



Creating A Better Tomorrow Begins Today



ACCO BRANDS 2022 ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) REPORT

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About ACCO Brands

ACCO Brands, the Home of Great Brands Built by Great People,

started as a modest school and office product company. Today, we are a dynamic, global consumerand end-user-focused company. We create products and solutions to help our consumers learn, create, play, organize and store, and enable technology at home, at the office and everywhere in-between. Our portfolio of well-recognized brands includes AT-A-GLANCE[®], Five Star[®], Kensington[®], Leitz[®], Mead[®], PowerA[®], Swingline[®] and many others. Our products are sold in more than 100 countries.

More information about ACCO Brands Corporation (NYSE: ACCO) can be found at **www.accobrands.com**.

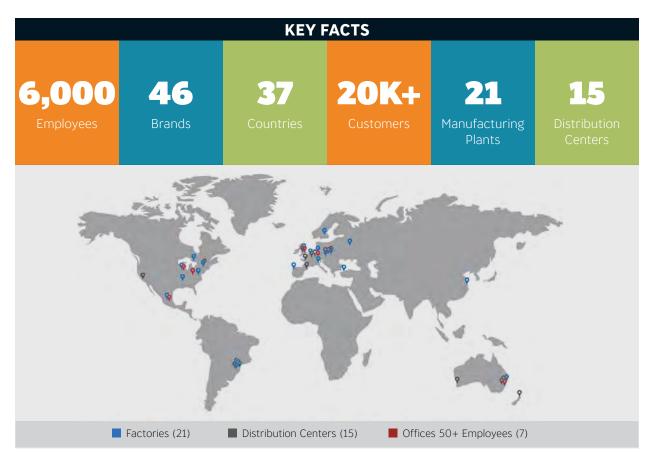






We are a winning team that:

- Acts with integrity
- Treats others with respect
- Embraces diversity
- Encourages creativity
- Acts responsibly in our global community











OUR BRANDS

Product Group	Product Categories	Key Brands
Tech Accessories	Video Gaming and Computer Accessories	PowerA Kensington
Learning & Creative	Note-taking, Boards, Art Products and Writing	quartet. DERWENT FIVE STAR. [tilibra]
Equipment	Stapling, Laminating, Tools, Shredding and Wellness	GBC Rapid Recel TruSens ©LEITZ [®] Swingline
Organization & Storage	Filing and Organization, Storage and Calendars	marbig Recel @Esselte @DAY-TIMER @LEITZ AT-A-GLANCE®



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MESSAGE FROM OUR PRESIDENT AND CHIEF OPERATING OFFICER



Welcome to ACCO Brands' 2022 ESG Report. Last year, our Chief Executive Officer, Boris Elisman, asked me to lead our ESG efforts to ensure they were fully integrated into our business strategy and operations. With the help of every member of the ACCO Brands family, I believe they are, and I'm excited to share the strategies and activities that drive our accomplishments.

An Overview of Our ESG Strategy

In reflecting on 2022, I am proud of the progress ACCO Brands made to further our ESG goals and objectives. They play a pivotal role in driving our ESG strategy and helping us build a better tomorrow. Indeed, we have always supported the fundamental principles of ESG through a commitment to our long-standing company values: to act with integrity, embrace diversity and act responsibly in our global community.

When I took on leadership of our ESG efforts last year, one of the first things I did was create an ESG Steering Committee composed of senior business and function leaders. I asked them to provide feedback on how we could make our initiatives more impactful, accelerate our progress and ensure that our commitment to ESG is reflected in our daily work. The result is an updated vision of our global ESG strategy that consists of three strategic objectives:

- 1. Enable Exceptional Organizational Performance PEOPLE
- 2. Reduce the Environmental Impact of Our Operations PLANET
- 3. Deliver Innovative Products That Are Safe and Sustainable PRODUCTS

Today's Efforts Lead to Tomorrow's Achievements

Throughout this report, you will read how we are "operationalizing" our ESG objectives to bring us closer to our 2025 goals. We are pleased to announce that we have exceeded our energy efficiency goal, achieving a 13%¹ improvement in energy efficiency over 2019.

We continue to work diligently and are making progress on our diversity and product goals as well. We have increased the percentage of Director-level-and-above females globally to 31.7%, which is up from our 2019 baseline of 27%. We have also increased the revenue from products certified to third-party environmental and social standards by 7.4 percentage points² from our 2019 baseline.

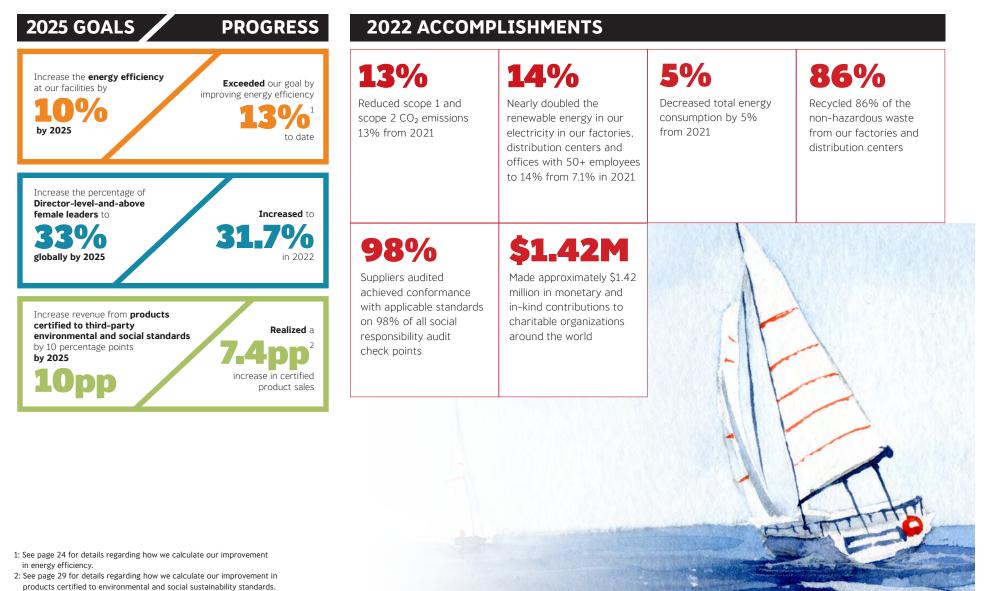
Our company, employees, investors, and other stakeholders should be proud of our 2022 accomplishments. However, there are challenges ahead. The world remains uncertain. But, if we stay on course and continue our efforts with integrity, focus and commitment, we will meet our business objectives while creating a better tomorrow.

Warm regards,

Tom Tedford President and Chief Operating Officer

See page 24 for details regarding how we calculate our improvement in energy efficiency.
 See page 29 for details regarding how we calculate our improvement in products certified to environmental and social sustainability standards.

