Engage suppliers:** We partner with our suppliers to drive transparency regarding the presence of SoC in the materials we procure and evaluate opportunities to reduce or eliminate SoC in our inputs;
- **Design for circularity:** We assess the impacts SoC may pose on circularity and ensure we collaborate with our suppliers and customers to consider SoC in the design for circularity where practical;
- **Drive continuous improvement:** Using a portfolio sustainability assessment (PSA), we drive a culture of continuous improvement not only informing the design of new products but also to inform opportunities for mitigation and phase out plans for SoC in our existing portfolio; and
- **Utilize multigenerational product plans:** We are using multigenerational product plans to replace or minimize the use and presence of SoC, including per- and polyfluoroalkyl substances (PFAS).

BETAMATE™ Structural and BETASEAL™ Elastic Adhesives multigenerational product plans drive SoC elimination across entire portfolio

- Completed PFAS and Bisphenol-A phase-out plans for E.U. BETAMATE™ Structural Adhesives portfolio that will expand globally with new product commercialization.
- Completed N-methyl-2-pyrrolidone phase-out plans in all new BETASEAL™ Glass Bonding adhesives technologies.



Case study

Innovating safer and more sustainable alternatives into water-based digital printing inks

Dyeing and printing is an important part of textile production; however, 20% of industrial water pollution globally is attributable to the dyeing and treatment of textiles. With environmental concerns in mind, many manufacturers in the printing industry are moving toward digital printing methods using pigment inks because of the water savings and waste reduction they can achieve with this technology. A solvent, 2-pyrrolidone, is commonly used in the ink's formulation with an important role in polymer binders and dispersant. However, it is a precursor to N-methyl-2-pyrrolidone and is part of a global harmonization of SoC for consumer applications.

Artistri® scientists have completed a three-year effort to replace 2-pyrrolidone solvent in inks with safer, non-regulated alternatives while maintaining equivalent performance and shelf life. Through new synthetic strategies to produce polymer binders, dispersants, and inks, and with a cross-functional team, Artistri® renewed and brought its offerings to the market ahead of regulatory restrictions.

In all, the impact of this program results in the elimination of 2-pyrrolidone in over 70 binders, dispersions, and inks used in digital printing for key customers. This work supports the overarching trends of printers moving to digital printing for consumer products and demonstrates DuPont's commitment to being ahead of the curve with regard to SoC across our portfolio.

Pictured above: DuPont Artistri® Digital Textile Inks

Product stewardship commitment

Our product stewardship commitment drives us to ensure that the products we bring to the market are safe for use across their life cycle and contribute to a sustainable environment. Our rigorous and comprehensive Product Stewardship and Regulatory (PS&R) Management System is at the core of our commitment to product safety and risk management. Built on the framework of the American Chemistry Council Responsible Care® Product Safety Code and International Council of Chemical Associations principles, this system plays a critical role in our product and application development processes. Every DuPont business uses the PS&R Management System to assess and manage potential risks and identify improvement opportunities. The adequacy and effectiveness of the PS&R Management System is reviewed annually to ensure continuous performance improvement throughout the organization.

25

products that avoided or eliminated the use of SoC were commercialized in 2023

30

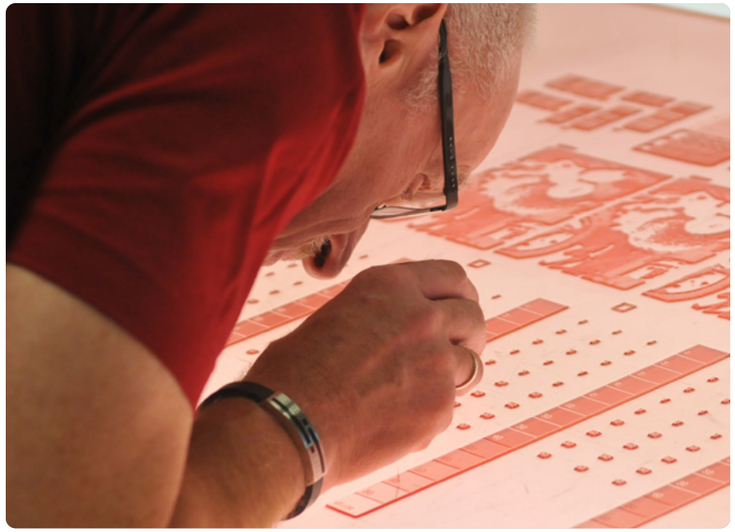
R&D projects funded during 2023 to phase out SoC in targeted products and applications

Product Stewardship Reviews

Central to the PS&R Management System are Product Stewardship (PS) Reviews. As part of our PS Reviews, a cross-functional team of business, science/technology, and regulatory subject matter experts use the protocols established in our PS&R Management System to assess and address the impact of any new, or modified, product or process. All new and existing products, applications, and services undergo Product Stewardship Reviews, which include detailed health, safety, and environmental impact assessments. Detailed PS Reviews are then conducted on a set cadence for products that have not undergone any modifications. Reviews are tailored to encompass product use and potential application areas. PS Reviews evaluate risks during transportation and during customer use based on a detailed assessment of the chemical, physical, and biological impacts of substances. Risk assessment includes evaluation of toxicology data, environmental fate, and worker and customer exposure, as well as non-human and environmental impacts. Broadly inclusive, PS Reviews focus on the full product life cycle from product design and manufacture to customer use, safe handling, and disposal. As a result, we decide whether to continue developing or modifying a product, application, service, or process. If the findings from a PS Review identify a negative impact, the affected product or process is either redesigned or discontinued.

>1,100

Product Stewardship Reviews were held across DuPont businesses globally in 2023



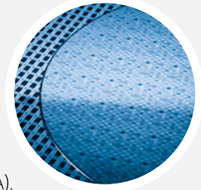
DuPont™ Cyrel® Flexographic Plate

Product transparency and labeling

Safe handling and use of products is foundational to product safety. DuPont's PS&R Management System ensures compliance with global and local safety data sheet (SDS) and labeling information requirements. As a result, every DuPont product includes SDSs and labels providing essential information. We continue to increase product transparency through enhanced documentation, including sustainability and transparency declarations, certifications, and analyses for products in our portfolio.

A year of impactful contributions—Innovating safe and sustainable by design for semiconductor manufacturing

Responding to industry recommendations for reduction of methanol



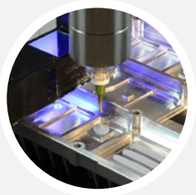
DuPont has been proactive in addressing the needs of its semiconductor chip end-users who are members of the Responsible Business Alliance (RBA). RBA has listed methanol on its Industry Focus Process Chemical List and has recommended reducing its use and keeping it to less than 0.1% in final product. DuPont's Interconnect Solutions business identified the metallization products that use methanol, and several teams, including engineering, manufacturing, and technology, worked together to remove methanol completely. Our teams identified an acceptable solution that surpassed customer and industry requirements while maintaining the quality and performance of the product.

Reduction of sulfuric acid peroxide mixture (SPM) usage in Ceria post-CMP cleaning

Chemical mechanical planarization (CMP) is a critical process in the production of semiconductor devices. However, the steps following Ceria slurry CMP polishing are highly demanding and require an additional sulfuric acid peroxide mixture (SPM) process. In order to address concerns over hazardous waste, toxic chemicals, and tightened environmental regulations, customers want reduced SPM volumes.

DuPont's solution involves streamlining the Ceria post-CMP cleaning process to a single step, simplifying the entire procedure. This approach not only reduces SPM usage, but it also frees up valuable footprint space for other semiconductor production tools. Annually, environmental benefits include 400,000 gallons less of deionized water usage, 200,000 gallons less of SPM, and 100 $MTCO_2e$ less of GHG emissions.

Reducing the environmental impact of boron nitride in thermal interface materials



Boron nitride (BN) is one type of high-performing, thermal conductive filler widely used in thermal interface materials for heat dissipation. Laird Performance Materials has transitioned to a new manufacturing process that replaces the original boron nitride. Currently, five of 12 product lines using original boron nitride have been replaced, reducing 17 MT of landfill, 3.8MM liters of wastewater, and 65,000 liters of acids/bases from the processing. In addition to plans for converting the rest of the product lines, there is also a cost savings benefit realized with this raw material replacement—demonstrating that sustainability progress can be good for business competitiveness.

Setting a new standard: Thermax™ Non-Halogen Series insulation

Engineered for both concealed and exposed wall insulation applications, Thermax™ Sheathing is an easy-to-use nonstructural rigid insulation board with a fiberglass-infused foam core that helps improve fire performance and dimensional stability. Reformulated Thermax™ Non-Halogen (NH) Series makes DuPont the first Class-A polyisocyanurate sheathing manufacturer to phase out halogenated flame retardants from our formulations, setting a new standard for the industry.

Our commitment to green chemistry innovations has driven us to remove priority substances from our portfolio, and the Thermax™ NH Series is a remarkable example. We are proud to say that this product line has achieved Living Building Challenge Red List Approved certification under the Declare label, meaning that 99% of the ingredients present and disclosed at above 100 ppm in the product contain no Red List chemicals.

Featured site

Geneva office and European Technical Center drive DE&I progress across DuPont's sustainability goals

The DuPont Geneva office and European Technical Center (ETC) are centrally located in Switzerland, and are a hub for R&D, engineering, applications development, and business development across Europe, the Middle East, and Africa. Our employees thrive by bringing sustainable solutions to our customers and creating an environment where each individual is valued. From developing innovations in electric vehicle batteries and motors to acting as a center of excellence for process manufacturing, which collaboratively addresses customer issues to developing new personal protective apparel, Geneva's employees deliver on DuPont's purpose and excellence.

Peter Baele, DuPont Switzerland Country Leader

"Sustainability has become part of our mindset and how we conduct business. Our teams and businesses can only grow in a sustainable way through truly changing our environmental footprint, restoring biodiversity, and enabling the talent of each individual. It starts with small actions that are within our control, and progresses on up to how we support our customers and market our products. We are extremely proud to be named winner of the 2023 DuPont DE&I Team Excellence Award."

Innovate for good

Advancing equity and inclusion of women law enforcement officers with science

Traditionally, large numbers of law enforcement officers were male and protective body armor was designed for their sizes and shapes. Female officers often use ill-fitting garments that put their own safety at risk. Gear designed for male torsos leaves exposed areas under the shoulders, back, and upper chest that aren't adequately protected. Additionally, torso differences could inhibit waist and hip movement when fast action is needed.

Scientists at ETC have developed Kevlar® and Kevlar® EXO products with a thermoforming process to allow for the design of customized vest molds and other ballistics solutions, like helmets and shin guards. These thermoformed Kevlar® products provide better fit for individuals across varying body shapes and sizes, and we have introduced new categories of products geared for female law enforcement personnel. Well-fitted, female-specific vests enhance comfort and mobility for the officer.

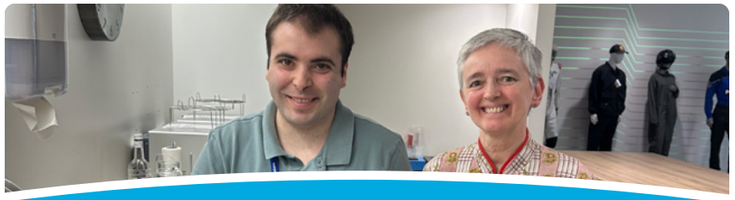
When all officers feel confident and supported by their equipment, they are able to perform at their best and focus on their tasks, not on uncomfortable gear. Geneva is proud to be part of the broader cultural shift towards inclusivity and commitment to equality.

Protect people and the planet

Biodiversity at "The Hive" office complex

For the past five years, the Geneva Green Team has been taking steps to make a sustainable impact and encourage colleagues to put words into action. Last year, the Geneva offices moved to an ecological smart-building called The Hive. With this building's unique name, it seemed only fitting to support urban beekeeping to raise awareness of the importance of pollinators. Bees are among the most important members of our ecosystem, and they play a crucial role in sustaining life on Earth.

To protect the biodiversity in the neighborhood surrounding our offices, DuPont invested in a long-term contract to host a beehive on our office grounds through a specialized company. This provided an opportunity for colleagues to learn about the life cycle of bees through an interactive workshop at the beehive. We recently received the first harvest of honey, which we were able to sell as a fundraiser to plant trees in our garden and continue to protect our environment.



Empower people to thrive

2023 Winner—DuPont DE&I Team Excellence

The Geneva team has been recognized by DuPont for its work progressing neurodiversity programs. When we moved into our new office at The Hive, we selected PRO for cleaning services and maintenance support. PRO is a not-for-profit foundation that helps reintegrate people excluded from the primary job market into sustainable commercial jobs, largely focusing on assisting individuals with disabilities. PRO offers a support structure to their staff, fostering dignity, responsibility, and autonomy. After more than one year of working with PRO at The Hive, DuPont is very pleased with our collaboration.

Since 2021, we have had the privilege to welcome onto our team a colleague who is accompanied by the Association Actifs. Actifs helps adults with intellectual capacity limitations, autism spectrum disorder, or learning difficulties, develop their skills and integrate into local companies. Our colleague has responsibilities to collect and distribute the mail, ensure the conference rooms are tidy and well equipped, keep the coffee corner in order, and provide ad-hoc support to the Geneva team. This is a very enriching experience for all of us!

Protect
people and the planet

Protecting people and the planet is the second of the three pillars of DuPont's sustainability strategy. We've made a firm commitment to protect the health and safety of our employees, our communities, and the environment: our Environmental, Health, Safety, and Security Commitment. To meet this commitment, we've established a culture of ownership and accountability that drives continuous improvement; strategic partnerships to enhance our capabilities; strong environmental, health, and safety (EH&S) processes; and modern data systems to improve our ability to measure and report our progress.

Acting on climate →

Leading water stewardship →

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

Our approach to protecting people and the planet

Every day, our employees experience our EH&S culture regardless of whether they are in operations, on the road, or in a lab or office. We leverage our Environmental, Health, and Safety (EH&S) Management System framework of standards, policies, and processes to guide our actions to meet our climate, water, and EHS&S goals. Our commitment to world-class EH&S practices and sustainable operations is embedded in our company culture, core values, and stakeholder engagements. Our employees recognize that embodying robust EH&S practices helps protect our colleagues, communities, and the planet.

DuPont's Operational Excellence (OpEx) framework defines how we aim to work every day. Our OpEx framework is an integrated set of processes and tools used to manage our operational strategy at our manufacturing sites. Our framework is centered on our purpose and core values and consists of three organizational competencies:

1. **Plan:** Translate our strategy into an operational plan;
2. **Execute:** Implement the operational plan that focuses on process, people, and technology; and
3. **Improve:** Drive continuous improvement in everything we do by leveraging Lean Six Sigma principles and digital enablement during planning and execution.

In 2023, all of our manufacturing sites initiated site-level OpEx implementation plans focused on driving value based on business needs. Our OpEx framework helps us protect people and the planet by making our sites safer and more efficient through standardized tools, best-in-class technologies, and robust practices that stabilize workflows, reduce errors, and minimize waste.

Our approach to managing topics under the Protect people and the planet pillar begins with our Environmental, Health, Safety, and Security Commitment, which affirms that we are committed to:

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

Read on for elements of our climate strategy →

Acting on climate

Our 2030 goals

Reduce our Scopes 1 and 2 greenhouse gas emissions 50% by 2030 from the 2019 base year and deliver carbon neutral in operations by 2050.

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

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

Accomplishments in 2023

58%

reduction of Scopes 1 and 2 emissions from the 2019 baseline, **surpassing our 2030 goal** and outperforming the expectations of the Paris Agreement.

39%

reduction of Scope 3 emissions from purchased goods and services and end of life of sold products from the 2020 baseline, **surpassing our 2030 goal of 25% reduction.**

60%

of electric power to our operations is from renewable sources by increasing our purchases of renewable electricity (including from purchased renewable energy credits (RECs)).

40

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

Achieved **major decarbonization milestone through full conversion to Low-GWP Styrofoam™** Brand XPS Insulation at all North American manufacturing sites.

Received the **2023 American Chemistry Council (ACC) Sustainability Leadership Award** in the Environmental Protection category for this product that reduces embodied carbon by 94%.

Aligned with our customers' expectations, Scopes 1 and 2 and Scope 3 targets were **validated by the Science Based Targets initiative** to meet near term 1.5° C criteria.

More than 50% of our innovation portfolio is expected to deliver climate benefits to our customers based on a 2023 portfolio sustainability assessment (PSA).

Named as an anchor partner in newly established U.S. Mid-Atlantic Clean Hydrogen Hub (MACH2) by the U.S. Department of Energy to support the production, processing, delivery, storage, and end use of clean hydrogen.

Our approach

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

Since setting our first 2030 climate goal in 2019, DuPont has achieved rapid reductions in emissions. Our comprehensive strategy for climate action addresses our impact, risks, and opportunities. Management and Board oversight of our climate strategy is embedded in our sustainability governance processes. Progress toward meeting our Acting on climate goal, including the development of roadmaps to meet targets and the engagement of our business units, is led by an enterprise-level climate strategist. DuPont's Chief Technology and Sustainability Officer and Chief Operations and Engineering Officer together are responsible for performance on our climate goals and report jointly to the CEO and Board on progress.

Strategic insight from our customers and shareholders

Understanding our customers' climate priorities is a key input to our strategy. In 2023, we reaffirmed that climate remains a top priority sustainability topic for more than 75% of our customers that we engaged. Now more than ever, customers are looking for suppliers that can provide lower carbon products that contribute to their climate commitments. Our shareholders expect transparency about the risks climate change poses to our business and expect us to manage the risks and realize associated market opportunities. In 2023, we expanded our quantitative disclosure of the impact of climate risk and opportunity through our annual Carbon Disclosure Project (CDP) submission and Task Force on Climate-related Financial Disclosures (TCFD) disclosure.

More than 60%

of DuPont's strategic customers have made external climate commitments through the Science Based Targets initiative (SBTi) or other non-SBTi Net Zero commitments

Achieving our ambition

In 2023, we announced new, bolder 2030 climate goals that address increasing expectations from our customers and other stakeholders that we continue to accelerate our climate actions. Our new targets were validated by SBTi to meet their near-term target criteria. These included:

- A new goal to reduce our Scopes 1 and 2 GHG emission by 50% by 2030 from a 2019 baseline that goes beyond the prior 30% goal that we exceeded in 2022.
- Our first Scope 3 goal to reduce emissions from purchased goods and services and end-of-life of sold products by 25% by 2030 from a 2020 baseline.

We're pleased to report that through focus on actions aligned with our climate strategy we have surpassed both in 2023. In addition, we've surpassed our near-term goal to source 60% of electricity from our operations from renewable sources by 2030 on the way to our RE100 commitment of 100% renewable electricity by 2050. Read on in this section for details of how we achieved these accomplishments.

58%

reduction of Scopes 1 and 2 emissions from the 2019 baseline vs. 50% goal

39%

reduction of Scope 3 emissions from purchased goods and services and end of life of sold products vs. 25% goal

60%

of electric power to our operations is from renewable sources including through purchases of RECs vs. 60% goal

Partnerships to meet the climate challenge

- World Business Council for Sustainable Development and World Resources Institute provide opportunities to participate in climate-related working groups and to learn from our peers;
- RE100 is an organization of hundreds of the world's leading businesses committed to sourcing 100% of their energy needs throughout their global operations from renewable electricity by 2050. DuPont joined in 2021;
- Alliance to Save Energy is a coalition of business, government, environmental, and consumer leaders in the U.S. advocating to advance federal energy efficiency policy;
- The Semiconductor Climate Consortium is an outgrowth of the SEMI Sustainability Initiative and is the first global, ecosystem-wide effort to advance the semiconductor industry's response to the challenge of climate change. The Consortium will collaborate on tools to assist in reporting and evaluating greenhouse gas emissions. DuPont joined as a founding member in November 2022; and
- Apple's Supplier Clean Energy Program is a commitment to use 100% renewable electricity, including credits, in the manufacture of all products for Apple. DuPont announced our participation in April 2022.
- The Mid-Atlantic Clean Hydrogen Hub (MACH2) was selected by the U.S. Department of Energy to receive funding to establish a hydrogen hub targeting the production, processing, delivery, storage, and utilization of clean hydrogen across the region. DuPont is under consideration as an industrial partner using the hydrogen for energy at our experimental station laboratories and to supply some of the technology to support the hydrogen production.

Optimizing energy efficiency through equipment placement and seasonal production trends

Our team in the DuPont Asia CMP Manufacturing & Technology Center in Taiwan combined a new chiller—a piece of equipment used to provide cooling water circulation to other equipment—with a piping redesign to optimize performance and significantly reduce energy consumption.

The engineering team combined the piping of the new chiller with the older chiller in a separate production area. The older equipment is now used as a back-up and can be turned off for more than half of the year, reducing the amount of maintenance to keep it running. Having a backup chiller reduces downtime during the winter months due to surges.

The new chiller piping design reduces power consumption by about 890 MWh per year, or about 4.5% energy reduction for the site overall. In addition, there is better system stability for the site due to the back-up capability of the older chiller.

Reducing GHG emissions in our operations (Scopes 1 and 2)

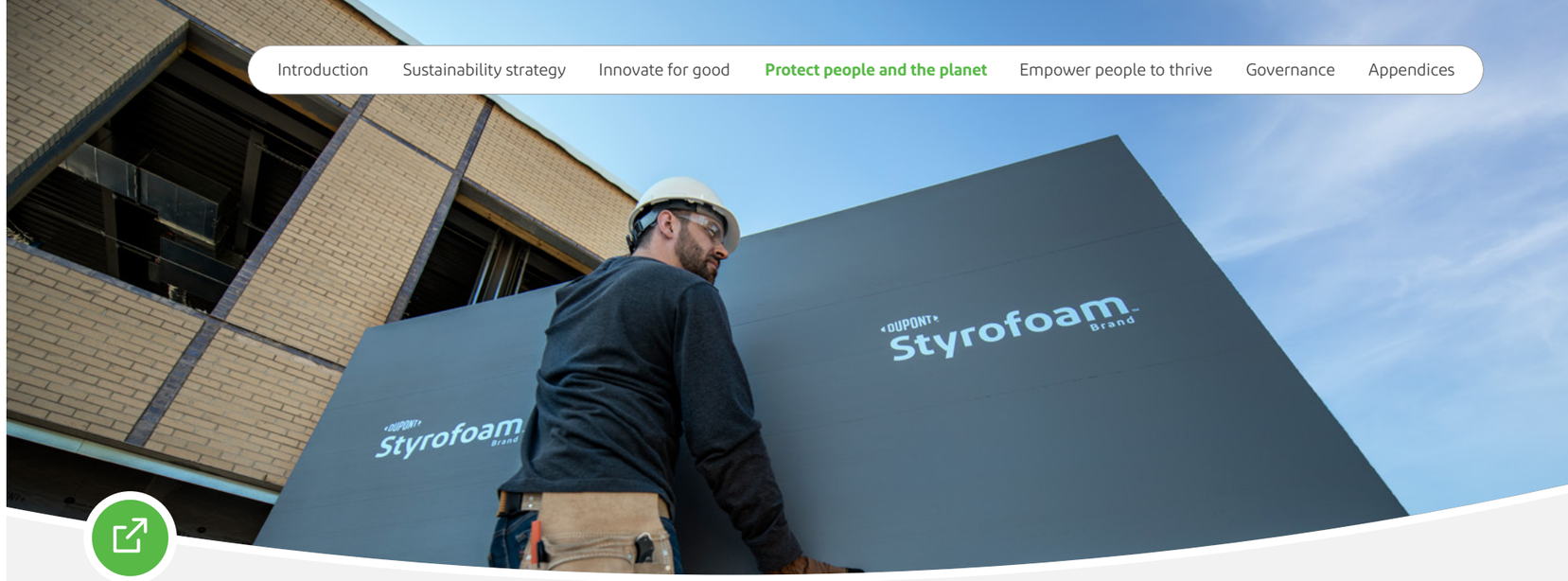
Reducing direct process emissions

Our approach to reducing direct process emissions delivered strong Scope 1 performance in 2023. In our approach, we prioritize addressing the largest emissions sources and those with clear reduction paths. We realized significant emissions reductions during manufacturing after converting our building envelope insulation and air-sealing products to low global warming potential (GWP) blowing agent solutions. As of the end of 2023, we have completed our planned global Froth-Pak™ conversion and our Styrofoam™ Brand Insulation "Beyond Blue" conversion across North America. These conversion efforts represent a step change reduction in GHG emissions for our Company while also helping our customers advance their climate goals.

An important success factor for reducing emissions while driving site-level ownership and engagement is the Bold Energy Plan. We continued to reduce emissions through this program, which leverages a global, cross-business team of Site Energy Champions to improve energy efficiency and reduce GHG emissions in our facilities. In 2023, sites completed a portfolio of 80 projects that reduced energy consumption by over 45,000 MWh and the associated Scopes 1 and 2 emissions by 6,800 $MTCO_2e$.

Carbon dioxide emissions capture

DuPont's James River Gypsum plant manufactures chemically pure gypsum, creating a co-product of carbon dioxide. The site began capturing carbon dioxide emissions in 2023. Over the course of 2023, more than 8,100 $MTCO_2e$ were captured by the site. This reinforces our commitment to Acting on climate.



All DuPont plants in North America manufacturing Styrofoam™ are now producing a low-GWP formulation, yielding a significant milestone!

In a groundbreaking move toward decarbonization, all of our North American sites manufacturing Styrofoam™ are now producing Low-GWP Styrofoam™ Brand extruded polystyrene (XPS) insulation. This conversion features a low-GWP formulation that reduces embodied carbon by an impressive 94%. Thanks to this remarkable innovation, the distinguished blue color of Styrofoam™ has been replaced with a modern gray color symbolizing our commitment to a sustainable future.

This new formulation maintains the Styrofoam™ Brand's unparalleled thermal and moisture-resistant performance, fulfilling market requirements while reducing environmental impact. The Low-GWP Styrofoam™ Brand XPS insulation offers numerous perks to our customers, including the sought after LEED v4.1 Life Cycle Assessment Optimization credit. The formulation has received accolades for its sustainable innovation, winning the 2023 American Chemistry Council Sustainability Leadership Award in the Environmental Protection category, which broadly recognizes our contributions to sustainability.

"This monumental product innovation milestone demonstrates our unwavering commitment to sustainability. We are beyond grateful to receive recognition for our dedicated, creative, and collaborative cross-functional team that brought the Low-GWP Styrofoam™ Brand XPS insulation to life. I am thrilled and motivated to collaborate further with our team to continue delivering top-notch innovations to create a sustainable future for our planet."

Dr. Anson Wong, Lead Scientist, DuPont Performance Solutions

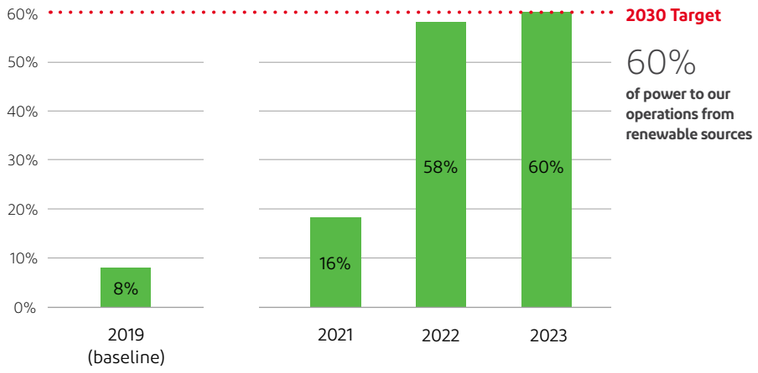
Looking ahead, we will continue to bring forward innovations to further lower the GHG emissions of our product portfolio. We know that there is still a lot of work to do, but we are committed to pairing our innovation capability with our sustainability ambition to help our partners and customers achieve the net zero built environment that we need to secure a livable future for all.

Transition to renewable electricity sources

At DuPont, we view renewable electricity as an opportunity to create value for our customers and an important element for meeting our emissions reduction goals. In 2023, 60% of our electricity was procured from renewable sources or through the purchase of renewable energy credits (RECs). We are ahead of plan to meet our target to source 60% of electricity for our operations from renewable energy by 2030. Our strategy is to increase renewable electricity generation capacity through long-term virtual power purchase agreements (VPPA) and power purchase agreements (PPA). We align the capacity with sites to support business and customer needs. Our first long-term VPPA delivered the equivalent of 135 megawatts of new wind power capacity to the North American electrical grid, which is approximately 546,000 megawatt hours (MWh) of renewable electricity annually starting in its first full year of operation in 2023.

We align our renewable electricity strategy with businesses and products to decarbonize the value chain. These purchases allow us to provide low-emission products to our customers as our VPPA/PPAs come online.

Renewable electricity use (percent of total electricity use)



Installation of renewable power generation at DuPont sites

Our Vespel® Tuas plant in Singapore has also taken a major step toward a more sustainable future. Through a strategic collaboration with Sembcorp Industries Ltd, the site has installed 2,000 solar panels on its roof and grounds, reducing our energy consumption by 20% and generating 1,080 MWh of renewable energy for the grid.

In addition, we are installing renewable power generation directly at sites. To support this goal, one of the DuPont Taiwan manufacturing sites recently installed more than 1,000 solar panels providing 399 MWh of renewable energy for site operations.

In 2023, 100% of grid electricity used in our global operations to produce Nomex®, Kevlar®, Tyvek®, and Cyrel® was from renewable sources through the purchase of RECs.

The Performance Building Solutions & Corian® Design business sources the equivalent of 100% of the electricity to make our products in our North American operations from renewable energy sources through the purchase of RECs.

Achieving 69% reduction in carbon emissions at our site in Hemlock, Michigan

Our Healthcare Industrial Materials Site (HIMS) is marking a 69% reduction in the site's operational emissions, versus a 2019 baseline, due to investment in RECs. This is a significant step toward achieving supply chain decarbonization for industry-leading Liveo™ Healthcare Solutions brand.

The site and business have plans to consider additional decarbonization initiatives including replacement of boiler systems with higher efficiency technology, expansion of recycling programs, and engagement with suppliers to reduce the footprint of raw materials.

"Making progress on supply chain decarbonization requires integrated planning and long-term commitment to progress, which we demonstrate through taking steps to reduce the carbon footprint of our operations. Not only do we look at our footprint, but we also work to align with our customers to help meet their emissions reduction goals."

Eugenio Toccalino, Global Business Leader, DuPont™ Liveo™ Healthcare

Transition to low-carbon steam generation

The transition of thermal energy (steam) from hydrocarbon fuels to zero carbon fuels remains a major challenge in reducing greenhouse gas emissions and for the transition to a low-carbon economy. The solutions vary based on technology readiness, supporting infrastructure, economic viability, and government policy support. At DuPont, we believe the transition will take time and will occur in a series of steps. We completed the first step by exiting the use of coal across our operations as of 2022. We reduced our GHG emissions from coal-based steam generation by 92% from a 2019 baseline, with the remaining emissions coming from steam supplied by third-party utilities. We now primarily use natural gas to fuel our boilers. Additionally, conversions from natural gas to lower carbon fuels are being assessed based on value creation and cost savings.

Results on Scopes 1 and 2 emissions

Our combined Scopes 1 and 2 emissions in 2023 were 58% lower than our 2019 baseline and a 35% reduction from the prior year. With this result, we have achieved our 2030 goal of 50% reduction seven years early. Impact on climate change is measured as cumulative emissions over many years and decades. Our SBTi-validated target sets the expectation for minimum annual reductions to meet their near-term target criteria and show progress aligned with the Paris Accord 1.5° C ambition. DuPont's early action on significant emissions reduction programs since 2019 has resulted in annual reductions ahead of those expectations. The cumulative impact of those early reductions outperforms the expectations of the Paris Agreement 1.5° C ambition.

Significant climate action milestones

2019 and 2020

Established climate goals:

- Reduce Scopes 1 and 2 greenhouse gas emissions by 30% by 2030
- Source 60% of electricity from renewable energy by 2030
- Deliver carbon neutral operations by 2050

Began the phased launch of a new, reduced GWP Styrofoam™ Brand Insulation

2021

- Joined RE100 validating DuPont's renewable energy commitments
- Completed Scope 3 inventory and first TCFD disclosure

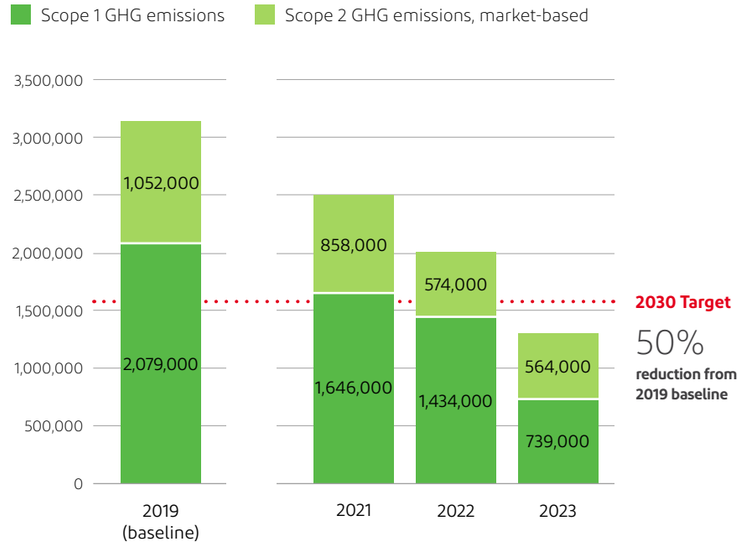
2022

- Exceeded 30% Scopes 1 and 2 emissions reduction goal
- Used 58% renewable electricity and startup of first VPPA
- Set new 50% Scopes 1 and 2 emissions reduction goal
- Set first Scope 3 reduction goal
- SBTi validated DuPont's new goals aligned with 1.5° C ambition

2023

- Achieved 58% Scopes 1 and 2 emissions reduction from the baseline—exceeding 50% reduction goal
- Achieved sourcing of 60% of power to our operations from renewable electricity, including purchased RECs—meeting our goal of 60%
- 39% reduction of Scope 3 emissions from purchased goods and services and end of life of sold products from the 2020 baseline
- Awarded an A- CDP Climate score

Scopes 1 and 2 GHG emissions ($MTCO_2e$)



18MM

metric tons of CO_2e is projected to be eliminated by 2030 as a result of best-in-class reductions

93%

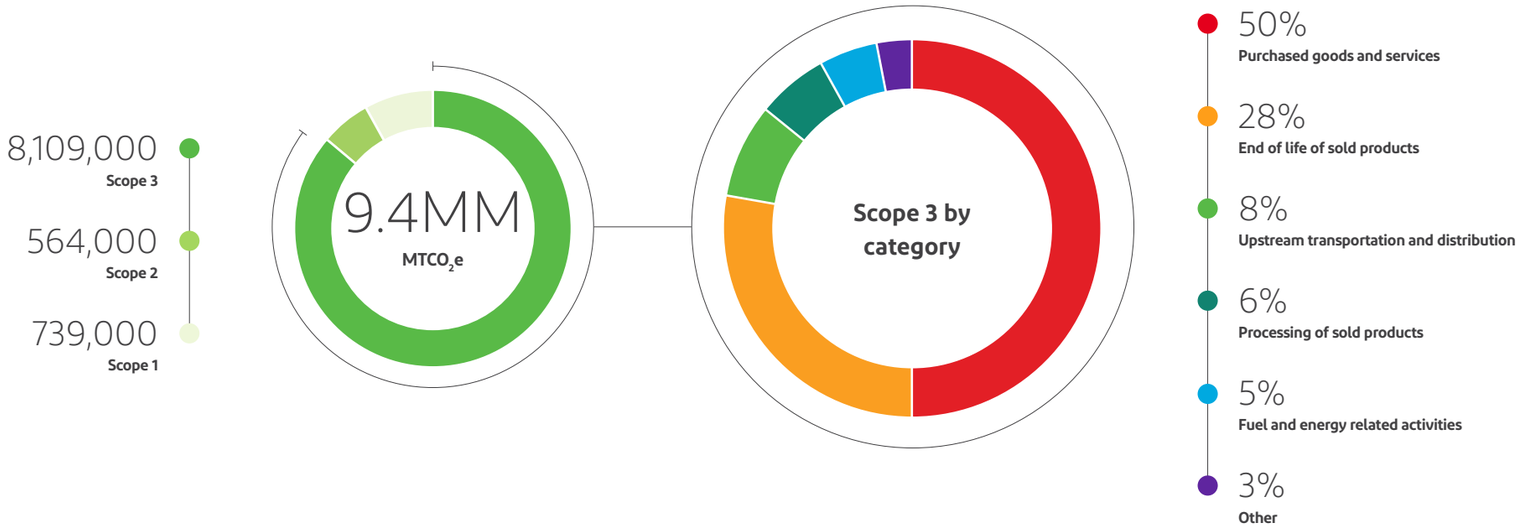
greater reduction in total GHG emissions than expected by SBTi and 1.5° C (2019 from 2030)

Reducing GHG emissions along our value chains (Scope 3)

In 2023, our total Scope 3 GHG emissions were 8.1 million metric tons of carbon dioxide equivalent ($MTCO_2e$), which represents approximately 85% of DuPont's total emissions across all three scopes. Our most significant categories of Scope 3 emissions are Category 1: Purchased goods and services and Category 12: End-of-life treatment of sold products. We're focusing our reduction strategies on these two categories.

We achieved emissions reductions in these two categories of 39% from the 2020 baseline, exceeding our 2030 goal of reducing emissions from purchased goods and services and end-of-life treatment of sold products by 25% seven years early. This year, we continued to improve our calculation methods, such as by incorporating supplier-specific data into Category 1 calculations. We collected data for purchased raw materials by engaging suppliers through our Together for the Planet supplier engagement program.

