

Trends in Investor Communications

Communicating Workforce Diversity



Introduction

A spotlight on racial inequality and widespread demand for police reform and accountability has permeated public discourse in 2020. In acts of solidarity with the Black Lives Matter and other movements, many companies have flooded social media with statements denouncing racial inequality and expressing a commitment to racial justice. In July, New York City Comptroller Scott M. Stringer said, “It is not enough to condemn racism in words; systemic change in corporate America will require concrete action and accountability.”

Comptroller Stringer is urging companies to “walk the walk” on racial equality by disclosing their annual Consolidated EEO-1 Report data publicly, which details the company’s employee count by gender and racial and ethnic categories in 10 professional levels. On behalf of the NYC Retirement Systems, Comptroller Stringer sent letters to the CEOs of 67 of the S&P 100, and received commitments from over 34 companies to publicly disclose their reports when due for submission to the U.S. Equal Employment Opportunity Commission (EEOC) in 2021.

According to a statement published on the NYC Comptroller’s website, “the Consolidated EEO-1 Report is the ‘gold standard’ for diversity disclosure and will enable investors to evaluate the performance of portfolio companies in terms of their ability to hire, retain, and promote employees of color and women.” However, as acknowledged by the NYC Comptroller, many companies have not historically disclosed EEO-1 Report data because they are already addressing diversity in their various reports and in formats they believe to be more tailored to their specific job titles and reporting structure.

At Argyle, we have found workforce diversity to be a topic most commonly discussed in sustainability and corporate responsibility reports, together with disclosures around companies’ diversity and inclusion initiatives. In recent years, an overview of human capital management strategies, including diversity and inclusion, have also been included in annual reports and proxy statements. In the current climate and with additional pressure from Comptroller Stringer, as well as new Form 10-K human capital management disclosure requirements, we expect a significant upswing in these diversity disclosures across all stakeholder communications.

In This Thought Piece

We explored publicly available data to learn how the S&P 100 companies currently communicate and disclose information regarding their workforce diversity, as well as their plans and goals to foster and achieve diversity and inclusion in their companies.

We have divided this document into three sections:

1. Comparison of EEO-1 Report, GRI, and SASB requirements related to workforce diversity
2. Benchmarking S&P 100 companies level of workforce diversity communications
3. Examples of leading diversity communications

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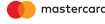
























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Comparison of EEO-1 Report, GRI, and SASB Requirements on Workforce Gender and Racial/Ethnic Diversity

Most companies' disclosure of data on workforce diversity depends on the framework used for reporting on sustainability and corporate responsibility. In this section, we compare requirements of the EEO-1 Report to those of two frequently used reporting standards: Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB).

In GRI's framework, workforce diversity is covered in three disclosures under two standards:

- GRI 102: General Disclosures
 - Disclosure 102-8: Information on employees and other workers
- GRI 405: Diversity and Equal Opportunity
 - Disclosure 405-1: Diversity of governance bodies and employees
 - Disclosure 405-2: Ratio of basic salary and remuneration of women to men

SASB standards cover 77 industries across 11 sectors. Of these, there are 10 industry-specific standards require disclosing information on workforce diversity and inclusion. These industries include:



Advertising & Marketing



Asset Management & Custody Activities



E-Commerce



Hardware



Internet Media & Services



Investment Banking & Brokerage



Media & Entertainment



Multiline and Specialty Retailers & Distributors



Professional & Commercial Services



Software & IT Services

	EEO-1 Report	GRI	SASB
Gender Representation	<p>Companies must report the total number of male and female employees for each of the 7 racial/ethnic groups and for each of the 10 job categories. Then the companies must include the total number of male and female employees in each race/ethnicity and in each job category.</p>	<p>Under GRI Disclosure 102-8, the reporting organization shall report the total number of employees by employment contract, by gender. The reporting organization shall also report the total number of employees by employment type, by gender.</p> <p>Under GRI Disclosure 405-1, the reporting organization shall report the percentage of individuals within the organization's governance bodies by gender. The reporting organization shall also report the percentage of employees per employee category by gender.</p>	<p>Entities of the 10 industries with workforce diversity & inclusion requirements shall disclose the percentage of gender representation of employees, by employee category, for U.S. and non-U.S. employees. The entities shall categorize the gender of their employees as female, male, or not disclosed/available. The entities may also provide supplemental disclosures on gender representation by country or region.</p>
Racial/Ethnic Representation	<p>The seven racial/ethnic groups covered in the EEO-1 Report are the following:</p> <ul style="list-style-type: none"> • Hispanic or Latino • White • Black or African American • Native Hawaiian or Other Pacific Islander • Asian • American Indian or Alaskan Native • Two or more races <p>Companies must report the total number of male and female employees for each of these racial/ethnic groups and for each job category.</p>	<p>Also under GRI Disclosure 405-1, the reporting organization shall report the percentage of individuals within the organization's governance bodies by other indicators of diversity where relevant (such as minority or vulnerable groups). The reporting organization shall also report the percentage of employees per employee category by these other indicators of diversity. In the glossary, GRI notes that examples of "indicators of diversity" can include ancestry and ethnic origin and citizenship, while "vulnerable groups" can include indigenous people and ethnic minorities.</p>	<p>Entities of the 10 industries with workforce diversity & inclusion requirements shall disclose the percentage of racial/ethnic group representation of employees, by employee category, for U.S. employees. The entities shall categorize the racial/ethnic group of its U.S. employees in accordance with the EEO-1 Survey Instruction Booklet and use the following categories:</p> <ul style="list-style-type: none"> • Asian • Black or African American • Hispanic or Latino • White • Other (which includes Native American or Alaska Native, Native Hawaiian or Pacific Islander, and "Two or More Races" classifications) • Not disclosed/available <p>The entities may also provide supplemental disclosures on racial/ethnic group representation by country or region.</p> <p>There are 3 of the 77 industries covered by SASB that require entities to disclose the percentage of their employees that are foreign nationals, defined as "anyone requiring an employment visa in the country in which he or she is employed." These 3 industries are the following:</p> <ul style="list-style-type: none"> • Internet Media & Services • Semiconductors • Software & IT Services

	EEO-1 Report	GRI	SASB
Job Category (in relation to gender and/or racial/ethnic representation)	<p>The 10 standardized job categories in the EEO-1 Report are the following:</p> <ul style="list-style-type: none"> • Executive/Senior Level Officials and Managers • First/Mid-Level Officials and Managers • Professionals • Technicians • Sales Workers • Administrative Support Workers • Craft Workers • Operatives • Laborers and Helpers • Service Workers <p>Companies must report the total number of male and female employees for each racial/ethnic group and for each of these job categories.</p>	<p>Under GRI Disclosure 102-8, the reporting organization shall report the total number of employees by employment contract, by gender. The employment contracts are:</p> <ul style="list-style-type: none"> • Indefinite or permanent contract • Fixed term or temporary contract <p>The reporting organization shall also report the total number of employees by employment type, by gender. The employment types are:</p> <ul style="list-style-type: none"> • Full-time • Part-time <p>The reporting organization shall also report whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees shall also be reported. GRI notes under the definition of "workers" in its glossary that examples of these workers include interns, apprentices, self-employed persons, and persons working for organizations other than the reporting organization, e.g., for suppliers.</p> <p>GRI's glossary also provides definitions for the different employment contracts and employment types.</p> <p>Under GRI Disclosure 405-1, the reporting organization shall report the percentage of individuals within the organization's governance bodies by gender, age group, and other indicators of diversity. In the glossary, a "governance body" is defined as a "committee or board responsible for the strategic guidance of the organization, the effective monitoring of management, and the accountability of management to the broader organization and its stakeholders."</p> <p>The reporting organization shall also report the percentage of employees per employee category by gender, age group, and other indicators of diversity. In the glossary, "employee category" is defined as the "breakdown of employees by level (such as senior management, middle management) and function (such as technical, administrative, production). GRI notes that this information is derived from the organization's own human resources system.</p>	<p>Entities of the 10 industries with workforce diversity & inclusion requirements must disclose the percentages of gender and racial/ethnic group representation of employees by employee category. These categories vary among the 10 industries.</p> <p>For Advertising & Marketing and Media & Entertainment industries:</p> <ul style="list-style-type: none"> • Management • Professionals • All Other Employees <p>For Asset Management & Custody Activities and Investment Banking & Brokerage industries:</p> <ul style="list-style-type: none"> • Executive Management • Non-Executive Management • Professionals • All Other Employees <p>For E-Commerce, Hardware, Internet Media & Services and Software & IT Services industries:</p> <ul style="list-style-type: none"> • Management • Technical Staff • All Other Employees <p>For Multiline and Specialty Retailers & Distributors industry:</p> <ul style="list-style-type: none"> • Management • All Other Employees <p>For Professional & Commercial Services industry:</p> <ul style="list-style-type: none"> • Executive Management • All Other Employees – Non-Contingent • All Other Employees – Contingent <p>The job categories and descriptions for each employee category are found on each of the industries' standards.</p>

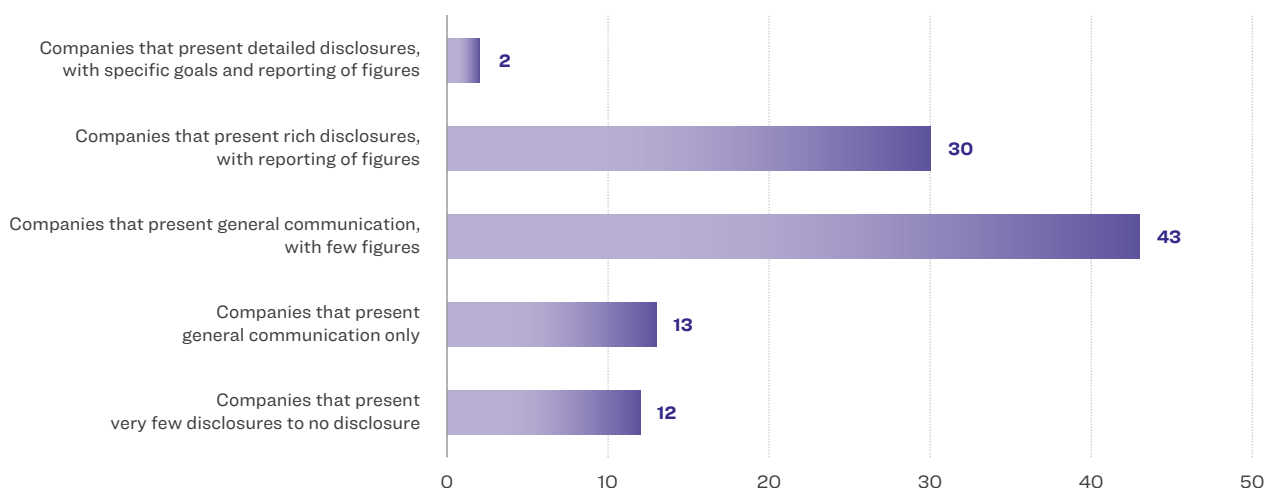
	EEO-1 Report	GRI	SASB
Pay Data (in relation to gender and/or racial/ethnic representation)	<p>In Component 2 EEO-1 Reports, aside from gender, race/ethnicity, and job categories, the employees of the company must also be classified by pay band. The 12 salary compensation bands are the following:</p> <ul style="list-style-type: none"> • \$19,239 and under • \$19,240 - \$24,439 • \$24,440 - \$30,679 • \$30,680 - \$38,999 • \$39,000 - \$49,919 • \$49,920 - \$62,919 • \$62,920 - \$80,079 • \$80,080 - \$101,919 • \$101,920 - \$128,959 • \$128,960 - \$163,799 • \$163,800 - \$207,999 • \$208,000 and over 	<p>In terms of salary reporting in relation to diversity, GRI Disclosure 405-2 requires the reporting organization to report the ratio of basic salary and remuneration of women to men for each employee category, by significant locations of operation.</p> <p>The reporting organization should base remuneration on the average pay of each gender grouping within each employee category. The reporting organization shall also report the definition used for “significant locations of operation.”</p>	<p>Though there are industries covered by SASB that require entities to disclose average hourly wages of employees, none of the industries require entities to disclose pay data in relation to gender or racial/ethnic representation.</p> <p>However, entities of the 10 industries with workforce diversity & inclusion requirements shall also describe their policies and programs for fostering equitable employee representation across their global operations, which may include wage practices.</p>
Number of Hours Worked (in relation to gender and/or racial/ethnic representation)	<p>In a second presentation for Component 2 EEO-1 Reports, companies must report the total number of hours worked by all employees for each gender, each racial/ethnic group, each job category, and each salary compensation band.</p>	<p>Though GRI also requires disclosure of number of hours worked (Disclosure 403-9), this is not in relation to gender or racial/ethnic representation.</p>	<p>None of the 77 industries require entities to report the number of hours worked by their employees.</p>
Other Disclosures		<p>Under GRI Disclosure 405-1, the reporting organization shall also report the percentage of individuals within the organization’s governance bodies and the percentage of employees per employee category, by the following age group:</p> <ul style="list-style-type: none"> • Under 30 years old • 30-50 years old • Over 50 years old 	<p>Entities of the 10 industries with workforce diversity & inclusion requirements shall also describe their policies and programs for fostering equitable employee representation across their global operations.</p> <ul style="list-style-type: none"> • Relevant policies may include maintaining transparency of hiring, promotion, and wage practices, ensuring equal employment opportunity, developing and disseminating diversity policies, and ensuring management accountability for equitable representation. • Relevant programs may include trainings on diversity, mentorship and sponsorship programs, partnership with employee resource and advisory groups, and provision of flexible work schedules to accommodate the varying needs of employees. • The entities may disclose other aspects of their workforce, such as age, physical abilities/qualities, sexual orientation, and religious beliefs, as relevant to local jurisdiction.

