

/ GROW, RESPONSIBLY /

Newell Rubbermaid[™]
Brands That Matter

2014 Corporate Responsibility Report

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About This Report

In this report, we have included material that covers Newell Rubbermaid's most significant business, social and environmental initiatives, with a particular emphasis on topics that reflect the current strategic direction of our company.

This year's report utilizes December 31, 2014, data unless otherwise noted. The report reflects the scope of our businesses around the world.

We identify our primary stakeholders as consumers, customers, suppliers, employees, shareholders, and communities where we operate facilities. Our interaction and dialogue with these stakeholder groups is ongoing and takes a variety of forms that include:

- Consumer research and focus groups
- Customer surveys and sales meetings
- Employee communications and engagement initiatives
- Supplier surveys and meetings
- Investor quarterly conference calls and an annual shareholder meeting
- Community meetings

In addition, we welcome feedback from our stakeholders about this report.

Contact Information

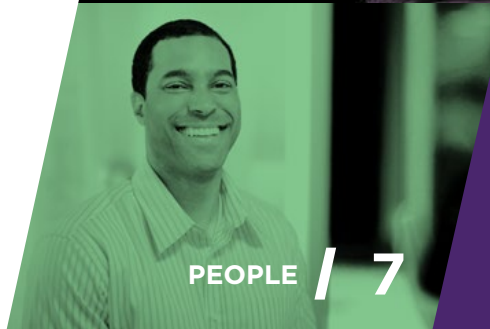
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3 Glenlake Parkway
Atlanta, GA 30328
CSR@newellco.com



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Newell Rubbermaid At-A-Glance /

Key Brands



Business Segments

- Writing
- Tools
- Commercial Products
- Baby & Parenting
- Home Solutions

Key Customers

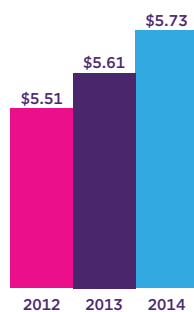
- Mass Merchandisers
- Discount Stores
- Home Centers
- Warehouse Clubs
- Office Superstores
- Commercial Distributors

Geographic Footprint



We are headquartered in Atlanta, Georgia, USA, with manufacturing facilities and offices located around the world, including North America, South America, Europe, the Middle East, Africa and the Asia Pacific region. Our products are sold in more than 100 countries globally.

Net Sales (in billions)



2014 Net Sales by Business Segment




17,000
Approximate Employees
Worldwide

To Our Stakeholders /

This is an exciting time for Newell Rubbermaid as we drive our strategic blueprint for accelerated performance into action. The Growth Game Plan is that strategic blueprint, and it defines our path forward. Core sales growth is steadily increasing, operating margins are expanding, earnings performance is strengthening and our shareholders are benefiting from capital appreciation of the stock, increased dividends and share buybacks. Most important, our people are energized by this progress.



These successes are due in part to strategically allocating human and financial capital to areas of growth in our industry. As part of the Growth Game Plan, we have sharpened our portfolio and are making investments where the opportunities for growth are most promising. We are building a more global perspective and employee base that more closely reflect our consumers worldwide. And we are investing in a set of capabilities that we believe will differentiate us versus our peers. Our dedicated Design Center is a step forward in our ambition to become a design- and innovation-led company and has accelerated our ability to fill the innovation pipeline with new ideas that hold great promise.

In late 2014 we acquired the Contigo, Avex and bubba brands, leaders in the reusable on-the-go thermal and hydration beverage containers market. These acquisitions, which complement our Rubbermaid food and beverage container business, bolster our commitment to developing and marketing sustainable products that help our consumers build a durable household, rather than a disposable one.

With growth comes greater responsibility. We will continue to strive toward higher levels of efficiency and environmental performance. When we think about sustainability, we think broadly to include our impact in our communities. Volunteerism is key to this last element of our commitment to be a responsible company. Two years ago we launched our Global Day of Service, putting our passion and commitment into helping our local education systems across the world.

The key to our sustained commitment is the power of our people at Newell Rubbermaid. We are doing more now than ever to attract and retain top talent from around the world. Our people strategies ensure that each person's voice is heard and that each person is empowered to help everyone across the organization

“The momentum that we have established in our business is aligned well with our commitment to corporate social responsibility. A more efficient enterprise is also a more sustainable enterprise.”

The momentum that we have established in our business is aligned well with our commitment to corporate social responsibility. A more efficient enterprise is also a more sustainable enterprise. And experience shows that the sustainable choice is often the right economic choice. When we improve our manufacturing processes to lower energy and water consumption, reduce packaging and waste, or make logistics more efficient, we generate benefits that flow to both the environment and to our bottom line. Similarly, consumers across all categories increasingly seek products that can help them live and work more responsibly. Our alignment with those trends helps strengthen sales, as well as our market position.

understand how they can contribute to our collective success.

We are proud of the progress we are making transforming Newell Rubbermaid. Our commitment to sustainable development is unwavering.

My colleagues and I look forward to keeping you informed about our continued progress.

Michael B. Polk
President and Chief Executive Officer

GROWTH GAME PLAN

Newell Rubbermaid
Brands That Matter

Shurclip
LENOX

IRWIN
PaperMate

Goody
LEVOLOR

Rubbermaid
PARKER

GRACO
Ergo

Calphalon
Rubbermaid

contigo
Aprica

baby jogger
Expo

THE NEWELL WAY

**WE PUT OUR CONSUMERS
AT THE CENTER OF EVERYTHING WE DO.**

WE ARE HUNGRY TO WIN.