Total GHG emissions and Scope 3 by category ($MTCO_2e$)



Managing our climate risks and opportunities

We're continuing on a journey to assess, manage, and disclose our climate risks and opportunities. Climate risk management is integrated with our enterprise risk management process. Responding to stakeholder expectations for increased transparency, we provide detailed disclosures of our climate risk management process aligned with the recommendations of TCFD in the appendices of this report, as well as through our response to the annual CDP Climate survey. In 2023 we expanded our quantitative disclosure of the potential financial impacts of climate risks and opportunities. We are also working with external collaborators such as the World Business Council for Sustainable Development on frameworks to quantify the sustainability impact of our products in use and avoided emissions.

Accepting ACC Sustainability Leadership Award in Environmental Protection from Chris Jahn, President and Chief Executive Officer of the American Chemistry Council (left), Leland Weaver, President, DuPont Water & Protection (middle), and Daryl Roberts, DuPont Senior Vice President, Chief Operations & Engineering Officer (right)

Innovating to enable decarbonization

Our products enable the reduction of GHG emissions along the value chains of many applications. Climate benefits are a sustainability driver for each of our five strategic growth areas and across our innovation platforms. Our approach to innovation and our goal to Deliver solutions to global challenges are described in detail on pages 15–24.

Hydrogen Technology Expo Europe, Bremen, Germany

Sustainable and productive construction

In the built environment, DuPont's products can play an important role in improving energy efficiency in buildings and reducing GHG emissions. In recent years, we've innovated low-GWP formulation replacements for the blowing agents in our Styrofoam™ Brand extruded polystyrene foam insulation products and our Froth-Pak™ Spray Foam insulation. To quantify the anticipated reduction in embodied carbon achieved through our new formulations, we commissioned a life cycle assessment comparing the new low-GWP Styrofoam™ Brand XPS Insulation series to the previous blue formulation for Styrofoam™ Brand XPS Insulation. This study determined that the new formulation delivers a substantial 94% reduction in embodied carbon. These innovations drive DuPont's progress toward our 2030 Sustainability Goals and are recognized externally as significant achievements, earning R&D 100, Edison, and ACC Sustainability Leadership awards over the last few years.

Advanced mobility

In mobility markets, DuPont innovations enable vehicle electrification and expansion of the electric vehicle market, including thermal management, battery assembly, and enhanced connectivity. For details on our work in this area, see Innovation platform: Advanced mobility.

Innovating opportunities to decarbonize water treatment

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

Decreased carbon emissions while creating freshwater

The United Arab Emirates' (U.A.E.) energy strategy includes a Net Zero by 2050 strategic initiative. This region relies on energy intensive seawater desalination to supply freshwater and is seeking a low carbon footprint desalination process. Reverse osmosis (RO) technology is established as an energy-efficient approach where further benefits can be realized through optimizing which membrane technology is selected.

DuPont recently developed the Water Solutions Sustainability Navigator digital tool, which compares up to five different water treatment configurations to estimate and compare sustainability indicators over the operation of the water treatment system. The tool is available to registered users and its CO_2 emission calculation methodology has been verified by an independent third-party.[1]

A planned 320MM liter per day U.A.E. desalination system was studied using the navigator tool, and the use of FilmTec™ Seamaxx™ RO element was estimated to provide the lowest carbon impact and energy use over its estimated five-year operating life compared to other elements in its class. In a system this size, the potential carbon impact savings over the next best element alternative were estimated at 46,000 $MTCO_2e$.

[1] Use-phase CO_2 emissions calculations are in conformance with ISO 14020:2001 and ISO 14021:2016 according to independent third-party verification performed by LRQA in 2023.

DuPont™ FilmTec™ RO membranes

Read on for elements of our water stewardship strategy →

Leading water stewardship

Our 2030 goals

Implement holistic water strategies at sites in high-risk watersheds and at high consumption sites.

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

Accomplishments in 2023

40%

of targeted DuPont sites have started implementing holistic water strategies and are on track to meet the goal of full implementation at all targeted sites by 2030.

The United Nations officially recognized the City Water Index, a tool supported by DuPont and Economist Impact, as contributing to the Water Action Agenda.

Named the **Global Water Intelligence (GWI) Water Technology Company of the Year** for new product innovation across our water treatment technology portfolio and adopted by some of the world's most advanced water management facilities.

>1,000

water professionals achieved professional development certifications in areas such as water reuse, recovery, and sustainability through DuPont's Water Academy initiative.

>11MM

people have improved drinking water access or quality since 2019 using DuPont technology in critical water treatment expansions or upgrades.

5MM

people are expected to receive water and/or sanitation access over the next 7 years through a collective impact investment in Water Equity Fund IV with Starbucks, Ecolab, Gap, Reckitt, and U.S. International Development Finance Corporation.

Launched five new water treatment products that deliver sustainability advantages including resource recovery and energy efficiency:

- **FilmTec™ Fortilife™ NF1000 nanofiltration element** enables the most challenging industrial wastewater reuse. R&D 100 Award winner.
- **FilmTec™ Fortilife™ CR200 Element** helps purify wastewater with up to 20% reduction in energy consumption and 50% reduction in number of cleanings. Edison Award winner.

Our approach

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

As a water technology company, we support the water stewardship goals of customers including municipalities and industrial water users in 112 countries. We bring this unique understanding of what is possible into our water stewardship strategy. It embraces how we support sustainable water stewardship through the products we innovate and deliver to our customers; how we manage the use of water within our sites and watersheds; and how we use our expertise to collaborate, advocate, and share knowledge to improve the use of water globally.

Delivering innovative sustainable water solutions for our customers

DuPont's technologies allow for the purification, conservation, and reuse of water in the hardest to treat applications. In addition to performance and cost-effectiveness, our customers require the sustainability benefits of reduced energy demand, less chemical use, longer lasting products, and less waste and/or higher treatment capacity for a smaller footprint. DuPont offers solutions to a variety of challenges faced by industrial water users and water treatment municipalities through a portfolio of membranes, resins, and complete systems.

DuPont Water Solutions has cultivated an innovative product portfolio that can be used together or individually to solve complex water challenges, from bringing fresh and clean drinking water to millions of homes to minimizing the environmental impact of industrial water treatment and reuse.

Our innovations contribute to the sustainability goals of water users and producers in four segments:

- Industrial water and wastewater and energy;
- Municipal water and desalination;
- Residential and commercial; and
- Life sciences and specialties.

Deliver innovative water technology solutions for our customers

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

Water stewardship in our operations and local watersheds

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

Elements

of our water stewardship strategy

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

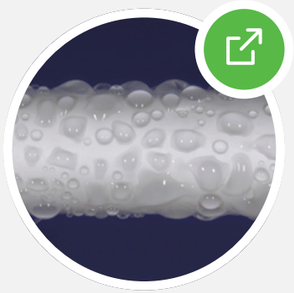
We collaborate with others to increase water access and to build a more resilient water future for all

DuPont™ IntegraTec™ hollow fiber ultrafiltration membranes.

Examples of water solutions delivered in 2023

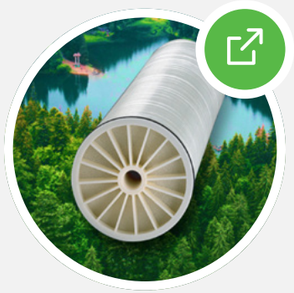
Helping recycle 100% of Orange County, California's reclaimable wastewater

To prevent water scarcity in the face of climate change and regional growth, Orange County, California's Ground Water Replenishment System (GWRS) takes wastewater that would otherwise be discharged to the ocean and purifies it using a three-step advanced treatment process consisting of ultrafiltration (UF), reverse osmosis (RO), and ultraviolet light with hydrogen peroxide. Reaching full capacity in 2023, the GWRS is helping recycle 100% of the region's reclaimable wastewater to provide a reliable source of water for one million people. Two of DuPont's water purification technologies—MEMCOR® submerged ultrafiltration and FilmTec™ RO membranes—make up the heart of the system.



Next generation Multibore™ Ultrafiltration membranes

In March 2023, DuPont launched the Multibore™ PRO membrane, the world's first 19 capillary ultrafiltration (UF) membrane for treating municipal or industrial water with fewer modules than classic multi-capillary products. With more than double the capillaries, the increased membrane filtration surface area per module means fewer modules are required in water treatment installations to achieve higher productivity and efficiencies, driving value for operational expenses. UF modules equipped with Multibore™ PRO membranes can achieve floor footprint savings of up to 15% per rack, while also reducing both capital expenditures due to reduced rack components and assembly costs.



Launch of FilmTec™ Fortilife™ NF1000 elements—Energy efficient nanofiltration membranes for wastewater reuse and resource recovery

In 2023, DuPont launched FilmTec™ Fortilife™ NF1000 elements, a high productivity nanofiltration element that helps enable increased water reuse and resource recovery in some of the most challenging industrial wastewater applications.

The innovation was first available in the Asia Pacific region where Minimal Liquid Discharge solutions have been more widely adopted to meet both wastewater management regulations and business goals for circularity. To meet global demand for more effective and circular wastewater management, FilmTec™ Fortilife™ NF1000 elements are now available globally.

This spiral-wound nanofiltration membrane received a 2023 R&D 100 Award for enabling water reuse in challenging wastewater applications such as coal-to-to-chemical, textile, petrochemical, industrial power, and more, while reducing energy consumption and increasing productivity.

DuPont Ultrafiltration helped Cristo Rei, Brazil with water quantity and quality issues

Until recently, the community of Cristo Rei, Brazil, would go up to 30 days without potable water flowing through its pipes with a limited supply of questionable quality. DuPont Ultrafiltration (UF) is helping the local municipality's water treatment plant convert 300 liters per second of turbid, undrinkable water into high quality water for 120,000 people. IntegraTec™ Ultrafiltration technology was specifically selected to help the Várzea Grande Water & Sewerage Department overcome the challenge of the high turbidity of the raw water sourced from the river.

Water stewardship in our operations and local watersheds

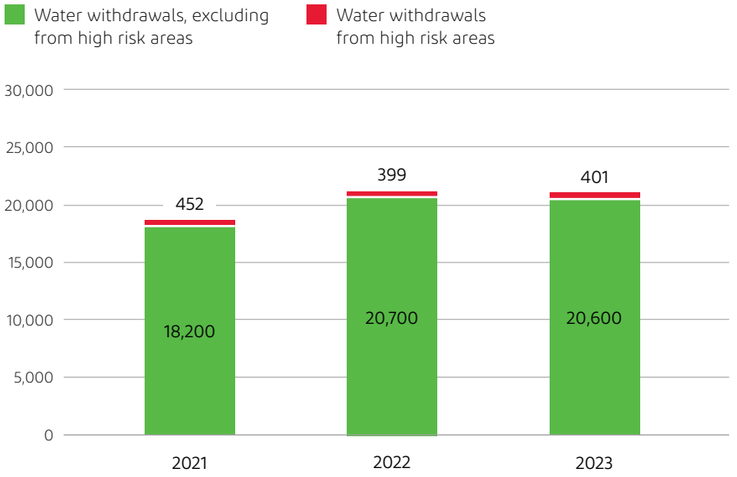
We believe that responsible water stewardship is critical. We are acting to responsibly manage water within the sites and watersheds in which we operate for three key reasons. First, we understand the positive interconnection between healthy watersheds, natural environments, and climate change. Second, water stewardship minimizes business risk and our ability to maintain the reliability of our operations. Finally, it fulfills the increasing expectations of our customers and shareholders.

By aligning our strategy to the International Water Stewardship Standard developed by the Alliance for Water Stewardship and engaging with groups like the CEO Water Mandate and Water Resilience Coalition, we can manage our own water risks and collaborate with others to promote long-term water security outside of our fence lines.

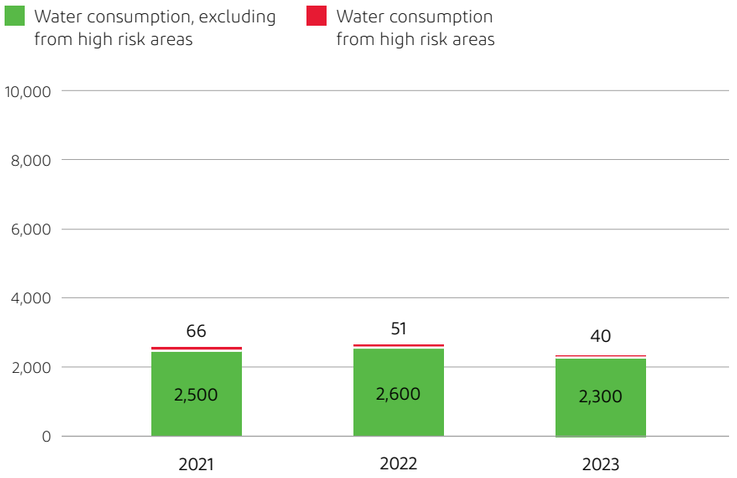
Our water stewardship approach helps us better understand our operations' water dependencies and impacts, so that we can ensure responsible water procedures are in place to mitigate water risks within DuPont and our supply chain. As the process guides us to build relationships with other water stakeholders within our watersheds, we can collaboratively address water challenges with others in the catchment.

Across DuPont, we use water for several purposes: to cool process equipment, as a solvent, as a production ingredient, and for sanitary uses. Most of the water used in our operations is returned to local watersheds following appropriate treatment (either on-site or through publicly owned treatment works). Water consumed is just 11% of water withdrawn, including water used as an ingredient in products or lost to evaporation or waste streams.

Water withdrawals (million gallons)



Water consumption (million gallons)



Implementing holistic water stewardship to secure our water future

Unexpected natural disasters, such as droughts or floods, can have immediate and lasting consequences to the local balance of social, environmental, and economic water needs. Starting in 2022 and continuing into 2023, France experienced a 500-year drought. In response, DuPont's Chauny Specialty Plant reevaluated water management practices and implemented permanent measures to reduce the site's water consumption by 5%. To further manage water risks, the plant is undergoing a holistic water stewardship review including both site and basin-related inputs. The results from the review will be used to create a framework for monitoring and implementing additional measures to lower future water risks.

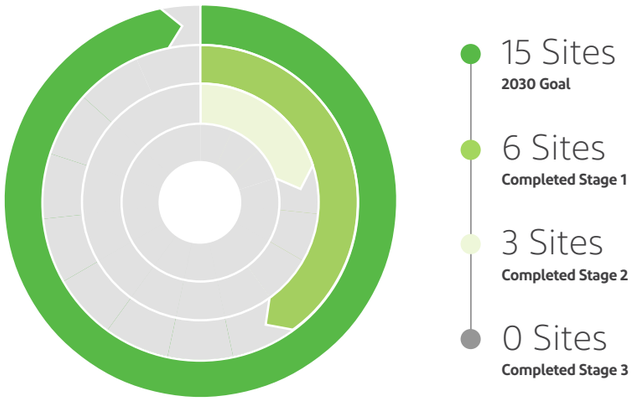
In 2023, we continued to make progress on our 2030 goal to implement holistic water strategies at sites in high-risk watersheds and at high consumption sites by 2030. Of our approximately 100 manufacturing sites worldwide, we are focusing on 15 that either operate in high-risk watersheds or are sites with the highest water consumption. These sites are in the scope of our goal to implement holistic water stewardship strategies by 2030. Water use at sites in high-risk areas is just 2% of DuPont's total withdrawals and 2% of our consumption.

Each site is progressing through three stages to fully implement holistic water stewardship strategies and meet our goal:

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

The three-year implementation at each site is followed by ongoing governance of the water stewardship plan.

Water stewardship progress



- 15 Sites
  2030 Goal
- 6 Sites
  Completed Stage 1
- 3 Sites
  Completed Stage 2
- 0 Sites
  Completed Stage 3

Working with government on 80% freshwater consumption reduction goal

Our Asturias, Spain site has collaborated with the local government to improve the efficient and sustainable use of water. This initiative aims to ensure a stable water supply for the industry, which currently consumes 35% of total fresh water, in response to droughts or a lack of drinking water caused by climate change.

The project is unique at the national level and involved a pilot phase where DuPont Water Solutions provided knowledge, expertise, and our ultrafiltration and reverse osmosis technologies to a municipal wastewater treatment plant. The recycled water was then supplied to several industries under required parameters. Following the pilot's success, the project has now entered the commercial phase and a call for tender is open. Full-scale operation is expected by 2027, reducing the water footprint on the local community and enhancing operational climate resiliency at the DuPont site and for other industries in the area. This project will be replicated throughout Spain, making it an even more remarkable achievement.

Counterbalancing amplified wastewater generation from increased production and customer needs

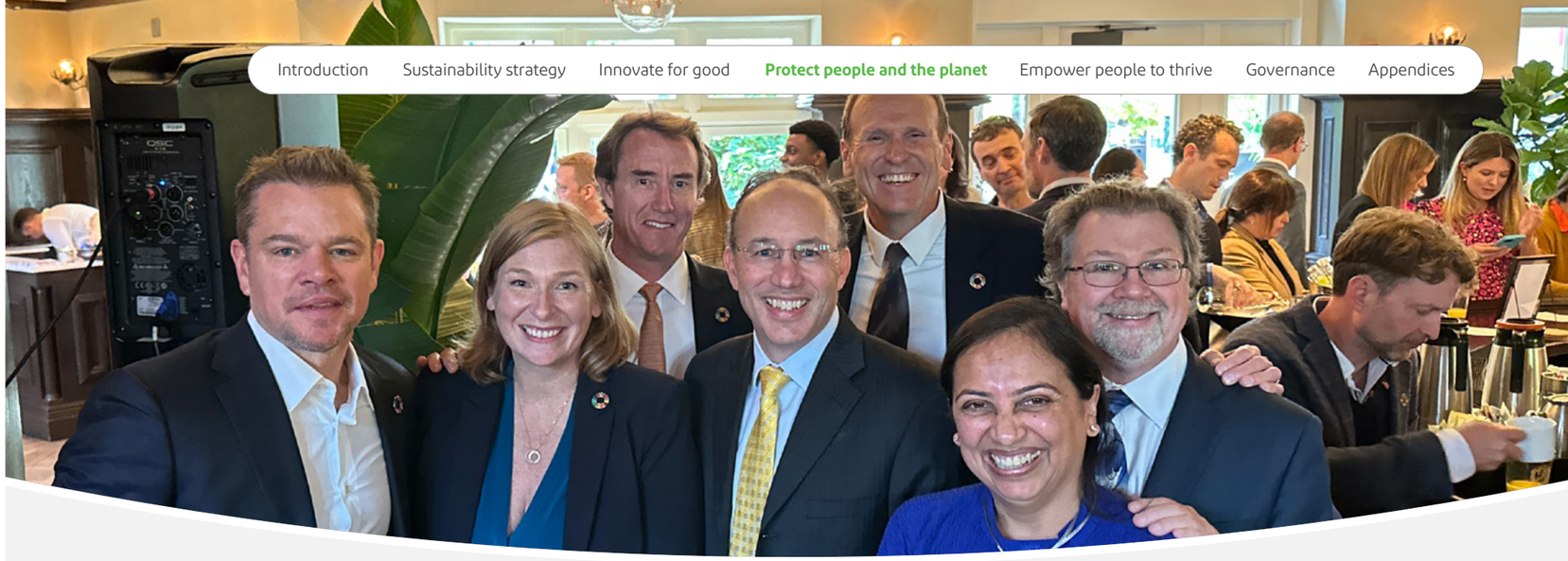
At DuPont's Cheonan, Korea site, one manufacturing area accounts for the majority of the site's wastewater discharge. Recently, increased production and product diversification to better meet customer demands has amplified the area's wastewater generation.

The manufacturing team aimed to reduce wastewater from tank cleaning, a major source of wastewater generation, by targeting the two tanks generating most of the discharge. By optimizing cleaning processes, we reduced one tank's wastewater by 50% since April 2023. The Cheonan team is actively addressing further reductions through new cleaning specifications and separating waste tanks for cost-effective wastewater treatment.

By changing our cleaning strategy for one tank, we were able to eliminate 249 tons of wastewater from April to November 2023. This indicates an average monthly reduction of about 20% in wastewater generated by the site.

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

We know that no single team will be able to solve the global water challenge alone. DuPont is working across sectors and borders with customers, governments, nongovernmental organizations, and thought leaders to identify solutions to ensure a safe water supply now and for generations to come.



Advocacy

Advocate for the sustainable management of water resources for domestic, industrial, and agricultural applications (focused on reuse, quality, and quantity).

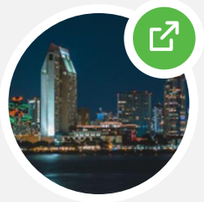
CEO Water Mandate and Water Resilience Coalition

As a signatory of the CEO Water Mandate and member of the Water Resilience Coalition, we commit to continuous improvement in six core areas of water stewardship: direct operations, supply chain and watershed management, collective action, public policy, community engagement, and transparency.

Business Leaders' Open Call to Accelerate Water Action

DuPont signed and joined this global community, committing to continuing to build water resilience across our global operations and supply chains and working collaboratively across sectors to accelerate meaningful water action.

Continuing support of Economist Impact with United Nations-recognized City Water Index



City Water Index is a benchmarking tool that helps cities worldwide plan for more sustainable and resilient urban water systems. In 2023, we launched a self-assessment tool for cities to compare against peers and identify opportunities to optimize water resources. In 2023, the City Water Index was officially recognized by the United Nations as contributing to the Water Action Agenda.

Pictured above: #ClimateWeekNYC2023, DuPont attendees with Water.org and WaterEquity representatives

Knowledge sharing

Help advance and grow the global water sector's knowledge to treat water for purpose using proven technologies.

Providing professional development for water operators across the globe

WATER ACADEMY

More than 100 hours of training in water and wastewater treatment, reuse, and recovery is available on-demand in a virtual Water Academy curriculum. In 2023, twelve new webinars were added and a total of 1,138 certificates were granted to water professionals who took part in the curriculum.

Introducing the Water Solutions Sustainability Navigator

In 2023, we debuted the Water Solutions Sustainability Navigator, a tool that lets customers compare up to five different water treatment solutions and technologies across a variety of sustainability indicators, including reduced carbon emissions, chemical usage, water consumption, solid waste, and even system footprint requirements.

Collaboration toward access

Increase water access through impactful investments of time, technology, or resources.

Supporting Water.org's new Water and Climate Philanthropic Fund

This fund focuses on low-carbon, climate-resilient water supply and sanitation infrastructure in emerging markets. In addition to funding, DuPont is offering its expertise in water infrastructure and planning tools to help with the assessment of carbon-cost and climate resilience solutions.

Driving climate-resilient water access to 20,000 in Africa

In collaboration with Help for the Maasi and ChildFund International, DuPont is providing system design, skills-based volunteerism, technology donations, and funding in order to provide access to safe water in rural communities of Tanzania, Kenya, and Zambia. See more about Tanzania in our report.

Contributing to WaterEquity's Global Access Fund IV

In March 2023, DuPont made an impact investment of $3MM to increase access to safe water and sanitation. WaterEquity's Global Access Fund IV aims to reach five million people across Asia, Africa, and Latin America. The fund brings together collective treasury investments from five corporate members of the Water Resilience Coalition—Starbucks, Ecolab, Gap Inc., Reckitt, and DuPont—unlocking a $100MM commitment from the U.S. International Development Finance Corporation.

DuPont™ Tyvek® 500 garments

Read on for elements of our EH&S strategy →

Delivering world-class environmental, health, and safety performance

Our 2030 goal

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

Accomplishments in 2023

83%

of our manufacturing sites attained **zero injury performance** and 28 sites qualified for ACC Site Safety Awards.

Zhangjiagang, China site received the **E.I. du Pont Safety Excellence Medal for outstanding health and safety culture and performance**, including more than 12 years of injury-free performance for contractors and more than 12 years with no environmental deviation incidents.

Achieved our safest year on record for employee and contractor safety.

Performed within the **top quartile of benchmarked ACC member companies** for large site process safety Tier 1 and 2 incident rates.

New Environmental Justice (EJ) Steering Team **completed assessments at 21 U.S. sites** in EJ defined communities to determine local actions.

Continued **implementation of Operational Excellence (OpEx)** framework including a targeted focus on contractor safety resulting in a significant improvement in safety performance.

Achieved zero unrecovered plastic releases of 0.5 kg or greater to the environment through our Operation Clean Sweep® Blue commitment, which aims to prevent plastic loss to the environment from our operations and logistics partners.

Our approach

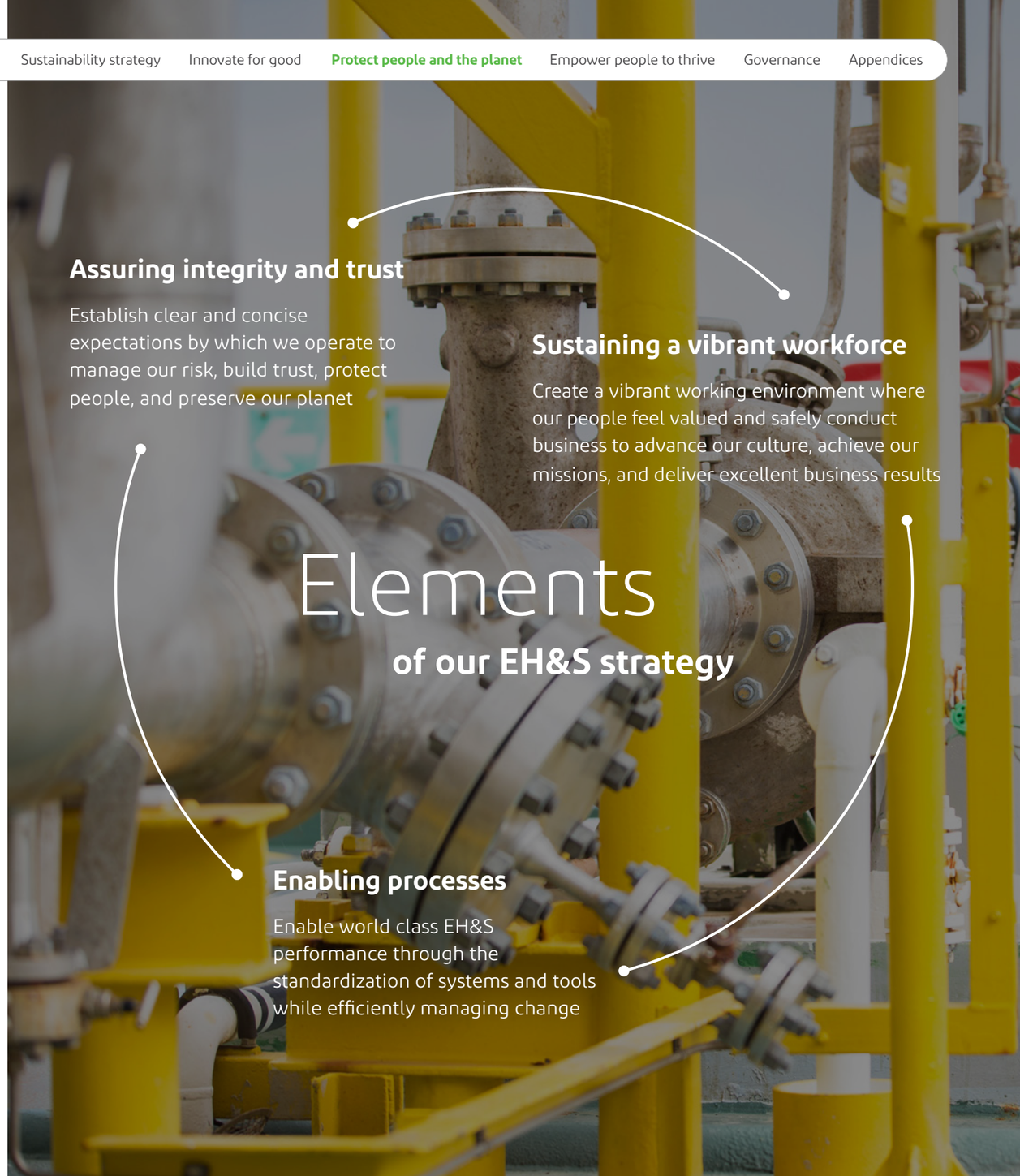
Our core value of Safety and health is reflected in DuPont's Environmental, Health, Safety, and Security Commitment, Operational Excellence (OpEx) framework, and EH&S Management System described in the introduction to this chapter on page 38.

Our EH&S Council reviews our EH&S goals and strategy, as well as our OpEx framework, which is an integrated set of processes and tools used to monitor and improve our safety, operational effectiveness, and environmental impact. The Council consists of EH&S Leadership from our businesses, functions, and the EH&S Center of Excellence (COE). The Council routinely engages key stakeholders to understand their priorities and evaluates ideas to improve our EH&S strategy and OpEx framework. In collaboration with our operations teams, our DuPont businesses and the EH&S COE implement our EH&S strategy, which is our framework for collaborating to innovate a progressively safer and more sustainable future. We routinely review our EH&S strategy and progress with operations and business leadership and the Board. We advanced our EH&S strategy in 2023 by continuing to standardize tools to achieve best-in-class performance and strengthen EH&S practices. Some of the actions included:

- Streamlining and simplifying existing standards and guidance to improve execution by employees and contractors;
- Focusing on our LIFE Saving Behaviors program to eliminate serious injuries and fatalities; and
- Moving to new digital solutions for Compliance Management.

We implement our EHS&S Commitment through our EH&S Management System, which is a set of environment, health, and safety standards that apply to all employees and contractors globally. Our EH&S Management System is ISO 14001 and Responsible Care Management System certified at the corporate level. In 2023, we made progress on our goal of having all sites ISO 14001 certified by 2025 with the addition of 13 sites to our corporate certification and are working to certify another three sites in early 2024. As of the end of 2023, 58 of our sites were ISO 14001 certified. In 2023, we also successfully completed an ISO 14001 recertification audit demonstrating a strong EH&S Management System.

To continuously improve our internal EH&S practices, DuPont is actively involved with external industry groups focused on process safety, including the ACC Process Safety Management Committee, the American Institute of Chemical Engineers (AIChE) Center for Chemical Process Safety, and the European Process Safety Centre. We contribute technical and strategic input to these industry groups and learn from conversations with our peers.



Hazard identification and risk assessment

Our corporate EH&S Management System mandates that all DuPont sites conduct risk assessments with the goal of encouraging proactive hazard identification and mitigation. We document the risk identification and assessment results and use them to guide the development of EH&S objectives, plans, and risk control measures.

To encourage our employees to diligently identify and address risks, we launched our LIFE Saving Behaviors program in October 2021. Predicated on the phrase "we will get home," our LIFE Saving Behaviors program engages and educates our employees on safety behaviors that allow us to go home to our loved ones every day. The ten LIFE Saving Behaviors supplement and build on our existing High-Risk Activities and Serious Injury and Fatality Programs.

Since the program's inception, we have focused on one of the ten LIFE Saving Behaviors each quarter. In 2023, we focused on the Behaviors of Safe Mechanical Lifting, Bypassing Safety Controls, Confined Space, and Hot Work. We launched an interactive campaign for each Behavior consisting of training modules, one-page overviews, and tools to support area walks. The campaigns are designed to be facilitated in group settings and start conversations about safety in our manufacturing facilities, labs, field sites, offices, and construction sites. Our OpEx framework helps us reinforce our LIFE Saving Behaviors by strengthening the operational discipline and safety culture across the entire organization.

2023 focus behaviors

Safe Mechanical Lifting

Bypassing Safety Controls

Confined Space

Hot Work

EH&S incident reporting and performance

Our EH&S Event Classification, Investigation, and Reporting Standard requires employees to report EH&S incidents and any associated symptoms, injuries, or illnesses, including near misses.

We ended 2023 with our best-ever injury/illness performance. There was a 12% reduction in employee and contractor injuries when compared to 2022. This resulted in a 6% reduction in our combined total recordable incident rate (TRIR). We were also able to sustain our 2022 employee and contractor combined days away from work case rate.

Employee and contractor health and safety performance[1]	2021	2022	2023
Days away from work cases (DAWC)[2]	15	7	8
DAWC rate	0.05	0.02	0.02
Total recordable cases (TRC)[3]	73	57	50
Total recordable incident rate (TRIR)[4]	0.25	0.17	0.16
Fatalities	0	0	0

[1] For additional details and complete disclosure, please see GRI 403-9 Work-related injuries.

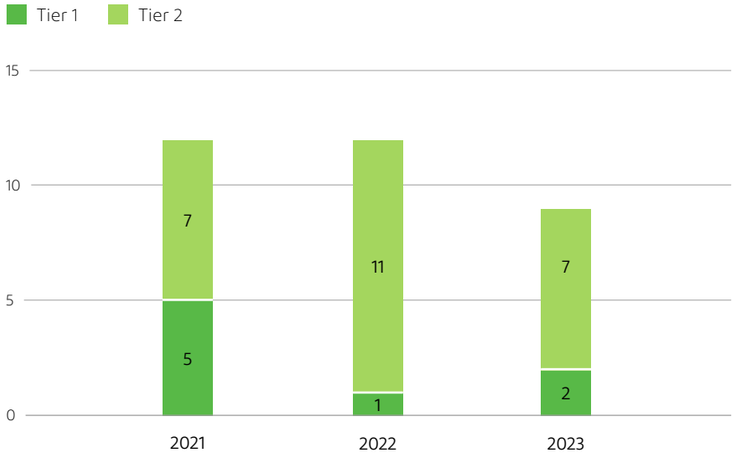
[2] Days away from work cases (DAWC) are work-related cases where an employee is unable to work due to a work-related injury or illness.

[3] Total recordable cases (TRC) include Days away from work cases, Restricted workday cases, and Medical treatment cases.

[4] Total recordable incident rate (TRIR) = (Number of recordable cases X 200,000/Number of exposure hours) in a given time period.

In 2023, DuPont outperformed the median Tier 1 and Tier 2 event rates[1] for large ACC member companies, and we continue to maintain process safety event performance in the top quartile of all peer ACC member companies based on ACC 2021 process safety incident reporting. Of the total of 9 Tier 1 and 2 events in 2023, all involved loss of primary containment with low severity factors and with zero fire and zero explosion events.

Process safety events



Process safety event rate	2021	2022	2023
Tier 1 rate	0.021	0.004	0.008
Tier 2 rate	0.030	0.044	0.029

[1] Tier 1 and Tier 2 Process Safety Events classified according to American Petroleum Institute Recommended Practice 754. Both Tier 1 and Tier 2 events begin with an unplanned or uncontrolled release of any material from a process, with Tier 1 events resulting in either larger quantity or greater consequence than Tier 2 events.

Becoming world-class in EH&S performance

In December of 2021, DuPont acquired the ArmorWall™ business in Salisbury, North Carolina. The ArmorWall™ System is a high-performance 5-in-1 wall assembly, incorporating five traditional building enclosure elements into one composite panel.

As part of the acquisition, an aggressive and robust EH&S integration plan was developed to bring the facility up to DuPont's workplace safety and health standards. The overall goal of the EH&S integration plan was to improve the safety performance and safety culture of the facility.

By focusing on hazard awareness, positive employee recognition, and process improvements, the site achieved a dramatic shift in its safety culture, evolving to one where all employees value their safety and well-being above all else. Thanks to the efforts of the site and the integration team, the facility was able to achieve a 100% reduction in employee recordable injuries from 2022 to 2023. The Salisbury facility is now an example of world-class EH&S performance.

China Zhangjiagang site wins E.I. du Pont Safety Excellence Medal

The E.I. du Pont Safety Excellence Medal recognizes the DuPont team or work group that has undertaken safety and health initiatives exemplifying the original expectations of our founder, Mr. Eleuthere Irenee (E.I.) du Pont, by focusing on behaviors as the primary means to transform safety and health culture and performance within the organization.

Examples of the achievements of our Interconnect Solutions site:

- 4,600+ days of injury-free performance for employees;
- 12+ years of injury-free performance for contractors;
- 12+ years of zero Tier 1 and Tier 2 EH&S incidents; and
- 12+ years of zero environmental deviation incidents.