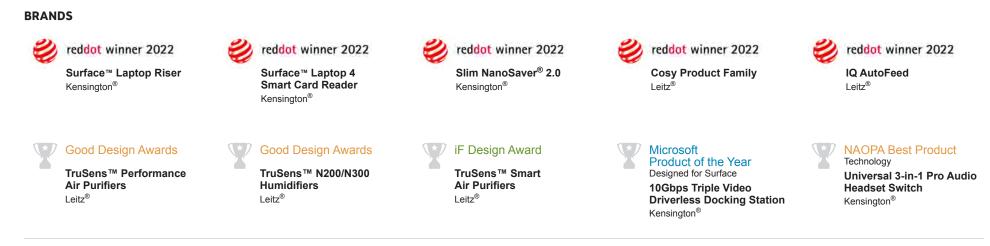
ESG GOALS AND 2022 ACHIEVEMENTS



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2022 AWARDS AND RECOGNITIONS

One of the many ways to measure the accomplishments of an organization is to view the recognition it receives. We received many awards and recognitions in 2022 that directly relate to ESG, including:



VALMART VOLMART VOL

SAFETY & ENVIRONMENTAL

- ACCO BRANDS EMEA was awarded the Bronze Medal certification by EcoVadis, the world's largest and most trusted provider of business sustainability ratings.
- Office Depot Italia s.r.l. awarded ACCO Brands Italy their Sustainability Award.
- RoSPA recognized ACCO Brands EMEA with the coveted Patron's Award for 26 consecutive Gold Medals.
- Walmart recognized ACCO Brands North America as a Project Gigaton[™] Giga-Guru.
- The National Safety Council recognized multiple ACCO Brands North American sites. The Million Hours Worked Award was presented to the Booneville, MS site. The Perfect Record Award was presented to our Lerma, Mexico, Mississauga, Ontario, Canada, Ogdensburg, NY, and Sidney, NY.



CORPORATE

- · Crain's recognized ACCO Brands as one of Chicago's Most Innovative Companies 2022.
- The National Association of Corporate Directors (NACD) announced the 2022 NACD Directorship 100[™]—the most influential peer-nominated leaders in the boardroom and corporate governance community. Included among this year's esteemed honorees is Graciela Monteagudo of ACCO Brands.
- Roxanne Bernstein, EVP/President North America, was recognized by OPI in its "Top 50 Woman In Business Products World."



DEDICATED TO ESG STEWARDSHIP

ACCO Brands is committed to delivering sustainable, long-term value to our investors and customers and to supporting our employees and their communities through our environmental, social and governance (ESG) stewardship. This commitment is firmly anchored in our corporate values which have been an integral part of our culture for more than 100 years.



FOCUSED ON OUR STRATEGIC OBJECTIVES

The foundation of our approach to ESG is built around three strategic objectives that affect People, Planet and Products.



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Enable Exceptional Organizational Performance



People

Culture and Employee Experience Building Organizational Capability Diversity & Inclusion Employee Health & Safety Labor Management Community Engagement

Global Goal: Increase the percentage of Director-level-and-above female leaders to 33% by 2025 Reduce Environmental Impact of Operations



Planet

Environmental Policy & Management Systems Climate Change & Energy Use Waste Management Water Use

Global Goal:

Increase the energy efficiency at

our facilities by 10% by 2025

Deliver Innovative, Safe and Sustainable Products



Products

Supply Chain Management Raw Material Sourcing Product Certification Product Safety, Quality, Testing & Development

Product Packaging

Global Goal:

Increase revenue from products certified to third-party environmental and social standards by 10 percentage points by 2025

Creating a Better Tomorrow

THROUGH GOVERNANCE, MANAGEMENT AND OVERSIGHT

Ethical, active governance is essential to all that we do.

It is the framework on which we create the policies that support, guide and protect all stakeholders





ACCO Brands Board of Directors

Executive Leadership



Compensation and Human Capital Board Committee

ESG GOVERNANCE

Responsibility for overseeing ACCO Brands' ESG efforts starts with leadership from our Board of Directors. Our executive team and other key leaders throughout the company are accountable for executing against our three strategic objectives so we reach our goals.

Together, the Nominating, Governance and Sustainability Committee and the Compensation and Human Capital Committee of our Board of Directors oversee the Company's ESG strategy, goals and risks, including our climate-related risks. The full Board receives a quarterly scorecard tracking the Company's progress against its publicly announced goals, as well as an overall update on ESG at least annually.

The Nominating, Governance and Sustainability Committee oversees management's administration of the Company's corporate social responsibility and environmental sustainability programs and its annual ESG reporting. It also oversees the Company's corporate governance policies and practices, including its Code of Conduct and corporate compliance programs and training. The Nominating, Governance and Sustainability Committee receives updates from management at least annually on all of these topics. These briefings are also posted to the full Board.

Our Compensation and Human Capital Committee oversees the Company's diversity and inclusion strategies as well as overall Company culture and employee health and safety. Our Global Chief People Officer regularly updates the Compensation and Human Capital Committee on the status of the Company's diversity and inclusion and culture initiatives. She also reviews these initiatives at least once a year with the full Board.

COMMITTED TO BUSINESS ETHICS

Our business ethics are the foundation for our ESG strategy, driving our decisions, actions and reporting. At its core, ESG is about ensuring that businesses act with integrity and take responsibility for their actions. We will always hold ourselves to the highest ethical standards so that the decisions we make are ethical and lawful and respect the dignity of others.

D&I Council

CODE OF CONDUCT

Our <u>Code of Conduct</u> is an essential guide to the way we conduct business. The collection of policies, practices and procedures that comprise the Code are intended to promote ethical, lawful and transparent behavior in all aspects of business for employees, officers and directors and thirdparty agents. The Code articulates our values of integrity and respect for others, and our commitment to diversity and responsible behaviors in the communities where we work and live. Above all, it requires that the conduct of everyone associated with ACCO Brands, including our suppliers and other partners, is ethical, lawful and respects the human rights and dignity of others.

We deliver Company-required training annually to all employees to ensure understanding of, and compliance with, our Code of Conduct, Anti-Corruption and Anti-Bribery Policy and other important policies. In 2022, 100% of our salaried employees completed training online. Facilitators lead our hourly employees' Code of Conduct training in groups at all of our facilities and completed training for 89% of our hourly employees.

In addition, we encourage the active involvement of our employees, officers and directors in the detection and prevention of misconduct, including the reporting of such activity to the employee's manager, another manager the employee trusts, the Human Resources department, the Legal and Compliance department or <u>ACCOethics.com</u>, a telephone and internet-based reporting system that can be accessed on a 24-hour basis and offers an option to share concerns anonymously, where permitted by law. The Company prohibits retaliation against employees for reports made in good faith.

ENTERPRISE RISK MANAGEMENT PROGRAM (ERM)

Our Board is responsible for the oversight of our Enterprise Risk Management Program (ERM). Our senior management has primary responsibility for managing enterprise risks, as well as the day-to-day risks associated with our business, including strategic, operational, financial, legal, regulatory, cybersecurity and technology, environmental, social, governance, geopolitical, reputational and emerging risks.

