The Clorox Company

The Clorox Company sustainability performance data

This document discloses progress toward our IGNITE sustainability goals and other sustainability commitments, as well as key performance indicators related to our priority sustainability focus areas. Throughout the document:

[A] Indicates data was assured by a third party. Learn more about Clorox's third-party assurance approach.

[Ω] Indicates an IGNITE sustainability goal. Not all IGNITE sustainability goals are listed in this document.

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HEALTHY LIVES

Improving people's health & well-being

Employee well-being

Goal	Related metrics	FY 2024	FY 2025	FY 2026	Goal period target
Maintain recordable incident rate of <1.0 with a comprehensive safety management effort striving for an injury-free workplace Ω	Recordable incident rate*	0.47	0.66	0.63	<1.00
Enhance health and well-being outcomes as measured by employee utilization of preventive health screenings exceeding UnitedHealthcare's CPG benchmark, with aspiration of 33% composite target Ω	Employee utilization of preventive health screenings**	32%	34%	34%	33%

Additional resources: Employee safety & well-being webpage

* RIR target is based on industry benchmarking by Clorox, we set a goal for RIR of 1.0 or less. Our fiscal year 2026 RIR of 0.63 means that for every 100 full-time-equivalent Clorox employees globally we averaged less than one recordable incident during the past year. The average RIR for U.S. goods-producing manufacturing companies (NAICS codes 31-33) was 2.7 in 2024, which is the latest available data from the U.S. Bureau of Labor Statistics. The criteria used to determine RIR follows the U.S. Department of Labor's Occupational Safety and Health Administration guidelines and is applied globally. The RIR does not include joint ventures that are not under Clorox's operational control.

** This is a calendar year metric based on U.S. Clorox employees enrolled in UnitedHealthcare medical plans, representing 90% of eligible U.S. employees. Metric is the weighted average across the four individual screening types. January–December 2025 data were provided by UHC/Surest and adjusted based on U.S. Preventive Services Task Force age/gender-appropriate frequency screening guidelines and applicable populations. The consumer packaged goods benchmark of 26% is based on UHC's average across 21 consumer packaged goods employers. The target of 33% is based on the expectation to make reasonable, significant, yet realistic improvement over actual historical results: 31%, 26%, 29%, 29%, 32% and 34% from 2019, 2020, 2021, 2022, 2023 and 2024, respectively.

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Product stewardship

Goal	FY 2026 progress
Transparency: Increase sales of products with targeted certifications and product transparency affiliations for domestic cleaning product portfolio 100% by 2025 vs. 2020 baseline Ω	IGNITE sustainability goal achieved: 100% increase in sales of products with targeted certifications and product affiliations as of CY25

Additional resources: Product stewardship webpage

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CLEAN WORLD

Taking climate action and reducing plastic and other waste

Packaging

Goal	Related metrics	Baseline	CY 2023	CY 2024	CY 2025	Goal period target
50% combined reduction in virgin plastic and fiber packaging by 2030, per case of product sold vs. 2018 baseline Ω	% combined virgin plastic & fiber packaging reduction per case of product sold vs. 2018 baseline*	N/A	9%	13%	17%	50%
100% recyclable, reusable or compostable packaging by 2025 Ω	% of packaging that is recyclable, reusable or compostable**	74%	89%	89%	88%	100%
Double post-consumer recycled plastic in packaging by 2030 vs. 11% 2018 baseline Ω	% of plastic used in packaging that is PCR, vs. 11% 2018 baseline*	11%	10%	11%	12%	22%

Additional resources: Packaging webpage; SASB report included in the Integrated Annual Report

* Metric is global and includes both primary and secondary fiber and/or plastic packaging. Domestic, Canada, U.S. export and Latin America packaging is based on sales data and includes packaging for all products we sell and produce in the U.S., Canada and Latin America, inclusive of contract manufactured packaging from suppliers that procure packaging materials on our behalf. AMEA packaging estimates are calculated by multiplying total sales in the area by packaging weight estimates based on similar material types.

** Data has been calculated using the Ellen MacArthur Foundation's recyclability assessment tool and Recycling Rate Survey. Overall methodology was informed by the Association of Plastic Recyclers Design Guide for Plastics Recyclability and How2Recycle labeling. Recyclability reporting is based on calendar year 2025 U.S., Canada and LATAM sales data and is estimated to reflect global results for this metric.