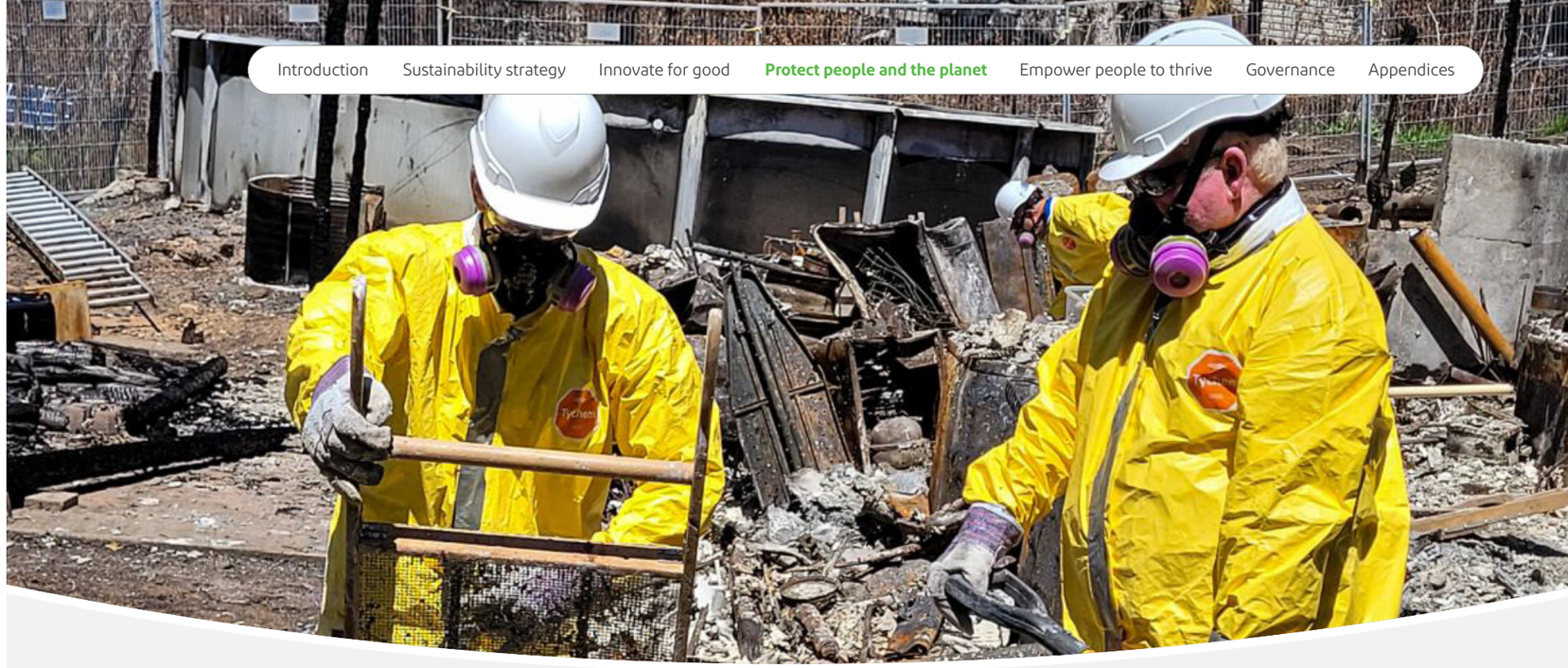
This team is Committed to ZERO!

Emergency response and crisis management

The DuPont Emergency Response Program utilizes emergency response assessment, planning, and preparedness procedures to safeguard the environment and the health and safety of our workers and the communities in which we operate. All DuPont sites globally follow standardized practices for the emergency containment of hazardous materials, medical response, first aid, treatment, and case management.

DuPont's robust crisis management process includes trained teams and response plans at the site, business, country, and corporate levels. Consistent with our core values, the highest priority of our crisis management response is human health and safety and ensuring that our actions are guided by respect for the environment and the communities in which we operate. As appropriate, we identify and manage highly hazardous materials and activate specialized medical emergency response plans.

DuPont Dongguan, Guangdong, China



DuPont Personal Protection supports wildfire cleanup in Canada and Maui, Hawaii

DuPont Personal Protection has a long history of stepping up to support disaster response efforts. The latest wildfire disasters that hit Canada and the U.S. state of Hawaii are no exception. DuPont Tyvek® and Tychem® garments were sent to support Team Rubicon volunteers (also known as Greyshirts) in Canada for wildfire recovery efforts, and, in partnership with the International Safety Equipment Association (ISEA) and Good360™, to support wildfire cleanup in Maui, Hawaii.

The Canadian Wildfires that started in April 2023 consumed over 33.8MM acres of Canada's landscape with 1,053 fires that continued to burn throughout the summer. Team Rubicon has been on the ground from the beginning, bringing in volunteers from Canada, U.S., and New Zealand to help with the cleanup and recovery efforts, helping residents who lost everything, stabilize, clean up and find their cherished possessions in the rubble.

In Maui, the focus of Team Rubicon's efforts at this time are supporting distribution centers and logistics, debris management, and supporting the local government in active search and recovery. With over 5 square miles of ash in the area, body face and respiratory protection are paramount for even the simplest of tasks. DuPont Tyvek® was used to protect the body from ash and toxic debris and to prevent volunteers from taking those toxins home. ISEA and Good360™ helped coordinate an effort between multiple personal protective equipment (PPE) suppliers, including DuPont, and various glove and respiratory equipment manufacturers to supply kits for the volunteers on the ground.

Pictured above: Team Rubicon at Canadian wildfire clean-up

Progress

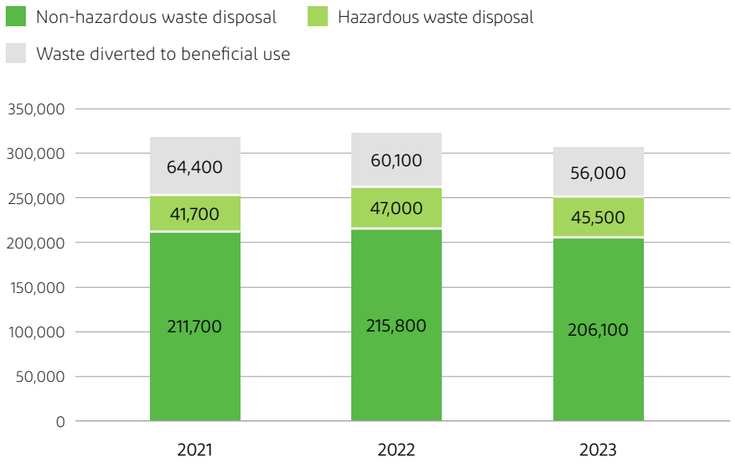
Waste

By 2030, we aim to have 4R (reduce, reuse, repurpose, recycle) waste management and reduction programs implemented at all our manufacturing sites. For all sites, we defined minimum expectations for a 4R program, including the requirement for a site-level waste reduction goal.

77%

of our sites had 4R programs in place in 2023

Total waste (metric tons)[1][2][3]



[1] Beneficial use of waste totals include both hazardous and non-hazardous volumes.

[2] Beneficial use of waste includes reuse, recycle, reclamation, and recovery.

[3] Additional details on waste volumes and categories are included in GRI 306-4 and 306-5.

Vespel® Valley View, OH reduces production scrap through multi-faceted 4R approach

The operations team at our Valley View manufacturing site in Ohio identified that non-conforming parts could be a key target area for improvement. Through a multi-faceted approach, including digital tools that looked at manufacturing operations, shift turnover, and other metrics, the root causes for scrap were identified and the team developed a strong scrap threshold that requires operations to stop and initiate a Root Cause Corrective Action (RCCA) when the threshold is reached.

This data-driven approach helped Valley View identify key drivers leading to scrap volumes from non-conforming parts and put plans in place to mitigate them. Our 2023 efforts resulted in a record low for the amount of scrap produced, which reduced cycle times, lowered costs, and improved operations. The program was so successful that the operations team lowered the RCCA threshold even further in January of 2024.

Other emissions

As required by our EH&S Management System, all DuPont sites have processes and procedures in place to prevent, monitor, and mitigate the impact of environmental releases. These processes and procedures cover releases to air, water, or land and ensure the accurate and timely reporting of incidents to the appropriate authorities to meet legal requirements and the expectations of other stakeholders.

In 2023, our emissions of nitrogen oxides were 527 MT. Emissions of sulfur oxides were 3 MT. Emissions of volatile organic compounds were 762 MT. Emissions of particulate matter were 14 MT. Emissions of ozone-depleting substances, as defined by the Montreal Protocol, totaled 42 MT of CFC-11e.

Nature and biodiversity

DuPont's commitment to nature and biodiversity is embodied in our core value of Protecting the planet and our Environmental, Health, Safety, and Security Commitment which includes protecting natural resources by driving toward zero waste and emissions. Our EH&S Management System contains numerous procedures designed to protect the environment and minimize potential ecosystem impacts. The elements of our sustainability strategy most connected to our impact on nature and biodiversity are water stewardship, climate, and innovating solutions to address global challenges. In addition, we are working across our global manufacturing sites to positively impact nature and biodiversity with more local efforts. Several of these are described in the Building thriving communities section of this report. For example, our employee-led Clear into the Future® program awarded nonprofit grants for 19 projects in seven countries in 2023. These grants support projects that impact one or more of: climate change adaptation and mitigation, water stewardship, circular economy, and biodiversity protection.

Environmental justice

The U.S. Environmental Protection Agency (EPA) defines environmental justice as "the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income, with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies."[1] The EPA states that environmental justice aims to ensure equal protection for all individuals against environmental and health hazards and provide equitable access to decision-making processes. DuPont fully supports these objectives and recognizes environmental justice as a significant global challenge that necessitates comprehensive and collaborative solutions. Our dedication to supporting environmental justice is deeply rooted in our core values prioritizing safety, health, and the preservation of the planet.

In 2023, DuPont established an Environmental Justice (EJ) Steering Team to serve as the governing body to identify risks and opportunities associated with environmental justice. The EJ Steering Team is a cross-functional team that incorporates multiple disciplines across DuPont, including Corporate Sustainability, Legal, Government Affairs, Operations, Community Impact, and Media Relations. The EJ Steering Team meets monthly to monitor environmental justice issues, assess community needs, and advise DuPont on its response. Our traditional process of environmental permitting has evolved to include considerations of EJ impacts and a plant's right to operate. DuPont's diverse team provides a distinctive perspective to address EJ concerns.

DuPont utilized state and federal EJ screening maps to evaluate sites for vulnerabilities associated with environmental indicators and socioeconomic conditions. The screening process identified 21 sites, at which the EJ Steering Team initiated environmental justice site assessments to identify impacts and opportunities. The 21 sites were further prioritized by internal risk and opportunity categories.

[1] U.S. Environmental Protection Agency, Environmental Justice, https://www.epa.gov/environmentaljustice.

As DuPont continues to develop its environmental justice approach, a road map of actions and a management process addressing EJ concerns will be developed to provide sites with community action engagement plans.

Keeping plastic out of marine environments

DuPont is a member of Operation Clean Sweep® (OCS) Blue, a voluntary program jointly administered by the ACC and the Plastics Industry Association to prevent plastic loss to marine and freshwater environments. OCS Blue requirements are fully integrated into our EH&S Management System to ensure accountability and the sharing of best practices with our peers in the ACC and the Plastics Industry Association. We provided training on the OCS Blue program to our global employees that handle plastic resin materials. As part of the training, employees pledged to avoid the loss of plastic to the environment. As a member company, DuPont annually reports the amount of any unrecovered plastic releases greater than 0.5 kilogram or 0.5 liter per incident.

In 2023, we had zero unrecovered plastic release incidents greater than 0.5 kilogram or 0.5 liter.

Operation Clean Sweep® | blue

Category[2]	2021	2022	2023
Number of unrecovered releases	1	0	0
Amount of unrecovered material (kg)	18.7	0	0

[2] Values for prior reporting periods are as reported and not restated for changes as a result of acquisitions and divestitures.

DuPont Experimental Station, Wilmington, DE

Featured site

The New England Manufacturing & Technology Center embodies sustainability through their actions and practices

The New England Manufacturing & Technology Center (NEMTC) in Marlborough, Massachusetts is named to represent our manufacturing and state-of-the-art research and development (R&D) capabilities. NEMTC provides large-scale, best-in-class manufacturing and cutting-edge R&D to address customer needs in electronics, flat panel displays, and telecommunications for today and the future.

Throughout the past four decades, NEMTC's adoption and continual integration of sustainable operations and practices has advanced at record pace. Sustainability at NEMTC is driven by operational excellence and our core values to respect people and protect the planet, and is leveraged through our scientific expertise, passion for innovation, and process optimization.

Ellen J. Mager, Site Leader, New England Manufacturing & Technology Center

"The innovative and collaborative spirit of our people and their commitment to sustainable product design and operations help our customers solve their most complex challenges. The leading-edge technology developed at NEMTC enables our customers to print circuit patterns as small as three nanometers—that's so small it would take 33,000 to cross the width of a single strand of hair. I'm proud of the contributions we make to support DuPont's commitment to sustainability, and equally proud of the difference our people make in our local communities by inspiring the next generation of innovators."

Innovate for good

Extracting value from waste[1]

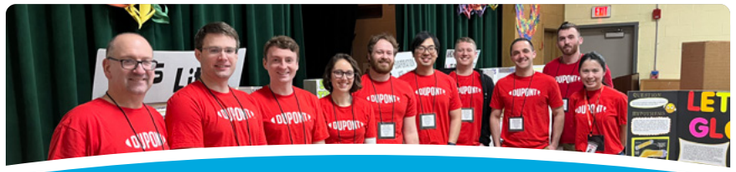
NEMTC has integrated circular economy principles to reduce waste, decrease costs, and drive sustainability. The center manufactures specialized materials found in high performance applications such as consumer electronics, flat-panel displays, and telecommunications.

Our customers hold NEMTC to a high standard of excellence in our manufacturing. To exceed product quality standards for our customers, solvent materials are used to clean and qualify production equipment, generating waste. NEMTC now conducts on-site distillation to recover some of these cleaning solvents for reuse in manufacturing operations. In 2023, NEMTC recovered more than 65,000 lbs. of solvent material, resulting in a 25% decrease of incinerated hazardous waste volumes. This solvent recovery system provides a sustainable solution for waste reduction, value extraction, and the reduction of raw material consumption, while delivering on product quality requirements set by our customers.

Protect people and the planet

Enhancing water efficiency through process optimization[1]

Water plays a critical role in industrial processes and optimizing its usage is essential for protecting the environment and promoting sustainability. NEMTC is driving water conservation through operational excellence by continuously improving its processes and technology. Wet Scrubbers, a type of air pollution control device, inherently use large volumes of water as a natural part of their operation. Over the past two years, our center developed technological and mechanical improvements to the scrubber control systems to reduce city water consumption. Multiple control panels employing automatic fill valves and level sensors were installed that automatically control water levels, significantly reducing avoidable water consumption. As a result, NEMTC has reduced its water consumption by more than 4 million gallons/year and reduced the site's effluent discharge by over 40%!



Empower people to thrive

STEM activation for the next generation of innovators

DuPont employees at the NEMTC empower students to thrive as the next generation of scientists, engineers, technicians, and innovators by volunteering at local STEM events. At the Aviation & Maritime STEM Education Expo held at Boston Logan International Airport, employee volunteers shared their education, experience, and excitement about the work they do every day at DuPont. Participating companies were asked to bring career information, educational literature and materials, and hands-on demonstrations. One employee really delivered when he flew his own private plane to the event!

DuPont employees also volunteered to be judges at local science fairs, where they not only judged projects, but also helped students understand the procedures of scientific experimentation and research. Volunteers talked to students, exciting them about science and teaching them to think like scientists, while developing their organizational skills and enhancing their written and oral presentation skills. At one science fair, it was like "going back in time" for one employee since he, himself, went to the school as a young boy.

[1] These areas have yellow lighting to prevent photosensitive samples from absorbing short wavelengths of visible light that would hasten their degradation.

Empower
people to thrive

We combine world-class science and innovation expertise with the passion and experience of our workforce to help communities around the globe thrive. Our employees best serve our customers, investors, and communities when they feel a strong sense of well-being and fulfillment, which we offer through challenging development opportunities, an equitable and inclusive environment, and meaningful work that can impact the world for good. Our company purpose and core values drive behaviors that support our sustainability strategy, position us for long-term growth, encourage engagement with our communities, and help make us an employer of choice.

Accelerating diversity, equity, and inclusion →

Cultivating well-being and fulfillment →

Building thriving communities →

Pennsylvania Conference for Women, Philadelphia, PA

Read on for our approach to diversity, equity, and inclusion →

Accelerating diversity, equity, and inclusion

Our 2030 goal

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

Accomplishments in 2023

Recognized by Forbes as one of the **Best Employers For Diversity** and **World's Top Companies for Women**.

Achieved significant gains on DE&I dimension score (+4 to 78%) on our annual IMPACT survey with 82% of employees reporting DuPont has an inclusive environment.

Named a **2023 Best Place to Work for Disability Inclusion** by Disability:IN for the 8th year in a row.

Expanded our eight Employee Resource Groups (ERG) with increased visibility and engagement at production sites and increased global impact and reach.

Increased supplier diversity spend to 9% of total U.S. spend and named to The Forefront 25: Top Corporations for Minority Businesses.

Strengthened pipeline of diverse talent with targeted and high-impact programs, including DuPont GOLD (Growth Opportunities Leading in Diversity) and FOSSI (Future of STEM Scholar Initiatives).

Started GIANT (Global Innovators Advancing National Treasures), a group of DuPont employees committed to making impact on the continent of Africa through community empowerment and value creation.

Recognized two global teams and three individual employees as DE&I champions in our second annual DE&I Excellence Awards that exemplify inclusivity excellence.

Our approach

Diversity, equity, and inclusion (DE&I) are key elements of our Respect for people core value. DuPont's long-standing commitment to Respect for people includes every employee, contractor, customer, and associate of the Company being able to work to their full potential in an environment where they feel free to bring their full selves and skills to work each day. We follow policies and principles that create a supportive work environment that promotes equitable opportunities for development and advancement. We intentionally state our desire to accelerate DE&I and our goal to be one of the world's most inclusive companies. We expect our employees to embody our core value of Respect for people and to help foster an inclusive culture that celebrates diversity.

We continue to refresh and evolve our programs, policies, and benefits to meet the evolving needs of our employees, customers, and other partners. We invest time and resources in advancing DE&I because we understand that diversity is critical to driving innovation and financial success.

82%

of employees report DuPont has an inclusive environment

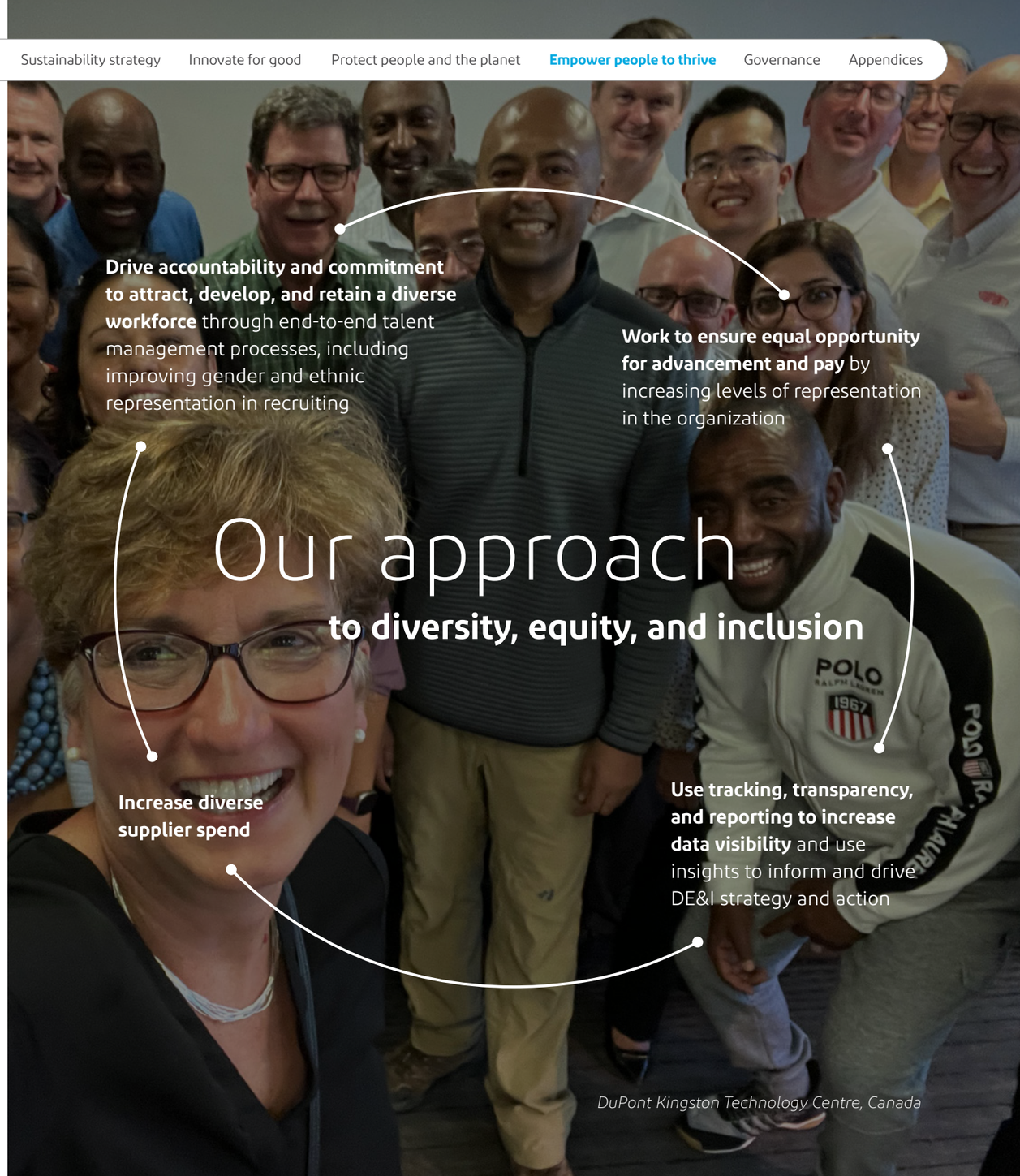
Ensuring inclusion and belonging

In 2023, we continued our journey to honor and advance the organization's legacy as a DE&I leader by educating and empowering our employees with the extensive internal resources available to them. Throughout the year, we continued to integrate DE&I practices into our work processes and inspire our teams around the world.

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

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

Employee Resource Groups (ERGs) are the primary conduit for DE&I across the Company. As DE&I champions, advocates, practitioners, and allies, these groups are our best source of mentors, coaches, and role models for employees seeking support. The enthusiasm and passion stemming from these groups is driving daily action across the company, making a tangible impact and driving positive change, ensuring that DE&I is a top priority for all.



DuPont Kingston Technology Centre, Canada

DE&I Lifetime Achievement Award goes to Harold Kirby

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

During his 38 years of service, Harold has advocated for promoting DE&I initiatives and was instrumental in the founding of the DuPont Black Employee Network. This network assists with career advancement and personal and professional development, and promotes an inclusive culture. As part of his various external board service commitments, Harold strives to increase the population of underrepresented minorities in Fortune 500 companies. Within DuPont, Harold's role in operations has allowed his influence to extend globally, as he provides guidance to other leaders on how to promote DE&I activities at their sites.

Our employee resource groups

DECN DUPONT EARLY CAREER NETWORK

DVN DuPont VETERANS NETWORK

DUPONT BLACK EMPLOYEE NETWORK

DWN ATTRACT • RETAIN • ADVANCE

DUPONT PWDA

DUPONT pride!

DUPONT ASIAN GROUP

DUPONT LATIN NETWORK

Fostering workplace inclusion and respect through production site engagement, training, and recognition programs

In 2023, our ERGs, BRGs, DE&I Councils, and Communities of Practice focused on increasing visibility and engagement at our production sites. Although employees at our sites play a pivotal role in our organization, due to the structure of their work, intentional efforts are needed to provide an opportunity for employees to connect and network with colleagues they may not otherwise have the chance to interact with regularly. Representing more than half of our overall employee count, it is crucial to ensure that this population feels valued by the organization and feels their thoughts, opinions, and experiences matter.

Lawrence Jones—Proactive, motivated, and a DuPont change agent

"Outsized impact" is a small phrase describing Lawrence's work on the DE&I teams in Hemlock and Midland, Michigan. Lawrence has proactively created an environment of "family" at these production facilities by putting together presentations, focus groups, and learning activities that focus on the underlying importance of commonalities across our work family. He routinely asks the hard and sensitive questions, driving his colleagues to recognize that while they may not always have a lot in common, they all come to work for a shared purpose of providing for themselves and their families.

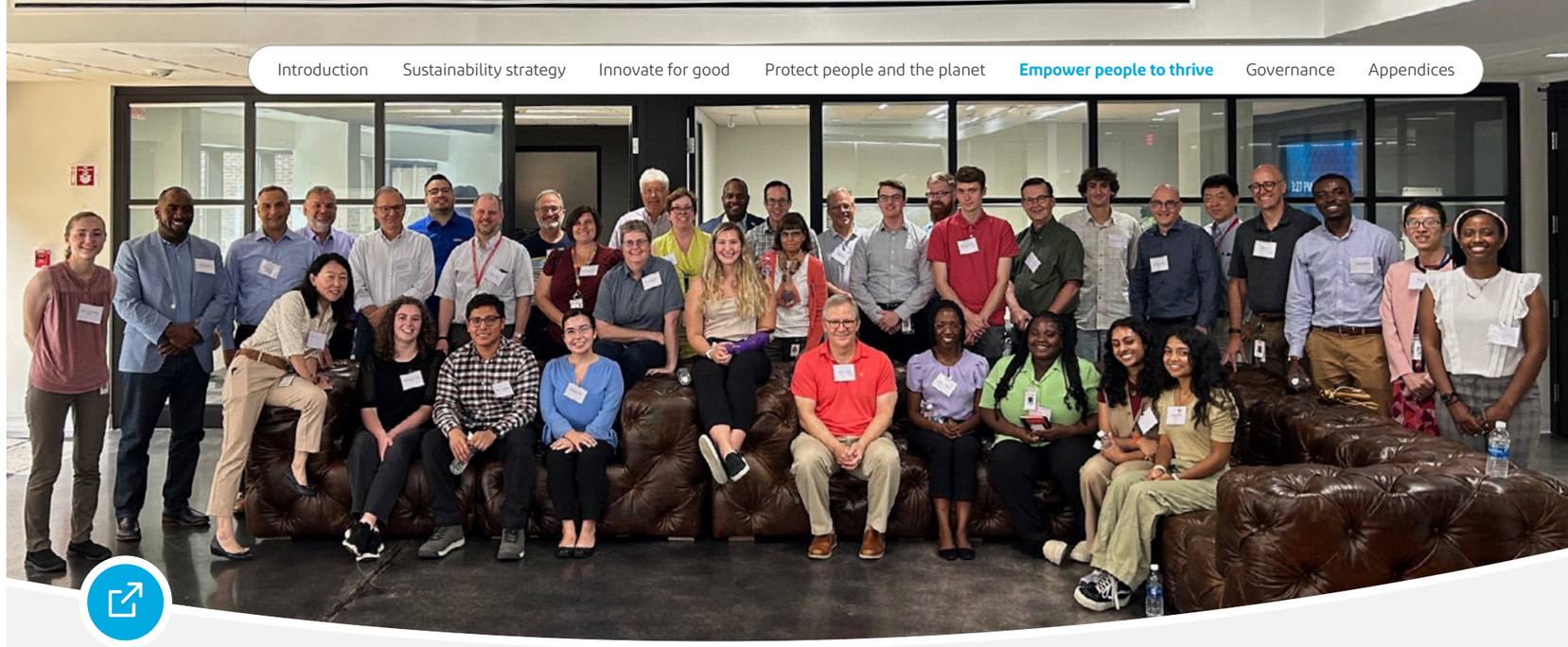
Identifying a promising avenue for innovation and development, our corporate ERG leaders strengthened connections at our production sites around the globe and as a result were able to provide increased exposure to DuPont's initiatives and cultural characteristics that might not otherwise have been visible at a department or individual level. Notably, our Pride and Veteran's network saw significant expansion of local ERG chapters in all regions. Functional and local level groups (BRGs, DE&I Councils, and Communities of Practice) continued to tailor DE&I practices to the needs of their area, leading to greater retention of skilled talent, higher engagement, and stronger connections within the organization and with the communities, customers, and stakeholders we serve.

23%

of the respondents to our annual employee survey are actively involved in at least one ERG. ERG participants reported 10% higher overall satisfaction with DuPont than non-ERG participants.

Utilizing our network of local Human Resources (HR) leaders, we also strengthened training related to our core value of Respect for people at our production sites using internal and external resources. Throughout the year, HR leaders at our sites delivered facilitated workshops on what respect is, behaviors that make a workplace respectful, and tools employees can use to ensure interactions at work are respectful and productive. Some sites expanded this training through a workshop which focused on the psychology and science of respect. The workshop provides powerful, culture enhancing skillsets and tools including setting the stage for respect, understanding emotions, beliefs, and blind spots, and developing healthy self and group esteem.

In 2023, we opened our second annual DE&I Excellence award cycle. These enterprise-level awards recognize individuals and teams who've made DE&I a key part of how they work. They've translated our core value of Respect for people into everyday actions that advance diversity, equity, and inclusion at DuPont and within our communities.



Driving Change—Growth Opportunities Leading in Diversity (GOLD)

Established in 2019, the DuPont GOLD Team was recognized with the 2023 DuPont DE&I Change Agent Award. This award recognizes an individual or team who takes specific measurable action to cultivate an even more diverse, equitable, and inclusive work culture that leads toward sustainable organizational progress.

The GOLD program supports DuPont's commitment to DE&I in three ways:

1. Direct collaboration and involvement of undergraduate, doctoral, and post-doctoral scientists and engineers with DuPont Science & Innovation teams, resulting in numerous career opportunities like summer internships and long-term positions.
2. Continuous mentoring and professional development supporting the pipeline of graduate students from underrepresented groups with seminar competitions and workshops covering careers in industry and how to develop skills to have a successful interview.
3. Advancing the shared goal of diversifying the scientific and technical workforce through partnerships with external organizations, universities, and counterpart companies. The GOLD team partners with the National Organization of Black Chemists and Chemical Engineers (NOBCChE), the American Chemical Society (ACS), and student-led university charters to recruit and develop the next generation of STEM professionals.

GOLD impact can be summarized by this quote from one of our GOLD recruits

"Joining DuPont through the GOLD program granted me a firsthand experience on how to translate bench-top research to real-world applications to benefit humanity."

Pictured above: GOLD Summer Intern event, Wilmington, DE

Empowering employees with resources to thrive

DuPont's DE&I team partners with internal groups, including Talent Management & Development, Talent Acquisition, and Benefits, to educate employees on the available resources and exposure opportunities and to identify opportunities to strengthen resources available to improve DE&I for our employees and the communities we impact.

In collaboration with our Talent Management & Development team and our ERG leaders' network, the ERGs worked to amplify resources available on career path options, personal and professional development, and effective feedback conversations with managers. An example of this effort is the three-part event series organized by our Early Career Network entitled "Understanding HR," which focused on key HR topics such as employee resources, our performance partnership process, and career advancement pathways within DuPont. This series provided employees an opportunity to learn best practices as they navigate their careers.

Our Talent Acquisition team continues to work closely with our ERG network, updating them on career opportunities and collaborating with members to showcase our diverse teams. DuPont consistently reviews our programs to ensure a broad range of inclusive health and benefit offerings that reflect all employees and their specific needs. In 2023, we introduced additional programs to enhance mental health support and provide more robust family planning benefits in the U.S. We also regularly engage with our ERGs to promote awareness of the benefits DuPont offers and to listen to feedback.

Employee survey reinforces LGBTQ+ acceptance with opportunities for continuous improvement

In 2023, DuPont's PRIDE Employee Resource Group (ERG) conducted its first global survey with DuPont's LGBTQ+ employees and allies to understand perceptions and experiences around LBGTQ+ inclusivity and allyship in the workplace. Over 300 people participated in the opt-in survey, with one-fourth self-identifying as LGBTQ+.

The survey revealed that DuPont is perceived as an inclusive and diverse company that supports its LGBTQ+ employees. A majority of LGBTQ+ and ally respondents would recommend DuPont to an LGBTQ+ friend or colleague, suggesting that DuPont is taking the right steps in fostering a welcoming and supportive environment for all employees, regardless of their gender identity or sexual orientation.

Respondents also shared opportunities where DuPont can continue to push further. Suggestions centered around improving our mid-level management's allyship toolkit and increasing the visibility of LGBTQ+ support with allies and senior leaders. The DuPont PRIDE leadership team is actively working with global business and functional leaders on how to incorporate these opportunities into everyday practices.

Pictured above: Asia Pacific regional celebration, Shanghai, China

DuPont Punto Polanco, Mexico City, Mexico

Pay equity

Supporting equal opportunity for advancement and pay

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

Equal opportunity

In 2023, we conducted another raw pay gap review of our Global population. Raw pay gap is the difference in the median pay of employee groups as a result of their representation at different job levels. The raw pay gap calculation does not take into consideration factors such as role, level, and experience. It is important to note that the raw pay gap is not an indication of pay disparity or a measurement of equal pay. Rather it highlights a potential opportunity to increase representation of certain employee groups at senior levels.

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

Women earn **$0.79** for every $1 earned by men Globally.
($0.76 in 2022)

Minorities earn **$0.87** for every $1 earned by non-minorities in the U.S.
($0.87 in 2022)

Equal pay

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

Additionally, in 2023, we began working with external advisors using leading industry standards to evaluate pay fairness, regardless of race or gender, in our Global population[1].

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

Measuring and reporting progress on DE&I

DuPont has a history of promoting DE&I, which are key elements of our Respect for people core value. We disclose information on the diversity of our Board in our Proxy Statement, including diversity of skills and experience, as well as racial, gender, and ethnic diversity. In addition, our Board is committed to including a diverse pool of candidates from which it selects director nominees.

42%

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

Our Board of Directors is actively engaged in promoting DE&I within our organization. The Board's People and Compensation Committee oversees DE&I progress and receives regular reports from management regarding DuPont's initiatives and work environment. The Board annually reviews the Company's talent diversity and representation for senior leadership positions.

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

Global workforce, gender diversity

- 32% **Female in 2023**
- 31% **Female in 2022**
- 28% **Female in 2021**

Senior leaders, gender diversity

- 28% **Female in 2023**
- 27% **Female in 2022**
- 26% **Female in 2021**

U.S. workforce, racial and ethnic diversity

- 33% **Minority in 2023**
- 33% **Minority in 2022**
- 30% **Minority in 2021**

Senior leaders, racial and ethnic diversity

- 31% **Minority in 2023**
- 35% **Minority in 2022**
- 34% **Minority in 2021**

Non-discrimination

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

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

Supplier highlight

DuPont relies on M. Davis & Sons, a Women's Business Enterprise National Council certified Women's Business Enterprise as a contractor for mechanical, electrical, and fabrication projects. M. Davis & Sons, Inc. was founded in 1870 and today is run by the fifth generation of the Davis Family, CEO, Peggy (Davis) Del Fabbro. DuPont has been a pivotal customer for M. Davis that not only expanded the business but helped the company create their first safety program. Having grown to over 450 team members across the Mid-Atlantic region with global reach in fabrication, M. Davis continues to be committed to the legacy of safety, character, and craftsmanship.

Supplier diversity

For over 50 years, DuPont has had a commitment to supplier diversity. In 2023, we increased our diverse supplier spend in the U.S. to 9% of our total U.S. spend and initiated the expansion of the program worldwide. We are constantly working to include small and diverse businesses among our sources of supply and help these businesses develop into competitive suppliers. We work closely with these diverse suppliers to help them understand the DuPont business model and other elements of our procurement strategy. This includes small businesses, minority-owned, women-owned, veteran-owned, disabled-owned, and LGBTQ+ owned, among others. For more information on DuPont's Supplier Diversity Program and the categories of business ownership engaged, please visit DuPont's Supplier Center webpage.

As part of our supplier diversity goals, we strive to increase the spending with diverse suppliers as a percentage of our total spending by ensuring they're included in our competitive bid process, and sponsoring and attending outreach events. We engage our top suppliers to support supplier diversity, and we reinforce this expectation in the DuPont Supplier Code of Conduct, which encourages our suppliers to develop a diverse supply base themselves in support of the materials and services they provide to us. We ask our suppliers to report their amount of diverse supplier spend aligned to our purchases. We will be expanding this program into 2024 to include more suppliers.

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

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

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

DuPont's $389.5MM in direct purchases from small and diverse businesses supported 1,989 jobs within these companies. Employees in these jobs earned $171.2MM in wages and benefits while providing goods and services to DuPont.

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

Economic impact	Unit
Production measures the cumulative revenues of all businesses impacted through the program.	**$730MM** U.S. GDP contribution
Jobs measure the jobs created within DuPont's supply chain and in the suppliers' communities.	**3,651** Jobs supported
Wages measure the cumulative earnings of the employees in the jobs supported through the supplier diversity purchases.	**$293MM** Wages earned
Taxes measure the federal, state, and local tax revenues that are generated through the economic activity.	**$87MM** Taxes generated

DuPont Experimental Station, Wilmington, DE

Read on for "My Why" framework →

Cultivating well-being and fulfillment

Our 2030 goal

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

Accomplishments in 2023

Achieved Great Place To Work Certification in the U.S., India, and Philippines, and recognized as a Top Employer in China and Top Company in Mexico, validating the effectiveness of our well-being and fulfillment programs.

80%

positive engagement index is the best result in five years with steady or improved scores in every category and the largest gains at production sites.

81%

of employees report their **manager provides regular feedback to help improve their performance.**

Expanded scope and impact of the **CARE initiative** with 52 global CARE (Connect, Appreciate, Respect, Empower) teams creating a culture where employees feel comfortable connecting with each other and discussing matters that impact their work and lives.

Achieved highest ever participation rate in our annual IMPACT employee survey with **89% of employees responding that they do work that matters.**

Strengthened leadership training with new tools and training around Head, Hands, Heart leadership framework and **more than 1,700 leaders** completed formal development programs in 2023.

Expanded and added benefits for DuPont employees aimed at healthy lifestyle, mental health, and fertility program services.

Our approach

In today's rapidly changing business environment, attracting and retaining talent is crucial to the success of any organization. At DuPont, we recognize that our employees are our greatest asset. We know that investing in the health and well-being of our employees is critical for their engagement and satisfaction, as well as the long-term success of our business. Investing in our employees has helped us achieve positive engagement scores on our employee survey and high retention rates compared to industry peers, and we believe that these results will only continue to grow as we move forward.