Our ERM includes procedures designed to help identify, evaluate, monitor, manage and mitigate the major internal and external risks to our business, and to align risk-taking appropriately with our efforts to increase stockholder value. The Board currently oversees our risk management primarily through our Board committee structure. The Nominating, Governance and Sustainability Committee oversees the ERM procedures established by management, and the Board's standing committees provide direct oversight of our enterprise risks as set forth below, receiving updates from management at least annually on their assigned risks. Management's written presentations regarding these high-priority risks are posted to the full Board, and the Board committees regularly provide updates to the Board with respect to the risk areas for which they are responsible. Additionally, management maintains an enterprise risk dashboard that is refreshed quarterly and distributed to the Board. In 2022, management expanded the focus of its risk identification activities to specifically consider climate-related risks.

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Enterprise Risk Oversight Responsibilities				
Audit Committee	 Reporting and Financial Controls—Including financial risks associated with the preparation of the Company's financial statements and financial compliance activities (including the adequacy of internal control over financial reporting (including business process controls and information technology controls) and disclosure controls and procedures). Oversees the Company's Vice President of Internal Audit regarding internal audit engagements and findings Cyber Security, Information System Security and Data Integrity Disaster Recovery and Preparedness, and Business Continuity Litigation and Claims–Receives regular updates from the Company's General Counsel regarding litigation, claims and regulatory matters 			
Compensation and Human Capital Committee	 Executive Compensation—Including ensuring that the structure of our executive compensation programs provides incentives that appropriately reward executives for executing corporate strategy and growing stockholder value and does not encourage excessive risk taking Acquisition and Maintenance of Human Capital—Including risks related to the Company's succession planning and management development programs Social—Oversees risks related to the Company's social sustainability activities (the "S" in ESG), e.g., pay equity, diversity and inclusion, employee engagement and employee safety, and monitors progress towards the achievement of goals 			
Nominating, Governance and Sustainability Committee	 Environmental, Social and Governance ("ESG")—Together with the Compensation and Human Capital Committee, oversees risks related to the Company's environmental, social and governance activities Legal, Regulatory and Compliance 			
Finance and Planning Committee	 Capital Structure and Financing—Oversees financial risks with respect to the Company's capital structure, investments, use of derivatives and hedging instruments, currency exposure, retirement plans, financial resiliency, and other business and financing plans and policies Macroeconomic Conditions 			

□ TOC □ COMPANY □ STRATEGY ■ GOVERNANCE □ PEOPLE □ PLANET □ PRODUCTS □ SASB

DATA PRIVACY

ACCO Brands is committed to protecting the data of its employees, customers and consumers, as well as ensuring that it handles that data in a fair and transparent manner. As part of that commitment, ACCO Brands ensures that individuals are aware of how it processes personal data and the rights they have regarding their data.

In 2022, ACCO Brands kicked off an initiative to make its various privacy notices publicly available so that employees, candidates and others can understand and check ACCO Brands' privacy practices at any time from any device. ACCO Brands also incorporated privacy as a perennial topic in its Code of Conduct awareness training. In 2022, 100% of employees with an email address completed privacy training.

With data protection laws across the globe continuing to evolve, ACCO Brands believes that guarding and using personal data appropriately is crucial to protecting its brands and maintaining stakeholders' confidence in its business.

The company is a corporate member of the International Association of Privacy Professionals (IAPP), the world's largest and most comprehensive global information privacy community.

CYBERSECURITY

ACCO Brands is committed to cybersecurity and the protection of its assets, including its data, information and systems. Our Audit Committee oversees the Company's cybersecurity risks. ACCO Brands leadership and the Audit Committee are briefed periodically by our Senior Vice President, Chief Information Officer and Vice President of Global Cybersecurity.

The ACCO Brands Cybersecurity Program follows a robust methodology informed by our annual cyber risk assessment and cyber maturity assessment. The annual results are used to update and enhance our five-year cybersecurity roadmap to ensure risks and maturity projects align with the cybersecurity goals and targeted success. Currently, we are four years into the mapped journey. Additionally, we maintain cybersecurity insurance coverage in an amount appropriate for our risk profile.

We have a cybersecurity team whose members have over 30 years of cybersecurity industry experience and hold numerous cybersecurity, risk and privacy certifications. They deploy mandatory online cybersecurity training for employees twice a year. In 2022, 95% of employees with an email address completed this training. Management also regularly conducts "phishing" exercises to test the effectiveness of our training programs. Under certain circumstances, employees who fall victim to the exercise are required to participate in additional remedial cybersecurity training. The results of these exercises are reported to the Audit Committee.

A cybersecurity newsletter that includes current events and tips and tricks for staying secure in the office and at home is communicated monthly to employees. Employees also receive cybersecurity developments via targeted email messages, as appropriate.



Creating a Better Tomorrow

BY ENABLING OUR PEOPLE

As the Home of Great Brands Built by Great People, we believe our employees are the key to our success. In alignment with our Vision, Values and Leadership Promise, we strive to create a great place to work - one that attracts and retains top talent and inspires and enables individuals to grow and succeed. The Company's strategic plan for Human Resources, the ACCO Brands People Plan, is grounded in our mission to enable exceptional individual and organizational performance to deliver business transformation. growth and success.



HIGHLIGHT

A Modern, Digital Platform to Enhance the Employee Experience

In 2022, the Global Human Resources team worked with internal and external partners to implement a new people management system called HR Connect. HR Connect links all of our global teams to a single, integrated human resources system for the first time. This change allows us to provide a better employee experience, making it as easy as possible for employees and managers to navigate through HR activities, including goalsetting, performance management, recruiting, development planning and learning.

Feedback from managers and employees is positive, citing the strength of the goal setting functionality, the ease of finding organizational information and the diverse learning library with more than 5,000 courses and learning journeys in multiple languages.



CULTURE AND EMPLOYEE EXPERIENCE

Ours is an innovative, inclusive, growth-mindset culture. We are focused on adapting to the new ways consumers work, learn, play and thrive – leading to business growth. We are intentional about creating an environment and experiences that foster and sustain a sense of belonging and drive engagement.

Aligned Total Rewards

Attracting and retaining top employees in this highly competitive global talent landscape requires more than competitive market compensation. Although we perform robust external benchmarking to ensure our wages, benefits, incentives and other compensation elements are competitive in each individual geographic area, we intentionally structure our offerings to align individual, business and key stakeholder interests. Specifically, we pay for performance, not effort. We link our incentive awards to achieving targeted short- and long-term business outcomes. Individual objectives are developed with clear line of sight to company goals, making it easy for high achievers to focus on the behaviors and actions that bring personal rewards and deliver stakeholder value.

We also offer programs that support our employees and their families at the various stages of their lives and provide the needed time off so our employees can rest, recharge and focus on their priorities outside of work. In most regions, we offer a wide variety of company-subsidized and voluntary benefit programs, including vacation benefits; medical plans with prescription drug, dental, vision and critical care coverage; life insurance; parental leave; disability insurance; education reimbursement opportunities; legal planning; and pet insurance. In the U.S., we also offer a competitive 6% 401(k) match and long-term care insurance for employees and their partners.

Notably, we recognize work environment matters. Like many companies, ACCO Brands has implemented hybrid working solutions to provide the work-from-home flexibility most of our office staff came to value during the COVID-19 pandemic. Our global management teams have become adept at balancing the organization's need for in-person collaboration time with employees' desire for remote working time to navigate personal obligations. In 2022, we continued to refine our Hybrid Options for Working offering, with approximately 60% of our global office employees working from home a couple of days a week.