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Greenhouse gas emissions

Goal	Submetrics Absolute emissions (metric tons CO_2e)	CY 2020 (Baseline)	CY 2023	CY 2024	CY 2025	Goal period target
• Achieve science-based targets to reduce greenhouse gas emissions by 2030 vs. a 2020 baseline: - 50% scope 1 and 2 reduction target - 25% scope 3 (purchased goods and services and use of sold products) reduction target Ω	Scope 1	74,437[A]	65,504[A]	69,998[A]	80,735[A]	N/A
	Scope 2, location-based method (LBM)*	192,046[A]	158,892[A]	149,168[A]	150,503[A]	N/A
	Scope 2, market-based method (MBM)*	192,046[A]	27,888[A]	19,729[A]	24,202[A]	N/A
	Scopes 1 + 2, (MBM)*	266,484	93,392[A]	89,726[A]	104,937[A]	129,772
	% reduction in scope 1 and 2 MBM emissions vs. 2020 baseline*	N/A	64%[A]	66%	61%	50%
	Scope 3, categories 1 + 11**	3,055,236	2,264,585	2,509,717	2,499,127	1,917,699
	% reduction in scope 3, categories 1+ 11 emissions vs. 2020 baseline***	N/A	13%[A]	18%	18%	25%
	Scope 3 (total)***	3,953,247	3,111,421	3,264,625	3,338,649	N/A
	Scope 1, 2 (MBM) & 3	4,219,730	3,204,813	3,354,352	3,443,586	N/A

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Goal	Submetrics Absolute emissions (metric tons CO_2e)	CY 2020 (Baseline)	CY 2023	CY 2024	CY 2025	Goal period target
	Scope 3 category 1: Purchased goods and services***	2,620,714[A]	1,987,757[A]	2,208,009[A]	2,219,175	N/A
	Scope 3 category 2: Capital goods***	41,571	38,127	24,033	24,813	N/A
	Scope 3 category 3: Fuel-and-energy-related activities	61,346	24,158	56,665	67,150	N/A
	Scope 3, category 4: Upstream transportation and distribution	323,254	371,044	222,635	257,881	N/A
	Scope 3 category 5: Waste generated in operations***	7,877	7,473	16,807	9,348	N/A
	Scope 3, category 6: Employee business travel	3,129	5,726[A]	13,405	12,056	N/A
	Scope 3 category 7: Employee commuting***	14,746	14,148	13,663	13,685	N/A

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Goal	Submetrics Absolute emissions (metric tons CO_2e)	CY 2020 (Baseline)	CY 2023	CY 2024	CY 2025	Goal period target
	Scope 3 category 8: Upstream leased assets***	3,603	4,838	3,426	2,221	N/A
	Scope 3 category 9: Downstream transportation and distribution	112,730	106,589	96,260	106,771	N/A
	Scope 3 category 10: Processing of sold products	N/A	N/A	N/A	N/A	N/A
	Scope 3 category 11: Use of sold products (direct)***	434,522	276,828[A]	301,708[A]	279,952	N/A
	Scope 3 category 12: End of life treatment of sold products***	329,754	274,733	308,015	345,597	N/A
	Scope 3 category 13: Downstream leased assets	N/A	N/A	N/A	N/A	N/A

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Goal	Submetrics Absolute emissions (metric tons CO_2e)	CY 2020 (Baseline)	CY 2023	CY 2024	CY 2025	Goal period target
	Scope 3 category 14: Franchises	N/A	N/A	N/A	N/A	N/A
	Scope 3 category 15: Investments	N/A	N/A	N/A	N/A	N/A

Additional resources: Climate webpage; Environmental policy; SASB and TCFD reports included in the Integrated Annual Report

* Scope 2 emissions reported using the market-based method are calculated using various environmental attributes from renewable energy credits associated with virtual power purchase agreements, renewable energy certificates purchased on the open market and international RECs purchased through an energy service provider, and RECs purchased on the open market, as needed. In 2025, these instruments were specific to facilities in the U.S. and Canada.

