

# Purposeful Play

MATTEL

## 2021 Citizenship Report







**Our purpose is to empower the next generation to explore the wonder of childhood and reach their full potential.**



# Introduction

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Our mission is to create innovative products and experiences that inspire, entertain and develop children through play.







## Letter from Our Chairman and CEO

On behalf of the Mattel global team, it is a pleasure to share our 2021 Citizenship Report.

2021 was pivotal for Mattel. The organization once again performed exceptionally well, while staying committed to our purpose to empower the next generation to explore the wonder of childhood and reach their full potential, and to our mission to create innovative products and experiences that inspire, entertain, and develop children through play.

At Mattel, we take our role as a responsible corporate citizen very seriously. Our aim is to contribute to a more diverse, equitable, inclusive, and sustainable future.

Last year, we published our 2020 Citizenship Report including updated Environmental, Social, and Governance (ESG) strategy and goals, as well as more detail about some of the progress we have made.

Our ESG strategy is built around three key pillars, representing the areas where Mattel believes it can have the greatest impact:

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

We are proud of the significant achievements in 2021 in support of these important areas as summarized in this report.

One of our Sustainable Design and Development goals is to achieve 100% recycled, recyclable, or bio-based plastic materials in our products and packaging by 2030 as we look to integrate more sustainable materials and principles of product stewardship and circularity in design. In 2021, we exceeded one of our other goals in this pillar by achieving 97.9% recycled or Forest Stewardship Council (FSC)-certified content in the paper and wood fiber used in our products and packaging. The FSC recognized Mattel for this achievement with a 2021 Leadership Award of Excellence.

**At Mattel, we take our role as a responsible corporate citizen very seriously. Our aim is to contribute to a more diverse, equitable, inclusive, and sustainable future.**

We also launched several new products made from more sustainable materials and announced Mattel PlayBack, a toy takeback program, in the United States, Canada, France, Germany, and the United Kingdom.

Under Responsible Sourcing and Production, we further developed action plans to help achieve our Scope 1 and 2 greenhouse gas (GHG) emission reduction and zero-manufacturing waste goals. We have already taken significant steps towards reducing energy consumption and absolute Scope 1 and 2 GHG emissions across our manufacturing footprint.

Under Thriving and Inclusive Communities, we made progress towards our global Diversity, Equity, & Inclusion (DE&I) goals of increasing representation of women and ethnically diverse talent at Mattel. Importantly, in 2021 we achieved 100% base pay equity by gender globally and by ethnicity in the U.S.<sup>1</sup> In addition, Mattel was acknowledged for creating an inclusive culture through recognitions such as Forbes Best Employers for Women, Human Rights Campaign Best Places to Work for LGBTQ Equality, and Great Place to Work®.

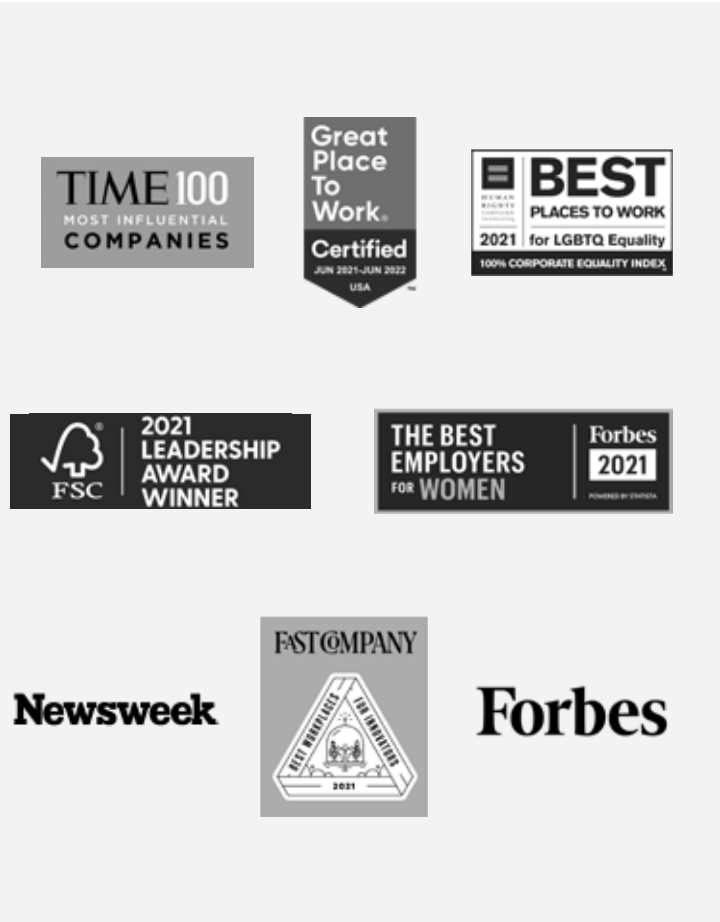
Our updated ESG strategy serves to build upon a solid foundation and reflects our ongoing commitment to corporate citizenship in a rapidly changing world. We thank all the teams across Mattel that make our continued progress possible and our external stakeholders for their encouragement and partnership on this important journey.

Sincerely,

Ynon Kreiz  
Chairman and Chief Executive Officer







## Awards and Recognitions

In 2021, Mattel was recognized by several important organizations for its workplace culture, use of FSC-certified products and commitment to responsible forest management, and philanthropic efforts. We are proud to have made ongoing progress and continue to prioritize these important areas. Notable recognitions include:

- Forbes World's Best Employers of 2021
- Forbes Best Employers for Women 2021
- Fast Company Best Workplaces for Innovators 2021
- Great Place to Work® Certified 2021
- Newsweek Top 100 Most Loved Workplaces for 2021
- Human Rights Campaign Best Places to Work for LGBTQ Equality 2021
- 2021 Time 100 Most Influential Companies
- FSC 2021 Leadership Award
- 2021 Toy Express Corporate Hero award by the First Responders Children's Foundation in recognition of #ThankYouHeroes campaign and toy donations made by Mattel in 2020.



## About This Report

This report covers our progress in 2021 related to our ESG strategy and goals. The data in this report, unless otherwise indicated, relates to the calendar year ended December 31, 2021, and includes information on Mattel brands, and Mattel-owned and/or -operated sites, including manufacturing facilities, distribution centers, warehouses, retail stores, and corporate locations globally.

This report also includes information and data regarding various activities from prior years, as well as certain information through April 2022 that provides more comprehensive and current insights into our ESG program. Throughout the report, we guide readers to additional sources of information on our [corporate website](#). Website

references are provided for convenience only. The content on the referenced websites is not incorporated into this report, nor does it constitute a part of this report. We assume no liability for any third-party content contained on the referenced websites. Additional data tables can be found in the GRI Supplemental Data Appendix of this report.

Our reporting is guided by frameworks such as the Global Reporting Index (GRI) Standards. Additional information regarding the GRI Standards can be found in the Appendix and Index to this report.

The energy consumption, Scope 1 and 2 GHG emissions, waste, and water withdrawal data for 2019 (the baseline year) and 2020 presented in this report has been restated to reflect changes we have made to our reporting boundaries since we issued the 2020 Citizenship Report. The Scope 1 and 2 GHG emissions data disclosed in this report has been verified by an independent third-party verification body, SCS Global Services. A certificate of their limited level of assurance can be found at the back of this report. For additional information on how Mattel has restated its reporting boundaries for energy consumption, Scope 1 and 2 GHG emissions, manufacturing waste, and water withdrawal data in this report, please see page 24.

Throughout this 2021 report, "Mattel" refers to Mattel, Inc. and/or one or more of its family of companies.

### Safe Harbor Statement

This report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including, with respect to the Company's expectations, plans, or goals related to corporate responsibility, employees, sustainability and environmental matters, policy, business, procurement, and other risks and opportunities. Forward-looking statements can be identified by the fact that they do not relate strictly to historical or current facts. The use of words such as "anticipates," "commit," "expects," "intends," "plans," "estimates," "goal," "target," "confident that," "will," and "believes," among others, generally identify forward-looking statements. These forward-looking statements are based on currently available operating, financial, economic, and other information and assumptions that are subject to change in the future, as well as standards for measuring progress that are still in development and are subject to a number of significant risks and uncertainties. Forward-looking statements are also aspirational and not guarantees or promises such expectations, plans, or goals will be met. A variety of factors, many of which are beyond Mattel's control, could cause actual future results to differ materially from those projected in the forward-looking statements, and are currently, and in the future may be, amplified by the COVID-19 pandemic. Specific factors that might cause such a difference include, but are not limited to, assumptions not being realized, evolving ESG strategies, scientific or technological developments, changes in carbon markets, or other changes in circumstances, as well as the factors described in Mattel's periodic filings with the SEC, including the "Risk Factors" section of Mattel's Annual Report on Form 10-K for the fiscal year ended December 31, 2021, as well as in Mattel's other public statements. Mattel does not update forward-looking statements and expressly disclaims any obligation to do so, except as required by law. Inclusion of information in this report is not an indication that the subject or information is material to our business, results of operations, or financial position.



# Sustainable Design and Development

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



## Goals

- Achieve 100% recycled, recyclable, or bio-based plastic materials in our products and packaging by 2030
- Maintain 95% recycled or Forest Stewardship Council (FSC)-certified content in the paper and wood fiber used in our products and packaging
- Reduce plastic packaging by 25% per product by 2030 (versus 2020 baseline)<sup>2</sup>

## Product Quality and Safety

### Medical and Scientific Safety Council

In March 2021, Mattel established a Medical and Scientific Safety Council (MSSC) comprised of leading pediatricians with experience in early childhood development, pediatric disaster response, pediatric health policy, behavioral pediatrics, adolescent medicine, pediatric clinical education, and parent education.

The role of the MSSC is to provide professional opinions, advice, and recommendations related to product safety, as well as the safe and proper use of our products. The MSSC also provides insights into parents' challenges, the latest trends in child health and development, and advises on actions parents and caregivers can take to ensure productive and safe play. For additional information regarding the MSSC and its members, please see our [corporate website](#).

The education campaign features a video series in which experts in infant and child health and development provide critical information to parents and caregivers on an array of topics – including the safe use of our products, appropriate environments for sleep, and the proper use of safety restraints. The videos feature conversations between Dr. Laura Jana, Co-Chair of the Mattel MSSC, and Deb Weber, PhD, Director of the *Fisher-Price* Play Lab. You can find the Safe Start content [here](#).

### Fisher-Price Product Recall

In June 2021, *Fisher-Price* announced a voluntary recall of the *Fisher-Price* 4-in-1 Rock 'n Glide Soothers and 2-in-1 Soothe 'n Play Gliders, in collaboration with the Consumer Product Safety Commission. Consumers were instructed to immediately stop using the recalled products and to contact *Fisher-Price* for a refund. More information about the recall can be found [here](#).

### Safe Start Education Campaign

In June 2021, *Fisher-Price* launched the Safe Start education campaign to engage parents and caregivers in important conversations regarding the safety, health, and development of babies and children.

2. Changes are calculated based on the plastic packaging materials intensity ratio, which is obtained by dividing the total volume of plastic packaging materials used (in metric tons) by the number of units produced in the applicable period, and where the number of units produced is the number of production units shipped by Mattel, through its owned and/or operated manufacturing facilities and finished goods manufacturers.