How S&P 100 companies are communicating workforce diversity

To understand how S&P 100 companies are communicating the gender and racial/ethnic diversity of their workforce, we consolidated publicly available materials, such as websites, annual reports, proxy statements and other reports that provide information on the companies' diversity and inclusion initiatives, including sustainability reports, corporate social responsibility reports or even reports that have a specific focus on diversity. We assigned a rating to each company based on the [level of] [depth of] information disclosed. We also assessed communications of workforce diversity and disclosure of figures for specific job levels, from the board of directors to part-time employees. Last, but not least, we reviewed the data by industry to identify any trends by industry in terms of level of transparency around workforce diversity.

Our key findings are summarized below.

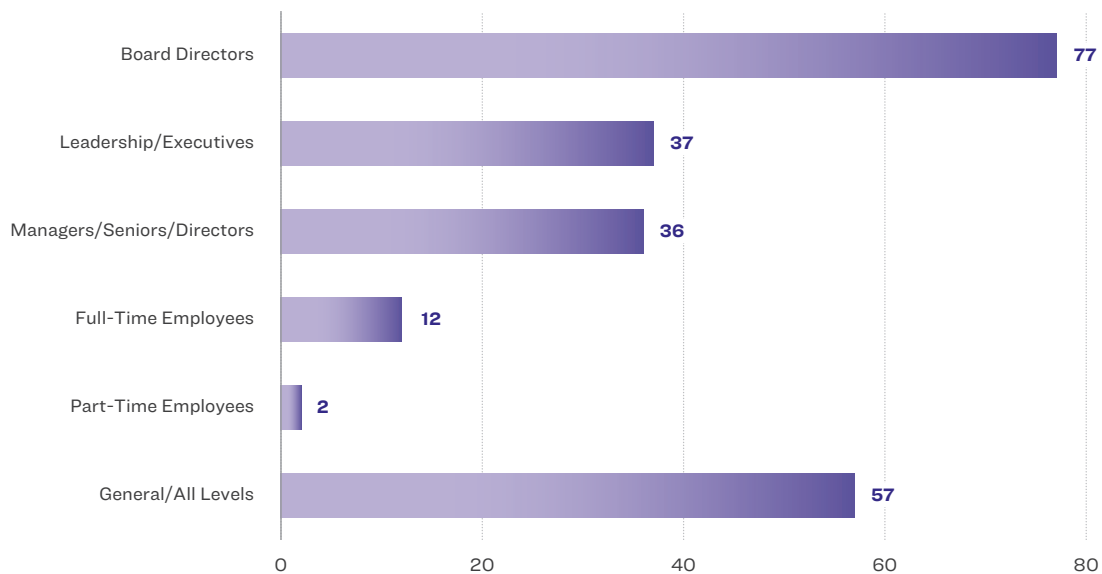
Discussion of Workforce Diversity



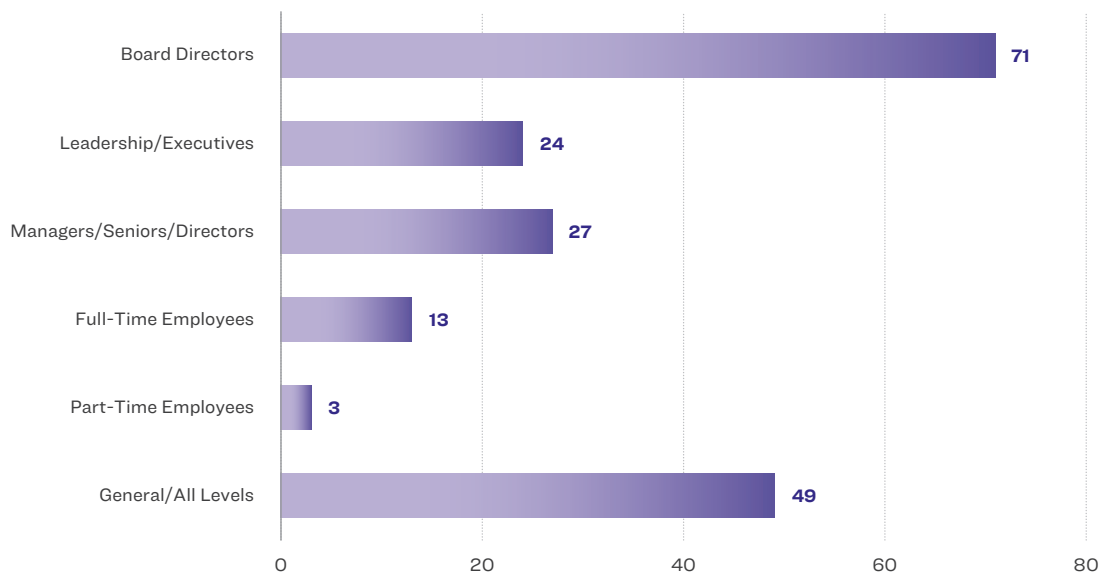
- Almost half of the companies (43 of 100) present general communication of workforce diversity with a few disclosure of figures.
- Almost a third of the companies (32 of 100) present rich to detailed communication of workforce diversity, with specific goals and reporting of figures.
- A quarter of the companies (25 of 100) present very general communication or very few disclosures.

Discussion of Workforce Diversity by Specific Job Level

Gender Diversity



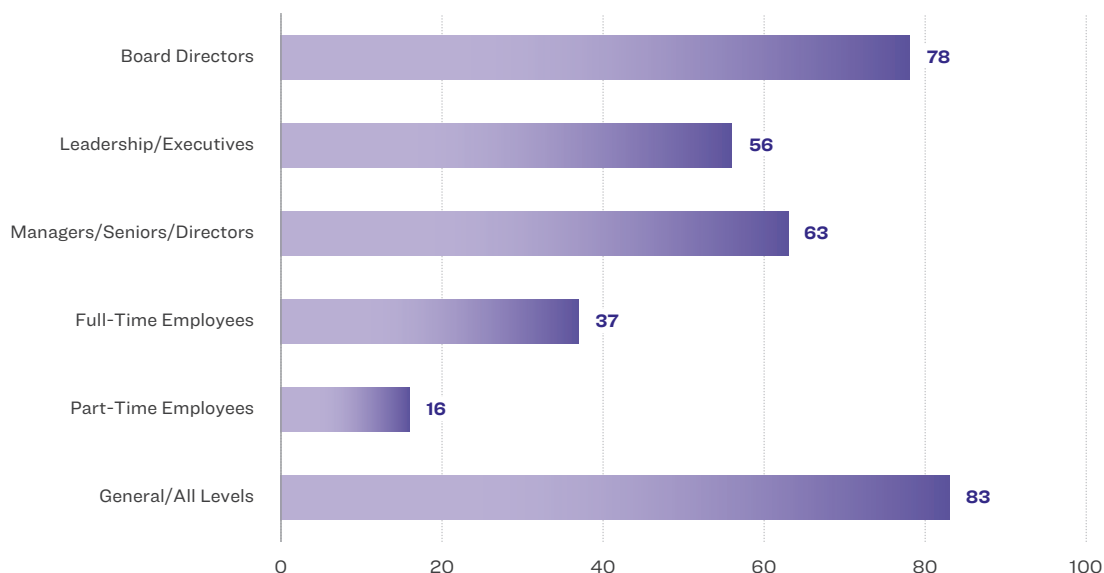
Racial/Ethnic Diversity



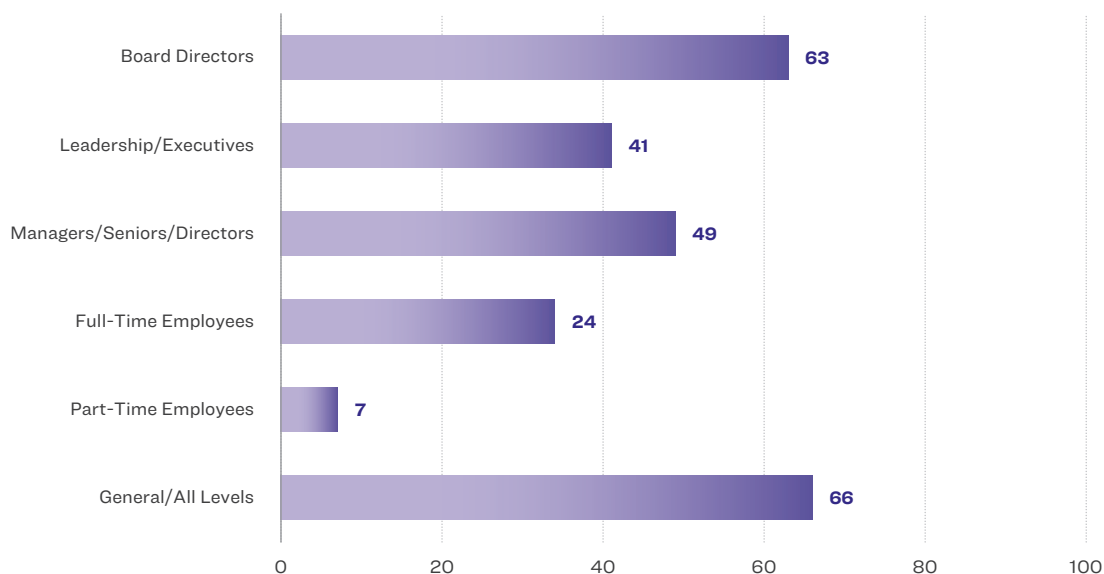
- Over 70 companies discuss the board's gender and racial/ethnic diversity, and almost all of these discussions are found in the companies' proxy statements.
- Over a third of the companies specifically address gender diversity in leadership and management levels. These companies generally express goals to continually increase women representation in their companies, and they start from the top by hiring, training, and promoting women leaders.
- Around a quarter of the companies specifically address racial/ethnic diversity in leadership and management levels. Similar to gender diversity, these companies are promoting racial/ethnic diversity starting from the top.
- There are very few that specifically mention diversity of part-time employees.
- Around half of the companies have specific gender and racial/ethnic diversity discussions (hiring, retaining, promoting, equitably compensating, etc.) pertaining to all employees as a whole.

Disclosure of Workforce Diversity Figures by Specific Job Level

Gender Diversity

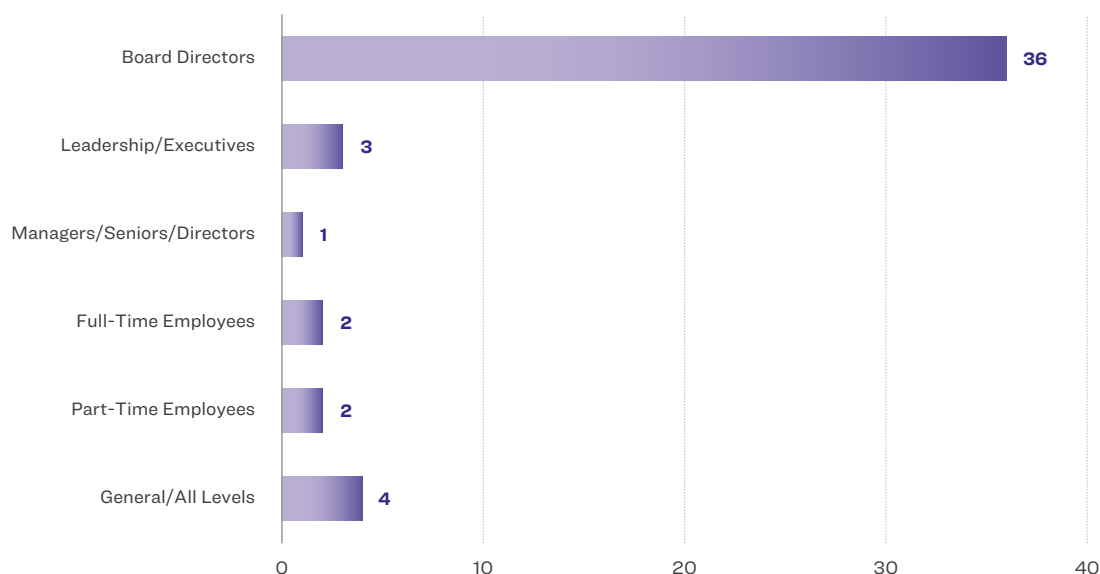


Racial/Ethnic Diversity



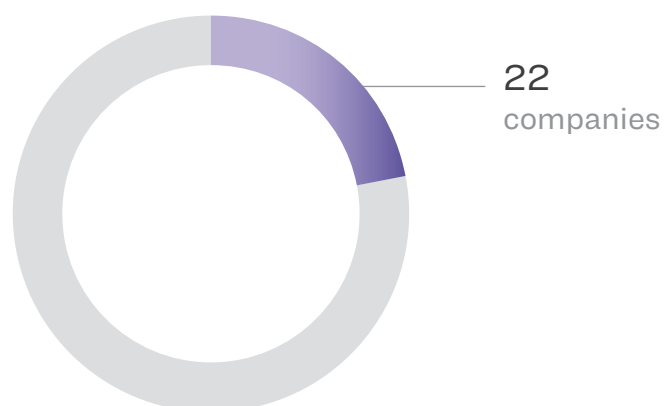
- Generally, more companies are disclosing the breakdown of gender diversity (number or percentage of male and female employees and directors) than the breakdown of racial/ethnic diversity (number or percentage of employees and directors according to race/ethnicity).
- Given the number of companies discussing their board diversity, it follows that many of these companies also disclose the number or percentage of diverse members of their board in their proxy statements.
- Many companies highlight the number or percentage of women and minorities in leadership and management positions compared with the rest of the job categories/level.
- There are very few companies that disclose the number or percentage of their diverse part-time employees.

