

ESG DATA



		2020	2019	2018	2017	2016
ENVIRONMENTAL						
Air Emissions	Total GHG Emissions	-	129,034	142,117	165,146	179,960
	GHG Scope 1	-	39,230	45,966	53,818	56,521
	GHG Scope 2 (Location-Based)	-	86,863	82,887	91,209	104,350
	GHG Scope 3 (Market-Based)	-	74,230	-	-	-
	GHG Scope 3 - Business Travel	-	8,857	13,264	20,119	19,089
Climate	Emissions Reduction Initiatives (y/n)	-	Y	Y	Y	Y
	Climate Change Opportunities Discussed (y/n)	-	N	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)	-	N	N	N	N
Energy	CDP Carbon Disclosure (y/n)	-	Y	Y	Y	Y
	Renewable Electricity Target Policy	-	N	N	N	N
Waste	Energy Efficiency Policy	-	Y	Y	Y	Y
	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						
Employment	Health and Safety Policy (y/n)	-	Y	Y	Y	Y
	Number of Global FTEs	-	45,780	45,700	42,860	43,050
	% actively engaged employees	-	84	84	83	80
	% Women in Workforce	See Workforce Composition tab				
	% Women in Management					
% Minorities in Workforce						
% Minorities in Management						
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
	Diverse Supplier Spend as a % of total supplier spend	-	7.0	6.9	9.3	8.3
	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	11	10	10	11	11
	Classified Board System	N	N	N	N	N
	Board Average Age	63	62	61	63	63
	Mandatory Retirement Age	Y	Y	Y	Y	Y
	Annual Election of Directors	Y	Y	Y	Y	Y
	Average Director Tenure	6.8	6.5	6	7	7
Board Independence	Number of Independent Directors	10	9	9	10	10
	Percent of Directors Who Are Independent	91%	90%	90%	91%	91%
	Independent Chairperson	N	N	N	N	N
Board Diversity	Independent Lead Director	Y	Y	Y	Y	Y
	Number of Women on Board	3	3	3	3	3
	Percent of Directors Who Are Women	27%	30%	30%	27%	27%
	Lead Director and Committee Chairs (Independent Director Only)	5	5	5	5	5
	Number of Ethnic/Gender Diverse in Board Leadership Positions	4	4	4	4	4
Executive Diversity	Number of Diverse Board Members by Ethnicity or Gender	5	5	5	5	5
	Number of Executive Officers	13	13	12	10	10
	Number of Female Executive Officers	4	3	3	3	3
Board Committees	Percent of Executive Officers Who Are Female	31%	23%	25%	30%	30%
	Number of Board Meetings	6	7	3	7	7
	Board Meeting Attendance Percentage	99%	99%	100%	100%	100%
Audit Committee	Number of Directors Attending Less than 75% of Meetings	0	0	0	0	0
	Size of Audit Committee	4	4	4	4	4
Compensation Committee	Percent of Directors on Audit Committee Who Are Independent	100%	100%	100%	100%	100%
	Number of Audit Committee Meetings	10	9	5	10	10
	Size of Compensation and Succession Committee	4	4	4	4	4
Nomination Committee	Percent of Directors on Compensation and Succession Committee Who Are Independent	100%	100%	100%	100%	100%
	Number of Compensation and Succession Committee Meetings	7	7	4	8	7
	Outside Compensation Advisors Appointed	Y	Y	Y	Y	Y
Executive Compensation	Size of Nominating and Governance Committee	5	4	4	5	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	3	6	6
	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	
Stockholder Rights	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
	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
AGM Voting Results	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
	Average Director Support Level	97%	97%	98%	98%	99%
GRI	Frequency of Say on Pay Votes	1	1	1	1	1
	Say on Pay Support Level	92%	89%	93%	95%	95%
	Ratification of Independent Auditor Support Level	94%	95%	97%	98%	98%
GRI	Years Independent Auditor Employed	28	27	26	25	24
	GRI Criteria Compliance	-	Y	Y	Y	Y
	Global Reporting Initiatives Checked	-	N	N	N	N

WORKFORCE COMPOSITION



New Hires

	2019	2018	2017	2016	2015
Generation					
Silents (1925-1945)	0.0%	0.0%	0.0%	0.0%	0.0%
Early Boomers (1946-1954)	0.4%	0.5%	0.6%	0.5%	0.9%
Late Boomers (1955-1963)	4.4%	5.0%	6.0%	5.0%	6.0%
Generation X (1964-1978)	20.0%	22.9%	22.1%	22.4%	21.5%
Generation Y (1979-1994)	54.5%	58.1%	62.5%	67.9%	69.1%
Generation Z (From 1995)	20.7%	13.5%	8.8%	4.1%	2.5%
Gender					
Male	44.2%	46.8%	44.3%	47.6%	45.4%
Female	55.8%	53.2%	55.7%	52.4%	54.6%
Minority Groups*					
White	47.0%	52.8%	49.1%	55.4%	53.7%
Black or African American	27.4%	23.9%	21.5%	19.5%	23.2%
Hispanic or Latino	13.9%	12.0%	12.0%	15.0%	14.4%
Asian	6.9%	7.2%	7.5%	5.7%	5.0%
American Indian/Alaskan	0.3%	0.4%	0.2%	0.5%	0.4%
Native Hawaiian or Other Pacific Islander	0.3%	0.2%	0.3%	0.4%	0.2%
Two or more Races (Not Hispanic or Latino)	4.2%	3.6%	3.6%	3.6%	3.2%

