

ESG DATA



		2021	2020	2019	2018	2017
ENVIRONMENTAL						
Air Emissions	Total GHG Emissions [Scope 1, 2 (location-based), and 3 (business travel)]	-	106,500	135,000	142,117	165,146
	GHG Scope 1	-	20,849	39,200	45,966	53,818
	GHG Scope 2 (Location-Based)	-	77,818	86,900	82,887	91,209
	GHG Scope 2 (Market-Based)	-	59,274	74,200	-	-
	GHG Scope 3 - Business Travel	-	7,800	8,900	13,264	20,119
	Emissions Reduction Initiatives (y/n)	-	Y	Y	Y	Y
Climate	Climate Change Opportunities Discussed (y/n)	-	Y	N	N	N
	Risks of Climate Change Discussed (y/n)	-	Y	Y	Y	Y
	Climate Change Policy (y/n)	-	Y	Y	Y	Y
	New Products - Climate Change (y/n)	-	Y	N	N	N
	CDP Carbon Disclosure (y/n)	-	Y	Y	Y	Y
Energy	Renewable Electricity Target Policy	-	N	N	N	N
	Energy Efficiency Policy	-	Y	Y	Y	Y
Waste	Waste Reduction Policy (y/n)	-	Y	Y	Y	Y
General Environmental	Environmental Supply Chain Management	-	Y	Y	Y	Y
	Green Building Policy	-	Y	Y	Y	Y
	Sustainable Packaging	-	N	N	N	N
	Environmental Quality Management Policy	-	N	N	N	N
	Biodiversity Policy	-	N	N	N	N
	Verification Type	-	N	N	N	N
SOCIAL						
	Health and Safety Policy (y/n)	-	Y	Y	Y	Y
Employment	Number of Global FTEs	-	41,860	45,780	45,700	42,860
	% actively engaged employees	-	84	84	84	83
	% Women in Workforce	-				
	% Women in Management	-				
	% Minorities in Workforce	-				
	% Minorities in Management	-				

See Workforce Composition tab

ESG DATA



		2021	2020	2019	2018	2017
Human Rights	Social Supply Chain Management (y/n)	-	Y	Y	Y	Y
	Sustainable Supplier Guidelines Encompassing ESG Areas that are Publicly Disclosed (y/n)	-	Y	Y	Y	Y
	Fair Remuneration Policy (y/n)	-	N	N	N	N
	Training Policy (y/n)	-	Y	Y	Y	Y
	Employee CSR Training (y/n)	-	N	N	N	N
	Equal Opportunity Policy (y/n)	-	Y	Y	Y	Y
	Human Rights Policy (y/n)	-	N	N	N	N
Ethics	Policy Against Child Labor (y/n)	-	N	N	N	N
	Business Ethics Policy (y/n)	-	Y	Y	Y	Y
	Anti-Bribery Ethics Policy (y/n)	-	Y	Y	Y	Y
	Employee Protection/Whistle Blower Policy (y/n)	-	Y	Y	Y	Y
	UN Global Compact Signatory (y/n)	-	N	N	N	N
	PRI Signatory	-	N	N	N	N
GOVERNANCE						
Board	Size of the Board	12	11	10	10	11
	Classified Board System	N	N	N	N	N
	Board Average Age	63	63	62	61	63
	Mandatory Retirement Age	Y	Y	Y	Y	Y
	Annual Election of Directors	Y	Y	Y	Y	Y
	Average Director Tenure	7.0	6.8	6.5	6	7
Board Independence	Number of Independent Directors	11	10	9	9	10
	Percent of Directors Who Are Independent	92%	91%	90%	90%	91%
	Independent Chairperson	N	N	N	N	N
	Independent Lead Director	Y	Y	Y	Y	Y
Board Diversity	Number of Women on Board	3	3	3	3	3
	Percent of Directors Who Are Women	25%	27%	30%	30%	27%
	Lead Director and Committee Chairs (Independent Director Only)	5	5	5	5	5
	Number of Ethnic/Gender Diverse in Board Leadership Positions	3	4	4	4	4
	Number of Diverse Board Members by Ethnicity or Gender	6	5	5	5	5

