

# ESG DATA



		2022	2021	2020	2019	2018	2017	
<b>ENVIRONMENTAL</b>								
Air Emissions	Total GHG Emissions [Scope 1, 2 (location-based), and 3 (business travel)]	-	97,254	106,500	135,000	142,117	165,146	
	GHG Scope 1	-	20,932	20,849	39,200	45,966	53,818	
	GHG Scope 2 (Location-Based)	-	69,332	77,818	86,900	82,887	91,209	
	GHG Scope 2 (Market-Based)	-	54,543	59,274	74,200	-	-	
	GHG Scope 3 - Business Travel	-	7,000	7,800	8,900	13,264	20,119	
Climate	Emissions Reduction Initiatives (y/n)	-	Y	Y	Y	Y	Y	
	Climate Change Opportunities Discussed (y/n)	-	Y	Y	N	N	N	
	Risks of Climate Change Discussed (y/n)	-	Y	Y	Y	Y	Y	
	Climate Change Policy (y/n)	-	Y	Y	Y	Y	Y	
	New Products - Climate Change (y/n)	-	Y	Y	N	N	N	
Energy	CDP Carbon Disclosure (y/n)	-	Y	Y	Y	Y	Y	
	Renewable Electricity Target Policy	-	Y	N	N	N	N	
Waste	Energy Efficiency Policy	-	Y	Y	Y	Y	Y	
	Waste Reduction Policy (y/n)	-	Y	Y	Y	Y	Y	
General Environmental	Environmental Supply Chain Management	-	Y	Y	Y	Y	Y	
	Green Building Policy	-	Y	Y	Y	Y	Y	
	Sustainable Packaging	-	N	N	N	N	N	
	Environmental Quality Management Policy	-	N	N	N	N	N	
	Biodiversity Policy	-	N	N	N	N	N	
	Verification Type	-	N	N	N	N	N	
<b>SOCIAL</b>								
	Health and Safety Policy (y/n)	-	Y	Y	Y	Y	Y	
Employment	Number of Global FTEs	-	54,300	41,860	45,780	45,700	42,860	
	% actively engaged employees	-	83%	84	84	84	83	
	% Women in Workforce	-	57.1%	See Workforce Composition data				
	% Women in Management	-	44.4%					
	% Minorities in Workforce	-	42.0%					
	% Minorities in Management	-	27.6%					
Human Rights	Social Supply Chain Management (y/n)	-	Y	Y	Y	Y	Y	
	Sustainable Supplier Guidelines Encompassing ESG Areas that are Publicly Disclosed (y/n)	-	Y	Y	Y	Y	Y	
	Fair Remuneration Policy (y/n)	-	N	N	N	N	N	
	Training Policy (y/n)	-	Y	Y	Y	Y	Y	
	Employee CSR Training (y/n)	-	N	N	N	N	N	
	Equal Opportunity Policy (y/n)	-	Y	Y	Y	Y	Y	
	Human Rights Policy (y/n)	-	Y	N	N	N	N	
Policy Against Child Labor (y/n)	-	Y	N	N	N	N		
	Business Ethics Policy (y/n)	-	Y	Y	Y	Y	Y	