Combined Gender and Racial/Ethnic Diversity



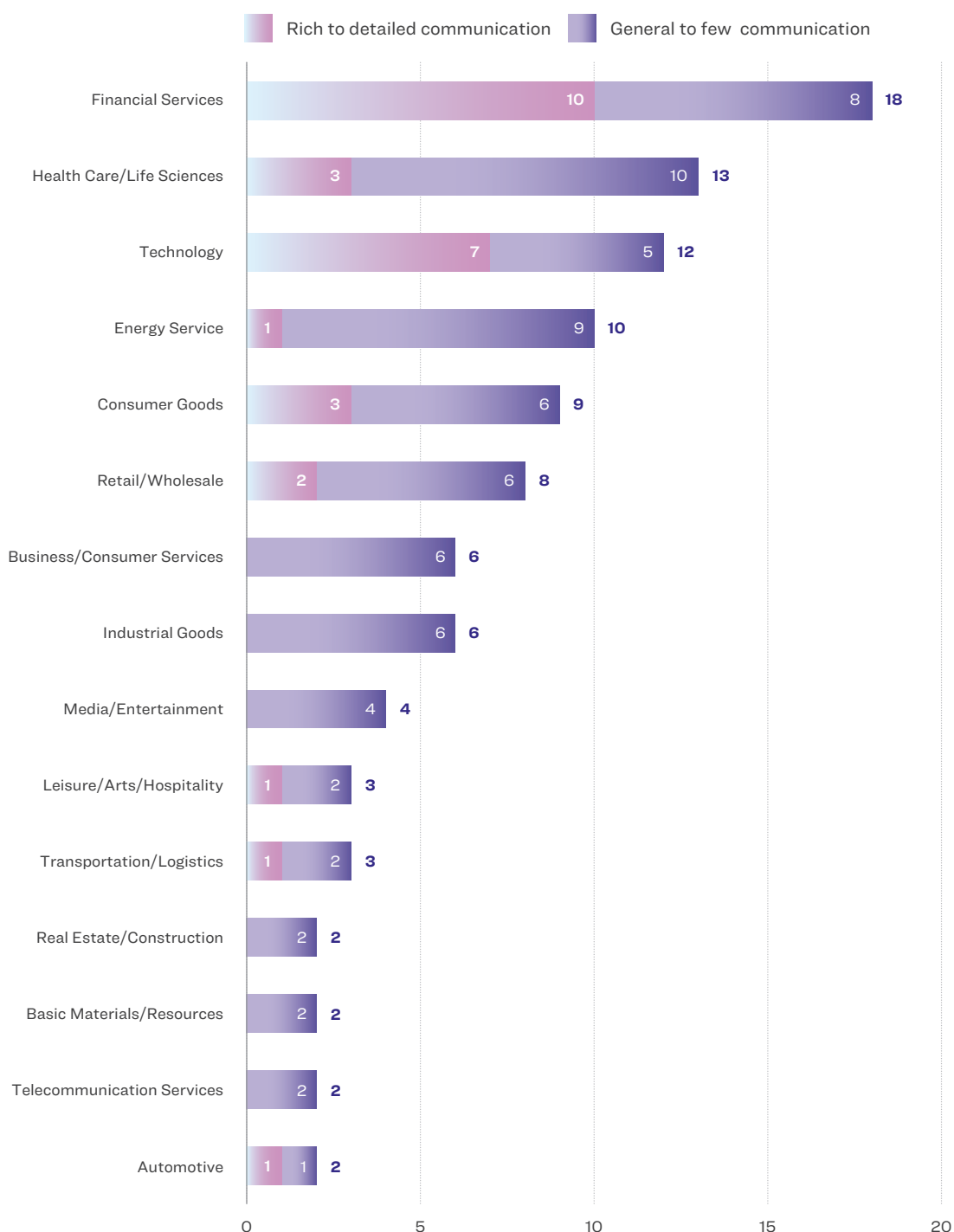
- Only a number of companies present combined data of gender and racial/ethnic diversity in any or all employee levels.
- However, over a third of the companies present combined data of gender and racial/ethnic diversity of their board members.

Public Disclosure of Consolidated EEO-1 Report



- Only 22 of the S&P 100 publicly disclose their EEO-1 Report, released a similar report or present data from their EEO-1 Report.
- Only 1 company included Component 2 (pay data) in their report: Intel.
- 13 companies disclose actual numbers of employees, with 1 company also disclosing percentages.
- 9 companies disclose percentages only.

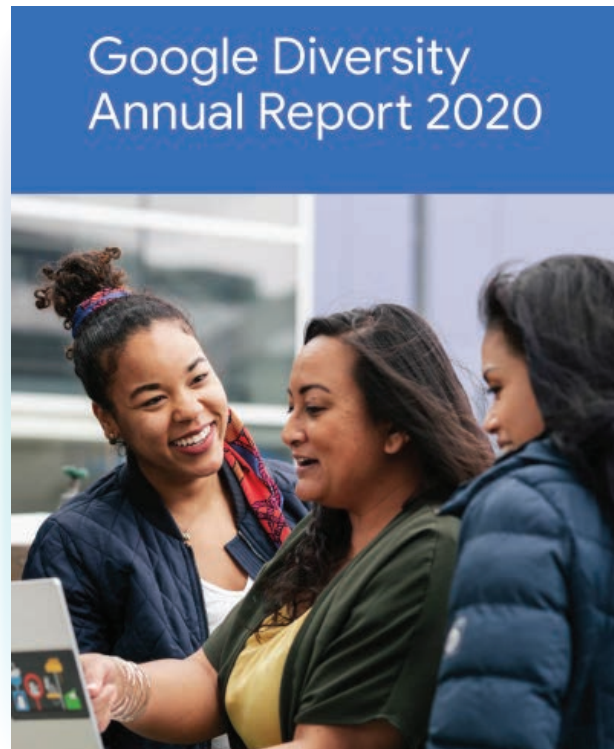
Discussion of Workforce Diversity by Industry



- Based on our research, most of the companies from the industries of Health Care/Life Sciences, Energy Service, Consumer Goods, and Retail/Wholesale only have general to few communication on workforce diversity, while all companies under the industries of Business/Consumer Services, Industrial Goods, Media/Entertainment, Real Estate/Construction, Basic Materials/Resources, and Telecommunication Services also have general to few communication on workforce diversity.
- Though most of the companies that present rich to detailed communication on workforce diversity are from the industries of Financial Services and Technology, almost the same number of the companies under the same industries only have general to few communications on workforce diversity.

Leading Diversity Communications

Alphabet



Data continues to inform our work

At Google, we use data to inform everything we do, from the way we develop products and services to the way we design our diversity, equity, and inclusion efforts. We use data to ensure fairness in our people processes and outcomes, and build a more representative workforce.

Looking at our own internal data as well as external data from the [U.S. Bureau of Economic Analysis \(BEA\)](#), we know we have work to do to increase underrepresented talent in our workforce. As a result, we intentionally focus our efforts on hiring, progression and retention to increase representation for these communities. When we first started collecting race data, our efforts aligned with U.S. EEOC guidelines. However, we know that it's important to measure race and ethnicity outside of the U.S. as well, which is why we are taking steps to collect race and ethnicity data globally through our voluntary self-ID campaigns.

Since we started sharing our data in 2014, we've seen large gains for women in both globally and modern, and gains in representation for communities that we focused on in the U.S. In 2019, we continued to take actions that yielded a 1% point increase in the representation of Black+ employees in the U.S. In 2020, we continued to take actions that yielded a 1% point increase in the representation of Black+ employees in the U.S. In 2020, we continued to take actions that yielded a 1% point increase in the representation of Black+ employees in the U.S.

Last year we saw the largest increase for Black+ representation at Google since we began publishing.

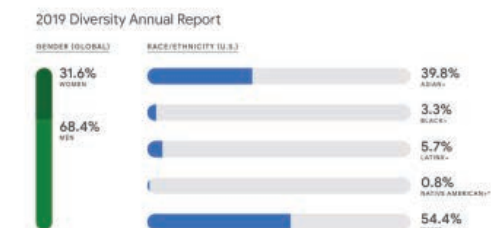
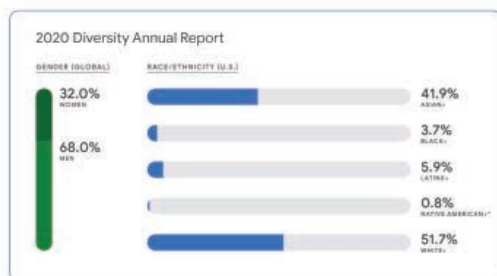
Employee data includes information about a person's gender, race, ethnicity, and age.

© 2020 Google LLC. All rights reserved. GOOGLE DIVERSITY ANNUAL REPORT 2020

Alphabet's largest subsidiary, Google, discloses comprehensive data regarding the company's diverse workforce in its [2020 Google Diversity Annual Report](#). The report showcases rich data that covers how Google is advancing the representation of women, ethnic minorities, and other underrepresented groups in their workforce.

Workforce representation

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as a categorized by U.S. government reporting standards

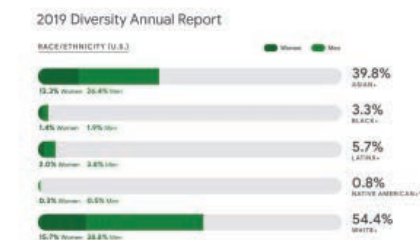
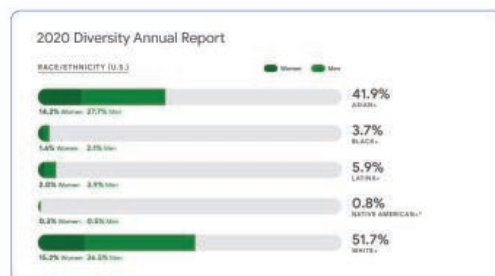


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Intersectional workforce representation

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as a categorized by U.S. government reporting standards

In some cases, due to rounding, the percentages for men and women may not add up exactly to the overall percentage for that racial/ethnic group. In these cases, we've adjusted the numbers to round down.

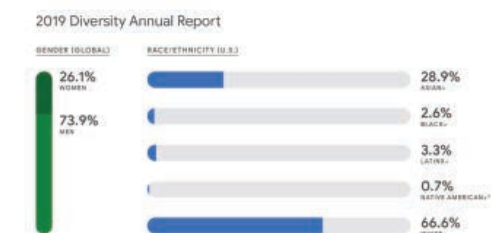
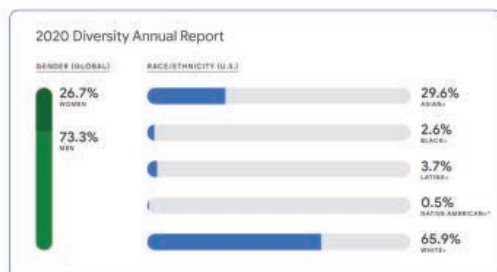


GOOGLE DIVERSITY ANNUAL REPORT 2020

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Leadership representation

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as a categorized by U.S. government reporting standards

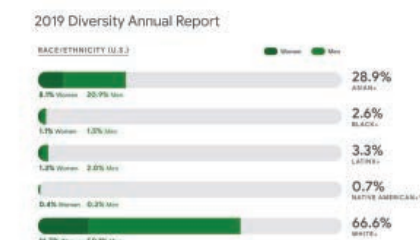
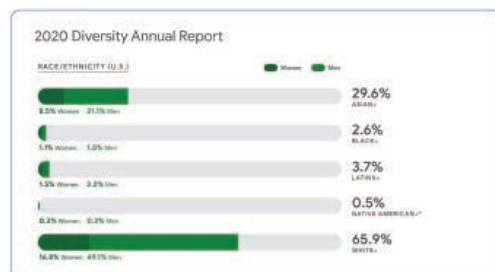


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Intersectional leadership representation

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as a categorized by U.S. government reporting standards

In some cases, due to rounding, the percentages for men and women may not add up exactly to the overall percentage for that racial/ethnic group. In these cases, we've adjusted the numbers to round down.



GOOGLE DIVERSITY ANNUAL REPORT 2020

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One of the strengths of the report is that it presents Google's improvement in embedding diversity into its hiring process, retention programs, and representation efforts—increasing the number of women and ethnic minorities not just in the company's workforce in general but also in their leadership teams. Also, based on this year's report, the global workforce representation and intersectional workforce representation percentages, based on race and gender, increased overall.