ESG DATA



		2021	2020	2019	2018	2017
Executive Diversity	Number of Executive Officers	13	13	13	12	10
	Number of Female Executive Officers	3	4	3	3	3
	Percent of Executive Officers Who Are Female	23%	31%	23%	25%	30%
Board Committees	Number of Board Meetings	10	6	7	3	7
	Board Meeting Attendance Percentage	99%	99%	99%	100%	100%
	Number of Directors Attending Less than 75% of Meetings	0	0	0	0	0
Audit Committee	Size of Audit Committee	4	4	4	4	4
	Percent of Directors on Audit Committee Who Are Independent	100%	100%	100%	100%	100%
	Number of Audit Committee Meetings	9	10	9	5	10
Compensation Committee	Size of Compensation and Succession Committee	5	4	4	4	4
	Percent of Directors on Compensation and Succession Committee Who Are Independent	100%	100%	100%	100%	100%
	Number of Compensation and Succession Committee Meetings	8	7	7	4	8
	Outside Compensation Advisors Appointed	Y	Y	Y	Y	Y
Nomination Committee	Size of Nominating and Governance Committee	4	5	4	4	5
	Percent of Directors on Nominating and Governance Committee Who Are Independent	100%	100%	100%	100%	100%
	Number of Nominating and Governance Committee Meetings	5	5	5	3	6
Executive Compensation	Clawback Provision for Executive Compensation	Y	Y	Y	Y	Y
	Change of Control Benefits/Double-Trigger	Y	Y	Y	Y	Y
	President and Executive Vice Presidents Stock Ownership Guidelines	Y	Y	Y	Y	Y
	President and Executive Vice Presidents Stock Ownership Multiple of Base Salary	3	3	3	3	3
	CEO Stock Ownership Guidelines	Y	Y	Y	Y	Y
	CEO Stock Ownership Multiple of Base Salary	6	6	6	6	6
	Director Stock Ownership Guidelines	Y	Y	Y	Y	Y
Director Stock Ownership Multiple of Annual Retainer	5	5	5	5	5	

ESG DATA



		2021	2020	2019	2018	2017
Stockholder Rights	Ownership Percentage Required to Call a Special Meeting	10%	10%	10%	10%	10%
	Ownership Percentage Required to Request Action by Written Consent	10%	10%	10%	10%	10%
	Majority Vote Standard in Uncontested Director Elections	Y	Y	Y	Y	Y
	Supermajority Voting Provisions	N	N	N	N	N
	Confidential Voting	Y	Y	Y	Y	Y
	Poison Pill Plan	N	N	N	N	N
	Proxy Access Provision	Y	Y	Y	Y	Y
	Dual Class Unequal Voting Rights - Common Shares	N	N	N	N	N
AGM Voting Results	Average Director Support Level	<i>coming soon</i>	97%	97%	98%	98%
	Frequency of Say on Pay Votes	1	1	1	1	1
	Say on Pay Support Level	<i>coming soon</i>	92%	89%	93%	95%
	Ratification of Independent Auditor Support Level	<i>coming soon</i>	94%	95%	97%	98%
	Years Independent Auditor Employed	29	28	27	26	25
GRI	GRI Criteria Compliance	-	Y	Y	Y	Y
	Global Reporting Initiatives Checked	-	N	N	N	N

WORKFORCE COMPOSITION



New Hires

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

*For 2017 data, 5.8% - undeclared.

Total/Exempt/Non-Exempt by Gender & Race

Gender						
	Total					
Female		55.20%	55.6%	56.0%	56.3%	55.9%
Male		45.80%	44.4%	44.0%	43.7%	44.1%
Undeclared			0.08%			
	Exempt					
Female		47.4%	47.7%	47.9%	47.5%	46.5%
Male		52.6%	52.3%	52.1%	52.5%	53.5%
Undeclared			0.03%			
	Non-Exempt					
Female		72.3%	72.2%	76.4%	76.2%	76.7%
Male		27.7%	27.8%	23.6%	23.8%	23.3%
Undeclared			0.03%			
Race						
	Total					
African American		17.5%	17.7%	17.1%	16.4%	16.3%
Native American		0.3%	0.3%	0.4%	0.3%	0.4%
Asian		6.2%	5.7%	5.6%	5.3%	4.9%
Hispanic		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%
Two or More Races		2.4%	2.3%	2.1%	1.9%	1.9%
White		61.5%	62.1%	63.8%	64.8%	65.5%
Undeclared		0.4%	1.1%			
	Exempt					
African American		13.0%	13.0%	13.1%	12.1%	12.1%
Native American		0.3%	0.3%	0.3%	0.3%	0.3%
Asian		8.0%	7.3%	6.9%	6.6%	6.0%
Hispanic		8.8%	8.4%	8.7%	8.5%	8.5%
Native Hawaiian or Other Pacific Islander		0.2%	0.2%	0.1%	0.2%	0.2%
Two or More Races		2.0%	1.9%	1.9%	1.6%	1.6%