Prioritizing Well-Being

In many of the countries in which we operate, we offer robust Employee Assistance Program (EAP) counseling and extensive online resources. We know a critical part of employee well-being is mental health, as evidenced by an uptick in employee requests for support with mental health strains caused by increasingly complex post-COVID demands of home and work. As a result, we've prioritized mental health education by hosting webinars and lunch-and-learn sessions for our employees.





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BUILDING ORGANIZATIONAL CAPABILITY

ACCO Brands invests in our employees by providing relevant learning and development opportunities specifically designed to build capabilities required for delivering business transformation and growth. From sessions focused on creating stronger, more functional teams that facilitate better working relationships, collaboration and outcomes, to change management sessions that enable our leaders and employees to proactively manage change, to programs to build technical expertise, building organizational capability is a key priority.

Mentoring to Build a Leadership Pipeline

We believe one of the best ways to build new capabilities is through sharing experiences. That is why, in 2022, we created a new Mentoring Program to connect employees in key roles to leaders who are committed to helping them reach their full potential. Currently, 21% of our Director-level employees across all regions are actively engaged in the program. With the overwhelmingly positive feedback from both mentors and mentees, 2023 will see an expansion of the program to Manager-level employees, creating more opportunities for leaders to challenge each other, share best practices and advance development goals.

Preparing 'People Leaders'

We aim to have effective leaders at all levels. To that end, we foster managers who recognize that practicing "people leadership" is how they best impact the business and their teams. Rather than being solely focused on business outcomes, "people leaders" prioritize leading by example, coaching and developing members of their team, and supporting and motivating their colleagues.

In 2022, we continued to deploy our flagship training programs virtually to provide leadership development for employees worldwide. The program, "Raising the Bar on People Leadership," includes:

- Leadership Academy—People management training for Directors (61% of directors have attended)
- Leadership Basecamp—People management training for Managers (34% of managers have attended)

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Women Directors+ Percentage 35 31.7 29.6 27.7 30 26.6 25 20 15 10 5 0 Global Total Baseline (May 2020) ■ YE 2020 ■ YE 2021 ■ YE 2022

DIVERSITY & INCLUSION

At ACCO Brands, our core values include respecting the individual and embracing diversity. We believe that diversity, in all its forms, leads to more ideas and improved innovation, which is particularly important as we focus on improving our reach with increasingly diverse consumer groups around the globe. When we are intentional about reflecting the diversity of the communities where we live and work and the consumers who use our products, we ensure we have full access to the talent pool in a highly competitive environment.

One of our transformation key measures of success is to achieve gender balance in our workforce, and we have done so in our global office employee population. We also recognize the importance of ensuring that this balance is reflected at all levels of leadership. By 2025, our goal is to increase the percentage of Director-level-and-above female leaders globally to 33%, from a 2019 baseline of 27%. We made great progress in 2022, increasing global female leaders to 31.7%, with a keen focus on including gender diversity in over 60% of our hiring slates. Further, since the beginning of our journey, we increased the female diversity of the Executive Leadership team from 10% to 40%.



A primary component of our diversity and inclusion journey is to implement Employee Resource Groups (ERGs) at ACCO Brands. Thanks to the groundwork laid in 2022, in early 2023, we successfully launched our Women's Network – ACCO Women Partnering for Success (AWPS). This global Women's network creates a platform to engage and inspire women at all levels within ACCO Brands and will serve as a foundation and structure for additional ERGs in the organization. It is our intent that ERGs will become an integral part of our inclusive culture.

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EMPLOYEE HEALTH & SAFETY

We believe in environmental, health and safety excellence at ACCO Brands. As part of our responsibilities to ourselves, one another, our customers and our community, we work daily to maintain the highest level of safety for all our employees.

A Commitment to Employee Health and Safety

Each of our locations strives to achieve:

- Zero occupational injury/illnesses
- · Zero notices of violations/complaint letters
- Full compliance with local regulations and guidelines
- · An environment where all employees feel safe

To this end, each location designates a qualified individual responsible for safety, environmental and workers' compensation efforts, and every operation sets annual goals to reduce or eliminate workplace injuries/illnesses.

In addition, health and safety training is required at each manufacturing and distribution facility on an annual basis. Required topics include Lockout (Authorized and Effected), Emergency Evacuation and Shelter-In-Place, Chemical Safety, Permit Required Confined Space, Ergonomics, Bloodborne Pathogens, Hearing Conservation, Personal Protective Equipment, Fall Protection, Electrical Safety and Fire Extinguisher training.

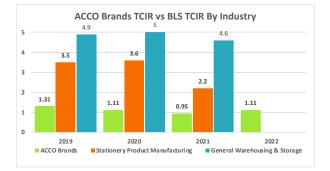
Achieving safety goals is vital to any business' individual and organizational health. To meet the changing needs of our business as we emerged from the pandemic, we undertook several key initiatives for 2022. Three examples are listed below.

• Focused Training and Policies

We develop relevant training topics annually to cover regulatory requirements, facility procedures and employee needs. In addition, we adjusted policies to applicable regional requirements to ensure we complied with all country, state and even local guidelines and employee preferences.

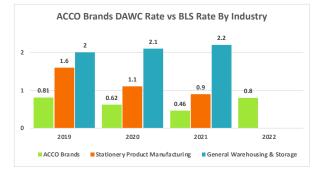
Recruitment and Retention Through a Safer Workplace

Turnover and hiring remain challenging issues globally. We work diligently to attract and retain valued workers and ensure safe onboarding and education for our new hires. Creating a safe environment, one where employees know leadership cares about well-being, helps with retention.



*2022 BLS data not available at the time of publication

Total Case Incident Rate (TCIR) = (Number of injury or illness cases \times 200,000) / Employee total hours worked)



*2022 BLS data not available at the time of publication

Days Away from Work Case Rate = (Number of work-related injuries or illnesses with days away from work x 200,000) / Employee total hours worked)

Meeting Employee Needs Throughout Their Careers Through Accommodations

We recognize that our highly skilled and dedicated workforce is central to our success, so we work diligently to retain workers and offer accommodations when needed. As the world's workforce ages, adapting tasks to abilities becomes a critical part not only of a safe workforce, but also an accepting and inclusive one.

The ACCO Brands CESMP Audit: Our Strategy for Safety

The best way to ensure worker health and safety is to monitor the work process and find ways to improve it continuously.

ACCO Brands conducts annual Comprehensive Environment Management Plan (CESMP) audits at all manufacturing and warehousing locations. CESMP audits assess the steps each location takes to prevent injuries and ensure workplace safety, providing vital insights to managers throughout the organization. In 2022, every operation and warehousing location within the company completed this audit. Most of these audits were conducted by the safety leadership team with assistance from employees from other locations to promote information sharing. The process includes gathering employee input via small-group, personalized reviews organized by shift. In these settings, employees feel empowered to share concerns, needs and ideas. If safety gaps are seen, we immediately develop targeted interventions, processes and/or policies.

