



LIVING OUR VALUES

FY2025





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This report covers The Home Depot’s sustainability and human capital management efforts in our Fiscal 2025, as well as other responsible business matters.

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CAUTIONARY LANGUAGE ON FORWARD-LOOKING STATEMENTS AND CERTAIN OTHER INFORMATION

Note on Forward-Looking Statements and Certain Other Information: All statements in this report that are not historical constitute “forward-looking statements” as defined in the federal securities laws, including the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on currently available information and our current assumptions, expectations and projections about future events, and use words such as “may,” “will,” “could,” “should,” “would,” “anticipate,” “intend,” “estimate,” “project,” “plan,” “believe,” “expect,” “target,” “goal,” “prospects,” “potential,” “commit” and “forecast,” or words of similar import or meaning or refer to future time periods. These forward-looking statements may relate to, among other things, our goals, targets, commitments and programs, and projections and expectations of future results and events. Forward-looking statements are not guarantees of future performance, and those future results and events, including the achievement of any goals, targets, commitments and projected program outcomes disclosed in this report, may not occur. Forward-looking statements are subject to numerous risks and uncertainties including, but not limited to, our ability to meet our goals, targets and commitments as well as our business plans, strategies, initiatives and objectives and their expected execution and impact; the impacts of changes to regulations, legislation, consumer preferences, and the public policy environment as well as changes in standards, protocols and reporting frameworks; the rate and manner of electrical grid modernization and transformation; renewable energy market conditions; management of relationships with our associates, potential associates, suppliers and service providers; cost and availability of labor; costs of fuel and other energy sources; the impact of tariffs, trade policy changes or restrictions, or international trade disputes and efforts and ability to continue to diversify our supply chain; events that could disrupt our business, supply chain, technology infrastructure or demand for our products and services, such as tariffs; trade policy changes or restrictions or international trade disputes, natural disasters, climate change, public health issues, cybersecurity events and labor disputes; geopolitical tensions or conflicts, military conflicts or acts of war; actual or perceived non-compliance by us or our suppliers with applicable law or standards; our ability to maintain a safe and secure store environment; and the impact of acquired companies on our organization and the ability to recognize the anticipated benefits of completed or pending acquisitions. Many of the risks and uncertainties to which these forward-looking statements are subject are beyond our control, dependent on the actions of third parties or currently unknown to us; they are also subject to the risk of inaccurate assumptions that could cause actual results to differ materially from those projected. Further information about these risks and uncertainties are described in this report and in the “Risk Factors” section and elsewhere in our most recently filed Annual Report on Form 10-K, and also in subsequent reports we file with the Securities and Exchange Commission (SEC). We encourage you to review these filings. Forward-looking statements speak only as of August 28, 2026, and we do not undertake to update these statements other than as required by law. You are advised, however, to review any further disclosures we make on related subjects in our filings with the Securities and Exchange Commission and in our other public statements.

Historical, current and forward-looking information included in this report and prior reports may be based on standards, protocols, methodologies and practices for measuring progress that are still developing. It may also be based on (i) evolving controls and processes for the collection, preparation and presentation of data, (ii) estimates and assumptions that are subject to change, (iii) market and regulatory developments, and (iv) operational changes to our business, such as acquisitions and divestitures. Accordingly, this information, including goals and targets, and underlying estimates, assumptions and data, may be subject to revisions or other changes in future reports.

Note on Materiality and Other Terms: We may have used definitions of materiality in the course of our creating this report, and in our priority assessment process, that do not coincide with or rise to the level of the definition of materiality for the purposes of U.S. federal securities laws or under state laws. Inclusion of information in this report is not an indication that the subject or information rises to the level of materiality for purposes of complying with such laws.

Website references and/or links throughout this report are provided for convenience only and the content on the referenced websites is not incorporated by reference into this report.

The Home Depot does not control, maintain or govern the criteria of independent third-party certification programs (including, but not limited to, FSC, SFI, PEFC, GREENGUARD, ENERGY STAR® or WaterSense). Achievement of a third-party certification is managed by the respective program and does not constitute an independent substantiation by The Home Depot.

Endnotes are included throughout this report and generally appear at the first place a topic is discussed. An endnote applies to that topic wherever it recurs and to other references in the report to the same topic. You are advised to review these endnotes in their entirety when reviewing this report.



ABOUT THIS REPORT

This report contains information on The Home Depot’s sustainability, human capital management and responsible business practices, as well as related performance on topics we believe are relevant to our business. This report contains disclosures that are informed by the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) Multiline and Specialty Retailers & Distributors and Building Products & Furnishings industry standards, the Task Force on Climate-related Financial Disclosures (TCFD) framework, the Task Force on Nature-related Financial Disclosures (TNFD) framework and the United Nations Sustainable Development Goals (SDGs).

REPORTING PERIOD AND SCOPE

Unless otherwise noted, we report on activities during our Fiscal 2025, which started on February 3, 2025, and ended on February 1, 2026. We generally refer to this period in this report using “2025.” Unless otherwise noted in the report or the context otherwise requires, references to other years in the report are also to fiscal years.

Unless otherwise noted, this report focuses exclusively on The Home Depot’s U.S. retail operations, including both in-store and online operations, which represented more than 90% of sales in 2025. Where expressly noted, this report also includes data from our Canada and Mexico operations, as well as HD Supply Holdings Inc. (HD Supply), SRS Distribution Inc., including GMS Inc. (from the acquisition date) and their respective subsidiaries. This report also contains information on The Home Depot Foundation®, The Homer Fund® and Team Depot volunteers. The Home Depot Foundation and The Homer Fund are divisions of THDF II, Inc., a nonprofit entity that is also a public charity under 501(c)(3) of the U.S. tax code. THDF II, Inc. is not a subsidiary of The Home Depot.

A MESSAGE FROM OUR CHAIR, PRESIDENT AND CEO

At The Home Depot, we are focused on driving our core and culture, which are built on our enduring set of values. These values guide our decisions and shape our strategy as we execute against our three pillars: Focus on Our People, Operate Sustainably and Strengthen Our Communities. This shared commitment drives meaningful progress across our entire business.

Focus on Our People We believe that when we invest in our associates, they provide the best experience for our customers. To prioritize their growth and development, we invested more than 12 million hours in U.S. associate training this year, providing our people with the skills, confidence and knowledge to succeed and build lasting careers. Notably, more than 90% of our U.S. store leaders in 2025 started as hourly associates. That metric is a powerful testament to the culture and the opportunity that comes with putting on the orange apron.

Operate Sustainably We know that our biggest opportunity for environmental impact comes from the products we sell. Working with our suppliers and merchants, we met our 2020 goal to reduce or transition 200 million pounds of products and packaging to more sustainable materials. In 2025, we excluded intentionally added PFAS from our new private-brand patio and home décor products. We also encourage our top-tier strategic suppliers to establish business-relevant sustainability goals, and today, more than 80% of them have done so.

We are making significant progress toward our goal of helping customers reduce their water use by 100 billion gallons from 2023 through 2026, with the proper installation and use of water-saving products. In 2025 alone, we sold more than 20 million units of WaterSense products. Beyond our aisles, we are actively supporting biodiversity through the distribution of at least 5 million tree seedlings by 2032, in partnership with select wood suppliers. This builds on our existing goal to help support the restoration of 2,000 acres by the end of 2028.

Strengthen Our Communities Whether responding to natural disasters, growing the next generation of tradespeople or supporting U.S. veterans, our associates consistently demonstrate what it means to serve others. This past year, The Home Depot Foundation granted more than \$89 million to support causes related to veteran housing, disaster relief and skilled trades training, surpassing \$1 billion in total charitable giving since its inception.

The Home Depot has a long-standing commitment to supporting U.S. veterans. Tens of thousands of active, guard/reserve, veterans and military spouses wear the orange apron. Since 2011, The Home Depot Foundation has helped create or improve more than 70,000 veteran homes and facilities. Associates volunteering through Team Depot responded to major events with our nonprofit partners, including the Los Angeles wildfires and flooding in Central Texas.

Finally, the Path to Pro programs are helping bridge the skilled labor gap by preparing the next generation for careers in the trades. This includes the Company's free Skills Program and hiring network, along with the Foundation's nonprofit partnerships that introduce young people, service members transitioning to civilian life and career changers to opportunities in the construction trades. The Foundation also supports programs that provide certifications, training opportunities and scholarships.

None of this would be possible without the hard work, passion and dedication of our orange-blooded associates. I want to thank our associates, suppliers, community partners and customers for their continued collaboration and trust. Together, we are building a stronger, more sustainable future.



TED DECKER
Chair, President & CEO



OVERVIEW

We have three key pillars of focus for our sustainability and human capital management initiatives: Focus on Our People, Operate Sustainably and Strengthen Our Communities. We believe these priorities are embedded in how we run our business, align closely with our corporate culture and support value creation for our business and shareholders.

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ABOUT THE HOME DEPOT

We are proud to be the world's largest home improvement retailer. Our growth strategy remains focused on driving our core and culture, delivering a frictionless, interconnected experience and winning the Pro. Above all, everything we do is deeply rooted in our enduring set of Core Values and our empowering culture.

2025: OUR BUSINESS

More than

470,000

orange-blooded associates

2,035

stores in the U.S.

182

stores in Canada

142

stores in Mexico

2025: OUR PERFORMANCE

Total net sales

\$164.7 billion

Opened

12

new stores

3.2%

net sales growth¹



The Homer Fund

A 501(c)(3) charity exclusively for our associates and their families, with the majority of contributions coming from fellow associates.

Read more on [page 20](#) →



The Home Depot Foundation

A 501(c)(3) public charity that provides grants and partners with other nonprofits around three focus areas: U.S. veterans, disaster relief and skilled trades training.

Read more on [page 57](#) →



Team Depot

Our associate volunteer force that serves the needs of our communities and extends the mission of The Home Depot Foundation.

Read more on [page 57](#) →

Our Home Depot Family



2025 HIGHLIGHTS AND RATINGS

Our three key pillars help us prioritize the areas where we can have the greatest impact. The highlights below reflect progress made and recognition received in 2025.

FOCUS ON OUR PEOPLE

Awarded **~\$288 million** in Success Sharing payments to our frontline associates.

More than **90%** of our U.S. store leaders started as hourly associates.

Invested more than **12 million hours** of training in U.S. associate training.

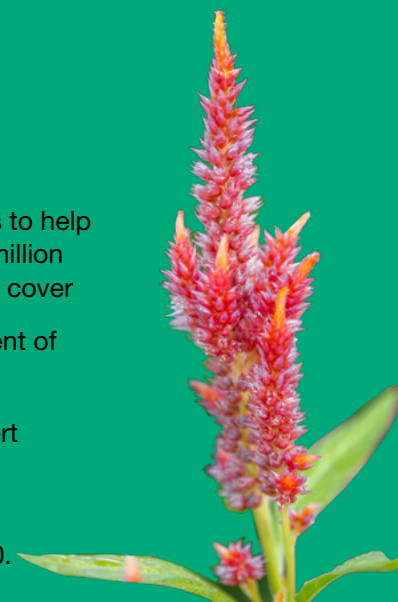


OPERATE SUSTAINABLY

Recycled **~23.7 million** pounds of plastics (LDPE).

Partnering with select wood suppliers to help support the distribution of at least 5 million tree seedlings, which are expected to cover **~10,000 acres** or the equivalent of 8,000 football fields by 2032.²

Achieved our goal to reduce or convert **200 million** pounds of virgin plastic to more sustainable materials, starting in 2020.



STRENGTHEN OUR COMMUNITIES

Completed more than **2,400 service** projects through Team Depot, for a total of ~27,000 projects since 2011.

The Home Depot Foundation granted more than **\$89 million** to support communities, including veteran housing, disaster relief and skilled trades training, surpassing \$1 billion in charitable giving since its inception.

Since 2011, The Home Depot Foundation has helped to create or improve more than **70,000** veteran homes and facilities.



Third-party sustainability rating organizations monitor and report on our progress. Below are some of our key ratings in 2025.

A-

Climate Change – Identifies The Home Depot's environmental leadership by transparently disclosing and implementing best-practice strategies and actions.



B-

Forests – Identifies The Home Depot as having addressed environmental impacts of its business and ensuring good environmental management.



LOW RISK

Considers our economic value to be at low risk due to environmental, social and governance factors compared to our industry.



AA

Second-highest rating; positions us as an industry leader in key areas.

OUR APPROACH TO SUSTAINABILITY

Our approach to sustainability aims to support value creation for our business, shareholders and other stakeholders.

We align our policies, practices and strategy to drive industry-leading performance, guided by our three pillars: Focus on Our People, Operate Sustainably and Strengthen Our Communities. When evaluating our sustainability priorities, we consider the relevance of these activities to our business, the perspectives of our stakeholders and our capacity to drive positive change.

STAKEHOLDER ENGAGEMENT

We engage with key groups of internal and external stakeholders to help our business benefit the people and communities we serve, including:

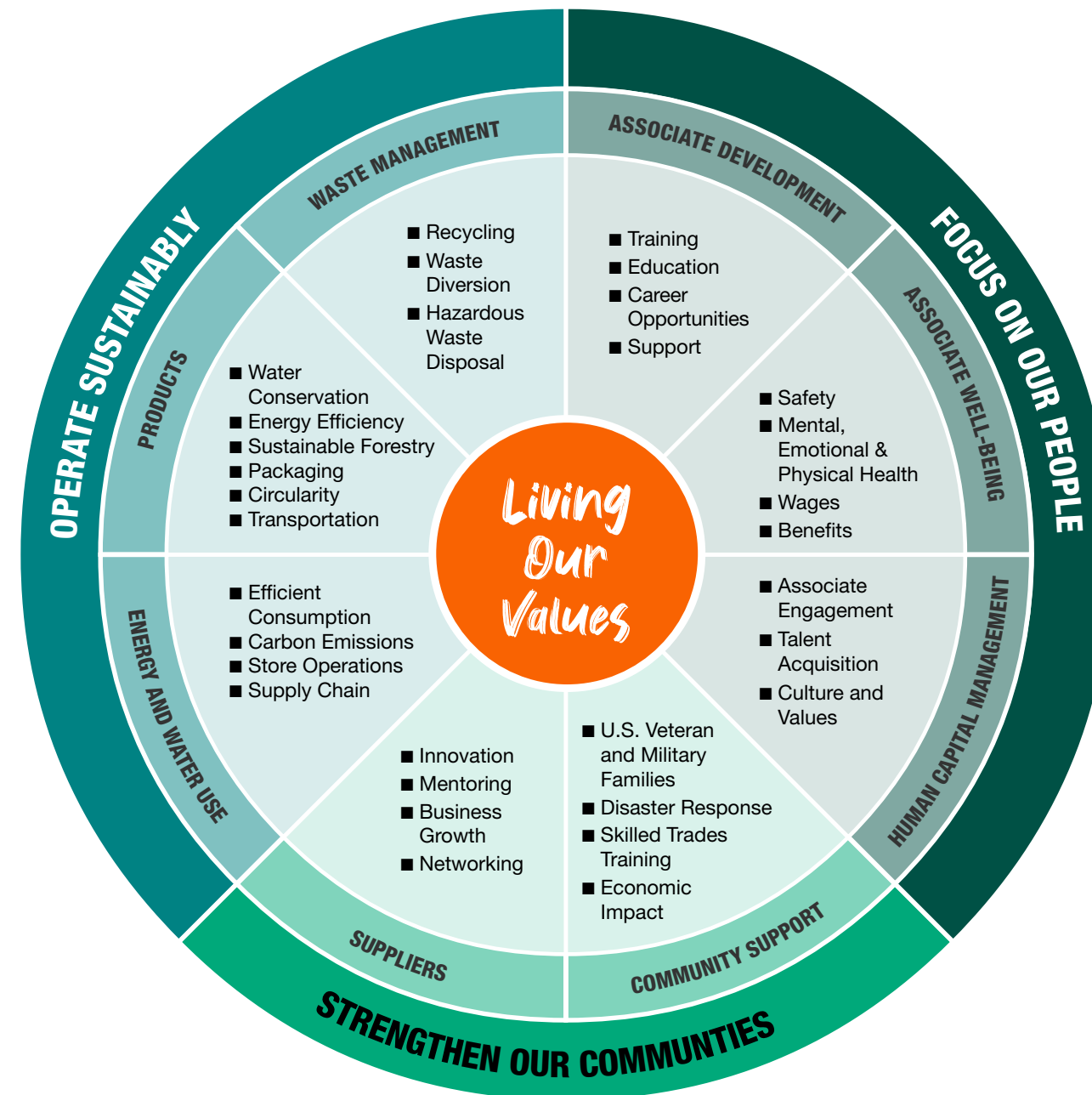
- Associates
- Customers
- Suppliers
- Communities
- Shareholders
- Non-governmental Organizations (NGOs)
- Governments

The purpose of our stakeholder engagement is to help inform and validate our own priority assessment. Overall, we believe these efforts contribute to building a better business, workplace and communities through a cycle of continual improvement:

- Gauge our impacts
- Refine our priorities
- Inform our stakeholders
- Measure our progress
- Drive improvements

Our stakeholders can access relevant disclosures and information about our Company's oversight and management of sustainability and human capital matters on our Investor Relations page: [Sustainability](#). Our approach incorporates the input and efforts of our Responsible Business Governance Committee and shareholder feedback, as well as recommendations from other stakeholders and our [Enterprise Risk Management \(ERM\) framework](#).

Our Priorities and Impacts



RESPONSIBLE BUSINESS

Governance

- Data Security and Privacy
- Risk Management
- Government Relations
- Ethics

Responsible Sourcing

- Worker Safety
- Health
- Wages
- Hours
- Voluntary Labor

GOVERNANCE

THE BOARD OF DIRECTORS

Our Board provides oversight on sustainability and human capital management matters relevant to our business, as well as responsible business practices, including strategies, activities and reporting, as follows:

- Annual update regarding our sustainability and human capital management opportunities, risks and initiatives; our annual voluntary sustainability reports; and, where relevant, emerging sustainability and human capital management issues
- Annual session dedicated to enterprise risk and resilience
- Quarterly updates on safety initiatives and related matters
- As needed updates on responsible sourcing
- Regular reports from Committee chairs on their oversight areas as discussed in the Board Committees section

BOARD COMMITTEES

The Board's oversight of sustainability and human capital management matters is principally implemented through our Nominating and Corporate Governance (NCG) Committee, with support from the Leadership Development and Compensation (LDC), Audit and Finance Committees. The primary oversight areas of each of our Board committees with respect to these matters, as well as other responsible business matters, is as follows:

NCG COMMITTEE

- Company corporate social responsibility and environmental efforts and their alignment with business priorities, including sustainability initiatives related to climate, biodiversity and circularity matters
- Customer and associate safety matters
- Responsible Sourcing program and related supply chain risks
- Primary oversight of corporate political activity, including reviewing corporate donations and trade association payments, and alignment between our political activity and strategic priorities
- Shareholder engagement on governance and sustainability matters

LDC COMMITTEE

- Human capital management matters—including matters related to associate compensation and benefits, associate engagement, development and training—and pay equity
- Receives regular updates on the findings from our reviews of compensation practices for U.S. associates

AUDIT COMMITTEE

- Financial and controls aspects of our annual sustainability reporting
- Enterprise risk management
- Data protection, cybersecurity and privacy matters
- Other legal and regulatory compliance requirements and programs

FINANCE COMMITTEE

- Overall tax strategy
- General shareholder engagement

MANAGEMENT COMMITTEES

To facilitate oversight and coordination of our sustainability and human capital management efforts, as well as other responsible business matters, across our business, we utilize multiple management-level, cross-functional committees. These committees meet on a regular basis, with working group members meeting more frequently as needed. Information on two of these organizations is summarized below. For information regarding the committees responsible for data security and privacy matters, see [Data Security and Privacy](#). For information regarding management-level oversight of our political activity, see [Government Relations](#).

RESPONSIBLE BUSINESS GOVERNANCE COMMITTEE

Purpose: Oversees the Company's commitment to sustainability and human capital management to promote alignment with our Core Values

Composition

- Chair: Senior Vice President - Finance, Chief Accounting Officer and Controller
- Members: Leadership representatives from Communications, Corporate Governance, Finance, Government Relations, Human Resources, Internal Audit, Investor Relations, Legal, Store Operations, Sustainability and Tax
- Meets periodically throughout the year

SUSTAINABILITY COUNCIL

Purpose: Dedicated to developing, implementing and monitoring the Company's environmental initiatives

Composition

- Chair: Senior Director of Sustainability and Supplier Pipeline
- Members: Leadership representatives from Legal, Merchandising, Operations, Supply Chain, Energy Management and Packaging
- Meets periodically throughout the year

Learn More

Our [proxy statement](#) and [Corporate Governance Overview](#) offer more details about our corporate governance practices. →

OUR PRIORITIES

The Home Depot was founded more than 45 years ago on a set of eight **Core Values**, which created a culture that is integral to our commitment to sustainability and human capital management. By **Living Our Values**, we integrate shared purpose into our business strategy and operations.

We believe our Core Values and our sustainability and human capital management priorities strengthen the resilience and agility of our business. We focus on priorities that contribute to value creation for our business, shareholders and other stakeholders. Our values guide how we build and grow relationships with our stakeholders across our value chain, within our upstream, operations and downstream activities.



RISK MANAGEMENT

BOARD OVERSIGHT

The Company has a robust framework designed to identify and manage risk, including risk related to our ability to operate responsibly and sustainably. The enterprise risk framework that we use to identify, prioritize and manage those key risks is dynamic and considers external and internal factors, including potential impact to our strategy, brand and financial performance from established, evolving and emerging risks. We define top enterprise risks as those that could prevent us from achieving our strategic objectives.

The Board oversees risk through the identification of key risks facing the Company and the mapping of those risks to the appropriate Board committee and/or to the Board for oversight, based on the nature of the risk. The Board reviews these key risks and the related framework annually, including periodic surveys of Board members and senior management to identify and assess key enterprise risks. In 2025, the Board held a dedicated session to discuss enterprise risk and resilience. Beyond this meeting, the Board or appropriate Board committees discuss selected risks in more detail throughout the year, and the Audit Committee receives quarterly updates regarding top enterprise risks, which are reported to the Board, as appropriate.

ENTERPRISE RISK MANAGEMENT

The Audit Committee oversees our Enterprise Risk Management framework. We actively assess, monitor and seek to address both actual and potential risks identified in accordance with this framework. We engage relevant internal departments for recommendations and gain additional insights through topical research, data collection and stakeholder engagement. Based on these insights, we determine appropriate actions and share any resulting changes with the relevant stakeholders.

Possible responses include educating our stakeholders, modifying our current approach, reviewing and monitoring our approach, or exiting the approach. In cases where we modify or review and monitor a program, we use goal setting or other processes to encourage meaningful progress.

HUMAN CAPITAL MANAGEMENT

The Board considers human capital management risks as part of its broader Enterprise Risk Management framework, promoting alignment between workforce strategy and long-term business goals. Our Board oversees risks related to human capital management primarily through the LDC Committee, which is responsible for, among other things, reviewing strategies and programs related to associate compensation and benefits, associate engagement, development and training, and pay equity.

CLIMATE RISK ASSESSMENT AND BUSINESS CONTINUITY

The Home Depot integrates our climate-related risk assessment into our company-wide ERM process. In consultation with the Sustainability Council, several departments including Merchandising, Operations, Supply Chain, Information Technology, Government Relations, Human Relations and Legal analyze short-term, medium-term and long-term climate change risks and opportunities, identifying both mitigation and adaptation measures. As appropriate, these matters are also elevated to our NCG Committee and/or Board. Some of our specific actions include:

Operations

We have business continuity plans to respond to sudden severe weather events or natural disasters that could disrupt our business operations by affecting the safety of our associates and customers or damaging property.

At the first indicator of events meeting these criteria, we activate our emergency response command center team to support the impacted associates, communities and stores. An appropriate number of associates at the event location are assembled to respond, monitor the event and report to our emergency response command center. In addition to information from associates, the center monitors warnings and reports from the National Weather Service and state and federal agencies. For the duration of the event, we operate our center from 7 a.m. to 7 p.m. ET, and its staff are placed on call 24/7.

Merchandising

Our Merchandising team regularly monitors the sales of products related to severe weather events or natural disaster preparation or recovery, such as lumber, HVAC equipment, generators, insulation and landscape plants. We then adjust inventory and messaging so customers can access the supplies and materials they need to prepare for or respond to disasters. Our Merchandising team provides periodic updates to the Sustainability Council about potential product-related risks and opportunities.

Systems Continuity

We are improving our resilience to drier and hotter weather conditions with upgrades to the HVAC systems in our stores. We also have back-up generators capable of meeting the energy needs of our primary systems on-site at a majority of our stores to respond to emergency power outages.

DATA SECURITY, PRIVACY AND BUSINESS CONTINUITY

Data security, privacy and associated business continuity are overseen at the Board and management level and evaluated through a continuous governance process, including tabletop exercises. See our Data Security and Privacy section beginning on [page 75](#) for more information.

LIVING OUR VALUES: GOALS

The Home Depot sets goals to drive progress, benefiting our associates, customers, suppliers and communities, as well as our Company.

Key updates in 2025³

FOCUS ON OUR PEOPLE

75,000

Create 75,000 career advancement opportunities for frontline associates over a five-year period by 2028.

>>> IN PROGRESS

Learning and Development
pages 24-26 →



OPERATE SUSTAINABLY

42%

Reduce combined absolute Scope 1 and 2 emissions 42% by 2030, from a 2020 base year (Science Based Targets initiative (SBTi) validated).

■■■ UNDER REVIEW

Carbon Emissions Reduction
pages 33-38 →

42%

Reduce absolute Scope 3 Category 11 “Use of Sold Products” emissions 42% by 2030, from our 2020 base year (SBTi validated).

■■■ UNDER REVIEW

Carbon Emissions Reduction
pages 33-38 →

Excluded PFAS

Exclude intentionally added PFAS chemicals from all new private-brand patio and home decor products.⁴

✓ ACHIEVED IN FISCAL 2025

Responsible Chemistry
pages 51-53 →

100%

Produce/procure 100% renewable electricity equivalent to the electricity needs for all The Home Depot facilities worldwide by 2030.⁷

■■■ UNDER REVIEW

Carbon Emissions Reduction
pages 33-38 →

100 billion gallons

Help customers reduce water consumption by an estimated 100 billion gallons from 2023 through 2026, with the proper installation and use of water-saving products.⁵

>>> IN PROGRESS

Water Conservation
pages 48-50 →

85%

Transition 85% of U.S. and Canadian sales in push mowers and handheld outdoors lawn equipment in store and online to be rechargeable battery technology by 2028.⁸

>>> IN PROGRESS

Carbon Emissions Reduction
pages 33-38 →

Recycled content

All private-brand fiber packaging for new SKUs will be compostable, recyclable or made with recycled content by the start of 2027.⁶

>>> IN PROGRESS

Circularity
pages 43-47 →



Key updates in 2025

OPERATE SUSTAINABLY

2,000 acres

Help support the restoration of 2,000 acres of forests by 2028.

>>> IN PROGRESS

Sustainable Forestry
[pages 39-42 →](#)

\$375 million

Help customers save an incremental estimated \$375 million in energy costs from 2025 to 2028 through the proper installation and use of energy-efficient products.⁹

>>> IN PROGRESS

Carbon Emissions Reductions
[pages 33-38 →](#)

200 million pounds

Reduce or convert to more sustainable materials 200 million pounds of virgin plastic used in products and packaging, starting in 2020, by 2028.

