



# 2018 Global Responsibility Report



**H.B. Fuller**

Connecting what matters.™

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## The Strategic Value of Corporate Social Responsibility

2018 was a year of transformative growth for H.B. Fuller. We expanded our company's footprint globally through recent acquisitions, including Adecol and Royal Adhesives & Sealants, and continued to invest in our abilities to help customers connect what matters. The growth of our business also has brought an expanded ability to give back through our corporate social responsibility efforts.

We know that our company is best positioned for long-term success when all of our stakeholders – customers, employees, shareholders and communities – also are thriving. We believe that H.B. Fuller can and should play a role in creating positive change.

We recognize that to truly drive change, we must collaborate with others beyond our own operations. H.B. Fuller partners with customers, for example, to deliver solutions to the challenges they face, including the design and production of stronger, safer, greener consumer and durable goods. We understand the changing nature of the workforce around the world is driving changes in how companies can attract and retain the best talent, and we are focused on making H.B. Fuller a great place to work. And, we believe that the business case for investing in strong

corporate social responsibility practices is clear, so we are more committed than ever before to operating responsibly and sustainably – and helping our external partners reach their goals.

Our commitment to corporate social responsibility begins inside our company. We continually strive to minimize the environmental impact of our operations, while holding safety as a top priority and providing a dynamic and supportive workplace for our employees. As our company continues to grow and change, we see opportunities to build upon our long history of strong corporate citizenship and continually improve our efforts in these areas.

**Jim Owens**  
President and Chief Executive Officer

# SUSTAINABLE DEVELOPMENT GOALS

H.B. Fuller supports the United Nations' Agenda for Sustainable Development. In 2015, all United Nations member states adopted the Sustainable Development Goals (SDGs), which lay out a blueprint for addressing sustainability challenges and reaching a peaceful and prosperous future.

Our corporate social responsibility activities can be mapped onto the SDGs. Our current work aligns with ten of the goals, identified below.

<p><b>3</b> GOOD HEALTH AND WELL-BEING</p> 	<p>Ensure healthy lives and promote well-being for all at all ages</p>	<p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p> 	<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 	<p>Ensure sustainable consumption and production patterns</p>
<p><b>4</b> QUALITY EDUCATION</p> 	<p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<p><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> 	<p>Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation</p>	<p><b>13</b> CLIMATE ACTION</p> 	<p>Take urgent action to combat climate change and its impacts</p>
<p><b>6</b> CLEAN WATER AND SANITATION</p> 	<p>Ensure availability and sustainable management of water and sanitation for all</p>	<p><b>11</b> SUSTAINABLE CITIES AND COMMUNITIES</p> 	<p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>	<p><b>17</b> PARTNERSHIPS FOR THE GOALS</p> 	<p>Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>
<p><b>7</b> AFFORDABLE AND CLEAN ENERGY</p> 	<p>Ensure access to affordable, reliable, sustainable and modern energy for all</p>	<p>More information available at <a href="http://www.hbfuller.com/GlobalResponsibilityReport">www.hbfuller.com/GlobalResponsibilityReport</a></p>			

# SUSTAINABILITY



## Reduce Our Carbon Footprint

H.B. Fuller actively manages the environmental impact of our operations, people, and products. We optimize our processes to drive efficiencies and reduce resource usage. We engage our employees to be knowledgeable about and responsible for reaching our sustainability targets.

**At H.B. Fuller, sustainability is a priority, and we know that we each have a shared responsibility to protect our planet.**

Internally, we are focused on minimizing the impact of our operations. We monitor our environmental footprint and continually innovate for improved sustainability in our products and manufacturing practices. We also collaborate with customers to create adhesive solutions that allow them to meet their sustainability goals. Our products help customers save energy, reduce waste, and enable recycling and reuse.

Sustainable business practices are not only good for our environment. They also help our company grow responsibly, positioning H.B. Fuller for long-term success.

# SUSTAINABILITY

## Global Sustainability Goals and Progress

We focus on four key sustainability metrics: energy intensity, greenhouse gas emissions intensity, waste intensity, and water withdrawal intensity. Our sustainability metrics are intensity-based to show performance independent of business change. We normalize these metrics by metric tons of production to accommodate for changes in output.

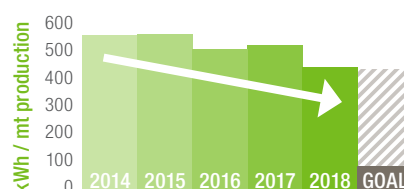


### GOAL 1 PROGRESS

#### Reduce energy intensity by 20% between 2014-2025

Energy intensity illustrates the amount of energy used per metric ton of production. Total energy is the sum of energy from electricity and natural gas use.

#### Energy Intensity

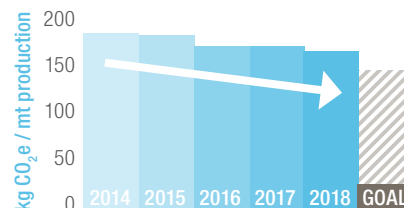


### GOAL 2 PROGRESS

#### Reduce scope 1 and 2\* greenhouse gas (GHG) emissions intensity by 20% between 2014-2025

GHG emissions intensity is the amount of GHG emissions per metric ton of production. GHG emissions are measured in carbon dioxide equivalent (CO<sub>2</sub>e), which expresses the effect of GHGs on the atmosphere in terms of carbon dioxide (CO<sub>2</sub>). Our primary sources of emissions are electricity and stationary combustion (e.g., natural gas-fired boilers). Other emission sources include mobile sources (e.g., vehicle fuels), refrigerants and thermal oxidizer combustion.

#### GHG Emissions Intensity



\*Scope 1: Direct emissions within H.B. Fuller's operational boundary. Stationary combustion (e.g., natural gas-fired boilers, generators); mobile sources (e.g., fleet vehicles, fork lifts); refrigerants; process sources (e.g., thermal oxidizer combustion).

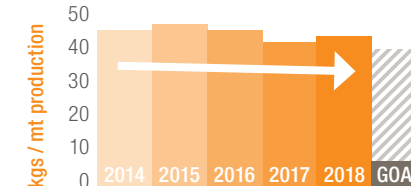
Scope 2: Indirect emissions within H.B. Fuller's operational boundary. Purchased utilities (e.g., electricity, steam, chilled water).

### GOAL 3 PROGRESS

#### Reduce waste intensity by 10% between 2014-2025

Waste intensity illustrates the amount of waste disposed per metric ton of production. Waste includes solid waste and hazardous/dangerous waste.

#### Waste Intensity

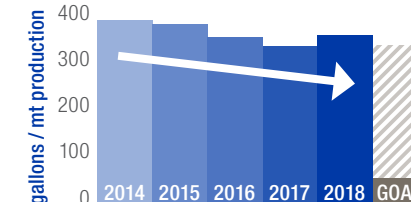


### GOAL 4 PROGRESS

#### Reduce water withdrawal intensity by 10% between 2014-2025

Water withdrawal intensity illustrates the amount of water withdrawn per metric ton of production. This metric includes water withdrawals from municipal sources.