High Goals and Higher Results

ACCO Brands' Health and Safety program has been highly successful over the past five years, with consistent improvements and measurable reductions in all key accident categories (e.g., loss time) for four of those five years. Like many companies in 2022, some of our operations experienced an increase in accidents during the immediate post-COVID return-to-work phase. While we are proud of our successes, as part of our Mission Zero, our goal is to achieve zero occupational injuries or illnesses, and we continue to strive in that direction.

Our Total Case Incident Rate (TCIR) and Days Away from Work Case Rate (DAWC) continues to be well below the industry averages reported by the U.S. Bureau of Labor Statistics (BLS) for the Stationery Manufacturing and General Warehousing and Storage Operations industry averages.

Our commitment translates into success. Highlights of our global program's success include:

- Europe RoSPA Patron's (26 consecutive Golds) Award
 *The award is presented to organizations sustaining the high standards of the Gold level over consecutive years.
- National Safety Council recognitions to multiple ACCO sites in the Americas awarded in 2023 based on 2022 injury statistics.

HIGHLIGHT

Responding to Feedback from Our Engagement Survey

Based on feedback from our 2021 Employment Engagement Survey in Europe, we evaluated options to provide more flexibility in working hours at our German distribution sites. This allows for a flexible start and stop to the workday based on individual needs. Offering this flexibility makes it easier for our employees to balance the demands of home while maintaining exceptional productivity at work. ACCO Brands is committed to providing a flexible work environment for all of our employees. We hope to expand this program to other locations and countries dependent upon local legislation and collective bargaining and works council agreements.



LABOR MANAGEMENT

Our manufacturing and distribution sites are the heartbeat of our business. We work collaboratively with unions and works councils and have not experienced a work stoppage or disruption in North America for over 45 years. In fact, many of our union employees have transitioned into non-union, supervisory roles within our North American facilities.

As of December 31, 2022, we had approximately 6,000 full-time and part-time employees worldwide, with approximately 4,200 employees based outside of the U.S. Approximately 500 manufacturing and distribution employees in our North America operating segment are covered by collective bargaining agreements. Outside the U.S., we have government-mandated collective bargaining arrangements in certain countries, particularly in Europe and Brazil. There have been no strikes or material labor disputes at any of our facilities during the past five years.

We have a long history and tradition of communication and collaboration with our workforce, formally through local and centralized works councils and unions. We actively seek participation and input from our employees to improve our processes in the areas of health, safety, ergonomics, energy savings and waste reduction. Additionally, we further encourage the active participation of our workforce in hundreds of Kaizen improvement workshops across all sites. We make these efforts because we believe that through the active involvement of our employees, more ideas will result in better outcomes and safer work environments. For these reasons and many others, we have employees celebrating significant service milestones at 10, 20, 30 and even 40 years of continuous service. With those years comes a depth of knowledge about our products, processes and our customers that is second to none.



HIGHLIGHT

City of Hope

For nearly 40 years, ACCO Brands has been a supporter of City of Hope, a U.S.-based research hospital dedicated to discovering innovative treatments for cancer, diabetes and other life-threatening diseases and rapidly bringing them to patients. During the 2022 giving campaign, ACCO Brands raised \$792,000 through employee giving and Company-sponsored events in the United States.



Kids In Need Foundation

Ensuring that every child in the U.S. is prepared to learn and succeed in the classroom is the mission of the Kids in Need Foundation (KINF). In 2022, ACCO Brands supported KINF with \$433,300 in monetary and in-kind donations.



COMMUNITY ENGAGEMENT

ACCO Brands is committed to making an investment in the communities where we live and work by supporting the causes that matter to our employees and consumers.

Many of our employees around the globe helped to make a difference in their communities by volunteering at local homeless shelters, collecting non-perishable items for foodbanks and food pantries, providing schools with needed materials, participating in blood drives, coordinating adopt-a-family programs during the holidays and making improvements to local parks and gathering places.

ACCO Brands contributed approximately \$1.47 million in monetary and in-kind donations to nonprofit organizations in 2022. In addition to our overall corporate commitment to City of Hope and Kids in Need Foundation, ACCO Brands and its employees supported many local charities and causes through volunteering, strategic partnerships, product donations and financial contributions.

The commitment by our teams to make a difference is evident in the number of outreach efforts and charitable giving initiatives they undertake. During 2022:

- Our school products business in Canada continued to donate products to the Pinball Clemons Foundation, which provides marginalized and racialized youth with educational resources and options to assist them in successfully entering the workforce and become gainfully employed in careers they desire.
- Our team in Brazil participated in a community awareness campaign to collect warm clothing for the needy and donated clothing to 300 people.
- On the International Day of the Fight Against Cancer in Mexico, employees wrote letters of motivation that were handed out as a means of support for the women involved with the CIMA Foundation, an organization that assists women with the physical and mental well-being needed as they work to overcome breast cancer.
- The U.S.-based computer products team built 18 bicycles for children in foster care through its partnership with a community organization that works to improve the lives of youth in foster care.



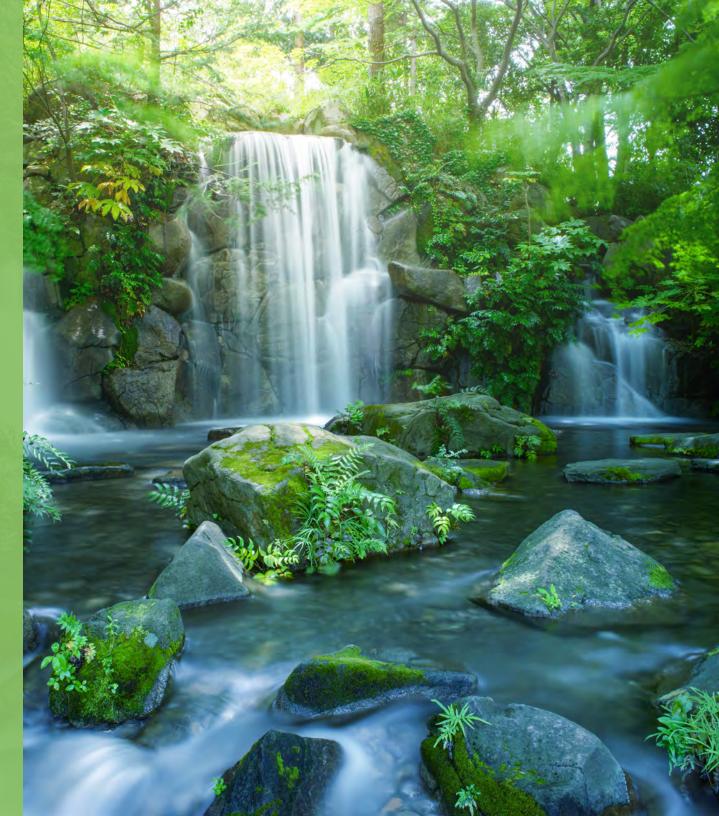




Creating a Better Tomorrow

FOR OUR PLANET

ACCO Brands is committed to reducing the environmental impact of our operations and having greater efficiency in the procurement, use and ultimate disposal of our resources. We are actively focused on maximizing efficient energy usage, reducing emissions, minimizing water consumption and maximizing recycling waste, as these are the areas where we can have the most impact.