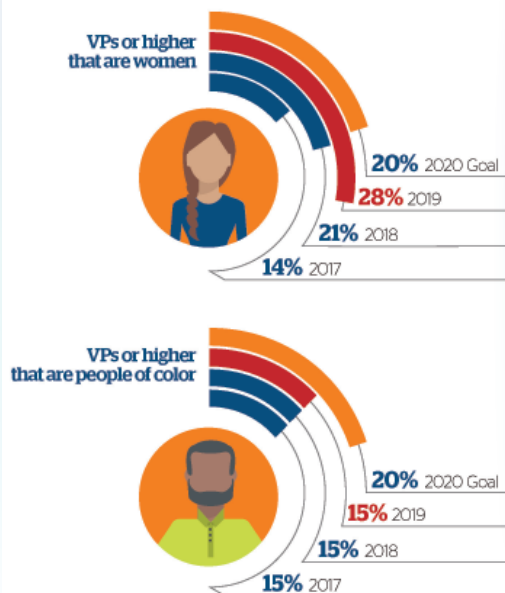
Our 2019 Performance

Deliver superior results

Operating income per employee

\$1,414,521	\$1,098,193	\$1,151,325
2019	2018	2017

Promote a vibrant, inclusive workplace



Championing Women at Altria – and Beyond

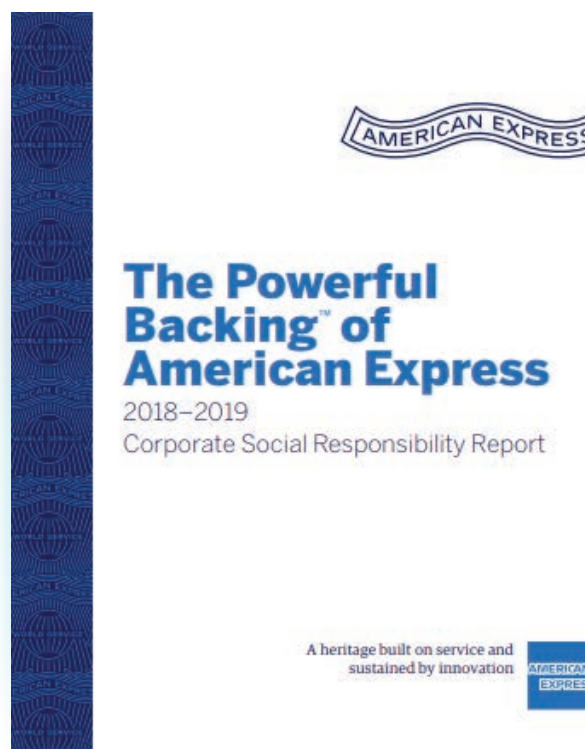
Like many other companies, Altria has worked hard – for years – on being inclusive. Today, we have one of the most diverse leadership teams we've ever had; almost 40% are women and/or people of color. Altria also benefits from a diverse board, with one-third of independent director seats held by women.

Within Altria, similar to national trends, we've made progress advancing women, in particular white women, to the Vice President level and higher. But we have more work to do to give female colleagues from underrepresented groups the same opportunities.

When it comes to pay equity for women, our results are better. Altria has a long-standing practice of reviewing salaries to mitigate potential inequities. For more than 20 years, Altria's Compensation team has regularly run statistical analyses to identify unexplained pay discrepancies and address them with salary adjustments. Based on the most recent annual analysis conducted at Altria in November 2019, salaries of female employees were 99.7% of those of our male employees and salaries of our non-white employees were 99.5% of those of our white employees after adjusting for factors generally considered to be legitimate differentiators of salary (e.g. performance and salary grade).

Our work to advance women and women of color includes benchmarking with other companies and working with nonprofits who conduct research on the topic. A key nonprofit with this expertise is Catalyst, a global organization that focuses on accelerating progress for women within business and on corporate boards. To further the goal of getting more women into the boardroom, in 2019, we announced a \$1 million one-time grant to Catalyst to support its Women On Board program, designed to champion qualified women board candidates by pairing them with sitting corporate directors – who are primarily white men – for a two-year period. This aims to disrupt old patterns and unconscious bias through the proven effectiveness of 1-on-1 sponsorship.

Altria presents a comprehensive [report](#) about how they develop their employees and culture, including fostering a vibrant, diverse, and inclusive workplace. Some of the highlights of the report with regard to diversity include the company's success in achieving one of their most diverse leadership teams, where almost 40% are women and/or people of color, and the development in their efforts to advance women to the vice president level and higher. The company acknowledges that they still have more work to do in order to give the same opportunities to women from underrepresented groups.

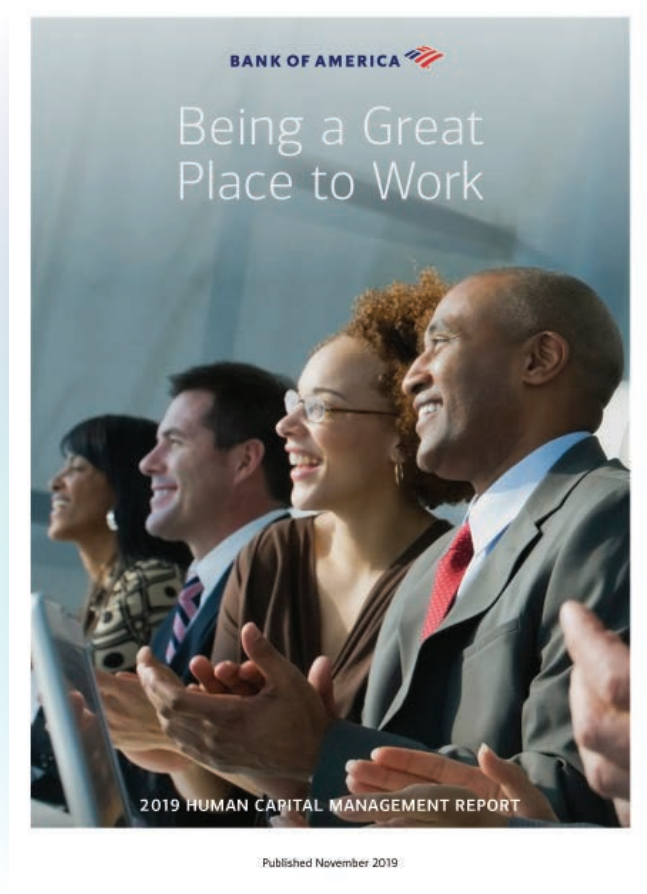


American Express - United States Workforce Diversity	U.S. Colleagues (2018)	Total non-minority	Total minority	Total women
	Senior-level executives and managers	71%	29%	31%
	Mid-level executives and managers	61%	39%	54%
	Professionals*	51%	49%	42%
	All others**	49%	51%	70%
	Total U.S. colleagues	54%	46%	55%

* Professionals category includes non-managerial employees, such as analysts, designers, engineers, etc.
 **All others category includes office and clerical roles, sales support, service workers, etc.

American Express' [2018-2019 Corporate Social Responsibility Report](#) provides an in-depth discussion about the company's global inclusion and diversity strategy, which includes pay equity and the development of women leaders. The report also discloses how diverse the company's workforce is, showcasing the overall percentage of non-minority, minority, and women in each position such as senior-level executives and managers, mid-level executives and managers, among others. In addition, some of the highlights of the report with regard to diversity include the company's achievement of having more than 50% of women in their total U.S. workforce and more than 30% of female senior executives.

Bank of America



Bank of America published their first-ever [Human Capital Management Report](#), where matters relating to their workforce diversity and compensation are thoroughly discussed.



The company's prominence in workforce diversity starts at the top, making them one of the four S&P companies who have 6 or more women directors on the board.

Improvements in Key Workforce Metrics

+27%

increase in **WOMEN**
in management
levels 1-3¹

+28%

increase in **WOMEN**
in our global
campus class²

+20%

increase in **PEOPLE OF
COLOR** in management
levels 1-3¹

+33%

increase in **PEOPLE OF
COLOR** in our
U.S. campus class²

"To measure how our efforts are working, we track our workforce data meticulously. At least once a month, senior leaders receive updated scorecards tracking the representation of diverse talent at every level. We also track our culture of inclusion through our Diversity and Inclusion Index, which is at a record high for the enterprise."

Cynthia Bowman

CHIEF DIVERSITY & INCLUSION OFFICER

¹ Percent Increase from 2015-2018

² Percent Increase since 2009

The company also shares some improvements in workforce diversity and how they track their progress.

The results of our 2018 review of total compensation across the U.S., U.K., France, Ireland, Hong Kong and Singapore showed:



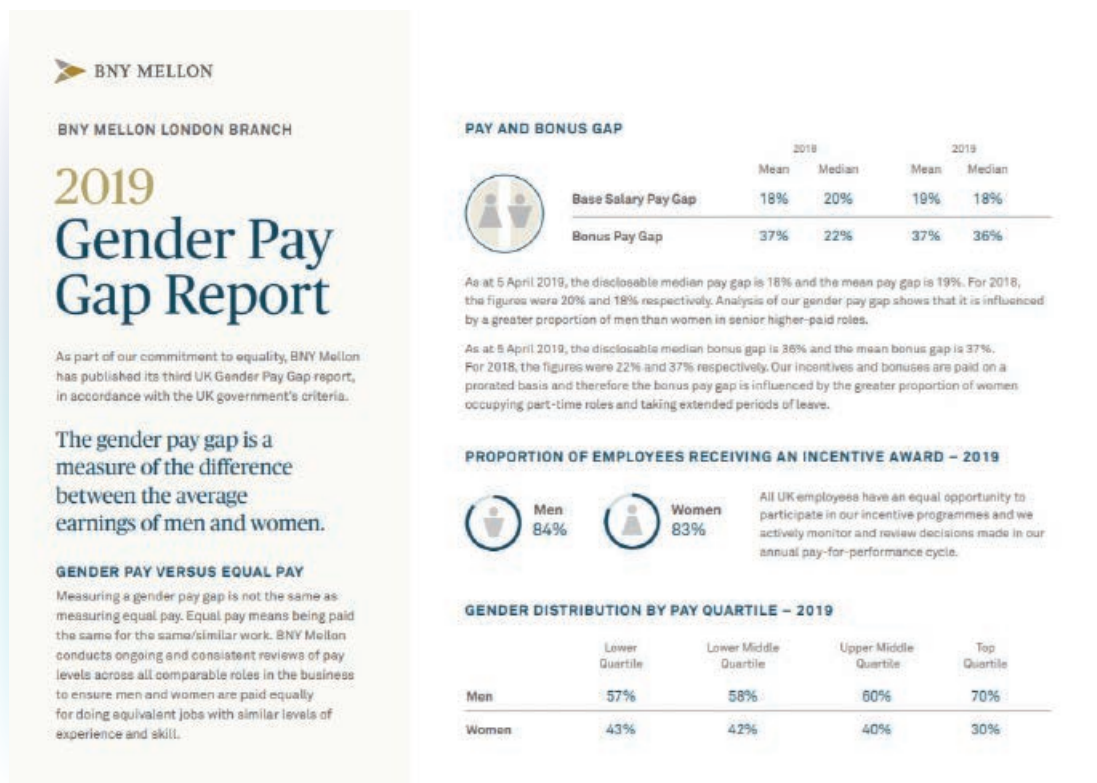
Compensation received by women is on average **greater than 99% of that received by men.**



In the U.S., compensation received by people of color is on average **greater than 99% of that received by non-people of color teammates.**

In addition to workforce diversity, the company ensures pay equity across gender and race by conducting "analyses with outside experts to examine individual employee pay before year-end compensation decisions are finalized, and we adjust compensation where appropriate."

The Bank of New York Mellon



BNY Mellon released their [2019 UK Gender Pay Gap Report](#), in which they disclose “the difference between the average earnings of men and women” in their workforce. The gender pay gap shown in the report is explained as due to the difference between the number of men and women employees in senior higher-paid roles, with men comprising a larger proportion.



BNY Mellon also released its [2020 Global Diversity & Inclusion Strategy](#), a document showcasing initiatives and performance in the area of diversity and inclusion.

Women Representation (Global)

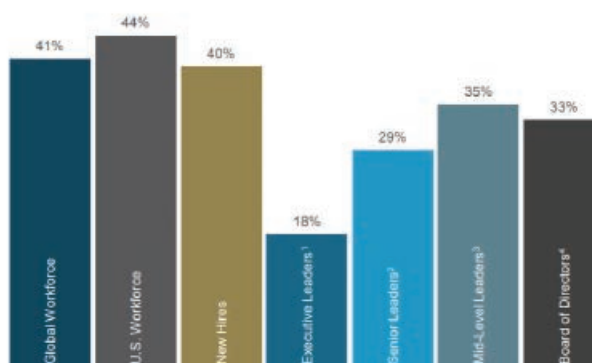
As of 31 December 2019

41% Global Workforce

40% New Hires

33% Board of Directors

29% Senior Leaders



¹ "Executive Leaders" equates to the [Executive Committee](#) | ² "Senior Leaders" include Managing Directors and Directors (S and M grades, inclusive of managers and independent contributors) | ³ "Mid-Level Leaders" include Vice Presidents (J, K and L grades, inclusive of managers and independent contributors) | ⁴ Total of 9 Directors, of whom 3 are women

9 Information Classification: Public

Ethnic/Racial Minority Representation (U.S.)

As of 31 December 2019



¹ "Executive Leaders" equates to the [Executive Committee](#) | ² "Senior Leaders" include Managing Directors and Directors (S and M grades, inclusive of managers and independent contributors) | ³ "Mid-Level Leaders" include Vice Presidents (J, K and L grades, inclusive of managers and independent contributors) | ⁴ Total of 9 Directors, of whom 3 are ethnic minorities

10 Information Classification: Public

BNY MELLON

Workforce diversity is also disclosed in this document.

It is also worth noting that in the discussion of one of the shareholder proposals in their [2020 Proxy Statement](#), BNY Mellon stated their aim to increase women and diverse representation in the workforce: "We are committed to continuing to increase the representation of women and diverse employees throughout our organization, with women candidates accounting for 40 percent of all new hires globally, up from 39 percent in 2018, and diverse candidates accounting for 48 percent of all new hires in the U.S., up from 42 percent in 2018."