The value of a career at DuPont

At DuPont, we developed a framework called "My Why" to promote discussions about what employees value in their work and their contributions to the Company. "My Why" encourages reflection on why an employee joined our organization and what keeps them motivated beyond achieving key individual performance indicators. The framework focuses on offering personal and professional growth opportunities, building positive relationships, creating a flexible and inclusive work environment, and helping our employees find purpose in their work. We have categorized these factors into three pillars: Opportunity, Experience, and Purpose, which help guide our program offerings such as benefits, training opportunities, and internal mobility pathways.

We understand that personal and professional well-being are interconnected. As such, "My Why" empowers people leaders to tailor individual work experiences in ways that enhance overall fulfillment, thereby increasing the motivation, productivity, and engagement of employees. The more engaged our employees are in executing our strategic vision, efficiently managing operations, developing innovative products, and living our core values, the more they are invested in our shared purpose of empowering the world with essential innovations to thrive. That is why we designed our programs and resources to create a supportive, collaborative, and flexible environment that prioritizes our employees' physical and emotional well-being while empowering career growth, recognition, and opportunities to meet unique needs.

We're committed to delivering high levels of opportunity, experience, and purpose to meet the diverse needs of our dynamic workforce. As a result of our efforts, in 2023, DuPont earned Great Place to Work certification in the U.S., India, and Philippines and was recognized as a Top Employer in China and as a Top Company in Mexico.

Photo by Mohamed Nohassi on Unsplash

Opportunity

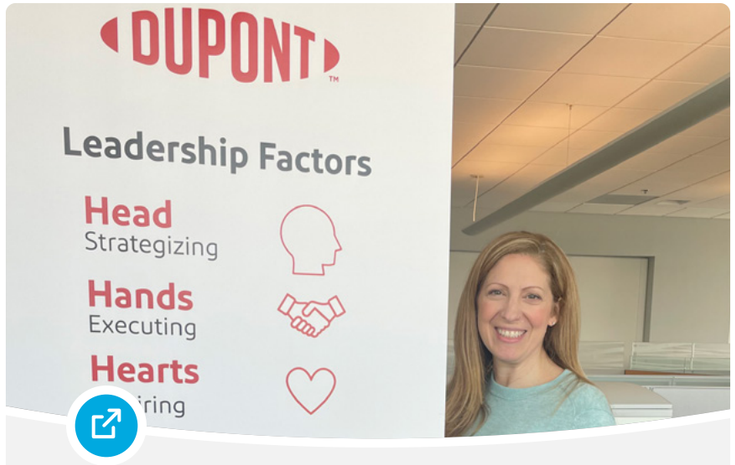
Empowering employees to grow

At DuPont, we provide opportunities to empower our employees to build the career they want. To support this journey in career development, we established the "My How" framework as a roadmap to help employees define and pursue their personalized career path. "My How" offers employees ways to gain clarity and focus, find their passion, expand networks, and build confidence through success in achieving milestones along their individual journey. Each employee's career can be shaped differently by nurturing a strong culture of autonomy and internal mobility. Through the DuPont Career Pathways site, we encourage employees at all levels to explore new opportunities, networks, and career paths. This year we had 34 real-life career paths documented for mentoring and networking.

Our personalized approach to career development begins with ongoing dialogue regarding performance, career planning tools, an internal portal to explore job opportunities tailored to interests and skills, and a full suite of education and training options. We equip employees to drive their development and careers through a custom blend of experience, exposure, and education. DuPont partners with some of the leading learning organizations in the world to provide continuous and on-demand professional and functional learning content for our global workforce. Employees also participate in ongoing development through mentorship, career development workshops, ERG programming, and new in 2023, skill-specific learning cohorts. We also developed and deployed a 360-degree assessment for individual contributors built upon our Capability Library housed in the Career Pathways site.

In 2023, DuPont employees completed an average of over 25 hours of compliance and job-specific training. This does not include additional voluntary, skills-based, and personal development training that is self-directed or led by our employee resource groups (ERGs) and functional learning teams that provide professional and career development programming. We also offer tuition assistance to help employees obtain their undergraduate or postgraduate degree program that builds competencies in their current role or desired future opportunities.

DuPont Asia CMP Manufacturing & Technology Center



Developing emerging leaders in collaboration with Harvard Business Publishing

Harvard Business Publishing featured DuPont in a Client Success Story for their work to create programing in support of developing well-rounded leaders who can effectively strategize (Head), execute (Hands), and inspire others (Heart). In collaboration with thought leaders at Harvard Business Publishing, DuPont developed LAUNCH, a learning journey designed to build skills in each of the leadership factors.

During Harvard Business Publishing Corporate Learning's annual Partners' Meeting in June, Bethany Ellis, Director of Talent, shared with learning development leaders about the success of LAUNCH and the challenge to develop emerging leaders and the capabilities and behaviors critical to address complexities of today's business environment with high performing, engaged teams.

Experience

Developing multidimensional leaders

At DuPont, we recognize that our organization's culture depends on the strength and resilience of its leadership. We emphasize the importance of a balanced approach to leadership through our head, hands, and heart leadership framework. Multidimensional leaders set strategies, connect people to a deep sense of purpose, direct work, build teams, drive accountability, and inspire others through caring, respect, and appreciation. Our bespoke leadership programs and tools use this framework to help leaders embark on a reflective journey, challenge their perspectives, and equip them to put concepts into action. Through our investment in developing multidimensional leaders who drive our vision, we ensure that we remain relevant, dynamic, and responsive to future challenges.

Our approach to building a high-performance culture begins with a purposeful and continuous dialogue between managers and employees regarding performance and growth. Ongoing performance and development dialogue throughout the year fosters transparency, focus, and trust through gaining a mutual understanding of expectations, sharing feedback, celebrating achievements, identifying support needed, and planning next steps. In 2023, we continued our focus on developing our leaders' coaching and feedback skills by offering new "seasons" of our custom interactive simulation where managers can learn and practice feedback skills to elevate the performance and development of their teams. These workshops help managers learn from each other in real-time.

Employee spotlight

Collaborative learning

Thaís Amaral, a Procurement Logistics Buyer for DuPont for the last 2.5 years, participated in DuPont's Leadership Factor Cafés. Cafés are small group, guided discussions designed to explore and develop a deeper understanding of the DuPont Leadership Factors (Strategizing, Executing, and Inspiring). The sessions took place in Brazil in August and November 2023. Thaís shares the following about her experience:

"In addition to all the knowledge obtained from material received, there was also a time for discussion on some topics and sharing experiences among the participants, which allowed us to glimpse different possibilities for applying the content. A very relevant topic that was covered during the program was feedback and its impact. We understood and discussed some cases of how good feedback can influence individual and team results.

Today, I can share and apply the leadership techniques and strategies we were given, both in my Procurement role and in an ERG that I'm currently leading. The contents of the first sessions were: Accountability and Coaching & Feedback. In 2024, we will have other leadership pillars. I have high expectations for the rest of the program!"

Two areas of leader development we focused on in 2023 were:

First level leaders: We developed an Operational Excellence Leadership Academy to ensure that our employees in Operations facing roles have the necessary skills and tools to navigate today's rapidly changing world. We also invested in a multi-day learning curriculum for our first level leaders.

Female leaders: Female leadership development is a priority for DuPont. To understand the experience of our mid to senior level women in the organization we hosted a global virtual focus group to inform our programming and enrich their experiences. The focus group yielded encouraging participation and reinforced the desire for deepening connections, maintaining flexibility, and enhancing allyship.

Supporting holistic well-being

We have made continued progress in our endeavor to become one of the world's most inclusive companies by anchoring in our long-standing core value of Respect for people. DuPont's Total Rewards guiding principles are focused on understanding and meeting the needs of all our employees and their families. Our programs are consistently evaluated to ensure the accessibility to a broad range of inclusive health and benefit programs.

In 2023, we focused on expanding our family building benefits and mental health resources. We increased the family building covered benefit by 50% and expanded services to provide more pathways to parenthood regardless of background. Employees can now receive assistance for infertility, surrogacy, or adoption services through Carrot, a leading fertility care platform. To enhance our mental health resources, we added Lyra, which provides employees better access to more highly trained, diverse mental health coaching and therapy providers.

Leadership Lounge: Building a space for leadership growth

The DuPont Leadership Factors provide the foundation for becoming a balanced and well-rounded leader, Leadership Lounge is an initiative designed to foster this philosophy and develop people leaders in India. It provides a platform for individuals to enhance their leadership skills, learn from experts in the field, and network with other like-minded leaders.

Leadership Lounge has become a platform for growth, attracting over 100 DuPont India leaders every month for eight months. Through Leadership Lounge, individuals can gain the skills necessary to navigate complex business environments and become effective leaders who inspire their teams and drive positive change. For 600+ engagement hours, participants delved into the art of leadership, recognizing that, like a prism, leadership shines brightest when reflecting various facets: "Head," "Hands," and "Heart."

Equipping our leaders to foster well-being

In 2023, a partnership was formed between DuPont's Talent Management & Development and the Operational Excellence teams to create a curriculum that embodies both manufacturing disciplines critical to plant operations and the nuances of people leadership, framed within DuPont's Leadership Factors. The resulting program, designed and facilitated by Double E Workplace Solutions, LLC, provides a holistic approach to leadership development, equipping individuals with the skills needed to effectively lead in a manufacturing environment while staying true to DuPont's commitment to balanced, multidimensional leadership. This program, Leadership Fundamentals for Operations, was introduced as a pilot at three locations and touched leaders at 19 plants. The program provided a toolkit for first-level leaders to minimize conflict, enhance performance, and boost engagement.

Chris Yankelunas, Supervisor of Manufacturing Operations in Newark, DE, shares some of his learnings and leadership impacts as a result of the program:

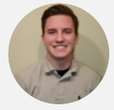
"The workshop was helpful because it provided an opportunity for early-level leaders to discuss key issues. It also allowed us to learn new techniques and collaborate. We were from diverse backgrounds and working in various environments, but the diversity of our [training] group helped us formulate creative plans (through learning new techniques and collaboration) to tackle issues and allowed me to realize that perhaps I could be more effective in my approach.

The program helped me identify approaches in an area I struggle with—employing empathetic or 'Heart' leadership. I have learned some techniques from other participants and put them in action to drive policy changes at my site.

By spending time listening and advocating for what's important to my team and working on ways to incorporate the things that the business can support, I see many positive results:

- Willingness to support other areas/cross-train;
- Higher yield and quality;
- More productive, respectful check-ins conversations; and
- Better overall communication between leader and employee.

I've also put the GROW model into action during check-ins with my employees, which has created stronger relationships where I can respectfully hold them accountable. After learning these DuPont frameworks in the training, as well as the techniques used by other leaders, I've been able to effectively make some key changes to help solve specific issues I was experiencing on shift."



Chris Yankelunas, Supervisor of Manufacturing Operations, Newark, DE

Taking action with ASCEND learnings

DuPont's ASCEND program is designed to elevate the acumen and skills that experienced leaders need to lead through the change and complexity of our dynamic business environment while delivering growth results. Conducted in partnership with Advantexe Learning Solutions, participants explore the dynamics of leadership in a changing business landscape through interactive lectures, hands-on immersive digital simulations, and other experiential learning opportunities.

Daniela Sacerdoti, EMEA Sales Leader, shared her experience with ASCEND and its impact on her work.

"I had the chance to join the ASCEND program in Q2 2023. The format of the training was different from other trainings I've experienced. The use of the business simulation allowed us to work virtually and having colleagues from various functions participate was beneficial, as the program simulated an organization where all functions were represented, and skills from all functions were needed. The training exposed me to areas such as financial metrics (and terminology) that I do not use frequently in my current role. Furthermore, the opportunity to dialogue with my simulation team reminded me of the importance to allow for sufficient time to analyze what we do in the market space, why we do it, and to assess competitive moves. It was also evident how interconnected the functions are! For instance, within the simulation, investments by Sales and Marketing forced us to take immediate action on asset capacity expansion. We faced unintended outcomes; some were challenging, others were positive, but we could discuss them openly. The importance of holistic planning and team's contributions became clear to all of us attending the course.

Following ASCEND, I was part of the team refreshing the EMEA Nomex® Automotive Electric Vehicle (EV) Marketing strategy and was able to leverage knowledge acquired during the ASCEND training. We're now starting 2024 with a refreshed framework and updated content that will allow us to implement the strategic actions needed to succeed in the growing, always evolving EV market space."

Daniela Sacerdoti, EMEA Sales Leader

Purpose

Unlocking growth, connection, and meaning

Fundamentally, DuPont employees seek a career with the Company to make a difference; whether that's through Opportunity for growth and reward, Experience through strong connections with their leaders and colleagues, or Purpose through meaningful work. When these elements align, it unlocks creativity and energy, contributing to employee satisfaction and retention.

Our strong culture of engagement is evident by our low annual voluntary attrition rate of 4.9%. Listening, learning, and taking action are key components of our engagement approach. We use employee listening to strengthen our employee experience. In 2023, 77% of employes responded to our annual voluntary engagement survey, with employees reporting 80% on our engagement index. These results underscore our commitment to creating a supportive, inclusive, and engaging work environment for all our employees.

Employee listening is more than just surveys and analyzing the data; it's also about execution. To go beyond simply listening, we implemented the "You said, We did" campaign to reinforce that we are taking action at all levels of the organization as a result of the voice of the employee survey. For example, last year's survey indicated that our employees wanted to better understand the business strategy and the important role that they play to enable and support success in the near-term and long-term. We accomplished this through town hall engagements, roundtable discussions, and focusing on aligned objectives across DuPont.

77%

highest IMPACT survey participation rate ever

Building thriving communities

Our 2030 goal

Improve over 25 million lives through targeted social impact programs.

Accomplishments in 2023

$6.5MM

invested in targeted communities through cash and in-kind donations in three strategic areas: basics to thrive, STEM education, and innovations for good.

>5.7MM

lives impacted since January 2020 through community projects.

Provided access to affordable shelter through Habitat for Humanity International partnership, supporting 70 affiliates across 30 U.S. states, two Canadian provinces, and one Mexican state. Provided financial resources, sustainable building solutions products, and enthusiastic employee volunteers.

Strengthened global employee engagement in Clear into the Future® program to address important nature and biodiversity projects with a record number of submissions and awarded nonprofit grants for 19 projects in seven countries across all four regions.

Increased student and teacher access to high-quality STEM resources through our three-year STEM Education pilot with Discovery Education and the Delaware Department of Education with 46,000 students and 1,800 educators supported in 2023 through exposure to STEM concepts and career pathways.

Launched IT Cares Second Life Hardware Program to donate 100% of all usable devices: more than 5,400 devices were donated to 150+ organizations globally in 22 countries.

Expanded MyGiving Hub, DuPont's volunteer management portal, to nine additional countries.

Our approach

DuPont's approach to community impact is to leverage our unique strengths and capabilities to build thriving communities and contribute to a more sustainable, equitable, and prosperous world. This includes enabling (and encouraging) passionate DuPont employees to give their time, talent, and treasure to make a difference in the communities in which they live and work.

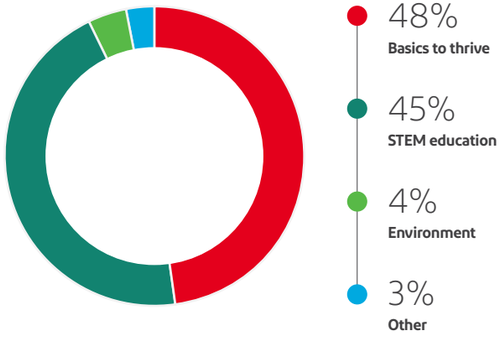
Since 2019, we have executed a global strategy designed to address chronic human needs through a shared-value social impact model. Our three strategic focus areas are well aligned with our company purpose, community and business needs, and the United Nations Sustainable Development Goals. As an innovation-driven company, we are continually adapting our strategic approach to address community and social needs as they evolve for maximum impact.

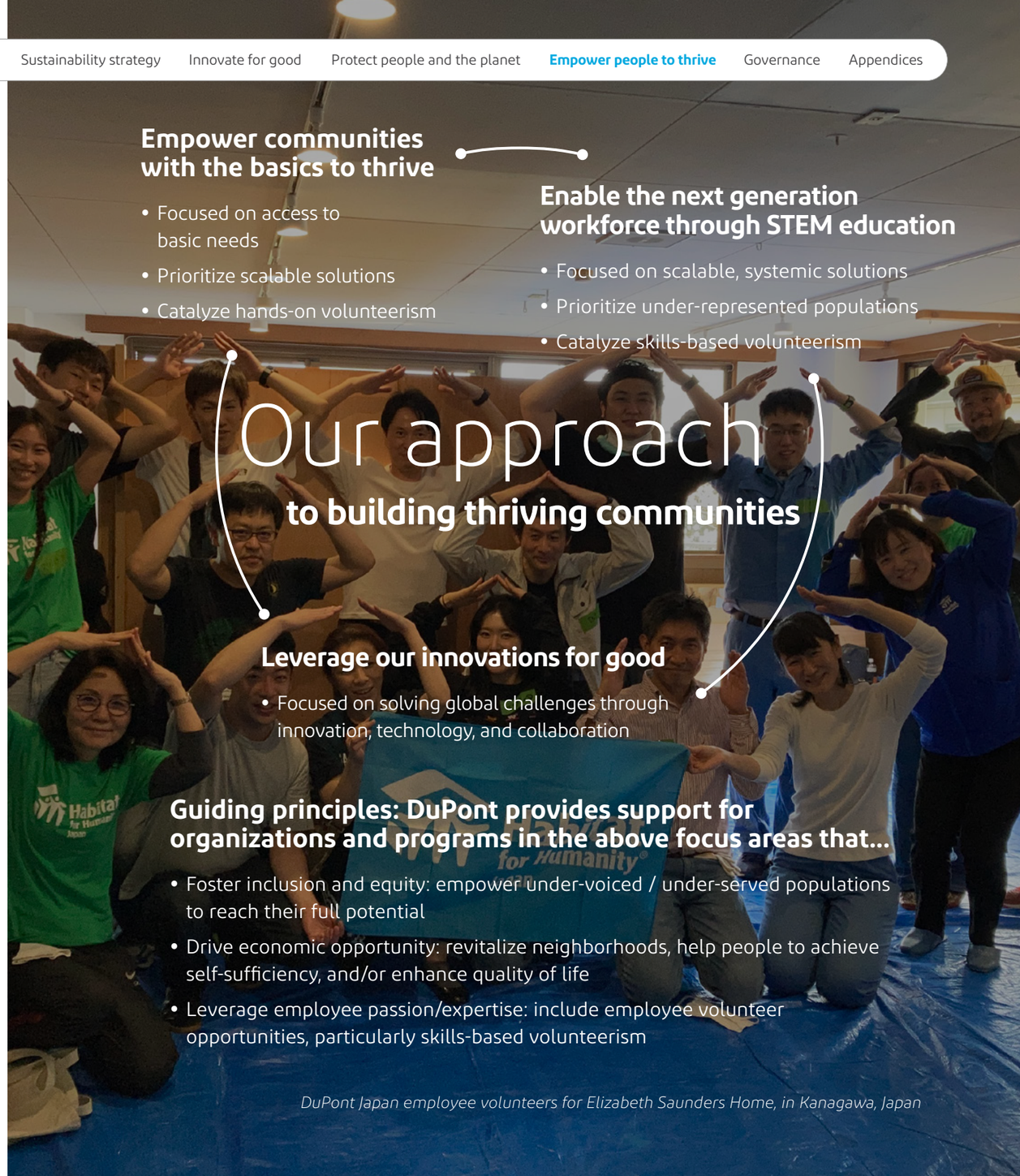
Throughout this section, you will see examples of how we use our assets, resources, and exclusive know-how as a science-based, innovation-driven company to deliver impact for our communities, our employees, and our company.

2023 by the numbers

In 2023, we continued to make progress on our goal to create meaningful differences in the lives of people around the world. Since January 2020, we estimate having impacted more than 5.7 million lives for the better. In 2023, via charitable grants and cash donations, we supported more than 880 projects globally. Of these projects, 66% were in the U.S., and those outside the U.S. reached 56 countries.

2023 investments by focus area





DuPont Japan employee volunteers for Elizabeth Saunders Home, in Kanagawa, Japan

Outsized impact at scale

We believe a collaborative approach, both internally and externally, is required for effective, scalable community impact. In 2023, we accelerated impact and employee engagement by strengthening signature partnerships with critical community partners across our lines of business.

Basics to thrive

Access to basic needs. Across Canada, Colombia, Mexico, and the U.S. we partnered with 19 United Way agencies to assist thousands of families with fundamental needs including food, clothing, safe shelter, and early childhood education. In China, employees from our Tianjin manufacturing site visited elderly community members to help with daily chores while employees from our Shenzhen site organized and participated in blood donation drives.

Clean drinking water. We are working with ChildFund International to provide funding, water filtration product donations and technical know-how for the construction of a water treatment plant in Baringo County, Kenya to reduce fluoride levels in community drinking water.

Opportunities for inclusion. In Italy we provided financial support to Cooperativa Amicizia, a nonprofit that assists people with disabilities to support their integration into society. In India, employees celebrated the Holi festival with autistic children, helping them gain social and communication skills. In the U.S., we continued our decades-long partnership with Easterseals by supporting meal programs for adult day care clients in Delaware.

DuPont Shelter Solutions volunteers for Habitat for Humanity, Midland, MI

DuPont India collaborates with the Swades Foundation to provide drinking water in Mulgaon, India

DuPont Youth Innovation Contest, DuPont Shanghai Innovation Center, China

DuPont Asturias, Spain, donates emergency response vehicle to community

Stepping up to help earthquake survivors

The tragic earthquake in Türkiye and Syria in early February 2023 resulted in catastrophic destruction of property and unimaginable loss of life. DuPont quickly launched a matching gift campaign, and thanks to the generosity of our employees we made a total contribution of nearly USD $68,000 to the Türkiye Red Crescent Society (through employee donations and a company match). In addition, several sites around the globe held local collection drives to assist survivors. For example, the DuPont Korea team donated ~3,000 Tyvek® protective garments for use by earthquake aid workers in Türkiye.

High-tech solutions succeed in low-tech environments—Bringing gravity-powered clean water to Tanzania

For the first time ever, the Maasai community in Malambo, Tanzania, can trust that their drinking water is safe for consumption. For the people of Malambo, the local river water has long been a sole source of life. Unfortunately, this same water has become a direct threat to human health and is increasingly contaminated with pathogens. Like many other communities across Tanzania, boiling water with firewood has been an ineffective and unsustainable defense against waterborne illnesses, promoting the deforestation of the local acacia trees, increasing greenhouse gas emissions, and not preventing the spread of waterborne illnesses.

While many water technologists believe ultrafiltration (UF) water purification to be well suited for pathogen removal, UF requires electricity to pump the water through the membrane. As such, it has not been a practical solution for communities lacking robust energy infrastructure.

Members of DuPont's Technical Services and Development (TS&D) team designed a way to leverage the technology without the use of traditional electricity. Ultrafiltration membranes can be installed vertically, and by bringing water to height using solar-powered pumps, gravity is enough to push the water through the membranes. Additionally, by producing the water on demand, the team found a way to avoid the use of chlorine and other water treatment chemicals.

Working with local nongovernmental organization (NGO), Help the Maasai, and the local government, we donated filtration modules, system design, skills-based volunteerism, and funding to procure additional supplies and hire local tradespeople.

> "With this plant we meet another milestone. It is the biggest off-grid drinking water plant we have built in a remote area of Tanzania and will connect so many people to safe drinking water who don't have it today. It is another great example of how our high-tech technologies can succeed even in low-tech environments."
>
> ***Jan Rädel, TS&D Specialist, DuPont Water Solutions***

Student success through STEM education

We want every student to have the opportunity to attend and stay in school, graduate, and have post-graduation choices that enable them to provide for themselves and their families. We also want teachers to have the resources they need to help develop tomorrow's innovators and leaders. While we have a specific focus on STEM education that drives a diverse STEM talent pipeline for the future, in 2023, we engaged in a wide variety of programs and activities that support this objective.

Canada

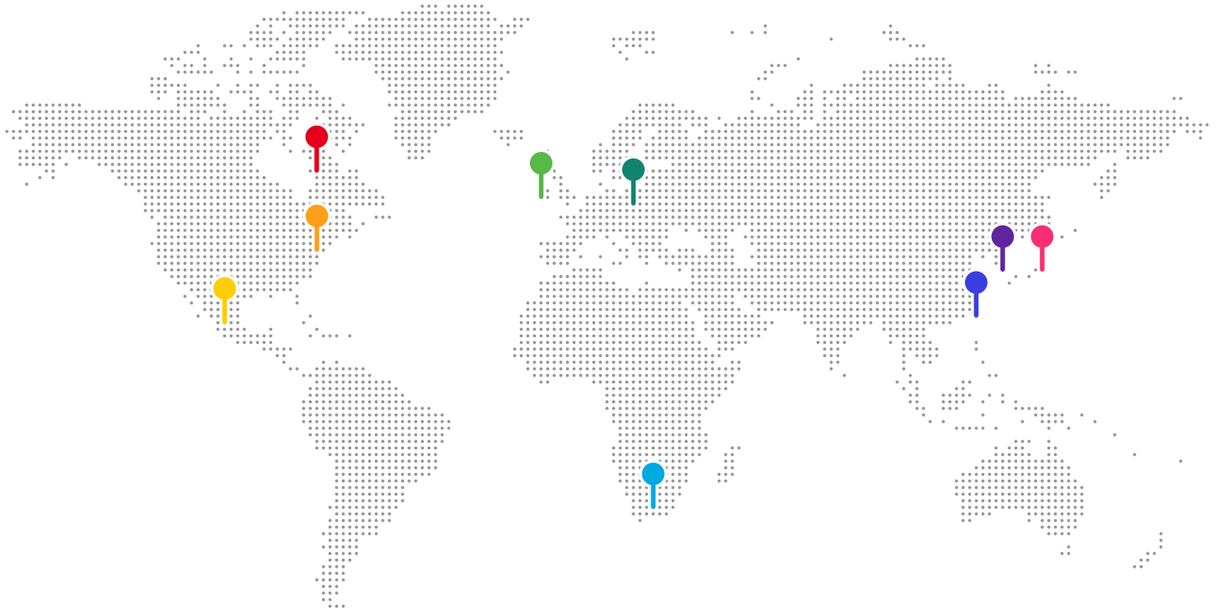
We partnered with *Let's Talk Science* to provide programs and resources for educators to improve youth education and engagement in STEM. Over three months, 24 employees across Canada participated in seven events, in roles such as keynote speakers, quizmasters, team leaders, and judges.

Wilmington, Delaware

The *DuPont STEM Career Catalyst Program* entered its final pilot year, partnering with the Delaware Department of Education and Discovery Education. The purpose is to build a diverse STEM talent pipeline by exposing underrepresented students to STEM careers and providing educators with supplemental STEM instructional materials at no cost.

Valle de Bravo, Mexico

Partnering with *Fondo Unido México* (United Way Mexico), we helped to support the purchase and delivery of more than 100 school bags filled with educational kits for young students in rural communities in the State of Mexico.



Maydown, Northern Ireland

Our manufacturing facility hosted a STEM Experience Day for a group of Year 9 engineering students from St. Cecilia's College (an all-girls school). Students toured our plant, held career conversations with employees, and were later mentored by our employees as they participated in a STEM Challenge to design and build a fairground ride.

Warsaw, Poland

For the second year, we sponsored the "Golden Medal of Chemistry" competition, organized by the Institute of Physical Chemistry of the Polish Academy of Sciences, which recognizes young chemistry researchers. In addition to funding, we provided event execution support and keynote speakers.

Utsunomiya, Japan

Employees visited a local elementary school to introduce students to STEM concepts and careers. Approximately 40 students learned about elastomers and our MOLYKOTE® lubricants, and participated in hands-on experiments with passionate volunteers.

South Korea

Partnering with *WISNET (Women in Science, Engineering, and Technology)*, our employees served as mentors to 20 female university students and hosted them at our Korea Technology Center with tours and career discussions.

Penghu, Taiwan

Partnering with the *CommonWealth Magazine Education Foundation*, more than 70 volunteers (employees and their family members) helped to execute an inaugural science camp for 300 students from eight schools (elementary and junior high). Students learned basic science concepts and gained keywords to unlock a treasure chest containing a large Tyvek® kite.

Soweto, South Africa

Partnering with the *S.A. Medical & Education (SAME) Foundation*, we funded a fully furnished, state-of-the-art science laboratory at a school with minimal infrastructure and resources located in a severely disadvantaged community. This school reports serving ~650 South African disadvantaged learners.

Innovations for good

Personal protection for disaster cleanup. Following up on the 2022 partnership announcement between the North American DuPont™ Tyvek® Garments business and Team Rubicon, in 2023, we donated products for their volunteers helping with wildfire disasters in Canada and in Hawaii, in the U.S.

Safe drinking water. More than one-third of the world's population still cannot access water that is safe to drink. In 2023, we continued our collaboration with Water.org and supported the organization's new Water and Climate Philanthropic Fund focused on low-carbon, climate-resilient water infrastructure to increase global water access.

Enabling student innovators. In Shanghai, China, we celebrated our second annual Youth Innovation Contest aimed at empowering younger generations to create innovative STEM solutions to help society thrive. After reviewing 50+ submissions from 24 universities across China, six student teams from six universities worked with DuPont mentors for a month and visited our Shanghai Innovation Center before the final competition in May 2023. Gold, silver, and bronze winners were recognized at the competition finale.

Leveraging all assets

While financial contributions are a critical donation lever, we support our nonprofit partners and impact people in our communities in a number of ways. For example:

Employee volunteers. Volunteerism creates value for both nonprofits and our Company. Volunteers support nonprofits by helping to execute their day-to-day operations as well as advise their leadership in areas such as governance, finance, marketing, and operations.

We believe volunteerism contributes to employee well-being and fulfillment by offering our employees opportunities to give back, build skills, and impact their communities. We place a heavy emphasis on skills-based volunteering—i.e., using professional skills to assist nonprofit organizations—in addition to traditional volunteering. Board service is an example of this type of volunteering, and DuPont employees across the globe serve on a variety of nonprofit boards including those of local United Way organizations, Habitat for Humanity affiliates, local food banks, and more.

MyGiving Hub is a technology platform piloted by DuPont in 2021 to help our employees find volunteer opportunities, track their service hours, and celebrate successes. In 2023, we expanded usage to nine new countries and are targeting a phased, global rollout in 2024.

Gift-in-kind donations. Non-cash gifts are another way we support our community partners. For example, in 2023, we donated Great Stuff™ Insulating Foam Sealant and Corian® Solid Surface products for the renovation of a veteran's home in the U.S. as part of *Military Makeover with Montel®*, a TV series on the Lifetime channel. Another example is donating gently used items (office furniture, Information Technology [IT] equipment, etc.), which not only helps us keep waste out of landfills and reduce our carbon footprint, but also helps nonprofit recipients to reduce their costs. For example, our Asturias, Spain site donated a used emergency vehicle, as well as defibrillators, firefighting helmets, and first aid materials to the local Civil Protection Agency.

DuPont facility access. Some DuPont facilities, such as our Innovation Centers, offer tours to student groups, local officials, and other community members to showcase our innovation at work and connect to our communities. Providing meeting space to partners at no cost can positively impact their bottom lines, as well as strengthen our relationships. In 2023, we began tracking the value of facility donations in some locations to capture as gift-in-kind donations for our charitable giving records.

Supporting safe, affordable housing

As many as one in four people worldwide lack decent housing, and many live in conditions that harm their health and safety. Since 2019, DuPont has partnered with Habitat for Humanity International to help families build strength, stability, and self-reliance through safe, affordable, energy efficient homes. Through our Performance Building Solutions product donations, in 2023 we reached 70 Habitat affiliates across 30 states in the U.S and two provinces in Canada. DuPont employees volunteered with 20 affiliates across the U.S., Canada, Japan, and Mexico to help build or repair 26 homes and/or participate in neighborhood revitalization projects.

Pictured above: DuPont Mexico, Huamantla, Tlaxcala, Mexico

IT Cares Second Life Hardware Program

DuPont's IT Cares Second Life Hardware Program generates measurable impact on local communities by refurbishing used IT equipment and donating it to those in need in the communities in which we operate. In alignment with our Sustainability Goals, this program enables us to help our neighbors in the community, strengthens our relationships and reputation with local nonprofit agencies, and eliminates technology waste going to landfills, equating to 400,000 kg of carbon footprint reduction.

In 2023, the program successfully donated 100% of the more than 5,400 reusable, retired PCs and other IT devices to 150+ organizations across 22 countries. These donations enabled veterans in the U.S. to learn the skills needed to reenter the workforce, enriched education provided to disadvantaged children in India, provided access to tools for building financial acumen for underprivileged adults in Spain and the U.S., provided vocational opportunities for workers with disabilities in Korea, and inspired learning about technology for young adults preparing to enter the workforce around the globe. The donations made through this program are being leveraged as a gateway to quality education, overcoming life challenges, and building professional skills for individuals in communities where access to technology is scarce.

Additionally, DuPont employees volunteered to support initiatives in their local communities where the donated technology assets were being put to use. They taught children and adults how to use computer programs and software to further their educational and professional aspirations, showed teachers how technology could be used to augment their STEM curriculums, and shared how to use programs to manage personal finances. The volunteer efforts of our DuPont employees enriched the value of the donations made through our IT Cares Second Life Hardware Program.

Environmental impact

Collaborating with our nonprofit partners to address environmental challenges is another way we empower the world to thrive. Aligned with our core value of Protecting the planet, we work closely with our businesses to address issues such as climate change, water stewardship, circularity, and biodiversity.

Clear into the Future® (CITF) program. This decades-long, employee led, global grant program was created to drive positive environmental impact in DuPont communities. The CITF competitive grant and volunteerism program is held annually, with awards going to nonprofits and educational institutions. Our employees nominate external projects that impact one or more of the following: climate change adaptation and mitigation, water stewardship, circular economy, and biodiversity protection. We are continuously working to strengthen outcome metrics for CITF and better incorporate nature targets into our grant selection criteria. In 2023, we awarded nonprofit grants for 19 projects in seven countries across four regions, all of which will take place in 2024. In addition, we saw a 12% increase in DuPont site participation for this program in 2023.

Local community activities. Across the globe, employee groups join local nonprofit events to help address environmental challenges. For example, 40 employees in Kanchanaburi, Thailand, planted trees in a local forest, while nearly 20 employees in São Paulo, Brazil, helped to plant 70 trees in a local park. Employees in China celebrated Children's Day by joining a Zhangjiagang Bay cleanup event. Employees in Vietnam celebrated World Environment Day by joining a cleanup event in Ho Chi Minh City and celebrated DuPont's anniversary in Bac Ninh by cleaning a local park. In Geneva, Switzerland, the Green Team participated in World Clean Up Day by clearing rubbish from areas around DuPont's site. At the same time, employees in Hemlock, Michigan, in the U.S., continued a 20-year tradition to help clear waste from over six miles of roadway near our site.

Featured country

Celebrating sustainability programs for over 10 years across Japan

Across Japan, DuPont and our nine joint ventures (JV) have 14 sites for manufacturing and R&D covering all of DuPont's businesses. We are well positioned to drive innovation across DuPont, especially in the areas of Advanced mobility, Sustainable construction, High-performance computing, Clean water, and Personal protection. Our sites set standards for their employee and process safety records, with the Vespel® operations site and the DuPont Asahi Flush Span Products JV site both achieving over 30 years injury free.

In 2012, DuPont Japan launched the 'Sustainability Campaign' initiative. This annual project collects report summaries from various project teams and the Sustainability Campaign team selects the best projects to be recognized and awarded during the DuPont Japan New Year Gathering. This town hall meeting takes place in front of all employees. This past year, 58 projects were nominated with participation from 270 employees.

Takayuki Ohba, DuPont Japan Country Leader

"I am proud to say that sustainability has become part of the DNA of DuPont Japan employees, thanks to more than 10 years of dedicated effort through our Sustainability Campaign. The campaign team members have done a fantastic job, organizing a series of communication sessions during lunchtime that invited employees from across the country and promoted the campaign by sharing projects on the Japan Bulletin Board and other channels. The team's passion for sustainability continues to inspire me year after year."

Innovate for good

Extending product service life through product and process innovations

DuPont provides a Japanese automaker with many products, including a thermal management solution for their in-house designed EV battery packs. Effective thermal management for battery packs is a key element helping the automaker advance their milestone goals for GHG emissions reduction. BETATECH™ thermal interface material, produced locally in Utsunomiya, is applied between battery modules and the cooling plate to efficiently transfer heat or cold through the battery. It effectively extends battery safety, durability, service life, and range.

Optical encapsulants are used to protect LED chips and lighting modules in high-performing optical applications in automotive interiors, electronic displays, and general lighting. Typically, the LED encapsulation process takes over six hours at a temperature of 150° C. Our newly developed silicones with low temperature and fast cure rates significantly reduce the process cycle time to less than two hours at a much lower tempurature, <100° C. The impact of these operating condition changes is a reduction of 80% in the energy required to achieve the encapsulation. Additionally, our silicone technology achieves higher photothermal reliability in the end product, which in turn leads to longer a lifetime of the product.

Protect people and the planet

Corian® waste reduction efforts

Our Corian® Japan team is looking to reduce waste through continuous improvement in the manufacturing process and commercial activities. In the manufacturing process, we optimized the coloring cycle ("Color Wheel") in Corian® production planning and successfully reduced approximately 40 tons of solidified raw material mix and defect sheets. We also maintained a process for repurposing leftover Corian® materials that previously could not be used due to discontinuation or quality issues. By giving these waste materials a second life as handicrafts with the coordination of a product designer, we can both reduce the amount of waste and add new value to Corian®. At the same time, we increased the awareness and usability of Corian®. We have successfully reduced waste by 6,400 kg annually.