✓ ACHIEVED IN FISCAL 2025

Circularity
[pages 43-47 →](#)

STRENGTHEN OUR COMMUNITIES

\$750 million

The Home Depot Foundation is committed to investing \$750 million in U.S. veterans causes by 2030.

>>> IN PROGRESS

Path to Pro
[pages 62-63 →](#)

\$50 million

The Home Depot Foundation plans to invest \$50 million to train skilled tradespeople by 2028.

>>> IN PROGRESS

Skilled Trades
[pages 62-63 →](#)

FOCUS ON OUR PEOPLE

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ASSOCIATE EXPERIENCE

OVERSIGHT

The associate experience is one of our most significant priorities. Our Board, acting primarily through our LDC Committee, provides active, dedicated oversight of our workplace culture and investments in our people. The Board, including through the LDC Committee, reviews our human resources, employment and compensation practices and meets with our Executive Vice President of Human Resources and other leaders within our Human Resources team. This review includes discussion of how our associate experience programs support our ability to attract, develop and retain the exceptional talent that moves our business forward.

OUR STRATEGY

The Home Depot's human capital management strategy is driven by our eight Core Values, including Respect for All People and Taking Care of Our People. These Core Values have resulted in a unique culture that differentiates us from others in our industry, empowers our associates and drives innovation. We invest in competitive wages, robust benefits and development opportunities to simplify work and elevate job satisfaction. Through our associate engagement and development programs, and our promotion of a safe and welcoming culture, we foster a work environment where our associates feel valued and respected. We are committed to investing in the development, well-being and long-term success of our associates.

OUR BUSINESS

Our associates are the key to unlocking the full potential of our business. In order to provide and maintain the best customer experience in home improvement, we must focus on providing a compelling associate experience. We strive to maintain a culture that welcomes everyone, and we believe it helps us achieve our business goals by driving Excellent Customer Service and Entrepreneurial Spirit, empowering our associates to thrive and excel, and enriching the communities in which we operate. This includes creating an environment where our associates feel valued and respected and providing equal opportunity for all of our associates. Our highly tenured, passionate, knowledgeable and engaged associates directly enhance the customer experience and contribute to our long-term success. As a result of our commitment to invest in our associate experience, in 2025, we had the highest hourly tenure since 2017 in our U.S. stores and our "Voice of the Customer" survey showed improved customer satisfaction levels.

OUR APPROACH

ATTRACTING TALENT →

UPSKILLING TALENT →

ASSOCIATE ENGAGEMENT →

CULTURE AND VALUES →

ATTRACTING TALENT

Delivering excellent customer service starts with our associates. To identify and attract best-in-class talent, we use both scalable and location-specific strategies. We combine digital marketing and grassroots outreach to build awareness of all the opportunities The Home Depot has to offer. Through partnerships with a variety of local and nationwide organizations and educational institutions, we seek to recruit associates who bring wide-ranging experiences to our organization. Whether we are connecting in person or in our stores, engaging our more than 500 community hiring partners or utilizing our 400 local online networks, our hiring efforts are designed to attract qualified jobseekers who want to build their careers here.



UPSKILLING TALENT

We are committed to helping associates build long-term careers. Our talent engagement programs have been designed to upskill our greatest assets, our associates.

Summer Internship Program

Our internship program provides both internal and external students with paid, hands-on experience through meaningful projects, mentorship, professional development that includes AI upskilling and cross-functional collaboration. As part of this program, the Field-to-Store Support Center (F2SSC) internship creates a dedicated pathway for hourly associates enrolled in school to build corporate skills and explore Store Support Center (SSC) careers.

Career Mobility Program

The Career Mobility Program creates pathways for current hourly associates not pursuing a college degree to gain project-based experience and develop skills aligned to our business needs by opening access to Store Support Center roles through proven performance.

Military Fellowship Program

The Military Fellowship Program is a no-cost, high-impact program that supports service members transitioning to civilian life and active military spouses by translating their prior experience into corporate and field roles through hands-on learning, professional development and community support at The Home Depot.

Associate Product Management Program

The Associate Product Management Program develops future Product Managers from both internal and external talent pools through structured onboarding, rotational experiences and applied product ownership tied to business outcomes.

Outside Sales Representative Training

The Outside Sales Representative Training Program builds an external pipeline of early-career sales talent by preparing recent graduates to become revenue-driving Outside Sales Representatives through immersive training, role exposure and clear placement opportunities.

Merchandise Planner Development Pathway

The Merchandise Planner (MP) role develops early-career talent by closely partnering with merchants to drive sales, optimize inventory and support profit objectives, while managing product data, analyzing key business metrics, and identifying risks and opportunities across their category.

Supported by a robust onboarding and training program, MPs build capabilities in data analysis, merchandising systems and cross-functional partnership, applying insights to drive business outcomes.

As part of our broader early-career ecosystem, the MP pathway strengthens our internal pipeline and prepares talent for continued growth within The Home Depot.

Additional resources like Apron Analytics and our internal “CareerDepot” platform offer personalized career planning tools, while Career Discovery Days encourage exploration of new opportunities across the business.

Together, these programs foster a workplace where associates are seen, supported and given the opportunity to succeed and grow — ensuring they are well-equipped to provide the outstanding service our customers expect.

Be Home Grown: From Lot Associate to District Manager

Career paths at The Home Depot can start anywhere. Chadd put on the orange apron for the first time as a Lot Associate in 2003. “If a high school kid in the parking lot can become a Store Manager, then anything is possible at The Home Depot,” says Chadd. His journey taught him important lessons from day one. “No role is too small to matter. Every cart I returned, every order I helped load and every customer I assisted was an opportunity to show my work ethic.”

Chadd’s desire to grow his career led him to take on new roles, such as Order Fulfillment Associate and Customer Service/Sales Associate, and work in different departments, like Paint and Flooring, to develop new skills. “Each department helped expand my knowledge, confidence and understanding of how the store operates,” Chadd says.

In these roles, Chadd gained product knowledge and learned how to sell whole projects, not just individual products. Chadd’s experience helped him grow as a leader and he took on roles that reflected his growth. In his first leadership role as Department Supervisor, he learned to leverage the benefits of Building Strong Relationships. “I learned how to lead, coach and serve my team,” Chadd recalls. “I was committed to developing others, the way my mentors and leaders had invested in me.”

Chadd continued his leadership journey as the Specialty Assistant Store Manager and Operations Store Manager, until he became the Store Manager, a journey built on store-wide experience and a firm commitment to Taking Care of Our People. “I’m responsible for creating an environment where associates feel valued and supported. That is the most powerful driver of success.”

Now, as a District Manager, Chadd applies these lessons to help associates across his district grow their careers.

Chadd, District Manager

Find more stories and discover how our associates are growing their careers at thd.co/storyhub. →



ASSOCIATE ENGAGEMENT

We aim to create an engaged workforce that feels connected and empowered to contribute to the success of our Company. By listening to our associates through our surveys and engagement platform, we foster a welcoming culture where all associates can share their views and stay connected.

Voice of the Associate Survey

Our highly engaged associates care about their work and the performance of The Home Depot. We are passionate about maintaining an engaged and welcoming workplace, and we do so by proactively communicating with our associates, while also listening and responding to their feedback.

In 2025, we conducted our annual Voice of the Associate (VOA) survey, as well as our follow-up Pulse survey, for all our associates. With nearly 90% participation, our VOA survey results show how The Home Depot continues to be an organization where associates are engaged and eager to share their perspectives. Through questions such as whether associates feel they can be themselves at work and whether they feel their work is connected to the goals of The Home Depot, the VOA survey provides an in-depth look at our associates’ engagement and satisfaction with their job, benefits, leaders and the Company.

Our survey provides the opportunity for leaders to review their teams’ feedback and respond to associate concerns. In 2025, we provided leaders with a streamlined view of their strengths and opportunities using data analysis to identify the most meaningful focus areas. This simplified leaders’ decision making and increased feedback precision, allowing leaders to act on survey results and help our associates feel heard.

Engagement Platform

Our voluntary associate engagement platform — Viva Engage — helps associates celebrate and connect with each other.

In 2025, more than 415,000 associates had access to Viva Engage. As our associates continue to drive engagement, now with approximately 1,600 active communities in the network, the digital hub links associates across the U.S. and Canada. Viva Engage serves as a central hub for frontline and corporate associates to build connections and highlight their orange-blooded spirit.

The Home Depot Mexico also has an internal communication and engagement platform that helps strengthen communication, improve access to information and reinforce our culture. Today, the HumanD platform connects associates across our Mexico stores, Store Support Center and logistics centers.

Let’s Get in the Stores Program

Our Let’s Get in the Store program requires our salaried store support (corporate) associates to work side by side with our store associates one day each quarter. New-in-role store support associates also work their first day in a store early in the onboarding process. The Let’s Get in the Stores program helps our store support associates better align store support tasks with store realities.

Did you know?

In 2025, Home Depot’s Viva Engage network was ranked in the top 1% of more than 5,700 active communities globally based on participation, engagement and growth, according to SWOOP Analytics.

2025: BY THE NUMBERS

250

More than 250 Field-to-SSC and external summer internships awarded

~1,600

Viva Engage hosts approximately 1,600 active communities

~350

Approximately 350 participants in our talent pipeline programs that help build skills and careers

415,000

More than 415,000 associates had access to the voluntary Viva Engage platform

CULTURE AND VALUES

We believe our culture helps us achieve our business goals by empowering associates, driving innovation and enriching our communities. The Home Depot's culture is built on our eight Core Values, which include Respect for All People. We strive to maintain a culture that welcomes everyone. Our strong Entrepreneurial Spirit encourages innovation and problem solving, allowing associates to take ownership of their roles and contribute meaningfully to the Company's success. Our Core Values and culture shape the expectations outlined in our **Business Code of Conduct and Ethics**. They are also represented by The Homer Fund and our Associate Resource Groups (ARGs).





THE HOMER FUND

The Homer Fund was created in 1999 to provide financial assistance to qualifying associates and their families facing unexpected hardships. The Homer Fund Management Board is composed of 15 members who meet annually to oversee the program. The majority of contributions to The Homer Fund come from associates and are awarded through two programs:

- **Direct Grants** help associates facing emergencies and tragic events, such as illness, the death of a spouse or dependent, natural disaster and more.
- **Matching Grants** are a unique way The Homer Fund recognizes the generosity of associates toward one another. When associates collect donations for an associate in need, their money is matched by The Homer Fund totaling \$2 for every \$1 associates collect up to \$5,000, or the associate's actual need. Matching Grants may be used for qualifying expenses that are ineligible for Direct Grants.

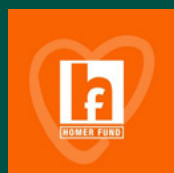
2025: BY THE NUMBERS

\$14.2 million

Approximately \$14.2 million awarded through Homer Fund grants, including more than \$500,000 in natural disaster recovery assistance through approximately 200 grants

6,800

More than 6,800 grants awarded to support associates dealing with illness, hurricanes, wildfires and more



Since 1999, The Homer Fund has awarded approximately **200,000** grants, totaling nearly **\$300 million** to assist associates and their families facing unexpected hardships.



ASSOCIATE RESOURCE GROUPS

Our ARGs promote a welcoming and respectful workplace for all associates. ARGs are voluntary groups of associates who share a common affinity or an interest in championing our Company's culture, and they are open to all associates.

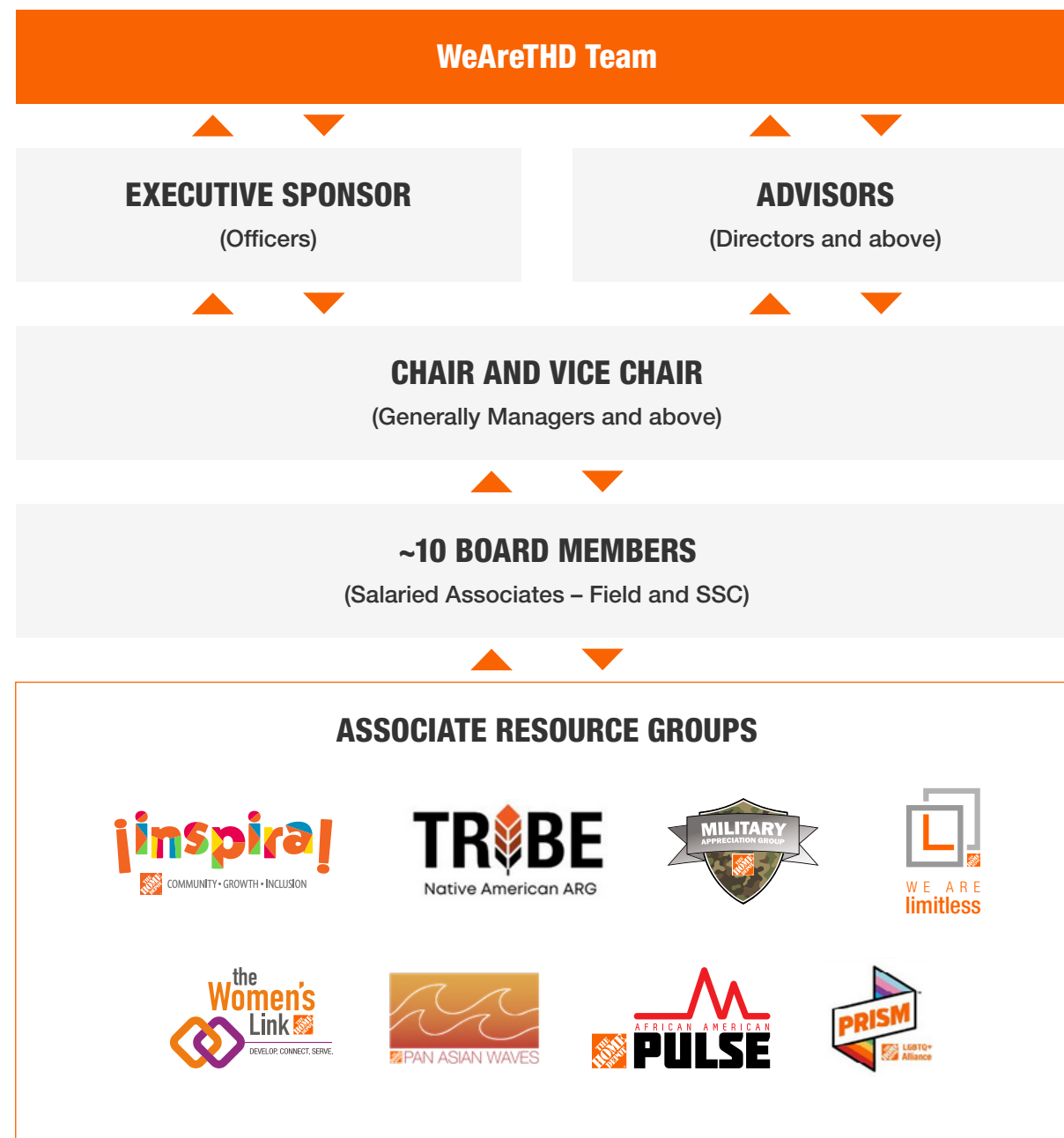
Each of our ARGs is governed by a leadership board structure through which associates can help shape the ARG direction. The governance roles include our WeAreTHD team, executive sponsors (officers), advisors (directors and above), chairs and vice chairs (generally managers and above), and approximately 10 board members (salaried associates).

Our ARGs engage and empower all associates through programming which aligns to our associate engagement priorities:

- **Develop:** Focusing on career and personal development, building leadership capabilities and networking.
- **Celebrate:** Promoting cultural awareness during heritage month celebrations.
- **Inspire:** Hosting speaker events featuring The Home Depot leadership, sharing inspirational messages through Viva Engage and Giving Back to the community in partnership with Team Depot.
- **Respect:** Practicing our Core Values every day, including Respect for All People.

We monitor the impact of our ARGs by measuring member participation and event attendees. We also use engagement surveys to collect associate responses about membership and events. Together, our ARGs build community and encourage a welcoming culture through voluntary opportunities for all associates. ARG community membership and participation are open to all associates.

ARG OVERSIGHT STRUCTURE AT-A-GLANCE



2025: BY THE NUMBERS

40

Our eight ARGs hosted more than 40 in-person and virtual events

#48

WeAreTHD Viva Engage Community ranks in the top 3% (#48 of >1,500 communities)

25%

ARG membership grew by 25% and engagement (reactions and comments) grew by more than 50%



WORKPLACE SAFETY

OVERSIGHT

Our Board receives quarterly updates on safety initiatives and related matters, and our NCG Committee provides primary oversight of customer and associate safety matters. Our commitment to safety also includes appropriate management-level oversight. Led by our Vice President of Safety, who reports directly to our Senior Vice President of Operations, we work to create a culture of safety through training, leadership engagement and investments in technology.

OUR STRATEGY

We are committed to our Core Value of Taking Care of Our People, including making investments in training and tools designed to reduce the risk of injuries. Through our continuously evolving training, innovative processes and engagement from store leadership, we aim to provide a safe working and shopping environment for our associates and customers.

OUR BUSINESS

We seek to create a strong culture of safety every day, which includes the expectation that our associates and leaders follow Company safety procedures. All associates are empowered to maintain a safe environment that prioritizes everyone's safety.

OUR APPROACH

TECHNOLOGY →

TRAINING →

CULTURE →

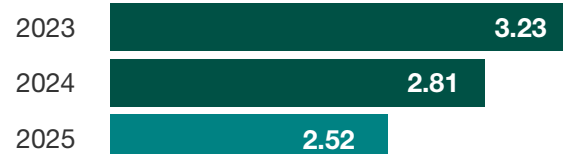
2025: BY THE NUMBERS

Work-Related Injury Rates

(per 200,000 hours)¹⁰

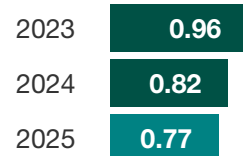
Recordable Incident Rate

Work-related injury that typically warrants medical care beyond store-provided first aid



Lost Time Incident Rate

More significant injury that results in time away from work



Did you know?

Angel Awards recognize associates who demonstrate heroism by providing aid to a customer or fellow associate in a life-threatening situation. This award acknowledges associates who embody our Core Value of Doing The Right Thing, and whose actions demonstrate safety and protect the well-being of someone else.

When a customer collapsed due to a stroke in our checkout area, associate Jim S. rushed over and jumped into action. Noting the customer was not breathing, Jim performed CPR for several minutes until the customer began breathing on his own. Jim stayed with the customer until EMS arrived and provided them with key information as they took over. The customer's wife reached out to the store a few days later to say that thanks to Jim's efforts, he was going to survive.

TECHNOLOGY

In 2025, we completed a multi-year rollout of our Dock Safety Program across our U.S. stores. This program provides restraint systems that prevent trailers from accidentally pulling away from loading docks before loading or unloading is complete, giving associates greater control over the process, while maintaining safety and efficiency. Since we finished the rollout, we have observed a significant reduction in serious incidents.

In 2025, we continued to invest in technologies to help protect our customers and our associates with the integration of forklift weight sensors. Forklifts are essential equipment in our operations, as they allow associates to move heavy loads safely and efficiently. However, exceeding the load capacity of a forklift can present safety risks, in addition to potentially damaging the items in the load. Weight sensors provide real-time feedback on whether the weight of the load exceeds safe limits, helping prevent safety incidents or product damage through mechanical safeguards that do not allow safety limits to be exceeded. Following a successful pilot program, we began adopting this technology across our U.S. stores to help improve safety, efficiency and productivity.

TRAINING

In 2025, we transitioned to OurSafety, a new and enhanced platform designed to build safety awareness and strengthen the safety culture in our stores. Through this platform, we can deliver monthly experiences to associates that go beyond traditional training or quizzes. Our focus is on fostering a strong safety culture through associate stories and engaging experiences, interactive training and meaningful leadership messages.

We also expanded the Got Your Back (GYB) program, designed to recognize and reward associates who demonstrate safe behaviors and encourage others to do the same. By highlighting positive safety actions, the program helps reinforce safety protocols, strengthen our safety culture and support a safer work environment for everyone.

In addition, we have maintained our focus on celebrating associates through Safety Awareness Month, an engaging initiative that keeps safety top of mind while allowing associates to stay connected to our safety priorities. This annual event held in January fosters engagement across the organization to help keep safety top of mind as we enter our busy spring season.

CULTURE

In 2025, we continued to focus on serious injury prevention through our formal root cause analysis program. This cross-functional team reviews the facts from any serious incident that occurs across multiple lines of business to understand the breakdown in process or program. Incorporating the local leadership team into the review allows for the frontline operator to be involved in the solution. This approach has also fostered a culture of partnership across the organization, strengthening our culture of Safety Takes Everyone – as we believe safety is a commitment that every associate makes.

In 2025, we continued to focus on serious injury prevention through our formal root cause analysis program.





LEARNING AND DEVELOPMENT

OVERSIGHT

Learning and Development supports key areas across our people strategy including the associate experience, talent attraction and retention, which delivers a better customer experience. Our Board, primarily acting through the LDC Committee, oversees matters relating to human capital management, which includes development and training.

OUR STRATEGY

Our Learning and Development programs help support our associates by building their knowledge and capabilities so they can take care of our customers. We invest in all areas of an associate's journey, including new-in-role, ongoing and advanced development to help them master their current role and prepare for future ones. Our goals are designed to advance the learning experience of our frontline associates and leaders.

OUR BUSINESS

As the largest home improvement retailer in the world, we understand how important it is for our associates to continue learning new skills, developing capabilities and staying engaged to help them deliver a best-in-class customer experience. Through our Learning and Development programs, we aim to foster an environment where associates want to work and customers love to shop. We believe that engaged associates who thrive in their environment drive the best customer experience and contribute to our long-term success.

OUR APPROACH

[LEARNING OPPORTUNITIES →](#)
[PROFESSIONAL DEVELOPMENT →](#)
[TRAINING PILOTS AND AI TOOLS →](#)
[COMMUNITY →](#)

LEARNING OPPORTUNITIES

To help associates grow their careers, we offer multiple ways for them to build their competence and confidence, including:

- **E-learning:** Media-rich, self-directed learning offers focused, interactive activities and actionable feedback.
- **Instructor-Led Experiences:** Immersive training at our Atlanta Store Support Center and field locations focuses on business acumen, technical skills and leadership development for leaders in critical positions.
- **Virtual Instructor-Led Experiences:** Engaging virtual training allows two-way communication, group activities and skills practice, which provides consistent and timely development to multiple audiences across the U.S.
- **Mobile Learning:** Through our Company devices, we provide on-demand, on-the job content to teach skills and assist associates with job tasks and/or helping customers.
- **Home Depot University (HDU):** Now in its 16th year, HDU continues to be critical to the growth of our associates, developing values-based leaders who take care of each other, our customers and communities.

- **Contact Center Training:** Initiatives for cross training associates in our contact centers aim to increase the flexibility of our workforce to better serve our customers. We launched Orange Apron Academy to provide associates with ongoing development beyond onboarding, focused on increasing their knowledge and developing associate skills and behaviors, including product knowledge, customer service, leadership and technical skills, to support our customers. Orange Apron Academy is a blend of virtual instructor-led and web-based courses.
- **Online Resources:** Our library of online, on-demand resources includes videos, courses, podcasts, reference materials and performance support tools for associates to continue their development journey.
- **Mentoring:** Our Mentoring program supports non-field salaried career growth by connecting experienced leaders with associates looking to grow their careers. The structured model allows for career guidance, knowledge sharing and exposure to different areas of the business. In 2025, our Mentoring program included over 2,000 mentor and mentee participants.
- **AI Literacy Programs:** Our AI Academy provides an optional training program for associates holding licenses for applicable AI tools. Our AI Champions program provides a framework where we leverage associates who are competent in using and passionate about AI to teach and reinforce AI adoption and literacy to other associates.

PROFESSIONAL DEVELOPMENT

We also have programs tailored to our associates' career journey:

- **New-in-Role:** A blend of instructor-led training, e-learning, on-the-job activities, leader involvement and new associate coaches supporting a successful assimilation.
- **Ongoing Development:** Continuous development of technical and leadership skills is delivered in multiple ways and made up of both universal and role-specific content. This development positions associates at every level to continue to evolve their skills to meet the demands of a rapidly changing and increasingly complex environment.
- **Advanced Development:** Programs train select associates to lead effectively at the next level. These programs prepare experienced leaders for the challenges they'll face as they move to higher-level roles.

Our Learning and Development Goals

- The Home Depot aims to create 75,000 career advancement opportunities for frontline associates over a five-year period by 2028.
- In 2024, we achieved our goal to invest 10 million hours of training to frontline associates and 2.5 million hours of leadership training to leaders, ahead of our 2028 target.

Whether our associates are in a role that serves our customers directly or supports those who do, we aim to offer associates a broad range of career development opportunities.



TRAINING PILOTS AND AI TOOLS

We are always looking for ways to better support our frontline associates with learning programs to help them deliver the best customer experience. In 2025, we enhanced two main approaches to improving our business through learning and development: the use of field-based program pilots and the expansion of AI literacy capabilities. Our pilots focused on retail environment training, selling skills and cross-functional development opportunities to help associates better serve our customers. Our AI literacy programs are designed to improve the associate and customer experience by streamlining tasks so associates can focus on delivering exceptional customer service.

The use of dedicated pilot training programs supports the continuous improvement of our stores by testing programs which we can later adopt in key regions or scale across our entire business with greater agility.

To extend our 16-year HDU program, we piloted HDU in the Field for stores and supply chain facilities. This pilot brought in field-based trainers to train associates on critical skills and competencies needed to successfully perform their roles. Based on the pilot results, we have begun to expand the HDU in the Field training team across the U.S. In 2026, the expanded program will initially focus on U.S. retail leaders, with longer-term enterprise aspirations across two key areas: selling skills, and immersive business and leadership training.

Our Selling Skills pilot tested training focused on evaluating approaches that emphasize selling, effective customer engagement and solutions-based recommendations to determine the most effective strategy for building associates' selling capabilities. Our Pro Acceleration pilot, conducted in select markets, focused on evaluating enhancements to service, fulfillment and selling capabilities for professional customers (Pros), with the goal of identifying scalable approaches to better serve Pros and drive growth with these customers.

COMMUNITY

We continue to strengthen our connection to our customers by expanding training opportunities for them.

- **Customer Training:** Live and on-demand virtual How-To Workshops empower customers to tackle their Do-It-Yourself (DIY) home maintenance and improvement projects with confidence. Approximately 180,000 customers attended workshops in 2025 via hosting platform (ON24) and YouTube.
- **Trades Training:** Our Path to Pro Skills Program is designed to provide free, online, self-paced training on what it's like to work in the construction skilled trades and the basics of job-site safety. See [Path to Pro](#) for more information.

Check it out

At The Home Depot Canada, our commitment to associate development is measurable and continuous. We believe that investing in our people is the foundation of our success. In 2025, our Canadian associates completed more than 730,800 hours of training and had approximately 2.4 million course completions. These ongoing investments in learning and development position our associates with the knowledge and tools they need to confidently grow their careers and deliver an exceptional experience to our customers.

Did you know?

In 2025, we launched the AI Academy to build associates' AI literacy using vendor-led courses. We also established our AI Champions program to reinforce training and accelerate AI adoption. To develop these initiatives, our Learning and Development team worked closely with the Enterprise AI Strategy Lead to support the Company's optional offerings for associates who already possess AI program licenses. The Home Depot views AI as an opportunity to upskill our workforce to enable productivity and strengthen human-centered work to enhance the customer experience.