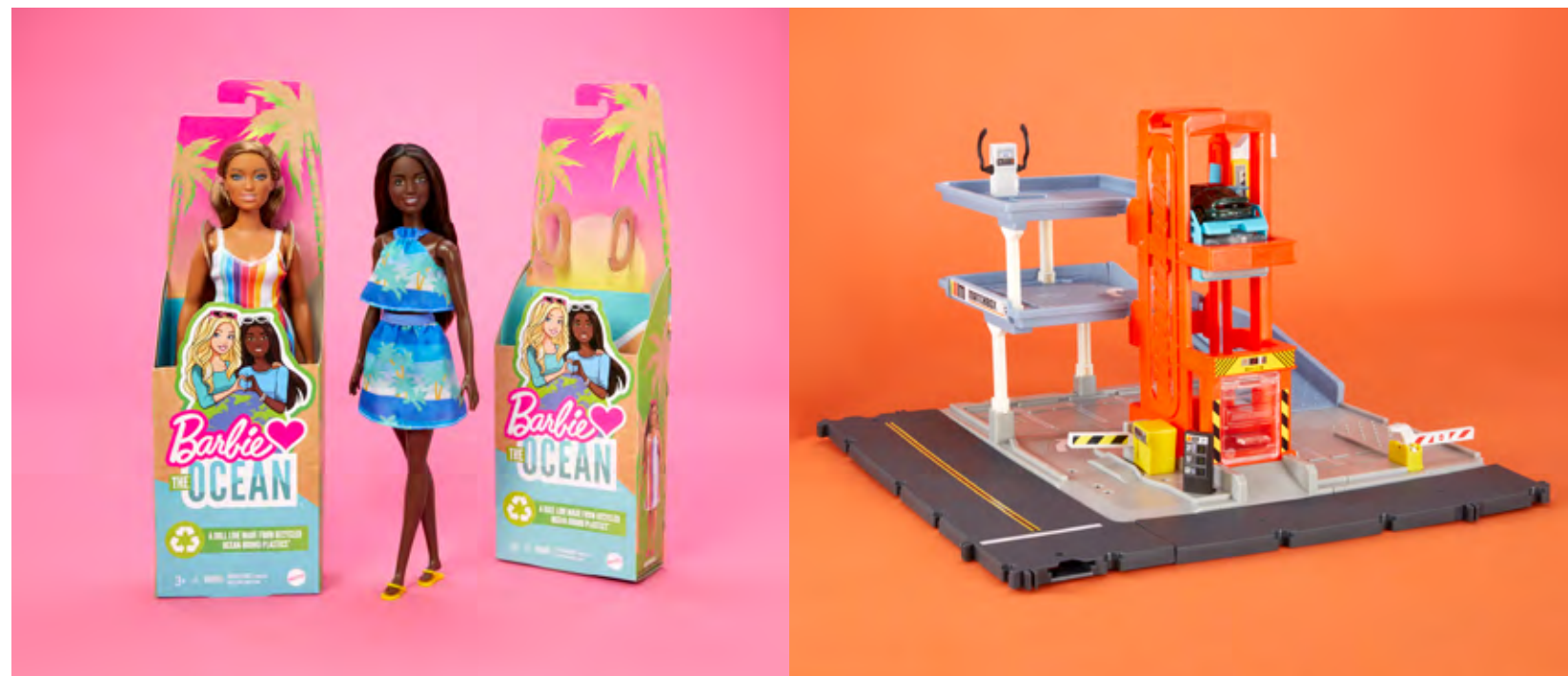


## Sustainable Materials in Toys

### Progress Toward Goals

- Matchbox announced *Driving Toward a Better Future*, its product roadmap to make all Matchbox die-cast cars, playsets, and packaging with 100% recycled, recyclable, or bio-based plastic materials by 2030.
- *Barbie Loves the Ocean* was launched as the first fashion doll line made from recycled ocean-bound plastic (plastic parts made from 90% plastic sourced within 50 km of waterways in areas lacking formal waste collection systems; doll head, shoes, tablet, and beach lantern accessory excluded). *Barbie* also launched *The Future of Pink is Green* campaign.
- *UNO Nothin' But Paper!* eliminated the cellophane wrapping from all of its card games, replacing it with FSC-certified paper.
- *Mega Bloks Green Town*, a new line of certified *CarbonNeutral*<sup>3</sup> products<sup>3</sup> was introduced. Key features of the product line include blocks and pieces made from more sustainable materials, specifically a mix of plant-based materials (plastic made from ethanol extracted from sugar cane) and ISCC-certified bio-circular plastics ([using a mass balance approach](#))
- *Jurassic World* launched the Ocean Protector Mosasaurus made from one pound (454 g) of ocean-bound plastic (plastic that is sourced within 50 km of waterways in areas lacking formal waste collection systems).

Aligned with Mattel's goal to achieve 100% recycled, recyclable, or bio-based plastic materials in our products and packaging by 2030, Mattel introduced several new toy products in 2021, which incorporated more sustainable resin feedstocks and integrated principles of product stewardship and circular design.



3. CarbonNeutral<sup>®</sup> is a certification issued by Natural Capital Partners, the leading experts on carbon neutrality and climate finance, which indicates a current state achieved when the net GHG emissions associated with an entity, product, or activity is zero for a defined duration.





In April 2021, Matchbox announced *Driving Toward a Better Future*, a campaign built on the belief that how kids play today shapes the way they will drive the future. For nearly 70 years, Matchbox has believed in the importance of play as a vehicle to help kids explore the real world around them and shape an appreciation for it. By promoting green technologies and behaviors, and an Earth-friendly approach

to how Matchbox toys are built, the brand is steering kids toward a more sustainable future.

The special Matchbox Tesla Roadster die-cast, made of 99% recycled materials and certified as a CarbonNeutral<sup>®</sup> product with carbon offset credits supporting the preservation of grasslands in Colorado and Montana, serves as a blueprint for how eco-conscious Matchbox toys and packaging can be. The packaging is made of recycled FSC-certified materials, and the inner tray is made of 70% bio-based materials derived from potatoes. The QR code on the package directs consumers to a special website that highlights the brand's commitment to sustainability and includes a life-cycle video that invites consumers to follow a toy's journey from design through end-of-life. It also includes easy e-waste disposal instructions for Matchbox Action Drivers playsets, and the brand's sustainability strategy, which is built on three pillars: built with vision, cast with care, and cycle forward. More information can be found [here](#).



4. CarbonNeutral<sup>®</sup> is a certification issued by Natural Capital Partners, the leading experts on carbon neutrality and climate finance, which indicates a current state achieved when the net GHG emissions associated with an entity, product, or activity is zero for a defined duration.



In July 2021, Mattel introduced *Barbie Loves the Ocean*, its first fashion doll line made from recycled ocean-bound plastic (plastic parts made from 90% plastic sourced within 50 km of waterways in areas lacking formal waste collection systems; doll head, shoes, tablet, and beach lantern accessory excluded). The *Barbie Loves the Ocean* Collection includes three dolls and an accompanying Beach Shack playset and accessories, all made from at least 90% recycled plastic.

In conjunction with the innovative product launch, *Barbie* introduced *The Future of Pink is Green*, a brand campaign that

***The Future of Pink is Green* campaign leverages Barbie's iconic association with pink to communicate its next step toward a greener future.**

leverages the brand's iconic association with pink—alongside the iconic association of green with protecting the planet—to communicate its next step toward a greener future, and to educate kids on the importance of sustainability in an easily digestible way for fans of all ages.

To further inspire environmental consciousness with consumers, *Barbie* also introduced 'Barbie Shares How We Can All Protect the Planet,' an episode of the popular YouTube series, "*Barbie Vlogs*," which teaches young fans about the importance of taking care of our planet and everyday habit changes they can make to have a positive impact. The brand also teamed up with 4ocean to create a limited-edition 4ocean x *Barbie* bracelet in signature pink made from post-consumer recycled materials and hand-assembled by artisans in Bali. For every bracelet sold, 4ocean will pull one pound of trash from oceans, rivers, and coastlines, and contribute educational materials to inspire and empower the next generation.





*Mega Bloks Green Town* launched in early 2022. These building sets are designed to help kids imagine their future through play and to teach them that the world is *Ours to Build*, bigger and better together. The sets in the *Green Town* product line are designed to help teach kids green behaviors like waste sorting, using electric transport, protecting honeybees, choosing renewable energy sources, and promoting increased representation using diverse and inclusive characters in each set.

The sets in the *Green Town* line are certified as *CarbonNeutral*<sup>5</sup> products through the purchase of carbon offsets to support the Darkwoods Forests Conservation in Canada.

The blocks and pieces in the play sets in the product line are made from more sustainable materials—specifically a minimum of 56% plant-based materials (plastic made from ethanol extracted from sugar cane) - and a minimum of 26% ISCC-certified bio-circular plastics ([using a mass balance approach](#)).



5. *CarbonNeutral*<sup>®</sup> is a certification issued by Natural Capital Partners, the leading experts on carbon neutrality and climate finance, which indicates a current state achieved when the net GHG emissions associated with an entity, product, or activity is zero for a defined duration.





## Sustainable Packaging

### Progress Toward Goals

- Achieved 97.9% recycled or FSC-certified content in the paper and wood fiber used in our products and packaging in 2021, as validated by the Rainforest Alliance.
- Announced a new goal to reduce plastic packaging by 25% per product by 2030 (versus 2020 baseline).
- Received a 2021 FSC Leadership Award for excellence in our use of FSC-certified products and our commitment to responsible forest management.
- Increased the amount of recycled PET (polyethylene terephthalate) in most of our window cartons and blister packs from 25% in 2020 to 30% in 2021.
- Completed a packaging baseline assessment and published a report on [Mattel's Packaging Approach and Performance- 2021](#).
- Conducted Upstream Innovation Training, facilitated by IDEO, for our packaging designers and engineers, leveraging materials developed by the Ellen MacArthur Foundation.

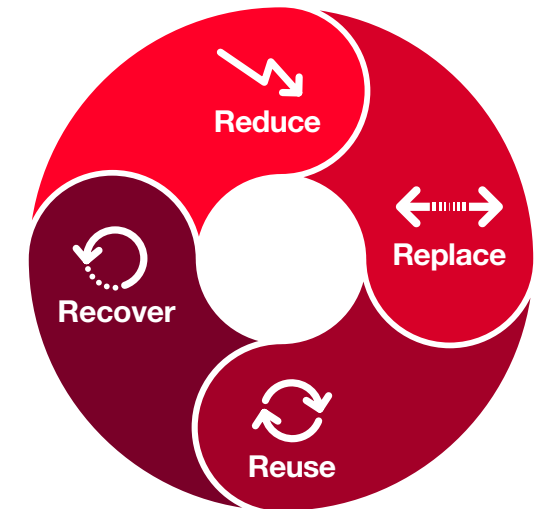
Although for the last decade Mattel has consistently advanced its sustainable packaging efforts, in 2021, our progress accelerated. In October, we were recognized by the FSC with a 2021 Leadership Award for our excellence in the use of FSC-certified products and our commitment to responsible forest management. In 2021, the Rainforest Alliance also completed the validation of our 2020 paper and wood fiber sourcing, which had been delayed due to the COVID-19 pandemic. This led to our subsequent announcement that in 2020, the Company exceeded its goal by achieving 97% recycled or FSC-certified content in the paper and wood fiber used in our products and packaging.

Mid-year, we also completed a packaging baseline assessment with 2019 as the baseline year with the ambition to quantify the packaging materials used by type, format, brand, and category, which has provided important data regarding our use of materials across brands, categories, formats, and packaging archetypes. In our 2020 Citizenship Report, we disclosed that in 2019 by weight (in % of metric

tons), 84.5% of the packaging materials used by Mattel were made of paper and that 15.5% were made from plastic.

Of the paper used in our products and packaging in 2020, 52% was recycled and 45% was FSC-certified, and of the plastic used in packaging, 35% was recycled.<sup>6</sup> For 2021, 72% of the paper used in our products and packaging was FSC-certified, and 26% was recycled content, while 47% of the plastic used in packaging was recycled.<sup>6</sup>

The packaging baseline assessment provided important data points to inform our packaging strategy and reduction approach, which is concentrated on four principles of circularity:



- **Reduce-** Use less material.
- **Replace-** Substitute virgin, less sustainable materials with post-consumer recycled materials or materials derived from renewable sources.
- **Reuse-** Develop packaging that is part of the play pattern of the product or can be used for storage.
- **Recover-** Optimize our process for materials recovery and reuse, including adding consumer communications on packaging on how to responsibly recycle.