Biogen proudly released their workforce diversity metrics, with more than half of their global workforce represented by women (see [Global Diversity, Equity & Inclusion](#)).

Diversity and Inclusion & Employee Engagement

We believe in inclusive results, and we're committed to achieving them.

As an increasing body of evidence demonstrates, gender parity at all levels is also critical to innovation. As of December 31, 2019, women held **46 percent** of Biogen's director-level and above positions and comprised over half of our global employee population at **52 percent**. We're continuing to support gender parity and mentor the next generation of female leaders through our Women's Leadership Program, which cultivates high-potential, entrepreneurial women for leadership roles. We were proud to sponsor the Global Summit of Women in Geneva, Switzerland, where we sent a delegation of nearly 50 women female leaders, as well as the Massachusetts Conference for Women.

Moreover, as of April 1, 2019, **26 percent** of Biogen's director-level and above positions were held by ethnic or racial minorities. To continue to bolster our talent pipeline with a rich and diverse mix of leaders, we encourage high potential, mid-career, underrepresented minorities to participate in The Partnership Inc.'s BioDiversity Fellows Program, a program we helped create. In 2019 we had 10 employees participate in the Fellows Program, which is tailored to focus on underrepresented professionals in the life sciences industry. We also piloted a Black and Latinx Mentorship program, with 10 mentors and 10 mentees, to invest in the development of Black and Hispanic/Latinx colleagues at managerial levels and above. This program actively integrates mentoring as a part of our workplace culture as well as provides mentees the opportunity to meet with an external coach with expertise in promoting success for minority executives and professionals.

Beyond achieving high diversity is continuing improvement. Biogen continues to support workforce diversity through various leadership and mentorship programs that focus on empowering women and underrepresented minorities. (see [Diversity and Inclusion & Employee Engagement](#)).

BlackRock About Us Newsroom Insights Investor Relations Sustainability Careers

JUNE 22ND, 2020

Our Actions to Advance Racial Equity and Inclusion

BlackRock is committed to doing its part, consistent with our goal to build a better, fairer society. This commitment to make change at BlackRock is and the difference we can make in the world. BlackRock employees with an update on our plans to promote inclusion.

By 2024, our goal is to double representation of our Black senior leaders and increase overall representation by 30%. Today, only 3% of our senior leaders (directors and above) and 5% of our workforce in the US are black. We need to do better, and we will achieve an increase through five key actions:

- **Actively guiding and developing the careers of our Black Professionals** through senior leadership's commitment to grow our emerging Black leaders; tailored leadership development and sponsorship programs, including a new Black Leadership Forum; targeted rotational programs for early-career Black professionals; and deliberate consideration of senior Black leaders in succession planning.
- **Focusing on people manager development and rewarding proactive inclusion and improved diversity outcomes** that increase Black Professional career progression and retention rates, and that increase the proportion of managers who identify as Black.
- **Increasing our commitment to recruiting and onboarding Black Professionals** by requiring racially and ethnically diverse candidate slates for open roles at BlackRock, applying sourcing and selection strategies used in campus recruiting to all analyst and associate hiring, appointing a Diversity Sourcing Lead for experienced hires, and designing a more structured onboarding process across all experience levels.
- **Raising awareness of racial equity issues and resetting behavioral expectations** by extending our new speaker series on racial inclusion and equity and requiring a new mandatory "racial equity" course for all BlackRock employees via the BlackRock Academies.
- **Embedding accountability and improving tracking and measurement of diversity metrics** and holding leaders and managers accountable for continued progress, including in the Quarterly Business Reviews and year-end processes.

In a [letter](#) shared by two of BlackRock's top leaders, goals and actions are articulated to ensure the rise of Black professionals in the company's workforce diversity, specifically in leadership roles. At present, the company acknowledges that it will "need to do better."

Our Company and Sites

BlackRock CAREERS Life at BlackRock Our Teams Early Careers Our Locations Blog Search Jobs

INCLUSION AND DIVERSITY

Be yourself. Be valued for it.

OUR PHILOSOPHY OUR APPROACH TO HIRING OUR EMPLOYEE NETWORKS OUR COMMITMENT IN ACTION

Our philosophy

Our commitment in action

42%	Female Employees	<div></div>
49%	Female New Hires in 2019	<div></div>
29%	Female Senior Leaders	<div></div>
42%	Female Senior Leader New Hires in 2019	<div></div>
28%	Female Board of Directors	<div></div>
40%	Ethnic Minority Employees (US)	<div></div>
51%	Ethnic Minority New Hires in 2019 (US)	<div></div>

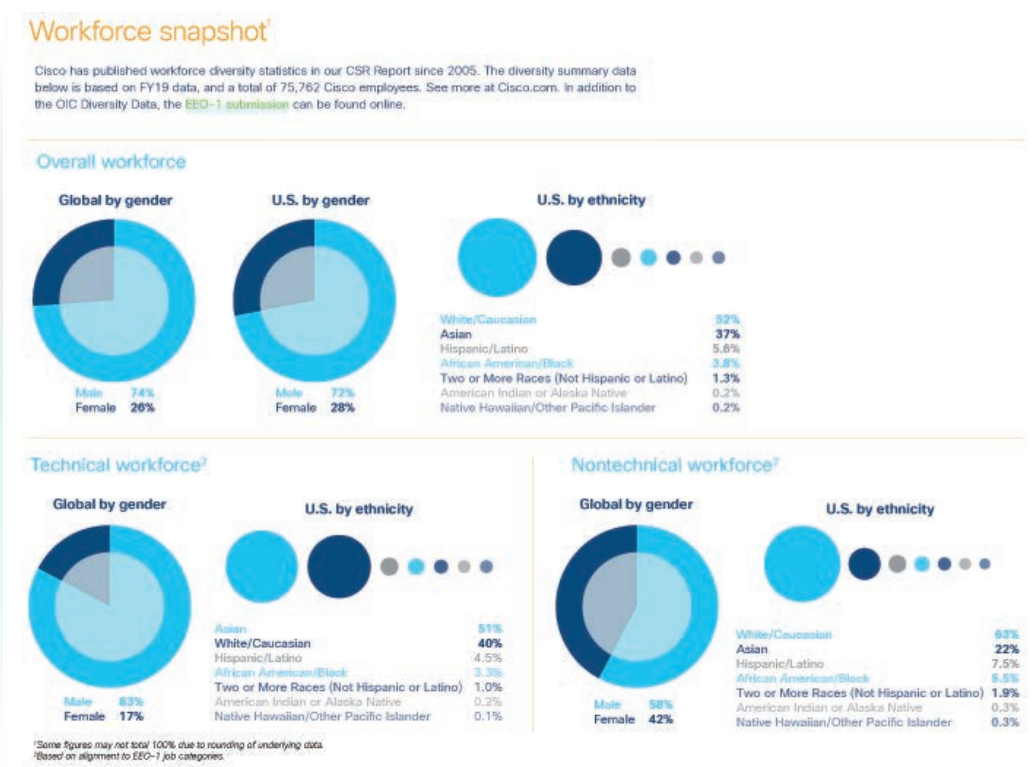
Representation as of January 1, 2020.
Senior leaders include Senior Managing Directors, Managing Directors, and Directors.
Senior leaders include the Executive and Non-Executive Management categories that are included in BlackRock's SASB disclosure. For a more detailed breakdown, please see [BlackRock's SASB disclosure](#).

BlackRock does quite well in terms of general workforce diversity, with women comprising 42% of the workforce and 40% of the workforce is ethnically diverse. The company plans to achieve 30% women representation in senior management roles (see [Inclusion and Diversity](#)).

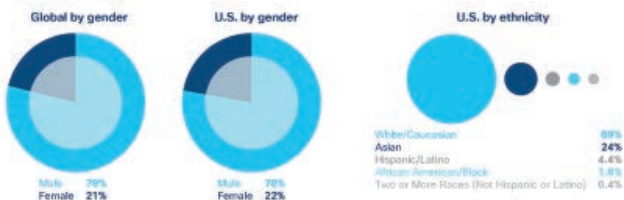


In their [2019 Corporate Social Responsibility Report](#), Cisco remarks “we are the most diverse Cisco since we began tracking our diversity in 1998.”

This can be seen in the comprehensive workforce diversity statistics the company discloses, which they note they have been publishing since 2005. Cisco also mentions the availability of their 2018 EEO-1 Report.



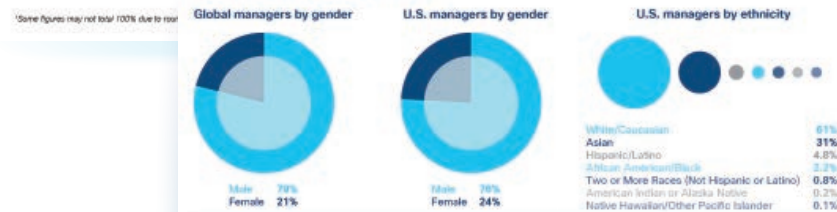
Vice presidents



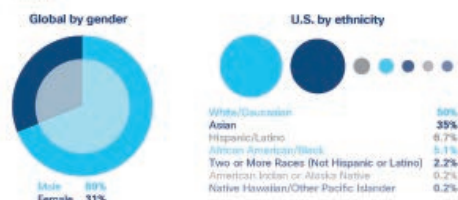
Executive Leadership Team



Leadership and people managers¹



Hiring



¹Some figures may not total 100% due to rounding.

Cisco Board



Cisco Board members



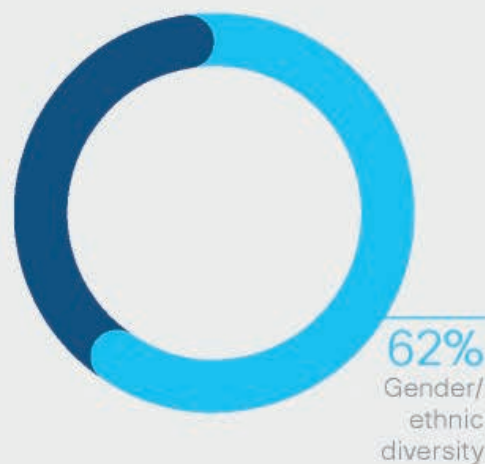
There is also improvement in the representation of women, African American/Black, and Hispanic/Latino employees.

Cisco also discusses their commitment to decreasing the pay gap and mentions that they “regularly test for pay parity based on gender, and inclusive of ethnicity in the United States.”

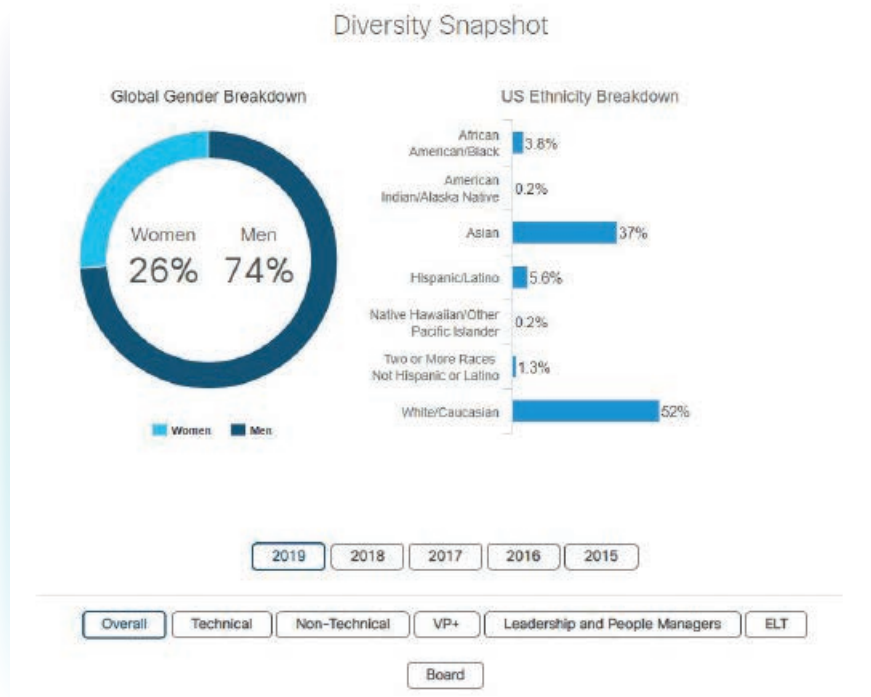
Diverse leadership

At Cisco, diversity, inclusion, and collaboration are fundamental to who we are, how we create the best teams, and how we drive success. A diverse workplace creates a vibrant culture where everyone is welcomed, respected, valued, and heard.

Cisco has signed the CEO Action for Diversity and Inclusion™ pledge. We are delivering on our vision of accelerating full-spectrum diversity—including gender, age, race, ethnicity, orientation, ability, nationality, religion, veteran status, background, culture, experience, strengths, and perspectives. It starts at the top, where 46% of our Executive Leadership Team (ELT) are women and 62% are diverse in terms of gender or ethnicity, making Cisco an industry leader in ELT diversity.



In addition, it is highlighted in Cisco’s [2019 Annual Report](#) that the company’s Executive Leadership Team (ELT) is 46% women while 62% are diverse in terms of gender or ethnicity, demonstrating that diversity starts at the top. Cisco notes that this makes them an industry leader in this area.



A [page](#) on Cisco's website has an interactive Diversity Snapshot that can show data from 2015 to 2019 with a gender breakdown and U.S. ethnicity breakdown, as well as some job categories.



