

WORKFORCE

GOALS AND TARGETS

- Over 30% women in management roles by 2030
- Maintain a recordable work-related injury rate below 1.00
- Deliver year-over-year increase in total training hours per associate

PROGRESS

- 26% women in management roles
- Recordable work-related injuries rate at 0.62
- 13.9 training hours per associate



VALUE CHAIN

- Suppliers
- Operations

We prioritize health, safety, fairness, and equal opportunity across our operations and value chain to support a healthy workforce.

How We Are Managing It

Empowering our associates starts with a culture grounded in safety, well-being, equity, inclusion, and development, where fair labor practices and equal opportunities are embedded throughout our operations. These principles are outlined in our CoC, which provides the framework for responsible practices across the organization. Supporting mechanisms such as employee training programs, the compliance hotline, and employee engagement initiatives further strengthen accountability and reinforce our high standards of safety and integrity.

The health and safety of our associates are safeguarded through comprehensive occupational health and safety (OHS) programs. These include regular training, system oversight, and alignment with OHSAS 18001 and ISO 45001 standards to ensure compliance and workplace protection. To attract and retain talent, we provide competitive compensation and benefits alongside professional development opportunities. In addition, Employee Resource Groups (ERGs) and our various social initiatives foster diversity, inclusion, and the exchange of perspectives, cultivating a workplace culture where associates feel valued and empowered.



Human and Labor Rights

TTI upholds the core labor standards and related guidelines established by the International Labour Organization. Our practices comply with statutory minimum wage laws in every country where we operate, with compensation packages that incorporate variable performance-based pay.

We support the principles of freedom of association and collective bargaining in line with local regulations across our operations and supply chain. Employees are free to join or establish trade unions and worker associations of their choice without fear of discrimination, harassment, or retaliation. We respect collective bargaining rights and engage in good faith negotiations with recognized unions or worker representatives to establish fair employment agreements covering wages, benefits, working hours, safety protocols, and other critical aspects of employment.

To ensure our commitments to fair wages and lawful labor practices are upheld, we have established robust monitoring and enforcement measures. These include ongoing processes for identifying, verifying, and addressing potential violations through regular monitoring and reviews. Enforcement of our standards includes verifying identification cards and drivers' licenses to confirm the

legal working age of associates. This ensures that young workers above the legal threshold have limited working hours, receive proper training, and are not exposed to harmful or hazardous conditions. Associates across our value chain have access to multiple channels for raising concerns, including a confidential hotline, trade unions, and the procedures outlined in our Complaint Resolution Policy. In addition, our partnerships with global industry organizations reinforce our responsibility to protect and promote human rights throughout our operations.

Modern Slavery

Our policy against modern slavery and human trafficking provides the framework for protecting human and labor rights across our operations and supply chain. Both associates and suppliers are responsible for adhering to this policy, as well as to our CoC and Business Partner Code of Conduct (BPCoC). These standards explicitly prohibit human trafficking, forced labor, and the use of illegal child labor. All employees and suppliers are required to read, understand, and formally acknowledge compliance with these codes and policies.

To prevent and address risks of modern slavery and human trafficking, we implement the following measures across our operations and supplier network:

- Inclusion of anti-slavery and human trafficking provisions in direct supplier contracts
- Modern Slavery and Human Trafficking risk assessments with 100% completion rate
- Supplier screening and relationship mapping via global trade compliance, sanctions and supply chain risk management software solutions
- Site visits and audits focused on high-risk operations and suppliers
- Corrective action plans where warranted

Our policies affirm our commitment to preventing, detecting, and eliminating human trafficking and modern slavery within our organization and along our value chain. They outline potential red flags related to work and living conditions, poor health, or unusual work behavior. These indicators are designed to help associates and suppliers identify possible issues.

We remain fully compliant with all applicable laws and regulations that have a significant impact on preventing child labor and forced labor across our operations and supply chain.