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		2022	2021	2020	2019	2018	2017
Ethics	Anti-Bribery Ethics Policy (y/n)	-	Y	Y	Y	Y	Y
	Employee Protection/Whistle Blower Policy (y/n)	-	Y	Y	Y	Y	Y
	UN Global Compact Signatory (y/n)	-	N	N	N	N	N
	PRI Signatory	-	N	N	N	N	N
<b>GOVERNANCE</b>							
Board	Size of the Board	11	12	11	10	10	11
	Classified Board System	N	N	N	N	N	N
	Board Average Age	63	63	63	62	61	63
	Mandatory Retirement Age	Y	Y	Y	Y	Y	Y
	Annual Election of Directors	Y	Y	Y	Y	Y	Y
	Average Director Tenure	8.1	7.0	6.8	6.5	6.0	7.0
Board Independence	Number of Independent Directors	10	11	10	9	9	10
	Percent of Directors Who Are Independent	91%	92%	91%	90%	90%	91%
	Independent Chairperson	N	N	N	N	N	N
	Independent Lead Director	Y	Y	Y	Y	Y	Y
Board Diversity	Number of Women on Board	3	3	3	3	3	3
	Percent of Directors Who Are Women	27%	25%	27%	30%	30%	27%
	Lead Director and Committee Chairs (Independent Director Only)	5	5	5	5	5	5
	Number of Ethnic/Gender Diverse in Board Leadership Positions	3	3	4	4	4	4
	Number of Diverse Board Members by Ethnicity or Gender	6	6	5	5	5	5
Executive Diversity	Number of Executive Officers	16	13	13	13	12	10
	Number of Female Executive Officers	2	3	4	3	3	3
	Percent of Executive Officers Who Are Female	13%	23%	31%	23%	25%	30%
Board Committees	Number of Board Meetings	10	10	6	7	3	7
	Board Meeting Attendance Percentage	99%	99%	99%	99%	100%	100%
	Number of Directors Attending Less than 75% of Meetings	0	0	0	0	0	0
Audit Committee	Size of Audit Committee	4	4	4	4	4	4
	Percent of Directors on Audit Committee Who Are Independent	100%	100%	100%	100%	100%	100%
	Number of Audit Committee Meetings	9	9	10	9	5	10
Compensation Committee	Size of Compensation and Human Capital Committee	5	5	4	4	4	4
	Percent of Directors on Compensation and Human Capital Committee Who Are Independent	100%	100%	100%	100%	100%	100%
	Number of Compensation and Human Capital Committee Meetings	8	8	7	7	4	8
	Outside Compensation Advisors Appointed	Y	Y	Y	Y	Y	Y
Nomination Committee	Size of Nominating, Governance and Social Responsibility Committee	5	4	5	4	4	5
	Percent of Directors on Nominating, Governance and Social Responsibility Committee Who Are Independent	100%	100%	100%	100%	100%	100%
	Number of Nominating, Governance and Social Responsibility Committee Meetings	5	5	5	5	3	6

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		2022	2021	2020	2019	2018	2017
Executive Compensation	Clawback Provision for Executive Compensation	Y	Y	Y	Y	Y	Y
	Change of Control Benefits/Double-Trigger	Y	Y	Y	Y	Y	Y
	President and Executive Vice Presidents Stock Ownership Guidelines	Y	Y	Y	Y	Y	Y
	President and Executive Vice Presidents Stock Ownership Multiple of Base Salary	4	3	3	3	3	3
	CEO Stock Ownership Guidelines	Y	Y	Y	Y	Y	Y
	CEO Stock Ownership Multiple of Base Salary	8	6	6	6	6	6
	Director Stock Ownership Guidelines	Y	Y	Y	Y	Y	Y
	Director Stock Ownership Multiple of Annual Retainer	6	5	5	5	5	5
Stockholder Rights	Ownership Percentage Required to Call a Special Meeting	10%	10%	10%	10%	10%	10%
	Ownership Percentage Required to Request Action by Written Consent	10%	10%	10%	10%	10%	10%
	Majority Vote Standard in Uncontested Director Elections	Y	Y	Y	Y	Y	Y
	Supermajority Voting Provisions	N	N	N	N	N	N
	Confidential Voting	Y	Y	Y	Y	Y	Y
	Poison Pill Plan	N	N	N	N	N	N
	Proxy Access Provision	Y	Y	Y	Y	Y	Y
	Dual Class Unequal Voting Rights - Common Shares	N	N	N	N	N	N
AGM Voting Results	Average Director Support Level	96%	96%	97%	97%	98%	98%
	Frequency of Say on Pay Votes	1	1	1	1	1	1
	Say on Pay Support Level	88%	88%	92%	89%	93%	95%
	Ratification of Independent Auditor Support Level	92%	93%	94%	95%	97%	98%
	Years Independent Auditor Employed	30	29	28	27	26	25
GRI	GRI Criteria Compliance	-	Y	Y	Y	Y	Y
	Global Reporting Initiatives Checked	-	N	N	N	N	N