Additional information about Mattel's approach and commitment to sustainable packaging is outlined in [Mattel's Packaging Approach and Performance - 2021](#) brochure.

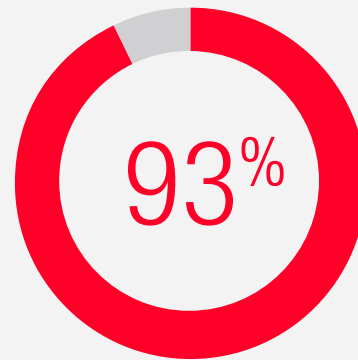




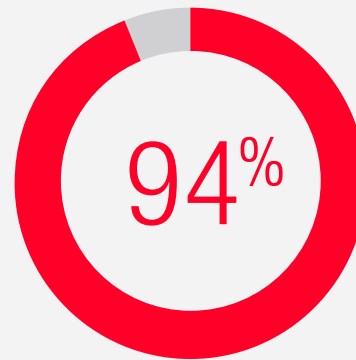
### Reducing Plastic in Packaging

Recognizing increasing worldwide attention to single-use packaging waste, industry trends in packaging, and equipped with insights that consumers would like to see less plastic used in toy packaging, Mattel has announced a new time-bound goal to reduce plastic packaging by 25% per product by 2030 (versus 2020 baseline).

Source: Based on an internal U.S. nationwide panel consisting of 1,200 parents of kids ages 0-10



Would prefer to buy toys in packaging with less plastic (plastic window cartons, plastic blisters, plastic bags)



Feel there is too much plastic and paper waste in toy packaging

### Circular Design Training

We have conducted numerous employee trainings on the principles of the circular economy and how to design circular products. In 2021, facilitated by the global design firm IDEO, Mattel's Global Brand, Design and Development, Global Supply Chain, and Finance teams attended three workshops, leveraging materials developed by the Ellen MacArthur Foundation: Introduction to Circular Strategies, Designing Circular Products, and Mapping Circular Systems.

The objectives of the trainings were to:

- Implement a shared language around, and increase knowledge base regarding, the circular economy
- Connect the different functional teams at Mattel to enable them to work together to integrate eco-design principles and circular economy principles in the development of Mattel's products and packaging as builders of a more sustainable future for Mattel
- Share challenging problems and barriers to be overcome together
- Take inspiration from, and identify potential solutions across other industries
- Create high-impact opportunities for design and collaboration



In January 2022, Mattel packaging designers and engineers also attended a workshop on Upstream Innovation: a guide to packaging solutions, also facilitated by IDEO, and leveraging the materials developed by the Ellen MacArthur Foundation. The goal of this workshop was to provide new tools, knowledge, and inspiration to further incorporate upstream innovation into our processes for packaging conceptualizing and design.



### Business Model Innovation

Mattel is exploring a variety of new circular economy and business model innovations to extend product life and keep products and materials in use longer through resource recovery.

#### Mattel PlayBack

Mattel PlayBack was launched in May 2021 as our in-house toy takeback program, designed to provide parents with a responsible way to dispose of toys when they have reached the end of their useful life. The program supports

circularity and aims to collect valuable materials and keep them in play, and out of landfill.

Mattel PlayBack is offered at no charge to consumers in the United States, Canada, France, Germany, and the United Kingdom. The program launched with *Barbie*, *Matchbox*, and *MEGA* toys for recycling, and in 2022, we plan to expand the program to include *Fisher-Price*. Our aim is to recover the maximum amount of materials captured through this process and find new ways to reuse materials recovered. Visit [Mattel.com/PlayBack](https://www.mattel.com/PlayBack) to learn more about the program and start a return.



# Responsible Sourcing and Production

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



## Goals

- Reduce absolute Scope 1 + 2 GHG Emissions 50% by 2030 (versus 2019 baseline)\*
- Achieve Zero-manufacturing waste\*\* by 2030

## Worker Health and Safety

Mattel-owned and/or-operated manufacturing facilities and distribution centers track and report total injuries and illness, which include lost-time incidents. We use total recordable incident rate (TRIR), a measure used by the U.S. Occupational Safety and Health Administration (OSHA), to gauge a company’s safety performance, rather than lost time only, to provide a more transparent and complete view of our safety performance.

TRIR is validated each year at the site level and by Mattel’s global Environmental Health and Safety (EHS) function. There have been no work-related employee fatalities at our owned and/or -operated sites in 2021.<sup>7</sup> Our TRIR has significantly decreased over the past four years.

### Highlights on Progress

Total Recordable Incident Rate	
Total Recordable Incident Rate (TRIR) <sup>1</sup>	
2018	0.18
2019	0.19
2020	0.11
2021	0.07

1. TRIR is expressed as the number of recordable incidents per 100 full-time workers during a one-year period and covers all Mattel employees, contingent workers, and independent contractors performing tasks on-site at Mattel-owned and/or -operated manufacturing facilities and distribution centers. The calculation is based on a total of 200,000 hours/year, which is the benchmark established by the U.S. Occupational Health and Safety Administration.

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

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

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





Advancing Climate Action

We are committed to improving the efficiency of our energy use in operations, shifting toward renewable energy sources, reducing our GHG emissions, and communicating our progress.

In 2021, we updated our operating footprint goals to reduce absolute Scope 1 and Scope 2 GHG emissions by 50% by 2030 (versus our 2019 baseline) in support of the Paris Agreement. To achieve this, we plan to use multiple levers, which may include reducing the amount of energy we consume through building and equipment upgrades, more automated controls, and purchasing electricity from renewable sources. We will also consider purchasing renewable energy certificates (RECs) that provide more renewable energy to the grid, and carbon offsets or credits. We will prioritize demand reduction and low- or no-carbon energy sources over carbon sequestration or capture.

Redefining Reporting Boundaries and Restating Baselines

In this report, we are redefining Mattel’s reporting boundaries from those used in our 2020 Citizenship Report for the purposes of calculating and reporting progress on our energy consumption, Scope 1 and Scope 2 GHG emissions, waste, and water withdrawal data.

These new reporting boundaries now include all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet.

The new boundaries for Scope 1 and Scope 2 GHG emissions have been established in accordance with the GHG Protocol, which was developed through a partnership between the World Resources Institute and the World Business Council for Sustainable Development.

We have restated energy consumption, Scope 1 and Scope 2 GHG emissions, and water withdrawal data for 2019 and 2020 to include these sites per the new boundaries. However, we were not able to capture waste data for all the sites newly added to the reporting boundaries for the years

2019 and 2020. Increases in waste generation reported from 2020 to 2021 are mostly attributed to the inclusion of additional sites reporting, as further explained in the footnotes of the below tables.

Progress Towards Goal

Energy

Absolute Energy Consumption by Type <sup>1</sup> (in MWh)	2019	2020	2021
Total Absolute Energy Consumption by Type <sup>2</sup>	411,954	351,212	370,746
Direct Absolute Energy Consumption	91,968	75,813	77,756
Indirect Absolute Energy Consumption	319,987	275,400	292,991

1. As further described in this report, figures for 2019 and 2020 have been restated to reflect changes we have made to our reporting boundaries from the 2020 Citizenship Report, as well as to incorporate refinements and improvements to our data collection and reporting process. For all years reported in this table, the new reporting boundaries now include all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet.

2. Total absolute energy consumption is calculated based on information derived from energy bills and consumption reports for all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet. Due to rounding, amounts may not sum.

Absolute Greenhouse Gas (GHG) Emissions

Absolute GHG Emissions by Scope <sup>1</sup> (in Metric Tons of CO <sub>2</sub> e)	2019	2020	2021
Total Absolute GHG Emissions (Scope 1+2) <sup>2</sup>	193,387	169,474	177,367177,524 <sup>3</sup>
Scope 1 Absolute GHG Emissions	18,626	15,962	15,768
Scope 2 Absolute GHG Emissions	174,761	153,511	161,598161,755 <sup>3</sup>

1. As further described in this report, figures for 2019 and 2020 have been restated to reflect changes we have made to our reporting boundaries from the 2020 Citizenship Report, as well as to incorporate refinements and improvements to our data collection and reporting process. The new boundaries for Scope 1 and 2 GHG emissions: (i) have been established in accordance with The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised) (the “GHG Protocol”), which was developed through a partnership between the World Resources Institute and the World Business Council for Sustainable Development, and (ii) now include all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet. Due to rounding, amounts may not sum.

2. Scope 1 and 2 GHG emissions are calculated in accordance with the GHG Protocol. To estimate Scope 1 GHG emissions, Mattel uses the emissions factors set forth in the GHG Protocol. To estimate Scope 2 GHG emissions, Mattel uses location-based emission factors.

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





## Toward Zero-Manufacturing Waste

Last year, Mattel announced its goal to achieve zero-manufacturing waste by 2030, which the Company defined as 90% of manufacturing waste being either diverted from the landfill or incinerated without energy recovery, except where otherwise directed by local regulations.

We conducted two on-site waste characterization audits at our manufacturing facility in Monterrey, Mexico, and our distribution center in San Bernardino, California. The

audits were intended to identify the causes, sources, types, volumes, and costs of waste being generated, and to help us develop site-specific strategies toward our zero-manufacturing waste target.

We also used the learnings to inform how to conduct waste characterization audits more effectively and develop a zero-manufacturing waste strategy. In addition, the learnings have informed the creation of a new Mattel Waste Management Standard. The important work for reducing waste generation and improving waste recovery has begun and we look forward to reporting on our progress in the future.

## Progress Towards Goal

Mattel works with waste management and recycling companies that dispose of and recycle waste from Mattel's operations. The information in the two tables below is provided by these service providers.

### Waste Generation

Waste by Type <sup>1</sup> (in Metric Tons)	2019	2020	2021
Total Waste Generated in Operations by Type <sup>2</sup>	21,243	16,538	20,243
Non-Hazardous Waste	19,054	14,331	17,161
Hazardous Waste	2,189	2,207	3,082

1. As further described in this report, figures for 2019 and 2020 have been restated to reflect changes we have made to our reporting boundaries from the 2020 Citizenship Report, as well as to incorporate refinements and improvements to our data collection and reporting process. For all years reported in this table, the new reporting boundaries now include all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet, except for Mattel's El Segundo campus for 2019.

2. Total waste generated in operations is estimated based on information and categorization from loading documentation. Waste data for certain sites leased by Mattel (for which waste is managed by a landlord or other third party) is not captured and reported in our calculation of total waste generated in operations. We estimate that waste data not reported for these leased sites represents less than 5% of Mattel's total reported waste generated by operations.

### Waste Diversion

Waste Diversion Rate <sup>1</sup> (in %)	2019	2020	2021
Total Waste Diversion Rate <sup>2</sup>	76%	71%	79%
Non-Hazardous Waste Diversion Rate	78%	71%	79%
Hazardous Waste Diversion Rate	65%	68%	79%

1. As further described in this report, figures for 2019 and 2020 have been restated to reflect changes we have made to our reporting boundaries from the 2020 Citizenship Report, as well as to incorporate refinements and improvements to our data collection and reporting process. For all years reported in this table, the new reporting boundaries now include all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet, except for Mattel's El Segundo campus, for 2019.

2. Total waste diversion rate is estimated based on information and categorization from loading documentation. Waste data for certain sites leased by Mattel (for which waste is managed by a landlord or other third party) is not captured and reported in our calculation of total waste generated in operations. We estimate that waste data not reported for these leased sites represents less than 5% of Mattel's total reported waste generated by operations.