#### Water Withdrawal Intensity



Since establishing our sustainability goals, H.B. Fuller has made acquisitions, as well as data collection and methodological changes, that have affected our reported energy, GHG, waste and water performance. In the context of our sustainability data management, these changes are considered significant as they impact each of our reported 2014 base year energy, GHG, waste and water metrics by more than two percent. For consistent tracking of these sustainability metrics over time, we have recalculated both our 2014 base year and subsequent reporting years for all sustainability metrics to include these changes. These revisions are common among companies with similar changes, are aligned with our internal Inventory Management Plan (which relies on the GHG Protocol Corporate Accounting and Reporting Standard) and allow us to accurately characterize performance against our goals between 2014 and our 2025 target year.

# SUSTAINABILITY

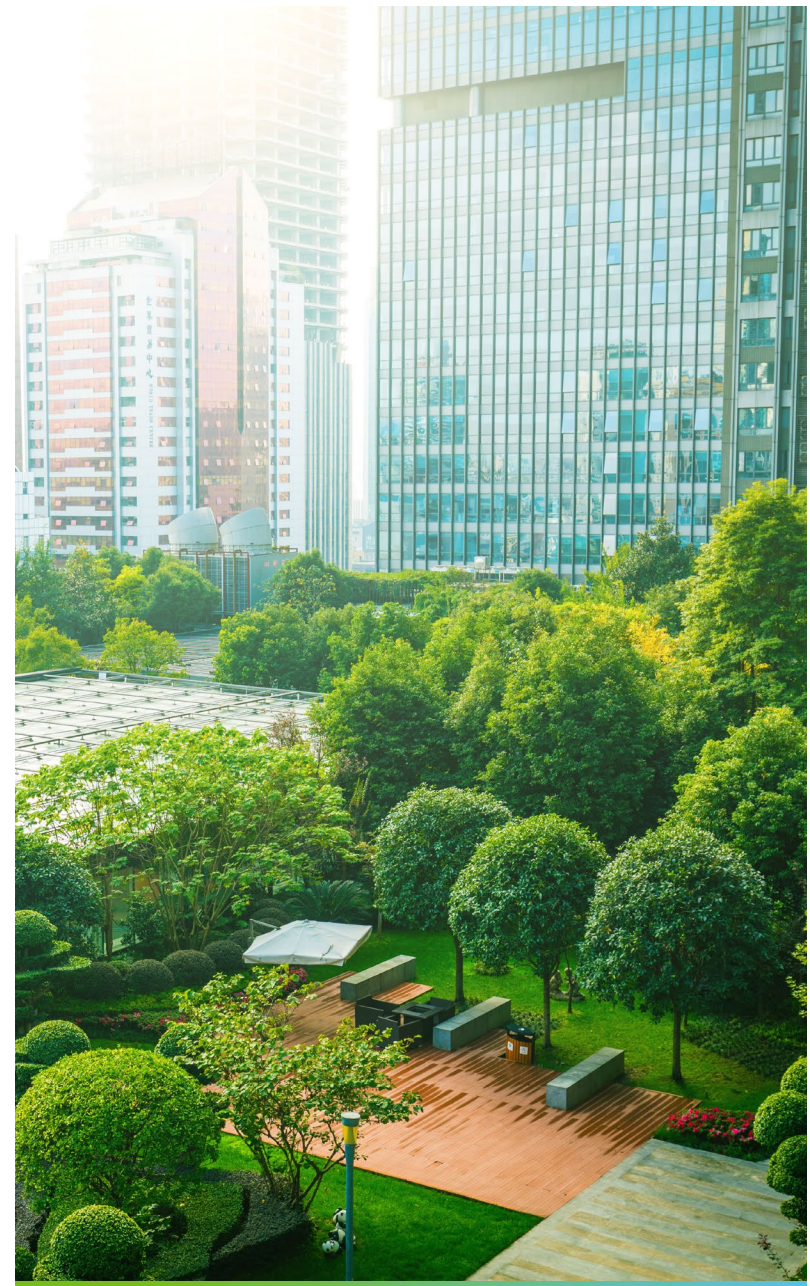
North America	2014	2015	2016	2017	2018	Goal	Progress since 2014
Energy Intensity	564	582	522	540	509	430	↓
GHG Intensity	200	202	190	190	185	151	↓
Waste Intensity	58	61	59	58	61	40	↑
Water Withdrawal Intensity	306	287	287	301	323	344	↑

EIMEA (Europe, India, Middle East and Africa)	2014	2015	2016	2017	2018	Goal	Progress since 2014
Energy Intensity	490	475	467	472	458	430	↓
GHG Intensity	153	151	146	148	144	151	↓
Waste Intensity	20	23	20	18	17	40	↓
Water Withdrawal Intensity	318	346	279	237	219	344	↓

Latin America	2014	2015	2016	2017	2018	Goal	Progress since 2014
Energy Intensity	597	506	464	481	553	430	↓
GHG Intensity	171	153	134	154	144	151	↓
Waste Intensity	30	73	44	29	42	40	↑
Water Withdrawal Intensity	624	462	446	383	488	344	↓

Asia Pacific	2014	2015	2016	2017	2018	Goal	Progress since 2014
Energy Intensity	415	408	393	382	386	430	↓
GHG Intensity	222	216	202	195	197	151	↓
Waste Intensity	13	12	15	14	14	40	↑
Water Withdrawal Intensity	449	417	363	300	275	344	↓

Units of measure for the metrics on this page are as follows: energy intensity in kWh per metric ton of production, GHG intensity in kg CO<sub>2</sub>e per metric ton of production, waste intensity in kg per metric ton of production and water withdrawal intensity in gallons per metric ton of production.



# SUSTAINABILITY

## Measuring and Improving our Environmental Impact

We are committed to driving measurable improvements in our footprint. To ensure that we are on the right path, we follow industry best practices and continually measure our impact. ISO (International Organization for Standardization) standards help us meet our goals.

In 2018, several H.B. Fuller facilities were recertified to ISO standards around environmental impact. ISO 14001 outlines criteria for environmental management systems and helps organizations monitor their environmental footprint. ISO 50001 provides an energy management framework to guide organizations as they more efficiently use energy, leading to cost savings and resource conservation.

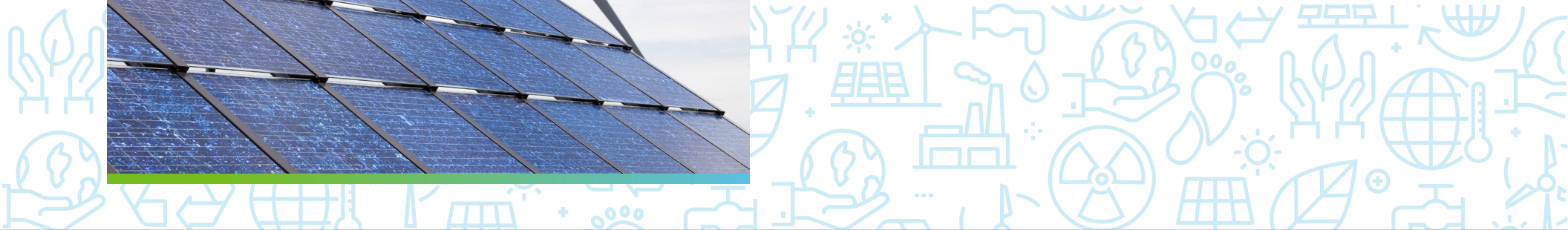
The H.B. Fuller facility in Mindelo, Portugal, successfully completed the transition to ISO 14001:2015, after previously being certified under ISO 14001:2004. This standard recognizes

that a holistic approach to environmental management helps organizations contribute to sustainable development, protect the environment, and realize financial and operational benefits. We are proud that our Mindelo site has been certified to this standard for the second time, and we intend to pursue certification at additional sites in 2019.