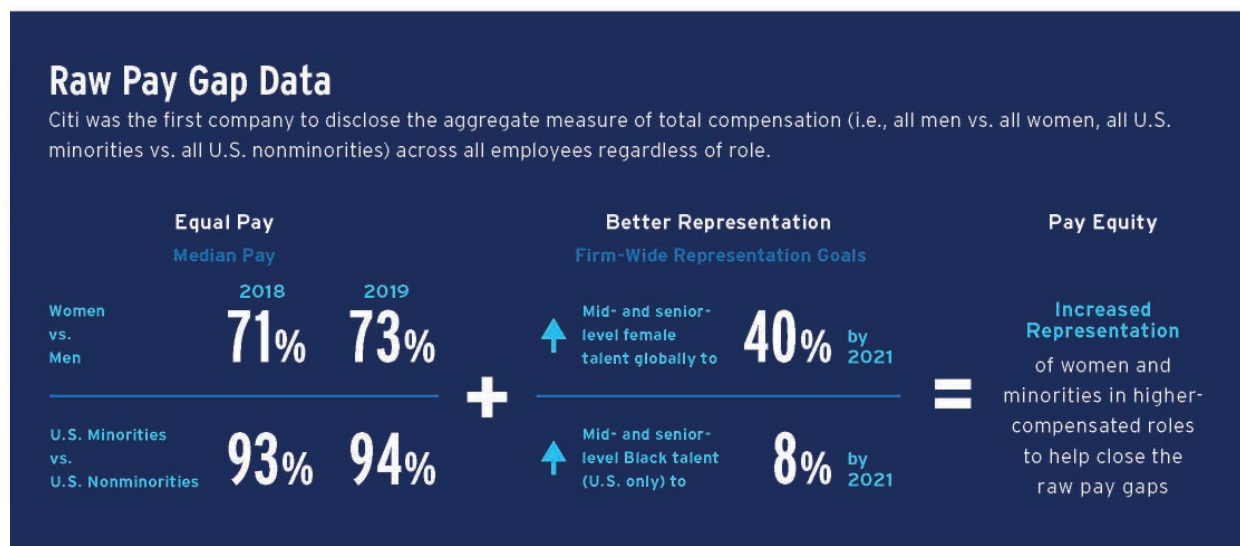
Cisco also published their [2019 UK Gender Pay Gap Report](#).



Citi states in their 2019 Environmental, Social and Governance Report that “Over the last two years, we have elevated the conversation around race, gender and equal pay for equal work.”



Aside from disclosing data on their global workforce, Citi discusses their diversity priorities, two of which are pay equity and representation. In discussions about pay equity, the company mentions that they are “being open about our data, what it means and what needs to be done to meet our goals.” In support of this, Citi tackles the result of their pay equity review, as well as data on their unadjusted or “raw” pay gap. Looking at their data, Citi acknowledges that growing the number of women and minorities in senior and higher-paying roles can decrease their raw pay gap.



2018 Consolidated U.S. Employer Information Report (EEO-1)*

as published September 2019

2019 data will be published in line with the EEOC deadline (expected in June 2020)

Job Categories	Gender	Hispanic or Latino	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaskan Native	Multi-Racial	Total**
Executive/Senior Managers	Male	2.7%	47.7%	1.8%	0.9%	12.6%	0.0%	0.9%	0.2%
	Female	1.8%	27.9%	0.0%	0.0%	3.6%	0.0%	0.0%	
First/Mid-Level Managers	Male	7.1%	37.4%	2.3%	0.1%	13.0%	0.1%	0.5%	17.0%
	Female	6.2%	24.5%	3.1%	0.1%	5.4%	0.1%	0.4%	
Professionals	Male	6.9%	30.3%	3.3%	0.1%	15.5%	0.1%	0.5%	35.4%
	Female	6.1%	23.1%	4.0%	0.1%	9.4%	0.1%	0.5%	
Technicians	Male	16.7%	25.3%	5.7%	0.0%	5.7%	0.0%	0.7%	0.6%
	Female	10.0%	28.9%	2.1%	0.0%	4.1%	0.2%	0.5%	
Sales Workers	Male	10.1%	36.8%	2.9%	0.1%	11.9%	0.1%	0.5%	9.6%
	Female	9.4%	15.2%	2.7%	0.2%	9.7%	0.1%	0.4%	
Administrative Support Workers	Male	6.8%	14.4%	3.9%	0.1%	1.6%	0.1%	0.4%	37.1%
	Female	16.8%	37.6%	12.7%	0.2%	4.0%	0.3%	1.1%	
Total	Male	7.3%	26.2%	3.4%	0.1%	9.5%	0.1%	0.5%	100.0%
	Female	10.4%	28.0%	6.9%	0.1%	6.7%	0.2%	0.7%	

* For certain job categories, including craft workers, operatives, laborers and service workers, the total number of employees accounts for less than 1 percent of staff. As a result, those categories are not included in the table above.

** The total percentage is based on a U.S. workforce of 66,739. Figures may not sum to total due to rounding.

In addition, data from Citi's EEO-1 Report is also disclosed.

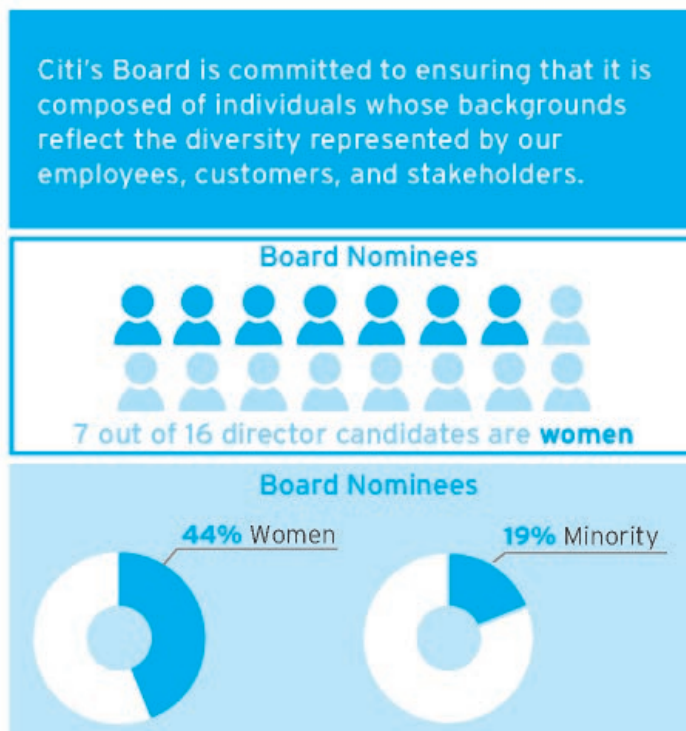
OUR LEADERSHIP ON PAY EQUITY

Citi's work to champion equality is reflected in our decision to be transparent about the results of our pay equity review and our unadjusted or "raw" pay gap. In 2018, Citi was the first large U.S. financial institution to publicly release the results of a pay equity review. Our pay equity review as disclosed in 2018 compared compensation of women to men in the U.S., the U.K., and Germany, and, in the U.S., minorities to non-minorities. Our review adjusted pay to account for a number of factors to make the comparisons meaningful, including job function, level, and geography, and we made changes to compensation, where appropriate on an individual basis, as a result of the review. In 2019, we extended our adjusted pay equity review to include employees globally, and we found that women globally were paid on average 99% of what men are paid at Citi and that there was no statistically significant difference between what U.S. minorities and non-minorities were paid at Citi. As in the prior year, we made changes to compensation, where appropriate on an individual basis, as a result of the review.

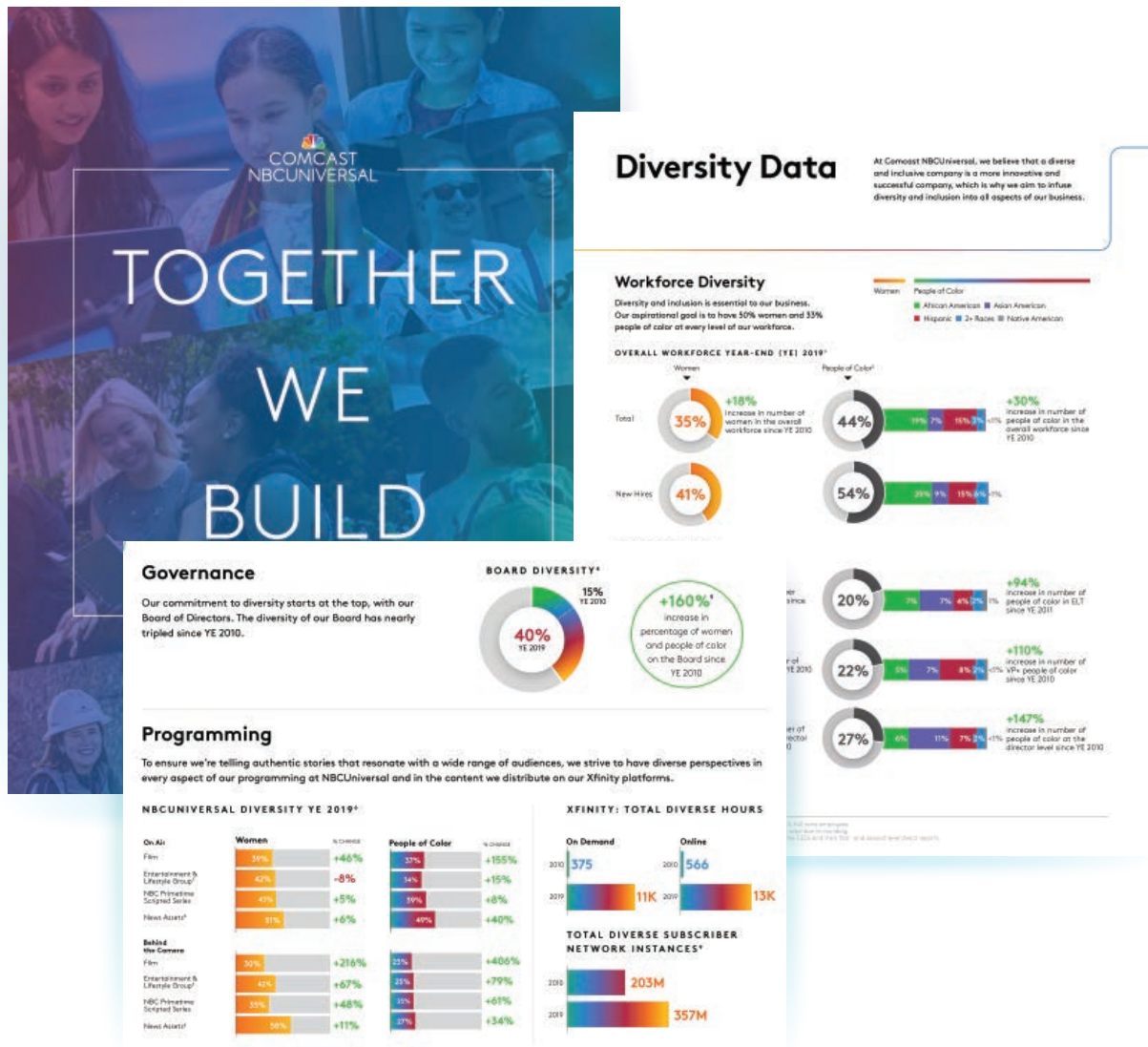
In 2019, we were the first large U.S. company to disclose our unadjusted or "raw" pay gap for women and U.S. minorities, which measures median total compensation unadjusted for factors such as job function, level, and geography. The analysis shows that the median pay at Citi for women globally in 2019 was 71% of the median for men, and the median pay at Citi for U.S. minorities was 93% of the median for non-minorities.

In 2020, we again looked at our adjusted pay equity and "raw" pay gaps and found that, on an adjusted basis, women globally are paid on average more than 99% of what men are paid at Citi and there is no statistically significant difference in adjusted compensation for U.S. minorities and non-minorities. Following the review, Citi again made changes to compensation, where appropriate on an individual basis, as part of the current year's compensation cycle. The 2020 disclosure of Citi's raw gap analysis showed that the median pay for women globally is over 73% of the median for men, up from 71% the prior year, and that the median pay for U.S. minorities is 94% of the median for non-minorities, up from 93% the prior year.

Our work to address both measures is continuous. We are committing to reduce the raw pay gap numbers over time by increasing the representation of women and U.S. minorities in senior and higher-paying roles. As a starting point, we established goals in 2019 to increase the representation for women globally in mid- and senior-level roles to at least 40%, and to 8% for Black employees in the U.S., by the end of 2021. We are innovating how we recruit and develop talent, are using data more effectively to diagnose our "pain points" and areas of opportunity, and have increased accountability for our representation goals among people managers—all with an eye toward enhancing our diversity and attracting and retaining top-tier talent for Citi.



A similar informative discussion on pay equity can be found in the company's [2020 Proxy Statement](#). In addition, Citi notes in the same report that their "Board is committed to ensuring that it is composed of individuals whose backgrounds reflect the diversity represented by our employees, customers, and stakeholders."



As Comcast discloses their workforce diversity data, they express their aim to better represent women and people of color at all levels of their workforce. Comcast also discloses their workforce composition in programming (see [2020 Values Report](#)).