# WORKFORCE COMPOSITION



## New Hires

	2021	2020	2019	2018	2017	2016
<b>Generation</b>						
Silents (1925-1945)	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Early Boomers (1946-1954)	0.3%	0.4%	0.4%	0.5%	0.6%	0.5%
Late Boomers (1955-1963)	3.1%	4.2%	4.4%	5.0%	6.0%	5.0%
Generation X (1964-1978)	18.3%	17.9%	20.0%	22.9%	22.1%	22.4%
Generation Y (1979-1994)	55.9%	51.8%	54.5%	58.1%	62.5%	67.9%
Generation Z (From 1995)	21.6%	25.4%	20.7%	13.5%	8.8%	4.1%
<b>Gender</b>						
Male	36.3%	44.6%	44.2%	46.8%	44.3%	47.6%
Female	63.1%	55.3%	55.8%	53.2%	55.7%	52.4%
Undeclared	0.6%	0.2%				-
<b>Minority Groups*</b>						
White	36.8%	41.8%	47.0%	52.8%	49.1%	55.4%
Black or African American	39.2%	30.2%	27.4%	23.9%	21.5%	19.5%
Hispanic or Latino	13.3%	17.1%	13.9%	12.0%	12.0%	15.0%
Asian	3.8%	6.0%	6.9%	7.2%	7.5%	5.7%
American Indian/Alaskan	0.4%	0.4%	0.3%	0.4%	0.2%	0.5%
Native Hawaiian or Other Pacific Islander	0.2%	0.2%	0.3%	0.2%	0.3%	0.4%
Two or more Races (Not Hispanic or Latino)	4.7%	4.1%	4.2%	3.6%	3.6%	3.6%
Undeclared	1.5%	0.2%			5.8%	

\*For 2017 data, 5.8% - undeclared.

## Total/Exempt/Non-Exempt by Gender & Race

Gender							
	<b>Total</b>						
Female		57.1%	55.20%	55.6%	56.0%	56.3%	55.9%
Male		42.9%	45.80%	44.4%	44.0%	43.7%	44.1%
Undeclared		0.1%		0.08%			
	<b>Exempt</b>						
Female		48.0%	47.4%	47.7%	47.9%	47.5%	46.5%
Male		52.0%	52.6%	52.3%	52.1%	52.5%	53.5%
Undeclared		0%		0.03%			
	<b>Non-Exempt</b>						
Female		59.4%	72.3%	72.2%	76.4%	76.2%	76.7%
Male		40.6%	27.7%	27.8%	23.6%	23.8%	23.3%
Undeclared		0%		0.03%			
Race							
	<b>Total</b>						
African American		20.3%	17.5%	17.7%	17.1%	16.4%	16.3%
Native American		0.4%	0.3%	0.3%	0.4%	0.3%	0.4%
Asian		5.6%	6.2%	5.7%	5.6%	5.3%	4.9%
Hispanic		12.3%	11.3%	11.1%	10.9%	11.0%	11.0%
Native Hawaiian or Other Pacific Islander		0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Two or More Races		2.8%	2.4%	2.3%	2.1%	1.9%	1.9%
White		58.4%	61.5%	62.1%	63.8%	64.8%	65.5%
Undeclared		0.0%	0.4%	1.1%			
	<b>Exempt</b>						
African American		14.2%	13.0%	13.0%	13.1%	12.1%	12.1%
Native American		0.4%	0.3%	0.3%	0.3%	0.3%	0.3%
Asian		7.7%	8.0%	7.3%	6.9%	6.6%	6.0%
Hispanic		9.3%	8.8%	8.4%	8.7%	8.5%	8.5%
Native Hawaiian or Other Pacific Islander		0.2%	0.2%	0.2%	0.1%	0.2%	0.2%