Our facilities in Lüneburg and Nienburg, Germany, were each recertified to ISO 50001:2011. The energy performance approach outlined in this standard relies on a systematic and data-driven process, which supports H.B. Fuller's work to meet our energy intensity reduction target.

Andreas Rost, a project engineer supporting energy management in Lüneburg explained, "To comply with ISO 50001, we monitor our energy consumption, create action plans to achieve further reductions, and ensure that all employees understand the importance of saving energy." The teams in Lüneburg and Nienburg have plans in place to continue reducing energy intensity in coming years, including improving cooling water systems, upgrading to LED lights, and installing additional condensate pump stations to reduce natural gas consumption.

We know that "what gets measured gets managed." Our work to comply with ISO environmental impact standards guides our progress and supports our continual efforts to improve our impact.







## Saving Resources through Energy Efficiencies

Even simple changes can drive significant improvements when it comes to the environmental impact of manufacturing operations. Continually reviewing our production processes and identifying opportunities to increase efficiencies have allowed us to save resource usage around the world.

In 2018, our facility in Cairo, Egypt, implemented a project to improve the steam system used mainly for heating. This project consisted of replacing and upgrading steam traps. Steam traps filter out condensed steam and non-condensable gases without letting steam escape, ensuring that steam is not wasted and the steam system runs efficiently. As a result of this project, our Cairo facility has reduced natural gas consumption by 42 percent, reduced water consumption by 41 percent, and saved 30 percent on overall site energy intensity.

Our Lüneburg, Germany, facility also upgraded 140 steam traps and 40 steam valves across their site in 2018. These changes have reduced overall site energy intensity by 23 percent.

These site-level improvements contribute to H.B. Fuller's key sustainability goals of reducing water withdrawal and energy intensity. Not only do projects like this improve our environmental footprint, they also reduce expenses. Together, these projects are estimated to save nearly €200,000 in energy and water costs annually. H.B. Fuller is dedicated to finding ways to increase efficiency across our operations. When we do, we save resources at the same time as improving our sustainability performance.



## Employee-Driven Sustainability in Portugal

H.B. Fuller employees are passionate about sustainability, and they are willing to get their hands dirty to make a difference. Our Mindelo, Portugal, site has participated in several initiatives to protect and restore their local environment.

Following a series of disastrous wildfires in Portugal, Mindelo-based employees connected with Quercus, a national conservation organization. In partnership with the national postal service, Quercus organized a reforestation initiative to restore native trees and habitats. The Mindelo team funded the cost of planting one tree for each local H.B. Fuller employee. To encourage individual engagement, employees are able to track the

progress of the tree sponsored in their name. Since the beginning of the initiative, over 80,000 trees have been planted in Portugal – and over 200 trees have been sponsored by H.B. Fuller employees.

Our employees took their commitment to the environment to the next level in 2018. As part of the annual Make a Difference volunteer campaign, the Mindelo team volunteered to clean up nearby beaches in partnership with Quercus. Employees came together to make a tangible difference in the local environment.



# SUSTAINABILITY



## Help Customers Achieve Sustainability Goals

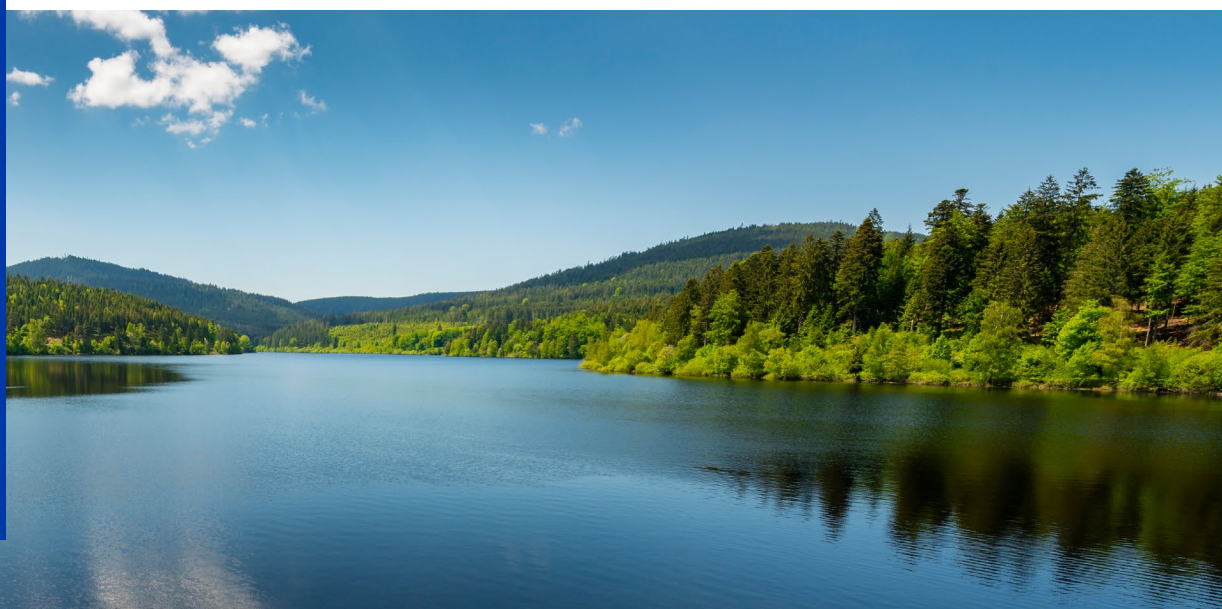
Though our adhesives are a small part of the products they hold together, they play a significant role in downstream sustainability. Partnering closely with our customers, we help to enable their sustainability efforts in a variety of ways, including low-VOC (volatile organic compounds) adhesive solutions and products that significantly lessen the weight of finished goods, enable fit-for-purpose packaging to eliminate “shipping air,” and much more.

## Sustainability Transparency

H.B. Fuller’s adhesives play a small but vital role in our customers’ products. As our customers increasingly focus on their own environmental impacts, we are dedicated to helping them reach their goals. Disclosures and customer questionnaires help increase transparency and collaboration across the supply chain.

CDP is a nonprofit that provides a global disclosure system, enabling organizations to measure and monitor their environmental impact. H.B. Fuller has responded to CDP’s supply chain questionnaire since 2013, addressing our water and climate change management programs. In 2018, we received a Management level score on climate change, and an Awareness level score on water.

EcoVadis, a corporate social responsibility rating and assessment program, helps customers evaluate the CSR performance of suppliers. H.B. Fuller has completed the EcoVadis assessment since 2015. In 2018, we received a Silver rating.





## Making Sustainable Alternatives a Reality

Single-use plastic products have become a major focus of environmental conservation efforts as concerns have grown about the accumulation of plastic waste around the world. In 2018, plastic straws drew attention as a contributor to unsustainable levels of waste. Companies like Starbucks and McDonald's, pledged to phase out usage, and local, regional and national governments around the world banned plastic straws.