GROWTH IS THE ENERGY THAT POWERS US.

WE ARE CONSTANTLY CURIOUS – AND EQUALLY COURAGEOUS.

WE EMPOWER OUR PEOPLE.

WE THINK BIG. WE LEAD BIG.

WHERE TO PLAY

WIN BIGGER



Writing &
Creative
Expression



Tools



Commercial
Products



Food &
Beverage

WIN WHERE WE ARE



Home
Solutions



Baby &
Parenting



Labeling



Fine Writing

5 WAYS TO WIN

**MAKE OUR BRANDS
REALLY MATTER**

1. Build an innovation engine
2. Outstanding brand communications
3. Win with design and product performance

**BUILD AN EXECUTION
POWERHOUSE**

1. Become partner of choice to our customers
2. Lead e-commerce globally
3. Transform our supply chain

**UNLOCK TRAPPED
CAPACITY FOR GROWTH**

1. Eliminate non value added complexity
2. Establish efficient operating rhythm
3. Information strategy to support growth

**DEVELOP THE TEAM
FOR GROWTH**

1. Build a community of great leaders
2. Build a performance culture
3. Focus on learning and development

**EXTEND BEYOND
OUR BORDERS**

1. Build local insights
2. Build local talent
3. Build local business

EDGE: EVERY DAY GREAT EXECUTION

Corporate Governance /

Newell Rubbermaid rigorously applies the highest standards of corporate governance and ethics to its business and emphasizes transparency and accountability.

The Board of Directors is our highest governing body, with 12 members, 11 of whom are independent. At present, the board chairman is not an executive at the company. There are five board committees: Audit, Chairman's Executive, Finance, Nominating/ Governance and Organizational Development & Compensation. The board conducts a yearly review of its own performance to decide if the board and committees are functioning well and are complying with Corporate Governance Guidelines.

The primary responsibility of the Newell Rubbermaid Board of Directors is to guide the long-term success of the company, consistent with its fiduciary duty to the shareholders. The board establishes broad corporate policies and oversees company management. It holds regular quarterly meetings as well as special meetings as required to conduct its business.

Governance guidelines include the composition of the Board of Directors, which requires diversity in backgrounds, including race, gender and ethnicity; independence of the majority of members; and compensation. The members' primary job is to exercise their business judgment in what they believe is the best interest of the company, and they must rely on the integrity and honesty of our company's senior management. Directors control the succession of the senior management and evaluate the CEO's performance and that of other senior officers.

The company's ethics guidelines require that senior company officers act with integrity and honesty, avoid real or apparent conflicts between personal and professional relationships, and refrain from misleading or fraudulently influencing auditors during an independent review of the company's financial statements or accounting records.

Learn more about [Corporate Governance at Newell Rubbermaid](#).

Board of Directors

Michael T. Cowhig^{2*}

Chairman of the Board — Newell Rubbermaid Inc. and President, Global Technical and Manufacturing (Retired) — The Procter & Gamble Company

Michael B. Polk

President and Chief Executive Officer

Thomas E. Clarke^{2,4*,5}

President of Innovation — Nike, Inc.

Kevin C. Conroy^{3,4}

President, Digital and Enterprise Development — Univision Communications, Inc.

Scott S. Cowen^{2,4*,5}

President Emeritus — Tulane University

Domenico De Sole^{3,4}

Chairman — Tom Ford International

Cynthia A. Montgomery^{1,2,3*}

Timken Professor of Business Administration — Harvard University Graduate School of Business

Christopher D. O'Leary^{3,4}

Executive Vice President and Chief Operating Officer, International — General Mills, Inc.

Jose Ignacio Perez-Lizaur^{1,3}

Executive Vice President, Operations (Retired) — Sam's Club division of Wal-Mart Stores, Inc.

Steven J. Strobel^{1*,2,5}

Chief Financial Officer — Hill-Rom Holdings, Inc.

Michael A. Todman^{1,5}

Vice Chairman — Whirlpool Corporation

Raymond G. Vault^{1,5}

Vice Chairman (Retired) — General Mills, Inc.

¹ Audit Committee

² Chairman's Executive Committee

³ Nominating/Governance Committee

⁴ Organizational Development & Compensation Committee

⁵ Finance Committee

* denotes committee chair

PEOPLE

A photograph of a smiling man with short dark hair, wearing a pink and white striped button-down shirt. He is looking slightly to the right of the camera. The background is a blurred office setting with windows and a person's hand holding a pen in the foreground on the right.

/ GROW, TOGETHER /
Creating an “I want to work here” culture



Q&A with Paula S. Larson / Chief Human Resources Officer

Q: *What are some of your top priorities as Chief of Human Resources?*

A: The key to continuing our growth as a company and sustaining strong quarter-over-quarter results is to build an “I want to work here” culture that fosters an environment where we can make our brands matter, while offering employees careers that matter. Talent acquisition and a high retention rate of strong talent are critical to achieving our Growth Game Plan objectives.

Q: *Where do you start that process?*

A: Historically, many global organizations, including Newell Rubbermaid, have focused on talent management approaches that are similar to a procurement organization. Managing both internal and external hiring was focused heavily on time to fill a role and cost. To attract and retain the caliber of talent we believe is vital to our success, we have begun evolving our approach to talent management. We want to treat talent management as a marketing opportunity where we align career and development opportunities with the key talent we want on our team. We are building a reputation for developing great talent and building teams for growth. We want our marketing of roles to be so transparent that only those employees who want to work in a high-performance, continuous-improvement environment with an innovation-inspired culture want to join or stay.