** Our 2030 science-based targets are focused on scope 3 categories that comprise the largest share of our emissions: category 1, purchased goods and services, and category 11, use of sold products (direct). Categories are defined by the World Resources Institute and World Business Council for Sustainable Development's GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

*** In fiscal year 2025, we revised our reporting process and updated our 2020 baseline based on methodology enhancements, structural changes, and data refinements, including:

- Use of a new carbon management tool for more consistent and detailed emissions tracking.
- Adoption of IPCC AR6 global warming potential factors.
- Removal of emissions associated with divestment of our Argentina and VMS businesses.
- Refined data and methodology, improving comparability with 2024 emissions and future reporting.

In fiscal year 2026, we also completed the transition to Vista, further enhancing data quality and granularity for select Scope 3 emissions categories.

These changes support more accurate tracking against our science-based targets. Data for intervening years were not updated. The 2020 baseline may require future updates, if there are significant structural changes, changes to our methodology, data or guidance, or errors or omissions.

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Energy consumption

Goal	Related metrics	Submetrics	Baseline	CY 2023	CY 2024	CY 2025	Goal period target
100% electricity from renewable energy in the U.S. and Canada in 2021 Ω	Renewable electricity consumed in the U.S. and Canada*		N/A	344,779[A]	354,630[A]	336,160[A]	N/A
	% renewable electricity in the U.S. and Canada*		N/A	100%[A]	100%[A]	100%[A]	100%
Drive continued energy efficiency improvements that achieve or exceed our 2018 baseline levels*	Global energy consumed (MWh)		752,783	687,341[A]	707,385[A]	757,676[A]	N/A
	Global energy consumed per thousand cases sold (MWh)		1.44	1.38	1.43	1.59**	<=1.44
	Global electricity consumed (MWh)		467,478	411,419	403,756	392,821	N/A
	Global fuels consumed by type (MWh)	Natural gas	213,836	197,419	229,914	285,460	N/A
		Fuel oil / diesel	20,313	26,486	25,421	26,369	N/A
		Propane	19,106	19,385	15,428	19,412	N/A
		Mobile fuels	32,050	32,632	32,867	33,614	N/A

Additional resources: Climate webpage; Environmental policy; SASB and TCFD reports included in the Integrated Annual Report

* Through our first virtual power purchase agreement (VPPA) and other market purchases of renewable energy credits, Clorox met its 100% renewable electricity goal beginning in January 2021, four years ahead of the original target date. Our first VPPA for 70-megawatts (MW) was executed in 2019 and began producing renewable energy for Clorox in January 2021. Our second VPPA for 47 MW was executed in 2022 and began producing renewable energy for Clorox in January 2023. The two VPPAs are estimated to deliver Clorox's 100% renewable electricity goal for U.S. and Canadian operations annually, under current VPPA operating scenarios and electricity consumption levels.

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**In CY 2025, global energy consumed per thousand cases sold was 1.59 MWh, above our 2018 baseline level of 1.44 MWh. The increase was driven by a combination of lower production volumes and higher fuel consumption associated with colder winter conditions, increased energy use at certain international facilities and operational disruptions, including a one-time disruption related to storm damage at one of our manufacturing facilities that required some operations to temporarily shift from electricity to less-efficient fuel-based energy sources.

Zero waste to landfill (ZWtL)

Goal	Related metrics	FY 2024	FY 2025	FY 2026	Goal period target
Achieve ZWtL in 100% of our global plants by 2025 Ω	% ZWtL plants*	79%	100%	100%	100%

Additional resources: Waste webpage; Environmental policy

* Where infrastructure allows. Clorox's criteria includes:

1) Have a zero-waste approach to minimizing all waste streams;
2) Have processes to reduce, reuse, recycle, compost or send waste to energy recovery, and;
3) Pass a corporate audit, following Clorox guidelines for our ZWtL program, which was informed by UL Standard 2799, 3rd Edition (03/22/17).

Metric calculated as a percent to reflect both changes to the number of company-approved ZWtL facilities and changes to the total number of facilities we operate due to acquisitions, divestitures and changing facility needs and vendor capabilities to support our business. Locations where landfill waste diversion infrastructure limits the ability to achieve ZWtL are excluded from this metric unless the residual waste impeded by infrastructure limitations constitutes 5% or less of a site's total waste. If 5% or less, and the location meets all remaining ZWtL criteria, it is included in this metric and counted as a ZWtL location. In cases where inadvertent waste sent to landfill is less than 2% of a site's total waste, but it meets all remaining ZWtL criteria, it is counted as a ZWtL location.