COMCAST

Company Our Values Internet Essentials Investors Press Careers Q

Comcast Announces \$100 Million Multiyear Plan to Advance Social Justice and Equality

By Brian L. Roberts | Jun 08, 2020

To that end, we are developing a comprehensive, multiyear plan to allocate \$100 million to fight injustice and inequality against any race, ethnicity, gender identity, sexual orientation or ability. There will be \$75 million in cash and \$25 million in media that will be distributed over the next three years, in addition to the existing commitments our company currently makes to thousands of organizations supporting underrepresented communities through our Comcast NBCUniversal Foundation and social impact programs.

Employees: We will accelerate our efforts in all areas of Diversity & Inclusion, including advancement, hiring and training. We will educate everyone across the company to better understand race-related issues and have the important conversations – however uncomfortable – through Town Halls, speaker series and mandatory anti-racism and anti-bias training. We will provide additional financial support to our Employee Resource Groups and invest in our diverse talent, providing them with visibility, opportunity and sponsorship, while continuing to strengthen our diversity recruiting strategy. Together, we aim to encourage racial sensitivity and eradicate explicit and implicit bias in the workplace at all levels across Comcast, NBCUniversal and Sky.

Diversity Officer for NBCUniversal, will be spearheading corporate level and will coordinate with business leaders and Sky to build programs, allocate resources and organizations to drive meaningful change. Each of our programs within their businesses and will be employees so that we can build this effort out these initiatives and our plans in the weeks ahead, our key focus areas:

On their [website](#), Comcast also expresses their commitment to fight against injustices by allocating \$100 million to their key focus areas, one of which is accelerating their efforts in all areas of diversity and inclusion.



We believe each person is accountable for creating and sustaining an inclusive work environment. As individuals and as a company, we are taking concrete steps to address inequities and racial injustice. Current actions include:

- Examining our Talent Management Teams (TMT) processes to ensure we're promoting diversity and inclusion (D&I) within our selection and succession efforts.
- Improving our recruiting process to mitigate bias, embed inclusion throughout our process and attract a diverse candidate pool.
- Mandating diversity and inclusion goals for each business unit, function and staff group across the company. Additionally, we expect all our leaders to have a personal inclusion goal that will be assessed as part of our annual performance process.
- Providing numerous training and development offerings – with enrollment goals – to equip our workforce, our hiring managers and our leaders with the skills, knowledge and self-awareness to advance our diversity and inclusion efforts.
- Supporting employee networks that we are leveraging to bring awareness to D&I.

We believe leadership is the single most important factor to achieve meaningful progress on diversity and inclusion. In 2019, we established a governance process to support D&I efforts within ConocoPhillips. The Executive Leadership Team has final responsibility, and our senior vice president, Corporate Relations is the D&I Champion. A global D&I Council, made up of top senior leaders, has the responsibility to advocate, advise and serve as ambassadors for D&I across the company. Leaders around the world are accountable for having local D&I plans, and they meet regularly to discuss challenges, opportunities, best practices and progress. They also continue to develop plans and supporting programs to align with the company's D&I priorities. For example:

- As part of ConocoPhillips China's 2019 inclusion program, all female employees attended a gathering with the business unit (BU) president. During the half day activity, they discussed the challenges faced by women in the workplace and developed recommendations for how to resolve those challenges.
- Our U.S. Lower 48 BU launched a monthly inclusion newsletter for supervisors that includes resources on varying D&I topics and concepts to help leaders actively engage with their teams. This series kicked off with a video featuring the BU president highlighting the important role leaders play in creating an inclusive environment.
- In Qatar, a team of employees developed local action plans aligned with the company's D&I priorities. The team branded their efforts as WASL, which means connecting and respecting in Arabic, and focused on three concepts: same but different, small tweaks and focusing on inclusive conversations.

In line with their priority to promote a more diverse workforce, ConocoPhillips enumerates numerous steps in concretizing their commitment and how they confront and solve related challenges (see [Diversity & Inclusion](#)).

Workforce					
Employees at Year-End	10,400	10,800	11,400	13,300	15,900
Employees - Women	26%	26%	26%	27%	27%
Top Leadership - Women	20%	19%	17%	17%	14%
All Leadership - Women	24%	22%	21%	21%	20%
Junior Leadership - Women	25%	23%	22%	21%	21%
Professional - Women	28%	28%	27%	28%	27%
Non-U.S. Employees	45%	49%	48%	49%	50%
Non-U.S. Top Leadership	31%	34%	30%	33%	31%
Non-U.S. Junior Leadership	50%	57%	53%	55%	57%
All Non-U.S. Leadership	47%	52%	49%	51%	52%
Additional Workforce Statistics (U.S.)					
Employees - Minorities	24%	24%	23%	23%	23%
Top Leadership - Minorities	13%	11%	10%	10%	8%
All Leadership - Minorities	19%	18%	17%	16%	16%
Junior Leadership - Minorities	21%	20%	19%	18%	18%
Professional - Minorities	24%	23%	23%	22%	22%

ConocoPhillips discloses their progress in workforce diversity through their yearly metrics. The percentages shown from right to left disclose their workforce composition from 2015 to 2019, respectively (see [ConocoPhillips 2019 Performance by Year](#)).



Goal 5: Gender Equality

As a foundation of gender equality, our representation of female colleagues at every level of our business, including senior management, is improving every year. At the manager level, our employees are nearly evenly split, with 52 percent women. In addition, 36 percent of individuals at vice president and above are women. Our

In support of the United Nations Sustainable Development Goals, one of CVS Health's goals is gender diversity. Gender representation in their workforce is improving every year, with 52% of manager roles filled by women (see [2019 Corporate Social Responsibility Report](#)).



Board Diversity

Diversity of background and experience make our Board of Directors strong. Following our Annual Meeting of Stockholders in May 2020 our Board will consist of 13 members, with 31 percent women and 69 percent men. Board members of diverse ethnicities will comprise 31 percent of total Board membership.

Following their annual meeting in May 2020, CVS Health's board now consists of 31% women, and the entire board is 31% ethnically diverse.



In the [2019 Corporate Social Responsibility Report Appendix](#), CVS Health also discloses in detail their workforce diversity by type, age, employment, and role.

CSR Material Topics Workforce Diversity Data Environmental Data Zero Tolerance Summary GRI Index UN Global Compact Index

Workforce Diversity Data Employment by Type and Gender

Total Employee Count: 288,354 as of 12/31/2019

Employment + Type

	2019	2018	2017
Full-time	72%	65%	65%
Part-time	28%	35%	35%

Employment + Gender

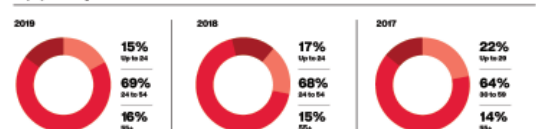
	2019	2018	2017
Female	70%	69%	66%
Male	30%	31%	33%
Unspecified	0%		

CSR Material Topics Workforce Diversity Data Environmental Data Zero Tolerance Summary GRI Index UN Global Compact Index

Workforce Diversity Data Employment by Age and Ethnicity

Total Employee Count: 288,354 as of 12/31/2019

Employment + Age



Employment + Ethnicity

	2019	2018	2017
White	54%	53%	54%
Black/African American	16%	16%	16%
Hispanic/Latino	14%	14%	14%
Asian	11%	11%	11%
Other	4%	5%	5%
Not Specified	7%	7%	7%

*Total does not add up to 100% due to rounding

CSR Material Topics Workforce Diversity Data Environmental Data Zero Tolerance Summary GRI Index UN Global Compact Index

Workforce Diversity Data Gender by Employment Level

Board of Directors + Gender

Total Board members (10 as of 12/31/2019)

	2019	2018*	2017
Female	20%	33%	33%
Male	79%	67%	67%

*Pre-Actia Class

Vice President and Above + Gender

Total Employee Count, Vice President and Above: 488 as of 12/31/2019

	2019	2018	2017
Female	30%	24%	26%
Male	64%	66%	69%

Manager Level and Above + Gender

Total Employee Count, Manager Level and Above: 14,480 as of 12/31/2019

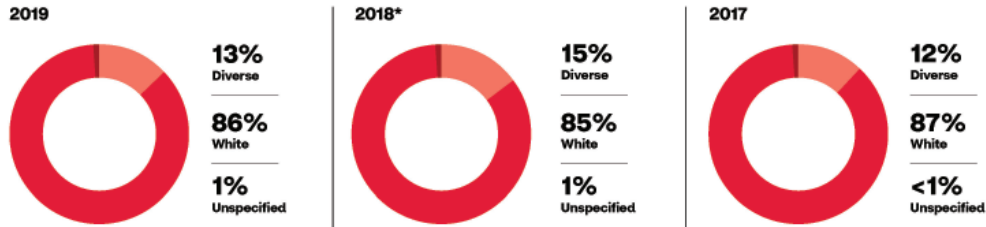
	2019	2018*	2017*
Female	52%	51%	49%
Male	48%	49%	50%
Unspecified	0%	+1%	+1%

*Total does not add up to 100% due to rounding

Workforce Diversity Data Ethnicity by Employment Level

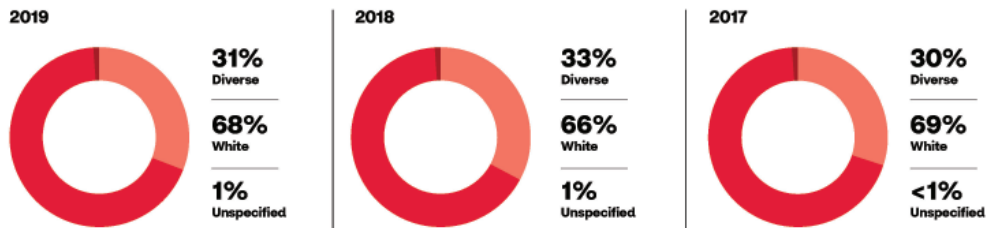
Vice President and Above + Ethnicity

Total Employee Count, Vice President and Above: 448 as of 12/31/2019



Manager Level and Above + Ethnicity

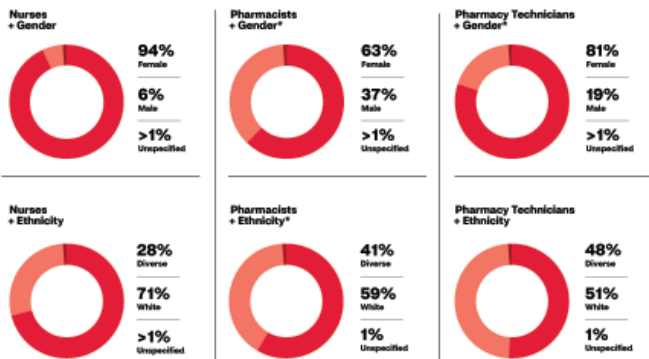
Total Employee Count, Manager Level and Above: 34,660 as of 12/31/2019



*Total does not add up to 100 due to rounding

CSR Material Topics Workforce Diversity Data Environmental Data Zero Tolerance Summary GRI Index UN Global Compact Index

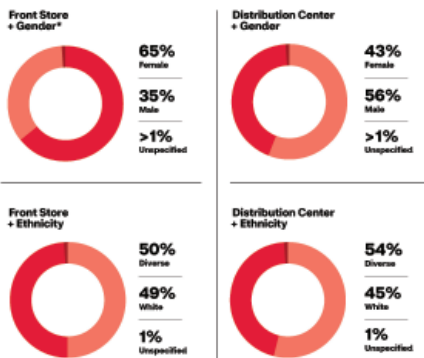
Workforce Diversity Data Gender and Ethnicity by Role in 2019



*Total does not add up to 100 due to rounding

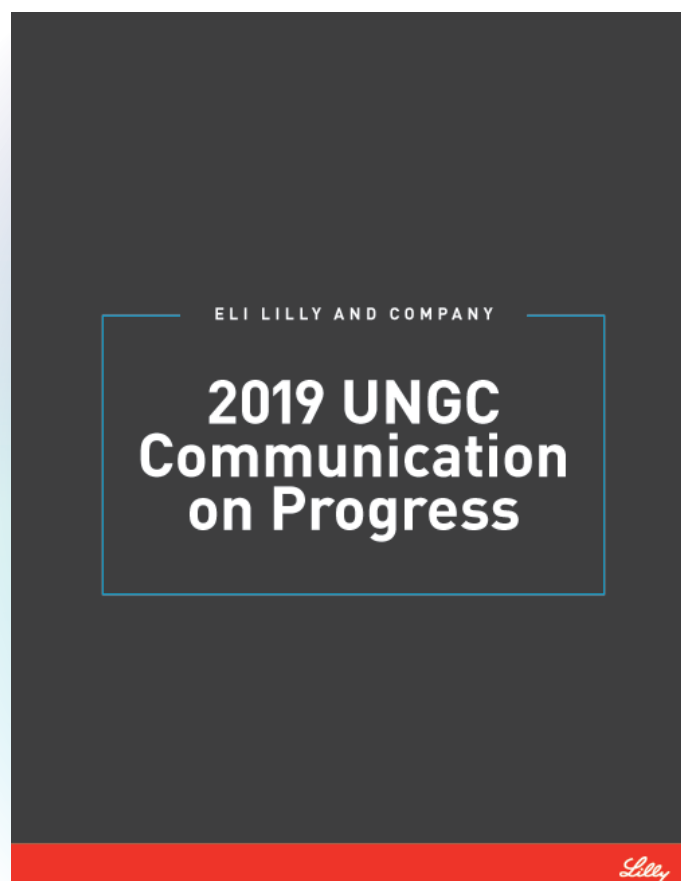
23

Workforce Diversity Data Gender and Ethnicity by Role in 2019

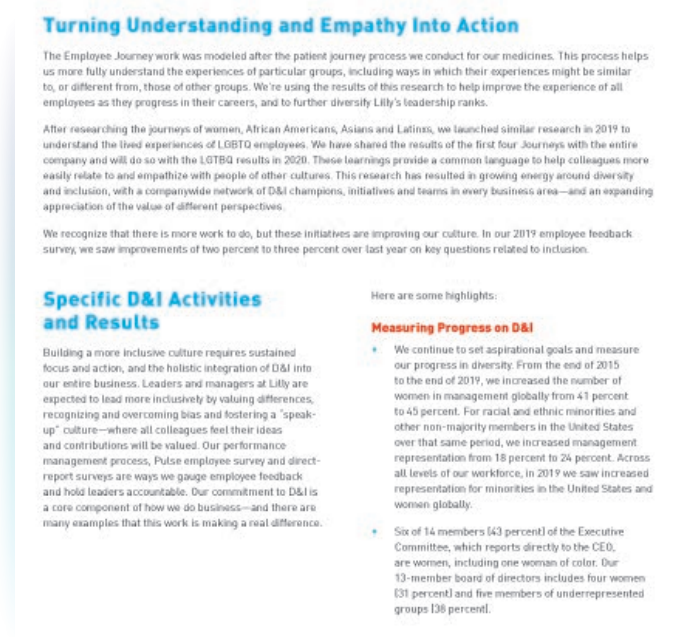


*Total does not add up to 100 due to rounding

24



Named by Forbes as one of the Best Employers for Diversity, Eli Lilly has continuously been striving for a more diverse workforce for several years. These efforts are rewarded by the increase in the percentage of women (globally) and racial/ethnic minorities and other non-majority members (in the United States) in management from 41% to 45% and 18% to 24%, respectively, from 2015 to 2019 (see [2019 United Nations Global Compact Communication on Progress Report](#)).