2025: BY THE NUMBERS

More than
90%
of our U.S. store leaders started as hourly associates, as of the end of 2025

We invested approximately
12.3 million hours
in training U.S. associates

- Approximately **11.0 million hours** for frontline associates across topics like customer service and selling, safety and product knowledge
- Approximately **1.3 million hours** for our leaders through leadership-focused training supporting their career growth and skill development



BENEFITS AND COMPENSATION

OVERSIGHT

Benefits and compensation are a critical component of our human capital management program. The LDC Committee oversees our benefits, compensation and pay equity practices, and receives regular updates at its quarterly meetings from management, including from leaders in Human Resources.

OUR STRATEGY

Supporting the well-being of our associates is an instrumental part of one of our Core Values — Taking Care of Our People. We believe that if we take care of our associates, they will take care of our customers and everything else will take care of itself — leading to positive outcomes in our business and communities. We bring this to life by offering benefits to our associates that support mental health, emotional well-being and physical well-being. Similarly, compensation for associates at all levels of the Company is aligned with our Core Values and is designed to motivate them to deliver a superior customer experience.

OUR BUSINESS

Our investments in benefits and competitive compensation help strengthen associate retention, enhance customer service and drive long-term success. We continuously invest in our associates to help position us favorably in the market, allowing us to improve customer service, attract and retain the most qualified talent, drive greater efficiency and productivity across the business, and broadly improve safety.

OUR APPROACH

BENEFITS →

WELL-BEING →

COMPENSATION ENHANCEMENTS AND SUCCESS SHARING →

BENEFITS

Our benefits are designed to help our associates care for their families' and their own mental, emotional and physical well-being, manage challenges at home and at work, and tap into resources to improve their health and happiness. We regularly evaluate, benchmark and update our benefit offerings to remain competitive and responsive to associate needs. We also utilize multiple communication platforms to solicit direct feedback on our benefits from associates and to monitor the sufficiency and sentiment of our healthcare access and programs.

2025: BY THE NUMBERS

362,000+

unique logins were made to the [livetheorangelife.com](#) website in 2025

180,000+

associates engaged with the Benefits Choice Center through calls, chats and appointments in 2025

35,000+

total sessions were started by associates with Emma Chat

24,000+

number of times associates scanned the myBenefits Apron Flyers QR codes

Communication channels:

- **Preferred communications:** Includes associates' preferred engagement such as email, SMS and print communications.
- **Facility signage:** Content on digital communication boards, posters and magnet signage in our facilities.
- **myApron:** Our Company intranet, myApron, where standard operating procedures (SOPs) are also found. Recently, we added new links in myApron to the benefits portal, including from our Frequently Used Applications page.
- **Voice of the Associate Survey:** Offers a regular opportunity for associates to provide anonymous feedback, helping leadership identify opportunities to continuously improve our culture.
- **Associate Townhalls:** Interactive forums designed to provide business updates, celebrate team successes and foster open dialogue between leadership and associates.
- **HR and Leader notifications:** Our Human Resources team and leaders routinely communicate benefits updates to associates through targeted, weekly newsletters across our different business units.
- **Benefits Broadcasts:** Regular updates provided by Benefits for HR partners and store-based Associate Support Department Supervisors (ASDs), who help drive associate engagement, support staffing and share relevant communications across the locations they support.
- **myBenefits Apron Flyers:** We conducted 14 multi-channel communications campaigns to associates on our unique benefits programs and resources in 2025.
- **Emma chat:** Through the benefits portal on [livetheorangelife.com](#), Emma Chat, an AI-driven virtual benefits assistant, can provide answers to personalized benefits questions. Associates can access this service at any time through [livetheorangelife.com](#).

Examples of Benefits and Resources in the U.S."

HEALTH BENEFITS



Medical Plan



Critical Illness Insurance



Dental Plan



Vision Plan



Disability (STD & LTD)



LiveHealth Online



Medical Payment Plan



OrangeLife Cancer Kit



Mental Health (Employee Assistance Program – EAP)

FINANCIAL BENEFITS



Employee Stock Purchase Plan (ESPP)



FutureBuilder 401(k)



AD&D Insurance



Life Insurance (Basic, Spouse, Supplemental)

OTHER BENEFITS AND RESOURCES



Auto/Home Insurance



Financial Education Classes



Roadside Assistance



Orange Scholars



Tuition Reimbursement



Paid Sick Time



Student Loan Support



Associate Discounts



Pet Insurance



Adoption Reimbursement



Paid Parental Leave



Paid Vacation

For benefits questions, associates can also ask their managers or HR partners for help or contact the Benefits Choice Center, a helpline dedicated to answering associate questions. As a result of associate feedback through an internal communications survey, we identified additional ways to improve associates' access to the Benefits Choice Center in 2025.

Visit [livetheorangelife.com](https://www.livetheorangelife.com) for a complete list of benefits and information about eligibility. →

WELL-BEING

The key to our success is having engaged associates. We bring this to life by supporting the mental health, emotional well-being and physical well-being of our associates and their families. Through these efforts, we strive to live our value of Taking Care of Our People every day.

Through our Employee Assistance Program (EAP), associates and their household members have access to confidential support for everyday life challenges, including emotional well-being, work life resources, family concerns and guidance for navigating legal or financial situations, as well as connections to community-based support. These resources help associates and their loved ones stay healthy, resilient and supported both at work and at home.

We make preventive care more accessible and convenient by offering on-site health screenings, bringing essential health services directly to our associates. These screenings provide valuable insights into key health indicators, helping associates identify potential risks early and take proactive steps toward better health. In doing so, we support associates in managing their physical well-being, making it easier for them to stay healthy, energized and thriving.

COMPENSATION ENHANCEMENTS AND SUCCESS SHARING

Our compensation program for associates at all levels of the Company is aligned with our philosophy of Taking Care of Our People and motivating them to deliver a superior customer experience. This philosophy shapes Success Sharing, our long-standing, profit-sharing program for our non-management associates, which provides cash awards for performance against our business plan, and our other more recent compensation enhancements.

Equity Awards

In 2025, we made a significant investment in our people by increasing equity awards to field leadership, including store and assistant store managers. This is a meaningful investment that we believe sets us apart.

Success Sharing

The program has granted awards totaling approximately \$744 million to associates over the last three years. The performance of our associates in 2025 enabled 100% of our eligible stores to receive Success Sharing in both the first half and second half of the year. This resulted in Success Sharing bonus payments to our non-management associates of approximately \$288 million for 2025. In addition, we established a merit increase budget for our hourly and salaried associates of 3%. We also continued our practice of making matching contributions under our FutureBuilder 401(k) Plan.

Pay Equity

We conduct an annual analysis of pay for our U.S. associates, who represent approximately 89% of our consolidated workforce. Additional information regarding this analysis is available in the [Appendix](#).



OPERATE SUSTAINABLY

In this section:

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LETTER FROM HEAD OF SUSTAINABILITY

Guided by our five environmental pillars, we work to reduce the impact of our operations and products while driving product innovation and creating customer value.

As I reflect on the past year, I am continually inspired by the dedication of our associates, suppliers and partners who work tirelessly to bring The Home Depot's Core Values to life. Operating sustainably is not just a business strategy; it is a fundamental part of how we serve our communities and protect the environment for future generations.

Advancing our sustainability initiatives involves navigating a dynamic broader environment, including evolving infrastructure and supply chain variables. As we manage these external factors, we continue to focus our efforts on driving practical improvements within our own operations. By driving energy efficiencies within our stores, optimizing our operations and strengthening our supplier partnerships, we are laying the groundwork for a more resilient and sustainable business. In addition, our supplier partnerships fuel product innovation that directly benefits our customers. We see firsthand that sustainable innovation resonates with customers when it delivers a superior, high-performing experience.

I am incredibly proud of the progress our teams have made this year. Through dedicated collaboration and innovation, we have successfully achieved two notable milestones:

- **Reducing Plastics:** We have successfully reduced or converted to more sustainable material 200 million pounds of virgin plastic across our products and packaging since 2020, ahead of our 2028 target.
- **Chemical Evolution:** As of 2025, all new private-brand patio and home decor products will exclude intentionally added PFAS chemicals.

These achievements underscore our commitment to offering our customers safer, more sustainable options without compromising on quality or performance, while minimizing waste. Furthermore, they represent meaningful milestones that build directly upon the strong foundation of the environmental targets we have established—including our continued progress toward transitioning all new private-brand fiber packaging to compostable or recyclable materials by the start of 2027.

Finally, building upon our existing commitment with the Arbor Day Foundation to help support the restoration of 2,000 acres of forest by 2028, we are thrilled to announce a new reforestation initiative with select wood suppliers to support the distribution of at least 5 million tree seedlings by 2032 to support our forestry efforts. By partnering with participating wood suppliers who possess unique expertise and a strong regional presence, we help to deliver high-quality, sustainably sourced products that enhance the customer experience while continuing to support biodiversity.

I would like to thank our associates, suppliers and customers for your continued partnership and trust as we work together to build a more sustainable future.

Environmental Pillars



Carbon Emissions



Sustainable Forestry



Circularity



Water Conservation



Responsible Chemistry

CANDACE RODRIGUEZ
Senior Director of Sustainability
and Supplier Pipeline



EMISSIONS MANAGEMENT APPROACH

For over a decade, The Home Depot has worked to reduce our environmental impact by driving operational efficiencies and partnering with suppliers to innovate and offer more sustainable products. Currently, we are actively reassessing our 2030 Science Based Targets initiative emissions reduction goals and our renewable energy goal. This strategic review is driven by several dynamic factors, including recent acquisitions, an expanded footprint and the pace and manner of electrical grid modernization and transformation.

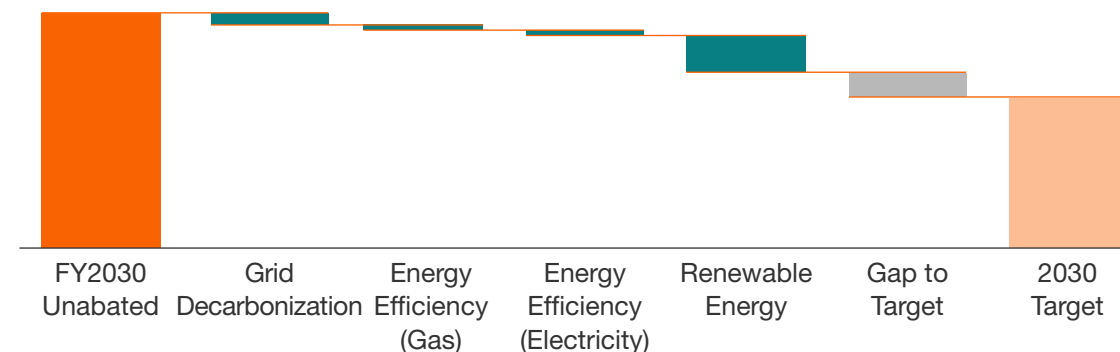
As we evaluate our current reduction goals, we intend to continue taking actions designed to manage our overall greenhouse gas emissions across our operations and supply chains.

CLIMATE STRATEGY UNCERTAINTIES AND DEPENDENCIES

Both scenarios modeled here illustrate our latest projections and are based on our most recent assessment. Achieving our sustainability objectives depends on several key assumptions, which could influence both our ability to achieve the targets and our speed of implementation. While we remain committed to progress, we acknowledge several risks, uncertainties and dependencies that may shape the pace and approach of our emissions reduction strategy, including, but not limited to:

- Recent acquisition activity, as well as organic footprint expansion.
- Updates to greenhouse gas (GHG) accounting standards, protocols or categorization.
- Regulatory developments relating to product efficiency standards.
- Customer adoption of more efficient products and new technologies.
- The rate and manner of electrical grid modernization and transformation.
- Public policy developments.
- Renewable energy market conditions, including pricing and availability.

Scope 1 & 2 Reduction Scenario (%)¹²



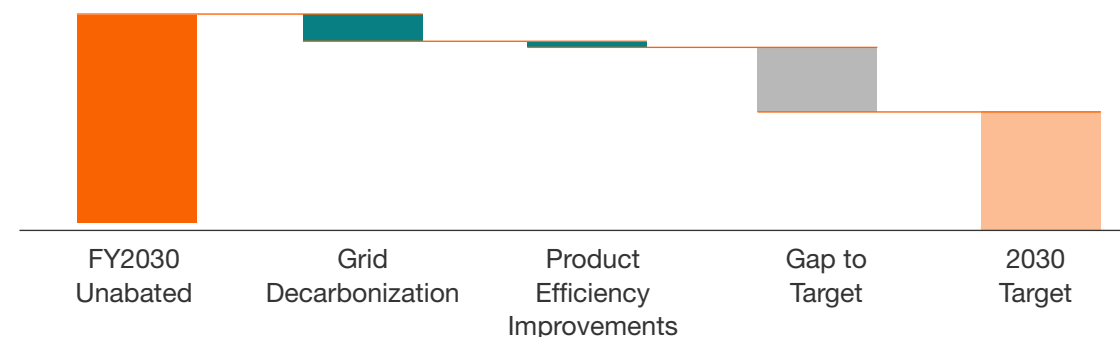
OUR LEVERS

- Renewable energy
- Operational enhancements

ASSOCIATED GOAL:

- Produce/procure 100% renewable electricity equivalent to the electricity needs for all Home Depot facilities worldwide by the end of 2030

Scope 3, Category 11 Reduction Scenario (%)¹²



OUR LEVERS

- Driving sales of higher efficiency products
- Transitioning products from gas powered to electricity based

ASSOCIATED GOALS:

- Help customers save an incremental \$375 million in energy costs from 2025 to 2028 through the proper installation and use of energy efficient products, resulting in an estimated cumulative savings of \$1 billion since 2023
- Transition 85% of U.S. and Canadian sales of push mowers and handheld outdoor power sales to rechargeable battery technology by 2028

CARBON EMISSIONS REDUCTION

OVERSIGHT

The Home Depot prioritizes carbon emissions reduction as one of our five environmental pillars. The NCG Committee of our Board has primary oversight over our sustainability initiatives, including programs related to our carbon emissions reduction goals. Our Head of Sustainability reviews these matters periodically and as requested by the NCG Committee and reviews progress on our goals at least annually with the Board. In addition, our risks and opportunities are monitored at the department level and discussed with the Responsible Business Governance Committee and the Sustainability Council periodically during the year.

OUR STRATEGY

We have a strong record of reducing our carbon emissions and energy costs by improving the energy efficiency of our operations and the products we sell. We have also adopted strategies to optimize distribution, resulting in reduced supply chain and transportation emissions, and we partner with our suppliers to drive more energy-efficient product innovation. The Home Depot has also participated in the CDP Climate Change disclosure process to provide transparency with respect to our strategy and actions for many years.

OUR BUSINESS

Reducing carbon emissions supports our business by lowering electricity costs and mitigating energy-related pricing volatility. Our investments in renewable energy, operational efficiency, supply chain optimization and energy-saving products also demonstrate our commitment to innovation throughout our value chain and support our reputation as a responsible business within our communities and among our customers, shareholders and other stakeholders.

Our Climate Goals

We set Scope 1, 2 and 3 greenhouse gas emissions reduction targets that were validated by the Science Based Targets initiative in 2024. In 2021, The Home Depot set a goal to produce or procure 100% renewable electricity equivalent to the electricity needs for all Home Depot facilities worldwide by 2030.

As our business and the broader environmental landscape evolve, we are reassessing these 2030 targets. Throughout this reassessment process, we remain focused on executing our strategy to manage emissions across our business.

GHG EMISSIONS GOALS

Reduce combined absolute Scope 1 and 2 emissions

42% by 2030

from a 2020 base year.

Reduce absolute Scope 3 Category 11 “Use of Sold Products” emissions

42% by 2030

from our 2020 base year.

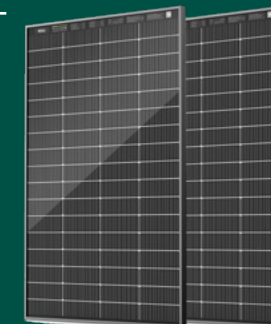


RENEWABLE ENERGY GOAL

Produce or procure

100% renewable electricity

equivalent to the electricity needs for all Home Depot facilities worldwide by 2030.



PRODUCT-FOCUSED GOALS

85% of U.S. & Canadian sales

in push mowers and handheld outdoor lawn equipment in store and online to be rechargeable battery technology by 2028.

Help customers save an incremental

\$375 million

in energy costs from 2025 to 2028 through the proper installation and use of energy-efficient products, resulting in an estimated cumulative savings of \$1 billion since 2023.



2025 REPORTED EMISSIONS

Direct Emissions

Our Scope 1 and 2 emissions, which include direct emissions from our facilities, direct emissions from our company vehicles, and emissions from the indirect purchased electricity we use in those facilities, accounted for approximately 1% of our total GHG emissions.

Indirect Emissions

As with most retailers, emissions associated with the “use of sold products” (Scope 3, Category 11) accounted for the majority of our total emissions footprint. For this reason, our emissions reduction activity focuses on this category, where we have the biggest opportunity for impact.

Our engagement with suppliers plays an important role in our approach to Scope 3 emissions reduction. In 2025, we began working with our top-tier suppliers to provide their GHG emissions data to improve the accuracy of our Scope 3 emissions estimates.



2025 GHG EMISSIONS

We continue to focus on reducing our environmental impact across our operations and the products we sell, while maintaining transparency around our progress.

GHG Emissions Sources

Scope 1 and 2

~0.7%

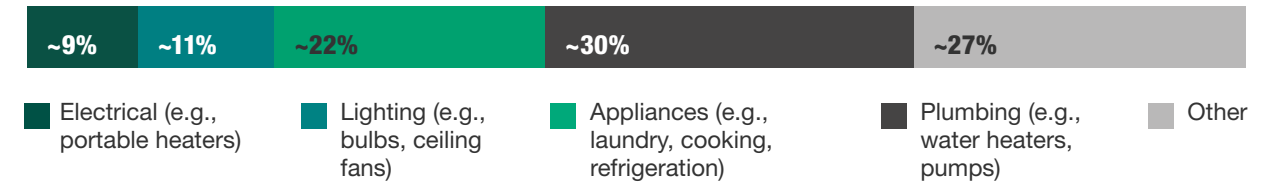
of total

Scope 3

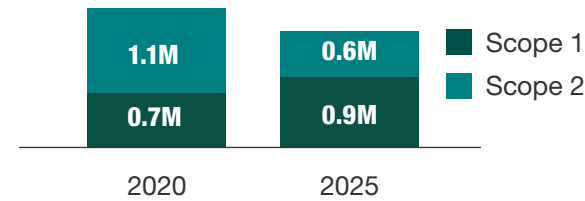
~99.3%

of total

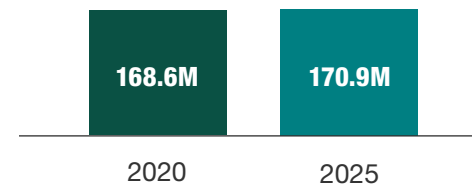
Scope 3, Category 11 Emissions by Product Category



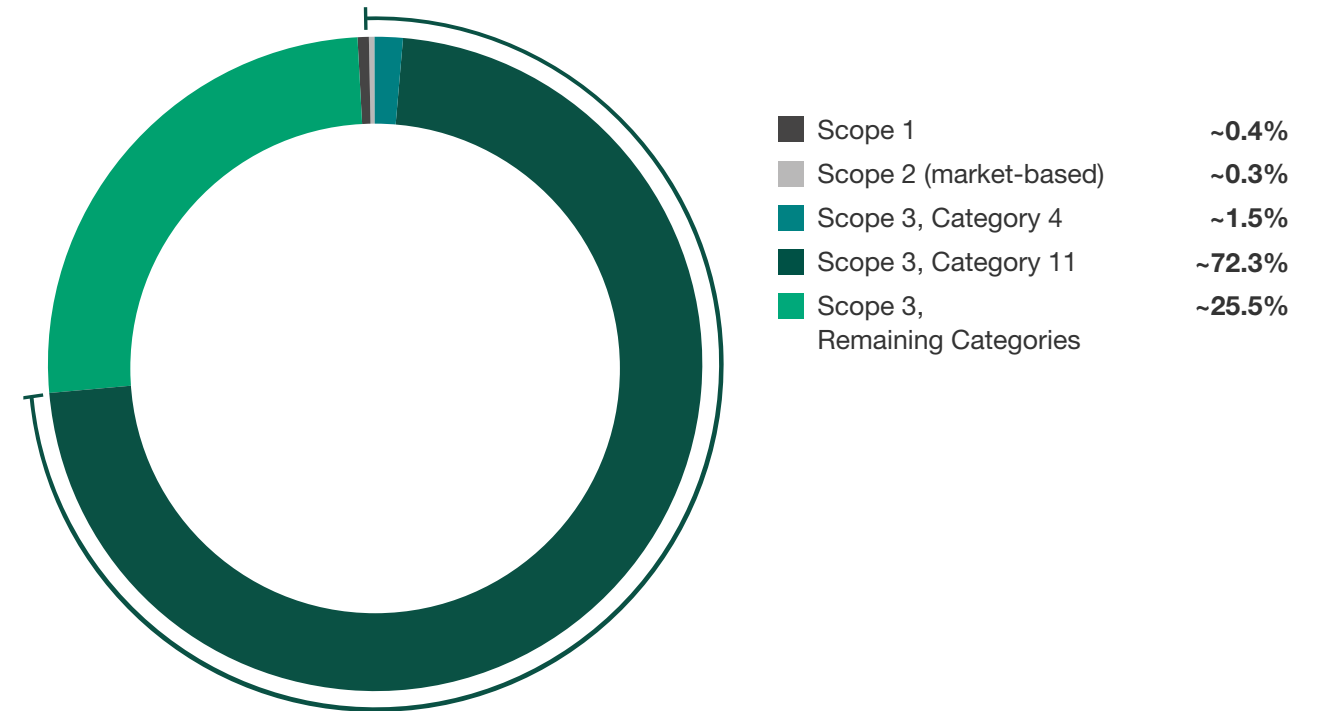
Emissions Performance Since 2020 Baseline, Scope 1 and 2 (market-based) (in thousand MT CO₂e)



Emissions Performance Since 2020 Baseline, Scope 3, Category 11 (in thousand MT CO₂e)



2025 Emissions Sources, Scope 1, Scope 2 (market-based) and Scope 3





OUR APPROACH

STORES AND OTHER FACILITIES →

SUPPLY CHAIN →

ENERGY-SAVING PRODUCTS →

STORES AND OTHER FACILITIES

Below, we provide an update regarding our procurement of renewable electricity and implementation of related operational enhancements that improve facility efficiency.

Renewable Energy

We have established an energy portfolio that encompasses off-site wind and solar electricity procurement, rooftop and community solar initiatives, fuel cells and on-site batteries designed to sustain store operations during peak demand periods. We are a member of the U.S. Environmental Protection Agency's (EPA) **Green Power Partnership (GPP)**, an EPA-led program that aims to advance the U.S. market for renewable electricity, while also helping to protect the environment.

We have also invested in off-site renewable projects. Through our 10-year partnership with Constellation NewEnergy, entered in 2024, we continued to acquire renewable electricity from off-site sources in 2025.

Our support for renewable energy is also visible at our stores and distribution facilities, where we have installed on-site rooftop solar. As of the end of 2025, we operated approximately 135 rooftop solar installations across our facilities. We look for opportunities to increase rooftop solar by:

- Increasing the amount of roof space allocated to solar panels at our stores.
- Exploring possibilities for adding solar panels atop more distribution facilities.

2025: BY THE NUMBERS

In 2025, our previous investments in off-site renewable projects and purchase agreements generated enough electricity to power the equivalent of more than

860

of our stores

Purchased approximately

973,000

megawatt hours of renewable energy in 2025

Fuel cells produced approximately

90%

of electricity on average at

217

facilities, helping reduce carbon emissions

Energy Efficiency in Our Stores

Over the years, we have made investments in interior and exterior LED lighting, automation systems, electricity demand mitigation strategies and high-efficiency HVAC systems, among other initiatives, to help reduce the electricity demands required for our store operations. Some of our initiatives include:

- Retrofitting our conventional exterior parking lot lighting with LEDs to increase efficiency, as LED systems consume significantly less electricity to illuminate a similar area. We plan to complete more retrofits at approximately 350 U.S. stores in 2026. We intend to continue this rollout over the next several years until all U.S. stores feature LED lighting in their parking lots. This initiative builds upon our successful deployment of interior LED lighting across essentially all our stores in North America.
- Leveraging Building Automation Systems (BAS) across all our U.S. and Canadian stores to optimize building performance and advance our environmental goals. A BAS is a centralized operating system to monitor electricity consumption and automate the real-time control of building systems, including lighting, temperature control and HVAC. These systems allow us to adjust our building systems based on store contexts like occupancy patterns and the time of day. This supports our ability to only use power when and where it is needed, helping us increase energy efficiency, reduce energy consumption and lower our direct carbon emissions. We are investing in BAS modernization across the enterprise by upgrading to current communication protocols and more capable control platforms to improve energy efficiency, enable smarter building management, and maintain a comfortable environment for customers and associates.

- Participating in demand response programs at over 950 stores. These utility-led programs offer payment or credit incentives to lower our electricity consumption when local communities experience high electricity demand periods. Peaks in demand create technical and environmental challenges for grid operators and our local communities by making the grid less stable and prompting the use of higher intensity and emissions power sources. By adjusting temperature set points or dimming lights at critical times, we can reduce our stores' load on energy grids and still meet our comfort and operational requirements. Demand response supports local grid resilience, reduces environmental impacts and offsets our operating expenses with program incentives.

As we build new stores, we are incorporating design specifications to optimize value engineering and sustainability initiatives in line with local building requirements and operational needs including BAS, efficient HVAC and LED lighting.

Our investments helped us manage our U.S. store electricity usage, which decreased approximately 13% year over year in 2025, even as we expanded our store footprint.

2025: BY THE NUMBERS

All U.S. and Canadian stores use Building Automation Systems

Over
950
facilities participate in demand response
programs with our local energy providers

More than
50
U.S. stores use on-site batteries that store
power during off-peak times for use when
demand spikes



SUPPLY CHAIN

We continue to invest in our supply chain with the goal of achieving the fastest, most efficient and most reliable delivery capabilities in home improvement. The scale of our supply network creates efficiencies, and we have also focused on automating and mechanizing our facilities and acquiring new material handling equipment technologies.

We have invested approximately \$1 billion in our supply chain in recent years, setting new standards for inventory and delivery speeds. These investments have improved both our operational efficiency and customer service. Our investments include forklifts with no tailpipe carbon emissions, where it makes sense for our business based on their availability and the technological requirements of our facilities. We also operate hydrogen fuel cells at many U.S. supply chain facilities, which provide fuel with no direct carbon emissions for hydrogen-powered equipment. We remain committed to leveraging new technologies that can address the evolving needs of our supply chain, while also reducing the energy consumption required to operate our facilities.

Check it out

Our Mexico division successfully piloted electric forklifts adapted to our business needs. They began this transition by replacing more than 150 traditional units, working toward a goal of integrating these forklifts into our internal logistics—with the ultimate objective of operating a fully electric fleet across our Mexico stores by 2027.