This reporting period there were zero cases of human rights violations, and zero incidents of employees were dismissed or disciplined for corruption, anti-trust, anti-bribery, anti-competition, or monopoly violations.

Non-Discrimination, Diversity, and Inclusion

With global operations spanning multiple jurisdictions, we are committed to ensuring fairness and equal opportunity for all associates and without regard to the following factors: race, ethnicity, sex, gender identity, sexual orientation, color, religion, age, disability, marital status, genetic information, national origin, veteran status, or any other characteristic protected by local, state, or federal law.

To strengthen awareness, we provide training programs that give associates practical examples to help them identify discrimination and harassment and take prompt action by reporting concerns. As an equal opportunity employer, we maintain a zero-tolerance approach for harassment, discrimination, and retaliation, reinforced by our CoC.

Talent Engagement and Attraction

TTI's ability to attract and retain top talent is reinforced through strategic recruiting, inclusive programs that support engagement, competitive compensation and benefits, and well-defined pathways for professional development.

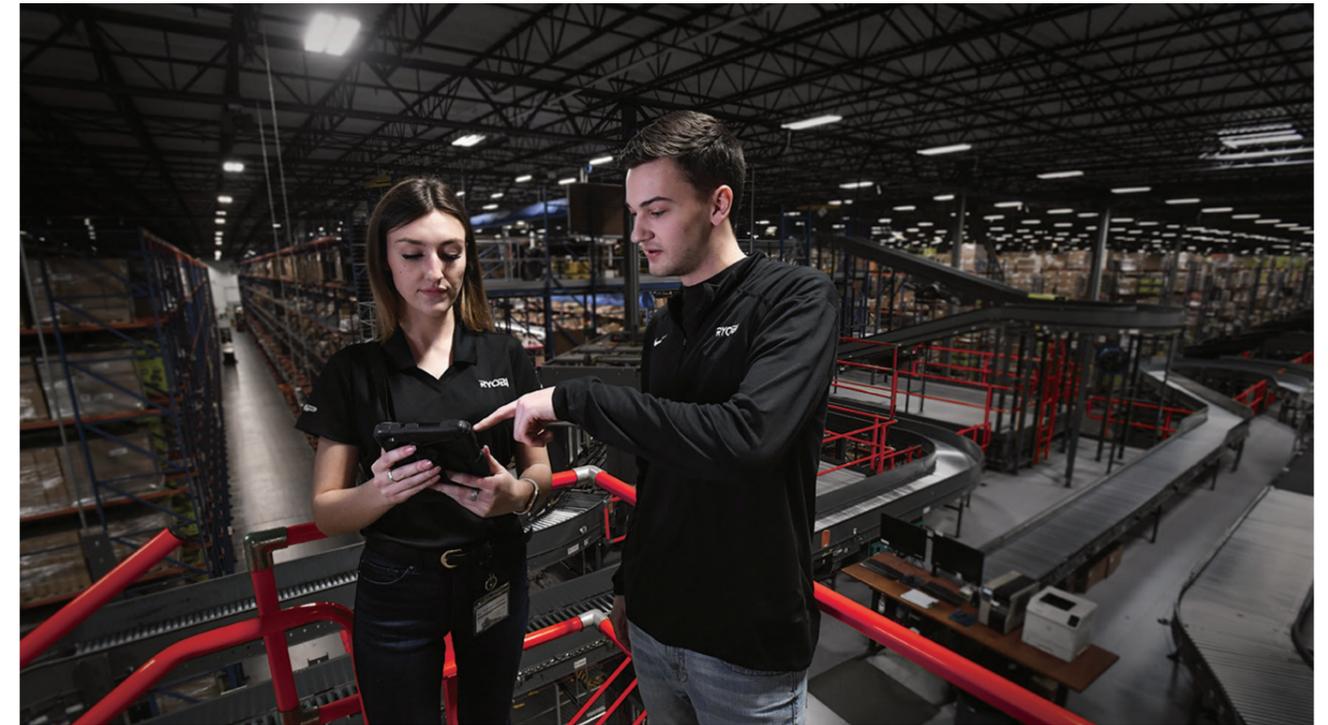
Inclusive and Diverse Recruiting

We are committed to building equitable recruitment and advancement processes that provide fair access to opportunities for all. This includes welcoming candidates with diverse abilities, backgrounds, and perspectives across a wide range of races, genders, ethnicities, and experiences. Our recruitment teams support this commitment by partnering with universities, implementing standardized interview processes, training hiring managers in inclusive practices, and ensuring transparency in selection and advancement. By fostering an inclusive environment that values unique viewpoints, we strengthen our workforce, drive innovation, and better reflect the communities we serve. While we do not establish quotas, we remain dedicated to embedding fairness and inclusiveness throughout our hiring and career development practices, ensuring every associate can thrive and contribute to our collective success.

Employee Resource Groups

To advance diversity and inclusion, we support the formation of ERGs. These groups create inclusive spaces for employees with shared identities to connect, exchange perspectives, and build supportive communities. ERGs not only provide associates with a sense of belonging but also enrich our workplace by strengthening the inclusive culture at the core of our organization. Some of our ERGs at differing BUs include:

- Women Network Group
- Culture Committee
- WISE
- Focus Groups
- Woman at Milwaukee
- Milwaukee Tool Alliance of Veterans and Supporters
- Asian American/Native Hawaiian/Pacific Islander
- Pride
- Hispanic at Milwaukee
- Black at Milwaukee



Employee Benefits

Associate well-being is supported through a comprehensive range of benefits designed to meet both professional and personal needs. In addition to meeting all legally mandated compensation and benefit requirements, we provide programs that extend beyond compliance to reflect the diverse needs of our global workforce. Each business unit tailors incentives to its local context. Depending on the job function and role, this may include remote work arrangements, role-specific flexibility, or scheduling models that allow certain associates to set start and end times within defined parameters.

Available benefits include parental leave, housing finance support, fitness and wellness programs, medical, dental, and vision coverage, life and disability insurance, retirement savings plans, flexible spending accounts, and long-service awards. To further support associates and their families, lactation rooms are available across necessary facilities, and certain locations, such as our Greenville office, provide on-site childcare. While specific offerings vary by market, business unit, and role, all benefits are structured to provide consistent support that meets the needs of our associates.

Professional Development

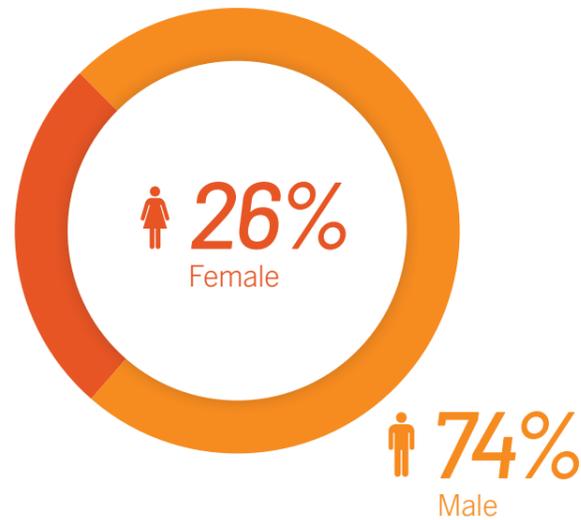
Developing our associates is an essential part of sustaining a skilled and resilient workforce. From their first day, associates receive thorough training to equip them with the knowledge and skills needed to succeed in their roles. Development continues beyond onboarding through targeted initiatives and program which reflects our commitment to preparing associates for long-term career growth and success.

As associates advance in their careers, performance reviews are conducted to identify training needs, set objectives, and provide structured feedback. Managers offer guidance throughout the year, complemented by comprehensive evaluations at least annually. Contractors and temporary employees receive tailored training aligned with our practices and the specific requirements of their roles. For employees in transition, we provide support through severance packages, outplacement services, résumé assistance, and career transition programs.