We are especially passionate about truly incorporating diversity throughout every aspect of our HR product and services. Our marketing of Newell sets a clear expectation that great talent from a variety of backgrounds, with the skills and abilities to deliver value to the company and shareholders, is welcome and empowered to contribute. They have a voice. I am

passionate about my role as “chief employee advocate.” I believe that treating people well and delivering great results to shareholders are not mutually exclusive concepts.

Q: *What is the company doing to help foster an “I want to work here” culture?*

A: Our employee engagement surveys have offered us incredible insights about the kind of culture we want to foster to deliver great business results and attract and retain incredible people. We decided to take a page from great Brand Marketing and created an “Employee Insights Team” that includes core, regional and volunteer team members. These teams got together all over the world following principles of consumer insights used by our Marketing team to capture employee insights beyond the survey. We wanted to ensure we had a very vibrant, action-taking approach to moving toward the high-performance culture we want to foster and sustain. These teams captured three key areas we need to focus on to drive employee engagement ‘through the roof.’ Our three focus areas are called “Map Your Career,” “Great Place to Work” and “Focus on Our People.” Recommendations on how to tackle improvements in these focus areas were presented to our Executive Leadership Team, and our ExLT has continued to support this more empowered approach to driving true culture change and improvement globally. The engagement solutions we implement are a direct result of the valuable input we receive from employee representatives across the globe in coordination with our Human Resources team.

We launched Performance Plus, a platform that links pay to performance and helps employees drive their own personal growth, as well as the Growth Game Plan.

Q&A with Paula S. Larson / Chief Human Resources Officer (Continued)

“The key to continuing our growth as a company and sustaining strong quarter-over-quarter results is to build an “I want to work here” culture that fosters an environment where we can make our brands matter, while offering employees careers that matter.”

Our new Talent Roadmap succession planning process enables us to better identify and cultivate high potential within the organization. And My GPS, a new career development tool, helps employees plan and navigate their professional development.

Studies have shown that opportunities for job enrichment and professional development are among the top drivers of employee engagement, and we want to be sure we are encouraging key talent to grow their careers at Newell Rubbermaid as we grow this exciting company beyond our current results.

Q: *What are your thoughts on diversity?*

A: It is important with such diverse markets that our employee base closely reflects our consumers worldwide. We believe that an “I want to work here” culture will go a long way toward achieving and maintaining that goal. To leverage the power of diversity means it is not just a “procurement” exercise, but that diversity is embedded in all of our people practices. Also, we are finding that embedding diversity in the community with our service and philanthropic work helps build partnerships purposefully with a diverse group of partners.

Having spent years focused on how to grow a high-performance, diverse workforce, my team and I believe passionately that the best ideas and results come from harnessing the efforts of a rich diversity of colleagues. It’s just good business and great corporate citizenship in our communities, plain and simple.

Q: *What role does corporate responsibility play in building an “I want to work here” culture?*

The company has to be visible and active in our communities around the world, so we encourage our people to serve where they live. In turn, our neighbors can see the caliber of our employees, and we can build goodwill through community service and philanthropy.

Q: *How will you judge the success of your Human Resources strategy?*

A: We’ll measure our success by action and outcomes, not sound bites. Our ability to hire and retain a high-performance, global, diverse workforce is a critical enabler to driving accelerated performance under the Growth Game Plan. We are going to deliver exciting, career-making roles for those employees who want to embrace a high-performance, continuous-improvement environment where we find great ways to provide exciting products to our customers and consumers worldwide. As a brand- and innovation-led company, we will keep innovation at the core of all our functions — not just R&D and Marketing. We will not only track our engagement survey results, but have other key performance indicators embedded in all HR product and services offerings. I am optimistic about our journey ahead and committed to our future.

Attract /

How we attract, engage, grow and reward our employees is linked closely to how we become a faster growing, more global and more profitable company. This is why establishing an “I want to work here” culture is so important. Inherent in this message is communicating that this is an exciting time at Newell Rubbermaid. The company has a bright future with unlimited potential. It’s a story of growth, upside, doing more than we thought possible, and ultimately winning. We want prospective employees to know that by working at Newell Rubbermaid they have the opportunity, through our brand portfolio, to connect with consumers around the world where they live, learn, work and play.



A key tool to communicating these messages is our Global Careers site, Careers That Matter, that was recently relaunched. The site showcases our culture and career opportunities, as well as makes it easier to find jobs specific to a candidate’s needs and interests. Employees also can refer potential employees to Newell Rubbermaid, and if they are hired, employees receive a bonus.

The goal of the site is not only to have a place where prospective employees can apply for jobs, but also to tell the story of Newell Rubbermaid as an employer. The site seeks to show that we are far more than just a company, but also a place where individuals can build a career, develop their potential and grow professionally and personally. The site positions us as a best-in-class employer by showcasing our culture. We have also leveraged social media to spread the word about the site and working at Newell Rubbermaid. This team is encouraging employees to share photos of what #lifeatnwl means to them.



A ‘BEST PLACE TO WORK’ FOR LGBT EQUALITY

Newell Rubbermaid received a perfect score of 100 percent on the Human Rights Campaign’s 2015 Corporate Equality Index (CEI), a U.S. benchmarking survey and report on corporate policies and practices related to Lesbian, Gay, Bisexual and Transgender workplace equality. Our score also earns the company the designation as a Best Place to Work for LGBT Equality. This recognition reflects the progress the company has made creating an “I want to work here” culture by promoting an inclusive environment where everyone from all walks of life can achieve and grow. The 2015 CEI rated 972 businesses in the report, evaluating non-discrimination workplace protections, domestic partner benefits, transgender-inclusive health care benefits, competency programs and public engagement with the LGBT community.