## Ethical Sourcing

Mattel developed a three-year plan with the goal of enhancing the responsible supply chain program. This plan will be guided and implemented by Mattel's Responsible Sourcing Working Group (RSWG), a cross-functional team of internal experts, which was formed in 2021 to support Responsible Sourcing and Production, and to promote ethical sourcing practices and worker health and safety throughout our supply chain.

The scope of responsibilities for the RSWG includes:

- Develop strategy, plans, initiatives, policies, and recommendations for Mattel's Responsible Sourcing program.
- Promote consistent implementation of Mattel's [Responsible Supply Chain Commitment](#) (RSCC) across the supply chain.
- Promote effective assessment, escalation, and resolution of sourcing-related challenges.
- Maintain awareness of best practices in responsible sourcing and key factors, including the regulatory landscape, that may influence Mattel's approach.

### IETP Gender Equality Program

Building on our long-standing partnership with the ICTI CARE Foundation and their Ethical Toy Program (IETP), in 2021, Mattel provided financial support for the development of IETP's Gender Equality Program.

The goals of the program are to:

- Increase gender awareness among factory management, create more gender perspective, improve gender sensitivity, and ensure a safe space for women workers.
- Provide support, working ideas, and practical methods for factories to establish mechanisms to eliminate workplace violence and harassment and promote gender equality in the workplace.
- Improve the ability of IETP's auditors to identify gender-related compliance risks such as violence, harassment, and discrimination, and meet the required standard of IETP, Mattel, and other stakeholders.

- Enhance the IETP team's skills in supporting workers who experience or fear violence, harassment, and discrimination.

The program aims to provide resources to all IETP participating factories. These resources will include a handbook for management on gender (covering legal requirements, mechanisms to promote equality, guidance on safeguarding), webinars that bring the handbook to life for managers, and online training for workers through video and other forms of remote learning and engagement. The program will be piloted in 2022 and we look forward to sharing more about it in future reports.

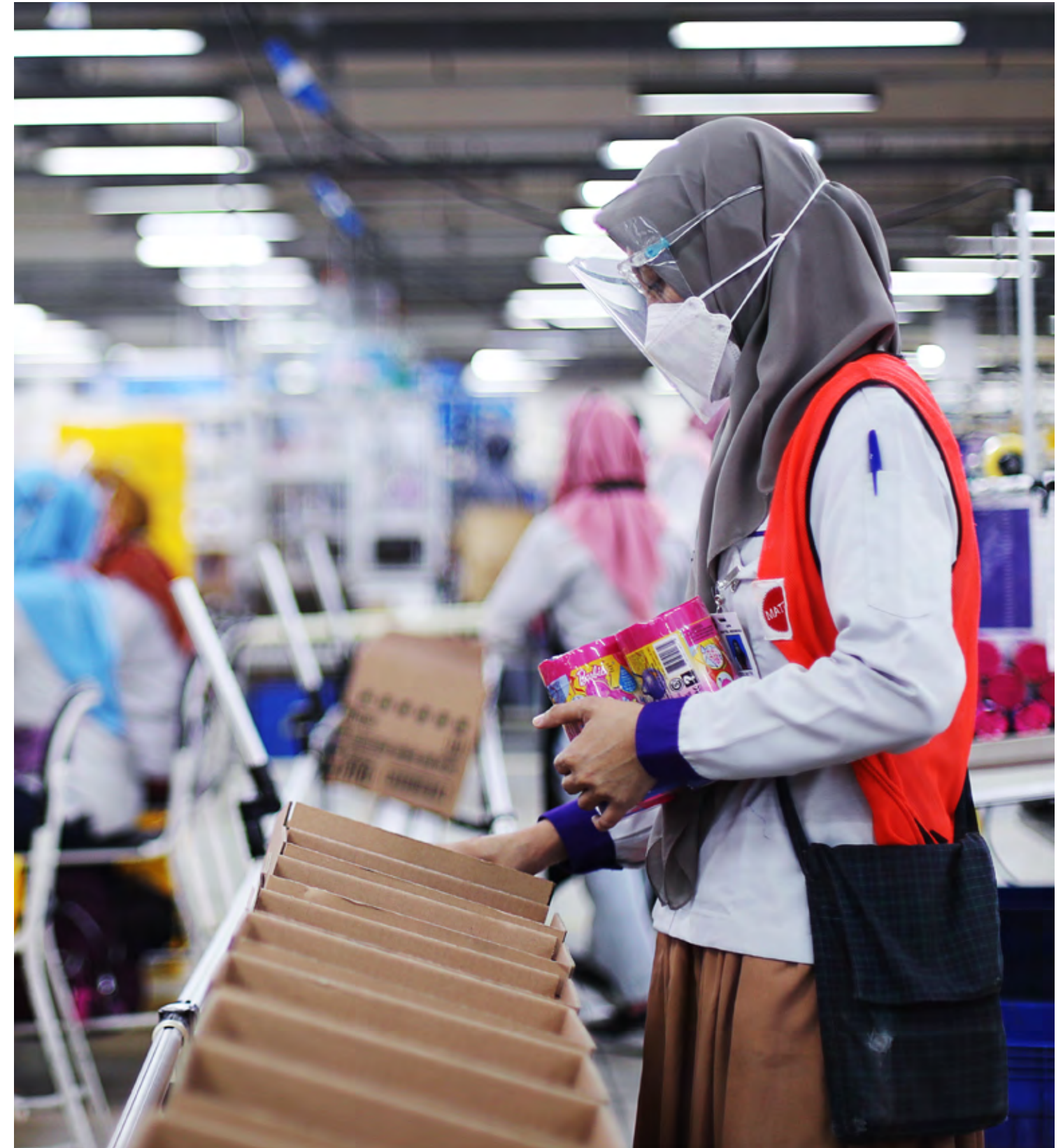
### IETP Contract Labor Hiring Practices Workshops

Mattel partnered with IETP to conduct four in-depth workshops with Mattel owned and/or -operated manufacturing facilities, as well as finished goods manufacturers focused on labor hiring, best practices, and case studies from other IETP member factories addressing common areas of non-compliance.

The goal of the workshops was to enhance our operation's readiness to onboard contract workers and to understand the potential related sourcing risks.

### Cotton Fiber Source Mapping

Mattel has engaged a service provider with global coverage and experience conducting cotton traceability, including use of a transparency tool, for multi-national companies to assess cotton sourcing. Although Mattel is a relatively small user of cotton fiber for textile products, like many other global companies that source cotton fiber, Mattel wants to ensure that the cotton fiber we are sourcing for doll fashion and other soft goods, meets the standards outlined in our RSCC. Although we recognize that cotton is a very complex and multi-tiered supply chain, our goal is to implement a robust due diligence mapping process to better understand the source of the materials used, their provenance, and that our suppliers are not high-risk.





# Thriving and Inclusive Communities

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



## Goals

- Achieve and maintain 100% pay equity for all employees performing similar work globally
- Increase representation of women at all levels of the organization
- Increase representation of ethnicity at all levels of the organization

## Purposeful Play

Each of our products and experiences is designed to deliver an intrinsic value that inspires, entertains, and develops children through play. This is made possible by the high level of engagement and emotional connection consumers share with our brands. More than seven decades of this pursuit as a trusted partner to parents and families has informed a perspective on toy innovation that we call Purposeful Play.

Here are a few examples of how Mattel brands embraced their purpose in 2021:

### *American Girl World by Us!*

*American Girl* introduced *World by Us!*, a product line featuring a new cast of contemporary characters whose stories reflect several important social issues, including racial equality, environmentalism, and immigration, and the value of working together to create a better world. As told in a unique series of overlapping stories, three young friends become passionate peers in speaking up for the causes they care about. The line was created to accelerate our progress in diversifying our characters and stories to better reflect what it means to be an American girl today.

*American Girl* also introduced an important advice book, *A Smart Girls Guide: Race & Inclusion*, to help readers ages 10 and up understand race, racism, and anti-racism.



Written by Deanna Singh, a highly respected thought leader and diversity and inclusion expert, the new book equips young people with tools and techniques to gain racial fluency, normalize the conversation around race, question biases, and take positive action individually as well as collectively.





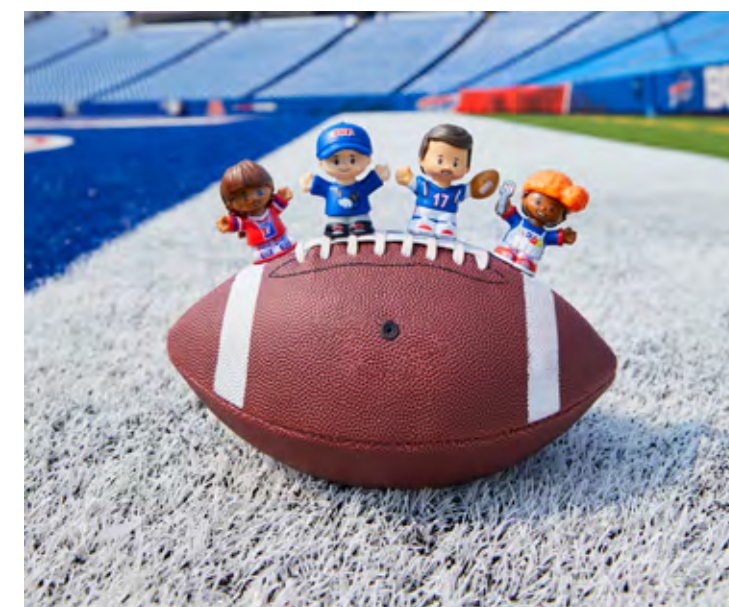
### Sun-Man

Behind every hero is a mom, and when a three-year-old boy feared he could never be a superhero because of his skin color, his mother took action. Yla Eason created *Sun-Man* to address the lack of representation in comics and action figures in the 1980s. Ruler of the Sun, *Sun-Man* has joined forces with *He-Man* and the *Master of the Universe* family in the battle against evil.



### Fisher-Price, Buffalo Bills “Little People Let’s Go Buffalo!”

Fisher-Price partnered with the Buffalo Bills NFL team on a *Little People* Let’s Go Buffalo! set exclusively sold at Wegmans Food Markets in Western New York. The set includes four *Little People* figures, including quarterback Josh Allen and Coach Sean McDermott, along with two fans wearing authentic Bills apparel. 100% net proceeds from the sale of this set were donated to The Children’s Hospital of Buffalo Foundation, providing philanthropic support to John R. Oishei Children’s Hospital to ensure access to high quality health care for the moms, kids, and babies of Western New York.







### Barbie New Music Producer Doll

Aiming to remove barriers that impede girls from reaching their limitless potential, *Barbie* is looking to level the playing field for girls as part of the [Barbie Dream Gap Project](#). In September 2021, Mattel launched *Barbie* Music Producer, a doll designed to introduce girls to an underrepresented career where women make up less than 3% of music producers and shine a light on the importance of women's stake in the industry. With over 200 careers and counting, *Barbie* aims to show girls more role models and encourage purposeful play through careers they may not be familiar with.

### "A Doll Can Help Change the World"

In May 2021, *Barbie* launched a new brand campaign, "*A Doll Can Help Change the World*." This new work builds off the brand's successful "*You Can Be Anything*" platform, with a hero film, based on the findings of a [recent neuroscience study](#) conducted by a team of researchers from Cardiff University in collaboration with *Barbie*. The campaign brings to life how the benefits of [doll play](#) can help positively impact the world.