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Operational waste

Related metrics	Submetrics	CY 2023**	CY 2024	CY 2025
Solid waste to landfill per thousand cases sold (tons)		0.0117	0.0206	0.0090
Waste by type and disposal method (tons)	Reuse*	130,691	196,494	208,442
	Recycle*	36,157	45,298	22,336
	Compost	2,470	4,946	5,549
	Energy recovery	1,957	1,439	1,735
	Incineration	-	-	905
	Deep well	-	-	-
	Landfill	5,825	10,150	4,260
	On-site storage	-	-	-
	Other	-	-	212,307**

Additional resources: Waste webpage; Environmental policy

Operational waste data reported includes non-hazardous solid waste.

* Recycle includes plastic waste generated and reprocessed onsite and incorporated into our new products and packaging versus reuse to align more closely with the definitions in UL Standard 2799.

** The significant increase in materials classified as "Other" in CY 2025 was primarily driven by waste generated from a one-time disruption related to storm damage at one of our manufacturing facilities. These materials were managed separately from the standard waste categories due to their nature and disposal requirements.

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Water consumption

Goal	Related metrics	Baseline	CY 2023	CY 2024	CY 2025	Goal period target
	Water withdrawal (megaliters)	3,306	2,860[A]	2,703	2,861	N/A
Drive continued water efficiency improvements that achieve or exceed our 2018 baseline levels	Water withdrawal per thousand cases sold (megaliters)	0.0063	0.0057	0.0055	0.0060	<=0.0063
Advance a more localized approach to water stewardship in high or extremely high baseline water stress areas	Number of facilities in areas of high to extremely high baseline water stress*	N/A	20	19	19	N/A
	% water withdrawals in regions of high to extremely high baseline water stress*	N/A	27%	29%	32%	N/A

Additional resources: Water webpage; Environmental policy; SASB and TCFD reports located in the Integrated Annual Report

* Facilities located in high or very high baseline water stressed areas were identified using the Water Resource Institute's (WRI) Aqueduct Water Risk Atlas.

In 2025, 19 Clorox facilities were located in high to extremely high baseline water stress areas, based on WRI's Aqueduct Water Risk Atlas, accessed in July 2026. At selected manufacturing facilities, localized water action plans have been implemented to assess water use, identify efficiency opportunities and address site-specific water risks. Across the broader manufacturing network, Clorox also pursues projects and infrastructure improvements that support operational resilience.

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THRIVING COMMUNITIES

Investing in our people and communities to contribute to a more equitable world

Employee diversity: women and People of Color*

Metric	FY 2026
% Women board members	45%
% POC board members	27%
% Women Clorox Executive Committee**	57%
% POC Clorox Executive committee**	36%
% women - all employees (global)**	36%
% POC - all employees (U.S.)**	38%

Additional resources: Inclusion, diversity, equity & allyship webpage; EEO-1 report

*Management defines people of color as any race that is not white (Asian, Black, Latino, Native American, Native Hawaiian, or two or more races). Gender and ethnicity information is provided by employees on a voluntary, self-identification basis. To the extent that the employees do not voluntarily report, the data would not be included in the calculation.

**Note metrics are based on combined legacy Clorox and GOJO acquisition employee data.

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Employee inclusion

Goal	Related metrics	FY 2024	FY 2025	FY 2026
Achieve an Inclusion Index score for the company in the top quartile* Ω	Inclusion Index - Total Clorox (global)*	76%	82%	72%
	Perceptyx CPG top quartile benchmark**	N/A	81%	79%
Ensure pay equity across gender globally and races/ethnicities in the U.S.*** Ω		Achieved pay equity for gender globally and for race/ethnicity in the U.S. based on our annual pay equity analysis for nonproduction teammates after making salary adjustments.	Achieved pay equity for gender globally and for race/ethnicity in the U.S. after making salary adjustments based on our annual pay equity analysis for nonproduction teammates.	Achieved pay equity for gender globally and for race/ethnicity in the U.S. for nonproduction teammates, based on our annual pay equity analysis.