Beyond reducing emissions, these new models elevate associate safety by incorporating additional features:

- Reverse and lift alarms
- Three-sided warning lights
- Upgraded mirrors
- Rain-protective roofs
- High-security seatbelts

The unique capabilities of our supply chain enable us to meet the changing needs of both our professional and Do-It-Yourself customers. Our range of distribution center platforms allows us to keep our stores stocked, deliver a flatbed truck of building material to a job site and ship packages to our customers' doorsteps. The efficiencies our supply chain creates help us reduce miles driven as well as ensure trailers are utilized to the fullest extent.

Along with these investments, we use technology and advanced analytics to assess scheduled pickups and deliveries, then recommend optimized routes to reduce miles traveled, fuel consumed and trucks on the road. Using data intelligence, we work with our transportation partners including ocean carriers, van and flatbed carriers, rail and parcel providers to drive efficiency, while also reducing costs for our customers. For example, optimization technology guides how we pack trucks or ocean-bound containers. We maximize the product load, reducing the number of truckloads and containers.

2025: BY THE NUMBERS

In 2025, our routing technology and productivity initiatives helped drive efficiencies in box truck deliveries, which helped reduce more than

half a million

miles from our total deliveries, decreasing miles per delivery and increasing sales per truck.

Did you know?

We are proud that more than 80% of our top-tier strategic suppliers have established a business-relevant sustainability goal. As part of these efforts, we continue to work with our supplier partners to encourage and adopt more sustainable practices, such as optimizing truckloads. Additionally, we partner with ocean freight carriers who actively support global goals set by the International Maritime Organization (IMO) to measure and improve carbon emission performance. These initiatives support our efforts to mitigate the largest category of emissions within our business, Scope 3, and help encourage sustainability across industries.





ENERGY-SAVING PRODUCTS

In partnership with the EPA's ENERGY STAR program, we encourage suppliers to make the products we sell more energy efficient. Our focus on offering customers energy-saving products is a key component of our Scope 3, Category 11 goal. Through these efforts, we achieved our goal of helping customers save an estimated \$600 million in energy costs through the proper installation and use of energy-saving products purchased in 2023 and 2024. We are now targeting to help customers save an additional \$375 million in energy costs from 2025 through 2028, with the proper installation and use of energy-efficient products sold, resulting in an estimated cumulative savings of \$1 billion since 2023.

This updated goal reflects the current range of products that meet energy-efficient criteria. As entire product categories become more efficient, the threshold for what qualifies as energy-efficient rises — shifting the benchmark relative to the broader product class.

Induction Stovetops

According to the U.S. Department of Energy (DOE), induction appliances can be up to three times more efficient than gas stoves and up to 10% more energy efficient than conventional electric ranges. Replacing conventional stove appliances with induction stovetops can improve energy efficiency and lower energy costs for homeowners. They can also have faster cooking times, boiling water up to 40% faster than tested gas and conventional electric stovetops, and automatic shut-off safety features.



2025: BY THE NUMBERS

Helped customers save an estimated **\$362 million** on their utility bills through the proper installation and use of energy-saving products purchased in 2025

Helped customers reduce an estimated **1.3 billion** kilowatt hours through the proper installation and use of ENERGY STAR products purchased in 2025

Approximately **40,700** energy-saving products offered in stores and online, including approximately 11,400 ENERGY STAR products

Helped customers avoid an estimated **1.7 million** metric tons in carbon emissions through the proper installation and use of energy-efficient products purchased in 2025

Approximately **100 million** units of ENERGY STAR products sold

2025 ENERGY STAR Recognition for The Home Depot Canada

The Home Depot Canada, the country's largest home improvement retailer, was named the 2025 ENERGY STAR Canada Retailer of the Year — the Company's 17th ENERGY STAR award.

A photograph of a worker in a warehouse, wearing a black t-shirt and a face mask, handling a stack of green-painted wooden planks. The background shows other workers and large stacks of wood products.

SUSTAINABLE FORESTRY

OVERSIGHT

The Home Depot aims to promote the transparent, responsible use of global forest resources in our products and mitigate biodiversity loss through sustainable forestry. The NCG Committee has primary oversight over our sustainability initiatives, including responsible wood sourcing, forestry-related risks and opportunities and related goals. Our Head of Sustainability reviews these matters periodically and as requested by the NCG Committee and at least annually with the Board. Risks and opportunities related to these matters are monitored at the department level and discussed with the Responsible Business Governance Committee and the Sustainability Council periodically. Our Wood Purchasing Policy is also reviewed by the Sustainability team, and any modifications are brought to the Responsible Business Governance Committee as needed.

OUR STRATEGY

For decades, we have sought to be an industry leader in prioritizing and promoting sustainable forestry practices. We recognize our ability to effect positive change by encouraging others to adopt sustainable forestry practices. As the largest home improvement retailer in the world, we leverage our supplier relationships to prioritize wood and wood product sourcing from sustainably managed forests.

We conduct annual risk assessments, regional monitoring and due diligence processes to understand the changing risk profile of the forests in regions where we source our wood products. Our Sustainability and Merchandising teams take an active, comprehensive approach to understanding the sourcing of our wood products. Beyond conducting our annual wood sourcing surveys to evaluate suppliers' forestry

practices, we proactively review new supplier onboarding and continuously collaborate with our merchants and internal teams on an ad hoc basis. We seek to partner with sustainable forestry companies whose products are verified by third-party certifications. Within our sustainable forestry initiatives, we support biodiversity by setting forest restoration and tree planting goals, continued plastic reduction efforts, and promoting organic gardening and other environmentally preferred products.

Each year, we also participate in the CDP Forests disclosure process, which is partially aligned with other international disclosure bodies, including the Task Force on Nature-related Financial Disclosures. This process includes disclosures related to our Sustainable Forestry program, and our consolidated CDP response is available on our [Sustainability webpage](#).

OUR BUSINESS

As a significant purchaser of wood and wood products, a substantial portion of our sales derive from wood products. The long-term replenishment and health of the forests where we source our products supports our business resilience and growth.

OUR FORESTRY AND BIODIVERSITY EFFORTS

Goal to help support the restoration of **2,000 acres** of forest by the end of 2028.

NEW In a reforestation initiative with select wood suppliers, including Arauco, Irving and Weyerhaeuser, help support the distribution of at least

5 million tree seedlings, which are expected to cover approximately **10,000 acres** by 2032.

OUR SUSTAINABLE FORESTRY TIMELINE

The Home Depot began our commitment to sustainable forestry practices over 30 years ago:

- 1994** ▶ Offered certified sustainable wood shelving products to our customers for the first time.
- 1999** ▶ Adopted our first Wood Purchasing Policy.
 - Required the purchase of any wood sourced from endangered regions such as the Amazon or Congo Basin areas, Papua New Guinea or the Solomon Islands to be FSC® certified.
- 2018** ▶
- 2023** ▶ Began participating in CDP's Forests questionnaire.
 - Published a comprehensive assessment of our Sustainable Forestry program and policies.
 - Updated our Wood Purchasing Policy to include 10 additional at-risk regions.
- 2024** ▶
- 2025** ▶ Committed to help support the restoration of 2,000 acres of forests by the end of 2028.
- 2026** ▶ **NEW** Help support the distribution of at least 5 million tree seedlings, which is expected to cover ~10,000 acres by 2032 in partnership with select wood suppliers, including Arauco, Irving Forest Products and Weyerhaeuser.

OUR APPROACH

RESPONSIBLE WOOD SOURCING →

ENGAGING ACROSS JURISDICTIONS →

FORESTRY RISK ASSESSMENT PROCESSES →

SUPPORTING BIODIVERSITY →

RESPONSIBLE WOOD SOURCING

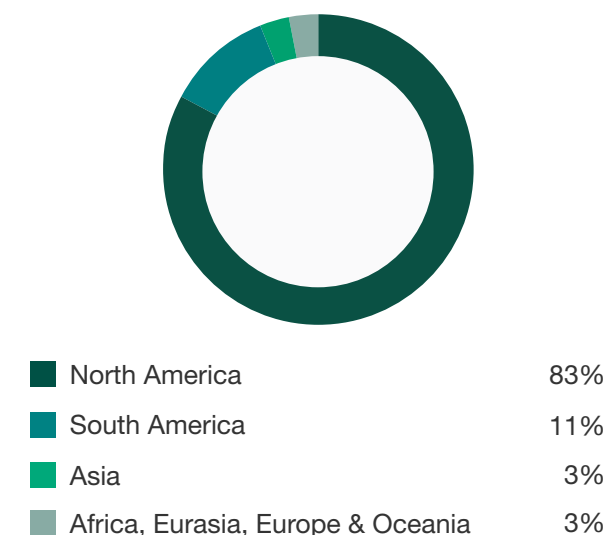
We recognize how the environmental value of forests, which are carbon sinks and rich in biodiversity, can be threatened by forces such as climate change, invasive species, drought, forest fires, disease, insect infestations and deforestation. We evaluate and monitor risks associated with sourcing wood and wood products, while seeking opportunities to lessen or avoid biodiversity impacts. The vast majority of our wood products come from sustainably managed forests in North America. Worldwide, we partner with experienced and sophisticated forestry companies that uphold sustainability standards through certifications and industry organizations, including:

- Forest Stewardship Council (FSC)
- Sustainable Forestry Initiative® (SFI)
- Programme for the Endorsement of Forest Certification (PEFC)
- American Tree Farm

In 2022, as part of our sustainable forestry assessment, we conducted an extensive survey of our total wood product purchases. Since then, we have supplemented that baseline with more targeted annual surveys focusing on private-brand products and items sourced from specified at-risk regions.

In 2026, we again conducted a comprehensive survey of our total wood purchases across both national and private-brands. We issued this latest survey to suppliers representing the top 90% of our total wood purchases, specifically including those supplying products from regions identified as high-risk for deforestation in our **Wood Purchasing Policy**. In total, more than 700 suppliers — or approximately 87% of those surveyed — responded. The results indicate that our wood products were sourced from the regions detailed in the chart below.

Sources of National and Private Label Wood Products and Wood (Total Wood Purchases)¹³



■ Did you know?



Through our Eco Actions program, The Home Depot seeks to partner with suppliers who share our focus on providing customers with more sustainable products. The Home Depot maintains extensive relationships with some of the largest lumber producers in the United States. This includes Sierra Pacific Industries, a supplier with over 70 years in operation that manages more than 2 million acres across California, Washington and Oregon. By investing in state-of-the-art equipment to optimize the utilization of every harvested tree and participating as a certified member of the SFI, suppliers like Sierra Pacific Industries are integral in supporting The Home Depot's commitment to responsible wood sourcing and sustainable forest management.



ENGAGING ACROSS JURISDICTIONS

Our wood sourcing supply chain spans many jurisdictions with varying levels of forest protection regulations. We believe our work with suppliers to meet commitments listed in our Wood Purchasing Policy has helped promote the sustainable management of forests worldwide. In our effort to share best practices with suppliers and engage our stakeholders, we have enhanced our commitments over time and believe we have successfully made positive impacts to reduce risks to the world's forests through our policies.

The Home Depot's Wood Purchasing Policy outlines our additional commitments to:

- Give preference to the purchase of wood and wood products that are certified and/or originate from well-managed forests.
- Require the purchase of wood and wood products from forest regions identified as at-risk to be certified and/or plantation grown.
- Practice and promote the efficient and responsible use of wood and wood products.
- Promote and support the development and use of alternative environmental products.
- Require that our suppliers of wood and wood products maintain compliance with laws and regulations pertaining to their operations and the products they manufacture, including the Lacey Act, a U.S. law that applies to plant and plant products, including wood.

FORESTRY RISK ASSESSMENT PROCESSES

We continue to partner with external environmental experts to leverage industry best practices around monitoring and disclosure. We also review and consider emerging voluntary reporting frameworks to provide stakeholders with relevant and comparable wood and biodiversity disclosure.

Regional Monitoring

We continue to require wood and/or wood products sourced from the Amazon or Congo Basin areas, Papua New Guinea or the Solomon Islands, to be FSC certified. We also have a target to require any wood or wood products sourced from additional at-risk regions to be certified as sustainable or plantation grown for any wood sold through The Home Depot's U.S. and Canadian Lumber, Building Materials or Millworks Departments by the end of 2026. These departments account for the majority of our overall wood sourcing.

This commitment covers the following global regions: Atlantic Forest, Cerrado, Choco Darien, Ecuador, Gran Chaco, East Africa and Miombo, Greater Mekong, Sumatra and Borneo, Eastern Australia and the Russian Far East Forest. As we near our target date, we continue to work with our suppliers, and we are encouraged by the progress we have made.

Due Diligence Process

Our due diligence measures include compliance procedures to identify, address and resolve instances of supplier noncompliance, including those identified by external parties and reported using our Supplier AlertLine, with quick and reasonable action.

Our process includes notifying reported suppliers of suspected noncompliance and providing them an opportunity to either produce evidence of compliance or remedy the issue of noncompliance. In cases where a supplier is not able to provide evidence or remedy the issue in a timely manner, we discontinue ordering affected products.

SUPPORTING BIODIVERSITY

The Home Depot's sustainable forestry efforts seek to protect biodiversity by sourcing wood products from responsibly managed forests that maintain healthy ecosystems.

Biodiversity and Eco Actions

Our biodiversity efforts extend beyond our sustainable forestry efforts and include many of the gardening products we offer. We promote sustainable ecosystems by encouraging our customers to adopt responsible gardening products and methods for their local ecosystems. Our partnerships with local growers enable us to offer healthy, environmentally beneficial plants and support businesses in the communities we serve.

Our gardening product offerings are informed by our understanding that backyards, balconies and patios are well-being retreats for our customers where plants and animals also live and grow. The gardening choices our customers make can have an impact on their local ecosystems. The Home Depot partners with our growers and suppliers in advance of each growing season to offer trees, blooms and edible plants that support local environments and pollinators.

We also offer a variety of organic, non-GMO vegetable and herb plants grown according to **methods approved** by the U.S. Department of Agriculture (USDA) National Organic program. Only products that have been certified as meeting the USDA's organic production and handling standards may carry the USDA Organic seal.

Our growers work closely with U.S. states' departments of agriculture to identify invasive plants that may threaten local native plants.

Water Assessment Pilot

In 2025, we conducted a water assessment pilot in certain Arizona Home Depot facilities to better understand our interface with nature in a water-stressed region. See our [Water Conservation](#) section for more information.

Forest Restoration Efforts

The Home Depot continues to make measurable progress toward our goal to help support the restoration of 2,000 acres of forests by the end of 2028. Through our partnership with the Arbor Day Foundation, we are investing to help restore 2,000 acres of forests. To date, we have supported eight projects across the United States and Brazil, planting nearly 500,000 trees and helping to support the restoration of more than 500 acres.

In addition, as part of our ongoing commitment to sustainable forestry, The Home Depot and certain of our lumber suppliers set a collective goal to support the distribution of at least 5 million tree seedlings, which are expected to cover approximately 10,000 acres by 2032.

By collaborating with strategic partners, including Arauco, Irving Forest Products and Weyerhaeuser, we aim to drive a larger, more scalable environmental impact. This collective effort is designed to leverage the unique expertise, infrastructure and regional presence of our participating suppliers.

arauco



IRVING FOREST PRODUCTS



■ Did you know?

In one of the world's most diverse biomes, across the states of Rondônia and Mato Grosso in the Brazilian Amazon, The Home Depot is supporting a project to plant native tree species tailored to the specific needs of each site. The project is intended to restore and protect the Amazon tree canopy, which may support ecosystem resilience and other local environmental benefits.

2025: BY THE NUMBERS

Planted nearly

500,000

trees and helped support the restoration of more than

500

acres of forest in partnership with Arbor Day Foundation

More than

80%

of our wood is sourced from North America





CIRCULARITY

OVERSIGHT

We introduced circularity as one of our five environmental pillars in 2019, and our focus has been to minimize waste from our products and our operations. Our Head of Sustainability provides an annual update on our circularity goals to the NCG Committee and the Board. Our Vice President of Product and Engineering, who reports directly to the Senior Vice President - Global Brand and Product Development, oversees our sustainable packaging initiatives. Our Vice President of Safety, who reports directly to the Senior Vice President - Operations, oversees our waste management program. Our Head of Sustainability partners closely with each of these leaders on these initiatives.

OUR STRATEGY

The Home Depot is focused on adding more alternatives to single-use products and packaging, which are quickly thrown away. We encourage our suppliers to innovate toward higher resource and materials efficiency, and we strive to offer products designed for longer use, reuse, recycling or composting.

Along with our suppliers and vendors, we seek to:

- Design with the environment in mind.
- Eliminate excess material.
- Eliminate materials that are not readily reusable or recyclable.

- Minimize mixed materials to enable simpler disassembly and recycling.
- Prioritize materials that are biodegradable or readily recyclable.
- Utilize recycled content, when possible, without compromising product efficacy.
- Promote minimization of environmental impact in manufacturing and consumer use.

Beyond products and packaging, we also look for opportunities within our own operations to implement processes that divert our own waste from landfills.

OUR CIRCULARITY GOALS

In progress: All private-brand fiber packaging for new SKUs in our U.S. and Canada stores and online will be compostable, recyclable or made with recycled content by the start of 2027.

Achieved in 2025: Reduce or convert to more sustainable materials
200 million
pounds of virgin plastic used in products and packaging starting in 2020, by the end of 2028.

OUR APPROACH

SUSTAINABLE PACKAGING →

OPERATIONAL WASTE MANAGEMENT →

SUSTAINABLE PACKAGING

As innovation in sustainable materials evolves and recycling infrastructure expands, The Home Depot is committed to driving packaging solutions that meet our customers' expectations and support our sustainability goals. We take a holistic approach to the lifecycle of the materials we use, actively working to comply with Extended Producer Responsibility (EPR) efforts in several states. Through packaging performance testing, recycling-infrastructure research and engagement with our suppliers, we encourage packaging options intended to reduce material use and improve end-of-life recycling outcomes. This includes reducing overall package footprints, eliminating hard-to-recycle materials and advancing our goal to have all new private-brand fiber packaging be made from materials that are compostable, recyclable or made from recycled content. By optimizing both the size and material makeup of our packaging, we are helping to reduce landfill waste, which can lower packaging-related greenhouse gas emissions.

Extended Producer Responsibility (EPR)

Several states have enacted EPR laws aimed at promoting sustainable practices by encouraging producers to design products and packaging with recyclability and environmental impact in mind. We believe our long-standing commitment to sustainable packaging positions us well to comply with these requirements. Our Packaging team is working collaboratively with organizations in these states to facilitate compliance with these laws. This includes collecting and accurately reporting data on the packaging materials we supply to customers, as well as appropriately managing end-of-life processing.

Beyond compliance, our team remains focused on providing packaging solutions designed with sustainability at their core. This involves prioritizing the use of recyclable, compostable and responsibly sourced materials, while continually innovating to meet customer expectations and reduce the overall environmental footprint of our packaging.

Fiber-Based Packaging Goal

Our Packaging team continues to strengthen its commitment to circularity by making significant strides toward our goal to have all new private-brand fiber packaging across our U.S. and Canadian stores and online be compostable, recyclable or made from recycled content by the start of 2027. This initiative reflects our dedication to circularity, which focuses on eliminating waste by recovering discarded materials for useful purposes, while building on the progress we have already made.



Check it out



At The Home Depot, our Packaging team is dedicated to continuous improvement, seeking ways to enhance the customer experience while reducing our environmental footprint. Over the past two years, the team undertook a multi-year project to redesign the packaging for a number of our Glacier Bay toilets.

This innovative redesign significantly reduced transit and handling damage, delivering a better, more reliable experience for both our Pro and DIY customers while also maintaining 100% fiber-based packaging. The environmental impact of this improved durability is measurable. By preventing product damage, this initiative is estimated to have successfully kept more than 15,000 units—totaling nearly 3 million pounds of product—out of local landfills across 2024 and 2025. This project illustrates how smarter, sustainable packaging design can simultaneously elevate customer satisfaction and advance our commitment to operating sustainably.

Our Process

We apply a structured process for our packaging initiatives, which also applies to our fiber-based packaging goal:

- **Research and Strategy:** We begin by researching current U.S. recycling infrastructure capabilities.
- **Supplier Engagement:** Next, we engage with our suppliers, outlining our goal, expectations and timeline.
- **Innovation:** Through collaborative partnerships, we actively explore innovative material options and sustainable designs for fiber-based packaging.

As we identify sustainable alternatives or develop new packaging designs, we integrate them into our operations. New products are onboarded in compliance with these standards, while existing SKUs are generally re-onboarded every few years – meaning they will be expected to adhere to our standards at that time. We are encouraged by the progress our suppliers have made. To ensure the onboarding process is seamless, we are planning a soft launch ahead of our goal date. In support of this transition, we are also preparing a guide to provide our private-brand suppliers with the technical guidance needed to meet our expectations.

Alongside these sustainability efforts, we are equally committed to meeting our customers' expectations and ensuring the safe transportation of our products. This means our new packaging must not only be more sustainable, but also perform as well as, or better than, our existing packaging. We also believe that through elevating our private-brand standards, we can raise the benchmark that our merchants then apply to national brands.

2025: BY THE NUMBERS

Approximately
1.1 million
pounds of material avoided landfills
because of private-brand packaging
projects designed to better protect products

Approximately
31.2 million
units were right-sized from projects covering
130+
private-brand SKUs

Redesigns reduced size and materials
of approximately
1,500
packaging SKUs, or tens of millions of
packaging units, from 2017 through 2025

OPERATIONAL WASTE MANAGEMENT

Beyond our product and packaging efforts, we practice circularity in our own operations through proper waste management and diversion efforts. In partnership with our waste hauling partners, these efforts demonstrate our commitment to reducing the amount of material entering waste streams. In addition, our equipment maintenance program helps extend the life of products and store equipment—helping to reduce costs and additional waste that would occur from discarding damaged items.

Non-Hazardous Waste

Across our stores and distribution centers, we have established processes and capabilities to separate and recover raw materials from our operational waste streams and return them to productive use. Recovered materials are incorporated into new products, including plastics used in composite decking, fencing and garbage bags, and cardboard, which is used to produce Home Depot-branded moving boxes.

Hazardous Waste

Through our Handling Hazardous Materials program and in partnership with national hazardous waste haulers, we safely remove and properly dispose of hazardous waste material from our operations and customer returns. In 2025, our partners helped us recycle approximately 9.6% of our hazardous or universal waste.

Check it out

At The Home Depot, we are dedicated to minimizing waste and maximizing the lifecycle of the materials we use across our operations. As part of our ongoing commitment to a circular economy, our Mexico division successfully reused approximately 1 million wooden pallets this year. By consistently recovering and repurposing these shipping materials, we are reducing our reliance on new resources and diverting waste from local landfills.



2025: BY THE NUMBERS

Approximately **23.7 million**
recycled pounds of plastics (LDPE)¹⁴

Approximately **270,000**
recycled metric tons of cardboard (OCC)¹⁵

Approximately **6.2 million**
recycled pounds of EPS foam¹⁶

Approximately **162,000**
recycled metric tons of metal¹⁷



Check it out

In 2025, we advanced our circularity efforts through a strategic partnership with Radius Recycling to modernize pallet recovery across our supply chain. As part of this effort, we installed new Rotochopper wood grinders at 12 supply chain facilities, helping to significantly reduce wood waste sent to landfills.

Through this program, we can create recycled wood fiber for use in:

- Pellet fuel
- Compost and mulch feedstock
- Animal bedding

In addition to wood fiber recovery, this operational shift enables greater direct-to-recycler processing of materials such as metal and plastic at the facility level, which improves transportation efficiencies and may lower supply chain emissions.

This program, driven by our Supply Chain Sustainability team, is estimated to have diverted approximately 72 million pounds of wood, equivalent to 7,000 trailers of pellets, from landfills. The team worked to ensure on-time execution, safe implementation and strong operational adoption by closely collaborating with frontline associates. Looking ahead, we plan to expand this program and continue exploring optimization opportunities to increase recycled product yield and expand end-market uses for recovered wood fiber.



■ Check it out



In 2025, to improve customer awareness of our program to help dispose of common hard-to-recycle material, we rolled out new front-end recycling kiosks with improved signage. These fixtures continue to offer customers easy and convenient options to recycle items like lithium-ion batteries, plastic bags and CFL bulbs. Partners like The Battery Network (formerly Call2Recycle), the country’s largest consumer battery recycling and stewardship program, help us provide customers with simple and responsible ways to recycle their used rechargeable batteries. The new kiosks are available in nearly all our continental U.S. stores.

■ Did you know?

As part of our commitment to reducing waste and promoting a circular economy, The Home Depot Canada actively empowers customers to participate in responsible recycling. In 2025, through our in-store customer take-back program, our Canadian division collected more than 514,000 pounds of single-use and rechargeable batteries. By providing a convenient and safe way to dispose of these items, this initiative helps divert materials from local landfills, recovers valuable resources for reuse and reinforces our broader goal to operate sustainably across our entire footprint.

2025: BY THE NUMBERS

Approximately **9.6%**
of hazardous waste recycled

Approximately **3.4 million**
pounds of waste incinerated

Approximately **148,000**
lead-acid battery cores recycled

Approximately **300,000**
pounds of CFL bulbs recycled

Approximately **1.8 million**
pounds of rechargeable batteries recycled

Associate Training and Resources

Frontline associates receive annual training through our Knowledge Depot program on recognizing and transporting hazardous materials. Associates who are responsible for managing storage and cleanup of hazardous materials complete additional in-depth environmental compliance training. Information about and guidance for the cleanup, classification, labeling and storage of hazardous waste is available to associates through Company devices and our associate intranet site.

PREVENTATIVE ACTIONS	RESPONSIVE ACTIONS
We take specific steps to avoid spills and contamination across our stores with particular focus on these areas: Garden center: Proper handling of fertilizer and pesticides bags, including checking for and properly repairing damaged bags. Receiving and central storage: Appropriate procedures for handling, accumulating, storing, labeling and inventorying hazardous waste and separating potentially incompatible materials. Inspections of key areas: Routine inspections of garden areas, parking lots and store entrances to identify potential problems; scheduled sweeps of fertilizer aisles and parking lots help protect against hazardous materials being washed into the environment.	If a spill does occur, we have the following resources in place to properly address it: Spill kits and containers: Located throughout each store for prompt and effective cleanup and disposal of hazardous materials such as paint, solvents, aerosols, oil, fuel, pesticides and fertilizers. Emergency response: A third-party consultant provides an emergency response team available 24/7 to assist with hazardous materials cleanup and, if necessary, provide remediation services.



WATER CONSERVATION

OVERSIGHT

Water scarcity impacts many of our communities, and we seek to manage the water consumption of our operations and to provide our customers with water-conserving products to help them save water at home. Our Head of Sustainability provides an annual update on our water conservation goal to the NCG Committee and the Board. At the management level, our Merchandising organization partners closely with our Sustainability team and suppliers to drive innovation on this issue.

OUR STRATEGY

We provide our customers water-conserving products through product selection and labeling and seek to reduce water consumption in our store operations. We believe that our biggest opportunity to help conserve water is through the products we offer, and we have focused our goal around helping customers reduce their water usage.

OUR BUSINESS

Our water conservation efforts focus on the impacts of our products and our operations. We consume water to irrigate plants in our garden centers and support regular operations for maintaining safe and clean retail and work environments. The Home Depot manages our water consumption across our stores to minimize costs and reduce our stores' water footprint.

We understand water is an essential resource for our customers, as well as a foundation of healthy ecosystems and biodiversity. We believe our greatest opportunity to support water conservation lies in the products we sell that affect our customers' water consumption, such as fixtures for bathrooms and kitchens and water-monitoring products. We offer water-saving products and label them so customers can more easily choose products that help them reduce their water consumption.