For more information on the CEI or to download a free copy of the report, visit www.hrc.org/cei.



Engage /

Our global engagement initiatives are based on the simple thought that the more invested employees are with their hearts and minds, the greater the success for both them and the company. Research confirms that companies who engage their employees successfully generate a higher return for their shareholders. These companies also experience higher productivity and lower employee turnover rates.

We employ strategies to make sure our employees know they are heard through communication, career leadership and a performance incentives structure. This is how we keep the high-quality talent we attract. Central to executing these strategies is our



Performance Plus philosophy, which recognizes that in the marketplace money flows to people with ideas. Our performance and career management philosophy holds each person accountable for implementing the Growth Game Plan by linking the overall strategy to individual performance objectives. In turn, this creates a structure for employee coaching and development and a formal rewards culture.

Employee Insights Team

An Employee Insights Team (EIT), which includes core, regional and volunteer team members, is a key part of our efforts to attract and retain talent and drive a high performance culture. EIT members, using principles of consumer insights borrowed from our Marketing team, collaborated all over the world to capture insights from employees across the

SUPPLIER DIVERSITY

Diversity at Newell Rubbermaid extends to our supply chain. Partnering with a diverse set of suppliers enables us to better understand our global and diverse consumer base. Our worldwide supplier diversity practices are designed to provide a fair chance to participate in outsourced Newell Rubbermaid projects.

We partner with seven major types of diverse suppliers: Disadvantaged Business Enterprise; Historically Underutilized Business (HUB); Minority- and Women-Owned Business Enterprise; Minority Business Enterprise; SBA (8) a Business Development Program; Small Disadvantaged Business Enterprise; and Woman-Owned Business Enterprise.

We also look for suppliers who echo our corporate values by demonstrating a sharp eye for product innovation; displaying an ability to collaborate; offering best-in-class prices, quality and service; and making constant investments that improve people, processes, product and safety. To learn more about partnering with Newell Rubbermaid, please go to [**Do Business With Us**](#).

organization into the focus areas critical to driving high levels of employee engagement. The three key areas are: “Map Your Career”, “Great Place to Work,” and “Focus on Our People.” Ideas and recommendations on how to improve in these focus areas were submitted to and approved by the company’s Executive Leadership Team. These recommendations are being implemented and will be measured by whether they have successful outcomes.

“... this is the first time that things are being done from the grass roots up. So, it’s not about company leaders telling us, ‘This is what we’re going to do.’ It’s about what we think we should do and knowing the leaders acknowledge that we have a voice in this.”

— Karen Herrero, Trade Marketing Director for Writing Asia

The recommendations include:

Map Your Career:

- Provide more understanding and communication around our internal website of open jobs
- Define and communicate career paths
- Focus on individual development plans

Great Place to Work:

- Identify and promote a more effective global recognition program
- Increase leadership connection and visibility across the organization
- Provide more guidance on flexible work schedule opportunities

Focus on Our People:

- Identify formal and informal leadership teams at all locations
- Create a more consistent onboarding experience and provide ongoing learning opportunities
- Validate Key Performance Indicators (KPIs) and project priorities across functions, segments, roles and locations

Diversity and Inclusion

Newell Rubbermaid has long been a workplace that places high value on a diversity of functions, teams, processes and qualities and includes every individual to help drive business success. This means we have to leverage the true power of diversity by embedding it in our practices. We listen to a broad cross-section of our workforce. Diversity of thought and perspective from our talent base, functions and teams strengthens our ability to respond to increasingly global and varied socioeconomic consumers.

We need people who can see the world through the lens of our prospective consumers in markets where we anticipate growth. This happens most easily when people who have worked and lived in those markets use their perspective to develop plans and inform their colleagues’ perspectives.



Internally, we have six Employee Resource Groups (ERGs) to continue developing our inclusion, diversity & global readiness agenda through employee input and feedback.



Black Employees Achieving,
Connecting, & Operating in
Newell Rubbermaid

MISSION: BEACON is committed to making Newell Rubbermaid an employer of choice for black employees around the world.



Hispanic Organization for
Latinos at Newell Rubbermaid

MISSION: To create a Hispanic Employee Resource Group to support individual growth and business initiatives that promote the richness of the Hispanic culture and identify areas for improvement in the attraction, retention and engagement of Hispanic employees, assisting our quest to more effectively market our brands to the Hispanic consumer.



Newell Rubbermaid
Asian-American Professional
Advocates

MISSION: NAAPA's mission is to support an inclusive and diverse environment to recruit, develop and retain Asian-American employees in order to deliver best-in-class results and build Brands That Matter™.



Out and Proud for Equality
at Newell Rubbermaid

MISSION: To promote an open and accepting work environment for Newell Rubbermaid's lesbian, gay, bisexual and transgender employees and their allies through education, networking and workplace collaboration to better reach the LGBT community as potential customers, consumers and employees.



Women in Newell
Rubbermaid — Working,
Inspiring, Networking

MISSION: To engage employees in making Newell Rubbermaid an employer of choice and building Brands That Matter™ for women throughout the world.



Dedicated to Engaging
Young Professionals at
Newell Rubbermaid

MISSION: YNWL seeks to engage young professionals in their personal and professional development. Members are given opportunities to network within their organization, as well as promote the important role young professionals play in the community and at Newell Rubbermaid.