*For 2017 data, 5.8% - undeclared.

Total/Exempt/Non-Exempt by Gender & Race

Gender					
	Total				
Female	55.6%	56.0%	56.3%	55.9%	56.2%
Male	44.4%	44.0%	43.7%	44.1%	43.8%
Undeclared	0.08%				
Exempt					
Female	47.7%	47.9%	47.5%	46.5%	46.9%
Male	52.3%	52.1%	52.5%	53.5%	53.1%
Undeclared	0.03%				
Non-Exempt					
Female	72.2%	76.4%	76.2%	76.7%	76.3%
Male	27.8%	23.6%	23.8%	23.3%	23.7%
Undeclared	0.03%				
Race					
	Total				
African American	17.7%	17.1%	16.4%	16.3%	16.4%
Native American	0.3%	0.4%	0.3%	0.4%	0.3%
Asian	5.7%	5.6%	5.3%	4.9%	4.7%
Hispanic	11.1%	10.9%	11.0%	11.0%	10.5%
Native Hawaiian or Other Pacific Islander	0.2%	0.2%	0.2%	0.2%	0.1%
Two or More Races	2.3%	2.1%	1.9%	1.9%	1.8%
White	62.1%	63.8%	64.8%	65.5%	66.1%
Undeclared	1.1%				
Exempt					
African American	13.0%	13.1%	12.1%	12.1%	12.2%
Native American	0.3%	0.3%	0.3%	0.3%	0.3%
Asian	7.3%	6.9%	6.6%	6.0%	5.8%
Hispanic	8.4%	8.7%	8.5%	8.5%	8.0%
Native Hawaiian or Other Pacific Islander	0.2%	0.1%	0.2%	0.2%	0.1%
Two or More Races	1.9%	1.9%	1.6%	1.6%	1.6%
White	68.4%	68.9%	70.7%	71.3%	72.0%
Undeclared	0.5%	-	-	-	-
Non-Exempt					
African American	27.4%	27.1%	26.1%	25.6%	25.5%
Native American	0.4%	0.4%	0.4%	0.4%	0.4%
Asian	2.4%	2.3%	2.4%	2.5%	2.5%
Hispanic	16.8%	16.3%	16.6%	16.5%	15.8%
Native Hawaiian or Other Pacific Islander	0.3%	0.3%	0.2%	0.2%	0.2%
Two or More Races	3.1%	2.7%	2.6%	2.4%	2.2%
White	49.0%	50.9%	51.7%	52.4%	53.4%
Undeclared	0.5%	-	-	-	-

Total & Voluntary Turnover

Overall					
	2019	2018	2017	2016	2015
Termination Rate	18.5%	15.4%	15.6%	13.4%	13.1%
Voluntary Termination Rate (incl. retirements)	14.1%	12.8%	12.1%	10.7%	10.7%
Race					
	Termination Rate				
Minority	22.7%	18.3%	17.7%	16.3%	16.1%
Non-Minority	15.3%	13.6%	14.3%	11.9%	11.6%
Voluntary Termination Rate (incl. retirements)					

Minority	17.4%	14.5%	13.2%	12.6%	13.1%
Non-Minority	12.1%	11.8%	11.4%	9.7%	9.5%
Gender					
Termination Rate					
Male	17.7%	15.7%	16.6%	13.9%	13.4%
Female	18.5%	15.1%	14.7%	13.0%	12.9%
Voluntary Termination Rate (incl. retirements)					
Male	14.3%	13.1%	12.5%	11.1%	10.5%
Female	14.0%	12.6%	11.7%	10.4%	10.9%
Generation					
Termination Rate					
Silents (1925-1945)	29.2%	19.0%	16.1%	19.6%	34.9%
Early Boomers (1946-1954)	31.4%	34.7%	31.6%	20.2%	19.6%
Late Boomers (1955-1963)	13.6%	13.3%	11.9%	7.6%	7.4%
Generation X (1964-1978)	12.2%	9.5%	10.3%	8.9%	8.9%
Generation Y (1979-1994)	22.3%	18.8%	20.1%	19.9%	20.5%
Generation Z (From 1995)	40.9%	44.1%	60.8%	97.5%	74.7%
Voluntary Termination Rate (incl. retirements)					
Silents (1925-1945)	21.2%	16.9%	14.3%	15.0%	30.4%
Early Boomers (1946-1954)	25.1%	31.5%	27.9%	17.6%	17.7%
Late Boomers (1955-1963)	9.8%	11.3%	8.6%	5.3%	5.3%
Generation X (1964-1978)	8.1%	6.8%	7.3%	6.7%	6.7%
Generation Y (1979-1994)	18.5%	16.3%	16.0%	16.3%	17.7%
Generation Z (From 1995)	35.8%	39.5%	56.4%	88.4%	68.2%