ENVIRONMENTAL POLICY & MANAGEMENT SYSTEMS

As part of our responsibilities to ourselves, one another, our customers and our communities, we are committed to reducing the environmental impact of our operations and complying with all applicable environmental regulations. Our regional businesses each operate under their own environmental policies and procedures which enable this commitment.

Environmental and Energy Management Certification

Fifty-three percent of our factory, distribution and office sites with 50+ employees have achieved ISO 14001 Environmental Management certification. ISO 14001 provides a systematic framework to reduce environmental impact by integrating management practices with supporting environmental protection, preventing pollution, minimizing waste and reducing energy and materials consumption.

Fourteen percent of our manufacturing, warehousing and office locations with 50+ employees have earned certifications under the ISO 50001 Energy Management standard. ISO 50001 is designed to help an organization improve its energy performance through better use of its energy-intensive assets. Improved energy performance maximizes the efficient use of energy sources and energy-related assets, reducing both cost and consumption.



HIGHLIGHT

EMEA Leads the Charge to Reduce Emissions by Beginning Construction of a Solar Park in Poland

Our Kozience, Poland, site has worked out an arrangement with a third party to have a solar park installed on their land. The 989 kW solar park will provide over 1,100 MWh in renewable energy annually. The land was prepared in 2022 and construction began in April 2023.

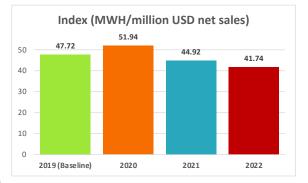


CLIMATE CHANGE & ENERGY USE

As global citizens, we are concerned about the negative consequences of climate change and are committed to reducing our greenhouse gas emissions.

Energy Efficiency

Reducing the energy intensity of our operations – the amount of energy used to produce a given level of output or activity – is a cost-effective way to reduce emissions, increase the energy efficiency of our facilities and support our sustainability objectives. Our goal is to increase energy efficiency at our factories and distribution centers, as well as in offices with 50+ employees, by 10% from our 2019 baseline by 2025. Since our most significant energy source is electricity, we are focusing largely on initiatives that reduce our electricity consumption and have begun to explore the use of renewable electricity sources in many countries. Our total energy consumption decreased from 2021 by 5%. In 2022, 14% of our electricity was generated from renewable sources, up from 7.1% in 2021.



New energy reduction projects initiated in 2022 and ongoing projects included replacing lighting with highly energy-efficient LED lights at multiple sites, continuing to update ventilation systems and reduce runtimes, installing detectors to turn on/off lighting systems, optimizing compressed air links on lines, optimizing external lighting times to save on electricity and replacing the graphite furnace in our Lillyhall facility.

We measure our energy efficiency improvement by calculating our total energy used (in MWH) in our manufacturing and distribution facilities and office locations as a percentage of our annual net sales in a given year and comparing it against our baseline calculation for the 2019 year. We do not include energy consumed by any third party that manufactures purchased finished goods we resell to our customers and, as a result, our total energy used may vary significantly depending on the mix of products we sell in a given year. Additionally, in order to eliminate any distortion in this calculation from the impact on our net sales of year-to-year fluctuations in foreign currency rates, we adjust our reported net sales for both the 2019 baseline year and the current year to reflect a constant currency exchange rate. Based on this methodology, we realized a 13% improvement in energy efficiency in 2022 relative to the 2019 baseline.

For location information included in our 2022 energy and emission data, click here.

HIGHLIGHT

Improving Recycling Process

Our employees in Alexandria, Pennsylvania, identified an opportunity to not only increase recycling, but also reduce labor and improve the price received for recycled materials. While small paper waste generated from converting operations is directly air handled into balers by paper grade, all remaining larger paper waste was being manually collected, segregated by grade, and packed into gaylords. The team created a baled waste system for large wastepaper by purchasing a shredder and conveyors and integrating them with the existing stand-alone horizontal baler. This system has increased the prices received for recycled waste and reduced housekeeping and storage costs.



CARBON DIOXIDE EMISSIONS

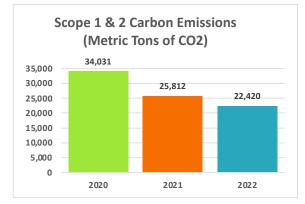
CO₂ Scope 1 and Scope 2 emissions from our manufacturing, warehousing and office locations with 50+ employees were down 13% from 2021 levels – a significant improvement. This reduction is due to several of our sites purchasing carbon-free electricity to reduce their emissions and less energy consumption overall.

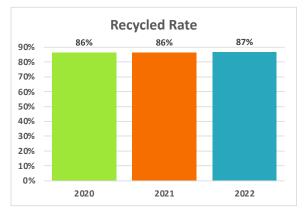
Scope 1 emissions are emissions that come directly from ACCO Brands' manufacturing, warehousing and office locations. Scope 2 emissions are emissions that come from energy we purchase to run our manufacturing, warehousing and office locations.

WASTE MANAGEMENT

In 2022, 87% of the non-hazardous waste produced by our factories and distribution centers was recycled. The recycling rate has been steady over the past three years. We continue to look for more ways to increase our recycling efforts with the goal of minimizing our waste.

* 2020 was previously reported as 89%, it is now known to be 86.6%



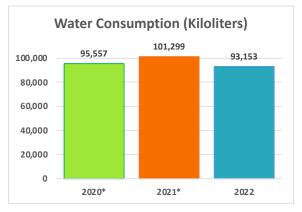


WATER USE

While our operations are not water-intensive, we do our best to manage our water use responsibly and minimize consumption.

* 2020 and 2021 data was updated from our previous report.

For location information included in our 2022 water and waste data, click $\underline{here}.$



Creating a Better Tomorrow

THROUGH OUR PRODUCTS

ACCO Brands distributes products in more than 100 countries and are committed to **delivering innovative products that are safe and sustainable.**

We are committed to reducing the environmental impact of our products. Our company is actively focused on increasing products certified to environmental and social standards, reducing plastics in our packaging and finding more sustainable packaging solutions, sourcing sustainable and legally harvested paper, and ensuring our suppliers are responsible.



In 2022: 1000% of 239 strategic in-scope supplier factory locations were audited 98% of all social responsibility checkpoints audited indicated conformance with applicable standards 94% of requested suppliers certified compliance with ACCO Brands' Supplier Code of Conduct 95% 165+

of ACCO Brandsinitiated, third-party supplier audits included Worker Sentiment Surveys Suppliers completed 382 e-learning lessons on various compliance topics, such as labor, health and safety, security and corrective action plan management

SUPPLY CHAIN MANAGEMENT

We are committed to responsible sourcing, and we engage, support and collaborate with our suppliers in pursuit of this objective. ACCO Brands is committed to ensuring that its employees and contract workers are treated with respect and dignity, working conditions in our own facilities as well as our global supply chain are safe, and manufacturing processes are environmentally responsible.

We currently manufacture approximately 40% of our products in our own facilities located in the countries where we operate, and source the remaining 60% from lower-cost countries, primarily in Asia.