OUR WATER CONSERVATION GOAL

Help customers reduce water consumption by an estimated 100 billion gallons from 2023 through 2026, with the proper installation and use of water-saving products. Based on EPA estimates, this amount corresponds to the annual water consumption of over 684,000 households.

OUR APPROACH

WATER-SAVING PRODUCTS →

STORE OPERATIONS →

WATER-ASSESSMENT PILOT →

WATER-SAVING PRODUCTS

We collaborate closely with our suppliers to promote innovative solutions that help customers save both water and money. Additionally, we prioritize educating our customers on the advantages of adopting water-saving products, empowering them to make choices that benefit both their households and the environment.

We partner with the EPA's WaterSense program to help customers identify more efficient products. Products featuring the WaterSense label are certified to use at least 20% less water and perform as well as or better than standard models. In partnership with WaterSense, we also provide resources to help customers learn ways to reduce their water usage.

As the world's largest home improvement retailer, we leverage our position to encourage change through the products we decide to carry. An example of this is our strategic decision several years ago to only carry WaterSense toilets in our stores. Together with our suppliers, we work to make it easier for our customers to reduce their water consumption.

STORE OPERATIONS

In addition to the water-saving products we offer, we actively manage and look to mitigate our water consumption in our stores. We have planned a pilot to reduce excess water flow for meeting water pressure regulations. We are taking steps through a pilot in select stores to plan for updating our systems to reduce our store water consumption.

Submetering

Installing submeters in our stores helps us measure where water consumption is highest and identify reduction strategies. In 2025, we conducted a pilot in six stores to focus on water submetering to improve our management of water resources. The results of this pilot can potentially support our efforts to scale water management solutions to more of our stores where appropriate. Findings from the pilot support our understanding of water infrastructure at our facilities at a more detailed level.

Leak Detection

We utilize advanced leak detection systems in our stores to identify and address water leaks promptly, helping conserve water and reduce unnecessary water consumption. In 2025, we piloted leak detection programs in six stores, which revealed the role of billing cycles for our leak detection strategy.

Smart Irrigation

We added smart irrigation systems in select stores to help reduce water demand. We found that, on average, these systems helped stores reduce water used to irrigate landscaping by 29%, compared to stores with traditional timer-based irrigation systems.

These systems use in-ground sensors, real-time weather data and other data sources to guide when sprinklers come on and how long they operate. This approach helps water a store's landscaped areas according to the needs of the plants, rather than a fixed schedule.

Water Accumulation Tanks

In select stores, we use water catchment systems to store water in tanks used for irrigation in our garden centers. By recycling water rather than tapping it from the ground, we can reduce our strain on local water resources.

Water-Resilient Landscaping

For our zoned planting areas, we incorporate local species that do not require excess watering or maintenance, as they are adapted to the local ecosystem.

Dual-Flush Toilets

We equip store restrooms with dual-flush toilets that offer a low-water flush option. These models can reduce the water used per flush by half when the option with a lighter water flow is selected. Customers and associates can help conserve water resources by choosing the higher flow option only when necessary.

Check it out

SPOTLIGHT Empowering Water Conservation at Home with Moen

As part of our commitment to helping customers reduce their environmental impact, The Home Depot is proud to offer innovative smart home technologies like the Moen Flo Smart Water Monitor and Shutoff.

Designed to provide 24/7 plumbing protection, this industry-leading device monitors the home's entire water supply system to identify vulnerabilities and detect leaks as small as a single drop per minute. According to the manufacturer, by identifying and stopping these hidden leaks, the Moen Flo can reduce household water waste by up to 90%, potentially lowering customers' monthly utility bills.





2025: BY THE NUMBERS

The Home Depot offered approximately

12,900

water-saving products, including approximately

8,700

products featuring the U.S. EPA's WaterSense label

More than

20 million

units of WaterSense products sold

WaterSense products helped reduce an estimated

29 billion

gallons in water consumption, equivalent to approximately

\$703 million

in savings on water bills through the proper installation and use, based on EPA WaterSense estimates

WATER-ASSESSMENT PILOT

At The Home Depot, our commitment to Operate Sustainably includes a focus on our water conservation pillar. To better understand the framework of the Task Force on Nature-related Financial Disclosures, we partnered with a third-party expert to conduct a focused water-assessment pilot at select Home Depot stores and distribution centers in Arizona. We selected this location because our Arizona operations are situated in basins experiencing water stress and drought exposure.

Project Overview and Purpose

By conducting a water inventory of our direct operations and a basin-level water risk assessment across select stores and distribution centers, we mapped where our water use intersects with local water risks. This data-driven process allowed us to establish water-intensity benchmarks and identify potential risk hotspots within our operations.

Key Findings and Action Items

The assessment identified that facility water footprints are largely driven by on-site water and irrigation practices. Based on these insights, we have identified several pathways to optimize our water consumption moving forward:

- **Optimizing Irrigation Operations:** We are assessing ways to utilize localized data to pinpoint inefficiencies, adjust controller settings and run times, and refine our standard operating procedures for store teams.
- **Expanding Data Visibility:** We are evaluating the use of technology to help establish accurate water baselines and allow us to identify issues like leaks and overspray.
- **Scaling Best Practices:** We are analyzing our most water-efficient sites to document successful irrigation practices, controller configurations and maintenance routines – aiming to leverage these best practices across our locations with less water efficiency.

Looking Ahead: National Rollout

Building on the foundational data and operational insights gained from this Arizona pilot, The Home Depot plans to expand this assessment across our U.S. stores as part of a broader nature risk assessment using components of the TNFD Locate, Evaluate, Assess, Prepare (LEAP) approach. We expect that this expansion will deepen our understanding of how we use and manage resources and optimize our resource consumption.





RESPONSIBLE CHEMISTRY

OVERSIGHT

In partnership with stakeholders throughout the supply chain, we are committed to offering products that are designed to meet recognized environmental and chemical-ingredient standards. Our Head of Sustainability evaluates our **Chemical Strategy** annually to help inform our approach, goals and disclosures. In addition, our Head of Sustainability provides an annual update on any responsible chemistry goals to the NCG Committee and the Board.

OUR STRATEGY

We address chemicals of concern in our products and provide transparency into our approach in our regularly updated Chemical Strategy. With our encouragement, our suppliers have been investing in developing environmentally innovative products.

- The Home Depot commits to increasing our assortment of products that meet high environmental standards, including those with third-party certifications of their chemical ingredients.
- The Home Depot works with many suppliers to improve the chemistry of products in categories with the greatest potential impact on indoor air quality.
- We encourage our suppliers to continually review key product categories to track progress on innovations in alternative chemistry.

OUR BUSINESS

Our efforts are intended to help guide the home improvement industry toward safer chemical ingredient use to build customers' trust in the safety of the products we sell, improving our brand reputation and consumer trust.

OUR APPROACH

INDUSTRY ENGAGEMENT →

PRODUCT CERTIFICATIONS →

RESPONSIBLE CHEMISTRY TIMELINE

In 2017, we published our **Chemical Strategy** to encourage the exclusion of certain chemicals from paint, flooring, insulation, household cleaning and paint removers.

- 2012** ▶ Transitioned paint-tinting colorants from solvent-based to water-based in our U.S. and Canada stores
- 2013** ▶ Joined Change Chemistry
- 2016** ▶ Removed ortho-phthalates from vinyl flooring
Began offering local, organic vegetables and herbs
- 2017** ▶ Published Chemical Strategy
Reduced formaldehyde levels in laminate/engineered flooring
- 2018** ▶ Eliminated certain chemicals in carpet and insulation
Phased out methylene chloride and N-methyl-2-pyrrolidone (NMP) from paint removal products
- 2019** ▶ Eliminated neonicotinoids from live goods, except where legally required
- 2020** ▶ Eliminated certain chemicals in paint, including volatile organic compounds (VOCs)
- 2022** ▶ Eliminated certain intentionally added chemicals from residential household cleaning products
- 2025** ▶ **Achieved in 2025:** Excluded intentionally added PFAS chemicals from all new private-brand patio and home decor products

INDUSTRY ENGAGEMENT

We have been a member of **Change Chemistry** (formerly the Green Chemistry and Commerce Council) for over 10 years. Change Chemistry is a collaboration of more than 125 members that aims to make safer and sustainable chemistry widely available by engaging on projects that break down barriers to safer chemistry, accelerate innovation and advance supportive policies. We also participate in the Retail Leadership Council of the GC3, including the development of the GC3's **Joint Statement on Using Green Chemistry and Safer Alternatives to Advance Sustainable Products.**

PRODUCT CERTIFICATIONS

Flooring

The Home Depot's carpet suppliers are at the forefront of the industry-wide removal of chemicals of concern and are adopting safer alternatives. All indoor wall-to-wall carpet sold in store or online have third-party certifications of either material health or composition from:

- DECLARE® Label
- Cradle to Cradle™ Products Innovation Institute
- CRI Green Label Plus®
- Environmental Product Declarations (EPDs)

Laminate flooring in The Home Depot stores in the U.S. and Canada is verified by either GREENGUARD® Gold or FloorScore® certification to contain 0.0073 parts per million (ppm) or less of formaldehyde, which is stricter than the California Resources Board (CARB) Phase 2 standard of 0.05 ppm.

Residential Household Cleaning Products

Through our Eco Actions program, customers can identify products designed to have a reduced environmental impact compared to certain alternatives, like those certified by third-party testers such as EPA's Safer Choice and Cradle to Cradle.



Identifies products that use safer chemical ingredients without sacrificing performance.



Identifies products that meet emissions standards for helping reduce indoor air pollution and risk of chemical exposure.



Certifies no animal testing in manufacturing.



Certifies manufacturers' commitment to improving what products are made of and how they're made.



Ensures a USDA-verified amount of renewable biological ingredients.



Certifies environmental stewardship, social responsibility and quality.

Did you know?

The Home Depot offers **Mohawk PureTech™** laminate flooring made without the use of certain chemicals. PureTech is a waterproof luxury vinyl alternative, containing 70% recycled content. Designed for quality, style and durability, PureTech is an attractive choice for environmentally friendly homes. Mohawk is a leading supplier with a more than 100-year tradition in the flooring industry focusing on quality and sustainable innovation.



Insulation

100% of our fiberglass insulation products in the U.S. and Canada are GREENGUARD Gold certified.

Gardening

The Home Depot offers certified organic soils, fertilizers, and weed and pest control products as alternatives to synthetic pesticides and fertilizers. In 2016, we began offering certified local, organic vegetables and herbs. Since 2017, half of our U.S. stores have committed to expanding our organics assortment.

Painting Products

The Home Depot is committed to working with suppliers and external stakeholders to identify alternatives with comparable efficacy that do not pose risks to human health and the environment. As a result of our suppliers' efforts to evolve their paints and paint removers to offer products that help maintain healthier indoor air quality, the paints we sell have significantly improved over time. In the U.S., many of our most popular brands feature interior paints that are GREENGUARD Gold certified, and we also carry many zero- and low-VOC paints across the U.S. and Canada.

OUR RESPONSIBLE CHEMISTRY GOAL

Achieved our goal to exclude intentionally added PFAS chemicals from new private-brand patio and home decor products beginning in 2025.

Did you know?

In collaboration with our soils and mulch merchant, Back to the Roots launched their **Organic Mushroom Compost Soil Amendment** as an exclusive product at The Home Depot in 2025. Back to the Roots, an organic gardening products company, offers over 100 varieties of high-quality, heirloom, organic and non-GMO seeds and provides innovative organic gardening products to help their seeds grow. The Organic Mushroom Compost Soil Amendment is a compost blend rich in nutrients, designed to support soil health, moisture retention and healthy root development and is certified 100% organic.





PROMOTING CUSTOMER ECO ACTIONS

We believe our greatest environmental impact comes from the products we sell, and our biggest opportunity to influence change is by helping introduce customers to more sustainable products.

Our Eco Actions program aims both to educate our customers on sustainable products and project ideas, and to recognize suppliers who are bringing more sustainable products to market. Our **Eco Actions** website provides customers with regularly updated content, insights and ideas from innovative partners to inspire sustainable action. The Home Depot's Eco Actions program also highlights products that are designed to have a reduced environmental impact compared to certain alternatives. The program evaluates and focuses on products across our five environmental pillars: carbon emissions reduction, sustainable forestry, circularity, water conservation and responsible chemistry. By prioritizing products within our environmental pillars, the program works to present more sustainable product options to our customers in categories where we can have the greatest impact.

OUR ECO ACTIONS GOALS

- Help customers reduce water consumption by an estimated 100 billion gallons from 2023 through 2026, with the proper installation and use of water-saving products. Learn more in Water Conservation on [page 48](#).
- Help customers save an incremental \$375 million in energy costs from 2025 to 2028 through the proper installation and use of energy-efficient products, resulting in an estimated cumulative savings of \$1 billion since 2023. Learn more in Energy-Saving Products on [page 38](#).

ECO ACTIONS WEBSITE

Our **Eco Actions** website is home to our growing library of sustainable DIY Eco Actions content with resources on:

- Installing resource-efficient equipment and appliances.
- Water-saving systems for bathrooms, kitchens, home gardening and lawn care.
- Winterization techniques for homes to save energy.
- Organic and water-saving lawn care strategies.
- Recycling resources for common household items.
- Composting resources for homes, lawns and gardens.
- The benefits of lithium-ion battery-powered handheld tools.

Eco Actions website update: To further support our customers' sustainability journeys, we recently refreshed our Eco Actions website. This update was designed to seamlessly connect customers with sustainable product choices and meaningful, eco-friendly project options to help them reduce their environmental impact at home.

ECO ACTIONS PRODUCTS

Products qualify for inclusion in the Eco Actions program through one of two pathways. First, a product may meet the criteria if it has obtained certification from an approved third-party organization (e.g., ENERGY STAR, WaterSense, Safer Choice, etc.). Certifications indicate that a product's environmental attributes have been reviewed and align with that specific organization's sustainability criteria. Alternatively, if a product lacks third-party certification, suppliers can submit documentation that demonstrates the product's environmental benefits. This documentation is subject to an evaluation by our Sustainability team.

Our merchants, who are responsible for deciding which products we carry, partner with both national and private-brand suppliers and our Sustainability team on ways to drive product innovation and pursue product choices that are more sustainable. We also equip our merchants with a sustainability handbook, which provides them with a guide to help understand both the environmental impacts of each department's products and operations, and opportunities to make a difference when making key buying decisions.

Check it out



Partnering for a Greener Home with Andersen

A leading name in manufacturing windows and doors, Andersen has shared a nearly 25-year partnership with The Home Depot. United by our shared values of sustainability and delivering an exceptional customer experience, Andersen was named our 2025 Environmental Partner of the Year and proudly stands as our exclusive Eco Actions Partner in the windows and doors industry.

Andersen's legacy is built on resilient, energy-efficient design that performs consistently year after year. To date, they have earned 15 ENERGY STAR awards and revolutionized sustainable manufacturing with their innovative Fibrex® composite material, which, based on Andersen's calculations, has conserved over an estimated 145 million board feet of lumber. Our ongoing collaboration with Andersen highlights a mutual dedication to driving meaningful environmental impact, strengthening communities and empowering our customers to make smarter, more sustainable choices for their homes.



STRENGTHEN OUR COMMUNITIES

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OUR COMMUNITY PRIORITIES

COMMUNITY STEWARDSHIP

We work to strengthen the communities where our associates and customers live and work. This includes philanthropic efforts led by The Home Depot Foundation (the Foundation), a nonprofit supported by The Home Depot, and associate volunteerism led by Team Depot.

Leadership Structure

The leadership and oversight of The Home Depot Foundation is managed through a Board of Trustees, supported by a Management Board.

THDF II, Inc. Board of Trustees

- Oversees The Home Depot Foundation and The Homer Fund
- Composed of three Trustees

The Home Depot Foundation Management Board

- Provides governance and strategic guidance of philanthropic work for The Home Depot Foundation and Team Depot volunteerism
- Composed of 18 Board members who meet three times annually

The Foundation works across three focus pillars:



U.S. Veteran Support:

The Foundation supports those who have served the U.S. with a focus on safe, accessible housing for veterans.



Disaster Relief and Response:

The Foundation's programs enable disaster preparedness, short-term response and long-term recovery efforts. With nonprofit partners, the Foundation pre-positions and distributes critical supplies, provides immediate relief and volunteers during cleanup and helps with long-term rebuilding and resiliency.



Skilled Trades Training:

Through our Path to Pro programs, we work to help fill the construction skilled labor gap by educating people on trades careers, providing no-cost training.





PARTNERSHIPS IN OUR COMMUNITIES

We believe collaboration drives meaningful change. The Foundation partners with an extensive network of nonprofit organizations — both local and national — whose missions align with its three community priorities. Through these partnerships, the Foundation is able to amplify its efforts and create a greater impact in the communities it serves.

[Click here](#) to learn more about the powerful network of nonprofit organizations the Foundation works with to build, repair and enhance homes for veterans, train the next generation of tradespeople and provide relief to communities impacted by natural disasters.

TEAM DEPOT VOLUNTEER FORCE

To extend the Foundation’s mission, Team Depot, The Home Depot’s associate volunteer force, works alongside the Foundation’s national and local nonprofit partners to serve our local communities all year.



2025: BY THE NUMBERS

The Home Depot Foundation

Granted more than
\$89 million
 totaling more than
\$1 billion
 in charitable contributions since
 its inception

Team Depot

More than
2,400
 service projects, for a total of approximately
27,000
 projects since 2011

Worked with more than
14,000
 nonprofits since 2011

■ Check it out

The Home Depot Canada Foundation works to help prevent and end youth homelessness by investing in community-driven solutions across Canada. In 2025, The Home Depot Canada Foundation proudly supported approximately 180 organizations, investing more than CA\$12 million to drive meaningful, local impact. This significant milestone demonstrates strong, continued progress against its overarching pledge to support Canadian communities by investing CA\$125 million to create new paths for youth at risk of or experiencing homelessness by 2030. By partnering with vital local organizations, The Home Depot Canada Foundation is actively fulfilling its commitment to build stronger, more resilient communities across the country.

[Click here to learn more](#) →

Separate from The Home Depot Foundation’s philanthropic work, The Home Depot as a company aims to create positive economic impacts in the communities where we work in ways that support our business strategy. Learn more about The Home Depot’s approach in [Community Support](#).

VETERAN SUPPORT

The Home Depot Foundation supports those who have served the U.S. with a focus on safe, accessible housing for veterans.

Many veterans face unique challenges when transitioning to civilian life, including physical and mental health conditions and financial hardship or homelessness. Giving Back to veterans by supporting veteran causes and veteran housing assistance are important ways the Foundation fulfills its mission.

GIVING

The Home Depot Foundation is proud to support the brave men and women in the U.S. military veteran community. The Foundation is committed to investing \$750 million in veteran causes by 2030.

The Foundation works to improve the homes and lives of veterans through its efforts to end veteran homelessness, build accessible homes for veterans catastrophically wounded in combat and improve existing veteran housing through critical home repairs. In 2025, The Foundation invested more than \$30 million in new grants ahead of Veterans Day to help thousands of veterans secure and maintain safe, accessible housing and through programs for those exiting homelessness.

Although veteran homelessness has declined by more than half since we started our work, on any given night nearly 33,000 veterans still don't have a safe place to sleep or call home. Of those who do, more than 2.75 million live in inadequate housing. At a time when home inventory continues to lag behind demand and the cost of rent climbs, it takes innovative solutions and partnerships to ensure our nation's veterans have housing that fits their needs.

Over the next 20 years, the Department of Veterans Affairs projects the number of veterans over the age of 85 requiring care will increase by more than 500%. Through the Foundation's grant program, funding will target the creation of affordable housing, critical home repairs, financial relief, home adaptations and smart homes.

ASSOCIATE VOLUNTEERING

In honor of Veterans Day, Team Depot once again supported the Foundation's Celebration of Service initiative. Team Depot helped complete over 400 projects and mobilized more than 12,000 volunteers.

2025: BY THE NUMBERS

The Home Depot Foundation celebrated:

More than
\$60 million
awarded to veteran causes
in 2025, totaling nearly
\$650 million
in grants to veteran causes
and more than
70,000
veteran homes and
facilities created or
improved since 2011

10 years
and
4,000
critical home repairs with
Meals on Wheels America's
Helping Homebound
Heroes program

1,000
critical home repairs with
Purple Heart Homes

10 years
and
100
smart homes with the Gary
Sinise Foundation

"Veterans are some of the last people to ask for help, and often the first to lend a hand to others in need. It's tragic that many continue to experience homelessness or live in homes in need of critical repairs. Veteran housing has been a key priority for the Foundation since 2011, and this newest investment of \$30 million shows our continued priority to ensure veterans can access the housing they need to thrive."

Erin Izen, Executive Director of The Home Depot Foundation





DISASTER RELIEF AND RESPONSE

The Home Depot Foundation and Team Depot Strengthen Our Communities by Giving Back to those impacted by natural disasters. Our volunteers provide services and donate time off to assemble disaster relief kits and distribute them to communities in need. Volunteers located near disaster sites and from neighboring areas also give their time and energy to help remove debris and clean up their local communities after a natural disaster.

The Foundation invests in disaster relief efforts by partnering with nonprofits to target preparedness, immediate needs following a disaster and long-term recovery initiatives to rebuild impacted communities. The Home Depot leverages our industry-leading Merchandising, Supply Chain and Operations teams to help move necessary product and equipment to stores in disaster strike zones, and our stores often become command centers for first responders and relief agencies.

SUPPORT FOR RELIEF AND RECOVERY

The Foundation, with support from Team Depot and nonprofit partners, is able to provide critical support, resources and relief supplies to communities in need. In 2025, the Foundation's commitment to providing disaster relief included approximately \$6 million to support communities.

The commitment included \$250,000 to support disaster relief efforts in communities impacted by the flash floods in central Texas. Together, The Home Depot and The Home Depot Foundation each committed \$500,000 to support investment in Caribbean communities in Jamaica affected by Hurricane Melissa to provide immediate relief and long-term recovery in the form of grants, product donations and other forms of support.

During National Hurricane Preparedness Week, the Foundation committed more than \$5.5 million to support nonprofit organizations as they help communities prepare for, respond to and recover from natural disasters. Long-standing nonprofit partners include World Central Kitchen, Convoy of Hope, Operation Blessing and Team Rubicon, who deliver critical relief supplies, meals and other resources to affected communities.

The impact of natural disasters affects communities long after the initial impacts, and The Home Depot Foundation is committed to ensuring communities are equipped for long-term recovery. As Asheville, North Carolina, continued to rebuild after the floodwaters of Hurricane Helene receded, partnerships like the one between the Foundation, Operation Blessing and Asheville Buncombe Community Christian Ministry, which operates housing facilities for veterans exiting homelessness, are critical during both immediate response and long-term recovery phases.

■ Did you know?

The Home Depot Foundation is investing \$1 million of its \$3 million wildfire relief funds in Southern California into skilled trades programming in the region through work with its nonprofit partners. These efforts support long-term recovery in the region. Path to Pro Education Grants will support curriculum costs and equip classrooms with tools in the Los Angeles area that train students for skilled trades careers. SKILLED Nation will award 100 construction career scholarships to Southern California students pursuing a trades college or post-secondary program. Together, long-term skilled trades training will support rebuilding efforts in an area that saw thousands of structures damaged or destroyed by the fires in 2025.



ASSOCIATE VOLUNTEERING

For more than 30 years, Team Depot has helped communities prepare for and recover from devastating natural disasters. In their effort to provide short-term response and long-term aid to communities impacted by natural disasters, Team Depot associate volunteers work tirelessly to help the communities where our associates and customers live.

In communities across the country, Team Depot volunteers pitched in their support to prepare disaster relief kits ahead of the hurricane season. In 2025, 400 volunteers assembled nearly 4,000 disaster cleanup kits in collaboration with nonprofit partner Convoy of Hope, which stores them in distribution centers, ready to deploy in the event of a natural disaster. Filled with essentials like cleaning supplies, trash bags, work gloves, N95 masks and more, the disaster kits provide residents essential supplies in the immediate aftermath of hurricanes or floods. This rapid-response approach helps volunteers and nonprofit partners provide swift support to affected areas when it's needed most.

In response to flash floods in central Texas, The Home Depot began immediately coordinating with our vendors and distribution centers to deliver essential supplies to stores located in the disaster zone, supporting both emergency response as well as recovery and cleanup efforts. Our stores that were most impacted worked with the support of Team Depot to ensure first responders received support so they could provide aid for their community members.

Team Depot volunteers also supported long-term recovery efforts to help 250 veterans who were relocated from Asheville's Veterans Restoration Quarters (VRQ) to a hotel as their temporary housing following flooding from Hurricane Helene. The VRQ had provided transitional housing for the veterans to exit homelessness, but now it is being rebuilt. The Home Depot Foundation and hundreds of Team Depot volunteers have been hard at work helping to turn the temporary hotel housing into a comfortable, accessible home for the residents who have already endured so much.

Once again, our associates selflessly demonstrated our Core Values to Give Back and Strengthen Our Communities in times of need.



Check it out



Our dedication to Giving Back extends to every community we serve. Our associates in Mexico demonstrated this Core Value by completing 900 Team Depot projects in 2025. Through the dedication of our associate volunteers, these projects focused on revitalizing local schools, improving public areas, restoring community centers and directly supporting people in need. These hands-on efforts reflect our enduring commitment to making a tangible, positive impact in the neighborhoods where our associates and customers live and work.

2025: BY THE NUMBERS

The Home Depot Foundation committed approximately **\$6 million** in disaster preparedness, response and long-term recovery, including:

\$5.5 million to support nonprofit organizations that help communities prepare for, respond to and recover from natural disasters

\$250,000 in relief and recovery funds for Texas communities impacted by flash flooding

SKILLED TRADES TRAINING: PATH TO PRO

We are committed to educating the next generation of skilled tradespeople and helping them find careers in the home improvement industry through The Home Depot Foundation's Path to Pro programs.

In 2018, the Foundation launched its **Path to Pro** program, which provides training programs, scholarships and certifications to underserved groups in our communities, including youth and separating service members. With hundreds of thousands of open roles in the construction trades nationally, the U.S. labor shortage in skilled trades directly impacts our industry and economy. A **study by Home Builders Institute (HBI) and the University of Denver** projects this workforce gap could cost the residential construction industry \$10.8 billion due to longer build times and a loss of production on single-family homes. With many skilled trades workers retiring in the coming decade, early exposure to opportunities and training for these careers supports the growth of a skilled trades talent pipeline.

The Home Depot Foundation partners with industry leaders like HBI, Construction Ready and SKILLED Nation to train the next generation. Through these partnerships, the Foundation is working to educate and upskill more people in the skilled trades and create networks for them to find careers in the home improvement industry.

IMPACT

The Home Depot Foundation's Path to Pro program has committed \$50 million to train the next generation of skilled tradespeople and address the growing labor shortage in the U.S. by 2028.

Since launching this program, the Foundation's trades-focused collaborations have introduced approximately 600,000 people to the skilled trades and have certified more than 70,000 participants through programming available to youth, high school students, underserved communities and separating U.S. military members. In 2025, the Foundation granted approximately \$10 million to skilled trades training initiatives to broaden access to skilled trades training and education.

Check it out

In 2020, The Home Depot launched a separate Path to Pro initiative to include more educational resources, coursework and job placement support. The expanded program connects our network of professional customers with job seekers through the Path to Pro Network. These complementary programs combine our core business values and capabilities to address our stakeholders' needs while supporting the communities around us. The Home Depot engages in Path to Pro activities within our direct business activities to support careers in the skilled trades. See **Community Support** for more information about Path to Pro (Business).