White	67.2%	68.4%	68.9%	70.7%	71.3%
Undeclared	0.4%	0.5%	-	-	-
Non-Exempt					
African American	27.7%	27.4%	27.1%	26.1%	25.6%
Native American	0.4%	0.4%	0.4%	0.4%	0.4%
Asian	2.3%	2.4%	2.3%	2.4%	2.5%
Hispanic	16.9%	16.8%	16.3%	16.6%	16.5%
Native Hawaiian or Other Pacific Islander	0.2%	0.3%	0.3%	0.2%	0.2%
Two or More Races	3.3%	3.1%	2.7%	2.6%	2.4%
White	48.8%	49.0%	50.9%	51.7%	52.4%
Undeclared	0.4%	0.5%	-	-	-

Total & Voluntary Turnover

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

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

Management Type by Gender & Race

Gender					
OFFICER					
Female	31.4%	30.2%	30.3%	27.6%	28.1%
Male	68.6%	69.8%	69.7%	72.4%	71.9%
MID LEVEL LEADER Managers of managers (ex: Senior Managers, Directors)					
Female	40.7%	41.0%	40.6%	40.4%	40.3%
Male	59.3%	59.0%	59.4%	59.6%	59.7%

FIRST LEVEL LEADER					
Managers of individual contributors (Ex: Associate Managers, Managers)					
Female	49.5%	49.3%	49.6%	50.6%	49.2%
Male	50.5%	50.7%	50.4%	49.4%	50.8%
TEAM MEMBER					
Female	48.6%	49.2%	49.2%	48.5%	47.4%
Male	51.4%	50.8%	50.8%	51.5%	52.6%
TEAM MEMBER NON EXEMPT					
Female	74.2%	75.5%	76.4%	76.2%	76.7%
Male	25.8%	24.5%	23.6%	23.8%	23.3%
Race					
OFFICER					
African American	4.9%	3.5%	3.0%	3.5%	4.2%
Native American		0.5%	0.5%	0.5%	0.5%
Asian	4.9%	4.5%	4.5%	4.0%	4.2%
Hispanic	2.7%	2.5%	1.5%	1.5%	1.6%
Two or More Races	1.1%	1.0%	1.5%	1.0%	1.0%
White	85.9%	87.6%	88.6%	88.9%	88.5%
Undeclared	0.5%	0.5%	-	-	-
MID LEVEL LEADER					
Managers of managers (ex: Senior Managers, Directors)					
African American	5.3%	5.8%	6.0%	5.7%	5.9%
Native American	0.1%	0.2%	0.3%	0.2%	0.2%
Asian	12.4%	10.6%	9.7%	9.2%	8.6%
Hispanic	5.2%	5.0%	4.4%	4.3%	4.1%
Native Hawaiian or Other Pacific Islander	0.2%	0.1%	0.1%	0.1%	0.1%
Two or More Races	1.3%	1.2%	1.0%	0.9%	0.9%
White	75.2%	76.9%	78.3%	79.3%	80.1%
Undeclared	0.2%	0.3%	-	-	-

FIRST LEVEL LEADERManagers of individual contributors
(Ex: Associate Managers, Managers)

African American	13.6%	14.1%	13.8%	13.3%	13.2%
Native American	0.4%	0.3%	0.4%	0.4%	0.3%
Asian	3.1%	3.1%	3.4%	3.3%	3.2%
Hispanic	10.6%	10.5%	9.8%	8.5%	8.5%
Native Hawaiian or Other Pacific Islander	0.1%	0.1%	0.2%	0.2%	0.2%
Two or More Races	1.7%	1.6%	1.7%	1.8%	1.5%
White	70.5%	70.2%	70.6%	72.5%	73.1%
Undeclared	0.1%	0.2%	-	-	-

TEAM MEMBER

African American	14.9%	15.2%	14.5%	13.2%	13.0%
Native American	0.4%	0.3%	0.3%	0.3%	0.3%
Asian	7.7%	7.0%	6.9%	6.7%	6.0%
Hispanic	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%
Two or More Races	2.3%	2.2%	2.1%	1.8%	1.8%
White	64.3%	64.8%	65.9%	67.7%	69.3%
Undeclared	0.5%	0.7%	-	-	-

TEAM MEMBER NON EXEMPT

African American	28.2%	28.2%	27.1%	26.1%	25.6%
Native American	0.4%	0.4%	0.4%	0.4%	0.4%
Asian	2.0%	2.1%	2.3%	2.4%	2.5%
Hispanic	16.7%	16.7%	16.3%	16.6%	16.4%
Native Hawaiian or Other Pacific Islander	0.2%	0.3%	0.3%	0.2%	0.2%
Two or More Races	3.4%	3.1%	2.7%	2.6%	2.4%
White	48.6%	48.7%	50.1%	50.6%	52.4%
Undeclared	0.4%	0.5%	-	-	-

NOTE: These figures represent U.S. employees only