### Barbie Inspiring Women Series

The *Barbie Inspiring Women* Series shows girls historical and present-day role models who paved the way for generations of girls to dream bigger than ever before. This past year, as part of the series, *Barbie* paid tribute to writer, author, activist, and teacher, Dr. Maya Angelou, by creating a *Barbie* doll in her likeness. Dr. Angelou has received numerous awards and accolades including over 50 honorary doctorates, the Presidential Medal of Freedom, and a National Book Award nomination for her 1970 autobiography, *I Know Why the Caged Bird Sings*. *Barbie* also introduced the Eleanor Roosevelt *Barbie* doll as part of the *Inspiring Women* Series. Earning the title "First Lady of the World" for her hard work and dedication to humanitarian efforts, Eleanor Roosevelt's perseverance redefined the role of women in politics and

public life. Through real heroes like Dr. Maya Angelou, Eleanor Roosevelt, and the recently introduced Ida B. Wells doll in January of 2022, the brand is inspiring girls to believe they too can impact the future.

### Barbie and Girls Leadership

*Barbie* continued the mission of the *Barbie* Dream Gap Project by dedicating resources to like-minded organizations in support of closing the "Dream Gap" in 2021 by providing funding to a new partner, Girls Leadership. The donation will help fund a girl-led research project focusing on girls' media representation and self-perception and the Girls Leadership PowerLab initiative, which is designed to address implicit bias in the classroom, internalized racial bias, and inequities in representation.





## Diversity, Equity & Inclusion (DE&I)

Mattel continued to make important progress with its DE&I initiatives. We remain committed to fostering a culture where all employees are included and valued and can realize their full potential.

### Progress Toward Goal

- Maintained 100% base pay equity by gender globally and by ethnicity in the U.S.\*
- Increased representation of women, which comprised 58% of the global non-workforce and 47% of all management positions.\*
- Increased representation of ethnically diverse employees in the U.S. to 44%.\*

- Recognized for creating an outstanding workplace culture by Forbes World’s Best Employers of 2021; Forbes Best Employers for Women 2021; Fast Company Best Workplaces for Innovators 2021; Great Place to Work 2021; Newsweek 100 Most Loved Workplaces for 2021; Human Rights Campaign Best Places to Work 2021.
- Expanded Employee Resource Group (ERG) programming to promote accessibility for people with disabilities and support for active and veteran military employees, family members, and allies.
- Reorganized ERGs into regional chapters in North America, EMEA, LATAM, and APAC, and have global strategic alignment.
- Achieved 93% participation in the 2021 Global Engagement Survey, for the second year in a row, and incorporated an inclusion index to measure a sense of belonging at Mattel.

*\*Please see GRI Supplemental Data Appendix for further details.*

### Highlights on Progress

Goal	Base Pay Equity	2020	2021
Achieve and maintain 100% base pay equity for all employees performing similar work with comparable roles and experience in similar markets	Pay Ratio by Gender	100% <sup>1</sup>	100% <sup>2</sup>
	Pay Ratio by Ethnicity	100% <sup>1</sup>	100% <sup>3</sup>
Goal	Representation of Women	2020	2021
Increase representation of women at all levels of the organization	Total Representation of Women	56% <sup>4</sup>	58% <sup>2</sup>
Goal	Representation of Ethnicity	2020	2021
Increase representation by ethnicity at all levels of the organization	Total Representation of Ethnically Diverse Employees	42% <sup>1</sup>	44% <sup>3</sup>

Table covers employees, excluding manufacturing labor and temporary and seasonal employees. Please see GRI Supplemental Data Appendix for further details.  
1. As of December 31, 2020; U.S. employees only  
2. As of December 31, 2021; worldwide employees  
3. As of December 31, 2021; U.S. employees only  
4. As of December 31, 2020; worldwide employees





### Profile on Sunshine ERG

In 2021, Mattel's injection molding factories in China identified the need to create an ERG that addressed the unique needs of workers with disabilities at factories. The Sunshine ERG was established to foster inclusivity, build community, and provide personal and professional support to its members. The program was warmly welcomed by the more than 170 employees at the factories who are deaf or hard of hearing.

As part of the activities and programming, last year, one of the factories piloted a sign language training for both deaf and hard-of-hearing employees. The sign language training enhanced awareness and sensitivity to the two communities, appreciation for deaf culture, and provided

a bridge to better connect these employee populations. In addition, Sunshine has helped raise awareness of workplace issues that affect people with disabilities and has created a safe and empathetic space where people with disabilities and their allies can openly discuss issues they face. The creation of Sunshine at the China factories inspired the formation of Sunshine chapters in both North America and EMEA.



### Global Engagement Survey

Twice a year, our employees take part in our Global Pulse Survey, which measures employee engagement, manager effectiveness, inclusion, and how we are living our Mattel values. The 2021 global survey was available in 14 languages and all regular full-time and regular part-time employees who have been at Mattel more than 90 days were invited to participate. The Global Pulse Survey helps us set organizational goals and create strategies for our collective success moving forward, including how to best support our employees.

The results for 2021 speak to the progress we are making in creating a culture where employees feel motivated, included, and proud to be at Mattel, as well as how we

support our communities and behave ethically. The survey was completed by more than 7,300 employees, a 93% global response rate, and our employee engagement score was above benchmark at 76, with all other key scores strong and above benchmark. This was despite continued disruption from the pandemic. Employees recognized Mattel's prioritization of employee health and safety during the pandemic and management's effectiveness. We also identified the opportunity for leaders to support their teams as we shift toward a hybrid working model.





## Giving Back

We believe every child has a fundamental right to play, and we strive to leverage our corporate resources to make that happen. Through our partnerships, sponsorships, and community support, we are helping organizations overcome barriers to play and providing unforgettable memories for kids in need.

### Highlights on Progress

- Launched Play it Forward, a week of volunteer events and philanthropic initiatives serving local communities around the world bringing together employees from 37 Mattel offices who donated their time and talent to create meaningful impact for more than 2,000 children, with employee-driven donations exceeding \$35,000, benefitting over 100 nonprofit organizations around the world.
- Kicked off a three-year, \$150,000 sponsorship with the Boys & Girls Club of America for their annual Youth Leadership Keystone Conference to support DE&I efforts through the Play Fair campaign.
- Served as key sponsor for Save the Children’s 100 Days of Reading summer campaign, bringing educational resources and over 20,000 toys and art supplies to children in rural America.

- Activated more than 500 global employees during the annual Global Gift of Play campaign to benefit over 270 organizations with toy donations and community grants.
- Engaged more than 232 employees, who together performed over 464 volunteer hours, to collect over 400 pounds of trash for the Ocean Conservancy *International Coastal Cleanup* volunteer events in El Segundo, East Aurora, and Middleton.
- Supported Employee Resource Groups through matching grants and toy donations in celebration of national heritage months.
- Invested in a reforestation Tree Equity partnership with a donation to American Forests, which aims to address tree inequity in southeast Los Angeles, near the Company’s headquarters.

For more information on these and other Mattel programs that support communities, please visit our [corporate website](#).

### Philanthropic Contributions

Type of Expenditure	2018	2019	2020	2021
Toy Donations (Total Retail Value) <sup>1</sup>	\$7.2M	\$9.8M	\$14.8M	\$4.7M
Monetary Contributions (Such as Grants and Sponsorships)	\$2.2M	\$1.5M	\$1M	\$1.4M
Volunteerism (Total Hours Donated)	6,366 hours	5,583 hours	293 hours <sup>2</sup>	1,718 hours <sup>2</sup>

1. In certain cases, no retail value was assigned to toy donations. 2. Employee volunteerism was limited in 2020 and 2021 due to the COVID-19 pandemic.





# GRI Supplemental Data Appendix and Index

## GRI Supplemental Data Appendix

### Forward-Looking Statements

*This appendix and any materials referenced herein and therein contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including, with respect to the Company's expectations, plans, or goals related to corporate responsibility, employees, sustainability and environmental matters, policy, business, procurement, and other risks and opportunities. Forward-looking statements can be identified by the fact that they do not relate strictly to historical or current facts. The use of words such as "anticipates," "commit," "expects," "intends," "plans," "estimates," "goal," "target," "confident that," "will," and "believes," among others, generally identify forward-looking statements. These forward-looking statements are based on currently available operating, financial, economic, and other information and assumptions that are subject to change in the future, as well as standards for measuring progress that are still in development and are subject to a number of significant risks and uncertainties. Forward-looking statements are also aspirational and not guarantees or promises such expectations, plans, or goals will be met. A variety of factors, many of which are beyond Mattel's control, could cause actual future results to differ materially from those projected in the forward-looking statements, and are currently, and in the future may be, amplified by the COVID-19 pandemic. Specific factors that might cause such a difference include, but are not limited to, assumptions not being realized, evolving ESG strategies, scientific or technological developments, changes in carbon markets, or other changes in circumstances, as well as the factors described in Mattel's periodic filings with the SEC, including the "Risk Factors" section of Mattel's Annual Report on Form 10-K for the fiscal year ended December 31, 2021, and Quarterly Report on Form 10-Q for the quarter ended March 31, 2022, as well as in Mattel's other public statements. Mattel does not update forward-looking statements and expressly disclaims any obligation to do so, except as required by law.*



## Sustainable Design and Development

### Sustainable Packaging

Packaging Materials (GRI 301-1)	2019		2020			2021		
	% of Metric Tons	Progress Toward Goals	Volume in Metric Tons	% of Metric Tons	Progress Toward Goals	Volume in Metric Tons	% of Metric Tons	Progress Toward Goals
Total Packaging Materials¹	100%		112,839	100%		126,472	100%	
Paper	84.5%	47% recycled 48% FSC-certified	91,170	80.8%	60% Recycled 39% FSC-certified	101,807	80.5%	66% Recycled 32% FSC-certified
Plastic	15.5%	35% recycled² 0% bio-based 99.5% recyclable³	21,669	19.2%	39% recycled² 0% bio-based 100% recyclable³	24,665	19.5%	47% recycled² 0% bio-based 100% recyclable³

1. Total volume of packaging materials is estimated based on Mattel internal procurement data and excludes packaging information for MEGA products.

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

3. For the purposes of this table, "recyclable" is based on a "recycle ready" definition. "Recycle ready" is when packaging is designed for collection, sorting and recycling, but where collection, sorting and recycling infrastructure may not yet be in place for the packaging to actually be recycled.

### Plastic Packaging Materials Per Unit of Production

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

1. Total volume of plastic packaging materials is estimated based on Mattel internal procurement data and excludes packaging information for MEGA products.

2. Total product production is estimated using Mattel internal data and represents the total number of production units shipped by Mattel, through its owned and/or operated manufacturing facilities and finished goods manufacturers.

3. This figure represents the plastic packaging materials intensity ratio, which is obtained by dividing the total volume of plastic packaging materials used (in metric tons) by the number of units produced in the applicable period, and where the number of units produced is the number of production units shipped by Mattel, through its owned and/or operated manufacturing facilities and finished goods manufacturers.

### Sustainable Wood Fiber in Products and Packaging

Sustainable Wood Fiber¹ (GRI 301-1, GRI 301-2)	2019	2020²	2021
Total Consumption of Timber-Based Materials - Metric Tons (in % of Metric Tons)³	97,684	102,843	113,755
From Sustainable Origin	94%	97%	97.9%
FSC-certified Original Content	48%	45%	71.9%
100% Recycled Content	45%	52%	26%
Other Certified Origin	0%	1.7%	1%
PEFC (Programme for the Endorsement of Forest Certification) Certified	0%	0.03%	0.01%
FSC Controlled Wood Certified	0%	1.7%	0.9%
SFI (Sustainable Forestry Initiative) Certified	-	-	0.1%
Not Sustainable or No Certification	5%	0.8%	1.1%

1. For the purposes of this table, "sustainable" means recycled or FSC-certified content (virgin content only; content that bears the FSC controlled wood certification has been reported under other certified origin due to associated high risk of deforestation). Due to rounding, percentages may not sum.