Did you know?

Boys & Girls Clubs of America Partners to Advance Skilled Trades

As part of its \$10 million investment in skilled trades training initiatives, The Home Depot Foundation is investing in a \$1 million partnership with **Boys & Girls Clubs of America (BGCA)**, designed to introduce more young people to career opportunities in the construction trades. The partnership launches a two-year pilot in Boys & Girls Clubs across Atlanta, Phoenix and Houston that will introduce more than a thousand children and teens to careers in carpentry, electrical, HVAC and plumbing. Integrated within BGCA's Life & Workforce Readiness Program, Club members will learn new skills, gain hands-on experiences and have opportunities to apply their skills by working alongside Team Depot, The Home Depot's associate volunteer force, on community-based projects.



PATH TO PRO PROGRAMS

The Home Depot Foundation's Path to Pro includes multiple programs:

MILITARY PROGRAM

In partnership with HBI, the Path to Pro Military Program offers exiting service members, at 10 U.S. military base installations, access to a free, 12-week program that provides industry-recognized, pre-apprenticeship certification training (PACT).

HIGH SCHOOL AND YOUTH PROGRAM

The Path to Pro High School and Youth Program offers curriculum and hands-on training to students through its partners HBI and Construction Ready.

ACADEMY PROGRAM

Partnering with HBI, the Foundation supports the community-based Academy Program, which offers training and certification for adult populations. Community academies have certified more than 3,500 students.

SCHOLARSHIP PROGRAM

Through the Path to Pro Scholarship Program, The Home Depot Foundation partners with SKILLED Nation to provide financial support to students enrolled in accredited skilled trades schools. Additionally, a partnership with Folds of Honor provides support to qualifying veterans and military family members.

[Click here](#) to learn more about the Foundation's programs.

2025: BY THE NUMBERS

Since 2018, the Foundation's partnerships have certified more than 70,000 participants and introduced nearly 600,000 people to the skilled trades, including:

Over
5,000
military veterans certified in carpentry, electrical, plumbing and HVAC skills

Approximately
250
high schools received funding for Path to Pro, and nearly
4,500
high school students trained through Path to Pro hands-on training



COMMUNITY SUPPORT

As the world's largest home improvement retailer, The Home Depot's impact extends well beyond our stores. Through our operations, supply chain, workforce and community investments, we are able to meaningfully impact our communities, support local businesses and strengthen the places we call home across North America. Our company's investments include expanding access to skilled trades training through workforce development programs, supporting U.S.-based small businesses and creating career opportunities for service members transitioning from military to civilian life.

We believe prosperous communities are essential to long-term value creation for our customers, associates, suppliers and other stakeholders. The following highlights underscore our commitment to our Core Values and how they support the communities we serve.

PATH TO PRO (BUSINESS)

The skilled labor shortage is a critical challenge for the home improvement and construction industry, with over 300,000 job openings as of 2025 and 4.1 million positions projected to need to be filled over the next decade. To meet this challenge, The Home Depot's Path to Pro program complements the Foundation's program by helping bridge this gap through three distinct offerings: **PathtoPro.com**, The Skills Program and The Network.

ONLINE RESOURCES

PathtoPro.com offers information and resources to students, parents, advisors, counselors, teachers and anyone interested in learning about the skilled trades. Featuring how-to guides and program flyers, this material is designed to create an accessible entry

point for anyone looking to begin their career journey in construction and the trades.

THE SKILLS PROGRAM

The Skills Program provides free, on-demand training and educational resources. By offering flexible coursework in trades like electrical, plumbing and HVAC, as well as job-site safety basics, the program empowers individuals to gain essential skills at their own pace, preparing them to meet the growing demand for professional tradespeople.

Since the program's inception, we have introduced 5.7 million individuals to careers in the trades, including 2.9 million unique visitors in 2025. As of the end of 2025, over 156,000 people have completed the Skills Program, equipped with the knowledge to build a meaningful career.

THE NETWORK

Individuals who complete the Skills Program or anyone with an interest in a trades career may enter our Path to Pro Network, a dedicated labor marketplace designed to turn education into employment. Serving as a high-impact connection point between talent and opportunity, this ecosystem supports over 165,000 jobseekers and provides them with direct access to our extensive network of Pros.

By centralizing this specialized talent pool, we make it easier for Pros to find and hire the skilled tradespeople they need to grow their businesses. The platform successfully connects Pros with active jobseekers, creating a direct, proven pipeline between the next generation of talent and the businesses that need them most.

Learn more at www.PathtoPro.com. ➔



SUPPLIER PIPELINE

Since 2003, our Supplier Pipeline program has cultivated long-standing relationships with entrepreneurs, helping to drive innovation, create jobs and foster a positive impact in the communities we serve.

ORANGE EXCHANGE

Supporting the mission of our Supplier Pipeline program, The Home Depot launched the Orange Exchange program in 2025 to welcome prospective U.S.-based small businesses for focused pitch sessions and product capability demonstrations on-site. The Orange Exchange boosts engagement and spending with small businesses, generating positive economic effects. At the event, we connect business leaders with prospective suppliers in a program designed to expand access for U.S.-based small businesses to participate in the Company's supply chain.

Participating suppliers are chosen for their ability to deliver products and services that add value to both our customers and associates, as well as their operational capacity to scale effectively.

By creating a structured pathway for small and emerging U.S. suppliers, The Orange Exchange advances The Home Depot's commitment to fostering domestic economic development. According to the **SBA Office of Advocacy**, small businesses have generated 12.9 million net new jobs over the past 25 years, accounting for two out of every three jobs added to the economy. Additionally, by partnering with small businesses, we can help drive economic activity that generates tax revenue for local services like schools, infrastructure and public services.

In addition to creating new opportunities for local suppliers, The Orange Exchange supports our aim to build a more resilient supplier base. Engaging local small businesses as suppliers strengthens The Home Depot's supply chain by mitigating risks from single-sourced disruptions. This diversified approach makes the supply chain more resilient to global market fluctuations and enhances operational agility, as small businesses can quickly adapt to changing demands.

Check it out

Building on this commitment to small businesses, we are proud to highlight two great examples of how our investments have strengthened our business and supported local communities.



Recognizing Our Local Suppliers

Brookway Horticultural Services, led by LaRonda White and husband Randall White with headquarters in Houston, Texas, is a leading grounds maintenance provider serving The Home Depot for 25 years. Brookway services 230 Home Depot locations across Texas, Arizona and New Mexico with 40 crews and managers. During extreme weather events, Brookway has been there when The Home Depot needed them most by responding with consistent service during natural disasters such as Hurricanes Katrina (2005), Ike (2008), Harvey (2017) and Beryl (2024). During winter storm Uri, Brookway crews worked 13 consecutive days to service approximately 180 Home Depot stores across the more than 268,600 square miles of Texas, ensuring associates and customers could safely access their stores. With a strong culture built on trust, Brookway upholds shared values of sustainability and community impact.



Acoustic Ceiling Products (ACP), founded by Rob and Pam Rebman and based in Neenah, Wisconsin, built its strong reputation as a trusted supplier to The Home Depot for 30 years. Specializing in niche DIY solutions, the business focuses on innovative, easy-to-install products designed for ceilings, backsplashes, wall tiles, showers and more. With a commitment to quality and practicality, ACP helps homeowners and contractors alike achieve professional-looking results with accessible, user-friendly materials.



VETERAN SUPPORT

Giving Back to veterans is rooted in The Home Depot's culture and our Core Values, which is why we remain focused on supporting veterans and military spouses in our communities.

MILITARY CAREERS

The Home Depot believes military veterans are equipped with important qualities that align with our culture, including commitment, leadership and decision-making skills. This is why we have worked to develop programs to help veterans and their families continue to be part of a culture that takes care of each other and makes a difference.

Our veteran-focused programs and career opportunities have made The Home Depot an employer of choice for tens of thousands of veterans and have made us a Military Friendly employer for more than two decades.

Learn more at careers.homedepot.com/military. →



Our military transition support programs aim to attract and hire veterans whose unique leadership skills align with our Company's culture and values:

Military Fellowship Program: 12-week experiential program tailored for soon-to-transition active duty service members to post-military careers in fields such as project management, cybersecurity, data analytics, supply chain and retail management, among others. Learn more at thd.co/fellowship.

Military Spouse Career Accelerator Pilot: 12-week fellowship sponsored by Hiring Our Heroes provides hands-on professional training and mentoring to military spouses in the civilian workplace.

Mission Transition: A series of self-paced, online courses dedicated to supporting job seekers from the military community. The courses are filled with content, scenarios and language specific to the experience found in a military career and are available at no cost to the public. Learn more at thd.co/missiontransition.

MILITARY DISCOUNT BENEFIT

Our Military Discount Benefit is a cornerstone of our ongoing support, providing a 10% discount on eligible purchases, both in store and online. This benefit is extended to all active U.S. military members, veterans and their spouses, including Gold Star spouses, every day, reinforcing our commitment to those who serve. To learn more about our broader commitment to U.S. veterans, see Veteran Support on [page 59](#).

The Home Depot continues to offer tax-free and discounted shopping opportunities through our collaboration with the Army & Air Force Exchange Service and the Navy Exchange, offering significant savings to over 34 million eligible Exchange customers. In 2025, we expanded our offer of tax-free major appliances for military customers to include:

- General merchandising categories
- Free shipping on major appliances
- A 10% military discount on full-priced, non-appliance merchandise, extending our Military Discount Benefit

The Home Depot has 90 appliance showrooms located in military exchange stores across the U.S. featuring products available on our dedicated webpages at shopmyexchange.com and mynavyexchange.com.

"We are honored to extend these benefits as a way to give back to military shoppers and their families," said Jordan Broggi, Executive Vice President of Customer Experience. "This program is designed to offer significant savings and support for those who have served our nation."

The Home Depot announced the launch of a new military moving hub in 2024 to support service members with seamless relocations. The hub offers personalized moving assistance, exclusive discounts on moving supplies and easy access to The Home Depot's products and services, reinforcing our commitment to military families.

Learn more at www.militarymoving.com. →

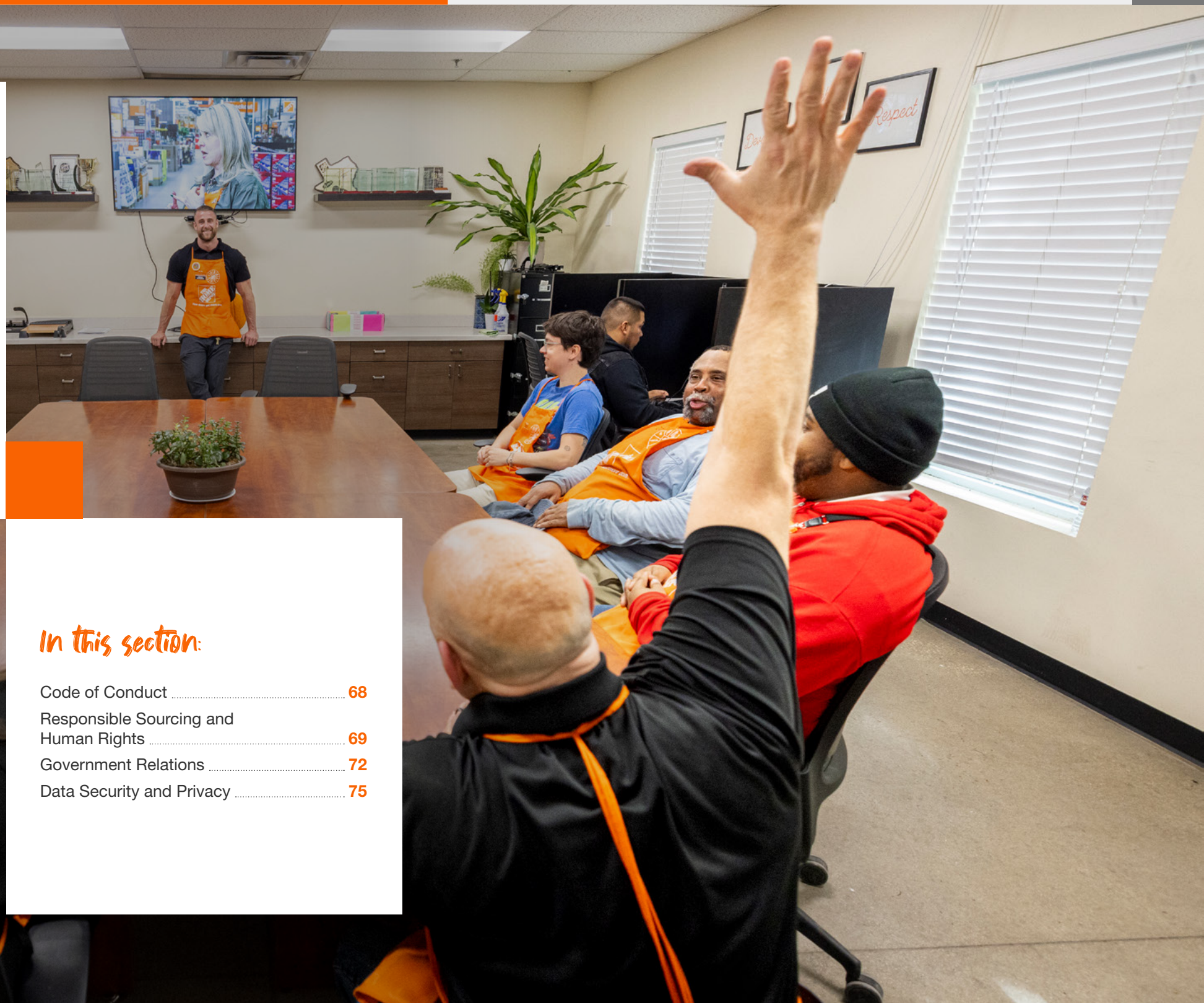
Did you know?

\$100,000 Donated to Blue Star Families

The Home Depot donated a portion of each sale of red, white and blue planters sold during spring 2025 to Blue Star Families for a total donation of \$100,000. We sold nearly 14,000 red, white and blue planters in more than 330 stores near military bases during this time. Blue Star Families is a nonprofit founded by military spouses to help bridge the civilian-military divide by connecting families to resources that build veteran support networks. From caregiver support and career development to local events and peer groups, these forms of support touch on many aspects of the veterans' lives. Our donation to Blue Star Families brings together our products and customers to honor veterans and their families.



RESPONSIBLE BUSINESS PRACTICES



In this section:

Code of Conduct	68
Responsible Sourcing and Human Rights	69
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CODE OF CONDUCT

Our Core Value of Doing the Right Thing is embedded in our culture and guides how we serve our customers, give back to communities, support our people and conduct our business.

The Home Depot's **Business Code of Conduct and Ethics** provides clear guidance on our operating principles and offers tools to help associates make decisions that align with our ethical and legal obligations. The code applies to all associates worldwide, and we expect every associate to comply with both the code and all applicable laws and regulations in the countries where we operate. In particular, the code outlines The Home Depot's ethical and legal standards in these areas:

- Antitrust and fair competition
- Confidentiality, privacy and information protection
- Conflicts of interest
- Environmental responsibility
- Financial integrity and reporting
- Foreign Corrupt Practices Act (FCPA) and anti-bribery compliance
- Government contracting
- Insider trading
- Labor and employment
- Political activity
- Protecting the Company's assets and intellectual property
- Records retention
- Safety

We empower our associates to speak up when our ethical standards are not being met. We encourage them to raise concerns, ask questions, express doubts and discuss potential issues. Associates can share concerns with any member of their management team or a Human Resources partner. They may also report ethical or legal concerns through our Associate AwareLine, a confidential hotline available 24/7. Reports can be submitted through thdawareline.com or by speaking with a live operator in local languages. Associates may choose to remain anonymous.

We also provide ways for suppliers, vendors, service providers and their workers to report concerns when they think The Home Depot's values or compliance with the law may be compromised. Workers in countries from which we source goods may submit anonymous reports through the Supplier AlertLine, which operates 24/7 across the United States, Canada, Mexico, China, India and Vietnam. Reports can be submitted through thdsupplieralertline.com or by speaking with a live operator in local languages.





RESPONSIBLE SOURCING AND HUMAN RIGHTS

OVERSIGHT

The Home Depot and our affiliates, divisions and subsidiaries respect and support the dignity, well-being and human rights of our associates, the workers in our extended supply chain, the communities in which we live and those affected by our operations.

Responsible Sourcing Starts at the Top



EXECUTIVE LEADERSHIP TEAM
sets the tone for our ethical standards and provides oversight and guidance, as needed.



BOARD OF DIRECTORS AND/OR NOMINATING AND CORPORATE GOVERNANCE (NCG) COMMITTEE
provides general oversight and receives updates as needed on the Responsible Sourcing program.



THE HOME DEPOT'S MANAGEMENT
is responsible for owning and managing risks and implementing actions to achieve responsible sourcing objectives.



THE HOME DEPOT'S GLOBAL SOURCING OFFICES
work with our suppliers so they, and the facilities they choose for The Home Depot production, maintain our standards.



THE HOME DEPOT'S RESPONSIBLE SOURCING TEAM
includes dedicated associates focused on working with suppliers to implement our standards in their factories.



THIRD-PARTY AUDITORS
conduct our responsible sourcing compliance audits.



INTERNAL AUDIT ASSOCIATES
conduct annual audits to ensure our Responsible Sourcing program is effective and meets our expectations.

OUR STRATEGY

For over 20 years, our Responsible Sourcing program has helped us assess and manage the many aspects of our supply chain oversight and support our efforts to conduct our business in a responsible and ethical manner. We engage our suppliers across many areas of compliance, including, but not limited to, laws and regulations, child/forced labor, compensation and freedom of association. We require suppliers to produce products in factories that adhere to our Responsible Sourcing Standards, and we report on our progress in our annual **Responsible Sourcing Report**.

Our Responsible Sourcing Standards establish the requirements our suppliers are expected to meet in order to conduct business with The Home Depot and set the expectation that suppliers and factories abide by applicable international and local laws, rules and regulations in the sourcing and manufacturing of products. We conduct audits of factories around the world to assess compliance with our Responsible Sourcing Standards, and we collaborate with our suppliers and their factories and industry associations to continuously improve our product supply chains. We encourage suppliers and factory workers to communicate concerns using processes shared in our corporate Supplier Manual. If suppliers fail to improve or are unwilling to comply with our Responsible Sourcing Standards, we reserve the right to terminate our business relationship with them.

OUR BUSINESS

As the world's largest home improvement retailer, The Home Depot sources products from around the world from regions with differing levels of human rights risks. We use a risk-based approach to oversight, placing additional focus around higher-risk commodities and regions. As part of this approach, we monitor working condition trends in both domestic and international sourcing operations to identify growing risk areas in our supply chain and update our standards and audit practices where appropriate based on these trends.

OUR APPROACH

SUPPLIER ENGAGEMENT →

FORCED LABOR →

CONFLICT MINERALS →

TRAINING AND CAPACITY BUILDING →

INDUSTRY ENGAGEMENT →

SUPPLIER ENGAGEMENT

We believe proactively engaging with our suppliers leads to stronger business relationships. In our supplier relationships, we emphasize effective communication and training to help develop a mutually beneficial partnership. This approach also extends to our Corrective and Preventive Action (CAPA) program, which aims to remediate deficiencies identified by our audits and prevent them from recurring.

In recent years, The Home Depot has enhanced our Responsible Sourcing Standards to address forced labor and enforcement mechanisms, in which we:

- Updated and expanded our standards, which prohibit all types of forced labor, including bonded labor, indentured labor, prison labor, slavery and human trafficking.
- Provided specific requirements regarding workers' freedom of movement, hiring practices, ability to terminate employment, access to identity or immigration documents, and payment of recruiting fees.
- Added a fine structure to our **Responsible Sourcing Supplier Manual** and included ways to identify forced labor indicators as part of our regular audit process.



FORCED LABOR

We have taken additional steps to reinforce the forced labor compliance aspects of The Home Depot's Responsible Sourcing program — helping us prevent the use of forced labor in the products we sell and promote supplier compliance with applicable regulations. We created a cross-functional, advisory Forced Labor Working Group to oversee our forced labor compliance strategy. Our process includes continuous monitoring of external reports and regulatory developments to stay informed of geographic-, entity- and product-specific risks related to forced labor and to proactively identify and address specific risks that may exist in our supply chain. To hold suppliers accountable, we use expanded contractual requirements, certifications and audits, increased communications and training, and enhanced due diligence on high-risk supply chains requiring timely mitigation of any identified forced labor risk. We also conduct ongoing screening of our suppliers against sanctioned and listed entities.

Our forced labor standards are based on the Code of Conduct developed by the **Responsible Business Alliance (RBA)**, the world's largest industry coalition dedicated to corporate social responsibility in global supply chains.

We expect our suppliers to maintain on-site documentation that demonstrates compliance with our Responsible Sourcing Standards. They generally must allow Home Depot associates and/or representatives full access to production facilities, worker records, production records and workers for confidential interviews in connection with monitoring visits. We expect our suppliers to promptly remediate any noncompliance, starting with timely preparation and presentation of a corrective and preventive action plan. We re-audit supplier facilities, with the frequency depending on their performance in prior audits.

CONFLICT MINERALS

The Home Depot requires our suppliers to implement responsible sourcing and encourages them to work with their smelters to obtain “conflict-free” certification. As detailed in our **Conflict Minerals Report** filed with the SEC for 2025, our efforts focused on collecting information about the sourcing practices of our suppliers and creating a database for that information. We also joined the Responsible Minerals Initiative (RMI) in 2025.

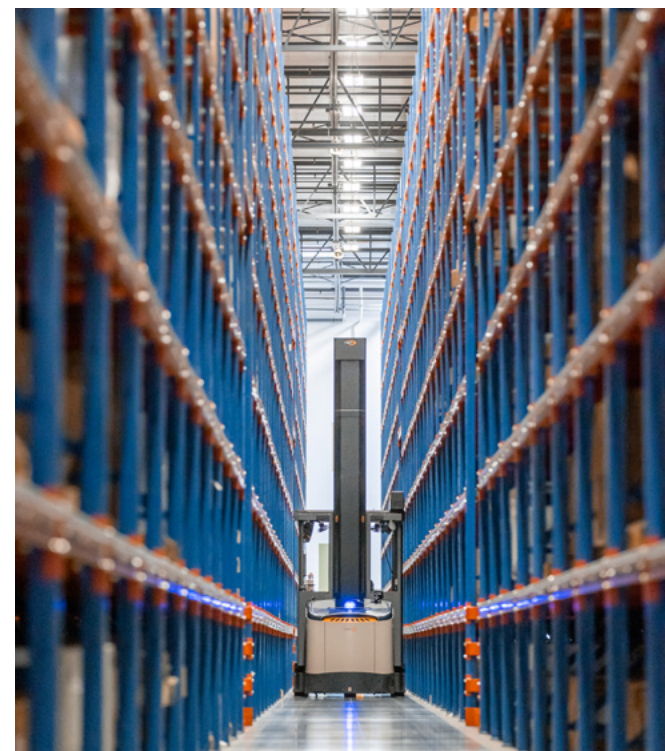
TRAINING AND CAPACITY BUILDING

Our Responsible Sourcing team provides training to our suppliers using our proprietary responsible sourcing training materials and leverages available industry tools to help build their capacity. Our Responsible Sourcing team continuously refreshes their knowledge related to evolving standards and risk management strategies, so they are equipped with the latest industry developments. In 2025, their learning activities included, among others, the following programs offered by the International Labor Organization (ILO) and certification bodies:

- ILO Training on Human Rights Due Diligence (HRDD) for Decent Work
- ILO Training on Business and Decent Work
- Occupational Safety and Health Training
- Responsible Business Alliance Code of Conduct

INDUSTRY ENGAGEMENT

The Home Depot engages with industry alliances and initiatives that provide leadership opportunities and resources for driving further action to mitigate human rights risks as part of our responsible sourcing strategy. In 2025, The Home Depot joined the RBA. We remain a member of the Steering Committee of the Responsible Labor Initiative (RLI), a multi-industry, multi-stakeholder initiative focused on promoting and respecting the rights of workers vulnerable to forced labor in global supply chains, and we became a member of the RMI in 2025. Our Company is also an active member of the Retail Industry Leaders Association (RILA) Responsible Sourcing Committee. Engaging in these initiatives presents leadership opportunities for driving industry-wide systemic change and supports our ability to learn from best practices around the world.



2025: BY THE NUMBERS

1,500
factory audits and approximately
1,700
follow-up visits conducted in more than
30
countries under our Responsible
Sourcing Policy

More than
200
factories audited for compliance
at peak production

Approximately
90
subcontractors audited

Approximately
4,800
Responsible Sourcing training courses
completed by approximately
500
suppliers across approximately
1,200
factories, including courses covering
forced labor

GOVERNMENT RELATIONS

OVERSIGHT

We are guided by our Core Values when participating in the political process and recognize we may need to balance competing interests when evaluating laws that impact our business.

Our Board of Directors, acting primarily through the NCG Committee, exercises oversight of corporate political activity, including conducting periodic reviews of, and receiving updates regarding, the Company's engagement with elected officials and the alignment between our political activity and our strategic priorities. The NCG Committee annually reviews our **Political Activity and Government Relations Policy**, the Company's political contributions, payments to trade associations that engage in lobbying activities and the Company's support of ballot initiatives.

Our Government Relations department, led by a vice president who reports to our General Counsel, manages our political activity. The team carefully analyzes our political activity, including political contributions, for alignment with our strategic priorities. In addition, we have a political action committee (PAC) that is overseen by a management-level, cross-functional board.

For more information see our **Political Activity and Government Relations Policy**. ➔

OUR STRATEGY

We actively participate, and encourage our associates to participate, in the political process. **Our Political Activity and Government Relations Policy** provides the framework for our political activity. We engage in three key ways:

- Our Government Relations team protects and expands our Company's ability to take care of our associates, customers and shareholders through effective regulatory and legislative action. Our Government Relations team members work to optimize the government's impact on the business through effective lobbying, relationship building and political engagement.

- Our PAC connects our salaried associates to the political process and pools their voluntary personal contributions to financially support pro-business candidates who understand issues of importance to The Home Depot and our associates. As a long-standing practice, we do not contribute to presidential campaigns or endorse presidential candidates.
- The Home Depot supports trade associations that advocate on behalf of the business community and retail sector.

We provide transparency in our actions by publishing an **annual report** of the Company's political contributions and the aggregate dues paid to trade associations that engage in lobbying activities, and any independent political expenditures by the Company supporting or opposing ballot initiatives and contributions to ballot measure committees. We list trade associations to which our Company makes yearly payments of \$5,000 or more, and our PAC contributions are publicly available on the **Federal Election Commission** website. In addition, we include disclosure regarding the Company's support of ballot initiatives and nonprofits organized under Section 501(c)(4) of the Internal Revenue Service Code.

OUR BUSINESS

The Home Depot recognizes the importance of supporting governmental candidates, regulations and policies that support our business interests and Core Values, while also upholding principles of transparency and compliance with laws related to the public disclosure of our political activity.

■ Did you know?

As a result of our continued transparency enhancements, we remain in the First Tier of the **CPA-Zicklin Index** of Corporate Political Disclosure and Accountability, which seeks to measure electoral spending transparency and accountability among the largest public corporations in the U.S.