Grow /

Leveraging the talents of our people means we must offer opportunities to learn, grow and advance — to make a career a continual journey. We have recently reshaped our learning model to better align with our Growth Game Plan strategy. The new architecture includes more general management, leadership, mentoring and coaching, financial acumen, and project management courses, as well as more training opportunities specific to particular crafts and functions.

Developing our team for growth, the fourth pillar of our Growth Game Plan's five ways to win, is about creating a company where professional and personal growth is a key enabler to unlock accelerated performance in the marketplace. Our approach is based on a three-pronged strategy that combines 70 percent experience, 20 percent exposure and 10 percent education.

Employees gain experience through learning experiences such as stretch assignments, new tasks and serving on project teams. Exposure happens through employee relationships with each other, including coaching, mentoring and job shadowing, while education is development through formal training courses and reading. We offer a host of instructor-led courses in a formal classroom setting for all career levels, as well as more than 900 online training modules in multiple languages.

The My GPS career development tool helps employees navigate and shape their professional development in a way that aligns their personal objectives with company needs.

SAFETY

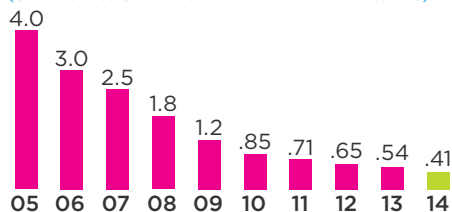
Newell Rubbermaid strongly believes in its obligation to create an environment where employees leave work in the same condition they arrived. Safety must be part of the product life cycle — from supply partners to employees to customers and consumers. Since 2008, we have seen a steady improvement in our safety performance. We finished 2014 with only 91 recordable injuries globally, resulting in an incident rate of 0.41. This is a 78 percent improvement over the last six years.

This improvement is attributable, in large part, to our Safety Excellence and Leadership (SEAL) process that was implemented nine years ago. SEAL is a safety system established after benchmarking other companies' practices and then constructing our own process. The result is a safety culture at Newell Rubbermaid that drives involvement through committees, a suggestion process, and rewards and celebrations. Processes such as job safety analysis, in which we review tasks before there is an injury, and training and education components provide us with the knowledge and skills to make safe decisions on the job.

We hold annual safety summits to share best practices, learn new skills, raise the bar and reward teams with the best safety records. In 2014, we recognized 13 locations with the CEO Safety Excellence Award for top safety performance.

Global Recordable Incident Rate

(Goal: Reduce Global Recordable Incident Rate to <1.0)

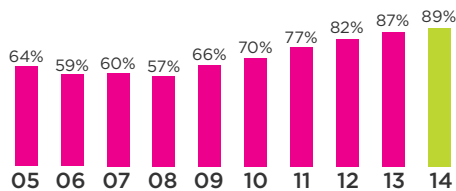


Global Recordable Incident Rate measures the total recordable incidents for every 100 employees working 200,000 hours per year. The base for recording follows the United States Occupational Safety and Health Administration (OSHA) total recordable incident reporting criteria.

10 Manufacturing Distribution Sites with 0 Recordable Injuries.

Global SEAL Score

(Goal: Improve the SEAL Score to >80%)



SEAL is an incident prevention road map that establishes a consistent set of safety expectations for all of our global locations. The assessment is a diagnostic tool. The SEAL score is the percentage of points achieved versus points possible on the assessment.

PLANET



/ GROW, SMARTER /
Acting sustainably for a healthier planet

Overview /

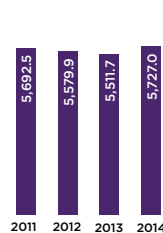
As a marketer of consumer and commercial products that touch the lives of millions of people around the world daily, Newell Rubbermaid is uniquely positioned to help create a more sustainable world. Our emphasis on responsible environmental stewardship enables consumers to fulfill their aspirations to live and work more sustainably. Our commitment to high levels of environmental performance in design, manufacturing,

marketing and distribution of our products conserves resources and reduces our environmental footprint. To take meaningful strides and exceed mere incremental environmental gains requires both product and process innovation. Today at Newell Rubbermaid we're designing products and optimizing business processes that minimize inputs and impacts on the environment.

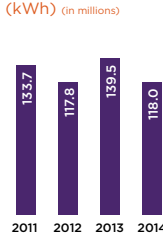
Electricity Usage
(kWh) (in millions)



Electricity Usage
(kWh/sales)



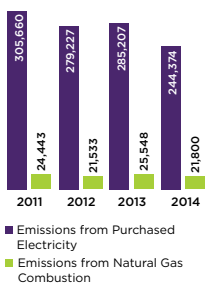
Natural Gas Usage
(kWh) (in millions)



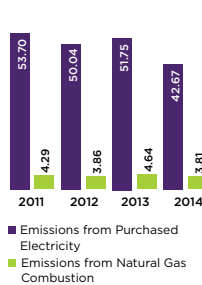
Natural Gas Usage
(kWh/sales)



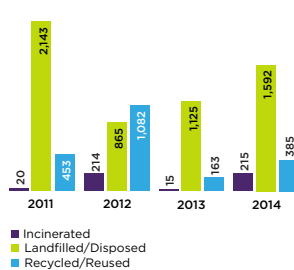
Greenhouse Gas Emissions
(tonnes CO₂)



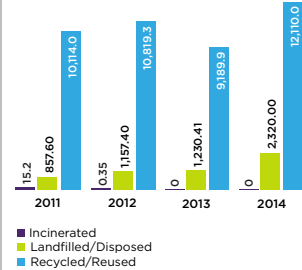
Greenhouse Gas Emissions
(tonnes CO₂/sales)



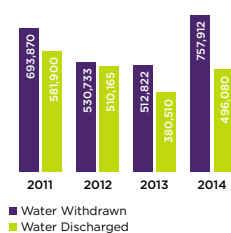
Hazardous Waste Discharge
(tonnes)



Non-Hazardous Waste Discharge
(tonnes)



Water Usage
(m³)



Our vision is to be an eco-efficient company where excellence in environmental stewardship and sustainable innovation builds Brands That Matter™ and creates value for our shareholders, consumers and customers.