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

3. Subject to note 2 above, total consumption of timber-based materials (in Metric Tons) was estimated based on Mattel internal procurement data, which was provided to a third-party sustainability service software provider for aggregation and reporting; all reported data has been validated by the Rainforest Alliance.

## Responsible Sourcing and Production

### Worker Health and Safety

Total Recordable Incident Rate (GRI 403-9, GRI 403-10)	2018	2019	2020	2021
Total Recordable Incident Rate (TRIR)¹	0.18	0.19	0.11	0.07

1. TRIR is expressed as the number of recordable incidents per 100 full-time workers during a one-year period and covers all Mattel employees, contingent workers, and independent contractors performing tasks on-site at Mattel-owned and/or -operated manufacturing facilities and distribution centers. The calculation is based on a total of 200,000 hours/year, which is the benchmark established by the U.S. Occupational Health and Safety Administration.

## Advancing Climate Action

### Energy

Absolute Energy Consumption by Type¹ (GRI 302-1) (in MWh)	2019	2020	2021
Total Absolute Energy Consumption by Type²	411,954	351,212	370,746
Direct Absolute Energy Consumption	91,968	75,813	77,756
Indirect Absolute Energy Consumption	319,987	275,400	292,991

1. As further described in this report, figures for 2019 and 2020 have been restated to reflect changes we have made to our reporting boundaries from the 2020 Citizenship Report, as well as to incorporate refinements and improvements to our data collection and reporting process. For all years reported in this table, the new reporting boundaries now include all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet.

2. Total absolute energy consumption is calculated based on information derived from energy bills and consumption reports for all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet. Due to rounding, amounts may not sum.

### Absolute Greenhouse Gas (GHG) Emissions

Absolute GHG Emissions by Scope¹ (GRI 305-1, GRI 305-2) (in metric tons of CO <sub>2</sub> e)	2019	2020	2021	
Total Absolute GHG Emissions (Scope 1+2)²	193,387	169,474	177,367	177,524³
Scope 1 Absolute GHG emissions	18,626	15,962	15,768	
Scope 2 Absolute GHG emissions	174,761	153,511	161,598	161,755³

1. As further described in this report, figures for 2019 and 2020 have been restated to reflect changes we have made to our reporting boundaries from the 2020 Citizenship Report, as well as to incorporate refinements and improvements to our data collection and reporting process. The new boundaries for Scope 1 and 2 GHG emissions: (i) have been established in accordance with The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised) (the "GHG Protocol"), which was developed through a partnership between the World Resources Institute and the World Business Council for Sustainable Development, and (ii) now include all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet. Due to rounding, amounts may not sum.

2. Scope 1 and 2 GHG emissions are calculated in accordance with the GHG Protocol. To estimate Scope 1 GHG emissions, Mattel uses the emissions factors set forth in the GHG Protocol. To estimate Scope 2 GHG emissions, Mattel uses location-based emission factors.

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



Toward Zero-Manufacturing Waste

Mattel works with waste management and recycling companies that dispose of and recycle waste from Mattel's operations. The information in the three tables below is provided by these service providers.

Waste by Type <sup>1</sup> (GRI 306-3) (in Metric Tons)	2019	2020	2021
Total Waste Generated in Operations by Type <sup>2</sup>	21,243	16,538	20,243
Non-Hazardous Waste	19,054	14,331	17,161
Hazardous Waste	2,189	2,207	3,082

1. As further described in this report, figures for 2019 and 2020 have been restated to reflect changes we have made to our reporting boundaries from the 2020 Citizenship Report, as well as to incorporate refinements and improvements to our data collection and reporting process. For all years reported in this table, the new reporting boundaries now include all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet, except for Mattel's El Segundo campus for 2019.

2. Total waste generated in operations is estimated based on information and categorization from loading documentation. Waste data for certain sites leased by Mattel (for which waste is managed by a landlord or other third party) is not captured and reported in our calculation of total waste generated in operations. We estimate that waste data not reported for these leased sites represents less than 5% of Mattel's total reported waste generated by operations.

Waste by Disposal Method <sup>1</sup> (GRI 306-5) (in Metric Tons)	2019	2020	2021
Total Waste Generated in Operations by Disposal Method <sup>2</sup>	21,243	16,538	20,243
Waste Disposed <sup>3</sup>	5,024	4,842	4,198
Waste Diverted <sup>4</sup>	16,219	11,696	16,045

1. As further described in this report, figures for 2019 and 2020 have been restated to reflect changes we have made to our reporting boundaries from the 2020 Citizenship Report, as well as to incorporate refinements and improvements to our data collection and reporting process. For all years reported in this table, the new reporting boundaries now include all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet, except for Mattel's El Segundo campus, for 2019.

2. Total waste generated in operations is estimated based on information and categorization from loading documentation. Waste data for certain sites leased by Mattel (for which waste is managed by a landlord or other third party) is not captured and reported in our calculation of total waste generated in operations. We estimate that waste data not reported for these leased sites represents less than 5% of Mattel's total reported waste generated by operations

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

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

Waste Diversion Rate <sup>1</sup> (GRI 306-4) (in %)	2019	2020	2021
Total Waste Diversion Rate <sup>2</sup>	76%	71%	79%
Non-Hazardous Waste Diversion Rate	78%	71%	79%
Hazardous Waste Diversion Rate	65%	68%	79%

1. As further described in this report, figures for 2019 and 2020 have been restated to reflect changes we have made to our reporting boundaries from the 2020 Citizenship Report, as well as to incorporate refinements and improvements to our data collection and reporting process. For all years reported in this table, the new reporting boundaries now include all Mattel-owned and/or -operated sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet, except for Mattel's El Segundo campus, for 2019.

2. Total waste diversion rate is estimated based on information and categorization from loading documentation. Waste data for certain sites leased by Mattel (for which waste is managed by a landlord or other third party) is not captured and reported in our calculation of total waste generated in operations. We estimate that waste data not reported for these leased sites represents less than 5% of Mattel's total reported waste generated by operations.

Efficient Use of Water (GRI 303)

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

Water Withdrawal (GRI 303-3) (in Cubic Meters)	2019 <sup>1</sup>	2020 <sup>1</sup>	2021 <sup>1</sup>
Total Water Withdrawal <sup>2</sup>	1,887,068	1,646,381	1,665,385

1. As further described in this report, figures for 2019 and 2020 have been restated to reflect changes we have made to our reporting boundaries from the 2020 Citizenship Report, as well as to incorporate refinements and improvements to our data collection and reporting process.

2. Total water withdrawal, which is the total amount of water withdrawn from a surface water or groundwater source, is estimated based on information from water utility providers, and is calculated for all Mattel-owned and/or -operated manufacturing sites, including manufacturing facilities, dormitories, distribution centers, warehouses, retail stores, and corporate locations over 20,000 square feet. Water withdrawal data for certain sites leased by Mattel (for which water is managed by a landlord or other third party) is not captured and reported in our calculation of water withdrawal. We estimate that water withdrawal data not reported for these leased sites represents less than 5% of Mattel's total reported water withdrawal.

Thriving and Inclusive Communities

Workforce

Employees by Type (GRI 102-8)	2020	2021
Total Number of Employees <sup>1</sup>	32,070	36,268
Employees (Non-Manufacturing) <sup>2</sup>	9,290	9,288
Manufacturing Workers	22,780	26,980

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

2. Excluding temporary and seasonal employees, equal to 8,234 employees for 2020, and 8,318 employees for 2021.

Unless otherwise specified below: The data set forth in the tables covers worldwide employees, excluding manufacturing workers and temporary and seasonal employees (Worldwide Employees); 2020 figures are as of, or for the year ended, December 31, 2020 (as applicable); and 2021 figures are as of April 23, 2021.

Employees, Non-Manufacturing

Employees by Region (GRI 102-8)	2020	2021
Total Employees in all Regions	8,234	8,318
Asia Pacific	2,961	3,005
Europe, Middle East & Africa	748	756
Americas	4,525	4,557



Employees, New Hires (GRI 401-1)	2020	2021
Total Employee New Hires	780	1170
Men	310	658
Women	448	467
Non-Binary/Gender Diverse <sup>1</sup>	N/A	10
Did Not Disclose	22	35
Total Employees, New Hires by Region		
Asia Pacific	174	285
Europe, Middle East & Africa	60	64
Americas	546	821

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

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

Turnover (GRI 401-1) (in %)	2019	2020	2021
Turnover Rate	12.9%	11.1%	13.2%
Voluntary Turnover Rate	7.7%	5.5%	8.4%

Employee Engagement	2019	2020	2021
Employee Engagement Score	72	77	76

Diversity & Inclusion in the Workplace

Representation of Women by Level (GRI 405-1) (in %)	2020	2021 <sup>1</sup>
Total Representation of Women <sup>2</sup>	56%	58%
Executive Vice President	33%	33%
Senior Vice President	29%	26%
Vice President	24%	29%
Senior Director / Director	43%	45%
Senior Manager / Manager	48%	47%
Associate Manager / Supervisor	52%	52%
Professional / Staff	54%	56%
Women Board Members	30%	40%

1. Minor variances in 2021 figures from those reported in 2020 Citizenship Report are attributable to updated calculations in this report as of December 31, 2021 vs. April 23, 2021 in the 2020 Citizenship Report.  
2. Due to rounding, percentages may not sum. Workforce composition metrics are derived from data as collected in connection with EEO-1 reporting.

Representation of Ethnicity by Level (GRI 405-1) (in %)	2020	2021 <sup>1</sup>
Total Representation of Ethnically Diverse Employees <sup>2</sup>	42%	44%
Executive Vice President	11%	8%
Senior Vice President	19%	14%
Vice President	16%	22%
Senior Director / Director	27%	26%
Senior Manager / Manager	35%	38%
Associate Manager / Supervisor	31%	34%
Professional / Staff	38%	45%
Representation of Ethnically Diverse Board Members	30%	30%

1. Minor variances in 2021 figures from those reported in 2020 Citizenship Report are attributable to updated calculations in this report as of December 31, 2021 vs. April 23, 2021 in the 2020 Citizenship Report.  
2. U.S. employees only. Due to rounding, percentages may not sum. Workforce composition metrics are derived from data as collected in connection with EEO-1 reporting.



Representation by Ethnicity (GRI 405-1) (in %)	2020	2021 <sup>1</sup>
Total Representation of Ethnically Diverse Employees <sup>2</sup>	42%	44%
White	57.5%	56%
Hispanic / Latino	21%	21%
Black / African American	8.5%	9%
Asian	10.5%	9%
Two or More Races	2.5%	3%
Native Hawaiian / Pacific Islander	0.1%	0.1%
American Indian / Alaskan Native	0.5%	0.3%

1. Minor variances in 2021 figures from those reported in 2020 Citizenship Report are attributable to updated calculations in this report as of December 31, 2021 vs. April 23, 2021 in the 2020 Citizenship Report.

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

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

1. Workforce composition metrics are derived from data as collected in connection with EEO-1 reporting. For all employees performing similar work with comparable roles and experience in similar markets.

2. U.S. employees only.

3. Worldwide employees.

A Family-Friendly Workplace

Parental Leave (GRI 401-3)	2020	2021
Employees who took parental leave (Headcount) <sup>1</sup>	112	93
Men (Headcount)	47	35
Women (Headcount)	65	58
Employees who returned to Mattel after parental leave (in %) <sup>1</sup>	98%	98%
Men (in %)	100%	100%
Women (in %)	97%	97%

1. U.S. employees only.

Training

Training (GRI 404-1) <sup>1</sup>	2020	2021
Total Estimated Training Hours	600,000	723,754
Estimated Average Hours of Training per Employee	18.7	22.7

1. Worldwide employees and manufacturing workers.

Global Reporting Initiative (GRI) Index

Our Global Reporting Initiative (GRI) Index contains information guided by the reporting recommendations set forth in the GRI Sustainability Reporting Standards. Please note that while we have responded in part to a number of items contained in the standards set forth by GRI, we have not responded to all such items, nor have we responded in full to all such specified items. The responses in this index are provided with respect to Mattel and its consolidated subsidiaries, unless otherwise noted. All information in this index is related to the fiscal year 2021, unless otherwise specified. This index cross-references the specific GRI Standards to related sections in Mattel’s 2021 Citizenship Report (the “2021 Citizenship Report”), as well as other sources of information.