OUR APPROACH

OUR LEGISLATIVE PRIORITIES →

OUR DECISION-MAKING PROCESS →

OUR LEGISLATIVE PRIORITIES

When deciding where we want to focus our advocacy, these are some of our top priorities:

- **Creating economic growth** by making sure we have a say in laws that encourage job creation, support a healthy housing market, promote the use of innovative products, and effect flexibility and career growth for associates.
- **Supporting a strong, secure and sustainable supply chain** by advocating for funding for traditional infrastructure as well as a global trade framework to bring quality products at low prices to consumers.
- **Encouraging fair competition** by promoting a level playing field for all businesses to follow the same rules on taxation, privacy, accountability and transparency.
- **Combating retail theft** by supporting the passage of laws across the country to fight organized retail crime, which not only is a safety issue for all retailers, but also feeds other crimes in our neighborhoods.
- **Building strong private-public partnerships** to ensure high-skilled trades jobs have a robust applicant pool, while continuing to invest in our communities during natural disasters and other times of need.

OUR DECISION-MAKING PROCESS

Our Government Relations team carefully analyzes our engagement activities, trade association partnerships and political contributions, guided by our top priorities and our eight Core Values. Our political donations are made to promote The Home Depot's business interests, not based on the private political preferences of our executives or directors. We use several business-focused criteria and our Core Values to make decisions that will allow us to have a seat at the table to engage, both on the issues on which we align and those on which we disagree, to support our business, associates and communities.

Certain political activities follow different decision-making processes:

- **PAC:** The Home Depot PAC's finances, governance and communications are governed by a PAC Board. The PAC Board is chaired by the Vice President of Government Relations and is made up of representatives from each functional area of the business and each field division to ensure a wide range of experiences and perspectives. The Government Relations team is responsible for ensuring all PAC and corporate political contributions are made in accordance with the law and Company policies. The team participates in regular trainings and performs routine reviews to monitor compliance.

- **Electioneering:** The NCG Committee must approve in advance any public advertisement directly or indirectly paid for by the Company that expressly advocates for election or defeat of a candidate in which The Home Depot is identified specifically as an advocate of such election or defeat. To date, the Company has not made any expenditure for such electioneering communications, and has no present plans to make any such expenditures.

We may not agree with every position taken by a candidate, elected official or trade association we support, and a contribution to any individual or organization should not be taken to indicate agreement with every position taken by that individual or group. We may also be called upon to weigh in on issues that are not core to our business or critical to a majority of our stakeholders. We have a thoughtful process for determining if we should speak on a particular issue, which includes a risk analysis, careful deliberation, assessment of business impact and consideration of alignment with our Core Values.

Learn more about the steps The Home Depot takes to ensure we are responsible and transparent participants in the political process and how we encourage our associates to do so as well.

TAXES

Taxes are a significant component of The Home Depot’s economic contributions to the countries, states and local communities in which we operate. We support tax policies that drive a vibrant, competitive and growing economy allowing continued meaningful investments in our Company and our people, which also supports economic development in the communities where we operate. We actively engage with federal, state and

local governments; tax authorities; trade associations; and other business groups to advocate for effective tax policies. Our corporate entity structure reflects the alignment with our commercial activities to ensure we pay our fair share of tax commensurate with our business’s geographical footprint and operations within a jurisdiction. The Finance Committee of the Board of Directors oversees tax strategy.

The Home Depot 2025
Tax Payments¹⁸

\$22.1
BILLION

Total Tax Payments

\$2.7 billion

Federal income tax¹⁹

\$732 million

Property taxes

\$799 million

State income tax²⁰

\$1.3 billion

Other income and business taxes²³

\$10.9 billion

Sales taxes²¹

\$459 million

Foreign & territorial income tax²⁴

\$5.3 billion

Payroll taxes²²



DATA SECURITY AND PRIVACY

OVERSIGHT

We believe ensuring a safe and secure digital environment is part of our commitment to deliver Excellent Customer Service. Our commitment to creating a safe and secure digital environment starts with the governance and oversight of our data security and privacy policies and strategy.

OVERSIGHT OF AI AND EMERGING TECHNOLOGIES

The Home Depot leverages a multi-layered governance structure to support the responsible use of artificial intelligence (AI) and other emerging technologies in a manner that is aligned with our values, existing data security and privacy governance programs, and applicable legal and regulatory requirements.

- Board and Audit Committee: The Board oversees digital strategy, while the Audit Committee manages risk exposures. In 2025, the Audit Committee held a dedicated session on emerging technology governance.
- DSPG Committee and Subcommittees: Our management-level Data Security and Privacy Governance (DSPG) Committee, primarily acting through its subcommittees, oversees risks related to the Company's responsible use of AI and emerging technologies and has established a cross-functional governance process involving senior leaders to gather information and advise the Company regarding the benefits and risks of using AI and emerging technologies. Processes overseen through this structure with respect to AI and emerging technologies include establishing internal standards and controls, monitoring regulatory developments, and escalating matters to the Board, as appropriate.

BOARD OF DIRECTORS

AUDIT COMMITTEE OF THE BOARD

DATA SECURITY AND PRIVACY GOVERNANCE COMMITTEE

- Reviews key data security and privacy topics such as the following in 2025:
 - Risk identification and management strategies, including with respect to third parties.
 - Customer, associate and business data protection.
 - Third-party assessments and testing, as well as tabletop exercises.
 - Updates on potential cybersecurity threats, resilience, and strategy and governance structure.
- Receives periodic updates (either directly or through an Audit Committee report out) from senior IT leaders, including our Chief Technology Officer (CTO), Chief Information Officer (CIO) and Chief Information Security Officer (CISO), and the Chair of our Data Security and Privacy Governance Committee.

- Has primary responsibility for overseeing data protection, cybersecurity and privacy.
- Participated in a session on emerging technology governance in 2025.
- Receives regular updates from senior IT leaders, including our CTO, CIO, CISO and Chair of our Data Security and Privacy Governance Committee.
- Receives periodic updates from our Chief Privacy Officer (CPO).

- Created to provide management-level governance of cybersecurity and privacy matters, including discussion of cybersecurity and privacy priorities, emerging risks, awareness and training programs, risk mitigation efforts and regulatory compliance.
- Chaired by our Vice President, Internal Audit and Corporate Compliance and composed of a cross-functional team of senior leaders, including our CEO, CTO, CIO, CISO and CPO.
- Reports activities to the Board or the Audit Committee by the Chair of the Committee, as appropriate.
- Generally meets quarterly, with support from the following committees:

Security and Technology Risk Leadership Committee

- Provides leadership and oversight of our cybersecurity programs.
- Chaired by our CISO and composed of additional Home Depot technology leaders, as well as a cross-functional group of representatives from other departments, such as Corporate Communications, Finance, Human Resources, Internal Audit and Corporate Compliance, Legal, Marketing and Online.

Privacy and Data Governance Committee

- Provides leadership and oversight of our privacy and data governance programs, including our Responsible AI Working Group, which works to facilitate alignment between the Company's use of AI technologies and our existing data security and privacy governance programs.
- Chaired by our CPO and composed of a cross-functional group across approximately 20 departments.

OUR STRATEGY

We value and respect the privacy of our customers, associates, service providers and business partners.

Our approach to data security and privacy enables us to drive a collectively secure culture and reinforces our commitment to protecting privacy. Among other aspects of our program, we have:

- Robust and direct Board-level oversight.
- Cross-functional committees composed of senior and department leaders throughout our organization.
- Executive-level oversight primarily led by our Executive Vice President and Chief Technology Officer and our Executive Vice President - General Counsel and Corporate Secretary.
- Accomplished teams of cybersecurity and privacy professionals.
- Training and tools for associates to help them stay informed and mitigate risks.
- Multiple ways for our customers and associates to exercise their privacy rights.

Information security and privacy policies are in place and informed by regulatory requirements. These policies are reviewed periodically to help ensure they remain aligned with current requirements and our broader data governance objectives.

OUR BUSINESS

The Home Depot manages high quantities of data related to our products, transactions, inventories, customers, associates and operations. We use data to support merchandising, supply chain and inventory management, order fulfillment, customer service, fraud prevention, digital experiences, marketing, analytics and other business operations. Our data privacy and cybersecurity risk management programs help us reduce the risk of security breaches or access to sensitive personal data by unauthorized third parties. At the same time, we view improvements and innovation in our digital systems as key opportunities related to customer service and efficient operations.

OUR APPROACH

TRAINING AND AWARENESS →

CYBERSECURITY PROGRAMS →

PRIVACY AND DATA GOVERNANCE PROGRAM →

THIRD-PARTY RISK AND PRIVACY ASSESSMENTS →





TRAINING AND AWARENESS

Data security and privacy training and awareness are provided to all associates upon hire and on an annual basis thereafter, with additional customized, role-based training provided to targeted internal audiences based on job responsibilities and access to sensitive information. We also conduct periodic awareness campaigns and targeted communications throughout the year to reinforce key expectations, highlight emerging risks, and promote secure and responsible data handling practices across the organization.

CYBERSECURITY PROGRAMS

As cyber threats grow increasingly sophisticated, our Cybersecurity program focuses on proactive mitigation, threat-informed defense, and maintaining the integrity and resilience of our systems. We continue to invest in our foundational capabilities to systematically identify asset risks, protect our environment through technical controls and detect anomalous behavior in real time. We maintain structured, tested incident response procedures designed to isolate threats and minimize operational disruption in the event of a data security incident.

Continuous operational governance is led by our CISO and a dedicated internal Cybersecurity team. In collaboration with specialized, industry-leading cybersecurity partners, this team designs, deploys and audits our defensive architecture, engineering controls and workforce cybersecurity awareness programs. Through vulnerability testing and proactive threat monitoring, the team generates risk intelligence that feeds into our broader ERM strategy and remediation efforts.

Monitoring and Mitigation

Throughout the year, internal and external groups conduct targeted audits and penetration tests. We engage an industry-leading third party to independently evaluate our cybersecurity maturity on an annual basis, perform a risk assessment, and provide expertise as needed on various cybersecurity programs and issues.

Data Protection

We have established data classification, retention and handling policies designed to reduce the risk of unauthorized exposure of customer, associate and business data and to promote appropriate use of information throughout its lifecycle.

Sensitive data attributes are classified into domains with defined security expectations for data at rest and data in transit, helping to inform control requirements and data governance decisions across our environment.

Frameworks

We leverage the National Institute of Standards and Technology (NIST) Cybersecurity as a guideline in the development of our cybersecurity programs. We also adhere to applicable Payment Card Industry Data Security Standards.

PRIVACY AND DATA GOVERNANCE PROGRAM

The Home Depot values and respects the privacy of our customers and associates, and our Privacy and Data Governance program is designed to support responsible use of personal information across our business. While operating our business and interacting with our customers and associates, we collect, use and disclose personal information. We do so to process and fulfill orders, to improve our in-store and digital offerings, to create more seamless in-store and digital experiences, to manage aspects of the associate relationship, to protect the rights and information of our customers, associates and our Company, and for the other purposes disclosed in our [Privacy & Security Statement](#) and [Associate Privacy Statement](#). These statements also provide information about how we collect, use and share the personal information we collect, and describes choices and rights available to individuals regarding their personal information.

Privacy Principles

- **Transparency:** We are open and honest with how we use and disclose personal information.
- **Control:** We provide tools to help individuals exercise their rights.
- **Security:** We use industry-standard means to protect our websites and personal information.

Privacy Program Management

Led by our CPO, our Privacy team helps drive our privacy and data governance strategy; advises on privacy laws and regulations; assesses and helps mitigate risks involving personal information; and manages regulatory, associate and customer inquiries.

The Privacy team collectively holds multiple industry-leading, privacy-related certifications and has over 50 years of relevant experience. The Privacy team partners with stakeholders across the enterprise to develop, implement and maintain policies, procedures, guidelines and practices designed to operationalize The Home Depot's Privacy Principles.

Privacy Champions are also embedded throughout the business to further increase day-to-day awareness of privacy-related matters, elevate visibility of privacy requirements and internal processes, help identify new or changing uses of personal information, and connect business teams with the Privacy team as needed.

Frameworks and Industry Partnerships

- We leverage industry-leading frameworks, including the NIST Privacy Framework, as the foundation of our Privacy program.
- We participate in the Retail Industry Leaders Association's Privacy Leaders Council.
- The Privacy team maintains membership in the International Association of Privacy Professionals.

Customer Education and Empowerment

The **Privacy & Security Center** page of our corporate website is designed to help customers better understand how we collect, use and share personal information and the choices available to them. Through this resource, customers can learn more about the categories of personal information we collect, access additional privacy disclosures, manage certain communications preferences, submit privacy rights requests and find information about how to contact us with privacy-related questions. The Privacy & Security Center also includes resources to help customers recognize common scam and fraud scenarios.

THIRD-PARTY RISK AND PRIVACY ASSESSMENTS

As noted above, our Board, primarily through the Audit Committee, has responsibility for overseeing data protection, cybersecurity and privacy matters, including with respect to third-party risks.

At the management level, our Third-Party Risk Management (TPRM) program identifies, assesses and manages cybersecurity and technology risks from third-party vendors. This program is governed by an overarching Third-Party Security Risk Management Policy, as well as a broader set of cyber governance, risk and compliance policies that are refreshed annually.

As part of the TPRM program, third-party vendors are assessed prior to onboarding and periodically thereafter for inherent risk based on weighted risk domains

including the sensitivity of data handled, system access, business criticality and regulatory impacts, as well as consideration of external factors. The inherent risk rating serves as the foundation for downstream risk calculations and triggers the type of assessment performed. Third-party vendors with a medium, high or critical inherent risk rating undergo a detailed control assessment to evaluate their security controls across the following categories:

- Governance of Control Environment and Human Resources Practices
- Information Security Practices and Asset Management
- Access Control and Operational Security Practices
- Secure Software Development Practices and Incident Management
- Physical Security Practices and Business Continuity Practices
- Third-Party Management (the vendor's own supply chain)

Where a vendor's security posture falls short of our requirements, we identify specific control gaps and mandate remediation through a findings and observation process. Where applicable, service providers and business partners are contractually obligated to protect restricted data provided on behalf of or received from The Home Depot. Additionally, our vendors are subject to ongoing monitoring through a technology platform that aggregates external signals such as breach notifications, security hygiene issues, dark web exposures and fourth-party risks. When one or more of the foregoing indicators are identified, TPRM seeks to ensure alignment between our partners and internal defense organizations, such as Cyber Threat Intelligence and Incident and Problem Management. The activities of our TPRM program feed into our overall risk program and work to drive necessary remediation across our third-party vendors.

In addition, we conduct Privacy Impact Assessments (PIAs) as part of our privacy review process to evaluate new and changing uses of personal information, including risk-based review of activities that may present heightened privacy considerations – such as processing sensitive personal information, or use of automated decision-making technology. Each PIA is a structured assessment that evaluates a solution's processing activities across key privacy dimensions – including data sources and flows, vendor and third-party involvement, use of AI or automated decision-making technology, consumer notices and consent mechanisms, and applicable safeguards. Our PIA process is complemented by our TPRM program and integrated into our Product Solutions Review Board (PSRB), where the Privacy team conducts Privacy Threshold Assessments prior to implementation of a new use to determine whether the new or modified technology solution meets any PIA triggers. The PSRB reviews proposed and modified technology solutions to understand and remediate architectural, operational, security, and/or compliance risks. PIAs are conducted before implementation, re-reviewed periodically and upon material changes to the technology solution or other external factors, and used to support ongoing monitoring of processing activities in a manner designed to align with applicable privacy laws, industry standards and evolving regulatory requirements. In response to risks or issues identified in a PIA or the contracting process, the Company's Privacy team advises business partners on operational and legal compliance considerations. For certain activities involving sensitive personal information or other heightened privacy risks, our Privacy and Data Governance Committee may conduct an additional layer of review to support appropriate governance and alignment with our privacy principles. We review and update the PIA process regularly to help ensure it remains fit for purpose.



APPENDICES

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KEY METRICS

This chart includes The Home Depot’s key metrics. All data reflects The Home Depot’s 2025 fiscal year, unless otherwise noted.

FOCUS ON OUR PEOPLE

Associates	FY 2023	FY 2024	FY 2025
Frontline associate training hours	8,403,000	10,046,000	11,008,100
Leadership training hours	1,199,000	1,504,000	1,321,000
Success Sharing paid to associates	\$206 million	\$250 million	\$288 million
Homer Fund assistance awarded to fellow associates	\$16.7 million	\$16.9 million	\$14.2 million
Lost time incident rate per 200,000 hours	0.96	0.82	0.77
Recordable incident rate per 200,000 hours	3.23	2.81	2.52

THE HOME DEPOT’S U.S. PAY EQUITY RESULTS

	Women Relative to Men	Racial/Ethnic Minority Associates Relative to Non-Minority Associates
Unadjusted pay equity ²⁵	96.9%	99.2%
Adjusted pay equity ²⁶	99.4%	100.0%

OPERATE SUSTAINABLY

Carbon Emissions	FY 2023	FY 2024	FY 2025
CDP Climate Change score	B	A-	§ ²⁷
Estimated customer carbon emissions avoided through the proper installation and use of energy-saving products purchased in these years (MT CO ₂ e) (includes ENERGY STAR, 0.8 million MT in 2025)	2.0 million	1.6 million	1.7 million
Scope 1 GHG emissions (MT CO ₂ e) ²⁸	733,000	818,000	917,000
Scope 2 GHG emissions, location-based (MT CO ₂ e) ²⁸	1,042,000	1,036,000	928,000
Scope 2 GHG emissions, market-based (MT CO ₂ e) ²⁸	743,000	857,000	630,000
Scope 3 GHG emissions (MT CO ₂ e) ²⁸	199,523,000	210,139,000	234,778,000
Scope 3 GHG (Category 4) emissions (MT CO ₂ e) ²⁸	1,882,000	2,760,000	3,499,000
Scope 3 GHG (Category 11) emissions (MT CO ₂ e) ²⁸	131,577,000	143,843,000	170,928,000
Number of facilities with fuel cell energy source	218	217	217
Fuel cell energy capacity for U.S. operations (MWac)	43	43	43
Solar energy capacity company-wide, rooftop and off-site (MWac)	286	278	302
Wind energy capacity company-wide (MWac)	112	112	100
Diesel used (MWh)	316,700	437,900	1,078,000
Electricity purchased (MWh)	2,801,000	3,133,500	2,874,800
Electricity generated (MWh)	273,000	352,000	260,000
Natural gas used (MWh)	2,629,000	2,689,000	2,912,000
Propane used (MWh)	270,500	237,700	297,000
Energy consumption within the organization (MWh)	6,401,000	6,731,000	7,296,000
GHG emissions intensity Scope 1 and 2 (MT of CO ₂ e per billion U.S. dollars of revenue)	10,800	10,900	11,200



OPERATE SUSTAINABLY

Electricity (kWh) used by U.S. stores, year over year	-0.90%	2.96%	-13.2%
Nonhazardous waste generated (MT)	1,232,800	1,036,100	1,038,500
Waste sent to landfill (MT)	768,100	761,900	758,600
Waste diverted (MT)	464,600	274,100	280,000
Waste incineration (pounds)	3,428,800	3,379,300	3,353,100
Fuel blending (pounds)	4,537,900	4,400,300	3,955,400
Products ²⁹			
Energy-saving products offered in stores and online (includes ENERGY STAR, 11,400 in 2025)	45,000	40,000	40,700
Energy-saving product sales (includes ENERGY STAR, \$8.2 billion in 2025)	\$10.8 billion	\$10.4 billion	\$10.0 billion
Estimated annual customer savings from proper installation and use of energy-saving products purchased in these years (includes ENERGY STAR, \$0.2 billion in 2025)	\$0.4 billion	\$0.3 billion	\$0.4 billion
Water-saving products offered in store and online (includes WaterSense, 8,700 in 2025)	9,000	10,900	12,900
Water-saving product sales (includes WaterSense, \$1.9 billion in 2025)	\$1.9 billion	\$2.0 billion	\$2.0 billion
Estimated annual customer savings from proper installation and use of water-saving products (includes WaterSense, \$703 million in 2025)	\$662 million	\$772 million	\$731 million

STRENGTHEN OUR COMMUNITIES

Community			
The Home Depot Foundation grants	\$86.4 million	\$88.9 million	\$89.4 million
U.S. political contributions by The Home Depot PAC	\$2,417,200	\$2,264,800	\$2,105,600
U.S. corporate political contributions	\$550,000	\$630,000	\$500,000

RESPONSIBLE SOURCING

Combined factory audits and follow-up visits by The Home Depot	3,060	2,930	3,190
Product tests conducted by third parties	20,900	23,900	21,900
Transit tests conducted by third parties	11,700	11,700	41,100
Pre-shipment product inspection visits	24,700	26,000	22,900

All monetary amounts are U.S. dollars.

CO₂ = carbon dioxide

CO₂e = CO₂ + other greenhouse gas emissions

GHG = greenhouse gas

kWh = kilowatt hours

MT = metric tons

MW = megawatts

MWac = megawatts of alternating current

MWh = megawatt hours

GRI

STATEMENT OF USE	The Home Depot, Inc. has reported the information cited in this Global Reporting Initiative (GRI) content index for the period beginning February 3, 2025, and ended on February 1, 2026, with reference to the GRI Standards.
GRI 1 USED	GRI 1: Foundation 2021

GRI STANDARD / DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	
2-1 Organizational details	The Home Depot, Inc., a Delaware corporation, listed on the NYSE under the ticker symbol “HD” Headquarters located in Atlanta, Georgia, USA 2025 Annual Report on Form 10-K pgs. 1-9, 24-25, Corporate Website - About Us
2-2 Entities included in the organization’s sustainability reporting	<i>About This Report</i>
2-3 Reporting period, frequency and contact point	Reporting period: The report covers our Fiscal 2025, which began on February 3, 2025, and ended on February 1, 2026. In some cases, we include data and information about programs and activities relevant to our sustainability and human capital priorities that occurred in other fiscal years, including our Fiscal 2026, as noted. Reporting cycle: Annual Publication date of the report: August 28, 2026 Contact point for questions regarding the report: investor_relations@homedepot.com
2-4 Restatements of information	<i>Key Metrics</i> - Refer to Endnotes 10 and 26 for information on restatements.
2-5 External assurance	Carbon data is independently verified by an external third party to a limited level of external assurance for Scope 1, 2 and 3 emissions data.
2-6 Activities, value chain and other business relationships	The Home Depot is the world’s largest home improvement retailer based on net sales for Fiscal 2025. <i>Overview, Our Community Priorities, Responsible Sourcing and Human Rights.</i> In addition, as noted throughout our Operate Sustainably chapter, we partner with many of our suppliers to reduce the environmental impact of our products. 2025 Annual Report on Form 10-K pgs. 1-9

GRI STANDARD / DISCLOSURE	LOCATION
2-7 Employees	<i>Associate Experience</i> 2025 Annual Report on Form 10-K, pgs. 7-8
2-9 Governance structure and composition	<i>Governance</i> 2026 Proxy Statement pgs. 1-25 Corporate Website – Investor Relations > Corporate Governance
2-10 Nomination and selection of the highest governance body	<i>Governance</i> 2026 Proxy Statement pgs. 1-25 Corporate Website – Investor Relations > Corporate Governance: Corporate Governance Guidelines, Policy on Consideration and Evaluation of Board Candidates
2-11 Chair of the highest governance body	2026 Proxy Statement pg. 1
2-12 Role of the highest governance body in overseeing the management of impacts	<i>Governance</i> ; with more detailed information about Board- and management-level oversight provided within relevant sections of the Focus on Our People, Operate Sustainably and Responsible Business Practices chapters 2026 Proxy Statement pgs.5-8 Corporate Website – Investor Relations > Corporate Governance > Committee Members & Charters
2-13 Delegation of responsibility for managing impacts	<i>Governance</i> ; with more detailed information about delegation of responsibility for managing impacts provided within relevant sections of the Focus on Our People, Operate Sustainably and Responsible Business Practices chapters
2-14 Role of the highest governance body in sustainability reporting	<i>Governance</i>
2-15 Conflicts of interest	2026 Proxy Statement pgs. 12-13 Corporate Website – Investor Relations > Corporate Governance: Business Code of Conduct and Ethics, Corporate Governance Guidelines
2-16 Communication of critical concerns	<i>Risk Management, Code of Conduct</i> 2026 Proxy Statement pgs. 9, 14 Corporate Website – Investor Relations > Corporate Governance: Business Code of Conduct and Ethics, Corporate Governance Guidelines
2-17 Collective knowledge of the highest governance body	<i>Risk Management</i> 2026 Proxy Statement pgs. 1-25

GRI STANDARD / DISCLOSURE	LOCATION
2-18 Evaluation of the performance of the highest governance body	<i>Governance</i> 2026 Proxy Statement pg. 11 <i>Corporate Website – Investor Relations > Corporate Governance > Committee Members & Charters > NCGC Charter</i>
2-19 Remuneration policies	2026 Proxy Statement pgs. 54-91 <i>Corporate Website – Investor Relations > Corporate Governance > Committee Members & Charters > LDCC Charter, Corporate Governance Guidelines</i>
2-20 Process to determine remuneration	2026 Proxy Statement pgs. 54-91 <i>Corporate Website – Investor Relations > Corporate Governance > Committee Members & Charters > LDCC Charter, Corporate Governance Guidelines</i>
2-21 Annual total compensation ratio	2026 Proxy Statement pgs. 89-90
2-22 Statement on sustainable development strategy	<i>CEO Letter, Letter from Head of Sustainability</i>
2-23 Policy commitments	Corporate Website – Investor Relations > Sustainability
2-24 Embedding policy commitments	<i>Governance, Risk Management, Code of Conduct, Responsible Sourcing and Human Rights, Government Relations, Community Support, Data Security and Privacy</i> 2026 Proxy Statement pgs. 5-9 Corporate Website – Investor Relations > Corporate Governance: Business Code of Conduct and Ethics, Corporate Governance Guidelines
2-25 Processes to remediate negative impacts	<i>Operate Sustainably, Responsible Sourcing and Human Rights</i> Corporate Website – Investor Relations > Sustainability
2-26 Mechanisms for seeking advice and raising concerns	<i>Enterprise Risk Management (ERM), Code of Conduct</i> 2026 Proxy Statement pgs. 9, 14 Corporate Website – Investor Relations > Corporate Governance: Business Code of Conduct and Ethics, Corporate Governance Guidelines
2-27 Compliance with laws and regulations	<i>Code of Conduct, Responsible Sourcing and Human Rights</i> 2025 Annual Report on Form 10-K pgs. 9, 19-22 Corporate Website – Investor Relations > Corporate Governance: Business Code of Conduct and Ethics