We have a <u>Social Responsibility Policy</u> guided by the international human rights principles encompassed in the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, and the United Nations' Guiding Principles on Business and Human Rights. The core of our Social Responsibility Policy is our <u>Supplier Code of Conduct</u>, which establishes our standards and expectations regarding working conditions, safety, security and environmental responsibility.

We conduct annual audits to evaluate our suppliers' compliance with our Supplier Code of Conduct. All suppliers with spend over \$100K that are located in a high-risk countries are subject to an annual audit and follow-up activities as needed. Suppliers with spend under \$100K are required to complete a supplier audit questionnaire. Depending on the results, the supplier may also be subject to an audit. We also audit our own manufacturing facilities against these same standards. All audits are conducted by a recognized third party that utilizes standard audit criteria based on industry standards.

ACCO Brands works with its third-party audit firm to establish the scope of audits based on segmentation that focus on risk, influence, corrective actions and workers' sentiments surveys, which are a critical part of our audit process. If any failures to conform, or "non-conformances," are identified during the audit, we require the supplier to create a corrective action plan and monitor the progress until all major non-conformances are resolved. Our regional compliance experts provide local support to our suppliers with tailored training and coaching on specific social, environmental and governance issues, capacity building, e-learning and sharing best practices. Click here for details on audit non-conformances.

Conflict Minerals

ACCO Brands is committed to the responsible sourcing of 3TG (tin, tantalum, tungsten and gold), including from the countries covered by the U.S. Conflict Minerals Rule. In addition, ACCO Brands takes its regulatory obligations, including under the U.S. Conflict Minerals Rule, seriously. ACCO Brands has adopted a policy in furtherance of the foregoing and as part of our efforts to encourage our suppliers to respect human rights and source products and components in a socially and environmentally responsible manner. We partner with specialized third-party companies annually to facilitate the collection of required documents to ensure compliance with the policy.

RAW MATERIAL SOURCING

Paper is the single largest raw material we procure for our own manufacturing sites, so sourcing paper from timber that is grown sustainably and is harvested legally is extremely important to us. Our locations that manufacture paper and wood-based products hold various third-party certifications. These certifications establish that the paper and/or wood-based materials included in the products are from legally and responsibly managed forests.



THE FOREST STEWARDSHIP COUNCILTM (FSCTM) is an international organization whose mission is to promote responsible management of the world's forests. The intent of the FSC system is to shift the market to eliminate habitat destruction, water pollution, displacement of indigenous peoples and violence against people and wildlife that may sometimes accompany logging. For more information, visit <u>http://www.fsc.org</u>.

THE SUSTAINABLE FORESTRY INITIATIVE® (SFI) program is based upon principles that promote sustainable forest management, including measures to protect water quality, biodiversity, wildlife habitat, at-risk species and forests with exceptional conservation value. For more information, visit https://forests.org/



THE PROGRAMME FOR THE ENDORSEMENT OF FOREST CERTIFICATION (PEFC) is an international non-profit, nongovernmental organization dedicated to promoting Sustainable Forest Management (SFM) through independent third-party certification. It works throughout the entire forest supply chain to promote good practice in the forest and to ensure that timber and non-timber forest products are produced with respect for the highest ecological, social and ethical standards. For more information, visit http://www.pefc.org



HIGHLIGHT

GreenPath[™] by Cambridge[®] Launched to Meet Eco-conscious Demand

The Cambridge team launched GreenPath[™] by Cambridge[®] to encourage users to make an eco-conscious choice in planners and notebooks. The paper in the new product line is made with 100% post-consumer waste materials, and the covers are made with 30% or 100% post-consumer waste materials, depending on the color selected. The wire is uncoated and can be recycled. The planners and notebooks are 100% recyclable.

In addition to the materials in the product being eco-conscious, the product also features tips to help promote a sustainable and environmentally friendly lifestyle.



PRODUCT CERTIFICATION

Certification to environmental and social sustainability standards is an indicator of a product's safety, reliability, quality and authenticity. In 2020, we set a goal to increase our revenue from products certified to third-party environmental and social sustainability standards by 10 percentage points by 2025. Similar to how the impact of FX affects our performance measurement for energy efficiency, it also affects our certified product goal. In order to eliminate any distortion in this calculation from the impact on our net sales of year-to-year fluctuations in foreign currency rates, we adjust our reported certified product sales and net sales for both the 2019 base-line year and the current year to reflect a constant currency exchange rate. Our 2019 baseline of gross sales of certified products is now adjusted to 31.8% of global net sales, which is due to a previous over-reporting error of certified products in the baseline year. In 2022, we realized a 7.4 percentage point increase in certified product sales over our 2019 baseline.

We grew our sales of some existing certified product lines, including Five Star Recycled®, GreenPath[™] by Cambridge®, and our EMEA Ergo range. We continue to pursue opportunities to add environmental and social sustainability certifications to our products where it makes sense and adds value.

CERTIFICATIONS

The ACCO Brands products that are identified as being certified are included if they are certified by international, regional or country-based organizations. Our certifications include:

Environmentally Responsible Production	Responsible Forestry	Health and Safety	Recycled	Carbon Neutral
Austrian Eco Label	Forest Stewardship Council [™] (FSC [™]) FSC-C111069 FSC-C106700 FSC-C003148 FSC-C007274 FSC-C116493	Art and Creative Materials Institute (ACMI) Approved Product	Blue Angel	Carbon Neutral
Good Environmental Choice Australia (GECA)	Programme for the Endorsement of Forest Certification (PEFC) PEFC/21-31-260 PEFC/16-37-2358	Geprüfte Sicherheit	UL Recycled Content	
Nordic Swan	Sustainable Forestry Initiative® (SFI®)	Institut für Gesundheit und Ergonomie (IGR)		
UL Greenguard		Furniture Industry Research Association (FIRA)		



PRODUCT SAFETY, QUALITY, TESTING & DEVELOPMENT

Product Safety

ACCO Brands aims to provide customers with safe products that meet or exceed their expectations for quality and safety, and are designed to comply with all applicable laws, standards and regulations. Our product safety program defines core requirements that include minimum product composition and safety standards, based on human health and environmental safety factors. All electrical products are designed to meet applicable product safety, chemical composition, energy efficiency and electromagnetic compatibility (EMC) requirements and are assessed and recertified, when necessary, to ensure compliance to the latest regulatory requirements.

- Our school products are evaluated to ensure they meet all required local child health and safety standards.
- Our line voltage electrical products for the U.S., Canada and EMEA have been tested and certified by an appropriately accredited third party, such as UL or TUV-SUD.
- Higher-risk products, such as lithium battery powered products, are subject to a more stringent level of laboratory accreditation requirements, and we often obtain third-party certifications that involve factory inspections.

In addition, nearly all products developed in-house are subject to Design Failure Mode and Effect Analysis (DFMEA) and Hazard-Based Safety Engineering (HBSE) assessments during the development cycle to identify and appropriately mitigate potential risks before launch.

We monitor internal and external data to identify potential safety incidents with our products. A cross-functional committee, consisting of business managers, product compliance, quality, risk management and legal meets regularly to discuss compliance or product safety risks, incident investigations and corrective actions.