Management Type by Gender & Race

Gender					
OFFICER					
Female	30.2%	30.3%	27.6%	28.1%	29.1%
Male	69.8%	69.7%	72.4%	71.9%	70.9%
MID LEVEL LEADER Managers of managers (ex: Senior Managers, Directors)					
Female	41.0%	40.6%	40.4%	40.3%	40.7%
Male	59.0%	59.4%	59.6%	59.7%	59.3%
FIRST LEVEL LEADER Managers of individual contributors (Ex: Associate Managers, Managers)					
Female	49.3%	49.6%	50.6%	49.2%	48.7%
Male	50.7%	50.4%	49.4%	50.8%	51.3%
TEAM MEMBER					
Female	49.2%	49.2%	48.5%	47.4%	47.8%
Male	50.8%	50.8%	51.5%	52.6%	52.2%
TEAM MEMBER NON EXEMPT					
Female	75.5%	76.4%	76.2%	76.7%	76.3%
Male	24.5%	23.6%	23.8%	23.3%	23.7%
Race					
OFFICER					
African American	3.5%	3.0%	3.5%	4.2%	4.8%
Native American	0.5%	0.5%	0.5%	0.5%	0.5%
Asian	4.5%	4.5%	4.0%	4.2%	4.8%
Hispanic	2.5%	1.5%	1.5%	1.6%	1.6%
Two or More Races	1.0%	1.5%	1.0%	1.0%	1.1%
White	87.6%	88.6%	88.9%	88.5%	87.3%
Undeclared	0.5%	-	-	-	-
FIRST LEVEL LEADER					
African American	14.1%	13.8%	13.3%	13.2%	12.4%
Native American	0.3%	0.4%	0.4%	0.3%	0.3%
Asian	3.1%	3.4%	3.3%	3.2%	3.0%
Hispanic	10.5%	9.8%	8.5%	8.5%	8.2%
Native Hawaiian or Other Pacific Islander	0.1%	0.2%	0.2%	0.2%	0.1%
Two or More Races	1.6%	1.7%	1.8%	1.5%	1.4%
White	70.2%	70.6%	72.5%	73.1%	74.6%
Undeclared	0.2%	-	-	-	-
MID LEVEL LEADER					
African American	5.8%	6.0%	5.7%	5.9%	5.9%
Native American	0.2%	0.3%	0.2%	0.2%	0.2%
Asian	10.6%	9.7%	9.2%	8.6%	8.5%
Hispanic	5.0%	4.4%	4.3%	4.1%	4.2%
Native Hawaiian or Other Pacific Islander	0.1%	0.1%	0.1%	0.1%	0.1%
Two or More Races	1.2%	1.0%	0.9%	0.9%	0.9%
White	76.9%	78.3%	79.3%	80.1%	80.2%
Undeclared	0.3%	-	-	-	-
TEAM MEMBER					
African American	15.2%	14.5%	13.2%	13.0%	13.3%
Native American	0.3%	0.3%	0.3%	0.3%	0.3%
Asian	7.0%	6.9%	6.7%	6.0%	5.8%
Hispanic	9.6%	9.5%	9.4%	9.3%	8.7%
Native Hawaiian or Other Pacific Islander	0.2%	0.2%	0.2%	0.2%	0.2%
Two or More Races	2.2%	2.1%	1.8%	1.8%	1.7%
White	64.8%	65.9%	67.7%	69.3%	70.0%
Undeclared	0.7%	-	-	-	-
TEAM MEMBER NON EXEMPT					
African American	28.2%	27.1%	26.1%	25.6%	25.5%
Native American	0.4%	0.4%	0.4%	0.4%	0.4%
Asian	2.1%	2.3%	2.4%	2.5%	2.5%
Hispanic	16.7%	16.3%	16.6%	16.4%	15.8%
Native Hawaiian or Other Pacific Islander	0.3%	0.3%	0.2%	0.2%	0.2%

Two or More Races	3.1%	2.7%	2.6%	2.4%	2.2%
White	48.7%	50.1%	50.6%	52.4%	53.4%
Undeclared	0.5%	-	-	-	-

NOTE: These figures represent U.S. employees only