Additional resources: Inclusion, diversity, equity & allyship webpage

* Employee inclusion is measured through an annual survey administered each spring. In FY26, Clorox transitioned platforms from Perceptyx to Microsoft Viva Glint, resulting in changes to survey methodology and external benchmarking. The updated methodology reduces sensitivity to population-size fluctuations and provides a more stable measure of employee sentiment. The Inclusion Index is the average favorability score across six questions that measure employees' perceptions of Clorox as an inclusive workplace. The survey was administered in April 2026, and 6,040 employees participated. Employees who do not respond to the survey are not included in the metric calculation. To provide a consistent basis for comparison during this transition year, the Inclusion Index is compared against the 2026 Perceptyx benchmarks.

** The Perceptyx CPG benchmark comprises employee survey results from organizations that produce consumer goods, including results from 81 companies and 2.8 million survey responses.

*** Pay equity: There are no statistically significant differences (at a confidence level of 95%) in pay by gender globally and race/ethnicity in the U.S., accounting for relevant factors such as grade level, location and experience.

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Employee engagement

Metric	FY 2024	FY 2025	FY 2026
Employee engagement*	79%	79%	77%
Employee engagement benchmark*	N/A	N/A	N/A

Additional resources: Empowering our teammates to thrive webpage; SASB report included in the Integrated Annual Report

* Employee engagement is measured through an annual survey administered each spring. In FY26, Clorox transitioned platforms from Perceptyx to Microsoft Viva Glint, resulting in changes to survey methodology and external benchmarking. The updated methodology reduces sensitivity to population-size fluctuations and provides a more stable measure of employee sentiment. Given the limited availability of comparable benchmark data under the current methodology, year-over-year performance trends are used to provide context in FY26. In addition, FY24 and FY25 engagement results have been recalculated as part of the transition from a favorability-based methodology to a mean-score methodology.

Engagement measures the extent to which employees take pride in the company, intend to stay, are intrinsically motivated by their work and would recommend the company as a good place to work. The FY24 and FY26 surveys were administered to the global employee workforce. The FY25 survey was administered exclusively to non-production employees to minimize disruption caused by the company-wide Vista implementation, which impacted production operations. Employees who do not respond to the survey are not included in the metric calculation.

Responsible sourcing

Goal		Related metrics	CY 2023	CY 2024	CY 2025	Goal period target
Fiber: Use only recycled or certified virgin fiber in primary/secondary packaging	% of fiber used in the packaging we purchased that is recycled/certified virgin material	% recycled/certified fiber	98%	N/A	N/A	100%
		% recycled fiber	47%	N/A	N/A	N/A
		% certified fiber	51%	N/A	N/A	N/A
	Certified fiber by certification type	% FSC-certified fiber	34%	N/A	N/A	N/A
		% SFI-certified fiber	16%	N/A	N/A	N/A
		% PEFC-certified fiber	1%	N/A	N/A	N/A
Palm: Source only CSPO for palm oil and its derivatives through RSPO physical supply chains by 2030	% of palm oil ingredients purchased with RSPO certification		10%	17%	N/A	100%
Palm: Continue mapping, tracing and/or monitoring the supply chain of our palm ingredient suppliers	% by year of priority supplier volume traced to mill*		88%	84%	N/A	N/A

Additional resources: Forest stewardship webpage; Business Partner Code of Conduct

* Priority suppliers represented 90% of our purchases of palm oil ingredients and derivatives in 2023.

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Community impact

Metric, in millions of USD	FY 2024	FY 2025	FY 2026
Foundation and corporate community cash grants	$5.3	$5.2	N/A
U.S. cause marketing	$0.5	$1.0	N/A
U.S. product donations (fair market value)*	$43.3	$24.2	$5.9
Employee volunteerism**	$2.4	$0.6	$0.5

Additional resources: The Clorox Company Foundation webpage; Communities webpage

* Refers to those donations used to aid in disaster relief or to support schools, food banks and other nonprofit organizations. Value is derived from current-year average fair market value of the products donated. U.S. product donations include donations made by the company's U.S divisions and are for the fiscal year ending June 30.

** Calculated on a calendar year basis and based on annual employee survey conducted in January. Financial equivalent of number of volunteer hours multiplied by the value of volunteer time in current year, determined by IndependentSector.org. Less than 5% of these hours are by employees outside the U.S., but all are calculated using the U.S. average rate.

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