However, even as customers work to reduce reliance on single-use plastics, there is still a demand for straws. Paper straws quickly emerged as an alternative. Sustainable product options are expected to meet the same performance requirements as traditional products. To be a competitive alternative, paper straws need to be strong, food-safe, water-resistant, hygienic, and biodegradable. At the same time, to enable wide-scale adoption, they must also be competitively priced.

H.B. Fuller's adhesives can make sustainable alternatives – like paper straws – a reality, today. Our expertise means that our employees can collaborate with customers to choose the right adhesive to efficiently manufacture paper straws.

Straws are just one example of everyday products being reexamined and replaced by more sustainable alternatives. As consumers increasingly demand more environmentally responsible products, new adhesives can help manufacturers minimize resource use and enable downstream recycling or reuse. H.B. Fuller adhesives have helped produce more energy-efficient windows, offer lightweighting solutions for motor vehicles, and reduce the amount of material used in electronics. We are proud to play a role in bringing sustainable alternatives to market.



## Advancing the Circular Economy

Single-use plastics are a cheap and efficient option for many packaging needs. H.B. Fuller works with customers around the world to create flexible packaging solutions for a wide range of products, including packaged foods.

However, as the overall volume of single-use plastics produced has increased, communities around the world have become concerned about the growing impact of plastic waste. A circular economy approach has emerged as a promising strategy to reduce the environmental impact of consumer products, including single-use plastics. A circular economy is designed to create "loops" of resources that are reused, repurposed, and recycled.

We are dedicated to both managing our own environmental impact and helping our customers achieve their sustainability goals. H.B. Fuller is a proud member of CEFLEX – a collaborative consortium of European companies along the flexible packaging value chain with the goal of creating a circular economy and sustainability roadmap for flexible packaging. Along with more than 100 other member companies, H.B. Fuller is supporting CEFLEX's work to develop markets for post-consumer materials, build collection and sorting systems, and promote flexible packaging design for improved recyclability.



We believe that collaborative and innovative efforts like CEFLEX's work will help develop responsible patterns of consumption that will enable customers to continue producing high-quality products and, at the same time, will minimize resource waste and mitigate the environmental impact of single-use plastics.



# SUSTAINABILITY



## Adhesive Solutions to Save Resources

Though adhesives make up only a small fraction of the products in which they are used, they can be a part of innovative solutions to drive sustainability progress. This year, H.B. Fuller has helped customers leverage our hot melt adhesives to save resources.

H.B. Fuller offers several low-application-temperature adhesives that drive sustainability and safety for customers while also providing superior performance. These adhesives are applied at a temperature between 110°C and 135°C, as opposed to a temperature of 160°C to 175°C for standard hot melt adhesives. A lower application temperature means that customers can use less energy to heat their lines and tanks. In addition to saving customers money, this also reduces the total amount of carbon emissions produced. Depending on

production rate, customers can reduce energy consumption by 10 percent to 25 percent, and can reduce CO<sub>2</sub> emissions by up to 7 tons annually. Further, lower temperatures create a safer working environment for our customers' employees.

**This solution allows customers to reduce the number of cardboard sheets used per pallet to just one, down from three, or to reduce the layers of shrink wrap used per pallet to only three, instead of nine.**

Hot melt adhesives can help customers reduce packaging material and, in turn, reduce the environmental impact of their products. Currently, when customers assemble multi-packs of plastic bottles into pallets, cardboard sheets are placed

between layers to avoid damaging products. The pallets are then shrink wrapped. Strategic application of H.B. Fuller's products can reduce the amount of packaging materials required. A drop of adhesive is placed on the shrink wrapped caps of the bottled product, increasing stability of the pallet. This solution allows customers to reduce the number of cardboard sheets used per pallet to just one, down from three, or to reduce the layers of shrink wrap used per pallet to only three, instead of nine.

Our innovative employees continue to dream up ways to make sustainability an easy choice for customers. Our adhesive experts are able to find a range of solutions that meet performance needs while also reducing resources and energy used across the supply chain.

# COMMUNITY INVOLVEMENT



At H.B. Fuller, our communities have long been valued as one of our most important stakeholder groups. We recognize that thriving communities not only benefit our neighbors, they also position our company to succeed. H.B. Fuller is dedicated to strengthening the communities where we do business. To achieve this goal, we focus on key strategies of investing in STEM (science, technology, engineering, and math) education and youth leadership; supporting employee volunteerism; and connecting employees with causes they value.

During 2018, we continued to build upon our major corporate social responsibility initiatives, while also introducing our community involvement programming to include recently acquired companies, including Adecol

and Royal Adhesives & Sealants. This year, more H.B. Fuller employees volunteered than ever before, and our signature Make a Difference volunteer campaign reached a total of over 50,000 hours of service contributed over the past decade. The H.B. Fuller Company Foundation offered grants in five new communities, expanding our philanthropic footprint.

Though we are focused on creating positive change in the specific geographies where our employees live and work, we also take a global view of H.B. Fuller's corporate citizenship responsibilities. Today's challenges are too complex for any one organization to address alone – collaboration is essential. To this end, H.B. Fuller reports on our progress toward advancing the United Nations Sustainable Development Goals. We also are dedicated to building strong partnerships with nonprofit organizations, academic institutions, and other corporations who share our vision of success for our communities.

As a company, we are committed to being a responsible corporate citizen and building strong communities. The work we do today alongside our partners will help build a sustainable, thriving future for our business, our employees, and our neighbors.

**Kimberlee Sinclair**  
 Director, Global Communications  
 Executive Director, H.B. Fuller Company Foundation

## 2018 Community Impact



<b>FUNDING AREAS</b>	STEM Education	\$236,400
	Youth Leadership Development	\$64,140
	Arts & Culture	\$16,816
	Education	\$405,135
	Environment	\$378,359
	Health & Human Services	\$300,080
	<b>TOTAL AMOUNT GIVEN</b>	<b>\$1.4M</b>

## GLOBAL REACH

- Argentina
- Australia
- Brazil
- Canada
- Chile
- China
- Colombia
- Costa Rica
- France
- Germany
- Greece
- India
- Indonesia
- Mexico
- Philippines
- Portugal
- Switzerland
- United States

# COMMUNITY INVOLVEMENT



## Invest in STEM Education and Youth Leadership

Our philanthropic vision is to help young people grow into productive, successful adults. The H.B. Fuller Company Foundation and our corporate giving is focused on STEM – science, technology, engineering, and math – education and youth leadership development. We are proud to support initiatives around the world that prepare the next generation of leaders and innovators.

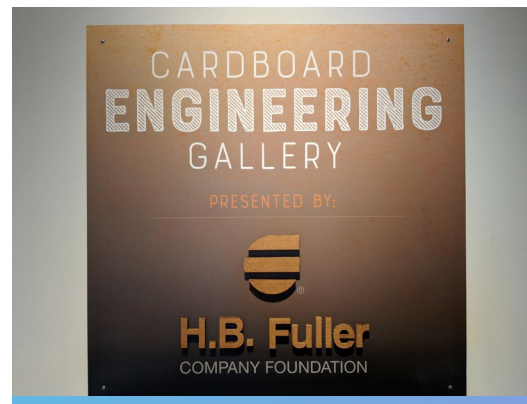
## A Creative Approach to STEM

H.B. Fuller recognizes the importance of innovation and the power of science to shape our world. We also know how critical it is to support the next generation of scientists and engineers. In 2018, the H.B. Fuller Company Foundation was a proud sponsor of the Cardboard Engineering Gallery at the Science Museum of Minnesota, as part of their Year of the Engineer. Throughout 2018, the Science Museum highlighted the important role that engineers play in all of our lives.