Empower people to thrive

Employee activation across our communities

Volunteer work with Habitat for Humanity: To contribute to improving living environments, twelve employees from a joint venture participated in a refurbishment project of an orphanage run by the international NGO Habitat for Humanity Japan. All employees volunteered in constructing traditional Japanese-style rooms on the site. As part of this project, we donated sheets of Styrofoam™ to be used as insulation for the rooms.

Decades-long community impact: To contribute to improving living environments, the Sasakami site is committed to continuing sustainability-focused activities. The site gathered donations, including food, daily necessities, and fresh vegetables, to assist single-parent families struggling with the impact of high prices and recession. However, the Sasakami site employees didn't stop there. They actively participated in local community events, such as cleaning up the neighborhood by picking up trash and cleaning up the Fukushima-Lagoon, every year since 1997.

Governance

Strong governance is the foundation of DuPont's sustainability strategy. We have management processes and defined responsibilities for sustainability topics and commit to reporting on progress.

DuPont Freinbach, Switzerland

Accomplishments in 2023

>99%

of employees completed **Ethics Compliance Training and Certification**, which included additional focus on cyber security.

91%

of responding employees would report unethical behavior if they observed it or were made aware of it. **We exceeded benchmark in Ethics** (+3 to 88%) in our annual IMPACT survey.

Launched **Together for the Planet, a responsible supplier program**, with over 40% of suppliers by spend and strengthened DuPont's Supplier Code of Conduct.

Achieved prestigious Platinum status in Responsible Business Alliance Assessment Program of Asia CMP Manufacturing & Technology Center in Jhunan, Taiwan.

Created new managing processes for business sustainability to manage rising customer demand for sustainability: Business Sustainability Leaders (BSL) network and Customer Sustainability Disclosure Committee for sharing best practices and developing better tools to support business growth.

Strengthened our Human Rights Position Statement and Child and Forced Labor Position Statement to contain more comprehensive language protecting rights of women, indigenous people, LGBTQ+, migrants, and other minorities.

Implemented an improved web-based global hotline tool called EthicsPoint which facilitates reporting in multiple languages and enables effective investigative processes across all risk categories.

Advanced our third-party risk management (TPRM) program by implementing learnings from a pilot program intended to further develop our understanding of emerging supply chain and distribution network risk.

Completed assessment of climate risk and opportunity, resulting in better risk management and more informed strategic planning with **increased disclosure in 2023 CDP disclosure** to provide additional insight to stakeholders.

Corporate governance

As part of DuPont's commitment to high ethical standards, the Board follows sound governance practices. These practices, summarized below, are described in more detail in our Proxy Statement.

Board independence and diversity

- **11 of 12** director nominees are independent.
- **Independent** Board Committees.
- 42% of director nominees are **diverse.**

Director elections

- **Annual** Board elections.
- Directors are elected by a **majority** of votes cast.
- Directors not elected by a majority of votes are subject to the Company's **resignation policy.**

Board practices

- Non-employee directors meet in **executive session** without management at each regularly scheduled Board meeting.
- Annual Board and Committee **self-evaluations.**
- Annual director **evaluations.**
- **Board retirement policy.**

Stock ownership requirements

- Directors are required to hold Company granted shares until **retirement.**
- Executives and directors **prohibited from hedging or pledging Company stock.**

Stockholder rights

- Stockholder right to call **special meetings** (with a 15% ownership threshold).
- **No super-majority** stockholder voting requirements.
- Eligible stockholders are able to nominate directors through **proxy access.**

Sustainability governance

The Board of Directors is responsible for overseeing DuPont's strategic direction, including the integration of environmental, social, and governance (ESG) risks and opportunities into the Company's strategy. As reflected in the Board sustainability oversight table, each Board Committee has formal ESG oversight. The chairs of each of the four standing Board Committees have discussed ESG risks impacting DuPont's strategy to align on the Committees' ESG oversight responsibilities.

Board sustainability oversight

Board of Directors

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

Environment, Health, Safety and Sustainability Committee

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

Nomination and Governance Committee

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

People and Compensation Committee

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

Audit Committee

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

Sustainability governance structure

Board of Directors

Board Committees:

- Environmental, Health, Safety and Sustainability
- People and Compensation
- Nomination and Governance
- Audit

The Board oversees the company's strategic direction, including the integration of ESG risks and opportunities to ensure long-term growth. Oversight of ESG-related risks and opportunities is managed across the appropriate Board Committees.

Executive Team

Strategic Leadership Team (SLT) sponsored by CEO and supported by CTSO

Responsible for company strategy and performance, including integration of sustainability and ESG strategy, goals and investment for long-term value creation. Directly engages with the Board of Directors on ESG strategy and performance.

Executive Sponsors

Sustainability executive oversight committee chaired by CTSO

Strategically chosen executive representing corporate governance, finance, operations, HR, innovation, and business. The sponsors review and approve sustainability strategy, policies, positions, and resourcing and oversee the work of the Sustainability Leadership Council.

Sustainability Leadership Council

Cross-functional leadership team, chaired by VP of Sustainability, focused on delivering 2030 Sustainability Goals

The Council ensures sustainability is aligned with our company purpose and deeply embedded in our strategies and actions. Dedicated leaders for each 2030 Sustainability Goal coordinate with business, functional, and regional leads to drive progress and results.

DuPont European Technical Center, Geneva, Switzerland

Senior leadership responsibility for our sustainability strategy ultimately resides with our Chief Technology and Sustainability Officer (CTSO), who reports directly to the CEO. The CTSO focuses on the link between sustainability and innovation in our operating model and chairs the Sustainability Sponsors Committee, a subset of DuPont's Senior Leadership Team. Members of the Sustainability Sponsors Committee represent Corporate Governance and Finance, Legal, Operations and Engineering, Employee Experience and Development, Innovation, and Business Oversight. The Sustainability Sponsors Committee reviews and approves sustainability initiatives and policies, oversees the work of the Sustainability Leadership Council (SLC), and routinely engages with the DuPont Board of Directors and Board Committees.

The SLC oversees implementation of our sustainability strategy. The SLC is chaired by the Vice President of Sustainability, who reports to the CTSO. SLC members include a sponsor for each of our nine 2030 Sustainability Goals, representatives from each of our businesses, functional and regional leaders, and our enterprise sustainability staff. The goal sponsors coordinate across the Company to drive actions that enable sustainability and business success in their respective areas of expertise. Each DuPont business also has a dedicated Business Sustainability Leader (BSL) responsible for overseeing business and product-level sustainability efforts.

In 2023, we continued to build our sustainability governance capability with the creation of a network of our BSLs. The BSL network is a forum for sharing best practices and developing common solutions to support the Corporate Sustainability objectives. For example, the BSL network supported the creation of a Customer Disclosures Committee. The Customer Disclosures Committee assembles tools such as standard responses, a knowledge base, and an AI chat tool to enable consistent and accurate responses to the increasing number and variety of requests from our customers for sustainability information. The Committee is also a forum for elevating non-standard types of customer requests to the appropriate decision-makers in Sustainability, Business Leadership, and Legal.

Our sustainability governance structure enables us to address what are becoming increasingly important considerations to meet the expectations of our stakeholders and add value for our customers. Our structure is designed for learning and building critical competencies.

Examples of emerging sustainability topics our teams are addressing:

- Governments worldwide are introducing new sustainability regulations (for example, the Corporate Sustainability Reporting Directive in the European Union) with increasing expectations for disclosures on the sustainability of products, processes, and supply chains;
- There is a rise in sustainability digitization, powered by AI, making it simpler to monitor progress, assess trends, and share performance with stakeholders;
- There is a significant increase in Net Zero commitments among our customers and other stakeholders, driving carbon accountability in value chains, including Scope 3 reporting and product carbon footprints;
- Regulators and investors are demanding that companies conduct value chain due diligence to better understand and address risk, concentrating on human rights, labor, and inequality and promoting the need to improve sustainability and environmental attributes across the supply chain; and
- Pressure on companies to expand their understanding of financial risk and opportunity analysis beyond climate change to include impacts on nature and water and disclose through emerging frameworks such as the Taskforce on Nature-related Financial Disclosures.

In 2021, to enhance accountability for sustainability across our organization, DuPont added a Sustainability Modifier to our annual employee Short-Term Incentive Program. The Sustainability Modifier underscores our commitment to sustainability and encourages employee participation and progress toward advancing our 2030 Sustainability Goals. The Sustainability Modifier can be used to enhance or curtail employee incentive payouts up to +/- 10% with the approval of the People and Compensation Committee of the Board. In each of its first three years, the Sustainability Modifier was 0%, reflecting expected progress on the identified sustainability metrics relating to three of our goals: Delivering solutions for global challenges; Acting on climate; and Accelerating diversity, equity, and inclusion. The Modifier was renewed for 2024.

Enterprise Risk Management

DuPont deploys an Enterprise Risk Management (ERM) methodology to identify, monitor, manage, and communicate our most significant risks and opportunities. As part of the global methodology, the Chief Ethics & Compliance Officer oversees the periodic refresh of the matters that are being managed as Enterprise-level risks. This periodic refresh incorporates a number of risk assessments and other internal and external inputs to capture changes that may alter the impact and likelihood of and level of preparedness for each matter. DuPont's methodology includes identifying and documenting scenarios, key risk indicators, and mitigation actions.

Each Enterprise-level risk is overseen by one or more members of the Senior Leadership team (SLT), which is accountable for the on-going monitoring and mitigation of key risks. In addition, the SLT member(s) is responsible for managing the enterprise risk in the context of the execution of DuPont's strategic plan including, but not limited to, M&A activity, growth across new markets or geographies, and evolving business models including the use of third-parties. For 2024, the following matters have been identified as Enterprise-level risks for DuPont: anti-corruption/fraud/integrity, chemical stewardship, climate, cybersecurity, financial, geopolitical, human capital management, innovation, intellectual property/trade secrets, mergers & acquisitions, process safety, production quality, and operational resilience.

A key component of our ERM methodology is the Board-level oversight of the Enterprise-level risks, including how the management of key risks is influenced by the strategic direction of DuPont. Each Enterprise-level risk is overseen by an appropriate Committee of the Board of Directors or by the full Board in the case of cybersecurity, geopolitical, innovation, mergers & acquisitions, and operational resilience.

Ethics and compliance

All DuPont employees worldwide are expected to understand and comply with the DuPont Code of Conduct. The Code of Conduct also applies to our Board of Directors and all our subsidiaries, affiliated companies, and joint ventures in which we have a majority interest or operating responsibility. To ensure all employees and entities can access the Code of Conduct, we've made it available in over 20 languages on www.dupont.com.

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

New employees receive training on our core values and the DuPont Code of Conduct within their first 90 days of employment. Every year, employees must complete the DuPont Code of Conduct course to refresh their understanding of the Code of Conduct. The course is a web-based training module covering ethics, anti-corruption, compliance issues, and related topics. In 2023, employees completed training modules on Code of Conduct and Fostering a Speak-Up Culture. Additionally, every employee annually completes a business ethics certification, which contains numerous questions related to ethical conduct and compliance, as well as assertions that the employee has read, understands, and abides by the Code of Conduct and other critical policies.

Our annual employee survey, which was conducted in the fourth quarter of 2023, included five specific questions related to ethics. The survey's results showed that 91% of responding employees would report unethical behavior if they observed it or were made aware of it. In three of the five questions related to ethics, DuPont scored higher than the external benchmark. The survey revealed that employees feel they can raise issues freely with their management, and that they can report matters without fear of retaliation. DuPont employees believe the Company has a strong commitment to our core value of Highest ethical behavior.

Hotline management and internal investigations

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

In 2023, none of the substantiated ethics matters qualified for our highest-level violation definition.

We are invested in providing a timely and thorough resolution for any investigation initiated by DuPont. Consistency, fairness, and speedy resolution benefit all parties involved and demonstrate DuPont's commitment to ethics and compliance. In 2023, the average number of days an ethics investigation remained open was 34 days.

DuPont Asturias, Spain

Getting assistance and raising concerns

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

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

The Company treats all reports of misconduct and subsequent investigations as confidential. Employees can also request to remain anonymous, and the Company will protect the employee's anonymity when feasible and legal.

Addressing possible misconduct

Corrective action and investigations

To ensure prompt and consistent enforcement of the Code of Conduct, the Company will investigate reported instances of misconduct, such as violations of the law, regulations, or company policies and procedures. Where misconduct is identified, responsible individuals will be held accountable and disciplined, as applicable, up to and including employment termination and possible civil or criminal action. Making an intentionally false accusation of wrongdoing is considered misconduct. Every substantiated violation required an Ethics Committee to decide upon and monitor appropriate disciplinary actions and remedial and corrective measures. Disciplinary action is the decision of line management in consultation with an Ethics Committee made up of employees from various functions to ensure consistency and fairness.

Our ECC team promptly reports every instance of substantiated ethical and compliance to the business president, functional leader, General Counsel, and Chief Executive Officer.

103

ethics complaints were made in 2023, and 32% of the allegations were substantiated. Every substantiated violation required an Ethics Committee to decide upon and monitor appropriate disciplinary actions and remedial and corrective measures.

Human rights

DuPont is committed to protecting and advancing human rights wherever we operate. We've based our Human Rights Position Statement and Child and Forced Labor Position Statement on our core values and relevant applicable laws and regulations. We're committed to respecting the United Nations Guiding Principles on Business and Human Rights (UNGP) and endorse The Ten Principles of the United Nations Global Compact.

The DuPont Code of Conduct outlines our global policy and commitments to external initiatives in the areas of human rights, non-discrimination, respect for people, and freedom of association. Compliance with these policies and applicable laws is every employee's responsibility, and we work to identify and do business with partners who aspire to conduct their business in a similar manner. The DuPont Supplier Code of Conduct sets expectations for our suppliers in relation to our core values, including our expectations regarding human rights, child labor, modern slavery, and forced labor. Additionally, we use language requiring respect for human rights, child labor, anti-slavery, forced labor, and labor conditions in our contracts with suppliers and other business partners. Specifically, we expect our suppliers to: be aware of our Human Rights Position Statement and our Child and Forced Labor Position Statement; not employ any person to perform services, provide a product, or manufacture or supply material for DuPont who is under 15 years of age, or 18 years of age in the case of hazardous services; use only workers to produce a product, provide services, or manufacture or supply material that are present voluntarily; and not knowingly use slave, human trafficked, or forced labor as it is defined in the DuPont Principles.

In 2023, we updated both our Human Rights Position Statement and Child and Forced Labor Position Statements to incorporate more comprehensive language protecting the rights of indigenous people as well as other vulnerable groups. We also updated our Master Service Agreements contract language to incorporate human rights-specific indemnity clauses.

DuPont Asia CMP Manufacturing & Technology Center achieves Platinum status in Responsible Business Alliance Assessment Program

The DuPont Asia CMP Manufacturing & Technology Center in Jhunan, Taiwan, has achieved Platinum status in the Responsible Business Alliance (RBA) Validated Assessment Program (VAP) with a perfect score of 200 in all evaluation areas during an independent, third-party assessment conducted by an RBA-approved audit firm.

This milestone marks a significant accomplishment, as it is the first DuPont site to be audited by an RBA-approved audit firm, and the site achieved the highest level of recognition. The RBA's VAP is an in-depth evaluation of social, ethical, occupational health and safety, and environmental performance. This achievement reflects the hard work and dedication of the team and establishes a benchmark and example that other DuPont sites can learn from when evaluating their ESG practices.

Cybersecurity and data privacy

DuPont's cybersecurity risk management program leverages the National Institute of Standards and Technology (NIST) and International Organization for Standardization (ISO) frameworks. We regularly assess the threat landscape and take a holistic view of cybersecurity risks, with a layered cybersecurity strategy based on prevention, detection, and recovery. DuPont has other policies and procedures which directly or indirectly relate to cybersecurity, including those related to remote access monitoring, encryption standards, antivirus protection, multifactor authentication, confidential information, and the use of the internet, social media, email, and wireless devices. We have implemented processes for assessing, identifying, and managing material risks from cybersecurity threats, which are integrated into our overall risk management systems and processes. We also engage third parties in connection with the assessment of its cybersecurity risk management processes against the NIST and ISO frameworks.

DuPont deploys annual cybersecurity training for employees and considers this a critical step in safeguarding our data and assets. The training provides employees and contractors with a baseline understanding of cybersecurity fundamentals to prevent security breaches and safely identify potential threats. The course includes enhancements to strengthen our defensive stance against the increasing number and sophistication of cyberattacks worldwide and includes interactive modules covering various areas, including insider attacks, phishing and email attacks, preventing malware attacks, data protection, data handling, passwords, cloud and internet security, and cybersecurity fundamentals for mobile devices.

DuPont has dedicated information technology security professionals that form the DuPont Cybersecurity team, which is led by our Chief Information Security Officer. Our Chief Privacy Officer is responsible for the development and oversight of our data privacy program. DuPont's Global Privacy team consults, trains, and drives the execution of our privacy standards. The Global Privacy team includes regional privacy program leaders and staff representing Human Resources, Legal, Finance, Procurement, Marketing/ Sales, Information Technology, and the businesses. The Chief Privacy Officer and Chief Information Security Officer provide regular updates to senior leadership and the Chief Compliance Officer. Our Board of Directors reviews the information security and privacy risk areas associated with privacy and cybersecurity.

DuPont Cheonan, Korea

DuPont Schkopau, Germany

Responsible procurement

DuPont's suppliers are critical to our success as a leading multi-industrial company. Meaningful sustainability requires a supply chain that is firmly committed to advancing its goal and engaging its partners. Responsible or sustainable procurement is the process of making purchasing decisions that meet an organization's needs for goods and services in a way that benefits the organization and society while minimizing negative impact on the environment. This is achieved by taking steps to ensure that the working conditions of its suppliers' employees are decent, the products or services purchased are sustainable, where possible, and that socioeconomic issues, such as inequality and poverty, are addressed (ISO 20400 Sustainable Procurement).

The DuPont Supplier Code of Conduct sets expectations for suppliers doing business with us. As outlined in our Supplier Code of Conduct, our suppliers are taking steps to ensure that their activities are aligned with our sustainability efforts. In 2023 we updated the text of the Supplier Code of Conduct to further clarify our expectations for our supply chain in response to emerging regulations and in alignment with industry initiatives that are important to our customers, such as RBA and Drive Sustainability.

The Code is organized according to our core values and references the Ten Principles of the United Nations Global Compact Initiative, the United Nations Guiding Principles on Business and Human Rights, the International Labour Organization, the Declaration on Fundamental Principles and Rights at Work, and the global chemical industry's Responsible Care® program. Our Code details expectations and requirements on matters of the environment, labor, human rights, and impacts on society. We include the Supplier Code of Conduct in our Terms and Conditions for all supplier purchase orders. This is in addition to existing contract language and other mechanisms in place to make sure our suppliers adhere to our Human Rights Policy, Supplier Code of Conduct, and all applicable laws and regulations.

Supplier selection, due diligence, and engagement

We select suppliers based on category and commodity strategies using a robust six-step strategic sourcing process and a five-step stakeholder approval process. The amount of spend, a key criterion to business and function, influences the category and supplier priority level, along with considerations of supply continuity and the outcome of risk assessments. Suppliers of raw materials, packaging, or contract manufacturing services (direct suppliers) are also subject to our product/service qualification process, which is performed by DuPont's Product Stewardship and Regulatory Team in each of our businesses.

Once selected and onboarded, we evaluate our suppliers based on parameters including, but not limited to, contract value, geopolitical risks, ethics and compliance history, and security practices when deemed necessary. Suppliers that meet a certain risk threshold based on these and other parameters are determined to be "critical" suppliers. We evaluate new critical suppliers on matters of product quality management, security, business ethics and transparency, climate change and water security practices, human rights due diligence, and operational excellence. Based on their criticality to the business/function, some strategic suppliers are eligible for one of our two types of supplier management programs:

- Supplier Performance Management programs provide oversight of raw material and packaging supplier performance by business, plant, and region and are managed by the DuPont businesses. Performance scorecards and corrective action reports are typical outputs of these programs; and

- Supplier Relationship Management programs provide oversight of strategic suppliers in categories including corporate services (consulting, marketing, fleet management, travel, etc.), maintenance, repair, and operations (controls, construction services, etc.), and logistics (road transportation, warehousing, etc.). Strategic supplier relationships and performance are managed by the corporate procurement function. Typical outputs of these programs are balanced scorecards, relationship health scorecards, and corrective action reports.

We advanced our third-party risk management (TPRM) program through completion of our pilot in 2023 and have taken steps toward implementing a proactive TPRM review process for new third parties.

In 2023 we also launched a supplier engagement campaign, Together for the Planet, to advance our Scope 3 practices with key raw material suppliers or suppliers deemed most relevant to our business. Reducing DuPont's carbon footprint requires strong partnerships with our customers and suppliers to reduce emissions in the entire supply chain. The goals of the program were to obtain supplier specific data around the product carbon footprint of the materials and services provided to DuPont and to better understand our strategic suppliers' sustainability practices. We leveraged DuPont's TPRM process to perform the ESG due diligence on the suppliers involved in the program.

Since 2022, our Logistics team has engaged our freight providers to bring awareness to the importance of measuring carbon footprint in the supply chain. Gathering emissions data from our freight partners provides better insight into our impact and potential areas to improve. Some of the initiatives implemented by our service providers focus on load optimization, fuel efficiency, energy savings, and route optimization. These initiatives not only generate economic benefits but also reduce our emissions.

Packaging Summit advances collaboration with strategic suppliers

Packaging is an ever-evolving market that is facing increasing customer and regulatory pressure at unprecedent levels. Addressing sustainability requirements for packaging usage requires strong collaboration across the value chain to advance a circular economy and environmental stewardship. The goal of the summit was to educate, review, and brainstorm sustainability, innovation, and regulatory issues facing the packaging value chain.

We invited global market experts such as the World Business Council for Sustainable Development, GreenBlue corporation, Plastics Industry, and Deloitte, alongside industry peers and some strategic supplier partners, to present innovations driving sustainability progress and discuss current and upcoming regulatory requirements. Internal stakeholders from cross-functional teams and DuPont businesses also participated.

Our suppliers agreed to set up a Supplier Advisory Board, meeting monthly to jointly identify innovative solutions that can improve the environmental footprint of our portfolio. These solutions could also ensure that our packaging purchasing is compliant with the latest global regulations in advancing circularity, post-consumer recycled content, and extended producer responsibility.

Conflict minerals

We are committed to the responsible sourcing of minerals worldwide. We support the observance of the Organisation for Economic Co-operation and Development Due Diligence Guidance for Responsible Supply Chain of Minerals, which promotes respect for human rights by seeking practical solutions to curb the violence associated with trade in Conflict Minerals[1]. DuPont's long-established Conflict Minerals compliance program requires and maintains appropriate procedures to evaluate and select suppliers consistent with our core values, Human Rights Policy, and Code of Conduct. DuPont builds upon this framework as a member of the Responsible Mineral Initiative (RMI), one of the most utilized and respected resources for companies addressing responsible mineral sourcing in their supply chains. We expect our suppliers to procure, directly or indirectly, from smelters and refiners certified through RMI's Responsible Minerals Assurance Process.

Third-party risk management program

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

[1] Presently, Conflict Minerals include columbite-tantalite (cotan), cassiterite gold, and wolframite, or their derivatives, including tin, tantalum, tungsten, and gold.

DuPont Luxembourg

Throughout 2023, DuPont executed a pilot program aimed at maturing its TPRM program to include an enhanced understanding of emerging risks across both our supply chain and our distribution network. We have incorporated learnings from the pilot to develop a risk-based approach for a global rollout of the enhanced diligence processes across all businesses in 2024 with an initial focus on business ethics and integrity.

Sustainable Development Goal alignment

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

Innovate

Delivering solutions for global challenges

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

Enabling a circular economy

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

Innovating safe and sustainable by design

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

Protect

Acting on climate

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

Leading water stewardship

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

Delivering world-class environmental, health, and safety performance

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

Empower

Accelerating diversity, equity, and inclusion

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

Cultivating well-being and fulfillment

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

Building thriving communities

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

Reporting approach

This document, published April 29, 2024, is the fifth annual sustainability report of DuPont de Nemours, Inc. It describes DuPont activities from January 1, 2023 through December 31, 2023, unless otherwise noted. We released our prior sustainability report on May 1, 2023. For the purposes of this report, references to "us," "our," "the Company," or "DuPont" refer to the entity DuPont de Nemours, Inc.

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

The report is published and available for download at www.dupont.com/sustainability. In addition to the full report, the sustainability reporting online experience provides a summary of the report content, a Sustainability Stories Hub, and links to additional resources and downloads of ESG disclosures, including our EcoVadis Scorecard, Carbon Disclosure Project (CDP) submissions, and past reports, among others.

DuPont has reported with reference to the Global Reporting Initiative (GRI) Standards for the period January 1, 2023, to December 31, 2023. This report also adheres to the Sustainability Accounting Standard Board (SASB) Resource Transformation–Chemicals (RT-CH) Standard. This is our third year aligning our sustainability report content with the reporting recommendations outlined by the Task Force on Climate-related Financial Disclosures (TCFD). DuPont de Nemours, Inc. is a signatory to the United Nations Global Compact and adheres to its Ten Principles. This report serves as our communication of progress.

Assurance of data

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

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

WSP's assurance statement is presented as an appendix to this report and is available as a download on the Sustainability resources & downloads webpage.

Reporting scope

The scope of this report includes facilities owned and operated by DuPont de Nemours, Inc., and our consolidated subsidiaries during the calendar year 2023 unless otherwise noted in this report. The table below reflects recent changes in our portfolio and their treatment for inclusion in this report.

✓ included in report scope ✗ not included in report scope

Business	Date of transaction	Business description and relevant financials	DE&I and pay gap data	Turnover and training data	Environmental data	Health and safety data
Divestitures						
Biomaterials	May-22	✗	✗	✗	✗	✗
Mobility and Materials Businesses	Nov-22	✗	✗	✗	✗	✗
Delrin	Nov-23	✗	✗	✓	✗	✓
Acquisitions						
Laird Performance Materials	Jul-21	✓	✓	✓	✓	✓
ArmorWall	Oct-21	✓	✓	✓	✓	✓
Spectrum	Aug-23	✓	✗	✗	✗	✗

Appendices

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GRI content index

Statement of Use: DuPont has reported the information cited in this GRI content index for the period January 1, 2023, through December 31, 2023, with reference to the GRI Standards.
GRI 1 Used: GRI 1: Foundation 2021

GRI 2: General Disclosures 2021

The organization and its reporting practices

2-1 Organizational details

DuPont de Nemours, Inc. (DuPont) is a publicly traded premier multi-industrial company based in Wilmington, Delaware, U.S.A.

The Company has approximately 100 manufacturing sites and operations in more than 50 countries with significant operations in the United States, Belgium, China, Czech Republic, France, Germany, Japan, Korea, Luxembourg, Mexico, Spain, and the United Kingdom.

Additional information about the ownership and legal form of the Company is found within The Proxy Statement for DuPont's 2024 Annual Meeting of Stockholders filed with the SEC on April 5, 2024, in the About DuPont section starting on page 2.

2-2 Entities included in the organization's sustainability reporting

The scope of the DuPont 2024 Sustainability Report includes facilities owned and operated by DuPont de Nemours, Inc., and our consolidated subsidiaries during the calendar year 2023 unless otherwise noted in the report. The table below reflects recent changes in our portfolio and their treatment for inclusion in the DuPont 2024 Sustainability Report.

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

✓ included in report scope ✗ not included in report scope

Business	Date of transaction	Business description and relevant financials	DE&I and pay gap data	Turnover and training data	Environmental data	Health and safety data
Divestitures						
Biomaterials	May-22	✗	✗	✗	✗	✗
Mobility and Materials Businesses	Nov-22	✗	✗	✗	✗	✗
Delrin	Nov-23	✗	✗	✓	✗	✓
Acquisitions						
Laird Performance Materials	Jul-21	✓	✓	✓	✓	✓
ArmorWall	Oct-21	✓	✓	✓	✓	✓
Spectrum	Aug-23	✓	✗	✗	✗	✗

2-3 Reporting period, frequency, and contact point

DuPont annually publishes disclosures with reference to the GRI Standards. These disclosures cover the period January 1, 2023, through December 31, 2023, and was published on April 29, 2024. This period is in alignment with our financial reporting in our 2023 Annual Report on Form 10-K filed with the U.S. Securities and Exchange Commission, available at the DuPont Investors website: www.investors.dupont.com.

Questions about these disclosures may be directed by email to sustainability@dupont.com.

2-4 Restatements of information

Quantitative data for prior years has generally been recalculated to account for the acquisitions and divestitures described in the table in GRI 2-2 above. Exceptions are noted. For example, the employee gender disclosures in GRI 2-7 include the note that values for prior reporting periods are not restated for change in scope of the organization through divestitures and acquisitions.

2-5 External assurance

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

- Greenhouse gas inventory
- Energy use
- Renewable energy use
- Water use
- Health and safety performance metrics
- Diversity, equity, and inclusion metrics

We selected these topics for limited assurance because they are priority topics for our stakeholders and where our results are under the most scrutiny. The scope of our limited assurance engagement for the 2023 reporting year remains the same as the prior year. We annually review our assurance approach, considering factors including stakeholder expectations and emerging regulatory requirements. Our external assurance approach to the annual sustainability report is confirmed by our Sustainability Leadership Council (SLC), chaired by our Vice President of Sustainability and including members from Finance, Controllership, Legal, Ethics & Compliance, and other functions, as described on page 88 of the DuPont 2024 Sustainability Report.

WSP's assurance statement is presented as an appendix to the DuPont 2024 Sustainability Report and is available as a download on the Sustainability resources & downloads page on our website: www.dupont.com/about/sustainability/sustainability-report-2024.html.

Activities and workers

2-6 Activities, value chain, and other business relationships

Today, our business portfolio has been transformed as we have become a premier multi-industrial company. Following the completion of recent divestitures, our portfolio is largely set, and we are now squarely focused on driving growth. Our current business portfolio strategically aligns with our innovation strengths and industry-leading products. Our customers rely on us as a partner for delivering technology and applications development expertise and sophisticated, integrated solutions.

Strategic growth area details

Percent of $12.1B net sales

Electronics	Industrial technologies	Protection	Water	Next generation automotive
29%	**28%**	**21%**	**12%**	**10%**

Summary of key markets served

Electronics	Industrial technologies	Protection	Water	Next generation automotive
• Semiconductor chips and printed circuit boards manufacturing • Next generation smartphones and high-performance computers • High-speed data processing and storage for data centers	• Medical devices, adhesives, and packaging • Biopharma processing • Aerospace/defense • Clean energy • Industrial manufacturing	• Building and construction insulation and wall systems • Personal protective equipment (PPE) for military, emergency response, healthcare, and industrial manufacturing	• Industrial water and wastewater • Municipal water and desalination • Residential and commercial • Life sciences and specialties	• EV Battery, thermal management, assembly, safety • Autonomous driving and safety systems • Signal electronics for connectivity • Electric powertrain solutions and charging • Structural and driveline components

Additional detail on DuPont's business segments, including product technologies and key raw materials, can be found in our 2023 Annual Report on Form 10-K filed with the U.S. Securities and Exchange Commission, available at the DuPont Investors website: www.investors.dupont.com.

2-7 Employees

Data represents employees on December 31 of each year. There are no material fluctuations in the number of employees during the reporting period.

Gender breakdown of the number of global, permanent employees[1][2]	2021	2022	2023
Female	28%	31%	32%
Male	72%	68%	68%

Employee demographics: global permanent employees, by region by gender[1][2]	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
U.S. & Canada	25%	75%	25%	75%	26%	74%
Latin America	50%	50%	51%	49%	50%	50%
EMEA	22%	77%	26%	73%	27%	72%
Asia Pacific	35%	65%	40%	60%	40%	60%

[1] Values for prior reporting periods are not restated for change in scope of the organization through divestitures and acquisitions.

[2] In instances where the total is not 100% it is because gender was not disclosed. We respect that gender is not binary, however, as a federal contractor our data aligns with U.S. government reporting requirements and uses the gender categories of male and female. Employees who have not disclosed are not included.

Omission: Information unavailable. DuPont does not disaggregate employee data by full and part-time employees.

2-8 Workers who are not employees.

Omission: Information unavailable. Data is managed locally and not aggregated for disclosure.

Governance

2-9 Governance structure and composition

DuPont's governance structure and Board committees are described within The Proxy Statement for DuPont's 2024 Annual Meeting of Stockholders filed with the SEC on April 5, 2024, starting on page 9.

2-10 Nomination and selection of the highest governance body

The process to nominate and select the highest governance body and its committees is described within The Proxy Statement for DuPont's 2024 Annual Meeting of Stockholders filed with the SEC on April 5, 2024, starting on page 21.

2-11 Chair of the highest governance body

The chair of DuPont's highest governance body is identified in The Proxy Statement for DuPont's 2024 Annual Meeting of Stockholders filed with the SEC on April 5, 2024, in the Board Leadership Structure section starting on page 10.

2-12 Role of the highest governance body in overseeing the management of impacts

The role of the highest governance body is described in The Proxy Statement for DuPont's 2024 Annual Meeting of Stockholders filed with the SEC on April 5, 2024, in the Board Leadership Structure section starting on page 10.

2-13 Delegation of responsibility for managing impacts

The Board of Directors is responsible for overseeing the Company's strategic direction, including the integration of environmental, social, and governance ("ESG") risks and opportunities into the Company's strategy. As reflected in the Board sustainability oversight table, each Board Committee has formal ESG oversight. The chairs of each of the four standing Board Committees meet on an ad hoc basis to discuss ESG risks impacting the Company's strategy and to align on Board risk oversight in this area.

The Environment, Health, Safety & Sustainability Committee held five meetings during 2023.

Board of Directors

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

Environment, Health, Safety and Sustainability Committee

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

Nomination and Governance Committee

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

People and Compensation Committee

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

Audit Committee

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

Senior leadership responsibility for our sustainability strategy ultimately resides with our Chief Technology and Sustainability Officer (CTSO), who reports directly to the CEO. The CTSO focuses on the link between sustainability and innovation in our operating model and chairs the Sustainability Sponsors Committee, a subset of DuPont's Senior Leadership Team. Members of the Sustainability Sponsors Committee represent Corporate Governance and Finance, Legal, Operations and Engineering, Employee Experience and Development, Innovation, and Business Oversight. The Sustainability Sponsors Committee reviews and approves sustainability initiatives and policies, oversees the work of the Sustainability Leadership Council (SLC), and routinely engages with the DuPont Board of Directors and Board Committees.

2-14 Role of the highest governance body in sustainability reporting

The responsibility and role of the highest governance body in sustainability reporting can be found in The Proxy Statement for DuPont's 2024 Annual Meeting of Stockholders filed with the SEC on April 5, 2024, in the ESG Oversight section starting on page 14.

2-15 Conflicts of interest

Processes to ensure conflicts of interest are prevented and mitigated are described within The Proxy Statement for DuPont's 2024 Annual Meeting of Stockholders filed with the SEC on April 5, 2024, in the Code of Conduct and Related Person Transactions sections starting on page 19.

2-16 Communication of critical concerns

A detailed review of how critical concerns are communicated directly to the highest governance body by stockholders and other parties can be found in The Proxy Statement for DuPont's 2024 Annual Meeting of Stockholders filed with the SEC on April 5, 2024, in the Communications with the Board and Directors section on page 15.

Responsibility for communicating critical concerns identified by management is through the routine engagement with the Board of Directors and Board Committees by the Sustainability Sponsors Committee, chaired by the Chief Technology and Sustainability Officer (CTSO). More detail on Sustainability governance is on pages 87 – 88 of the DuPont 2024 Sustainability Report.

Omission: Confidentiality constraints. DuPont does not publicly disclose the quantity or nature of critical concerns communicated to the Board.

2-17 Collective knowledge of the highest governance body

The collective knowledge and key qualifications for the highest governance body are described in The Proxy Statement for DuPont's 2024 Annual Meeting of Stockholders filed with the SEC on April 5, 2024, in the Director Nominee Skills and Diversity Matrix on page 17. Additional details are in the Director Nominees section on pages 23 – 29.

2-18 Evaluation of the performance of the highest governance body

A comprehensive description of the performance evaluation of the highest governance body can be found in The Proxy Statement for DuPont's 2024 Annual Meeting of Stockholders filed with the SEC on April 5, 2024, in the Annual Performance Evaluation Process section starting on page 18.

2-19 Remuneration policies

A detailed description of DuPont's remuneration policies and the elements used for determining remuneration can be found in The Proxy Statement for DuPont's 2024 Annual Meeting of Stockholders filed with the SEC on April 5, 2024, in the Compensation Discussion and Analysis section starting on page 37.

2-20 Process to determine remuneration

DuPont's remuneration process and annual evaluation can be found in The Proxy Statement for DuPont's 2024 Annual Meeting of Stockholders filed with the SEC on April 5, 2024, in The Compensation Process section starting on page 53.

2-21 Annual total compensation ratio

The annual compensation ratio of the organization's highest paid individual to the median annual total compensation for all employees is described in The Proxy Statement for DuPont's 2024 Annual Meeting of Stockholders filed with the SEC on April 5, 2024, in the CEO Pay Ratio section on page 69.

2-22 Statement on sustainable development strategy

Refer to the Letter from our Executive Chairman and CEO, Edward D. Breen, on page 4 of the DuPont 2024 Sustainability Report.

2-23 Policy commitments

Position statements represent DuPont's informed views and opinions on industry-related issues. They cover a range of topics that reinforce our commitment to sustainable growth and are important to stakeholders.