Our Commitment to Environmental Responsibility

Our vision is to be an eco-efficient company where excellence in environmental stewardship and sustainable innovation builds Brands That Matter™ and creates value for our shareholders, consumers and customers. Through a collaborative and cross-functional focus on more sustainable products and operations, we are doing our part to help create a healthier world. We strive to be an eco-efficient company through:

MAINTAINING our commitments to meet or exceed all environmental requirements and standards applicable to our operations globally; reducing operational impacts on the environment; and incorporating environmental sustainability principles into how we conduct business, in accordance with our code of business conduct and ethics.

ARTICULATING our shared objectives, assigning clear roles and responsibilities, and appropriately resourcing our environmental sustainability initiatives. We track our performance and hold teams accountable for results.

STRIVING to integrate environmental sustainability across the entire organization, including in our business processes, product design and day-to-day decision-making. We use Life Cycle Analysis tools to quantify the environmental impact of our products throughout all the phases of their development, use and disposition at end of usable life.

ENGAGING a wide array of stakeholders to foster collaboration and develop mutually beneficial initiatives and solutions. These stakeholders include consumers, customers, suppliers, employees, shareholders and the communities in which we operate.

EMPOWERING our employees, through education and training, to apply environmental sustainability principles in their daily work. We encourage sharing of best practices and provide employees with resources for advancing our environmental sustainability agenda through activities, including annual summits and a sustainability-focused online curriculum.



Sustainable Design /

Sustainable Design is the systematic consideration of design performance with respect to the environment, health, safety and sustainability objectives over the full product and process life cycle. There are three key principles to keep in mind when designing for sustainability:

1. Focus on environment improvement early in the design process;
2. Include the entire product life cycle; and
3. Design criteria around the environment, without losing focus on key consumer needs.

At Newell Rubbermaid, our new product development process requires us to look across the entire value chain as we seek to design, manufacture and market durable products in a sustainable manner. Our disciplined Life Cycle Analysis framework calculates the environmental impact of input materials and of the manufacturing, packaging, distribution and use of a product, as well as its disposal at end of life. Because the choices made at each step of the product life cycle have an effect on the environment, sustainability considerations must be embedded in every stage of the product design process.

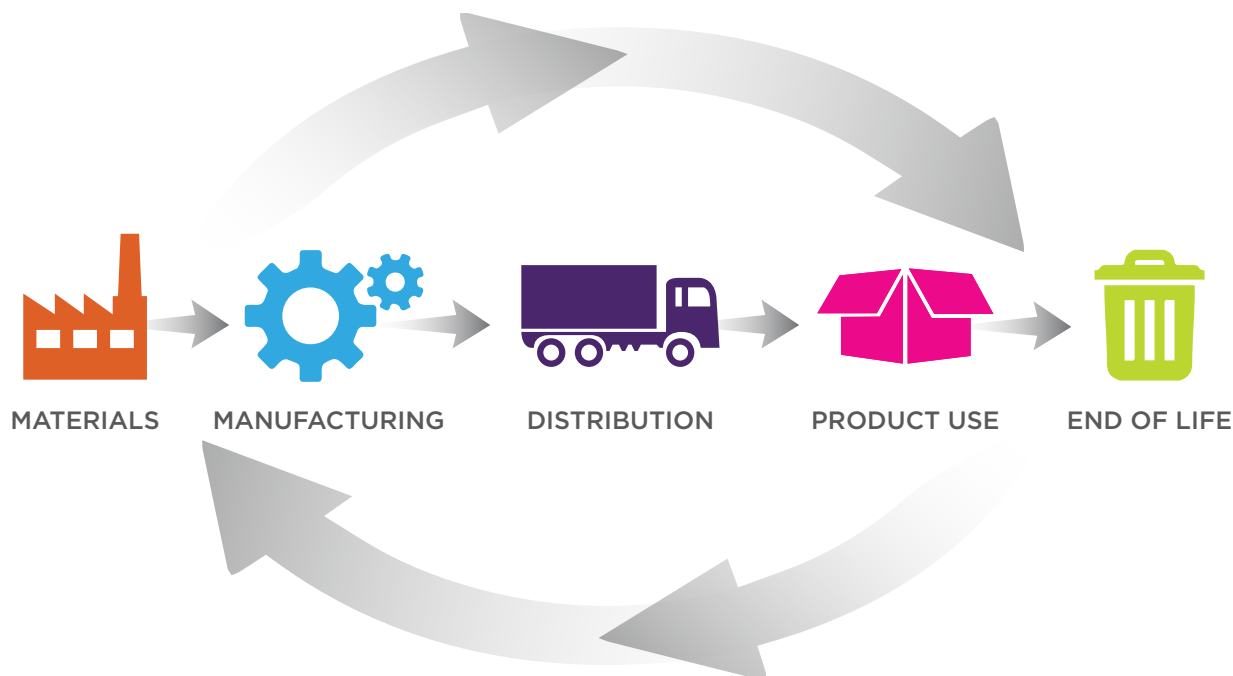
For example, plastic resin is one of the most commonly used materials in Newell Rubbermaid products. The company's Materials Development team has initiated a program to reduce the use of petroleum-based feedstock and find new alternatives such as bio-resins and bio-fillers, while expanding the use of recycled post-consumer resin (PCR) and post-industrial resin (PIR), as well. Currently, the company is at about 2.5 percent usage of recycled resins, with a goal to double that in the next year. This is both a cost-saving and eco-friendly initiative, with benefits to the company, the environment and our stakeholders from both.