The Cardboard Engineering Gallery inspired students to consider a STEM (science, technology, engineering, and math) career. Over 3,500 square feet were devoted to exploring creativity and innovation through cardboard engineering. Visitors had access to hundreds of cardboard boxes and tools, and were encouraged to build and design anything they could imagine. The gallery allowed visitors of all ages to engage with STEM concepts in the most

hands-on way possible. Cardboard engineering proved to be a hit with museum visitors, and sparked interest in STEM in an unconventional way.

In addition to sponsoring the Cardboard Engineering Gallery, H.B. Fuller also sent several teams of employees to volunteer in the exhibit, sharing their engineering expertise with visitors. As a company, we depend on creativity and innovation to develop solutions for our customers – so we know that investing in high-quality STEM programming like that offered at the Science Museum of Minnesota is not only an important way to give back to our local community, it's also a critical investment in supporting the next generation of H.B. Fuller scientists and engineers.



# COMMUNITY INVOLVEMENT

## Grantmaking for Local Impact

The H.B. Fuller Company Foundation provides grant funding to nonprofit organizations and schools in the communities where our employees live and work. Building strong partnerships with funded nonprofits and schools is an effective way for the H.B. Fuller Company Foundation to advance its mission of investing in STEM (science, technology, engineering, and math) education and youth leadership development while also supporting local community resources. Our grantmaking approach is employee directed. Committees of employee volunteers bring our commitment to philanthropy to life by learning about our grantees and working with their programs to determine how support from H.B. Fuller can make a difference.

To support STEM education, we funded a range of projects, including the Brains On science podcast for kids, zoo-based STEM programming, robotics competitions, and even hands-on aquaponics programs. Across the United States, we have funded summer STEM camps hosted by the National Inventors Hall of Fame. These camps engage students in hands-on STEM activities and reduce the impact of summer learning loss.

The youth leadership development work the H.B. Fuller Company Foundation funded in 2018 ranges from service learning and outdoor experiential education, to skills-based apprenticeship programs. In North Sulawesi, Indonesia, we have partnered with Compassion First to fund education, counseling, and wrap-around care for survivors of child sex trafficking – helping survivors become self-sustaining and independent.

Since 1986, the H.B. Fuller Company Foundation has been dedicated to working with outstanding nonprofits and schools around the world that share our vision of supporting the next generation, and we were proud to continue this work in 2018.



# COMMUNITY INVOLVEMENT

## Support Employee Volunteerism

H.B. Fuller employees bring our company commitment to giving life with their dedication to service. Around the world, our employees contribute their time and talents to support their communities.



## A Decade of Making a Difference

H.B. Fuller employees bring to life our company commitment to giving back through our annual Make a Difference volunteer campaign. During October, employees at H.B. Fuller locations around the world plan volunteer projects to respond to pressing issues in their communities. 2018 was the 10th year of the campaign, and involved more employees than ever before.

Over 1,200 employees in 15 countries donated more than 4,900 hours of service to their communities, positively impacting approximately 4,100 community members. Employees selected projects that connected with causes they are passionate about and addressed local community needs. This year's 44 projects included renovations and landscaping at local nonprofits, food drives, establishing community gardens,

environmental restoration efforts, enrichment activities for children in need, and donations of school supplies, among many others.

This was the first year of participation in the campaign for employees at our recently acquired business, Adecol in Guarulhos, Brazil. Employees enthusiastically embraced the Make a Difference campaign and organized a debut project so successful that it was chosen as the year's outstanding project in a vote by employees around the world. Over 100 employees worked with two local nonprofits to bring together children and seniors for a day of cross-generational enrichment activities. In the week leading up to the event, employees also volunteered at both nonprofits, completing needed renovations, and collecting

donations of books and supplies. As the year's outstanding project, the nonprofits the Adecol team worked with received donations from H.B. Fuller.

Over the past decade of the Make a Difference campaign, H.B. Fuller employees have donated over 52,000 volunteer hours through 430 projects. We are proud to have established this annual tradition of giving back and look forward to seeing how we can help our communities in the next decade.





# COMMUNITY INVOLVEMENT

## The Next Generation of Corporate Social Responsibility

Corporate social responsibility (CSR) programs have increasingly become an expectation from both consumers and employees. The next generation of the workforce expects that their employers will be responsible corporate citizens, and they take a company's CSR reputation into consideration when deciding where to work.

Each year, H.B. Fuller welcomes college interns to our global headquarters in Minnesota, and we encourage them to engage with our corporate social responsibility programs as they explore what a future with our company could look like. In 2018, we invited our interns to participate in a collaborative volunteer event organized by the Corporate Volunteerism Council – Twin Cities, of which H.B. Fuller is a member company. Nearly 450 interns from ten local companies came together at Target Field to volunteer with MATTER, a local nonprofit making a global impact. Volunteers worked on several projects

that will help ensure access to healthy foods for individuals and families in need across the country. Together, the interns packed 7,000 healthy meals while networking with peers – building connections and strengthening Minnesota's future workforce.

Following the event, intern Katie Zoborowski shared: "Getting the opportunity to participate in this project definitely increased my interest in H.B. Fuller as an employer. The fact that volunteer events are embedded in the internship program really emphasizes H.B. Fuller's dedication to giving back. Although the interns are only here for a short time, it is so special to learn about the company's strong corporate responsibility program!" Through volunteer events like this and other corporate social responsibility programs, H.B. Fuller is able to support our communities as well as engage the next generation of employees.



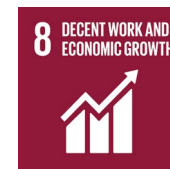
## Crew 52 Supports the Bold North

In February 2018, Super Bowl LII was played in Minnesota. As a Minnesota Super Bowl Host Committee sponsor, H.B. Fuller was part of a group of companies providing financial support, involvement, and leadership to positively impact our headquarters community both during the Super Bowl and long after the game was over.

One element of H.B. Fuller's involvement was through employee participation in Crew 52 – 10,000 local volunteers who brought Super Bowl LII to life. More than 80 H.B. Fuller employees volunteered to participate. Our volunteers served in roles ranging from greeters for guests arriving at the airport, to guides stationed throughout Minneapolis, to staffing attractions during the ten day Super Bowl Live pre-game festival.

Suzanne Law, Global Communications Manager, Engineering Adhesives, served as a volunteer captain and helped lead other H.B. Fuller volunteers. She shared, "H.B. Fuller employees brought their best to Super Bowl LII. We represented our company and community to visitors from around the world, and had a lot of fun together. The opportunity to volunteer alongside colleagues I don't normally work with, and to network with other professionals from our community was a very rewarding experience."

Together, H.B. Fuller volunteers contributed over 2,100 hours of service helping promote our local community and make Super Bowl LII a success.