Chemical and Safety Hazards

ACCO Brands takes a three-stepped approach to chemical management.

Step 1. The publication of the Restricted Substance List (RSL), which outlines our expectations regarding chemical compliance. Global chemical regulatory activity is closely monitored through several third-party tools, ensuring that the RSL remains up to date with the changing chemical landscape.

Step 2. Communicating and monitoring supplier compliance to the RSL. Our suppliers are notified of any RSL revisions as those revisions occur.

Step 3. Chemical verification testing program. For high-risk products, verification testing is performed for key RSL chemical substances, including PFAS, Phthalates and heavy metals. We use accredited third-party laboratories with a global footprint to implement and manage our verification program.

Click here for more information about Chemical Management.

HIGHLIGHT

Flagship Swingline[®] Staplers Get an Upgrade

Our stapling team decided it was time to give our four flagship Swingline® staplers a fresh modernized look and improve the packaging to make it more sustainable. Previously, the staplers were housed in a plastic PET clamshell. For many of the products in the line, they were able to replace the plastic with corrugated boxes. In some cases, such as value packs with bundled items, the clamshells remained necessary to protect the products. However, for some of those product lines with clamshells, they were able to convert from PET to Bio-PET. Bio-PET is identical in every way to PET, but it is made from 30% bio-based waste product. Like PET, Bio-PET is a widely recyclable plastic.



Quality Management and Continuous Improvement

The Company has quality management teams that are responsible for the identification and resolution of product quality issues. ACCO Brands' suppliers and manufacturing locations strive to follow industry-best practices to ensure the quality of our products. As a result, 60% of our factory, distribution and office sites with 50+ employees have achieved ISO 9001 certification.

During production or before shipment, inspections are performed to confirm that aesthetic, function, packaging and labeling meet our specifications. If a defect is found, the cause is immediately investigated and corrective action taken.

Our quality management processes include periodic system and process audits performed either by Company personnel or third parties. Deficiencies found during the audits are addressed through root cause analysis and corrective actions to improve processes. Performance of the quality management system is measured and monitored utilizing key indicators defect rates and customer satisfaction. When key indicators do not meet our standards, we initiate an investigation and improvement actions are implemented. Design issues are addressed through engineering changes, and process issues are resolved through corrective actions.

PRODUCT PACKAGING

We strive to use consumer-friendly and environmentally responsible packaging where possible. We are focused on strategic opportunities to reduce packaging, increase recycled content and consider material substitutions to lower our environmental impact.





In Summary

As our 2022 ESG report demonstrates, ACCO Brands remains committed to achieving the goals set forth for our People, Planet and Products and to ensuring we are faithful to our company values.

To date, we have reached meaningful milestones and are preparing the path for greater results in the future. Our accomplishments were achieved through the efforts of Great People who remained focused on the tasks at hand, despite the uncertainty and noise in the marketplace. Their creativity, knowledge and dedication – through every level of our organization – will ensure that we continue to do all we can to fulfill and accomplish our ESG goals and create a better tomorrow.

ACCO Brands looks forward to continuing its ESG journey and reporting our accomplishments to all stakeholders.





ACCO BRANDS SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) REFERENCE TABLE

The Sustainability Accounting Standards Board (SASB) is an independent, private-sector standards-setting organization dedicated to enhancing the efficiency of the capital markets by fostering high-quality disclosure of material sustainability information that meets investor needs. This table references the standards for Multiline and Specialty Retailers & Distributors and Toys & Sporting Goods industries, as defined by SASB's Sustainable Industry Classification System (SICS), with the location of that information in ACCO Brands' 2022 ESG Report or accobrands.com.

Because ACCO Brands is a diversified consumer goods manufacturer, the nature of our business does not fit squarely within one industry as defined by the SICS. We focused on the Consumer Goods sector standards to identify which topics are material to our business and identified five within the Multiline and Specialty Retailers and Distributors and Toys and Sporting Goods industry standards.



TOC COMPANY STRATEGY GOVERNANCE PEOPLE PLANET PRODUCTS SASB

Торіс	Accounting Metric	Category	Unit of Measure	Code	Data	Reference
Energy Management	Total energy consumed		Gigajoules (GJ)	CG-MR-130a.1	305,411 GJ	
	Percentage grid electricity	Quantitative			84%	ESG 2022: Climate Change, page 24
	Percentage renewable				14%	
Data Security	Description of approach to identifying and addressing security risks	Discussion and Analysis	N/A	CG-MR-230a.1		https://www.accobrands.com/compli- ance-center/data-security-privacy/
	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected	Quantitative	Number, Percentage (%)	CG-MR-230a.2	We will report any material data breaches as required in our periodic reports filed with the SEC.	
	(1) Average hourly wage and (2) percentage of in-store employees earning minimum wage, by region	Quantitative	Reporting currency, Percentage (%)	CG-MR-310a.1	Not applicable as we do not have any in-store employees.	
Labor Practices	(1) Voluntary and (2) involuntary turnover rate for in-store employees	Quantitative	Rate	CG-MR-310a.2	Not applicable as we do not have any in-store employees.	
	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	Quantitative	Reporting currency	CG-MR-310a.3	We will report any material losses as a result of legal proceedings as required in our periodic reports filed with the SEC.	
Workforce Diversity & Inclusion	Percentage of gender and racial/ethnic group representation for (1) management and (2) all other employees	Quantitative	Percentage (%)	CG-MR-330a.1	Global Management: Women 36%, Men 64%. All other global employees: Women 42%, Men 58%. Ethnic Minorities in U.S. Management: 20%. Ethnic Minorities all other U.S. employees: 18%. (Management includes Managers and above. Data as of Dec 31, 2021)	ESG 2022: Diversity and Inclusion, page 17
	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	Quantitative	Reporting currency	CG-MR-330a.2	We will report any material losses as a result of legal proceedings as required in our periodic reports filed with the SEC.	
Product Sourcing, Packaging & Marketing	Revenue from products third-party-certified to environmental and/or social sustainability standards	Quantitative	Reporting currency	CG-MR-410a.1	\$795.5 million (gross USD sales @ 2019 budget rate)	ESG 2022: <u>Products Certified to Environmental</u> <u>and Social Sustainability Standards,</u> <u>page 29</u>
	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Discussion and Analysis	N/A	CG-MR-410a.2		https://www.accobrands.com/ compliance-center/ chemical-management/
	Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	N/A	CG-MR-410a.3		ACCO Brands is committed to using consumer-friendly and environmentally responsible packaging. A significant amount of our packaging contains recycled content and/or is recyclable. ESG 2022: <u>Packaging, page 31</u>
Labor Conditions in the Supply Chain	Number of facilities audited to a social responsibility code of conduct	Quantitative	Number	CG-TS-430a.1	253 facilities	ESG 2022: Social Responsibility Program, page 27
	Direct suppliers' social responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) priority non- conformances and (b) other non-conformances	Quantitative	Rate	CG-TS-430a.2	Priority non-conformance rate: 0.4% Priority non-conformance corrective action rate: 100% Other non-conformance rate: 2% Other non-conformance corrective action rate: 90% within 60–90 days	ESG 2022: Social Responsibility Program, page 27