A complete listing of our positions statements is available at www.dupont.com/position-statements.

2-24 Embedding policy commitments

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

New employees receive training on our core values and the DuPont Code of Conduct within their first 90 days of employment. Every year, employees must complete the DuPont Code of Conduct course to refresh their understanding of the Code of Conduct. The course is a web-based training module covering ethics, anti-corruption, compliance issues, and related topics. As part of annual training efforts, each employee will complete an additional two to three courses covering specific topics related to ethics and compliance. In 2023, employees completed training modules on Code of Conduct and Fostering a Speak-Up Culture. Additionally, every employee annually completes a business ethics certification, which contains numerous questions related to ethical conduct and compliance, as well as assertions that the employee has read, understands, and abides by the Code of Conduct and other critical policies.

Our Supplier Code of Conduct sets expectations for suppliers doing business with us. As outlined in our Supplier Code of Conduct, we are taking steps to ensure that activities of our suppliers are aligned with our sustainability efforts. In 2023, we updated the text of the Supplier Code of Conduct to further clarify our expectations for our supply chain in response to emerging regulations and in alignment with industry initiatives that are important to our customers, such as the Responsible Business Alliance (RBA) and Drive Sustainability. The Code is organized according to our core values and references the Ten Principles of the United Nations Global Compact Initiative, the United Nations Guiding Principles on Business and Human Rights, the International Labour Organization, the Declaration on Fundamental Principles and Rights at Work, and the global chemical industry's Responsible Care® program. Our Code details expectations and requirements on matters of the environment, labor, human rights, and impacts on society. We include the Supplier Code of Conduct in our Terms and Conditions for all supplier purchase orders. This is in addition to existing contract language and other mechanisms in place to make sure our suppliers adhere to our Human Rights Policy, Supplier Code of Conduct, and all applicable laws and regulations.

In 2023, we updated both our Human Rights Position Statement and Child and Forced Labor Position Statement to incorporate more comprehensive language protecting the rights of indigenous people as well as other vulnerable groups. We also updated our Master Service Agreements contract language to incorporate human rights-specific indemnity clauses. Human Rights training content has been developed for broad corporate use as well.

2-25 Processes to remediate negative impacts

Reference disclosure 2-26, which includes a description of how reports of misconduct are addressed. Allegations related to Ethics and Compliance, Human Resources, Security, Information Technology, and EH&S are each addressed through this mechanism.

2-26 Mechanisms for seeking advice and raising concerns

DuPont has established a corporate hotline which is globally available to all employees and any interested party to raise concerns about the company's business conduct. The hotline is operated by an external third party. The Compliance function has visibility into hotline complaints and has the responsibility to assign these matters for appropriate investigation and resolution. All ethics/compliance allegations are investigated and resolved by our Ethics and Compliance Central (ECC) team, while other matters are delegated to other functions such as Human Resources, Security, Information Technology, or EH&S. ECC maintains all relevant documentation for each hotline case resolution.

In 2023, none of the substantiated ethics matters qualified for our highest-level violation definition. Reported ethics allegations are classified into the following categories: accounting and financial irregularities; conflict of interest; improper use of DuPont assets; misstatement of official company records; bribery/extortion/inappropriate gratuity; fraud; insider trading; release of confidential information; theft/embezzlement; concealment of non-compliance with company policy, procedure, or standard; improper behavior by third-party; knowing non-compliance with applicable laws or regulations; and retaliation.

We are invested in providing a timely and thorough resolution for any investigation initiated by the company. Consistency, fairness, and speedy resolution are for all parties involved and demonstrate the company's commitment to ethics and compliance. In 2023, the average number of days an investigation remained open was 34 days.

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

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

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

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

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

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

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

In 2023, DuPont received 103 ethics complaints and 32% of allegations were substantiated. Every substantiated violation required an Ethics Committee to decide upon and monitor appropriate disciplinary actions and remedial and corrective measures.

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

2-27 Compliance with laws and regulations

In 2023, we had no significant instances of non-compliance with laws and regulations. We determine the significant instances of non-compliance with laws and regulations by assessing and evaluating the severity of the impact resulting from the instances.

A discussion of environmental legal proceedings is found in our 2023 Annual Report on Form 10-K filed with the SEC on February 15, 2024, on page 27 under the heading Item 3. Legal Proceedings. The Form 10-K is available at the DuPont Investors website: www.investors.dupont.com.

2-28 Membership associations

DuPont has a significant role (holds a position in the governance body, participates in projects or committees, or provides substantive funding beyond routine membership dues) in the following membership organizations:

Adhesive and Sealants Council	European Safety Federation	PlasticsEurope Germany
Alliance to Save Energy	European Sealing Association (ESA)	Printing United Alliance – Specialty Graphic Imaging Association
American Chamber of Commerce to the European Union (AmCham)	Federchimica (Italian Chemical Industry Association)	Responsible Business Association (RBA)
American Chemistry Council (ACC)	German Association for Gas and Water (DVGW)	Semiconductor Climate Consortium (SEMI SCC)
Association of the European Adhesive & Sealant Industry (FEICA)	German Association for Lubricants (VSI)	Society of Tribologists and Lubrication Engineers (STLE)
Assolombarda	German Chemical Industry Association (VCI)	Sterile Barrier Association (SBA)
Batteries European Partnership Association (BEPA)	German Electro and Digital Industry Association (ZVEI)	Water Europe
CEO Water Mandate	MedTech Europe	Water Resilience Coalition
Climate Group (RE100)	National Lubricating Grease Institute (NLGI)	Water.org
EDANA the leading nonwovens association	National Safety Council	World Business Council for Sustainable Development (WBCSD)
European Chemical Industry Council (CEFIC)	Plastics Europe	World Resources Institute (WRI) Corporate Consulting Group (CCG)
European Process Safety Centre (EPSC)	Plastics Europe Fluoropolymers Group	

Stakeholder engagement

2-29 Approach to stakeholder engagement

Direct engagement with our stakeholders is a key element of implementing DuPont's sustainability strategy. Consistent, transparent communication is essential to ensure that our valued customers, investors, suppliers, and other stakeholders receive accurate, credible information and understand the ways we consider their priorities in our sustainability strategy. We partner with our customers, suppliers, and others to deliver solutions that add value and address global sustainability challenges.

We publish position statements to provide stakeholders with information on our position on key issues such as Climate Change, Human Rights, Product Safety, Transparency, and more. Additionally, our annual sustainability report and our submissions to CDP's Climate and Water questionnaires, EcoVadis, and other sustainability assessments serve as communication paths with our stakeholders.

Customers

Open dialogue with our customers facilitates a better understanding of their evolving needs, priorities, and the ways we can collaborate for the greatest possible benefit. We have a disciplined approach to engagement with our customers to gather insights and align our work to add customer value. In 2023, we engaged 120 strategic customers across our global business to confirm our understanding of their sustainability priorities. The results of this engagement were shared internally through a dashboard to facilitate analysis and insight generation. Second, we integrated our customer engagement program with DuPont's portfolio sustainability assessment (PSA) methodology, enabling our innovation teams to identify and address important and valuable customer sustainability challenges. Third, we implemented a process to manage requests from customers for sustainability information that improves our responsiveness and enables us to incorporate the requests as input to understanding of customer sustainability priorities.

Additional discussion of engagement with customers on pages 18, 26, 33, 40, and 48 of the DuPont 2024 Sustainability Report.

Investors

We actively communicate directly with investors through email, phone, conferences, and in-person meetings. Investor priorities and engagement focus on key ESG interests and transparency. In 2023, investor analysts were most engaged in our approach to climate, integration of ESG factors in governance (Board-level engagement, compensation), and DE&I initiatives. Primary mechanisms for sharing ESG information are the annual sustainability report, the annual proxy statement, and periodic highlights in investor and quarterly earnings presentations. All of these are available on the Investor section of our website. ESG-related press releases are also available at www.dupont.com. We respond to targeted disclosure requests from investor-focused rating and ranking agencies such as CDP, MSCI, Sustainalytics, and others.

Employees

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

Additional discussion of engagement with employees on pages 13, 16, 26, and 56 of the DuPont 2024 Sustainability Report.

Suppliers

Our suppliers are interested in sustainability-oriented business opportunities and want to understand and respond to our sustainable procurement initiatives. We continue to expand our global strategic supplier engagement program to advance progress on climate, supplier diversity, DE&I, and other sustainability priorities. In 2023, we updated the Supplier Code of Conduct to further clarify our expectations for our supply chain in response to emerging regulations and in alignment with industry initiatives that are important to our customers. Our close collaboration and communication with our supplier base helps us build new capabilities for the future that help us meet customer and industry sustainability priorities.

Additional discussion of engagement with suppliers on pages 70 and 92 of the DuPont 2024 Sustainability Report.

Governments

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

Communities

We seek collaborative partnerships that create shared value for the communities in which we operate, live, and work. At DuPont, we collaborate with non-governmental organizations (NGOs) that share our company purpose and social impact strategy, including Habitat for Humanity International, Water.org, and hundreds of others. In 2023, we supported more than 880 charitable projects globally through a variety of local and global initiatives in several ways, including financial resources, in-kind donations of our products, and employee volunteerism. Also in 2023, DuPont completed environmental justice assessments at 21 U.S. sites to determine a road map of local actions and a management process to develop community action and engagement plans.

Additional discussion of engagement with communities on pages 59, 60, and 77 – 83 of the DuPont 2024 Sustainability Report.

2-30 Collective bargaining agreements

About 20% of our North and Latin American workforce are covered by collective bargaining agreements.

GRI 3: Material Topics 2021

3-1 Process to determine material topics

DuPont has identified the topics for inclusion in our sustainability report through two processes:

- A multi-stakeholder materiality assessment to determine topics that are "near-term strategic ESG" topics for our businesses; and
- On-going monitoring of the expectations of our stakeholders for transparency.

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

In the second phase of the 2021 materiality assessment, we focused engagement on our top global customers to gain insight into the sustainable innovations that matter most to their relationship with DuPont and their long-term business success. In our customer engagement exercise, we evaluated the importance of 21 ESG factors. In 2023, for the third year, we improved the discipline of our strategic customer engagement and confirmed the sustainability priorities of our strategic customers.

To determine additional topics for inclusion in the DuPont 2024 Sustainability Report, our Corporate Sustainability team monitors stakeholder expectations for disclosure through direct customer engagements, feedback from our employees, indicators in investor-focused ratings, and direct engagements with investors. Examples of topics that emerged from these engagements include environmental justice and biodiversity.

Our list of material topics for disclosure is confirmed annually by our Sustainability Leadership Council at the beginning of our reporting cycle.

In 2024, we plan to conduct a comprehensive update to our materiality assessment, including considerations of double materiality as defined for reporting in accordance with the CSRD in Europe.

3-2 List of material topics

Our list of material topics is unchanged from the prior reporting period.

Material topic	GRI Topic Standards	Identified near-term strategic ESG issue	Disclosure expected by stakeholders
Sustainable Innovation	None	●	●
Climate Change	GRI 305: Emissions 2016 GRI 201: Economic Performance 2016	●	●
Circular Economy	GRI 301: Materials 2016	●	●
Chemical Stewardship	GRI 416: Customer Health and Safety 2016 GRI 417: Marketing and Labeling 2016	●	●
Diversity, Equity, and Inclusion	GRI 401: Employment 2016 GRI 405: Diversity and Equal Opportunity 2016	●	●
Responsible Procurement	GRI 204: Procurement Practices 2016 GRI 308: Supplier Environmental Assessment 2016 GRI 414: Supplier Social Assessment 2016	●	●

Material topic	GRI Topic Standards	Identified near-term strategic ESG issue	Disclosure expected by stakeholders
Energy	GRI 302: Energy 2016		●
Water	GRI 303: Water and Effluents 2018		●
Emissions	GRI 305: Emissions 2016		●
Waste	GRI 306: Waste 2020		●
Employment	GRI 401: Employment 2016		●
Occupational Health and Safety	GRI 403: Occupational Health and Safety 2018		●
Training and Education	GRI 404: Training and Education 2016		●

GRI 201: Economic Performance 2016

3-3 Management of material topic

Disclosed in detail in our 2023 Annual Report on Form 10-K filed with the SEC. The Form 10-K is available at the DuPont Investors website: www.investors.dupont.com.

201-2 Financial implications and other risks and opportunities due to climate change

Reference our TCFD disclosure index on pages A41 – A46.

201-3 Defined benefit plan obligations and other retirement plans

Disclosed in our 2023 Annual Report on Form 10-K filed with the SEC, under the heading Pension and Other Post-Employment Plans on page 46. The Form 10-K is available at the DuPont Investors website: www.investors.dupont.com.

GRI 204: Procurement Practices 2016

3-3 Management of material topic

Management processes for responsible procurement are described in the Governance section starting on page 92 and the Supplier diversity section starting on page 70 of the DuPont 2024 Sustainability Report.

204-1 Proportion of spending on local suppliers

Omission: Information unavailable. Our reporting and metrics are relative to diverse suppliers, defined as small businesses, minority-owned, women-owned, veteran-owned, disabled-owned, and LGBTQ+-owned businesses.

Refer to discussion of DuPont's engagement with diverse suppliers on page 70 of the DuPont 2024 Sustainability Report.

GRI 302: Energy 2016

3-3 Management of material topic

Management processes for energy are incorporated in DuPont's Environmental, Health, Safety, and Security Commitment, Operational Excellence (OpEx) framework, and Environmental, Health, and Safety (EH&S) Management System described in the introduction to the Protect people and the planet chapter on page 38 of the DuPont 2024 Sustainability Report.

302-1 Energy consumption within the organization

Energy consumption data is collected from the fuel providers/utilities and reported by DuPont sites via a cloud-based corporate sustainability data reporting application. Conversion factors are sourced from the U.S. EPA.

Fuels	2021		2022		2023		% change from prior year
	MMBTU	MWh	MMBTU	MWh	MMBTU	MWh	
Non-renewable fuels							
Aviation gasoline	15,124	4,433	18,176	5,327	19,560	5,732	8%
Diesel fuel	37,964	11,126	27,157	7,959	22,824	6,689	-16%
Distillate fuel oil (#1, #2)	13,804	4,045	56,177	16,464	10,393	3,046	-81%
Electric	0	0	0	0	0	0	-
Gasoline/petrol	33,226	9,738	30,764	9,016	33,768	9,896	10%
Hydrogen	0	0	0	0	0	0	-
Kerosene	15,970	4,680	17,101	5,012	16,708	4,897	-2%
Liquefied petroleum gas (LPG)	1,973	578	2,293	672	1,958	574	-15%
Natural gas	6,631,676	1,943,553	6,639,919	1,945,968	6,055,954	1,774,825	-9%
Propane	14,730	4,317	13,675	4,008	13,156	3,856	-4%
Refinery fuel gas (RFG)	0	0	0	0	0	0	-

Fuels	2021		2022		2023		% change from prior year
	MMBTU	MWh	MMBTU	MWh	MMBTU	MWh	
Non-renewable fuels							
Residual fuel (#4, #5, #6)	61,032	17,887	64,907	19,022	68,315	20,021	5%
Waste gas	0	0	0	0	0	0	-
Waste liquid	108,561	31,816	86,801	25,439	18,845	5,523	-78%
Waste solid	0	0	0	0	0	0	-
Total non-renewable fuels	*6,934,060*	*2,032,173*	*6,956,970*	*2,038,887*	*6,261,482*	*1,835,059*	*-10%*
Renewable fuels							
Biodiesel	6	2	6	2	4	1	-37%
Biogas from wastewater treatment	0	0	0	0	0	0	-
Ethanol	0	0	66	19	3	1	-96%
Total renewable fuels	*6*	*2*	*72*	*21*	*7*	*2*	*-91%*
Total fuels (non-renewable + renewable)	6,934,066	2,032,175	6,957,042	2,038,908	6,261,488	1,835,061	-10%

Energy use by type[1][2]	Unit	2021	2022	2023	% change from prior year
Fuels	MWh	2,032,174	2,038,908	1,835,061	-10%
Renewable fuels	%	0%	0%	0%	-
Electricity	MWh	1,628,883	1,605,023	1,577,662	-2%
Renewable electricity (excluding RECs)	%	6%	6%	3%	-49%
Renewable electricity (including RECs)[3]	%	16%	58%	60%	4%
Steam	MWh	1,248,280	994,805	1,278,015	28%
Heat transfer fluid	MWh	2	1	0.3	-49%
Chilled water	MWh	25	38	36	-6%

[1] Purchased energy figures are net of energy sold to non-DuPont tenants and adjacent non-DuPont sites or buildings.

[2] Where renewable % is not listed (steam, heat transfer fluid, and chilled water), DuPont's use of that fuel type is 100% non-renewable.

[3] DuPont's target is 60% purchased renewable electricity including RECs by 2030.

302-2 Energy consumption outside of the organization

Omission: Information unavailable. While we do not estimate energy consumption outside of the organization, we do use our Scope 3 GHG emissions as a proxy for energy consumption. We will continue to evaluate drivers for and our ability to measure and report in the future.

302-3 Energy intensity

Energy intensity is reported based on both production volume and revenue.

The energy intensity ratio includes all types of energy consumed within the organization, reported as Total Energy in disclosure GRI 302-1 (fuel, electricity, heating, cooling, and steam).

	Unit	2021	2022	2023	% change from prior year
Numerator					
Total energy	MWh	4,620,584	4,381,761	4,425,196	
Denominator					
Production volume[1]	MT	895,212	871,665	820,852	
Revenue	Million USD	$12,070	$12,937	$12,066	
Intensities					
Energy intensity, production basis	MWh/MT	5.16	5.03	5.39	7%
Energy intensity, revenue basis	MWh/USD	383	339	367	8%

[1] The production volume parameter measures overall weight from manufacturing facilities of both final products and intermediate products that may be transferred to another manufacturing site for final processing.

302-4 Reduction of energy consumption

In 2023, DuPont reduced energy consumption by more than 45,000 MWh (162,000,000 MJ) through the completion of a portfolio of 80 projects.

The projects reduced several types of energy including steam, electricity, and fuels. Some examples of the types of projects include production schedule optimization to optimize energy consumption vs. projected energy prices, replacement of obsolete equipment with more efficient machines, and steam consumption optimization. Calculations of savings vary depending on project type and may be direct measurements of energy consumption or estimated comparisons of energy use before and after project implementation. The reported total annual savings is the sum of the savings of the individual projects.

302-5 Reductions in energy requirements of products and services

Omission: Not applicable. An insignificant number of DuPont's sold products have energy requirements in use, so this metric is not reported.

GRI 303: Water and Effluents 2018

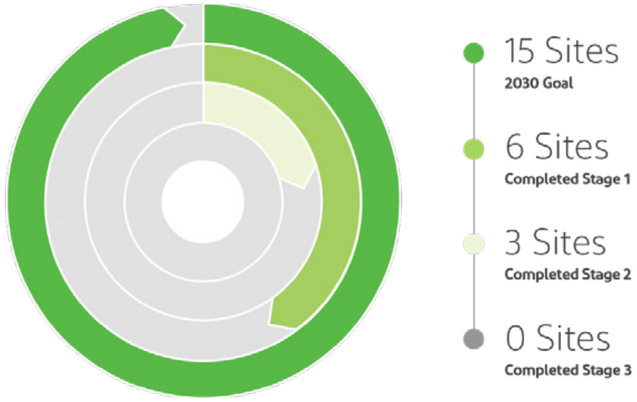
3-3 Management of material topic

Management processes for water are described in the Our approach to leading water stewardship section starting on page 48 of the DuPont 2024 Sustainability Report.

Management processes for water are also incorporated in DuPont's Environmental, Health, Safety, and Sustainability Commitment, Operational Excellence (OpEx) framework, and Environmental, Health, and Safety (EH&S) Management System described in the introduction to the Protect people and the planet chapter on page 38 of the DuPont 2024 Sustainability Report.

We have established the following goals related to water stewardship:

- Implement holistic water stewardship strategies at sites in high-risk watersheds and at high consumption sites by 2030. At the end of 2023, we are on track to complete this implementation by 2030.



- Enable millions of people to access clean water through leadership in advancing water technology and enacting strategic partnerships. At the end of 2023, we estimate that more than 11 million people have improved drinking water access and quality since 2019 through implementation of critical water treatment expansions and upgrades, an increase of 2 million people since the prior year.

303-1 Interactions with water as a shared resource

How we interact with water

DuPont's water strategy addresses interactions with water in several ways. It embraces how we manage the use of water within our sites and watersheds, how we support sustainable water stewardship through the products we innovate and deliver to our customers, and how we use our expertise to collaborate, advocate, and share knowledge to improve the use of water globally.

In our own operations, we use water for several purposes, including to cool or heat process equipment, as a solvent, as a production ingredient, and for sanitary purposes. Most of the water used in our operations is returned to local watersheds following appropriate treatment (either on-site or through publicly owned treatment works). Water consumed is just 11% of water withdrawn, including water used as an ingredient in products or lost to evaporation or waste streams.

We indirectly impact the water interactions of our customers through our portfolio of products that allow for the purification, conservation, and reuse of water in the hardest to treat applications. Our products solve complex water sustainability challenges, from bringing fresh and clean drinking water to millions of homes to minimizing the environmental impact of industrial water treatment and reuse.

We seek to make a positive impact on water and shape a more resilient water future through our collaborative approach across companies, sectors, and borders. Examples of the impacts of these collaborations in 2023 are described on pages 52 – 53 of the DuPont 2024 Sustainability Report.

Approach to identify impacts

We've assessed our manufacturing sites using the WRI Aqueduct Water Risk Modeling Tool and WWF's Water Risk Tool to model water risk factors. The assessment included several risk factors, including baseline water stress level, water quality, drought and/or flood risk, and others. Our strategy includes the direction to revisit this modeling regularly as needed. We've identified a group of 15 sites that either operate in high-risk watersheds or account for a high proportion of our water consumption.

A description of how water impacts are addressed

DuPont is addressing water impact in our own operations and taking action to promote long-term water security. We've committed to implementation of a holistic water stewardship strategy aligned to the International Water Stewardship Standard developed by the Alliance for Water Stewardship. Each site progresses through stages to fully implement the holistic water stewardship strategy:

Stage 1: Establish governance for the strategy implementation at the site and draft water stewardship goals and plan;

Stage 2: Conduct technical studies of water use at the site, including water balances. Understand water catchment and local issues and align site strategy; and

Stage 3: Evaluate performance of stewardship plan, implement best practices, and engage catchment stakeholders. Communicate and disclose performance.

The three-year implementation at each site is followed by ongoing governance of the water stewardship plan.

Process for setting goals and targets

DuPont's 2030 goal is to implement holistic water stewardship strategies at sites in high-risk watersheds and at high consumption sites by 2030. Selection of sites in scope for the goal is based on our assessment of risk and impact using the WRI Aqueduct Water Risk Modeling Tool and WWF's Water Risk Tool to model water risk factors described above. We've selected 15 of our more than 90 manufacturing sites worldwide to focus our efforts where they have to most impact.

303-3 Water withdrawal

Water withdrawal data is collected from DuPont sites via a cloud-based corporate sustainability data reporting application. The data sources vary by site and can include direct measurements from flow meters, data provided by utility providers, or estimates.

The reported withdrawals from sites identified as high water-related risk include sites within the scope of our goal to implement holistic water stewardship strategies at sites in high-risk watersheds and at our highest consumption sites by 2030. We've assessed our global water footprint and modeled water risk factors for all DuPont sites globally using the WRI Aqueduct Water Risk Modeling Tool and WWF's Water Risk Tool. Our water risk assessment included several risk factors, including baseline water-stress level, water quality, and drought and/or flood risk, among others. Our strategy directs us to revisit this modeling regularly as needed. Water from sites operating in high-risk watersheds is just 2% of withdrawals.

	Unit	2021	2022	2023	% change from prior year
Total water withdrawal, from all sources	**Mil Gal**	**18,200**	**20,700**	**20,600**	**-0.5%**
Withdrawal at sites identified as high water-related risk	Mil Gal	452	399	401	0.4%
Withdrawal at sites identified as high water-related risk	%	2%	2%	2%	

Omission: Information unavailable. Breakdown of water withdrawal by source is reported internally but not aggregated for external disclosure.

303-4 Water discharge

Water discharge data is collected from DuPont sites via a cloud-based corporate sustainability data reporting application. The data sources vary by site and can include direct measurements from flow meters, data provided by utility providers, or estimates.

The reported discharge from sites identified as high water-related risk are those that have been assessed and included in the scope of our goal to implement holistic water stewardship strategies at sites in high-risk watersheds and at high consumption sites by 2030. We've assessed our global water footprint using the WRI Aqueduct Water Risk Modeling Tool and WWF's Water Risk Tool to model water risk factors for all DuPont sites around the world. The assessment included several risk factors, including baseline water-stress level, water quality, drought and/or flood risk, and others. Our strategy includes the direction to revisit this modeling regularly as needed. We also assessed which of our sites had the highest consumption of water. Of our more than 90 manufacturing sites worldwide, we've identified 15 as operating in high-risk watersheds or sites with the highest consumption. Water from sites in high-risk areas is just 2% of discharges.

	Unit	2021	2022	2023	% change from prior year
Total water discharge, from all sources	**Mil Gal**	**17,500**	**18,800**	**19,400**	**3%**
Discharge from sites identified as high water-related risk	Mil Gal	387	348	361	4%
Discharge from sites identified as high water-related risk	%	2%	2%	2%	

Omission: Information unavailable. Breakdown of water discharge by source is reported internally but not aggregated for external disclosure.

303-5 Water consumption

Water consumption data is collected from DuPont sites via a cloud-based corporate sustainability data reporting application. Water consumption is typically calculated using the difference between water withdrawal and water discharge.

The reported consumption by sites identified as high water-related risk are those that have been assessed and included in the scope of our goal to implement holistic water stewardship strategies at sites in high-risk watersheds and at high consumption sites by 2030. We've assessed our global water footprint using the WRI Aqueduct Water Risk Modeling Tool and WWF's Water Risk Tool to model water risk factors for all DuPont sites around the world. The assessment included several risk factors, including baseline water-stress level, water quality, drought and/or flood risk, and others. Our strategy includes the direction to revisit this modeling regularly as needed. We also assessed which of our sites had the highest consumption of water. Of our more than 90 manufacturing sites worldwide, we've identified 15 as operating in high-risk watersheds or sites with the highest consumption. Water use at sites in high-risk areas is just 2% of consumption.

	Unit	2021	2022	2023	% change from prior year
Total water consumption	**Mil Gal**	**2,500**	**2,600**	**2,300**	**-12%**
Consumption at sites identified as high water-related risk	Mil Gal	66	51	40	-22%
Consumption at sites identified as high water-related risk	%	3%	2%	2%	

GRI 305: Emissions 2016

3-3 Management of material topic

Management processes for emissions are incorporated in DuPont's Environmental, Health, Safety, and Security Commitment, Operational Excellence (OpEx) framework, and Environmental, Health, and Safety (EH&S) Management System described in the introduction to the Protect people and the planet chapter on page 38 of the DuPont 2024 Sustainability Report.

Management processes for GHG emissions are described in the Acting on Climate section starting on page 39 of the DuPont 2024 Sustainability Report.

We have established the following goals to reduce GHG emissions:

- Reduce our Scopes 1 and 2 GHG emissions by 50% from the 2019 base year by 2030 and deliver carbon neutral in operations by 2050. At the end of 2023, we have reduced our Scopes 1 and 2 GHG emissions by 58% and surpassed the 2030 target.
- Reduce our Scope 3 emissions from purchased goods and services and end of life of sold products by 25% by 2030 from 2020 base year. At the end of 2023, we have reduced our Scope 3 emissions by 39% and surpassed the 2030 target.
- Source 60% of power to our operations from renewable sources by 2030 as part of our RE100 commitment. At the end of 2023, 60% of power to our operations is from renewable sources and we have met the 2030 target.

305-1 Direct (Scope 1) GHG emissions

Direct emissions are calculated according to the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard, using the operational control approach. The following greenhouse gases are included in the calculations: CO_2, CH_4, N_2O, and HFCs, including CH_4 and N_2O emissions from biogenic sources that are combusted. CO_2 emissions from biogenic emissions are reported separately. While we report our total gross Scope 1 emissions, we set our goals excluding emissions from the production of energy for third parties, such as non-DuPont tenants or adjacent facilities. The emission factors are sourced from the U.S. EPA's GHG Emissions Factor Hub (Year 2023) and Global Warming Potential (GWP) rates are from the Intergovernmental Panel on Climate Change's (IPCC) Fifth Assessment Report (AR5) based on a 100-year timeframe. The 2019 base year is the first year of DuPont operating following the separation of DowDuPont. The base year and subsequent years' data has been recalculated according to the recommendations of the GHG Protocol as the scale of the company has changed through acquisitions and divestitures. DuPont's Scope 1 GHG emissions have been assured by WSP, an independent third party. See the assurance statement for engagement details and findings.

Direct (Scope 1) GHG emissions in units of $MTCO_2e$	2019 (Base year)	2021	2022	2023	% change from prior year
Direct energy emissions	349,505	316,836	325,576	286,137	-12%
Emissions due to supplying energy	63,794	61,766	54,935	57,604	5%
Process-related GHG emissions	1,658,588	1,259,906	1,049,602	391,902	-63%
Emissions due to mobile fuels	7,400	7,248	3,457	3,695	7%
Total direct GHG emissions (Scope 1)	2,079,287	1,645,757	1,433,570	739,337	-48%
Biogenic emissions	265	3	6	2	-66%

305-2 Energy indirect (Scope 2) GHG emissions

Scope 2 emissions are calculated according to the GHG Protocol Corporate Accounting and Reporting Standard, using the operational control approach. The following greenhouse gases are included in the calculations: CO_2, CH_4, N_2O, HFCs, and PFCs. While we report both location-based and market-based values according to the GHG Protocol Standard, our GHG emissions reduction goal is based on the market-based value. Biogenic emissions are reported separately. The emission factors are sourced from the U.S. EPA and GWP rates are from the IPCC's assessment report based on a 100-year timeframe. The 2019 base year is the first year of DuPont operating following the separation of DowDuPont. The base year and subsequent years' data has been recalculated according to the recommendations of the GHG Protocol as the scale of the company has changed through acquisitions and divestitures. WSP, an independent third party, has assured DuPont's Scope 2 GHG emissions. See the assurance statement for engagement details and findings.

Energy indirect (Scope 2) GHG emissions in units of MTCO2e	2019 (Base year)	2021	2022	2023	% change from prior year
Scope 2 GHG emissions, location-based	1,037,460	893,955	849,006	850,290	0.1%
Scope 2 GHG emissions, market-based	1,051,549	858,091	574,210	564,194	-2%

305-3 Other indirect (Scope 3) GHG emissions

Scope 3 emissions are calculated with reference to the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard, as well as the World Business Council for Sustainable Development (WBCSD) Guidance for Accounting and Reporting Corporate GHG Emissions in the Chemical Sector Value Chain. The following greenhouse gases are included in the calculations: CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, and NF_3. The base year and subsequent years' data has been recalculated according to the recommendations of the GHG Protocol as the scale of the company has changed through acquisitions and divestitures.

We continue to improve our estimates of upstream and downstream Scope 3 GHG emissions and expand our disclosures. In 2023, we made substantial improvements in our methodology for estimating several of the Scope 3 categories. We use data from a variety of sources including economic factors, LCA data, and primary data. In 2023, we obtained Product Carbon Footprint (PCF) data from key raw material suppliers through our Together for the Planet campaign. The supplier-specific data improved the accuracy of our upstream Scope 3 calculations.

Scope 3 GHG emissions in units of $MTCO_2e$	2020 (Base year)	2021	2022	2023	% of total	% change from prior year	% change from base year
Category 1: Purchased goods and services	4,064,121	5,301,989	4,840,703	4,034,495	50%	-17%	
Category 2: Capital goods	81,396	74,026	65,595	63,401	0.78%	-3%	
Category 3: Fuel and energy related activities	432,067	459,008	453,212	444,501	5.5%	-2%	
Category 4: Upstream transportation & distribution	494,854	617,076	689,043	616,257	7.6%	-11%	
Category 5: Waste	49,445	42,305	55,770	70,338	0.87%	26%	
Category 6: Business travel	1,299	3,271	9,801	10,401	0.13%	6%	
Category 7: Employee commuting	18,949	20,320	21,411	20,867	0.26%	-3%	
Category 8: Upstream leased assets	1,615	1,241	1,025	797	0.01%	-22%	
Category 9: Downstream transportation & distribution	29,522	18,136	21,111	22,975	0.28%	9%	
Category 10: Processing of sold products	469,533	509,342	528,069	508,520	6.3%	-4%	
Category 11: Use of sold products	10,565	10,598	7,160	4,644	0.06%	-35%	
Category 12: End of life of sold products	6,314,808	5,982,355	4,945,995	2,292,650	28%	-54%	
Category 13: Downstream leased assets	NA	NA	NA	NA	NA	NA	
Category 14: Franchises	NA	NA	NA	NA	NA	NA	
Category 15: Investments	27,275	30,388	25,059	18,770	0.23%	-25%	
Total	**11,995,449**	**13,070,055**	**11,663,954**	**8,108,616**	**100%**	**-30%**	
Category 1 + Category 12[1]	**10,378,929**	**11,284,344**	**9,786,698**	**6,327,145**		**-35%**	**-39%**

[1] The scope of our Scope 3 emissions reduction target includes reducing Scope 3 categories 1 and 12 by 25% by 2030 from the 2020 base year. These two categories were selected as the scope for target setting because these are the two largest and where we have the most ability to make reductions.

305-4 GHG emissions intensity

GHG intensity is reported based on both production volume and revenue.

The energy intensity ratio includes Scope 1 and Scope 2 (market-based) emissions as reported in GRI 305-1 and 305-3.

	Unit	2021	2022	2023	% change from prior year
Numerator					
Total Scopes 1 and 2 (market-based) emissions	$MTCO_2e$	2,503,848	2,007,780	1,303,531	
Denominator					
Production volume[1]	MT	895,212	871,665	820,852	
Revenue	Million USD	$12,070	$12,937	$12,066	
Intensities					
GHG intensity, production basis	$MTCO_2e$/MT	2.80	2.30	1.59	-31%
GHG intensity, revenue basis	$MTCO_2e$/USD	207	155	108	-30%

[1] The production volume parameter measures overall weight from manufacturing facilities of both final products and intermediate products that may be transferred to another manufacturing site for final processing.

305-5 Reduction of GHG emissions

In 2023, DuPont reduced GHG emissions by more than 6,800 $MTCO_2e$ through the completion of a portfolio of 80 projects.

The projects reduced both Scopes 1 and 2 emissions. A few examples of the types of projects include production schedule optimization to optimize energy consumption vs. projected energy prices, replacement of obsolete equipment with more efficient machines, and steam consumption optimization. Savings calculations vary depending on the project type and may be direct measurements of emissions or estimated comparisons of emissions before and after project implementation. The reported total annual savings is the sum of the savings of the individual projects.

305-7 Nitrogen oxides (NO_X), sulfur oxides (SO_X), and other significant air emissions

Emissions are calculated using methodologies prescribed by regulatory agencies and air permit specifications. Inputs to the calculations include site-specific data from direct process measurement and/or emission factors sourced from data published by the U.S. EPA (AP-42: Compilation of Air Emissions Factors from Stationary Sources) where site-specific data is not available or limited. In cases where direct measurements and/or published emission factors are unavailable, site emissions are estimated using process knowledge.

Air emissions (MT)	2021	2022	2023	% change from prior year
Nitrogen oxides (NO_X)	571	565	527	-7%
Sulfur oxides (SO_X)	6	7	3	-59%
Volatile organic compounds (VOCs)	1000	975	762	-22%
Particulate matter (PM, total)	13	14	14	0%

GRI 306: Waste 2020

3-3 Management of material topic

Management processes for waste are incorporated in DuPont's Environmental, Health, Safety, and Security Commitment, Operational Excellence (OpEx) framework, and Environmental, Health and Safety (EH&S) Management System described in the introduction to the Protect people and the planet chapter on page 38 of the DuPont 2024 Sustainability Report.

306-1 Waste generation and significant waste-related impacts

As a multi-industrial company, DuPont manufactures a variety of specialized products across our Electronics and Industrial, Water and Protection, and other segments. Our industrial product manufacturing processes are the primary source of waste generation. The volume of waste generated by DuPont is impacted by production, quality, and product specifications. Materials that are categorized as waste include unconsumed or expired raw materials, packaging, spent cleaning materials, and other miscellaneous materials. DuPont's Waste Management Facility Selection Standard defines our practices related to the handling and disposal of waste and prescribes the requirements for the level of audit necessary to authorize external waste management facilities. DuPont's EH&S Management System provides the methods to support waste reduction. A total of 77% of DuPont Sites have implemented 4R (Reduce, Reuse, Repurpose, Recycle) to reduce and manage waste. We are prioritizing establishing 4R programs at sites based on waste volume, hazard, and reclamation value.

DuPont products that are used and subsequently disposed of are categorized as downstream waste. Our organization has introduced initiatives aimed at recovering materials that have reached their end-of-life stage and preventing them from entering waste streams. Recapturing valuable materials at end of use is one of the four elements of DuPont's approach to enabling a circular economy, which is described on page 26 of the DuPont 2024 Sustainability Report. For example, Tyvek® personal protective equipment (PPE) is made using a single material – high-density polyethylene (HDPE) – making it easier to recycle than other multi-material fabrics. Companies are able to work directly with plastic recyclers and ship used PPE garments directly to them in large batches.