# COMMUNITY INVOLVEMENT



## Connect Employees with Causes they Value

H.B. Fuller is proud to support the issues and organizations that employees care about. Company corporate social responsibility programs help employees find ways to give back in the areas that are most important to them.



## Leveraging Employee Expertise through Skilled Volunteerism

H.B. Fuller employees are passionate about supporting their communities, and we want to facilitate highly impactful connections with local nonprofits. Serving on a nonprofit board gives employees an opportunity to use the skills they have built in their professional lives to support organizations and causes they are passionate about. Several H.B. Fuller leaders serve on the boards of nonprofits in our headquarters community in Minnesota.

Tim Keenan, Vice President, General Counsel and Corporate Secretary, has served on the board of directors of Regions Hospital Foundation for six years. Tim is inspired by Regions Hospital's focus on providing excellent specialty care, as well as serving as one of the largest providers of charity care for those in need in Minnesota. Regions takes on critical and often underserved health needs in the community – including mental health and the opioid epidemic.

Regions Hospital Foundation has benefited from Tim's professional experience in corporate governance and strategic planning. Tim has enjoyed being able to find commonalities between corporate and nonprofit approaches to addressing complex issues and developing action plans. Through his service, Tim has also benefited, both professionally and personally. The lessons he has learned from taking on a leadership role on the board of directors have transferred to his role at H.B. Fuller.

Jeff Smith, Director, Americas Research and Development, serves on the Industrial Advisory Board of the Center for

Sustainable Polymers at the University of Minnesota. CSP works to transform how plastics are made and unmade – ultimately aiming to develop new chemistries, polymers, processes, and technologies that embrace sustainability. Jeff brings a background in sustainable polymers, as well as a wealth of knowledge about the chemical industry to the CSP board. Jeff is also passionate about STEM (science, technology, engineering, and math) education, and enjoys seeing the practical applications of science research.

Jeff sees clear connections between CSP's mission and issues he addresses in his work every day. Jeff is hoping to support efforts to introduce and leverage CSP's research into industry, such as efforts to convert readily available traditional polymers into more sustainable polymers – an initiative that results in benefits for both the environment as well as business. From H.B. Fuller's perspective, connecting with the University of Minnesota is an important way to participate in cutting-edge research, as well as to build relationships with the next generation of scientists and engineers.

H.B. Fuller recognizes the commitment and dedication of Tim, Jeff, and many other employee volunteers by awarding grants to nonprofits with an H.B. Fuller employee serving on their board of directors. We are proud to offer this opportunity for employees to leverage their expertise to make a real difference in their communities.



# COMMUNITY INVOLVEMENT



## Supporting Communities Impacted by Disasters

In 2018, several H.B. Fuller communities were impacted by severe natural disasters. In support of our mission to strengthen the communities where we do business, the H.B. Fuller Company Foundation contributed relief funding.

During July and August, several earthquakes struck the Indonesian island of Lombok, killing hundreds and devastating local infrastructure. In August, a monsoon caused intense flooding in Kerala, India, leading to hundreds of deaths, forcing over a million people to evacuate, and destroying much of the local infrastructure. In September, Typhoon Jebi made landfall over Japan, resulting in several deaths, hundreds of injuries, and significant

damage, including at the local airport. Also in September, Hurricane Florence made landfall on the east coast of the United States, leading to several deaths, injuries, and severe impacts across the region. In November, wildfires spread across California, causing many fatalities, destroying thousands of homes, and forcing widespread evacuations.

In partnership with GlobalGiving, the H.B. Fuller Company Foundation matched all employee donations dollar-for-dollar. We are proud to have once again come together with our employees to help respond to disasters around the world in 2018.





At H.B. Fuller, we know that our employees drive the success of our business. One of our goals is to help all of our employees build fulfilling career experiences while coming together to leverage our individual skills, efficient work processes, effective tools, and a winning culture for profitability.

Our workforce has continued to grow, and throughout 2018, we worked to successfully integrate more than 1,660 employees who joined H.B. Fuller through recent acquisitions. With day-one events, in-person training, and a focus on building collaborative

relationships, we have helped our new H.B. Fuller colleagues feel welcomed and valued by our company. Over the past year, we also reexamined our compensation and benefits plans to ensure we are effectively investing in our employees.

Looking toward the future, our organization continues to adapt so that we attract and retain a strong team for the next generation and beyond. Around the world, we have expanded our intern program and graduate hiring efforts. We are listening to what employees at the beginning of their careers prioritize, and we are working not only to attract these employees, but to retain them and help them develop and build lifelong professional skills.

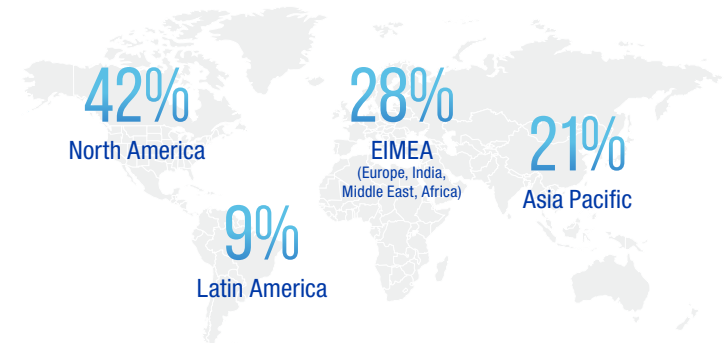
A focus on our company culture continued in 2018. Our ongoing culture-shaping focus has helped us define what H.B. Fuller's unified culture looks like and how we achieve our best results when, individually and collectively, we are at our best.

We are proud that H.B. Fuller offers our employees an engaging and empowering workplace.

*Paula Cooney*

**Paula Cooney**  
Vice President, Human Resources

## Our Workforce



APPROXIMATELY **6,300** EMPLOYEES WORLDWIDE

## TYPE OF WORK



**1,665** EMPLOYEES INTEGRATED THROUGH ACQUISITIONS

IN 2018

**475**  
PROMOTIONS

**823**  
NEW HIRES

**5,710** EMPLOYEES COMPLETED TRAINING



## Support Critical Business Objectives

H.B. Fuller relies on empowered employees to deliver innovative solutions, build strategic partnerships, and solve customer problems. By working together, we can reach our vision of becoming the best adhesives company in the world.

## Our Beliefs

H.B. Fuller embraces a shared set of values that direct the way we operate and express our fundamental beliefs about how we will achieve success.

### **The Spirit of Winning.**

We choose to excel, delivering outstanding offerings to our customers and superior results for our shareholders. We bring passion and creativity to our work and innovation to our products and processes.

### **The Power of Collaboration.**

We recognize the power of diverse opinions and engage our global team to enrich outcomes for our customers, and to transform and energize our organization. Our approach is one of partnership, built on honesty, responsibility, and respect.

### **The Essence of Courage.**

We prize leadership and strive to empower our organization – and ourselves – to be more than we are. We act with integrity; do the right thing at all times; take educated, thoughtful risks; and hold ourselves accountable for our actions and decisions.



## Coming Together for Combined Success

After H.B. Fuller's transformative acquisition of Royal Adhesives, we began a three-year integration plan to create shareholder value and improve our business. Managing the integration was a focus across our organization in 2018. More than 1,500 Royal employees joined H.B. Fuller. Our goal was to ensure that all of our new colleagues felt welcome and valued by our company.

