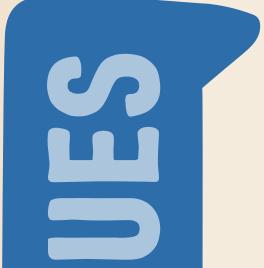


Our Commitment to Racial Equity

Our efforts to build a more diverse, inclusive and equitable world - socially and economically - for our Colleagues, Culture and Communities



Double Black management representation Ensure underrepresented candidate interview slates Double investment in early career programs

in the U.S. by 2024

for all open roles (persons of color for U.S. positions)

(including with Historically Black Colleges and Universities)

Launch mentoring and leadership development programs tailored for persons of color

Appoint Global D&I Officer

accountable to the CHRO, CEO and Board of Directors



Invest in multi-year education to build cultural competence for all employees

(D&I workshops for U.S. Leaders in 2020, Global 2021) Institute D&I Performance Scorecards

for all Business Units & Functions

Hold 100% of people managers accountable for **delivering an annual D&I objective**

Mobilize Brands and Marketing Honor Martin Luther Martin Luther King Jr. Day as paid U.S. Holiday and recognize Juneteenth with a U.S. day of service





partners to drive change, equity

to drive change, equity and inclusion

Commit to spend \$1 billion with minority and women-owned businesses by 2024



Enable 100% of our Business Units to have partnerships

supporting underrepresented communities

Establish multi-year signature partnership with Boys & Girls Clubs of America

to help close opportunity gap for youth

Fund signature multi-year college scholarship program for underrepresented youth





in the U.S.