GRI STANDARD / DISCLOSURE	LOCATION
2-28 Membership associations	<i>2025 Highlights and Ratings, Carbon Emissions Reduction, Responsible Chemistry, Our Community Priorities, Responsible Sourcing and Human Rights</i> Corporate Website – Investor Relations > Corporate Governance: Political Activity and Government Relations Policy, Advocacy and Political Activity Report
2-29 Approach to stakeholder engagement	<i>Our Approach to Sustainability, Enterprise Risk Management (ERM)</i> 2026 Proxy Statement pg. 9
2-30 Collective bargaining agreements	2025 Annual Report on Form 10-K pgs. 16-17
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	<i>Enterprise Risk Management (ERM)</i>
3-2 List of material topics	<i>Our Priorities and Impacts</i>
3-3 Management of material topics	<i>2025 Highlights and Ratings, Our Approach to Sustainability, Living Our Values: Goals, Focus on Our People, Operate Sustainably, Strengthen Our Communities, Responsible Business Practices, Key Metrics</i> CDP Corporate Questionnaire response C2
GRI 201: Economic Performance 2016	
201-1 Direct economic value generated and distributed	<i>Community Support</i>
201-2 Financial implications and other risks and opportunities due to climate change	CDP Corporate Questionnaire response C3
201-3 Defined benefit plan obligations and other retirement plans	<i>Benefits and Compensation</i> 2025 Annual Report on Form 10-K, pgs. 65-69 and Form 11-K 2026 Proxy Statement pgs. 67, 71, 80
GRI 203: Indirect Economic Impacts 2016	
203-1 Infrastructure investments and services supported	<i>Carbon Emissions Reduction, Strengthen Our Communities</i>
203-2 Significant indirect economic impacts	<i>Promoting Customer Eco Actions, Strengthen Our Communities, Key Metrics</i> Corporate Website – About Us > Community Support
GRI 204: Procurement Practices 2016	
204-1 Proportion of spending on local suppliers	



GRI STANDARD / DISCLOSURE	LOCATION
GRI 205: Anti-Corruption 2016	
205-1 Operations assessed for risks related to corruption	2026 Proxy Statement pg. 7
205-2 Communication and training about anti-corruption policies and procedures	<i>Code of Conduct, Responsible Sourcing and Human Rights</i> Corporate Website – Investor Relations > Corporate Governance: Business Code of Conduct and Ethics
GRI 207: Tax 2019	
207-1 Approach to tax	<i>Taxes</i>
207-2 Tax governance, control and risk management	<i>Taxes</i>
207-3 Stakeholder engagement and management of concerns related to tax	<i>Taxes</i>
207-4 Country-by-country reporting	<i>Taxes</i>
GRI 301: Materials 2016	
301-1 Materials used by weight or volume	<i>Circularity, Key Metrics</i>
301-2 Recycled input materials used	<i>Circularity, Key Metrics</i>
301-3 Reclaimed products and their packaging materials	<i>Circularity, Key Metrics</i>
GRI 302: Energy 2016	
302-1 Energy consumption within the organization	<i>Carbon Emissions Reduction, Key Metrics</i> CDP Corporate Questionnaire responses 7.30.1 through 7.30.16
302-2 Energy consumption outside of the organization	<i>Carbon Emissions Reduction, Key Metrics</i> Carbon data is independently verified by an external third party to a limited level of external assurance for Scope 1, 2 and 3 emissions data.
302-3 Energy intensity	<i>Carbon Emissions Reduction, Key Metrics</i>
302-4 Reduction of energy consumption	<i>2025 Highlights and Ratings, Living Our Values: Goals, Letter from Head of Sustainability, Carbon Emissions Reduction, Key Metrics</i> CDP Corporate Questionnaire responses 7.30.1 through 7.30.16
302-5 Reductions in energy requirements of products and services	<i>Living Our Values: Goals, Letter from Head of Sustainability, Carbon Emissions Reduction, Key Metrics</i> CDP Corporate Questionnaire responses related to ENERGY STAR and other energy-saving products we offer through our Eco Actions program



GRI STANDARD / DISCLOSURE	LOCATION
GRI 303: Water and Effluents 2018	
303-1 Interactions with water as a shared resource	<i>Living Our Values: Goals, Water Conservation, Key Metrics</i>
GRI 304: Biodiversity 2016	
304-2 Significant impacts of activities, products and services on biodiversity	<i>Sustainable Forestry, Water Conservation, Promoting Customer Eco Actions</i>
304-3 Habitats protected or restored	<i>Sustainable Forestry, Water Conservation, Promoting Customer Eco Actions</i> Sustainable Forestry Report CDP Corporate Questionnaire response C8
GRI 305: Emissions 2016	
305-1 Direct (Scope 1) GHG emissions	<i>Carbon Emissions Reduction, Key Metrics</i> CDP Corporate Questionnaire responses 7.6, 7.16, 7.17, 7.22
305-2 Energy indirect (Scope 2) GHG emissions	<i>Carbon Emissions Reduction, Key Metrics</i> CDP Corporate Questionnaire responses 7.7, 7.16, 7.20, 7.22
305-3 Other indirect (Scope 3) GHG emissions	<i>Carbon Emissions Reduction, Key Metrics</i> CDP Corporate Questionnaire response 7.8
305-4 GHG emissions intensity	<i>Carbon Emissions Reduction, Key Metrics</i> CDP Corporate Questionnaire response 7.45
305-5 Reduction of GHG emissions	<i>Letter from Head of Sustainability, Carbon Emissions Reduction, Key Metrics</i> CDP Corporate Questionnaire responses 7.10, 7.53, 7.54, 7.55, 7.74, 7.79
GRI 306: Waste 2020	
306-1 Waste generation and significant waste-related impacts	<i>Circularity, Key Metrics</i>
306-2 Management of significant waste-related impacts	<i>Circularity</i>
306-3 Waste generated	<i>Key Metrics</i>
306-4 Waste diverted from disposal	<i>Circularity, Key Metrics</i>
306-5 Waste directed to disposal	<i>Key Metrics</i>

GRI STANDARD / DISCLOSURE	LOCATION
GRI 308: Supplier Environmental Assessment 2016	
308-1 New suppliers that were screened using environmental criteria	<i>Responsible Sourcing and Human Rights</i> Corporate Website –Living Our Values > Resources & Reports > Responsible Sourcing Report, Responsible Sourcing Supplier Manuals and Responsible Sourcing Standards
308-2 Negative environmental impacts in the supply chain and actions taken	<i>Responsible Sourcing and Human Rights</i> Corporate Website – Living Our Values > Resources & Reports >Responsible Sourcing Report, Responsible Sourcing Supplier Manuals and Responsible Sourcing Standards
GRI 401: Employment 2016	
401-1 New employee hires and employee turnover	<i>Key Metrics</i>
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<i>Benefits and Compensation</i>
401-3 Parental leave	<i>Benefits and Compensation</i>
GRI 403: Occupational Health and Safety 2018	
403-1 Occupational health and safety management system	<i>Workplace Safety</i>
403-2 Hazard identification, risk assessment and incident investigation	<i>Workplace Safety</i>
403-3 Occupational health services	<i>Workplace Safety</i>
403-4 Worker participation, consultation and communication on occupational health and safety	<i>Workplace Safety</i>
403-5 Worker training on occupational health and safety	<i>Workplace Safety</i>
403-6 Promotion of worker health	<i>Workplace Safety, Benefits and Compensation</i>
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<i>Workplace Safety</i>
403-8 Workers covered by an occupational health and safety management system	<i>Workplace Safety</i>
403-9 Work-related injuries	<i>Workplace Safety</i>

GRI STANDARD / DISCLOSURE	LOCATION
GRI 404: Training and Education 2016	
404-1 Average hours of training per year per employee	<i>Learning and Development</i>
404-2 Programs for upgrading employee skills and transition assistance programs	<i>Associate Experience, Associate Engagement, Learning and Development, Benefits and Compensation, Skilled Trades Training: Path to Pro</i>
GRI 405: Diversity and Equal Opportunity 2016	
405-1 Diversity of governance bodies and employees	<i>SASB</i> (Workforce Demographics) 2026 Proxy Statement pgs. 15-25
405-2 Ratio of basic salary and remuneration of women to men	<i>Benefits and Compensation</i>
GRI 409: Forced or Compulsory Labor 2016	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	<i>Responsible Sourcing and Human Rights</i> Corporate Website – Living Our Values > Resources & Reports > Responsible Sourcing Report, Responsible Sourcing Supplier Manuals and Responsible Sourcing Standards
GRI 413: Local Communities 2016	
413-1 Operations with local community engagement, impact assessments and development programs	<i>2025 Highlights and Ratings, Strengthen Our Communities</i>
GRI 414: Supplier Social Assessment 2016	
414-1 New suppliers that were screened using social criteria	<i>Responsible Sourcing and Human Rights</i> Corporate Website –Living Our Values > Resources & Reports > Responsible Sourcing Report, Responsible Sourcing Supplier Manuals and Responsible Sourcing Standards
414-2 Negative social impacts in the supply chain and actions taken	<i>Responsible Sourcing and Human Rights</i> Corporate Website –Living Our Values > Resources & Reports > Responsible Sourcing Report, Responsible Sourcing Supplier Manuals and Responsible Sourcing Standards

GRI STANDARD / DISCLOSURE	LOCATION
GRI 415: Public Policy 2016	
415-1 Political contributions	<i>Governance, Government Relations, Key Metrics</i> Corporate Website – Investor Relations > Corporate Governance: Political Activity and Government Relations Policy (which links to most recent Advocacy and Political Activity Report)
GRI 416: Customer Health and Safety 2016	
416-1 Assessment of the health and safety impacts of product and service categories	<i>Responsible Chemistry, Promoting Customer Eco Actions, Key Metrics</i>
GRI 418: Customer Privacy 2016	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	<i>Data Security and Privacy</i>

SASB

MULTILINE AND SPECIALTY RETAILERS & DISTRIBUTORS

TABLE 1. SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS

ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE	REFERENCE
Energy Management in Retail & Distribution					
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	CG-MR-130a.1	Total energy consumed in Fiscal 2025 – 26.3M GJ Purchased approximately 3.5M GJ of renewable energy	Living Our Values Report Fiscal 2025 – Carbon Emissions Reduction, pgs. 33-38
Data Security					
Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	CG-MR-230a.1	Details can be found in the Data Security and Privacy section of our Living Our Values Report and in our 2026 Proxy Statement	Living Our Values Report Fiscal 2025 – Data Security and Privacy, pgs. 75-78; 2026 Proxy Statement, pgs. 5-7
(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 have in the past experienced, and may in the future experience, cybersecurity incidents; however, we have not experienced any cybersecurity incidents that we have determined to be material in the past fiscal year.	
Labour Practices					
(1) Average hourly wage and (2) percentage of in-store employees earning minimum wage, by region	Quantitative	Presentation currency, Percentage (%)	CG-MR-310a.1	Starting rate is at least \$15 an hour	Living Our Values Report Fiscal 2025 – Benefits and Compensation, pgs. 27-29

ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE	REFERENCE
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	U.S. Officers:³⁰ - Gender: 71% Male and 29% Female 74% Non-Minority and 25% Minority Groups U.S. Managers and Above (excluding Officers):^{30, 31} - Gender: 65% Male and 35% Female 59% Non-Minority and 39% Minority Groups U.S. Workforce:³⁰ - Gender: 64% Male and 35% Female 47% Non-Minority and 51% Minority Groups	A copy of our most recently filed EEO-1 report can be found on our Corporate Website – Investor Relations > Sustainability
Product Sourcing, Packaging & Marketing					
Revenue from products third party-certified to environmental and/or social sustainability standards	Quantitative	Reporting Currency	CG-MR-410a.1	Approximately \$13.2 billion	Living Our Values Report Fiscal 2025 – Promoting Customer Eco Actions, pgs. 54-55
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	Details can be found in the Operate Sustainably section of our Living Our Values Report	Living Our Values Report Fiscal 2025 – Operational Waste Management, pgs. 45-47 ; Responsible Chemistry, pgs. 51-53 ; Promoting Customer Eco Actions, pgs. 54-55
Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	n/a	CG-MR-410a.3	Details can be found in the Circularity section of our Living Our Values Report	Living Our Values Report Fiscal 2025 – Circularity, pgs. 43-47

TABLE 2. ACTIVITY METRICS

ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE	REFERENCE
Number of: (1) retail locations and (2) distribution centers	Quantitative	Number	CG-MR-000.A	2,359 retail locations More than 500 distribution centers	2025 Annual Report on Form 10-K pgs. 24-25
Total area of: (1) retail space and (2) distribution centers	Quantitative	Square meters (m²)	CG-MR-000.B	22.7 million sq. meters of retail space 9.7 million sq. meters of warehouse and distribution centers	2025 Annual Report on Form 10-K pgs. 24-25

BUILDING PRODUCTS & FURNISHINGS

TABLE 1. SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS

ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE	REFERENCE
Management Of Chemicals In Products					
Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Discussion and Analysis	N/A	CG-BF-250a.1	Details can be found in the Operate Sustainably section of our Living Our Values Report	Living Our Values Report Fiscal 2025 – Operational Waste Management, pgs. 45-47; Responsible Chemistry, pgs. 51-53; Promoting Customer Eco Actions, pgs. 54-55
Product Lifecycle Environmental Impacts					
Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	Discussion and Analysis	N/A	CG-BF-410a.1	Details can be found in the Circularity section of our Living Our Values Report	Living Our Values Report Fiscal 2025 – Circularity, pgs. 43-47
(1) Weight of end-of-life material recovered, (2) percentage of recovered materials that are recycled	Quantitative	Metric Tons (t), Percentage (%) by Weight	CG-BF-410a.2	Approximately 440,000	Living Our Values Report Fiscal 2025 – Circularity, pgs. 43-47



TCFD

LIVING OUR VALUES REPORT FISCAL 2025				
RECOMMENDED DISCLOSURE TOPICS		SECTION	PAGE #(S)	ADDITIONAL SOURCES
Governance	Describe the Board’s oversight of climate-related risks and opportunities.	Governance	10	CDP Corporate Questionnaire response 4.1 (climate change); 2026 Proxy Statement pgs. 1-8
		Risk Management	12	
	Describe management’s role in assessing and managing climate-related risks and opportunities.	Governance	10	CDP Corporate Questionnaire response 4.3 (climate change); 2026 Proxy Statement pgs. 1-8
		Enterprise Risk Management (ERM)	12	
		Living Our Values: Goals	13-14	
	Strategy	Describe the climate-related risks and opportunities the organization has identified over the short-, medium- and long-term.	Our Priorities and Impacts	9
Carbon Emissions Reduction			33-38	
Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.		Enterprise Risk Management (ERM)	12	CDP Corporate Questionnaire responses 5.1 through 5.4. 5.11 (climate change)
		Operate Sustainably (Introduction)	30	
		Carbon Emissions Reduction	33-38	
		Promoting Customer Eco Actions	54-55	
Describe the resilience of the company’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.		Living Our Values: Goals	13-14	CDP Corporate Questionnaire responses 5.1, 5.2
		Carbon Emissions Reduction	33-38	
		Promoting Customer Eco Actions	54-55	

LIVING OUR VALUES REPORT FISCAL 2025				
RECOMMENDED DISCLOSURE TOPICS		SECTION	PAGE #(S)	ADDITIONAL SOURCES
Risk Management	Describe the company’s process for identifying and assessing climate-related risks.	Enterprise Risk Management (ERM)	12	CDP Corporate Questionnaire responses 2.1, 2.2 (climate change); 2026 Proxy Statement, pgs. 1-8
		Governance	10	
	Describe the company’s processes for managing climate-related risks.	Governance	10	CDP Corporate Questionnaire pgs. 8 responses 2.1, 2.2 (climate change); 2026 Proxy Statement, pgs. 1-8
		Enterprise Risk Management (ERM)	12	
		Carbon Emissions Reduction	33-38	
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the company’s overall risk management.	Governance	10	CDP Corporate Questionnaire pgs. responses 2.1, 2.2 (climate change); 2026 Proxy Statement, pgs. 1-8
		Enterprise Risk Management (ERM)	12	
	Metrics & Targets	Disclose the metrics used by the company to assess climate-related risks and opportunities in line with its strategy and risk-management process.	Enterprise Risk Management (ERM)	12
Living Our Values: Goals			13-14	
Carbon Emissions Reduction			33-38	
Key Metrics			80-83	
Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.		Carbon Emissions Reduction	33-38	CDP Corporate Questionnaire responses 7.6 through 7.10, 7.15, 7.16, 7.17, 7.20, 7.22
		Key Metrics	80-83	
Describe the targets used by the company to manage climate-related risks and opportunities and performance against targets.		Living Our Values: Goals	13-14	CDP Corporate Questionnaire responses 7.53, 7.54, 7.55, 7.74, 7.79
		Carbon Emissions Reduction	33-38	

TNFD

LIVING OUR VALUES REPORT FISCAL 2025				
RECOMMENDED DISCLOSURE TOPICS		SECTION	PAGE #(S)	ADDITIONAL SOURCES
Governance	Describe the Board’s oversight of nature-related dependencies, impacts, risks, and opportunities.	Governance	10	CDP Corporate Questionnaire response 4.1 (forests and biodiversity); 2026 Proxy Statement, pgs. 1-8
	Describe management’s role in assessing and managing nature-related dependencies, impacts, risks, and opportunities.	Governance	10	CDP Corporate Questionnaire response 4.3 (forest and biodiversity); 2026 Proxy Statement, pgs. 1-8
		Living Our Values: Goals	13-14	
	Describe the organization’s human rights policies and engagement activities, and oversight by the board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organization’s assessment of, and response to, nature-related dependencies, impacts, risks, and opportunities.	Governance	10	CDP Corporate Questionnaire responses 4.6, 5.11, 8.10, 8.11, 8.14, 8.15, 8.16; Corporate Website – Living Our Values > Resources & Reports > Wood Purchasing Policy, Sustainable Forestry Report, Responsible Sourcing Report, Responsible Sourcing Supplier Manuals and Responsible Sourcing Standards
		Sustainable Forestry	39-42	
		Water Conservation	48-50	
		Responsible Sourcing and Human Rights	69-71	

LIVING OUR VALUES REPORT FISCAL 2025				
RECOMMENDED DISCLOSURE TOPICS		SECTION	PAGE #(S)	ADDITIONAL SOURCES
Strategy	Describe the nature-related dependencies, impacts, risks, and opportunities the organization has identified over the short, medium, and long-term.	Our Priorities and Impacts	9	CDP Corporate Questionnaire response C3 (forests and biodiversity)
		Sustainable Forestry	39-42	
		Water Conservation	48-50	
	Describe the effect nature-related dependencies, impacts, risks, and opportunities have had on the organization’s business model, value chain, strategy, and financial planning, as well as any transition plans or analysis in place.	Operate Sustainably (Introduction)	30	CDP Corporate Questionnaire response 5.11 (forests)
		Sustainable Forestry	39-42	
		Water Conservation	48-50	
	Describe the resilience of the organization’s strategy to nature-related risks and opportunities, taking into consideration different scenarios.	Living Our Values: Goals	13-14	CDP Corporate Questionnaire response 5.11 (forests)
		Sustainable Forestry	39-42	
		Water Conservation	48-50	
	Disclose the locations of assets and/or activities in the organization’s direct operations, and where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.	Sustainable Forestry	39-42	CDP Corporate Questionnaire response 3.6.1 (forests); Corporate Website – Living Our Values > Resources & Reports > Wood Purchasing Policy, Sustainable Forestry Report
		Water Conservation	48-50	

LIVING OUR VALUES REPORT FISCAL 2025					
RECOMMENDED DISCLOSURE TOPICS		SECTION	PAGE #(S)	ADDITIONAL SOURCES	
Risk Management	(i) Describe the organization’s process for identifying, assessing, and prioritizing nature-related dependencies, impacts, risks, and opportunities in its direct operations.	Governance	10	CDP Corporate Questionnaire responses 1.7, 1.22, 1.24, 2.1, 2.2 (forests and biodiversity), 2.3, 2.4	
	(ii) Describe the organization’s process for identifying, assessing, and prioritizing nature-related dependencies, impacts, risks, and opportunities in its upstream and downstream value chain(s).				
	Describe the company’s processes for managing nature-related dependencies, impacts, risks, and opportunities.	Governance	10	CDP Corporate Questionnaire responses 2.2 (forests and biodiversity), 2.3, 2.4	
		Sustainable Forestry	39-42		
		Water Conservation	48-50		
	Describe how processes for identifying, assessing, prioritizing, and monitoring nature-related risks are integrated into and inform the organization’s overall risk management processes.	Governance	10	CDP Corporate Questionnaire responses 2.2 (forests and biodiversity), 2.3, 2.4; 2026 Proxy Statement, pgs. 1-8	
		Enterprise Risk Management (ERM)	12		
	Metrics & Targets	Disclose the metrics used by the organization to assess and manage material nature-related risks and opportunities in line with its strategy and risk-management process.	Sustainable Forestry	39-42	CDP Corporate Questionnaire response C8
			Water Conservation	48-50	
		Disclose the metrics used by the organization to assess and manage dependencies and impacts on nature.	Sustainable Forestry	39-42	CDP Corporate Questionnaire response C8
Water Conservation			48-50		
Describe the targets and goals used by the organization to manage nature-related dependencies, impacts, risks, and opportunities and its performance against these.		Living Our Values: Goals	13-14	CDP Corporate Questionnaire response 8.7	
		Sustainable Forestry	39-42		
		Water Conservation	48-50		

RESOURCES

OVERVIEW

The Home Depot Canada
The Home Depot Canada Foundation
The Home Depot Canada Privacy Policy
The Home Depot Mexico
The Home Depot Mexico Privacy Policy
Resources and Reports
Living Our Values Website

FOCUS ON OUR PEOPLE

Benefits
The Homer Fund

OPERATE SUSTAINABLY

Carbon Emissions Eco Actions
CDP
Greenhouse Gas Protocol
Science Based Targets Initiative
Green Power Partnership
SmartWay

OPERATE SUSTAINABLY

ENERGY STAR
Wood Purchasing Policy
Sustainable Forestry Eco Actions
Circularity Eco Actions
Water Conservation Eco Actions
WaterSense
Chemical Strategy
Responsible Product Standards
Responsible Chemistry Eco Actions
Eco Actions Website
USDA Organic
Safer Choice
GREENGUARD
Cradle to Cradle
Leaping Bunny

STRENGTHEN OUR COMMUNITIES

The Home Depot Foundation National Partnerships
The Home Depot Foundation
Serving Veterans
Partnerships
The Foundation’s Path to Pro Program
The Home Depot’s Path to Pro Program
Team Depot
Disaster Relief

RESPONSIBLE BUSINESS PRACTICES

Business Code of Conduct and Ethics
Associate AwareLine
Supplier AlertLine
Responsible Sourcing Standards
2025 Responsible Sourcing Report
2025 Conflict Minerals Report
Corporate Governance Guidelines
Board of Directors
2025 Proxy Statement
2025 Annual Report
Political Activity and Government Relations Policy
Annual Report of Corporate Political Contributions & Trade Association Memberships (2020-2025)
Federal Election Commission: The Home Depot PAC
The Home Depot (U.S.) Privacy and Security Statement
Exercise My Privacy Rights

APPENDICES

Global Reporting Initiative (GRI) Standards
Sustainability Accounting Standards Board (SASB) Disclosure Matrix
Task Force on Climate-related Financial Disclosures (TCFD) Framework
Task Force on Nature-related Financial Disclosures (TNFD)
Key Metrics
EEO-1 Report

ENDNOTES

1. The increase in net sales for fiscal 2025 was primarily driven by SRS, which was acquired on June 18, 2024, and GMS, which was acquired on September 4, 2025 (page 7).
2. Approximate acreage is an estimate based on the projected number of seedlings distributed and assumed survival rates. Actual acreage restored or reforested may vary based on survival, growth and site-specific conditions (page 8).
3. Unless otherwise specified, “Goal Date” refers to the end of the fiscal year noted (page 13).
4. Applies to private-brand patio and home decor products sold in U.S. and Canada stores. For purposes of this goal, “excluding intentionally added PFAS” does not mean PFAS-free. Trace amounts of PFAS may be present as unintended contaminants or impurities from raw materials, recycled content, cross-contact, or manufacturing processes (page 13).
5. Based on EPA modeled estimates of lifetime usage assuming proper installation of water-saving products sold for the respective fiscal year (page 13).
6. Applies to private-brand products sold in U.S. and Canada stores and online (page 13).
7. For purposes of this goal, renewable electricity reflects electricity generated from on-site and off-site renewable sources, provided that energy attribute certificates (EACs) associated with such electricity are retained and retired by The Home Depot. Renewable electricity claims are not made for renewable energy attributes that have been sold, transferred or otherwise conveyed to a third party (page 13).
8. Represents combined sales of push mowers and handheld outdoor lawn equipment across in-store and online transactions (page 13).
9. Based on EPA modeled estimates of lifetime usage assuming proper installation of energy-saving products sold for the respective fiscal year (page 14).
10. Recordable and lost time incidents rates for U.S. store associates (page 23).
11. Time off includes: Paid Sick Time: Salaried, salaried nonexempt, full-time hourly and part-time hourly associates are all eligible for paid sick/personal time off for health or personal situations that require time away from work. The amount of paid sick/personal time varies based on the associate’s position (e.g., salaried vs. hourly) and geographic location; Paid Vacation: Salaried, salaried nonexempt, full-time hourly and part-time hourly associates are all eligible for paid vacation time off. The amount of paid vacation is based on length of service with The Home Depot; and Disability: The Company provides access to short-term and long-term disability coverage based on an associate’s status and work state (page 28).
12. Includes GMS Distribution, acquired in September 2025, and our SBTi target baselines have been updated accordingly. The figures shown are estimates and projections based on Home Depot’s current assumptions, methodologies and scenario modeling as of the date of this report. They are illustrative, subject to change, and do not represent guaranteed outcomes (page 32).
13. Latest wood sourcing survey includes THD US, THD Canada, THD Mexico, HD Supply US, HD Supply Canada, Pro, Contractors Warehouse and Global Custom Commerce (GCC) (page 40).
14. Includes data from our U.S., Mexico and Canada operations (page 46).
15. Includes data from our U.S. and Canada operations and HD Supply (page 46).
16. Includes data from our U.S. and Canada operations. The Home Depot previously phased out EPS foam from all new private-brand packaging. This recycled material represents foam collected from other supplier products and broader store operations (page 46).
17. Includes data from our U.S. operations and HD Supply (page 46).
18. These amounts reflect actual cash taxes paid which do not include deferred taxes, but do include foreign withholding taxes (page 74).
19. Excludes \$875M FY24 Q4 federal estimate income tax payment deferred to Q1 FY25 under IRS automatic income tax relief. The deferral was disclosed in our fiscal 2024 Form 10-K and was paid in May 2025 (page 74).
20. State income taxes and franchise taxes based on income (page 74).
21. Includes all sales taxes and use taxes (page 74).
22. Unemployment taxes; Federal Insurance Contributions Act (FICA) contributions; and federal and state income taxes withheld on behalf of The Home Depot associates based on calendar year 2026 earnings (page 74).
23. Taxes paid for franchise taxes not based on income in U.S. states and India; licenses & permits paid to U.S. states and territories; and duties paid to the U.S., Canada and Mexico on imported products (page 74).
24. Income taxes paid in Canada, Mexico, China, Puerto Rico, Guam and the U.S. Virgin Islands (page 74).
25. The review of our U.S. associates’ total W-2 compensation for calendar year 2025 includes base pay, cash bonuses and equity compensation – does not adjust for any factors (page 80).
26. The review of our U.S. associates’ total W-2 compensation for calendar year 2025 includes base pay, cash bonuses and equity compensation, and adjusts for relevant factors such as tenure, position, location and hours worked (page 80).
27. Not available at time of publication (page 81).
28. Fiscal 2023 and fiscal 2024 Scope 1, Scope 2 and Scope 3 emissions have been restated to include GMS Distribution, acquired in September 2025, and related emissions inventories and baselines have been updated accordingly (page 81).
29. Energy- and water-saving product figures include data from The Home Depot U.S. and HD Supply (page 82).
30. Includes data for U.S. subsidiaries (page 94).
31. Includes manager-level positions and above at stores, distribution centers and other field locations, as well as at our Store Support Center; excludes officers (page 94).



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