A year into the integration plan, we have hit many key milestones while minimizing disruptions to our business and employees. During the first half of 2018, all Royal employees participated in H.B. Fuller's onboarding training, ensuring they had the information and resources they would need to work productively, and as a result, the vast majority of Royal employees have committed to building their careers at H.B. Fuller.

Together, our combined team hit the ground running. Internally, teams have been working to achieve cost and commercial synergies. At the same time, our commercial teams have been able to leverage combined product lines and expertise to win with customers. Cross-functional teams have focused on projects ranging from sales and marketing support to product line harmonization. This work has driven what we expect to be long-lasting connections and collaboration between employees.

It has required hard work and dedication from employees across our combined organization, and we are proud of the work our teams are doing around the world. The Royal integration provided a critical opportunity to grow and strengthen our workforce, and it has gotten off to a strong start.

## Investing in Employees

The acquisition of Royal Adhesives and the resulting growth of our workforce gave us an opportunity to reexamine employee compensation and benefits programs across North America. Our goal is that H.B. Fuller will continue to offer effective programs that support the financial and physical well-being of our employees over both the short- and long-term.

Our compensation plans help us attract and retain skilled employees, and last year, we expanded our bonus program to an additional 400 employees. Additionally, stock awards were granted to more than 800 employees in the United States to help them own company results in a meaningful way.

H.B. Fuller also invests in benefits programs to support employees' physical, emotional, social, intellectual, and financial health. We implemented a new plan to reimburse more than 1,100 employees for their medical insurance premiums, ensuring that medical care is accessible for everyone at H.B. Fuller. Looking to the future, we have expanded our retirement plan with former Royal Adhesives employees now receiving a company contribution to their retirement funds.

H.B. Fuller is built on the strength of our employees, and we are committed to providing modern, equitable pay and benefits. The changes made in 2018 have helped position us to succeed today and in the future.



# WORKPLACE



## Preparing Tomorrow's Leaders

To ensure that our business continues to thrive, we need to maintain a competitive workforce, which includes actively bringing new professionals into H.B. Fuller with robust, global internship and graduate hiring programs.

H.B. Fuller's internship program began in the United States, and we have expanded it globally. Internal demand for intern placements has grown, as stakeholders recognize the value not only in the work that interns can complete during the program, but also in building a strong relationship with potential future employees.

To build connections with students as they begin to consider their post-graduation plans, H.B. Fuller maintains an active presence at several colleges and universities. Once new graduates join H.B. Fuller as employees, they are invited to join H.B. Fuller's Next Generation Professional group, which offers a sense of community and support for professional development. In 2018, a rotational experience has been developed, which introduces new professionals to a range of functions and roles across our company, helping them identify career paths.

Retention is strong for employees hired through our internship and graduate hiring programs. Further, these employees have found great success in advancing their careers and exploring roles across multiple business functions. Tara Misra joined



H.B. Fuller as an intern over the summer after her junior year of college. Tara was immediately impressed with the level of responsibility she was able to take on and the opportunities for professional development. Her managers were equally impressed with Tara's skills and asked her to continue working part-time during her final year of college. She joined H.B. Fuller as a full-time employee following her graduation. Since then, Tara has taken on a variety of roles in the Hygiene business and has earned several promotions. Currently, she is the global research & development coordinator for a large hygiene customer, in addition to serving as a product line manager. Tara



## A Great Place to Work

H.B. Fuller recognizes that our employees are our most valuable asset. We work to attract and retain top talent around the world and to maintain strong levels of employee engagement.

has chosen to build her career at H.B. Fuller because of the chance to work with global teams and take on new challenges.

H.B. Fuller is committed to attracting and retaining the best employees, and offering programs to meet the needs of our employees at all stages, including those who have recently started their careers.





## Training and Development

We are committed to providing effective training, leveraging powerful tools, supporting employee development, and shaping a winning culture. Our investment in training and development helps us empower our employees to drive organizational capability.



## Building a Unified Culture

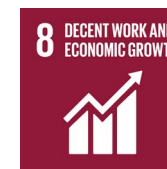
As H.B. Fuller has grown, we have welcomed a variety of corporate cultures into our company through acquisitions. In 2018, we worked to articulate what our unified H.B. Fuller culture looks like and to embed a shared set of values and beliefs that define us as a company – ensuring that all of our employees feel connected to one company culture.

Company culture plays a key role in how well we, as a company, achieve our goals and realize our long-term success, and we want to be purposeful in shaping and sustaining a customer-focused and performance-driven organization. Our “At Your Best” culture-shaping process introduced a set of tools and common language to help us create a uniform, high-performing culture at H.B. Fuller. The concepts explored in this process will drive how we engage with each other and with our work.

During 2018, culture-shaping initiatives were rolled out across the organization. To date, over 250 managers and leaders have

volunteered to become Culture Champions, helping drive “At Your Best” concepts and practices. Nearly 1,500 employees have participated in in-person training workshops. All employees are currently participating in monthly culture conversations designed to build a common language of culture and strengthen employee connections.

Our culture-shaping work will help each of our employees perform at their best, make H.B. Fuller a great place to work, and help us realize our strategic business goals. By making culture a continued priority at H.B. Fuller, we are taking another step forward in our journey to build the best adhesives company in the world.



# AT YOUR BEST





# WINNING THE RIGHT WAY



At H.B. Fuller, we are committed to living our values. To us, “winning the right way” means that we act with integrity and do the right thing in all of our business practices. We know that nothing we do is worth getting hurt for, and we prioritize the safety of our employees. We also have a strong reputation for doing business ethically, and meeting or exceeding all regulations that govern our work.



## Safety as a Value

We believe that nothing we do is worth getting hurt for. While our injury rates are consistently below industry averages, our goal is zero injuries. We have several key initiatives in place to ensure that all of our employees hold themselves and others accountable for safety.

## 2018 Global Safety Results

INJURY RATE	2014	2015	2016	2017	2018
RECORDABLE INJURY RATE	0.69	0.88	0.81	0.9	1.47
LOST WORKDAY INJURY RATE	0.27	0.29	0.21	0.23	0.63

### RECORDABLE INJURY:

An occupational injury and illness case resulting in medical treatment, work restriction(s) or days away from work.

### RI RATE:

An incidence rate showing the number of injury and illness cases per 200,000 hours worked, equivalent to 100 employees per year.

### LOST WORKDAY INJURY:

Recordable injury that was serious enough for the doctor to prescribe days away from work.

- INJURY TYPES**
1. CUT/SCRAPE
  2. STRAIN/SPRAIN
  3. FRACTURE
  4. BURN
  5. IRRITANT
  6. OTHER

APPROXIMATELY **6,300**  
EMPLOYEES WORLDWIDE

**24** TOTAL LOST  
WORKDAY INJURIES

SITE	LAST INJURY	SAFE HOURS
BEIJING	NO INJURIES	2,747,811
DUKINFIELD	01/08/2005	1,007,662
KLANG	03/14/2013	932,265
SOROCABA*	01/19/2007	627,004
PIANEZZE	NO INJURIES	519,203
YANTAI	NO INJURIES	387,854
MANILA	04/03/2013	360,122
HOUSTON	12/09/2014	219,453

\* Closed in 2018

# WINNING THE RIGHT WAY



## Responsible Care

H.B. Fuller participates in the American Chemistry Council's Responsible Care® initiative and is actively pursuing certification in 2019. In accordance with the Responsible Care guidelines, H.B. Fuller has committed to improving environmental, health, safety, and security performance across our organization.