Sustainable Packaging Initiatives

Newell Rubbermaid is creating a set of design guidelines, including global standards, to provide structured guidance for any new packaging design to fit within the company's growing sustainability vision. The guidelines will incorporate material health, requiring the use of only source-certified fiberboard and an increased recycled content in all packaging products. Another design guideline will include better educating consumers on the end of life for our products and packaging through proper labeling and disposal instructions. Through these practices, we can reduce the amount of waste sent to landfills on a yearly basis and encourage millions of consumers worldwide to follow by example.

Newell Rubbermaid strives to develop sustainability initiatives that exceed industry standards, and these packaging initiatives have the power to do just that. Over the next couple years, as our product packaging gets a much-needed facelift, be sure to pay closer attention to product labeling and proper product and packaging disposal, because together we can create and inspire change through packaging.

Sustainable Product Life Cycle



On-the-go with Contigo and bubba

The acquisitions of Contigo and bubba, leading designers and marketers of durable beverage containers, represent a step forward in our commitment to helping consumers live healthier and more sustainable lives. With an unwavering focus on design, innovation and product performance, Contigo and bubba offer a full range of on-the-go thermal and hydration beverage containers that provide a more affordable and sustainable alternative to the estimated 20 billion disposable water bottles, 25 billion paper cups and 25 billion Styrofoam cups thrown out every year in the U.S.

Sustainable Operations & Supply Chain /

We continue to make progress in our journey to achieve Newell Rubbermaid's vision of becoming an eco-efficient company. We are applying new and better tools to measure the success of our initiatives to reduce water and energy usage, lower emissions, increase recycling and reduce waste. Our initiatives seek to achieve both environmental improvements and business benefits through:

- Improved environmental compliance and environmental risk management;
- Pollution prevention and energy and water conservation, with corresponding cost savings; and
- Greater levels of engagement with both internal and external stakeholders, including customers, consumers, regulators and employees.

Our emphasis on sustainable operations can be found at numerous facilities across our global footprint. Initiatives to reduce waste, water and energy are making facilities more efficient and reducing impacts in the communities in which we live and work.



Energy Savings in Massachusetts

Production at the sprawling Lenox manufacturing plant in East Longmeadow, Massachusetts, requires electricity — lots of it. Employees there have identified a huge opportunity to reduce energy consumption, increase manufacturing efficiency and generate bottom-line results for the environment and for Newell Rubbermaid.

A recent optimization initiative replaced old finishing machines with new ones that are far more efficient. In fact, the local utility provider awarded Lenox a \$1.18 million rebate for making the switch from old machines for processing saw blades, which used compressed air, to newer ones that run on electric motors. An analysis showed it costs far more in energy and expense to produce compressed air that performs the same work as motor-driven machinery. The plant tested the first switch-out in 2010 to determine if there would be a significant reduction in energy consumption. There was, and the utility company provided Lenox a \$129,000 rebate for the first single new machine. East Longmeadow has received



more than \$3.5M over the past four years in energy rebates from the utility company.

High relative energy costs in the Northeast U.S. region mean that efficiency gains can produce significant operational cost reductions. The new machines now installed at the Lenox plant can run six blades with the same amount of energy that formerly required one blade. Today, seven machines can do the work of 16, using less energy and unleashing a savings of \$250,000 annually. Because of its immense size, the Lenox plant serves as a kind of test for energy-saving technologies that can be applied across our operations.



Waste Reduction in Virginia

In Winchester, Virginia, Newell Rubbermaid employees are enabling significant gains in environmental performance through an overhaul of their own waste management and recycling practices. As a result of these focused efforts, the Rubbermaid Commercial Products facility in Winchester now achieves a 60 percent recycling rate for all waste produced at the facility.

When personnel at the plant began the process, they had an incomplete understanding of all the waste streams at the plant. As work progressed, they expanded their knowledge and tackled waste and recycling issues one project at a time. The recycling program began with a simple step — recycling copier cartridges — and later grew by analyzing the recycling and reduction potential of the process and distribution.

An early success: investing in balers to recycle all cardboard waste produced through packaging. The recycling program steadily increased its impact by adding procedures to process wastes such as plastics, resins, metals, wood, pallets, oil and other materials. As the recycling initiative spread throughout the facility, purge pans were installed to collect purges from structural foam machines, and regrinding plastics helped to reduce the amount of overall scrap waste produced.

To fully embed a recycling culture throughout the facility, the employee educational training program was revamped to ensure that new hires incorporated recycling into their daily work activities. Facility employees are assessing the feasibility of an auto-tie horizontal baling system to increase the efficiency of baling cardboard, which in turn increases the recycling capacity of the plant. Through the efforts and collaboration of all the employees, the facility expects to continue to improve their recycling rates and reach a goal of at least 85 percent overall recycling.