Two or More Races	2.2%	2.0%	1.9%	1.9%	1.6%	1.6%
White	65.5%	67.2%	68.4%	68.9%	70.7%	71.3%
Undeclared	0.5%	0.4%	0.5%	-	-	-
<b>Non-Exempt</b>						
African American	35.1%	27.7%	27.4%	27.1%	26.1%	25.6%
Native American	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%
Asian	2.0%	2.3%	2.4%	2.3%	2.4%	2.5%
Hispanic	16.2%	16.9%	16.8%	16.3%	16.6%	16.5%
Native Hawaiian or Other Pacific Islander	0.2%	0.2%	0.3%	0.3%	0.2%	0.2%
Two or More Races	4.1%	3.3%	3.1%	2.7%	2.6%	2.4%
White	41.4%	48.8%	49.0%	50.9%	51.7%	52.4%
Undeclared	0.6%	0.4%	0.5%	-	-	-

## Total & Voluntary Turnover

<b>Overall</b>						
Termination Rate	28.3%	23.5%	18.5%	15.4%	15.6%	13.4%
Voluntary Termination Rate (incl. retirements)	23.1%	12.9%	14.1%	12.8%	12.1%	10.7%
<b>Race</b>						
<b>Termination Rate</b>						
Minority	34.0%	27.8%	22.7%	18.3%	17.7%	16.3%
Non-Minority	24.0%	20.8%	15.3%	13.6%	14.3%	11.9%
<b>Voluntary Termination Rate (incl. retirements)</b>						
Minority	28.8%	16.0%	17.4%	14.5%	13.2%	12.6%
Non-Minority	18.9%	11.0%	12.1%	11.8%	11.4%	9.7%
<b>Gender</b>						
<b>Termination Rate</b>						
Male	27.6%	22.1%	17.7%	15.7%	16.6%	13.9%
Female	28.5%	24.6%	18.5%	15.1%	14.7%	13.0%
<b>Voluntary Termination Rate (incl. retirements)</b>						
Male	22.2%	12.5%	14.3%	13.1%	12.5%	11.1%
Female	23.6%	13.2%	14.0%	12.6%	11.7%	10.4%

## Generation

Termination Rate						
Silents (1925-1945)	81.3%	45.1%	29.2%	19.0%	16.1%	19.6%
Early Boomers (1946-1954)	47.1%	44.5%	31.4%	34.7%	31.6%	20.2%
Late Boomers (1955-1963)	29.4%	24.7%	13.6%	13.3%	11.9%	7.6%
Generation X (1964-1978)	17.0%	17.0%	12.2%	9.5%	10.3%	8.9%
Generation Y (1979-1994)	30.8%	24.5%	22.3%	18.8%	20.1%	19.9%
Generation Z (From 1995)	59.4%	46.2%	40.9%	44.1%	60.8%	97.5%
Voluntary Termination Rate (incl. retirements)						
Silents (1925-1945)	79.7%	6.40%	21.2%	16.9%	14.3%	15.0%
Early Boomers (1946-1954)	33.3%	25.00%	25.1%	31.5%	27.9%	17.6%
Late Boomers (1955-1963)	19.4%	8.80%	9.8%	11.3%	8.6%	5.3%
Generation X (1964-1978)	12.6%	6.60%	8.1%	6.8%	7.3%	6.7%
Generation Y (1979-1994)	27.1%	15.60%	18.5%	16.3%	16.0%	16.3%
Generation Z (From 1995)	52.8%	39.10%	35.8%	39.5%	56.4%	88.4%

## Management Type by Gender & Race

### Gender

OFFICER						
Female	29.9%	31.4%	30.2%	30.3%	27.6%	28.1%
Male	70.1%	68.6%	69.8%	69.7%	72.4%	71.9%
MID LEVEL LEADER Managers of managers (ex: Senior Managers, Directors)						
Female	40.9%	40.7%	41.0%	40.6%	40.4%	40.3%
Male	59.1%	59.3%	59.0%	59.4%	59.6%	59.7%
FIRST LEVEL LEADER Managers of individual contributors (Ex: Associate Managers, Managers)						
Female	50.3%	49.5%	49.3%	49.6%	50.6%	49.2%
Male	49.7%	50.5%	50.7%	50.4%	49.4%	50.8%
TEAM MEMBER						
Female	49.7%	48.6%	49.2%	49.2%	48.5%	47.4%