Forward-Looking Statements

*This index and the materials or web-sites cross referenced herein and therein contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including, with respect to the Company’s expectations, plans, or goals related to corporate responsibility, employees, sustainability and environmental matters, policy, business, procurement, and other risks and opportunities. Forward-looking statements can be identified by the fact that they do not relate strictly to historical or current facts. The use of words such as “anticipates,” “commit,” “expects,” “intends,” “plans,” “estimates,” “goal,” “target,” “confident that,” “will,” and “believes,” among others, generally identify forward-looking statements. These forward-looking statements are based on currently available operating, financial, economic, and other information and assumptions that are subject to change in the future, as well as standards for measuring progress that are still in development and are subject to a number of significant risks and uncertainties. Forward-looking statements are*

*also aspirational and not guarantees or promises such expectations, plans, or goals will be met. A variety of factors, many of which are beyond Mattel’s control, could cause actual future results to differ materially from those projected in the forward-looking statements, and are currently, and in the future may be, amplified by the COVID-19 pandemic. Specific factors that might cause such a difference include, but are not limited to, assumptions not being realized, evolving ESG strategies, scientific or technological developments, changes in carbon markets, or other changes in circumstances, as well as the factors described in Mattel’s periodic filings with the SEC, including the “Risk Factors” section of Mattel’s Annual Report on Form 10-K for the fiscal year ended December 31, 2021, and Quarterly Report on Form 10-Q for the quarter ended March 31, 2022, as well as in Mattel’s other public statements. Mattel does not update forward-looking statements and expressly disclaims any obligation to do so, except as required by law.*



GRI 102: General Disclosures (2016)	References and Notes
Organizational Profile	
102-1 Name of the organization	Mattel, Inc.
102-2 Activities, brands, products, and services	2021 Annual Report, Item 1, pp. 4-8 ( <a href="#">link</a> )
102-3 Location of headquarters	333 Continental Blvd. El Segundo, CA 90245-5012
102-4 Location of operations	2021 Annual Report, Item 1, pp. 4-8 ( <a href="#">link</a> )
102-5 Ownership and legal form	2021 Proxy Statement ( <a href="#">link</a> ) Mattel, Inc. Amended & Restated Bylaws ( <a href="#">link</a> ) 2021 Annual Report, Item 5, p. 26 ( <a href="#">link</a> )
102-6 Markets served	2021 Annual Report, Item 1, pp. 4-10 ( <a href="#">link</a> )
102-7 Scale of the organization	2021 Annual Report, Item 1, pp. 4-10 ( <a href="#">link</a> )
102-8 Information on employees and other workers	2021 Citizenship Report – GRI Supplemental Data Appendix and Index – Supplemental Data Appendix (“2021 Supplemental Data Appendix”) 2021 Annual Report, Item 1, pp. 9-10 ( <a href="#">link</a> )
102-9 Supply Chain	2021 Citizenship Report – Responsible Sourcing and Production – Ethical Sourcing Our products are manufactured and packaged in several countries including China, Indonesia, Malaysia, Thailand, India, Vietnam, Mexico, and the United States. These manufacturing operations take place in facilities owned and operated by Mattel, as well as in our network of third-party manufacturers.
102-10 Significant changes to the organization and its supply chain	2021 Annual Report, Item 1, p. 8 ( <a href="#">link</a> )
102-11 Precautionary principle or approach	2021 Citizenship Report – Sustainable Design and Development; Responsible Sourcing and Production Environmental, Health & Safety Statement ( <a href="#">link</a> ) Responsible Supply Chain Commitment ( <a href="#">link</a> )
102-12 External initiatives	Mattel supports many external initiatives, including the United Nations Sustainable Development Goals. Notably, Mattel is a member to the ICTI Ethical Toy Program, the Mekong Club, and other external initiatives.
102-13 Membership of associations	2020 Citizenship Report – Ethical Operations and Compliance – Stakeholder Engagement, Transparency and Reporting Other memberships are also mentioned throughout the 2021 Citizenship Report and 2020 Citizenship Report.
Strategy	
102-14 Statement from senior decision maker on the importance of sustainability	2021 Citizenship Report – Introduction – Letter from Our Chairman and CEO

Ethics and Integrity	
102-16 Values, principles, standards, and norms of behavior	Code of Conduct ( <a href="#">link</a> ) Citizenship Website – Responsible Sourcing and Production – Ethics and Compliance ( <a href="#">link</a> ) Careers Website – Working Here ( <a href="#">link</a> )
102-17 Mechanisms for advice and concerns about ethics	Code of Conduct ( <a href="#">link</a> ) Citizenship Website – Responsible Sourcing and Production – Ethics and Compliance ( <a href="#">link</a> )
102-18 Governance structure	2021 Proxy Statement, Corporate Governance at Mattel, pp. 17-43 ( <a href="#">link</a> ) 2020 Citizenship Report – Our Citizenship Approach – Governance; ESG Management at Mattel
102-40 List of stakeholder groups	2020 Citizenship Report – Our Citizenship Approach – Sustainability Materiality Assessment; Ethical Operations and Compliance – Stakeholder Engagement, Transparency, and Reporting
102-42 Identifying and selecting stakeholders	2020 Citizenship Report – Our Citizenship Approach – Sustainability Materiality Assessment; Ethical Operations & Compliance – Stakeholder Engagement, Transparency, and Reporting
102-43 Approach to stakeholder engagement	2020 Citizenship Report – Our Citizenship Approach – Sustainability Materiality Assessment; Ethical Operations & Compliance – Stakeholder Engagement, Transparency, and Reporting
102-44 Key topics and concerns raised	2020 Citizenship Report – Our Citizenship Approach – Sustainability Materiality Assessment; Ethical Operations & Compliance – Stakeholder Engagement, Transparency, and Reporting
Reporting Practice	
102-45 Entities included in the consolidated financial statements	See introductory note to this GRI Index
102-46 Defining report content and topic boundaries	2021 Citizenship Report – Introduction – About this Report 2020 Citizenship Report – Our Citizenship Approach – Sustainability Materiality Assessment
102-47 List of material topics	2020 Citizenship Report – Our Citizenship Approach – Sustainability Materiality Assessment
102-48 Restatements of information	2021 Citizenship Report – Introduction – About This Report; Responsible Sourcing and Production – Advancing Climate Action – Redefining Boundaries and Restating Baselines 2021 Supplemental Data Appendix
102-49 Changes in reporting	2021 Citizenship Report – Introduction – About This Report; Responsible Sourcing and Production – Advancing Climate Action – Redefining Boundaries and Restating Baselines 2021 Supplemental Data Appendix
102-50 Reporting period	2021 Citizenship Report – About this Report
102-51 Date of most recent report	Mattel’s most recent report, its 2020 Citizenship Report, was published on August 5, 2021
102-52 Reporting cycle	2021 Citizenship Report – Introduction – About this Report
102-53 Contact point for questions regarding the report	<a href="mailto:Sustainability@Mattel.com">Sustainability@Mattel.com</a>
102-55 GRI content index	2021 Citizenship Report – Supplemental Data Appendix/GRI Index – GRI Index



GRI 300: Environmental Indicators	References and Notes
GRI 301: Materials (2016)	
103-1 Explanation of the material topic and its Boundary	2021 Citizenship Report – Sustainable Design and Development – Sustainable Materials in Toys 2021 Supplemental Data Appendix 2020 Citizenship Report – Sustainable Design and Development
103-2 The management approach and its components	
103-3 Evaluation of the management approach	
301-1 Materials used by weight or volume	2021 Supplemental Data Appendix
GRI 302: Energy (2016)	
103-1 Explanation of the material topic and its Boundary	2021 Citizenship Report – Responsible Sourcing and Production – Advancing Climate Action
103-2 The management approach and its components	
103-3 Evaluation of the management approach	
302-1 Energy consumption within the organization	2021 Citizenship Report – Responsible Sourcing and Production – Advancing Climate Action 2021 Supplemental Data Appendix
302-4 Reduction of energy consumption	2021 Citizenship Report – Responsible Sourcing and Production – Advancing Climate Action 2021 Supplemental Data Appendix
GRI 303: Water and Effluents (2018)	
103-1 Explanation of the material topic and its Boundary	2021 Supplemental Data Appendix
103-2 The management approach and its components	
103-3 Evaluation of the management approach	
303-3 Water withdrawal	2021 Supplemental Data Appendix
GRI 305: Emissions (2016)	
103-1 Explanation of the material topic and its Boundary	2021 Citizenship Report – Responsible Sourcing and Production – Advancing Climate Action Citizenship Website – Responsible Sourcing and Production – Operating with Care ( <a href="#">link</a> )
103-2 The management approach and its components	
103-3 Evaluation of the management approach	
305-1 Direct (Scope 1) GHG emissions	2021 Citizenship Report – Responsible Sourcing and Production – Advancing Climate Action 2021 Supplemental Data Appendix
305-2 Energy indirect (Scope 2) GHG emissions	2021 Citizenship Report – Responsible Sourcing and Production – Advancing Climate Action 2021 Supplemental Data Appendix
305-5 Reduction of GHG emissions	2021 Supplemental Data Appendix Citizenship Website – Responsible Sourcing and Production – Operating with Care ( <a href="#">link</a> )

GRI 306: Waste (2020)	
103-1 Explanation of the material topic and its Boundary	2021 Citizenship Report – Responsible Sourcing and Production – Toward Zero-Manufacturing Waste
103-2 The management approach and its components	
103-3 Evaluation of the management approach	
306-1 Waste generation and significant waste-related impacts	2021 Citizenship Report – Responsible Sourcing and Production – Toward Zero-Manufacturing Waste
306-2 Management of significant waste-related impacts	
306-3 Waste generated	2021 Citizenship Report – Responsible Sourcing and Production – Toward Zero-Manufacturing Waste 2021 Supplemental Data Appendix
306-4 Waste diverted from disposal	2021 Citizenship Report – Responsible Sourcing and Production – Toward Zero-Manufacturing Waste 2021 Supplemental Data Appendix
306-5 Waste directed to disposal	2021 Citizenship Report – Responsible Sourcing and Production – Toward Zero-Manufacturing Waste 2021 Supplemental Data Appendix
GRI 400: Social Indicators	References and Notes
GRI 401: Employment (2016)	
103-1 Explanation of the material topic and its Boundary	2021 Citizenship Report – Responsible Sourcing and Production – Thriving & Inclusive Communities 2020 Citizenship Report – Thriving and Inclusive Communities – A Family-Friendly Employer
103-2 The management approach and its components	
103-3 Evaluation of the management approach	
401-1 New employee hires and employee turnover	2021 Supplemental Data Appendix
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	2020 Citizenship Report – Thriving and Inclusive Communities – Our Workplace – A Family-Friendly Employer Careers Website – Working Here ( <a href="#">link</a> )
401-3 Parental leave	2021 Supplemental Data Appendix
GRI 403: Occupational Health and Safety (2018)	
103-1 Explanation of the material topic and its Boundary	2021 Citizenship Report – Responsible Sourcing and Production – Worker Health and Safety 2020 Citizenship Report – Responsible Sourcing and Production – Health & Safety of our Employees Environmental Health and Safety Statement ( <a href="#">link</a> ) Citizenship Website – Responsible Sourcing and Production – Health and Well-Being – Health and Safety of Our Employees ( <a href="#">link</a> ) Code of Conduct – Employee Health and Safety ( <a href="#">link</a> )
103-2 The management approach and its components	
103-3 Evaluation of the management approach	