Professional growth is further supported by our Education Sponsorship Program, which provides financial assistance for coaching, mentorship, seminars, conferences, and continuing education. Tuition reimbursement is available for associates pursuing academic advancement, and those seeking Continuing Professional Education credits are encouraged to maintain professional certifications through third-party training opportunities funded by the organization.

Our broader training programs cover a wide range of topics, including compliance, ethics, leadership, technical skills, marketing, customer service, well-being, health, and safety. LearnTTI, our internal training platform, serves as the central hub for learning across all business units. It provides both mandatory and role-specific courses, such as the Global Trade Sanction Compliance training and the Anti-Trust and Competition training. In addition, development is enhanced through Lunch-and-Learn sessions led by employees or external experts. Part-time associates and contractors have access to relevant training resources, ensuring learning opportunities are broadly available across the workforce.

Women in Management



Leadership Development Program

Through the Leadership Development Program (LDP), associates gain access to opportunities that foster innovation, mentorship, and continuous learning while preparing them for leadership roles. The program provides participants with the resources, training, and experiences needed to support both professional and personal growth, while also strengthening the organization by building a pipeline of capable leaders who can drive long-term success.

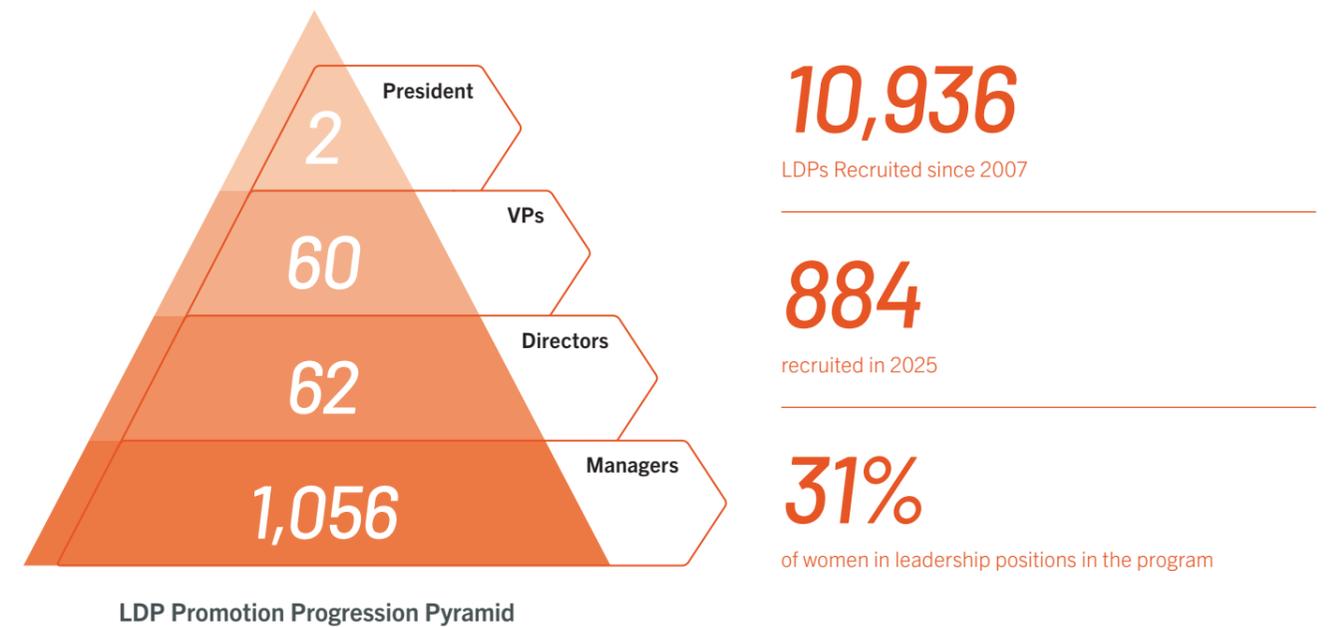
Our recruitment teams span a wide range of colleges and universities worldwide, with graduates gaining opportunities to rotate across functions, business units, or geographies. Tailored pathways are available in disciplines such as sales and marketing, finance, engineering, operations, and legal.