**RESPONSIBLE CARE**  
OUR COMMITMENT TO SUSTAINABILITY



## Monitoring Our Safety Progress

We know that safety performance leads business performance, and we rely on feedback from our employees to monitor our safety programs.

In 2018, H.B. Fuller conducted the National Safety Council's Safety Barometer Employee Survey to help evaluate our safety culture and identify areas for potential improvement. The survey assessed our performance across six key areas: site leadership participation, supervisor participation, employee participation, safety support activities, safety support climate, and organizational climate.

Over 3,800 employees shared their perspectives. The majority of employee opinions were above the average as compared to the National Safety Council's participant

database. We also saw significant improvement in employee perception of several priority areas that were identified in our 2016 safety survey – indicating that the actions we've taken have been largely successful. This survey was the first to gather feedback from employees who joined our company through the acquisition of Royal Adhesives, and provided a useful benchmark as we work to integrate safety practices across our combined company.

We are committed to continually strengthening our safety programs and practices. We will use the results of this survey to help us develop our safety leadership, and continue to build a common language and culture around safety.

# WINNING THE RIGHT WAY



## Zero-Defects Quality Culture

H.B. Fuller delivers high-quality products and services that our customers can count on. Quality means doing it right with zero defects the first time and every time. It impacts all of us, no matter our job, since quality is at the center of everything we do.

## Employees' Safety as a Value

At H.B. Fuller, safety is a deeply held value across our company. Our strong safety culture empowers employees to speak out and work together to fix problems as soon as they are identified.

In our Simpsonville, South Carolina, location, John Bauer took action to keep his coworkers safe. John, a member of the shipping and receiving team, routinely moves products through the facility's warehouse spaces. While driving through an area in which he doesn't normally work, John noticed that a large container of latex had been punctured. This container held 2,400 pounds of latex, which had begun to leak.

Though it was beyond his job responsibilities, John immediately took action. He moved the leaking tote to a safe and contained space, stopped the leak, and returned to clean up the

warehouse to avoid safety risks for other employees. John took responsibility for the safety of his coworkers and the quality of H.B. Fuller's products – exemplifying our company's focus on winning the right way.

John is just one example of an H.B. Fuller employee going above and beyond to ensure that our operations are safe. We are proud to have employees like John across our company, who make our commitment to safety a reality.



# WINNING THE RIGHT WAY

## Building a Prevention Mindset

H.B. Fuller is committed to building a zero defect quality culture. We focus on understanding customer requirements; delivering on time, every time; and creating a prevention mindset. Over the past year, our quality team focused on driving improvement at our Nienburg, Germany, site. We asked Jeff Murray, Director of Global Quality, and Nathalie Ruelle, Regional Quality Lead, to explain the process and lessons learned.

### Q: What were the quality issues being experienced at Nienburg?

**Nathalie Ruelle:** Over the past two years, we saw some quality defects across several product lines. As a company, this can lead to waste and extra expense, and our employees end up with a higher workload and potentially lower engagement. Ultimately, we want to do everything we can to prevent sending any product to a customer that they doesn't satisfy their requirements.

### Q: What process was followed to address these issues?

**Jeff Murray:** We brought together a multifunctional team, combining technical and product expertise. We involved production operators, process engineers, R&D, and department heads, in addition to our quality team.

**NR:** Once we came together, we used quality tools and processes, including cause mapping and 8D problem solving to solve the real problem. Then, we continued to apply Failure Mode and Effects Analysis to further lower risk through improvement projects.

### Q: What solutions were identified, and what have the results been?

**NR:** Our teams identified and prioritized actions we could take to prevent the defects we had seen, including things like adjusting the mixing time and temperature for certain products.

**JM:** We have reduced the number of quality issues at Nienburg. This has led to fewer customer concerns, less waste and expense, more engaged employees, and improved supplier ratings.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



### Q: What lessons can be taken away from this experience and incorporated into similar efforts at other sites?

**NR:** It is always a good idea to bring people with different experiences together. We need to gather solid data, make clear decisions, and most importantly, dedicate sufficient time to talk about prevention. With perhaps 5 percent more time spent on prevention, we may be able to avoid 15 percent of quality problems.

**JM:** As Nathalie says, once you climb out of a reaction mindset, you can move to spending more time on prevention. This helps our team build confidence that they can prevent and avoid problems. As our sites around the world have successes like Nienburg has experienced, we also make it an ongoing practice to share best practices and solutions with each other to leverage our strength as a global team.

# WINNING THE RIGHT WAY



## Ethical Leadership

H.B. Fuller has a long history of operating with integrity. We have strong ethics and compliance policies in place, and resources to ensure that each of our employees supports our commitment to winning the right way. By conducting business in a responsible way, we continue to be a company that our customers, employees, shareholders, and communities can trust.

**WINNING**  
the **RIGHT WAY**



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



## Regulatory Compliance

At H.B. Fuller, we are proud of the products and solutions we produce, and we are dedicated to ensuring that all of our products comply with all relevant chemical regulations, wherever we operate. Our regulatory and R&D teams collaborate globally and work closely with industry partners to monitor current guidance and adjust H.B. Fuller's product portfolio as appropriate. We take a product stewardship approach, recognizing that we can partner with customers to minimize health and safety risks and environmental impacts of products throughout their lifecycle.

In 2018, we worked to integrate Royal Adhesives products into our regulatory approach. We have built a shared philosophy of responsible disclosure and proactive information sharing.

Beyond ensuring that H.B. Fuller complies with regulatory guidelines, we also are committed to helping our customers comply with regulations that apply to their businesses. Our employees provide regulatory support for customers, including training and seminars to answer questions and gather feedback. H.B. Fuller's focus on meeting customer needs means that we often design products to meet specific customer requirements as well as all relevant regulations.

H.B. Fuller is committed to operating responsibly, consistent with the expectations of our stakeholders. Our work to ensure regulatory compliance is one way we demonstrate this commitment.

# WINNING THE RIGHT WAY



## Protecting Data and Privacy Globally

Business today is increasingly conducted online. As individuals share more and more data about themselves online – as employees or as customers – concerns about how to maintain and respect online privacy have grown. In 2018, mandatory compliance with the General Data Privacy Regulation (GDPR) took effect in the European Union. The GDPR sets guidelines and standards around the collection, storage, and processing of personal data, and is designed to give individuals more control over their online data and privacy.

At H.B. Fuller, we are committed to meeting or exceeding all regulations that govern our work. As a global company, this means that we respect the laws and requirements in all countries where we operate.

We took a collaborative approach to preparing for GDPR compliance. Across our business, we have implemented guidelines that protect customer and employee data. We value the personal information of the individuals we work with and are committed to protecting their privacy.

H.B. Fuller's work to comply with the GDPR is one example of how we manage our exposure to risk while keeping our business operating smoothly. We believe that by going above and beyond regulatory compliance, we not only uphold our own ethical standards, but we also strengthen relationships and trust with our employees and customers around the world.





**H.B. Fuller**

Connecting what matters.™

[www.hbfuller.com](http://www.hbfuller.com)