306-2 Management of significant waste-related impacts

Management processes for waste are incorporated in DuPont's Environmental, Health, Safety, and Security Commitment, Operational Excellence (OpEx) framework, and Environmental, Health, and Safety (EH&S) Management System described in the introduction to the Protect people and the planet chapter on page 38 of the DuPont 2024 Sustainability Report.

We collect data on waste generation and disposal in our operations via a cloud-based corporate sustainability data reporting application. The data is aggregated at the corporate level for disclosure and is visible at the site level to inform decision-making about investments in waste reduction initiatives.

By 2030, we aim to have 4R (Reduce, Reuse, Repurpose, Recycle) waste management and reduction programs implemented at our manufacturing sites. For all sites, we defined minimum expectations for a 4R program, including the requirement for a site level waste reduction goal. In 2023, 77 of our sites had 4R programs in place.

We enable circular economy benefits by designing innovative circular products and processes with customers and value chain partners. Our approach to enabling a circular economy is described on page 26 of the DuPont 2024 Sustainability Report.

DuPont has committed to Operation Clean Sweep (OCS) Blue, a voluntary program jointly administered by the American Chemistry Council (ACC) and the Plastics Industry Association to prevent plastic loss to marine and freshwater environments. OCS Blue requirements are fully integrated into our EH&S Management System to ensure accountability and the sharing of best practices with our peers in the ACC and the Plastics Industry Association. We provided training on the OCS Blue program to our global colleagues that handle plastic resin materials. As part of the training, employees pledged to avoid the loss of plastic to the environment. As a member company, DuPont annually reports the amount of any unrecovered plastic releases greater than 0.5 kg or 0.5 L per incident.

In 2023, we had zero unrecovered plastic release incidents greater than 0.5 kg or 0.5 L.

306-3 Waste generated

Waste data is reported by DuPont sites via a cloud-based corporate sustainability data reporting application.

Waste generated[1]	Unit	2021	2022	2023	% change from prior year
Hazardous waste generated	MT	57,600	62,200	61,400	-1%
Non-hazardous waste generated	MT	260,000	260,600	246,200	-6%
Total waste generated	MT	317,700	322,900	307,600	-5%

[1] Effluent is excluded from total weight of waste generated unless required by state or federal requirements.

306-4 Waste diverted from disposal

Waste diverted from disposal for beneficial use	Unit	2021	2022	2023	% change from prior year
		Onsite/Offsite/Total	Onsite/Offsite/Total	Onsite/Offsite/Total	
Reuse—hazardous	MT	0 / 830 / 830	0 / 787 / 787	0 / 675 / 675	-14%
Reuse—non-hazardous	MT	0 / 1,514 / 1,514	0 / 1,182 / 1,182	0 / 1,317 / 1,317	12%
Recycling/reclamation/recovery—hazardous	MT	0 / 15,149 / 15,149	0 / 14,496 / 14,496	0 / 15,213 / 15,213	5%
Recycling/reclamation/recovery—non-hazardous	MT	14,264 / 32,595 / 46,859	14,143 / 29,511 / 43,655	11,236 / 27,519 / 38,755	-11%
Total beneficial use of waste	MT	**64,400**	**60,100**	**56,000**	**-7%**

306-5 Waste directed to disposal

Hazardous waste directed to disposal	Unit	2021	2022	2023	% change from prior year
		Onsite/Offsite/Total	Onsite/Offsite/Total	Onsite/Offsite/Total	
Incinerated – with energy recovery	MT	95 / 6,636 / 6,731	2,963 / 10,653 / 13,616	768 / 10,174 / 10,942	-20%
Incinerated – without energy recovery	MT	0 / 8,907 / 8,907	0 / 8,854 / 8,854	0 / 8,190 / 8,190	-7%
Landfilled	MT	0 / 10,984 / 10,984	0 / 10,595 / 10,595	0 / 11,792 / 11,792	11%
Other disposal	MT	0 / 15,047 / 15,047	0 / 13,882 / 13,882	0 / 14,567 / 14,567	5%
Total hazardous waste disposed	MT	41,700	47,000	45,500	-3%
Non-hazardous waste directed to disposal					
Incinerated – with energy recovery	MT	6,238 / 8,550 / 14,789	3,064 / 8,462 / 11,526	3,602 / 8,605 / 12,207	6%
Incinerated – without energy recovery	MT	0 / 6,413 / 6,413	0 / 4,957 / 4,957	0 / 4,797 / 4,797	-3%
Landfilled	MT	0 / 37,151 / 37,151	0 / 35,834 / 35,834	0 / 39,691 / 39,691	11%
Other disposal	MT	135,011 / 18,289 / 153,300	146,540 / 16,950 / 163,489	142,747 / 6,706 / 149,454	-9%
Total non-hazardous waste disposed	MT	211,700	215,800	206,100	-4%

GRI 308: Supplier Environmental Assessment 2016

3-3 Management of material topic

Reference the Responsible procurement narrative on pages 92 – 93 of the DuPont 2024 Sustainability Report.

308-1 New suppliers that were screened using environmental criteria

We select suppliers based on category and commodity strategies using a robust six-step strategic sourcing process and a five-step stakeholder approval process. The amount of spend, a key criterion to business and function, influences the category and supplier priority level, along with considerations of supply continuity and the outcome of risk assessments. Suppliers of raw materials, packaging, or contract manufacturing services (direct suppliers) are also subject to our product/service qualification process, which is performed by DuPont's Product Stewardship and Regulatory team in each of our businesses.

Once selected and onboarded, we evaluate our suppliers based on parameters including, but not limited to, contract value, geopolitical risks, ethics and compliance history, and security practices. Suppliers that meet a certain risk threshold based on these and other parameters are determined to be "critical" suppliers. We evaluate new critical suppliers on matters of product quality management, security, business ethics and transparency, climate change and water security practices, human rights due diligence, and operational excellence.

The strategic sourcing process and stakeholder approval processes apply to the selection of all new suppliers; however, we do not aggregate the number of those suppliers that are determined to be "critical" and subject to screening on additional topics including climate change and water security.

308-2 Negative environmental impacts in the supply chain and actions taken

DuPont has several methods of assessing environmental impacts in our supply chain but does not quantitatively aggregate the results for disclosure.

For example, we support the observance of the OECD Due Diligence Guidance for Responsible Supply Chain of Minerals, which promotes respect for human rights by seeking practical solutions to curb the violence associated with trade in conflict minerals.[1] DuPont's long-established Conflict Minerals compliance program requires and maintains appropriate procedures to evaluate and select suppliers consistent with our core values, Human Rights Policy, and Code of Conduct. DuPont builds upon this framework as a member of the Responsible Mineral Initiative (RMI), one of the most utilized and respected resources for companies addressing responsible mineral sourcing in their supply chains. We expect our suppliers to procure, directly or indirectly, from smelters and refiners certified through RMI's Responsible Minerals Assurance Process (RMAP).

We also continued to develop a third-party risk management program in 2023, which when fully implemented will subject some third parties to enhanced due diligence processes on business ethics, integrity, anti-corruption and bribery, trade compliance, and environmental, social, and human rights.

[1] Presently, Conflict Minerals include columbite-tantalite (cotan), cassiterite gold, and wolframite, or their derivatives, including tin, tantalum, tungsten, and gold.

GRI 401: Employment 2016

3-3 Management of material topic

Reference the description of our approach in the Cultivating well-being and fulfillment section on pages 71 – 76 of the DuPont 2024 Sustainability Report.

401-1 New employee hires and turnover

In 2023, DuPont's annual voluntary attrition rate was 5%.

Omission: Information unavailable. We do not aggregate breakdowns by age or gender or hiring numbers and rates for external disclosure. We will continue to evaluate our capability to report this information.

401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

DuPont offers a comprehensive range of inclusive employee benefits on a global scale, tailored to local market practices and social security plans. Our goal is to provide a work-life balance that promotes overall wellness and financial security for our employees and their families. Depending on the location, both full-time and part-time employees generally enjoy a range of benefits, including:

- Retirement savings plans;
- Health care plans – often including mental health, family building, prescription drugs, dental, and vision;
- Life & disability insurance;
- Accident insurance;
- Wellness programs;
- Personal development tools; and
- Paid vacation, holidays, sick time, and leave programs (including global standards for parental leave).

GRI 403: Occupational Health and Safety 2018

3-3 Management of material topic

Refer to the Our approach to protecting people and the planet subsection at the beginning of the Protect people and the planet chapter on page 38 and the Our approach subsection of the Delivering world-class environmental, health, and safety performance section on page 55 of the DuPont 2024 Sustainability Report.

DuPont uses Environmental, Health, and Safety (EH&S) Management System audits to maintain compliance with legal requirements and standards; confirm that our system effectively protects people, the environment, and our facilities; and identify continual improvement opportunities. To ensure a thorough review is completed, site workers and management actively participate in these audits. We use first-, second-, and third-party audits to assess our internal and external communications and review documents, conduct interviews, and analyze processes to confirm our EH&S Management System is effective and complies with DuPont's Code of Conduct and EH&S Standards.

We schedule audits on a rotating basis using our EH&S Risk model. Following our corporate policy, each site is required to conduct periodic first-party audits in which the site assesses its key environmental, health, safety, and security practices. Our corporate EH&S organization leads the second-party audit process for sites in alignment with business resources. We also subject each site or business to formal third-party audits. The third-party audits, conducted by outside independent parties, review the accuracy of the data from the first- and second-party audits, certify that our EH&S Management System operates in conformance with ISO 14001 and RCMS, and assure the integrity of our sustainability data. In 2023, we conducted 10 third-party site audits to assess our EH&S Management System's continued conformance to the RCMS, RC 14001, and ISO 14001 systems.

403-1 Occupational health and safety management system

DuPont has established an Environmental, Health, and Safety (EH&S) Management System to maintain compliance with legal requirements and stakeholder expectations. The EH&S Management System is certified at the corporate level to ISO 14001 and RCMS.

Our EH&S Management System applies to all employees and contractors globally.

403-2 Hazard identification, risk assessment, and incident investigation

EH&S Event Classification, Investigation, and Reporting Standard requires employees to report EH&S incidents and any associated symptoms, injuries, or illnesses, including near misses. We train our employees and orient our contractors on the importance of EH&S incident reporting and instruct them to report incidents through our EH&S management database.

Our incident investigation procedures begin after an incident is reported and the area is deemed safe. We assemble investigation teams based on the nature of the incident. The investigation team documents the facts of the incident and uses Apollo Reality Charting to conduct root cause analysis. At the completion of the investigation, the team issues recommendations for corrective and/or preventative actions in an incident report. DuPont shares the key learnings from incident reports across the company to raise awareness and prevent future incidents. We track the completion of corrective and/or preventative actions through our integrated EH&S management database, which also facilitates incident trend analysis.

In addition to the incident investigation, there may be other actions that require the attention of our EH&S and Health Services (HS) team, including ongoing medical treatment, case management support, and return-to-work guidance. Reporting and recording occupational injuries and illnesses to governmental agencies and/or compensation programs is also conducted as local law and DuPont standards require.

In April 2022, we introduced the terminology "LIFE event" to our current corporate EH&S Event Classification, Investigation, and Reporting Standard. LIFE events are EH&S events that have an outcome or potential outcome that results in life-changing or life-altering consequences, which is consistent with the international standard "ASTM E2920 Standard Guide for Recording Occupational Injuries and Illnesses" Section 6.1.1 section for Level One Severity injuries/illnesses. The designation is based on injury severity and applies to both actual and potential injury severity. "LIFE" personalizes our Serious Injury and Fatality (SIF) terminology and ties to our LIFE Saving Behaviors.

We classify Process Safety Incidents according to American Petroleum Institute (API) Recommended Practice 754. Process safety event classification is based on the amount of hazardous material released, the direct cost impacts (i.e., the cost to repair any damage from a fire or explosion), and other severity factors such as injuries or off-site impacts. By applying standard practices and tools, monthly metrics tracking and follow-up, and leveraged support where appropriate, manufacturing sites improve their management of equipment critical to Process Safety.

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

403-3 Occupational health services

Protecting worker health

DuPont Health Services (HS) staff and/or onsite workers' compensation coordinators facilitate access to medical care for occupational injuries or illnesses at all sites. HS coordinates critical incident support and provides training for emergency medical response at many sites, especially those at higher risk of natural disasters. We have on-site medical clinics at 29 sites worldwide where HS staff provide occupational care, render first aid, and provide referrals for non-occupational illness and injury.

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

Each year, HS coordinates health risk assessments to determine leading health concerns for our employee population, including occupational hygiene assessments, medical screening, biological monitoring, ergonomics programs, and hazard communication. Based on the known occupational risks and regulatory compliance, HS executes an annual Medical Surveillance Exam. Many of our sites have an annual flu vaccine program and other services, such as programs to address diminished capacity and fatigue management.

DuPont HS also provides travel medical screenings and consultations for employees needing to travel internationally. HS reviews potential infectious diseases affecting the travel destination, such as COVID-19, yellow fever, malaria, etc., as well as other travel-related health risks. HS addresses any identified gaps in health requirements, including vaccinations, health status, and disease exposure, through appropriate referrals for vaccinations and other services. HS works with a third party to provide medical assistance, referral, and care coordination for DuPont employees who may require medical care while actively engaged in business travel.

Exposure assessment and management

To protect the health of our workforce, we maintain workplace exposures at a safe level. Each of our sites has an occupational hygiene (OH), sometimes known as "industrial hygiene," resource who is knowledgeable about the exposure assessment process and is trained to the level appropriate for the complexity of the work at the site. This individual executes and oversees the strategy for qualitative exposure assessments, which includes establishing similar exposure groups, documenting assessment reports, conducting quantitative sapling as appropriate, and managing the database. The OH resources identify the tasks performed by exposure groups and develop exposure profiles for each group, updating the profile when:

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

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

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

Each year, a sampling plan is developed, and progress against it is tracked. OH resources report the results of exposure assessments, monitor data for line management, and track the data to identify trends that may apply to other work groups, sites, or businesses. Workers in similar exposure groups being monitored are notified of results in a way that meets local regulatory requirements.

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

403-4 Worker participation, consultation, and communication on occupational health and safety

A safe work environment is built on strong communication. Internally, our communication platforms for worker health and safety information include intranet sites, email, websites, digital signage, posters, computer-based trainings, and team meetings. Our DuPont EH&S Management System Policy requires each site to lead EH&S meetings at least once per quarter, however, many of our sites hold monthly meetings to provide EH&S training and updates. Employee attendance at the site-led meetings is mandatory and is tracked at the local level. Sites use these meetings, as well as other systems such as our site safety suggestion programs, to collect suggestions from workers on how to improve facility safety and site EH&S procedure effectiveness.

Each site also manages external communications for significant health and safety incidents or emergencies with local communities. To inform communities of EH&S updates, our sites generally participate in or host advisory panels or post on a website or social media depending on the site's needs.

Annually, we communicate the results of our EH&S Management System audits to our workers and inform them of any decisions or actions related to possible Management System updates. Additionally, all sites have documented EH&S management review meetings at least monthly.

403-5 Worker training on occupational health and safety

Our EH&S Management System addresses EH&S training requirements, which are key to ensuring our employees understand and comply with our safety standards. We provide all employees with annual training on the corporate and business policies, standards, and safe work practices for the occupational hazards to which they may be exposed. Furthermore, employees must have all certifications and licensing required by applicable government regulations (e.g., asbestos, lead, emergency response, hazardous waste, and radiation).

We require each of our employees and contractors to complete EH&S training and comply with applicable DuPont EH&S guidelines, policies, and standards. DuPont utilizes the expertise of external training providers and the company's own functional experts to offer a wide range of courses on occupational health and safety topics. Training is delivered through interactive webinars, self-paced virtual courses, and face-to-face classes. As required by our corporate standards and applicable regulations, we conduct and document both initial training for new hires and recurring EH&S trainings. In 2023, to enhance our EH&S training process we introduced a new EH&S Learning and Development Council and Steering Team. The team is responsible for:

- Creating a training matrix that consolidates requirements for all EH&S standards;
- Enhancing our internal website for improved visibility of required training by job role;
- Implementing an interactive dashboard to track updates to training modules;
- Streamlining the EH&S onboarding module for all employees; and
- Implementing EH&S training for the Operational Excellence framework.

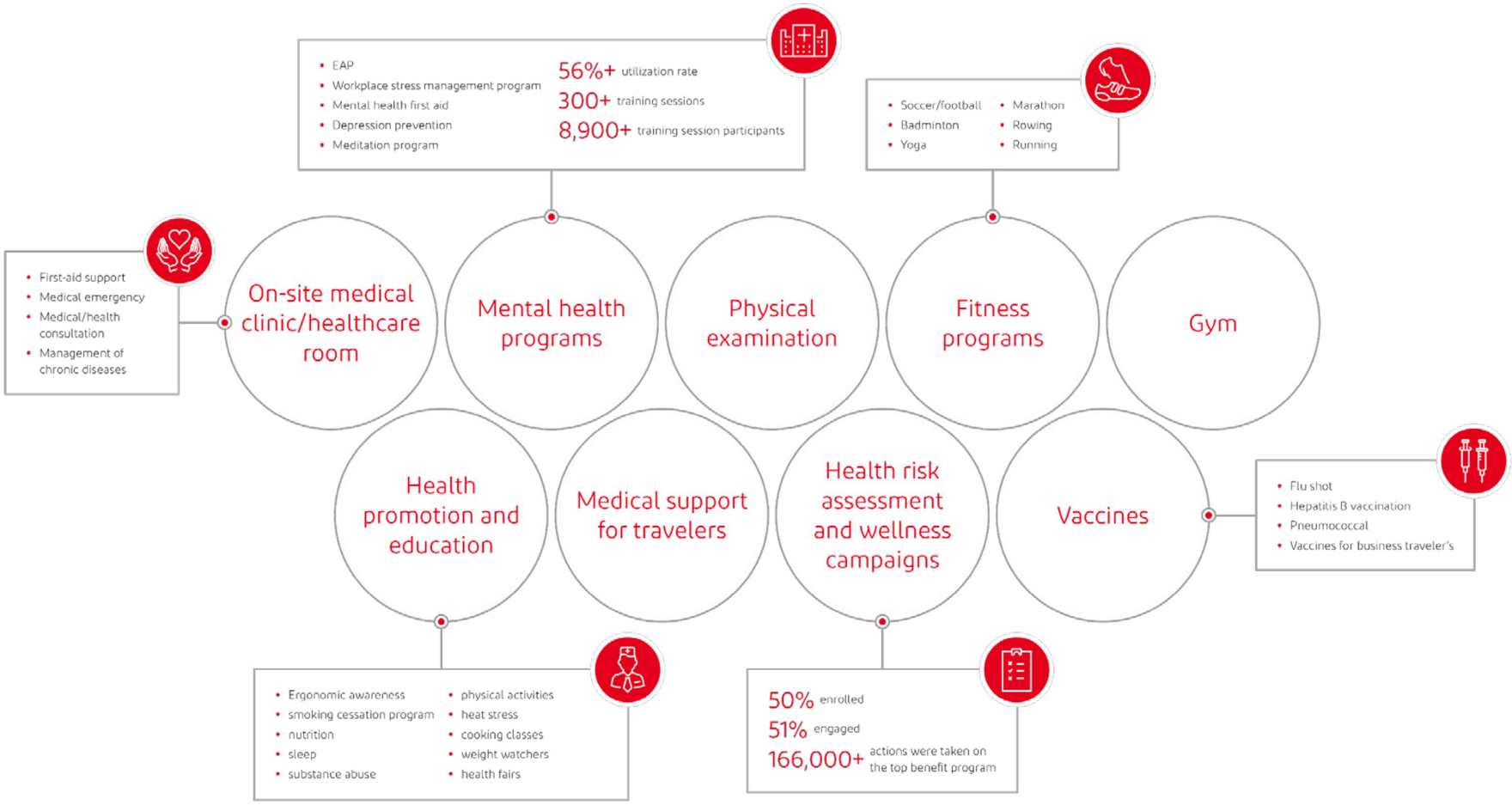
403-6 Promotion of worker health

As the needs and usage patterns of employees for health services change, DuPont recognizes the importance of providing competitive health and medical benefits as part of a comprehensive compensation package. Our employee health insurance covers a wide range of medical services, including emergency care, prescription medications, dental health, and maternity healthcare.

In addition to health insurance, DuPont offers an Employee Assistance Program (EAP) to support employees and their families when coping with work and life challenges. Our wellness platform, Virgin Pulse, encourages healthy lifestyles by engaging employees in personal and rewarding ways throughout their health and wellbeing journeys.

We promote healthy living and positive thinking through diverse health promotion activities designed to enhance employee health awareness, promote good lifestyle behaviors, increase mental energy, and better respond to workplace, social, and family challenges and needs.

In 2023, we offered a variety of mental wellbeing workshops and seminars on critical topics such as family and relationships, parenting, elder adult care, personal development, resilience, communication skills, management support, and behavioral health and wellness. We also promoted multiple wellness campaigns and health tips to educate employees on nutrition, sleep, smoking cessation, substance abuse, ergonomics, and physical activity.



403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

The prevention and mitigation of occupational health and safety impacts directly linked by business relationships is addressed in two areas:

Our suppliers – managed primarily through the DuPont Supplier Code of Conduct.

The DuPont Supplier Code of Conduct sets expectations for suppliers doing business with us. The Code is organized according to our core values and references The Ten Principles of the United Nations Global Compact Initiative, the United Nations Guiding Principles on Business and Human Rights, the International Labour Organization, the Declaration on Fundamental Principles and Rights at Work, and the global chemical industry's Responsible Care® program. Expectations described in the code cover matters including the environment, labor, human rights, and impacts on society. We include the Supplier Code of Conduct in our Terms and Conditions for all supplier purchase orders. This is in addition to existing contract language and other mechanisms in place to make sure our suppliers adhere to our Human Rights Policy and all applicable laws and regulations.

Our customers and others in the value chain who handle our products – managed primarily through our Product Stewardship and Regulatory (PS&R) Management System.

DuPont's PS&R Management System is at the core of our commitment to product safety and risk management. Built on the framework of the American Chemistry Council Responsible Care® Product Safety Code and International Council of Chemical Associations principles, this system plays a critical role in our product and application development processes. Every DuPont business uses the PS&R Management System to assess and manage potential risks and identify improvement opportunities. The adequacy and effectiveness of the PS&R Management System is reviewed annually with the goal of improving performance throughout the organization. Central to the PS&R Management System are Product Stewardship (PS) Reviews. All new and existing products, applications, and services undergo Product Stewardship Reviews, which include detailed health, safety, and environmental impact assessments. PS Reviews evaluate risks during transportation and during customer use based on a detailed assessment of the chemical, physical, and biological impacts of substances. Risk assessment includes evaluation of toxicology data, environmental fate, and worker and customer exposure, as well as non-human and environmental impacts. Broadly inclusive, PS Reviews focus on the full product life cycle from product design and manufacture to customer use, safe handling, and disposal.

403-8 Workers covered by an occupational health and safety management system

100% of DuPont employees at DuPont and its subsidiaries globally are covered by our Environmental, Health, and Safety (EH&S) Management System Policy that provides the managing framework for global EH&S governance and guides the implementation of The DuPont Environmental, Health, Safety, and Security Commitment.

403-9 Work-related injuries

Safety performance	2021[1]			2022[2]			2023[3]			% Change from prior year
	Employees	Contractors	Employees + Contractors	Employees	Contractors	Employees + Contractors	Employees	Contractors	Employees + Contractors	Employees + Contractors
DAWC cases[4]	10	5	15	6	1	7	6	2	8	14%
DAWC rate	0.04	0.08	0.05	0.02	0.01	0.02	0.02	0.03	0.02	0%
TRC[5]	49	24	73	42	15	57	38	12	50	-12%
TRIR[6]	0.22	0.37	0.25	0.16	0.22	0.17	0.15	0.18	0.16	-6%
Fatalities	0	0	0	0	0	0	0	0	0	
Exposure hours	44,777,474	12,915,558	57,693,032	52,929,694	13,764,849	66,694,543	51,303,344	13,010,418	64,313,762	

[1] 2021 and later data excludes data for Mobility and Materials businesses divested in November 2022, consistent with disclosure GRI 2-2 Entities included in the organization's sustainability reporting.
[2] 2022 and later data includes Laird business acquired in July 2021 and ArmorWall business acquired in October 2021, consistent with disclosure GRI 2-2 Entities included in the organization's sustainability reporting.
[3] 2023 data includes Delrin business that was divested in November 2023, consistent with disclosure GRI 2-2 Entities included in the organization's sustainability reporting.
[4] Days Away from Work Case is a work-related case where an employee is unable to work due to a work-related injury or illness.
[5] Total Recordable Cases includes Days Away from Work Cases, Restricted Workday Cases, and Medical Treatment Cases.
[6] Total Recordable Incident Rate = (Number of Recordable Cases X 200,000/Number of Exposure Hours) in a given time period.

The top three types of injury reported are line of fire events, slips, trips, and falls, and ergonomic over-exertion.

Work-related hazards and the processes for identifying hazards and risk assessment are described in GRI 403-2 on page A28.

403-10 Work-related ill health

Reference disclosure 403-9 above. We do not separate reporting of work-related injuries from ill health. Both are included in the data in the table above.

Omission: Information unavailable. DuPont does not disaggregate injury and illness data.

GRI 404: Training and Education 2016

3-3 Management of material topic

Management approach for training of employees is described in the Cultivating well-being and fulfillment section on page 74 of the DuPont 2024 Sustainability Report.

404-1 Average hours of training per year per employee

In 2023, DuPont employees completed an average of 26 hours of compliance and job-specific training. This does not include additional voluntary, skills-based, and personal development training that is self-directed or led by our employee resource groups (ERGs) and functional learning teams that provide professional and career development programming throughout the year.

Omission: Information unavailable. We do not collect training data by gender or employee category.

404-2 Programs for upgrading employee skills and transition assistance programs

To encourage all employees at all levels to explore new opportunities, networks, and career paths, DuPont offers a Career Pathways site that enables our employees to:

- Learn about roles within and outside their job family to see which ones might interest them, complement their strengths, and offer them a chance to try something new;
- Browse the actual career paths of colleagues to see how they shaped their careers through a series of experiences and skill development; and
- Use tools to boost their personal development, including a template to define their personal brand and a discussion guide to help them network with colleagues who have experience in their areas of interest.

We equip colleagues to drive their development and careers through a custom blend of experience, exposure, and education. DuPont partners with some of the leading learning organizations in the world to provide continuous and on-demand professional and functional learning content for our global workforce. Employees also participate in ongoing development through mentorship, career development workshops, ERG programming, and new in 2023, skill-specific learning cohorts. We also developed and deployed a 360 assessment for individual contributors built upon our Capability Library housed in the Career Pathways site. We also offer tuition assistance to assist employees through the completion of an undergraduate or postgraduate degree program that builds competencies for their current role or desired future opportunities.

Internal mobility and the opportunity to continuously reinvent ourselves are significant reasons many employees choose to stay at DuPont. We utilize a Global Job Leveling Framework to organize jobs, help determine equitable pay, and enable career development across the company. The job levels defined by the framework offer a logical and meaningful progression to allow our colleagues to grow their skills and experience. Updated pay ranges and incentive targets ensure that we remain competitive in the market.

In the case of termination of employment, DuPont offers former employees transition benefits that include financial, medical and dental, placement services, and retirement savings plan webinar availability.

404-3 Percentage of employees receiving regular performance and career development reviews

Through the Performance Partnership process, managers are expected to provide clarity, direction, and support to their employees so that all team members can succeed as individuals while contributing to our ultimate strategic goals. In 2023, 79% of employees reported having discussed career goals and aspirations with their manager, an increase of 3% from the prior year.

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

Omission: Information unavailable. We do not measure completion of career reviews by gender or employee category.

GRI 405: Diversity and Equal Opportunity 2016

3-3 Management of material topic

Management approach to diversity and equal opportunity is described in the Accelerating diversity, equity, and inclusion section on pages 63 – 70 of the DuPont 2024 Sustainability Report.

405-1 Diversity of governance bodies and employees

Diversity of nominees for DuPont's Board of Directors as presented on pages 17 – 18 of The Proxy Statement for DuPont's 2024 Annual Meeting of Stockholders filed with the SEC on April 5, 2024.

% of Board members by gender

	2021	2022	2023
Female	33%	33%	33%
Male	67%	67%	67%

% of Board members by age group

	2021	2022	2023
Under 30	0%	0%	0%
30 – 50	0%	0%	0%
Over 50	100%	100%	100%

% of Board members by race/ethnicity/underrepresented groups[1]

	2021	2022	2023
African American or Black	8.3%	8.3%	8.3%
Asian	8.3%	8.3%	8.3%
White	83%	83%	83%
LGBTQ+	8.3%	8.3%	8.3%

[1] Column totals are >100% because individual board members may be counted in multiple race/ethnicity/underrepresented groups.

Diversity of DuPont's employees on December 31 of each year. Values for prior reporting periods are not restated for change in scope of the organization through divestitures and acquisitions. Refer to the Reporting scope table on page 95 of the DuPont 2024 Sustainability Report for details on the inclusion of recent acquisitions and divestitures in these values.

% of employees per employee category by gender[1]	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Non-exempt	18%	82%	23%	76%	23%	77%
Individual contributor	44%	56%	44%	56%	44%	55%
Supervisor	31%	69%	32%	68%	33%	67%
Manager	26%	74%	27%	72%	29%	71%
Senior leader	26%	74%	27%	73%	28%	72%

[1] In instances where the total is not 100%, it is because gender was not disclosed. We respect that gender is not binary, however, as a federal contractor our data aligns with U.S. government reporting requirements and uses the gender categories of male and female. Employees who have not disclosed are not included.

% of employees per age group by gender[1]	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Under 30	36%	64%	37%	63%	37%	63%
30 – 50	28%	71%	33%	67%	33%	67%
Over 50	24%	76%	26%	73%	28%	72%

[1] Total for all age groups for each year may not be 100% because of rounding of individual values.

2023 % of employees per employee category by race and ethnicity[1]	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Not disclosed	Two or more races	White
Non-exempt (U.S. population)	1%	4%	27%	6%	<1%	<1%	2%	61%
Individual contributor (U.S. population)	<1%	7%	11%	6%	<1%	<1%	2%	73%
Supervisor (U.S. population)	<1%	14%	7%	5%	<1%	1%	1%	73%
Manager (U.S. population)	<1%	15%	6%	5%	<1%	<1%	1%	73%
Senior leader (Global population)[2]	1%	18%	7%	5%	<1%	1%	<1%	69%

[1] Total for all categories for each year may not be 100% because of rounding of individual values.

[2] Senior leader category reflects the global population of top company leadership.

405-2 Ratio of basic salary and remuneration of women to men

We continue to be committed to equity in opportunity and pay and an on-going review of our talent and reward processes to identify and promote the best practices in hiring, compensation, promotion, and career development to support diverse representation and pay equity across the organization.

In 2023, we conducted another raw pay gap review of our Global population. Raw pay gap is the difference in the median pay of employee groups as a result of their representation at different job levels. The raw pay gap calculation does not take into consideration factors such as role, level, and experience. It is important to note that the raw pay gap is not an indication of pay disparity or a measurement of equal pay. Rather it highlights a potential opportunity to increase representation of certain employee groups at senior levels.

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

Women earn **$0.79** for every $1 earned by men Globally.
($0.76 in 2022)

Minorities earn **$0.87** for every $1 earned by non-minorities in the U.S.
($0.87 in 2022)

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

Additionally, in 2023, we began working with external advisors using leading industry standards to evaluate pay fairness, regardless of race or gender, in our Global population[1].

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

Omission: Information unavailable. Our disclosure is a raw pay gap for our global employee population. We do not calculate breakdowns by employee category or locations.

GRI 414: Supplier Social Assessment 2016

3-3 Management of material topic

Discussion of management processes for Supplier Social Assessment are described in the Responsible procurement section on pages 92 – 93 of the DuPont 2024 Sustainability Report.

414-1 New suppliers that were screened using social criteria

DuPont selects suppliers based on category and commodity strategies using a robust six-step strategic sourcing process and a five-step stakeholder approval process. The amount of spend, a key criterion to business and function, influences the category and supplier priority level, along with considerations of supply continuity and the outcome of risk assessments. Suppliers of raw materials, packaging, or contract manufacturing services (direct suppliers) are also subject to our product/service qualification process, which is performed by DuPont's Product Stewardship and Regulatory Team in each of our businesses.

Once selected and onboarded, we evaluate our suppliers based on parameters including, but not limited to, contract value, geopolitical risks, ethics and compliance history, and security practices. Suppliers that meet a certain risk threshold based on these and other parameters are determined to be "critical" suppliers. We evaluate new critical suppliers on matters of product quality management, security, business ethics and transparency, climate change and water security practices, human rights due diligence, and operational excellence.

Omission: Confidentiality constraints. We do not disclose the percentage of suppliers determined to be "critical" and subject to evaluations on topics including human rights due diligence.

GRI 416: Customer Health and Safety 2016

3-3 Management of material topic

Management processes for customer health and safety are described in the Innovating safe and sustainable by design section on pages 31 – 35 of the DuPont 2024 Sustainability Report.

416-1 Assessment of the health and safety impacts of product and service categories

100% of DuPont product categories are subject to our Product Stewardship and Regulatory (PS&R) Management System, which requires all new and existing products, applications, and services to undergo Product Stewardship Reviews that include detailed health, safety, and environmental impact assessments. We conduct Product Stewardship Reviews to assess and manage risk prior to commercialization and conduct additional reviews at a frequency commensurate with overall product risk. In addition, businesses are required to conduct Product Stewardship Reviews when significant product changes occur, such as new product use or application areas, manufacturing asset changes, regulatory changes, or other new product information. Our global commitment to PS&R principles drives timely and extensive reviews, with prompt and diligent follow-up to any findings. Worldwide training for all PS&R personnel and mandatory adherence to PS&R Management System standards ensure detailed stewardship assessments of new products, markets, or applications prior to commercialization, modifications to products or processes prior to implementation, as well as periodic reviews of all product lines.

More than 1,000 Product Stewardship Reviews were completed during calendar year 2023.

416-2 Incidents of non-compliance concerning the health and safety impacts of products and services

In 2023, we identified and resolved two non-compliance incidents associated with product health, safety, or transparency regulations. Both incidents were identified as part of proactive DuPont product stewardship review actions. These reviews uncovered the non-compliance status of two products associated with acquired businesses. No fines, penalties, or warnings were issued, and DuPont took immediate action to resolve the incidents of non-compliance.

GRI 417: Marketing and Labeling 2016

3-3 Management of material topic

Requirements for product marketing and labeling are described in DuPont's Product Stewardship and Regulatory (PS&R) Management System. Those requirements are described in GRI 417-1 below.

417-1 Requirements for product and service information and labeling

DuPont's Product Stewardship and Regulatory (PS&R) Management System ensures compliance with global and local Safety Data Sheet (SDS) and labeling information requirements. SDS and label compliance management are critical components of product safety. 100% of DuPont products that are not articles have an SDS that provides essential information on content including chemical and physical characteristics and toxicology, as well as safe handling, use, and disposal information including spill and emergency response measures with appropriate contact numbers. We regularly review, update, and audit DuPont Safety Data Sheets and product labels to confirm compliance with relevant global and local regulatory requirements.

100% of DuPont products are reviewed with SDSs generated in applicable languages for customer use. SDSs are updated and re-issued given any change to the product or related SDS information as well as any relevant regulatory change. Further, all SDSs are reviewed at a set frequency to ensure up-to-date SDSs are in use.

SASB content index

Sustainability Disclosure Topics and Accounting Metrics

Greenhouse Gas Emissions

RT-CH-110a.1 Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations

GRI 305-1 Direct (Scope 1) GHG emissions, p. A20.

RT-CH-110a.2 Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets

Acting on climate, p. 39 – 46 of the DuPont 2024 Sustainability Report.

Air Quality

RT-CH-120a.1 Air emissions of the following pollutants: (1) NO_X (excluding N_2O), (2) SO_X, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)

GRI 305-7 Nitrogen oxides (NO_X), sulfur oxides (SO_X), and other significant air emissions, p. A23.

Energy Management

RT-CH-130a.1 (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy

GRI 302-1 Energy consumption within the organization, p. A14 – A15.

Water Management

RT-CH-140a.1 (1) Total water withdrawn, (2) total water

GRI 303-3 Water withdrawal, p. A18.
GRI 303-5 Water consumption, p. A19.

RT-CH-140a.2 Number of incidents of non-compliance associated with water quality permits, standards, and regulations

GRI 2-27 Compliance with laws and regulations, p. A10.

RT-CH-140a.3 Description of water management risks and discussion of strategies and practices to mitigate those risks

Water stewardship in our operations and local watersheds, p. 50 – 51 of the DuPont 2024 Sustainability Report.

Hazardous Waste Management

RT-CH-150a.1 Amount of hazardous waste generated, percentage recycled

GRI 306-3 Waste generated, p. A25.
GRI 306-4 Waste diverted from disposal, p. A25.

Community Relations

RT-CH-210a.1 Discussion of engagement processes to manage risks and opportunities associated with community interests

Building thriving communities, p. 77 – 83 of the DuPont 2024 Sustainability Report.

Workforce Health & Safety

RT-CH-320a.1 (1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees

GRI 403-9 Work-related injuries, p. A32 – A33.
GRI 403-10 Work-related ill health, p. A33.

RT-CH-320a.2 Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks

GRI 403 Occupational Health and Safety 2018, disclosures 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, and 403-8, p. A28 – A32.

Product Design for Use-Phase Efficiency

RT-CH-410a.1 Revenue from products designed for use-phase resource efficiency

Not disclosed. Metric omitted due to lack of available aggregate revenue figure.