In addition to the LDP, we also offer global summer internships across various business functions, many of which lead to full-time. We also offer the Hong Kong Youth Development Program, which introduces high school and university students to professional experiences through mentorship and project-based learning. Together, these initiatives reflect the breadth of opportunities available to develop future leaders and ensure a strong pipeline of talent across our global operations.

In recognition of our commitment to cultivating the next generation of leaders, Milwaukee NA received the Early Talent Award from Handshake for the second year. This award recognized Milwaukee for their robust internship program, which welcomed more than 250 students this reporting year.

Leadership Development Program Highlights

19 YEARS OF NURTURING EXCEPTIONAL PEOPLE





Occupational Health and Safety

TTI is committed to safeguarding the well-being of our associates through comprehensive OHS management systems that align with all relevant legal requirements. Each BU maintains its own health and safety policies, supported by procedures for identifying risks, mitigating hazards, and implementing corrective actions where needed. These systems are reinforced by health and safety committees, which meet quarterly to address concerns and strengthen workplace protections.

Training plays a central role in maintaining a safe workplace. Associates across all markets receive OHS instruction covering topics such as safe handling of hazardous materials, first aid, cardiopulmonary resuscitation, and fire response. In 2025, 81% of employees completed workplace safety training, underscoring our commitment to ensuring a well-equipped workforce. Our methods are aligned with internationally recognized standards, including ISO 45001 and OHSAS 18001, and is guided by standard operating procedures such as the Work-Related Injury Handling Instruction guide.

To evaluate effectiveness, we conduct regular risk assessments and inspections at least every two to three years, both internally and with third-party experts. These assessments inform corrective and preventative actions that address common workplace risks, including strains from manual handling, cuts and burns, respiratory concerns related to soldering or chemical exposure, and musculoskeletal discomfort from extended driving hours. Other risks identified include electrical contact, traffic accidents, and fire incidents. With the aid of these prevention efforts, we achieved a 6.2% reduction in employee recordable work-related injuries in 2025 compared to the previous year. In the same year, recordable and high-consequence injuries were reduced to 336 and 5, respectively, resulting in 4,664 lost workdays across our global operations. Our overall rate of recordable work-related injuries was 0.62, while the rate of recordable high-consequence injuries was 0.01.

To further enhance workplace safety, we have implemented initiatives aimed at protecting associates and preventing incidents.

These include regular equipment and machinery assessments, frequent internal inspections, and the verification of safety equipment such as eye wash stations and defibrillators. We implement emergency preparedness drills, provide targeted response training, and set zero-incident targets across facilities. Health and safety inspections are carried out at the departmental, line, and management levels to ensure accountability and continuous improvement.

Well-being

By implementing a range of initiatives that address mental, physical, and emotional health, we promote a culture of well-being that supports our associates both inside and outside the workplace. With each BU differing to best meet the needs of the employees, our wellbeing resources include access to the Employee Assistance Program offering 24/7 counseling, the Wellbeing Gateway App, Lyra mental health support services, psychosocial health surveys, and routine stress checks and consultations. We also provide mental health webinars and lectures to increase awareness and encourage proactive care.

To further promote work-life balance, some associates are offered flexible telecommuting arrangements based on role, along with the option for reduced working hours when necessary. Additional examples include access to gym memberships, fitness reimbursements, and nutritious onsite food options at select locations. Some of our wellness offerings throughout our BUs include:

- Onsite fitness classes – yoga, HIIT, and spin
- Team-building events
- Meditation classes
- Family events throughout the year
- Recreational sports teams – basketball, ultimate frisbee, soccer, softball, hockey, pickleball, golf, running, badminton, and biking
- Milestone celebration parties
- Employee appreciation events
- Counseling and mental health care