ISO 14001 Certification in Thailand

In Thailand, our Liquid Paper manufacturing plant has heightened a sense of environmental stewardship among our personnel. Because of the chemicals associated with Liquid Paper manufacturing, employees have taken an aggressive approach in an effort to exceed regulatory environmental requirements. Programs are in place to expand workers' knowledge and involvement in environmental policies, and the facility is taking great strides to reduce its environmental footprint. A primary initial step was to obtain ISO 14001 voluntary certification, which provides a framework to systematically manage all aspects of the facility's environmental impacts.

With the ISO 14001 tools in place, plant employees analyzed past and current operations to establish future energy and waste targets based on historical performance. The facility established target goals to reduce electrical use by 15 percent against a 2013 baseline, as well as achieve a three percent decrease in annual water consumption.

Projects undertaken to reach these objectives include updates to equipment such as large chillers that significantly reduce the plant's energy usage. These and other machinery redesigns produced savings of approximately 1 million watts of energy for certain processes. Future plans call for these conservation measures to be supplemented by the installation of solar panels. Responsible waste management means proper handling of solvents used in the manufacturing process is especially important. New procedures now in place require that all used solvents and waste are sold to recyclers and waste management companies.

Employees celebrate Thailand's national Environmental Day each June by planting saplings in gardens on the grounds. It is yet another way to raise each worker's environmental awareness — knowledge they are encouraged to apply to make their personal lives more sustainable as well.



Supply Chain

We work with suppliers and partners who share our values and views around environmental stewardship and social responsibility. We have a formal policy in place to address

the issue of "conflict minerals" as defined in the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010. Similarly, we also have standards in place to comply with the California Transparency in Supply Chains Act of 2010. Read a full description.

PHILANTHROPY



/ GIVE, SERVE, GROW /
Joining together to serve our communities

Around the World /

Investing in our community is a key part of fulfilling our mission to help people thrive daily where they live, learn, work and play. Our investments range from the time and talent of our employees world-wide to product donations and cash that support various community projects. Our volunteerism efforts stem from 40 sites across the U.S., Africa, the Middle East, Asia and Europe.

Newell Rubbermaid employees' generosity in time and effort do not stop at company-sponsored events. Because they are committed to helping the company be an exemplary corporate citizen, they can be found supporting other community initiatives such as tutoring children, teaching adults work-related skills and reaching out during times of disaster.

Global Day of Service

Our annual Global Day of Service is one of Newell Rubbermaid's biggest volunteer events enabling employees to give back to the communities in which they work and live. In 2014, the company chose education as its platform, partnering with local organizations across the globe whose purpose is to

improve the educational experience for youth and young adults world-wide. Over 2,700 Newell Rubbermaid employees came together at 122 project sites in 25 countries. Projects included fixing up playgrounds, parks and classrooms at local schools; hosting book fairs; reading to young children; and donating Newell Rubbermaid writing products to schools in underserved areas around the world. Education is essential to enabling people to reach their full potential, and we are excited to play a supporting role with the Global Day of Service.

Ready, Set, GIVE!

As a part of Newell Rubbermaid's ongoing commitment to education in every corner of the world, the company launched a global employee giving campaign during the month of June — Ready, Set, GIVE! The program is a way for employees to show support by making cash donations or donating

\$500,000

**Value of 2014
Global Day
of Service
volunteer hours**



time and skills by volunteering with local charitable organizations that support education-focused projects. To maximize giving, Newell Rubbermaid offers a 1:1 company match on donations, with an opportunity for additional matching funds for those who volunteer 15 hours or more to a qualified charitable organization. The Ready, Set, GIVE! Campaign helps bring together employees around the world to make a positive impact in communities where the company has operations.

A Focus On Education Globally

Supporting communities is an inherent part of fulfilling our commitment to help consumers get the most out of life every day where they live, learn, work and play. Newell Rubbermaid invests in initiatives that reflect what we value as a business — an entrepreneurial spirit, passion, interdependence, innovation and a sense of what truly matters in our work and in our communities.

Newell Rubbermaid believes education is critical to enhancing communities. When youth and young adults have access to the tools to succeed in school and in life, we believe it leads to individual and community success.

Education is Key

Education reduces poverty and boosts jobs and growth, collectively improving individual and community success worldwide. If every student left school with basic reading skills, together we could cut poverty worldwide by 12 percent, helping more than 171 million people get more out of life.*

Education is one of the most powerful ways of improving people's health. It saves millions of mothers and children's lives, helps prevent and contain disease and is an essential element of efforts to reduce malnutrition.*

And in the communities where we live and operate, education helps promote civic engagement to build society. It is the key to empowerment, helping individuals and communities grow together.*

Local Highlight: "Teacher Toolboxes" Donation to Atlanta Public Schools

Newell Rubbermaid reinforced its commitment to education by giving teachers and students across Atlanta, Georgia, access to vital school supplies from its well-known Sharpie®, Paper Mate®, Expo®, Mr. Sketch® and Rubbermaid® brands. In partnership with Kids In Need Foundation, the "Teacher Toolboxes" were distributed in 106 schools that serve 50,000 students across Atlanta Public Schools.

Highlighted by an event held at Boyd Elementary School in Atlanta, Georgia, Newell Rubbermaid donated "Teacher Toolboxes" valued at a total of approximately \$800,000 to Atlanta Public Schools, as well as an additional approximately \$30,000 of in-kind product to the Kids In Need Foundation, a 501(c)(3) charitable organization whose mission is to ensure that every child is prepared to learn and succeed by providing free school supplies nationally to students most in need.

*Source: UNESCO Education For All Global Monitoring Report 2013/1





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