403-1 Occupational health and safety management system	2021 Citizenship Report – Responsible Sourcing and Production – Worker Health and Safety Environmental Health and Safety Statement ( <a href="#">link</a> ) Citizenship Website – Responsible Sourcing and Production – Health and Well-Being – Health and Safety of Our Employees ( <a href="#">link</a> ) Citizenship Website – Responsible Sourcing and Production – Health and Well-Being – Health and Safety of Our Employees ( <a href="#">link</a> )
403-2 Hazard identification, risk assessment, and incident investigation	Environmental Health and Safety Statement ( <a href="#">link</a> ) Citizenship Website – Responsible Sourcing and Production – Health and Well-Being – Health and Safety of Our Employees ( <a href="#">link</a> )
403-3 Occupational health services	2020 Citizenship Report – Responsible Sourcing and Production – Health & Safety of our Employees Environmental Health and Safety Statement ( <a href="#">link</a> ) Citizenship Website – Responsible Sourcing and Production – Health and Well-Being – Health and Safety of Our Employees ( <a href="#">link</a> )
403-4 Worker participation, consultation, and communication on occupational health and safety	Environmental Health & Safety Statement ( <a href="#">link</a> ) Citizenship Website – Responsible Sourcing and Production – Health and Well-Being – Health and Safety of Our Employees ( <a href="#">link</a> ) Code of Conduct – Employee Health and Safety ( <a href="#">link</a> )
403-5 Worker training on occupational health and safety	2020 Citizenship Report – Responsible Sourcing and Production – Health & Safety of our Employees Citizenship Website – Responsible Sourcing and Production – Health and Well-Being – Health and Safety of Our Employees ( <a href="#">link</a> )
403-6 Promotion of worker health	2020 Citizenship Report – Responsible Sourcing and Production – Health & Safety of our Employees Careers Website – Working Here ( <a href="#">link</a> )
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2021 Citizenship Report – Responsible Sourcing and Production – Ethical Sourcing Responsible Supply Chain Commitment ( <a href="#">link</a> )
403-9 Work-related injuries	2021 Citizenship Report – Responsible Sourcing and Production – Worker Health and Safety 2021 Supplemental Data Appendix
GRI 404: Training and Education (2016)	
103-1 Explanation of the material topic and its Boundary	Our approach to training is discussed periodically throughout the 2020 Citizenship Report
103-2 The management approach and its components	
103-3 Evaluation of the management approach	
404-1 Average hours of training per year per employee	2021 Annual Report, p. 10 ( <a href="#">link</a> ) 2021 Supplemental Data Appendix
404-2 Programs for upgrading employee skills and transition assistance programs	2021 Annual Report, p. 10 ( <a href="#">link</a> )

GRI 405: Diversity and Equal Opportunity (2016)	
103-1 Explanation of the material topic and its Boundary	2021 Citizenship Report – Thriving and Inclusive Communities – Diversity, Equity & Inclusion (DE&I) Code of Conduct – Respect and Diversity ( <a href="#">link</a> ) Citizenship Website – Thriving and Inclusive Communities – Diversity, Equity & Inclusion ( <a href="#">link</a> )
103-2 The management approach and its components	
103-3 Evaluation of the management approach	
405-1 Diversity of governance bodies and employees	2021 Citizenship Report – Thriving and Inclusive Communities – Diversity, Equity & Inclusion (DE&I) Citizenship Website – Thriving and Inclusive Communities – Diversity, Equity & Inclusion ( <a href="#">link</a> ) 2021 Supplemental Data Appendix 2021 Proxy Statement ( <a href="#">link</a> ), p. 12
405-2 Ratio of basic salary and remuneration of women to men	2021 Citizenship Report – Thriving and Inclusive Communities – Diversity, Equity & Inclusion (DE&I) Citizenship Website – Thriving and Inclusive Communities – Diversity, Equity & Inclusion ( <a href="#">link</a> ) 2021 Citizenship Report – Supplemental Data Appendix/GRI Index – Supplemental Data Appendix
GRI 406: Non-Discrimination (2016)	
103-1 Explanation of the material topic and its Boundary	2021 Citizenship Report – Responsible Sourcing and Production – Ethical Sourcing – IETP Gender Equality Program Code of Conduct – Respect and Diversity ( <a href="#">link</a> )
103-2 The management approach and its components	
103-3 Evaluation of the management approach	
GRI 408: Child Labor (2016)	
103-1 Explanation of the material topic and its Boundary	2021 Citizenship Report – Responsible Sourcing and Production – Ethical Sourcing Human Rights Principles ( <a href="#">link</a> ) Modern Slavery Statement ( <a href="#">link</a> )
103-2 The management approach and its components	
103-3 Evaluation of the management approach	
408-1 Operations and suppliers at significant risk for incidents of child labor	Human Rights Principles ( <a href="#">link</a> ) Modern Slavery Statement ( <a href="#">link</a> )
GRI 409: Forced or Compulsory Labor (2016)	
103-1 Explanation of the material topic and its Boundary	2021 Citizenship Report – Responsible Sourcing and Production – Ethical Sourcing 2020 Citizenship Report – Responsible Sourcing & Production – Ethical Sourcing Human Rights Principles ( <a href="#">link</a> ) Modern Slavery Statement ( <a href="#">link</a> )
103-2 The management approach and its components	
103-3 Evaluation of the management approach	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights Principles ( <a href="#">link</a> ) Modern Slavery Statement ( <a href="#">link</a> ) Citizenship Website – Responsible Sourcing and Production – Ethical Sourcing ( <a href="#">link</a> )



GRI 412: Human Rights Assessment (2016)	
103-1 Explanation of the material topic and its Boundary	2021 Citizenship Report – Responsible Sourcing and Production – Ethical Sourcing Human Rights Principles ( <a href="#">link</a> ) Citizenship Website – Responsible Sourcing and Production – Ethical Sourcing ( <a href="#">link</a> )
103-2 The management approach and its components	
103-3 Evaluation of the management approach	
GRI 414: Supplier Social Assessment (2016)	
103-1 Explanation of the material topic and its Boundary	2020 Citizenship Report – Responsible Sourcing and Production – Ethical Sourcing Citizenship Website – Responsible Sourcing and Production – Ethical Sourcing ( <a href="#">link</a> )
103-2 The management approach and its components	
103-3 Evaluation of the management approach	
GRI 415: Public Policy (2016)	
103-1 Explanation of the material topic and its Boundary	Code of Conduct – Political Activity ( <a href="#">link</a> ) Corporate Governance Website – Corporate Political Expenditures Related Disclosures ( <a href="#">link</a> )
103-2 The management approach and its components	
103-3 Evaluation of the management approach	
415-1 Political contributions	Corporate Governance Website – Corporate Political Expenditures Related Disclosures ( <a href="#">link</a> )
GRI 416: Customer Health and Safety (2016)	
103-1 Explanation of the material topic and its Boundary	2021 Citizenship Report – Sustainable Design and Development – Product Quality and Safety 2020 Citizenship Report – Sustainable Design and Development – Product Quality and Safety Citizenship Website – Sustainable Design and Development – Product Quality and Safety ( <a href="#">link</a> )
103-2 The management approach and its components	
103-3 Evaluation of the management approach	
GRI 418: Customer Privacy (2016)	
103-1 Explanation of the material topic and its Boundary	2020 Citizenship Report – Thriving and Inclusive Communities – Online Safety & Privacy Corporate Website – Mattel Online Privacy Statement ( <a href="#">link</a> )
103-2 The management approach and its components	
103-3 Evaluation of the management approach	





The SCS Greenhouse Gas Footprint Verification Program has conducted a verification of GHG emissions based upon the following Scope, Objectives, and Criteria:

Verification Scope

Mattel, Inc.

333 Continental Boulevard El Segundo, California 5012-90245

Reporting Period:

- 2019 (January 1, 2019 – December 31, 2019)
- 2020 (January 1, 2020 – December 31, 2020)
- 2021 (January 1, 2021 – December 31, 2021)

Geographic Boundary: Worldwide operations, sites > 20,000 ft2

Facilities, physical infrastructure, activities, technologies, and processes:

55 sites (dormitories, warehouses, manufacturing sites, corporate offices) - sites greater than >20,000 ft2

- 15 manufacturing and tooling sites
- 7 dormitories
- 5 external warehouses
- 6 distribution centers including SBDC Overflow
- 17 corporate office sites
- 5 retail stores

GHG Sources, Sinks, and/or Reservoirs:

- Scope 1 - natural gas, diesel, gasoline, LPG, refrigerants
- Scope 2 - electricity

Boundary Method: Operational Control

GHG Gases: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs

Level of Assurance: Limited

Materiality: +/-5% quantitative, qualitative based upon requirements specified within verification criteria

Verification Objectives

- Evaluate the organization’s GHG inventory for material discrepancies based upon the specified level of assurance
- Evaluate the organization’s GHG inventory is in conformance with the specified verification criteria

Verification Criteria

- World Resources Institute/World Business Council for Sustainable Development’s “The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)” dated March 2004
- World Resources Institute/World Business Council for Sustainable Development’s “Scope 2 Guidance Document: An Amendment to the GHG Protocol Corporate Standard” dated 2015
- The Investor CDP Information Request
- ISO 14064-3: 2019 Specification with guidance for the validation and verification of GHG assertions



Verification Opinion

This Verification Statement documents that SCS Global Services has conducted verification activities in conformance with ISO 14064-3: 2019, Specification with guidance for the validation and verification of greenhouse gas assertions. Based upon the reporting scope, criteria, objectives, and agreed upon level of assurance, SCS has issued the following verification opinion:

- ☒ Positive Verification (Limited Assurance) – No evidence was found that the inventory was not prepared in all material respects with the reporting criteria.

Verification Qualifications

None

Verified Emissions

2019 Emissions Summary – Tonnes CO <sub>2</sub> e					
Scope	CO <sub>2</sub>	CH <sub>4</sub>	N <sub>2</sub> O	HFCs	Total (tCO <sub>2</sub> e)
Scope 1	Reported as tCO <sub>2</sub> e only				18,626.10
Scope 2 - Location					174,761.05
Scope 2 - Market					174,761.05

2020 Emissions Summary – Tonnes CO <sub>2</sub> e					
Scope	CO <sub>2</sub>	CH <sub>4</sub>	N <sub>2</sub> O	HFCs	Total (tCO <sub>2</sub> e)
Scope 1	Reported as tCO <sub>2</sub> e only				15,962.20
Scope 2 - Location					153,511.40
Scope 2 - Market					153,511.40

2021 Emissions Summary – Tonnes CO <sub>2</sub> e					
Scope	CO <sub>2</sub>	CH <sub>4</sub>	N <sub>2</sub> O	HFCs	Total (tCO <sub>2</sub> e)
Scope 1	Reported as tCO <sub>2</sub> e only				15,768.41
Scope 2 - Location					161,598.32
Scope 2 - Market					161,755.12

Lead Verifier

Tavio Benetti

DATE: April 8, 2022

Tavio Benetti, Program Manager, GHG Footprint Verification Program  
Environmental Certification Services  
SCS Global Services, 2000 Powell Street, Suite 600,  
Emeryville, CA 94608 USA

Independent Reviewer

Nicole Muñoz

DATE: 04-19-2022

Nicole Muñoz, Vice President - ECS  
Environmental Certification Services  
SCS Global Services, 2000 Powell Street, Suite 600,  
Emeryville, CA 94608 USA







We value and welcome feedback from all interested stakeholders. Please send comments or questions about this report to: [Sustainability@Mattel.com](mailto:Sustainability@Mattel.com)