Safety & Environmental Stewardship of Chemicals

RT-CH-410b.1 (1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment

(1) Not disclosed.

(2) 100% of DuPont products have undergone Product Stewardship Reviews as required by our Product Stewardship and Regulatory Management System described on page 34 of the DuPont 2024 Sustainability Report.

RT-CH-410b.2 Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact

Innovating safe and sustainable by design, p. 31 – 35 of the DuPont 2024 Sustainability Report.

Genetically Modified Organisms

RT-CH-410c.1 Percentage of products by revenue that contain genetically modified organisms (GMOs)

Not disclosed. Metric omitted due to lack of applicability.

Management of the Legal & Regulatory Environment

RT-CH-530a.1 Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry

GRI 2-29 Approach to stakeholder engagement, p. A11.
GRI 2-23 Policy commitments, p. A9.
GRI 2-24 Embedding policy commitment, p. A9.

Operational Safety, Emergency Preparedness & Response

RT-CH-540a.1 Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR)

EH&S incident reporting and performance, p. 56 – 57 of the DuPont 2024 Sustainability Report.

RT-CH-530a.2 Number of transport incidents

In 2023, DuPont had zero transportation incidents.

Activity Metrics

RT-CH-000A Production by reportable segment

GRI 302-3 Energy intensity, p. A16. Production is reported at a corporate aggregate level and measures overall production from manufacturing facilities of both final products and intermediate products that may be transferred to another manufacturing site for final processing. We do not report production by segment.

TCFD disclosure index

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

Board oversight of climate-related risks and opportunities

The Board of Directors is responsible for overseeing the Company's strategic direction, including the integration of environmental, social, and governance ("ESG") risks and opportunities into the Company's strategy. Each of DuPont's four Board Committees has formal oversight of specific ESG-related risks and opportunities. Discussion of ESG and sustainability topics occurred at each of the five scheduled Environment, Health, Safety and Sustainability (EHS&S) Committee meetings and as needed at meetings of the full Board.

Climate-related risks and opportunities are part of the responsibility of the EHS&S Committee of the Board.

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

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

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

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

Senior leadership responsibility for our sustainability strategy, including our climate strategy, ultimately resides with the Chief Technology and Sustainability Officer (CTSO), who reports directly to the CEO. The CTSO focuses on the link between sustainability and innovation in our operating model and chairs the Sustainability Sponsors Committee, a subset of DuPont's Senior Leadership Team. Members of the Sustainability Sponsors Committee represent Corporate Governance and Finance, Operations Excellence, Employee Experience and Development, Innovation, and Business Oversight. The Sustainability Sponsors Committee reviews and approves sustainability initiatives and policies and oversees the work of the Sustainability Leadership Council (SLC). The CTSO reports directly to the CEO and, together with DuPont's Chief Operations & Engineering Officer, routinely engages with the DuPont Board of Directors and its Environment, Health, Safety & Sustainability (EHS&S) Committee on ESG and sustainability matters.

The SLC oversees implementation of our sustainability and climate strategies. The SLC is chaired by the Vice President of Sustainability, who reports to the CTSO. SLC members include a sponsor for each of our nine 2030 Sustainability Goals, representatives from each of our businesses, functional and regional leaders, and our enterprise sustainability staff. The goal sponsors coordinate across the company to drive actions that enable sustainability and business success in their respective areas of expertise. Membership in the council is selected to ensure sustainability is deeply embedded in our business strategy and tightly aligned with our company purpose and actions. Each DuPont business also has a dedicated sustainability leader responsible for overseeing business and product-level sustainability efforts. The SLC includes an enterprise-level climate strategist who leads implementation of the climate strategy to drive progress toward our Acting on climate 2030 goals, including the development of roadmaps to meet our climate targets, the engagement of our global businesses on operations, and market-focused climate strategies. DuPont's Chief Technology and Sustainability Officer and Chief Operations and Engineering Officer together are responsible for performance against our climate goals and communicate with the CEO and the Board of Directors on climate-related matters.

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

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

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

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

The extreme weather-related physical risks to DuPont sites and supply chains (for example, suppliers located along or shipping passing through the U.S. Gulf Coast) are described in DuPont's 2023 Annual Report on Form 10-K as, "Climate change increases the frequency and severity of potential supply chain and operational disruptions from weather events and natural disasters. The chronic physical impacts associated with climate change, for example, increased temperatures, changes in weather patterns and rising sea levels, could significantly increase costs and expenses and create additional supply chain and operational disruption risks....Supply chain disruptions, plant and/or power outages, labor shortages and/or strikes, geo-political activity, weather events and natural disasters, including hurricanes or flooding that impact coastal regions, and global health risks or pandemics could seriously harm the Company's operations as well as the operations of the Company's customers and suppliers." This risk could manifest as any of several types of severe weather events including hurricanes, floods, and others.

Our exposure to this risk includes our operations in the U.S. Gulf Coast region, for example, at our operations site at Pontchartrain, Louisiana.

An example of the impact of a severe weather event is Hurricane Ida in August 2021, which impacted our operations site at Pontchartrain, Louisiana. This event resulted in a facility shutdown. The total impact on the Company was approximately $4,000,000 from costs to repair storm-damaged equipment, utilities, and property, and costs associated with approximately three weeks of lost production.

Product opportunities—access to new and emerging markets and development of low emission goods and services

Market opportunity driven by climate change is described in DuPont's 2023 Annual Report on Form 10-K as "Demand for product offerings that are less carbon-intensive or customers determine support their respective sustainability goals is expected to continue to increase, driven by end-user and customer demand, investor preference, and government legislative and market- and product-specific actions in response to risks created by climate change."

As a premier multi-industrial company with a diverse portfolio of products and downstream markets, DuPont is well positioned to realize the opportunity in the development and expansion of low-emission products in several ways. In 2023, we continued engagement with strategic customers from across our global businesses, representing multiple end markets including automotive, semiconductors, water, protection, consumer electronics, industrial, and more. These engagements establish a direct link between our innovation platforms and the sustainability priorities of our customers, with climate change cited as a priority by more than 75% of those surveyed.

We work directly with our customers to meet their expectations for low-carbon products and solutions to global challenges. Several examples of market opportunities specific to DuPont's business are:

1) In the automotive market, the clear trend is toward lower carbon emission technology (including hybrid, PHEV, and BEV), and away from traditional internal combustion engines and drivetrains. The Next generation automotive strategic growth area accounts for about 10% of DuPont's net sales.

2) In the building solutions market, the trend strongly favors product solutions that reduce both embodied (i.e., material carbon footprint) and operational carbon emissions. The Protection strategic growth area, which includes building solutions, accounts for about 21% of DuPont's net sales.

3) The trend in display technologies and consumer electronics favors technologies such as energy-efficient displays and devices that last longer and consume less energy during use by consumers. The Electronics strategic growth area accounts for about 29% of DuPont's net sales.

Impact of climate-related risks and opportunities on the company's businesses, strategy, and financial planning

Our understanding of climate change as a risk and opportunity influences our business decisions and strategies in several ways.

In how we innovate:

In 2023, we continued to advance learning through expanded customer and value chain engagements. The effort focused on 120 strategic customers from across our global businesses, representing multiple end markets including automotive, semiconductors, water, protection, consumer electronics, industrial, and more. Using the results of the 2022 customer engagement work, we developed an interactive internal dashboard to facilitate analysis and insight generation. These customer insights establish a direct link between our innovation platforms and the sustainability priorities of our customers. The customer insights provide clarity for DuPont businesses and functions, increase the commercialization success of sustainable products, and enable our customers' successes in achieving their sustainability objectives. Climate change is the number one ESG topic for DuPont's customers and value chains, cited as a priority by more than 75% of those surveyed.

In our actions to protect the planet:

In 2023, we announced new, bolder 2030 climate goals that address increasing expectations from our customers and other stakeholders that we continue to accelerate our climate actions. Our new targets were validated by SBTi to meet their near-term target criteria.

These included:

- A new goal to reduce our Scopes 1 and 2 GHG emission by 50% by 2030 from a 2019 baseline that goes beyond the prior 30% goal that we exceeded in 2022; and
- Our first Scope 3 goal to reduce emissions from purchased goods and services and end-of-life of sold products by 25% by 2030 from a 2020 baseline.

We're pleased to report that through focus on actions aligned with our climate strategy we have surpassed both in 2023. In addition, we've surpassed our near-term goal to source 60% of electricity from our operations from renewable sources by 2030 on the way to our RE100 commitment of 100% renewable electricity by 2050.

We joined RE100, with a near-term commitment to source 60% of electricity from renewable sources by 2030. We invested in our first long-term VPPA which will deliver the equivalent of 135 megawatts of new wind power capacity to the North American electrical grid, which is approximately 546,000 MWh of renewable electricity annually. The facility in Texas came on-line ahead of schedule in December 2022. Our individual businesses have chosen to purchase renewable energy credits (RECs) and make renewable electricity claims to support their customers and value chains. These purchases support business strategies and allow us to provide low-emissions product options to our customers.

Resilience of the company's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario

DuPont approaches climate resilience through the integration of climate risks and opportunities with business strategy and enterprise risk management. In 2021, DuPont conducted a series of climate screening workshops to review and prioritize climate-related physical and transition risks, as well as corresponding opportunities. The Company's climate risk screening and initial assessment showed the strategic importance of climate-focused innovation, disaster preparedness, and a multi-pronged approach to the supply of key raw materials.

From an innovation perspective, DuPont is preparing for the transition to a lower carbon economy through an integrated climate action and sustainable innovation strategy, as detailed in the Delivering solutions for global challenges and Acting on climate sections of the DuPont 2024 Sustainability Report.

In terms of supply chain resilience, generally, as described in DuPont's 2023 Annual Report on Form 10-K, the Company seeks to have many sources of supply for key raw materials to avoid significant dependence on any one or a few suppliers. In addition, and where the supply market for key raw materials is concentrated, DuPont takes additional steps to manage its exposure to supply chain risk and price fluctuations through, among other things, negotiated long-term contracts, some of which include minimum purchase obligations. However, there can be no assurance that such mitigation efforts will prevent future difficulty in obtaining sufficient and timely delivery of certain raw materials.

Risk management—disclose how the company identifies, assesses, and manages climate-related risks.

Processes for identifying and assessing climate-related risks

In 2021, DuPont conducted a series of climate screening workshops to review and prioritize climate-related physical and transition risks, as well as corresponding opportunities. To develop a deeper understanding of the unique impacts that climate change could have for DuPont, potentially relevant climate risks were identified and assessed via a climate risk screening process based on the risk's likelihood, significance, and scope of impact across the business including direct operations, upstream, and downstream. Business and functional teams with responsibilities across DuPont's value chain rated the impact and vulnerability to each risk as low, medium, or high. The low, medium, and high thresholds were calibrated based on potential impacts on operating costs, earnings, increases in costs of raw materials, and supply chain disruptions. Climate leadership used these inputs to prioritize the identified risks and integrated into our corporate enterprise risk management system. The climate screening and risk assessment work was supported by external climate consultants, to help the Company better understand its risk exposure, create a roadmap for scenario analysis and resiliency planning, develop strategies for leveraging opportunities, and meet our reporting and disclosure commitments.

In 2023, DuPont continued to refine our assessment of climate risks.

We assessed market risks and opportunities by listening to our customers through expanded engagements that focus on 120 strategic customers from across our global businesses, representing multiple end markets, including automotive, semiconductors, water, protection, consumer electronics, industrial, and more. Using the results of the 2022 customer engagement work, we developed an interactive internal dashboard to facilitate analysis and insight generation. These customer insights establish a direct link between our innovation platforms and the sustainability priorities of our customers. The customer insights provide clarity for DuPont businesses and functions, increase the commercialization success of sustainable products, and enable our customers' successes in achieving their sustainability objectives. Climate change is the number one ESG topic for DuPont's customers and value chains, cited as a priority by more than 75% of those surveyed. The engagement survey addresses short, medium, and long-term (current – 30 years) through questions about quantitative commitments or product claims that our customers make, investments customers are making, and whether the customer is making carbon neutral or net zero commitments by 2050. Many of the customer responses reference 2030 commitments. This process of customer engagement is established as an annual process managed by members of our business strategic planning team with input from corporate sustainability.

Assessment of physical climate risks is primarily analysis led by our climate strategist that indicates our greatest likelihood of impact is from our supply chains that are impacted by the chemical industry located on the U.S. Gulf Coast. There is also the potential for impact at our sites, but the risk is lower for any single event due to our globally distributed footprint and not being concentrated in higher-risk locations like the U.S. Gulf Coast.

Other inputs to our understanding of climate risks include the evolving criteria in ESG ratings and direct engagements with investors. We monitor ESG assessments such as CDP, EcoVadis, and others for changes that indicate increased focus on transparency and action related to climate risks. For example, in 2022 CDP expanded their requested disclosures on the details of renewable energy purchases, aligned with RE100 reporting requirements. This was an indicator of additional transparency expectation related to the actions we're taking to manage our climate risk. Our sustainability and investor relations teams collaborate to monitor ESG topics in direct engagements with investors. In 2023, those topics included climate targets and our climate action plan among others. Our understanding of these changing criteria primarily covers the short term. For example, we are monitoring progress on regulation from the U.S. SEC that would require additional disclosures in the short-term that will drive action in the next year.

Processes for managing climate-related risks

At DuPont, we continue to drive integration and management of strategic climate risks and opportunities to the appropriate levels across business and functional teams where they can be most effectively addressed and acted upon.

Our climate strategy, as part of our sustainability strategy, is set by our Chief Technology and Sustainability Officer and reviewed regularly for progress. Implementation of the Acting on climate goal, including the development of roadmaps to meet our climate targets and the engagement of our business units on their contribution, is led by an enterprise-level climate strategist. DuPont's Chief Technology and Sustainability Officer and Chief Operations and Engineering Officer together are responsible for performance against our climate goals and communicate with the CEO and the Board of Directors on climate-related matters.

In 2023, we continued to refine and implement our Product Sustainability Assessment (PSA) process for assessment of our innovation portfolio. Through this process, we reaffirmed that climate remains a top priority sustainability topic for more than 75% of our customers that we engaged. We also have an established process to engage our customers annually to understand what their priority ESG topics are. Learnings from these engagements are inputs to management actions, including investing in renewable energy for example through RECs, increasing investment in climate-related innovation for specific markets and applications, setting new climate reduction targets, engaging our suppliers on their climate action plans, and others.

DuPont manages our risk associated with physical impacts of climate change through our Business Continuity plans as part of our Enterprise Risk Process, including emergency preparedness.

As part of our emergency preparedness corporate requirements, each site is required to have an emergency response plan (ERP). The plan details prevention, mitigation, response, and recovery activities the site shall do prior, during, and after any unplanned event. The plan also dictates the need to have a Site Emergency Management Team to coordinate the activities provided in the ERP. If needed, due to the unplanned event, a business crisis team will be implemented to assist with providing additional resources to the site, assisting employees with recovery, or implementing actions to minimize supply chain disruption. The business crisis plan can be escalated to a corporate crisis plan bringing additional resources to meet the needs of the site(s) or employees.

How processes for identifying, assessing, and managing climate-related risks are integrated into the company's overall risk management

Our Enterprise Risk Management (ERM) process, refined in 2021 and executed by DuPont's Chief Compliance Officer, manages enterprise-level risk across our global operational footprint and oversees risk response planning, governance, and accountability. The ERM process seeks input from across the company's global businesses, regions, and functions and engages external subject matter experts to identify drivers and mitigation measures. Each risk area has a risk leader who manages the risk and a risk owner who provides strategic guidance and is a member of the senior leadership team. We continually review and update our ERM process to assure alignment with the changing world we operate in and the key challenges facing our global stakeholders. The ERM process maintains a risk register and a set of key indicators for managing each risk area. The full risk profile for the company is presented to the full board annually, and individual risk topics are presented in detail once each year to either the full Board or the relevant Board committee.

ESG risk, including climate, assessment and management is integrated with the ERM process, both through identifying and including ESG-specific risk areas and by including ESG topics as elements of other risk areas such as geopolitical, operational resilience, human capital management, anti-corruption, fraud, and integrity. ESG serves as a lens through which we view corporate risks, drivers, and mitigation for each risk topic to ensure consideration is given to components of the ESG landscape. For example, operational resilience can be impacted by many factors, including increased frequency and severity of severe weather events. Climate and chemical stewardship are the two specific ESG risk areas monitored, with key indicators identified to manage them and assigned risk leaders and risk owners for accountability. For details about our management of these two topics, refer to the Acting on climate and Safe and sustainable by design sections in the DuPont 2024 Sustainability Report.

Metrics and targets—disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material

Metrics used by the company to assess climate-related risks and opportunities in line with its strategy and risk management process

To achieve our Acting on climate goals of 50% absolute reduction of Scopes 1 and 2 GHG emissions and procurement of 60% renewable electricity by 2030 and carbon neutral operations by 2050, we're implementing an integrated strategy to address all sources of GHG emissions, including efforts to create low-carbon industrial processes, source low-carbon and renewable electricity, and reduce our overall energy use. Because of the complex nature and broad implications of climate change, DuPont currently uses—and is further developing—metrics to help us understand our exposure to physical and transition climate-related risks and opportunities. Physical risk metrics focus on operations and supply chain disruptions. Transition risk metrics include our energy consumption as well as our greenhouse gas (GHG) emissions Scopes 1, 2, and 3, customer survey metrics, cost of carbon model estimates, and our pilot portfolio sustainability assessment (PSA) process is a framework to assess innovation opportunities and quantify impacts of our innovation and product portfolios in four categories, including climate.

In 2021, DuPont implemented a Sustainability Modifier to the annual employee Short-Term Incentive Program (STIP) to enhance accountability for sustainability across our organization. This underscores our commitment to sustainability and encourages employee participation and progress toward advancing our 2030 goals. The Sustainability Modifier can be used to enhance or curtail employee incentive payouts up to +/- 10% with the approval of the People and Compensation Committee of the Board. In each of its first three years, the Modifier was 0%, reflecting expected progress on the identified sustainability metrics relating to three of our goals—Delivering solutions for global challenges, Acting on climate, and Accelerating diversity, equity, and inclusion. The Modifier was renewed for 2024.

% renewable electricity (including RECs)	2021	2022	2023
	16%	58%	60%

Scopes 1 and 2 emissions ($MTCO_2e$)	2019 (Base year)	2021	2022	2023
Scope 1	2,079,287	1,645,757	1,433,570	739,337
Scope 2 (market-based)	1,051,549	858,091	574,210	564,194
Scope 2 (location-based)	1,037,460	893,955	849,006	850,290
Scope 1 + Scope 2 (market-based)	3,131,000	2,504,000	2,008,000	1,304,000

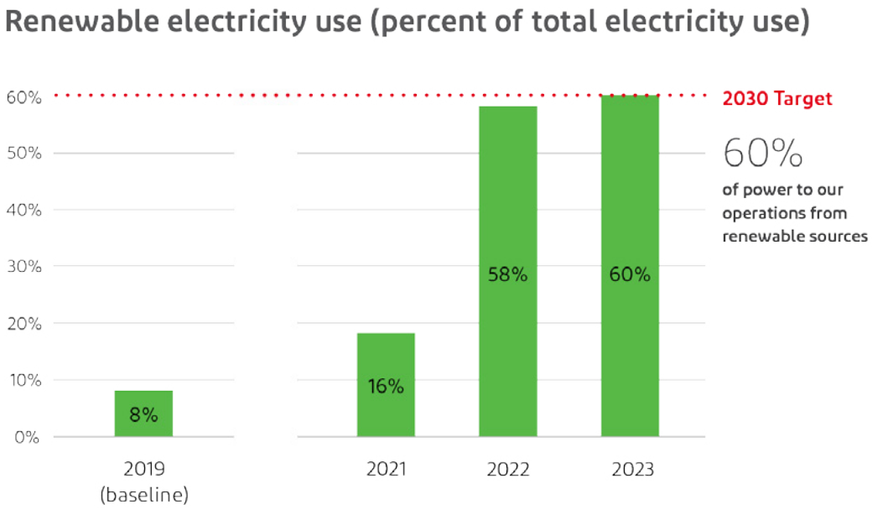
Scope 3 ($MTCO_2e$)	2020 (Base year)	2021	2022	2023
Cat. 1 Purchased goods and services	4,064,121	5,301,989	4,840,703	4,034,495
Cat. 2 Capital Goods	81,396	74,026	65,595	63,401
Cat. 3 Fuel and energy related activities	432,067	459,008	453,212	444,501
Cat. 4 Upstream transport & distribution	494,854	617,076	689,043	616,257
Cat. 5 Waste	49,4454	42,305	55,770	70,338
Cat. 6 Business travel	1,299	3,271	9,801	10,401
Cat. 7 Employee commute	18,949	20,320	21,411	20,867
Cat. 8 Upstream leased assets	1,615	1,241	1,025	797
Cat. 9 Downstream transportation & distribution	29,522	18,136	21,111	22,975
Cat. 10 Processing of sold products	469,533	509,342	528,069	508,520
Cat. 11 Use of sold products	10,565	10,598	7,160	4,644
Cat. 12 End-of-life treatment of sold products	6,314,808	5,982,355	4,945,995	2,292,650
Cat. 13 Downstream leased assets	NA	NA	NA	NA
Cat. 14 Franchises	NA	NA	NA	NA
Cat. 15 Investments	27,275	30,388	25,059	18,770
Total	11,995,449	13,070,055	11,663,954	8,108,616
Category 1 + 12 for goal	10,378,929	11,284,344	9.786,698	6,327,145

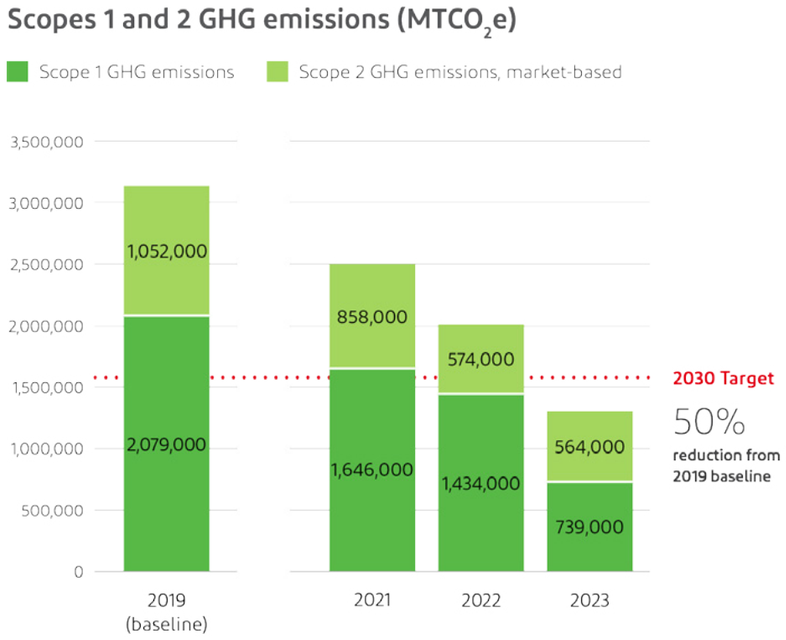
Targets used by the company to manage climate-related risks and opportunities and performance against targets

In 2023, we surpassed our 2030 goal of a 50% reduction of Scopes 1 and 2 GHG emissions seven years early, with a 2023 reduction of 58% from the 2019 baseline, a 35% improvement from 2022. This goal was validated by the Science Based Targets initiative (SBTi) to meet their near-term target criteria and is aligned with the Paris Accord 1.5° C ambition. We realized significant reductions of Scope 1 emissions by converting our building envelope insulation and air-sealing products to low-global warming potential (GWP) blowing agent solutions. Our first long-term VPPA delivered the equivalent of 135 megawatts of new wind power capacity to the North American electrical grid and contributed to the reduction of DuPont's Scope 2 GHG emissions.

Our most significant categories of Scope 3 emissions are Category 1: Purchased goods and services and Category 12: End-of-life treatment of sold products. We're focusing our reduction strategies on these two categories. We achieved emissions reductions in these two categories of 39% from the 2020 baseline, exceeding our 2030 goal of reducing emissions from purchased goods and services and end-of-life treatment of sold products by 25% seven years early.

Our goal to source 60% of electricity for DuPont global operations from renewable energy by 2030 is part of our RE100 commitment. In 2023, we achieved our goal and sourced 60% of our electricity from renewable sources (including through the purchase of renewable energy credits). Forty of our manufacturing sites are now operating at 100% renewable electricity.





April 25, 2024

Ms. Jennifer Princing
Sustainability Disclosures and Reporting Manager
1501 Larkin Center Drive
200 Larkin Building
Midland, MI 48642

2023 Greenhouse Gas Inventory, 2023 Energy Use, 2023 Renewable Energy Use, 2023 Water Use, 2023 Environmental Health & Safety Performance Metrics and 2023 Diversity Equity & Inclusion Limited Verification Statement

PURPOSE OF THE STATEMENT

WSP has conducted an independent third-party review of the 2023 calendar year (CY) greenhouse gas (GHG) inventory, energy use, renewable energy (RE) use, water use, the environmental health & safety (EHS) annual performance metrics, and the diversity, equity & inclusion (DEI) metrics of DuPont with the intention of providing limited assurance of its accuracy and completeness. For the GHG inventory, the scope of the review includes all Scope 1 and Scope 2 emission sources and Scope 3 Category 3 fuel and energy-related activities (FERA). For non-renewable energy, the scope of the review includes total energy consumption, total chilled water and heat transfer fluid consumption, total non-renewable steam consumption, and total fuel consumption. For the renewable energy, the scope of the review includes purchased renewable energy, on-site renewable electricity generation, renewable biofuels, and purchased steam generated from renewable sources. For the water use, the scope of this review includes water withdrawals and water consumption. For the EHS 2023 performance metrics, the scope of the review covered the Total Recordable Incident Rate (TRIR) and the Days Away from Work Case (DAWC) rate for DuPont employees, contractors, and combined contractor and employee rates. The review applies to all owned and leased facilities under DuPont's operational control. For DEI, the scope of the review includes percentages of male and female employees for all full-time regular employees, senior executives and board; and percentages of ethnicity groups for all U.S. employees and board.

WSP provided separate "Review Findings" reports to DuPont, which lists in detail the specific review tasks completed and areas which were flagged for clarification or improvement. DuPont has addressed all requests for clarification and has completed all necessary corrective actions. The details of the scope of this assurance review can be found in Table 1.

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TABLE 1: ASSURANCE SCOPE

ASSURANCE PARAMETER	SPECIFICATION
GHG Calculation and Reporting Protocol	▪ The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) ▪ The Greenhouse Gas Protocol: Scope 2 Guidance ▪ WRI/WBCSD Corporate Value Chain (Scope 3) Accounting and Reporting Standard
Corporate EH&S Standard	▪ SHE Standard S35G: Managing Occupational Injuries and Illnesses ▪ EHS Management System Policy S1Z
Verification Standard	ISO 14064-3: Greenhouse gases – Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions
Level of Assurance	Limited
Organizational Boundary	Operational control
Geography	Global operations
Review Period	January 1, 2023 to December 31, 2023
GREENHOUSE GAS EMISSIONS METRICS	
Scope 1[1]	739,337.04 metric tons CO_2e (all Scope 1 sources)
Scope 2 Location-based[1]	850, 290.10 metric tons CO2e (all Scope 2 sources)
Scope 2 Market-based[1]	564,193.74 metric tons CO_2e (all Scope 2 sources)
Scope 3 Category 3 FERA	444,501 metric tons CO_2e
Supporting Documents Reviewed	▪ CY23 Inventory Management Plan ▪ CY23 GHG Calculation Workbook ▪ CY23 Scope 1 and 2 Emission Factor Update Workbook ▪ Scope 3 2023 CDP Lookup Table - SBU Breakdown Workbook ▪ Interviews with energy data management staff ▪ Interviews with select site personnel ▪ Energy purchasing Invoices for selected sites
Date Review Complete	April 25, 2024
ENERGY CONSUMPTION METRICS	
Total Energy Consumption	4,425,196,232 kWh
Total Chilled Water Consumption	35,781 kWh
Total Heat Transfer Fluid Consumption	313 kWh
Total Non-Renewable Steam Consumption	1,278,015,314 kWh
Total Fuel Consumption	1,835,061,196 kWh

RENEWABLE ENERGY CONSUMPTION METRICS		
Purchased Renewable Electricity[2]	947,218,967 kWh	
On-site Renewable Electricity[3]	440,555 kWh	
Renewable Electricity Percentage	60.07%	*Note that this figure includes purchased renewable energy (RE) and renewable energy generated via on-site through solar photovoltaics and a biomass-fueled generator. Non-renewable on-site generation, typically small sources such as emergency generators, is not tracked nor included in this calculation. 60.07% = (Purchased RE + On-site RE)/Total Purchased Electricity Use
Renewable Biofuels	3.6MMBTU Biodiesel 2.6 MMBTU Ethanol from mobile fuels	Values were converted to MMBTU
Purchased Steam from Renewable Sources	0 kWh	
Supporting Documents Reviewed	▪ CY23 Inventory Management Plan ▪ CY23 GHG Calculation Workbook ▪ CY23 Scope 1 and 2 Emission Factor Update Workbook ▪ Energy invoice documentation for selected sites ▪ Renewable energy credit documentation for selected sites ▪ Interviews with energy procurement staff ▪ Interviews with select site personnel	
Date Review Complete	April 25, 2024	
WATER METRICS		
Water Withdrawals	77,855.12 Megaliters	
Water consumption	8,722.76 Megaliters	
Supporting Documents Reviewed	▪ CY23 Water Data Workbook, including: ▪ Water Withdrawal by Facility, by Source/Supplier ▪ Water Use/Consumption ▪ Water Discharge (sewer) ▪ Water invoice documentation for selected sites ▪ Interviews with water data management staff ▪ Interviews with select site personnel	
Date Review Complete	April 25, 2024	
ENVIRONMENTAL HEALTH AND SAFETY PERFORMANCE METRICS		
Employee TRIR	0.148	
Employee DAWC Rate	0.023	
Contractor TRIR	0.184	
Contractor DAWC Rate	0.031	

Total (Employee + Contractor) TRIR	0.155
Total (Employee + Contractor) DAWC Rate	0.025
Supporting Documents Reviewed	▪ Sample Weekly EHS Performance Reports ▪ Annual EHS Performance Reports ▪ Corporate Standard for Managing Occupational Injuries and Illnesses ▪ Sample Injury Classification Reports for select sites ▪ Sample Incident Investigation Reports for select sites ▪ Interviews with Corporate EH&S Management Staff
Date Review Complete	April 25, 2024
DIVERSITY, EQUITY AND INCLUSION METRICS[4]	
All Employee, Full Time Regular/Senior Executives/Board - %Male/Female	Global Workforce – 31.79% Female, 68.13% Male, 0.09% Undisclosed Senior Leaders – 27.87% Female, 72.13% Male Board of Directors – 33.00% Female, 67.00% Male
All U.S. Employee/Board - %White/Minority	U.S. Workforce – 33.40% Minority, 66.60% White Board of Directors – 17.00% Minority, 83.00% White
Supporting Documents Reviewed	▪ DuPont Current Employee Audit Report ▪ DuPont 2023 Proxy Statement ▪ U.S. Department of Labor OFCCP Guidance FAQs for Federal Contractors
Data Review Complete	April 25, 2024

1 Scope 1 and Scope 2 location- and market-based emissions include emissions from DuPont facilities directly reporting emissions parameters as well as estimated emissions for facilities with employee headcounts below 100 during the reporting year which do not directly report emissions parameters at the Corporate level. Scope 1 also includes emissions from mobile fuels.

2 Purchased renewable electricity includes both contractually purchased renewable energy and renewable energy credits (RECs) purchased.

3 On-site renewable electricity includes renewable electricity generated on-site at DuPont facilities.

4 Note on DEI metrics: The DEI data is self-identified and self-reported by employees. Therefore, WSP has only verified the accuracy of DuPont's summary metrics of self-reported data and not the accuracy of what individual employees reported. For example, WSP is not attempting to define or review existing DuPont gender or race definitions nor confirm if employees' reported data matches any pre-set definition for gender or race. WSP has simply assured that DuPont has accurately collected the self-reported data, aggregated and summarized it appropriately.

VERIFICATION PROCESS AND DOCUMENT REVIEW

WSP is issuing this limited assurance following the scope of verification activities which included two remote site visits with Varennes, Canada on December 13, 2023 and Greifenberg, Germany on January 10, 2023, a desktop review of activity data and calculations, and follow-up conversations with management personnel. DuPont has provided all data and requested supporting documentation which includes the following types of materials:

- Energy and fuel activity data collection tools
- GHG Inventory Management Plan (IMP)
- GHG inventory calculation protocols and tools
- Selected energy invoices, renewable energy certificates and data tracking systems
- Water activity data calculation tools
- EHS Annual Performance Report
- EHS Incident Reports and Standards
- DuPont Current Employee Detail Report
- DuPont Proxy Statement

DATASET UPDATES

DuPont has provided the above supporting documentation for 2023 between February and March 2024. This Assurance Statement is issued to specifically assure the 2023 metrics as stated in Table 1 above. Should corrections or revisions be made—either at the Corporate level or by site teams—within DuPont's data collection system after this time, the updated metric(s) for applicable parameters (such as water, GHG and energy) require a separate limited assurance review for issuance of a Revised 2023 Assurance Statement. Similarly, all Assurance Statements issued by WSP are intended to assure calendar year data specifically provided by DuPont at the time of the original assurance process. When data from previous years has been modified, the Assurance Statements made by WSP for that associated year will no longer apply. WSP does not express a conclusion or any form of assurance on modified calendar year information unless specifically stated.

ASSURANCE FINDING

Based on these review processes and procedures, WSP has no evidence that the 2023 GHG inventory, renewable energy use, water use, EHS performance metrics, and DEI metrics of DuPont are not materially correct, are not a fair representation of the corresponding data and information or have not been prepared in accordance with the Greenhouse Gas Protocol, DuPont EHS S1Z and S35G Standards.

PROFESSIONAL CONDUCT

WSP has conducted this limited assurance review in its capacity as an independent third party in accordance with the ISO 14065 International Standard, *Greenhouse gases — Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition*. ISO 14065 specifies the principles and requirements employed by WSP to make this assertion. WSP has not contributed to the compilation of the 2023 GHG inventory of DuPont, its renewable energy data, water use data, EHS performance metrics, nor its diversity, equity & inclusion metrics. Members of the WSP Assurance Team are not working with DuPont in any capacity beyond what is required of this assignment.

Sincerely,

Jennifer Bankie
Senior Consultant

Forward-looking statements

This communication contains "forward-looking statements" within the meaning of the federal securities laws, including Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. In this context, forward-looking statements often address expected future business and financial performance and financial condition and often contain words such as "expect," "anticipate," "intend," "plan," "believe," "seek," "see," "will," "would," "target," "stabilization," "confident," "preliminary," "initial," "drive," "innovate," and similar expressions and variations or negatives of these words.

Forward-looking statements address matters that are, to varying degrees, uncertain and subject to risks, uncertainties, and assumptions, many of which that are beyond DuPont's control, that could cause actual results to differ materially from those expressed in any forward-looking statements. Forward-looking statements are not representations or warranties or guarantees of future results.

Forward-looking statements include statements which relate to the purpose, ambitions, commitments, targets, plans, objectives, and results of DuPont's sustainability strategy including its activities related to substances of concern. Forward-looking statements include statements related to the standards and measurement of progress against the company's sustainability goals, including metrics, data and other information, which are based on estimates and assumptions believed to be reasonable at the time. The actual conduct of the company's activities and results thereof, including the development, implementation, achievement or continuation of any goal, program, policy or initiative discussed or expected in connection with DuPont's sustainability strategy may differ materially from the statements made herein. The use of the word "material" for the purposes of statements regarding our sustainability strategy and goals should not be read as equating to any use of the word in the company's other disclosures or filings with the U.S. Securities and Exchange Commission.

See DuPont's most recent annual report and subsequent current and periodic reports filed with the U.S. Securities and Exchange Commission for further description of risk factors that could impact the expectations or estimates implied by the Company's forward-looking statements, including (i) the ability to meet expectations regarding the timing, completion, accounting and tax treatments, and benefits, including integration, related to portfolio changes; (ii) risks and costs related to indemnification of legacy liabilities; (iii) risks and uncertainties related to operational and supply chain impacts or disruptions, including ability to offset increased costs, obtain raw materials, and meet customer needs, and (iv) other risks to DuPont's business and operations. Unlisted factors may also present significant additional obstacles to the realization of forward-looking statements. Consequences of material differences in results as compared with those anticipated in the forward-looking statements could include, among other things, business or supply chain disruption, operational problems, financial loss, legal liability to third parties, loss of key customers, reputational harm and similar risks, any of which could have a material adverse effect on DuPont's consolidated financial condition, results of operations, credit rating or liquidity. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made. DuPont assumes no obligation to publicly provide revisions or updates to any forward-looking statements whether as a result of new information, future developments or otherwise, should circumstances change, except as otherwise required by securities and other applicable laws.

Additional information

Additional sustainability disclosures are available on our Sustainability resources & downloads webpage, including:

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

Financial, legal, and governance information, including our 2024 Proxy Statement and financial filings, is available on our DuPont Investors website: www.investors.dupont.com.

Our corporate position statements on many of the topics included in this report are available at www.dupont.com/position-statements.

We welcome engagement on the topics described in the report. Please email sustainability@dupont.com.

Visit us at www.dupont.com

Engage with us at

If you have comments/questions email us at sustainability@dupont.com.

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