Male	50.1%	51.4%	50.8%	50.8%	51.5%	52.6%
<b>TEAM MEMBER NON EXEMPT</b>						
Female	59.4%	74.2%	75.5%	76.4%	76.2%	76.7%
Male	40.6%	25.8%	24.5%	23.6%	23.8%	23.3%

**Race**

<b>OFFICER</b>						
African American	6.2%	4.9%	3.5%	3.0%	3.5%	4.2%
Native American	0.0%		0.5%	0.5%	0.5%	0.5%
Asian	8.5%	4.9%	4.5%	4.5%	4.0%	4.2%
Hispanic	2.3%	2.7%	2.5%	1.5%	1.5%	1.6%
Two or More Races	0.6%	1.1%	1.0%	1.5%	1.0%	1.0%
White	82.5%	85.9%	87.6%	88.6%	88.9%	88.5%
Undeclared	0.0%	0.5%	0.5%	-	-	-

<b>MID LEVEL LEADER</b>						
Managers of managers (ex: Senior Managers, Directors)						
African American	5.2%	5.3%	5.8%	6.0%	5.7%	5.9%
Native American	0.1%	0.1%	0.2%	0.3%	0.2%	0.2%
Asian	13.6%	12.4%	10.6%	9.7%	9.2%	8.6%
Hispanic	5.2%	5.2%	5.0%	4.4%	4.3%	4.1%
Native Hawaiian or Other Pacific Islander	0.2%	0.2%	0.1%	0.1%	0.1%	0.1%
Two or More Races	1.4%	1.3%	1.2%	1.0%	0.9%	0.9%
White	74.0%	75.2%	76.9%	78.3%	79.3%	80.1%
Undeclared	0.3%	0.2%	0.3%	-	-	-

<b>FIRST LEVEL LEADER</b>						
Managers of individual contributors (Ex: Associate Managers, Managers)						
African American	14.7%	13.6%	14.1%	13.8%	13.3%	13.2%
Native American	0.6%	0.4%	0.3%	0.4%	0.4%	0.3%
Asian	3.0%	3.1%	3.1%	3.4%	3.3%	3.2%
Hispanic	10.9%	10.6%	10.5%	9.8%	8.5%	8.5%
Native Hawaiian or Other Pacific Islander	0.0%	0.1%	0.1%	0.2%	0.2%	0.2%
Two or More Races	1.9%	1.7%	1.6%	1.7%	1.8%	1.5%
White	68.7%	70.5%	70.2%	70.6%	72.5%	73.1%
Undeclared	0.2%	0.1%	0.2%	-	-	-



<b>TEAM MEMBER</b>						
African American	16.7%	14.9%	15.2%	14.5%	13.2%	13.0%
Native American	0.4%	0.4%	0.3%	0.3%	0.3%	0.3%
Asian	6.9%	7.7%	7.0%	6.9%	6.7%	6.0%
Hispanic	10.6%	9.9%	9.6%	9.5%	9.4%	9.3%
Native Hawaiian or Other Pacific Islander	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Two or More Races	2.6%	2.3%	2.2%	2.1%	1.8%	1.8%
White	62.0%	64.3%	64.8%	65.9%	67.7%	69.3%
Undeclared	0.7%	0.5%	0.7%	-	-	-
<b>TEAM MEMBER NON EXEMPT</b>						
African American	23.4%	28.2%	28.2%	27.1%	26.1%	25.6%
Native American	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%
Asian	5.5%	2.0%	2.1%	2.3%	2.4%	2.5%
Hispanic	12.4%	16.7%	16.7%	16.3%	16.6%	16.4%
Native Hawaiian or Other Pacific Islander	0.2%	0.2%	0.3%	0.3%	0.2%	0.2%
Two or More Races	3.1%	3.4%	3.1%	2.7%	2.6%	2.4%
White	55.0%	48.6%	48.7%	50.1%	50.6%	52.4%
Undeclared	0.0%	0.4%	0.5%	-	-	-

NOTE: These figures represent U.S. employees only