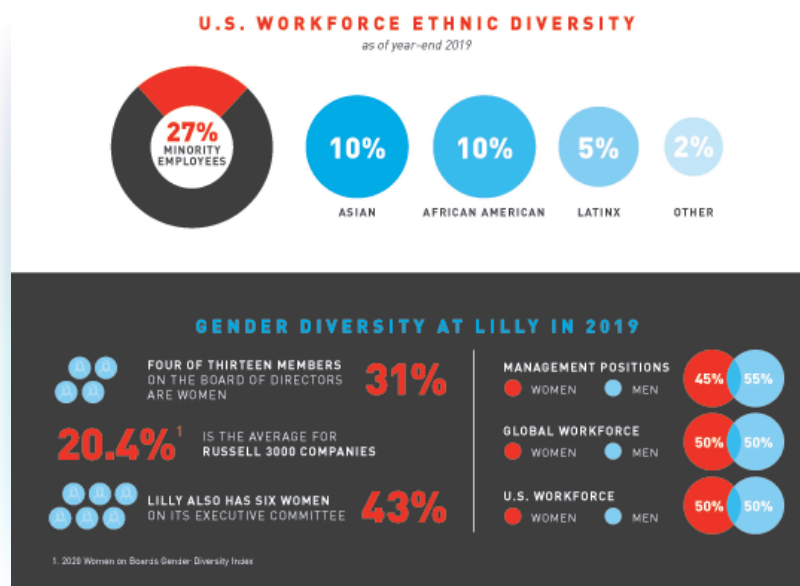
Understanding and Supporting Diverse Employees

- We continued our Employee Journey research and analysis to understand the diverse experiences of our employees, with a focus in 2019 and 2020 on the experiences of LGBTQ employees in the United States and the U.K.
- We introduced *Explore Your Career*, a new global framework of tools and resources, to improve our talent programs and processes. *Explore Your Career* ensures broader access and greater transparency about career development and advancement.
- Lilly is committed to supporting employees who work and live with disabilities around the world. In 2019, we established a global disability council that so far has focused its efforts on accessibility. We now have task forces and detailed action plans in priority areas such as facilities, learning and development, information and digital solutions, and making internal communications and externally facing websites more accessible.
- In response to insights from our Employee Journey research, we developed *Make it Safe to Thrive*, an education and awareness program created to help build cultural literacy and understanding about conditions needed for employees to feel psychologically safe at work. We emphasize that all people, whether from majority or minority groups, can fully share their diverse ideas, experiences, knowledge and insights only when they feel safe from bias and stereotypes. More than 3,000 leaders globally have participated in required live training, using real-life scenarios, to gain greater awareness of how unconscious bias and microaggressions can harm team cohesiveness and hurt employee engagement. The training also focuses on how leaders should address such situations when they arise at work. In late 2019, we also launched online *Make it Safe to Thrive* training that is required for all employees. We continue to offer resources related to this program to ensure continued focus.
- We continue to offer a conscious inclusion program at Lilly, developed to help employees identify and overcome unconscious biases. This program is instructor-led and available on request. More than 3,000 people have participated over the past several years.
- We have also introduced several signature leadership development programs.
 - » *Emerge* is a program in its third year, designed to develop minority talent at Lilly. The three-day program, led by CEO David Ricks, combines relationship-building and leadership development featuring case studies of tough decisions from Ricks' own career. Mentioned in an [article](#) about Lilly in *The Wall Street Journal*, *Emerge* focuses on top talent from diverse backgrounds. First-year participants in 2018 were African American women; year two participants in 2019 were Latinas and Asian women, and year three participants in 2020 include a mix of men and women from several minority groups.
 - » In addition, we have a number of leadership development programs for various levels of leaders, and all of them include significant participation from minority-group members.

Mentorship, Sponsorship and Fostering Employee Connections

- Senior leaders have long sponsored employees who have the aspiration and ability to become future business leaders at Lilly. In 2019, we expanded focus on a sponsorship initiative that requires senior executives to guide and support the careers of diverse employees with higher potential. The number of formal sponsors grew from under 50 to about 125.
- In 2019, we unveiled a new initiative, *Ask Me About My Journey*, where employees are encouraged to sit down with peers who are different from themselves to learn about one another's lives and career journeys. We provide conversation starters, and the rest is up to them.

Eli Lilly and Company conducted in-depth employee research on women and racial/ethnic minorities they call “Employee Journeys” to better understand their experience and formulate appropriate policies based on these insights.



Eli Lilly presents the overall percentage of racial/ethnic minority and women in their company and breaks down each percentage further according to position.

Facebook

As one of the biggest social media conglomerates in the world, Facebook sees the importance of having a diverse and inclusive workforce to better serve their communities worldwide. Facebook's main diversity and inclusion goal is to have 50% of its workforce consist of women and ethnic minorities. In line with this, Facebook publishes their global gender diversity and U.S. ethnic diversity workforce data annually.

We have made steady progress in increasing representation of women globally in technical, non-technical, and leadership roles, and have made some progress on increasing the numbers of Black and Hispanic people in non-technical roles in the U.S. For example, since 2014, we have increased the number of Black women at Facebook by a factor of 25 and the number of Black men by a factor of 10. We continue to focus on increasing the number of underrepresented people in technical and leadership roles. We publish our global gender diversity and U.S. ethnic diversity workforce data annually. Our Diversity Report for 2019 provides additional background about our journey and the progress we are making, and is available at <https://about.fb.com/news/2019/07/2019-diversity-report/>.

To support our goals of diversifying our workforce, we globally rolled out our Diverse Slate Approach, which ensures that teams and hiring managers have the opportunity to consider qualified underrepresented people for open roles. We have seen steady increases in hiring rates for underrepresented people since we started testing this approach in 2015.

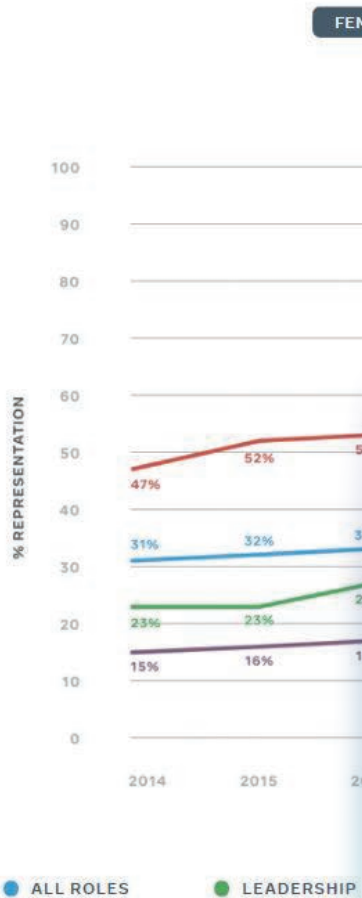
In their [2020 Proxy Statement](#), Facebook mentions that they have implemented the Diverse Slate Approach in order to further diversify their workforce.

Facebook 2018/19 results



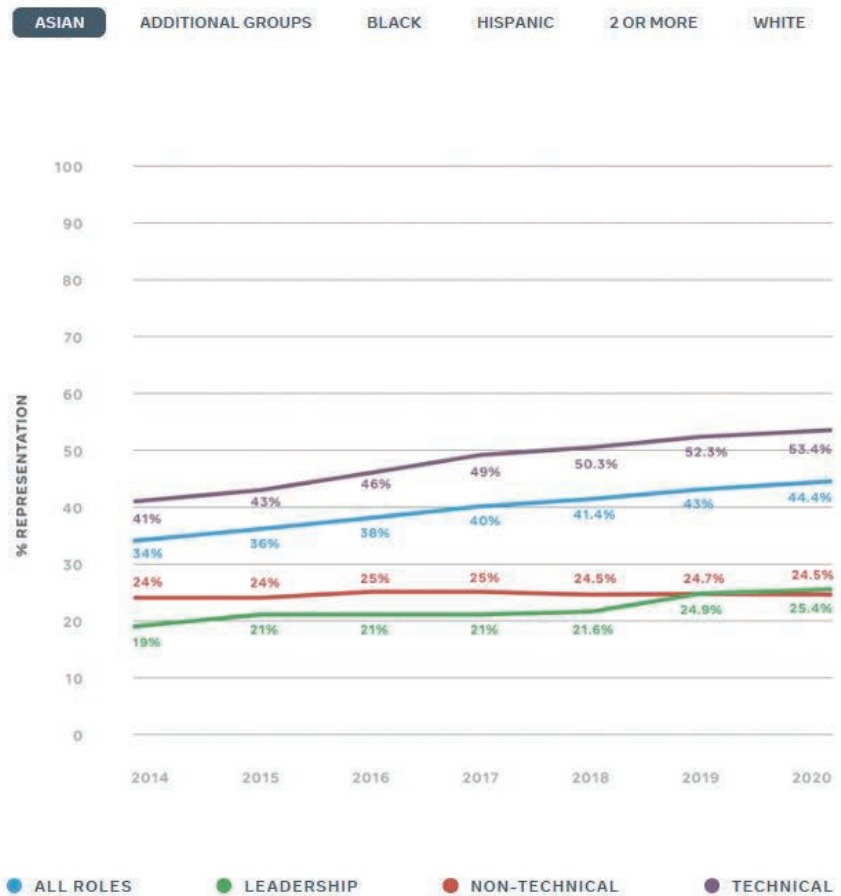
Facebook discloses a detailed [report](#) of their U.K. gender pay gap, acknowledging the fact that the pay gap remains due to unequal representation.

Global Gender



*Data points from 2018-2020 have been rounded to the nearest tenth of a percentage point. Historical data points from 2014-2017 were rounded to the nearest whole number.

US Ethnicity



*Data points from 2018-2020 have been rounded to the nearest tenth of a percentage point. Historical data points from 2014-2017 were rounded to the nearest whole number. Data was pulled June 30, 2020

On their [website](#), Facebook has interactive charts showing their workforce diversity by race/ethnicity and gender in different positions over the years.

FedEx

FedEx is another company named by Forbes as “Best Employers for Diversity” in 2019. FedEx truly values diversity in its workforce and sees it an asset in serving their customers around the world.



Diversity & Inclusion: Enterprise Overview

Since the founding of FedEx, we have believed in the power of diversity and inclusion. We are committed to fostering respectful, safe and inclusive workplaces that celebrate the unique contributions of each individual. With the continued focus and determination of our leadership, we invest in policies and programs across our workforce, culture, marketplace and communities that acknowledge people's unique backgrounds, experiences and needs.

This document highlights a few of our many existing initiatives. Our work is ongoing; we are committed to being part of the solution that ends systemic racism in our communities.



Workforce

We actively invest in recruiting and maintaining a diverse workforce that reflects the communities we serve. At FedEx, that diversity translates into our strength. Our ability to innovate and lead with a diverse team drives our common mission to connect the world responsibly and resourcefully.

In FY19, 29% of our workforce was Black/African American and 16% was Hispanic/Latin. FedEx management was 37% people of color in the U.S. The FedEx Board of Directors includes 13 directors, four of whom are women and three of whom are ethnically diverse.



Maintaining a Diverse Pipeline of Young Talent

The FedEx Services College Connections internship program seeks to fill approximately 170 summer intern positions each year. We target recruiting to reach Black students through events at 16 historically Black colleges and universities (HBCUs) and career fairs at the Thurgood Marshall Leadership Conference and the National Black MBA Conference. We also prioritize recruitment of Latinos at colleges and universities and through events with Hispanic-led organizations such as Hispanic Scholarship Fund, United States Hispanic Leadership Institute and UnidosUS.

FedEx Freight also developed “The Boardroom Experience” to introduce Black, Hispanic and other minority students to career possibilities at FedEx through a simulated boardroom meeting. The program is part of the company's recruitment efforts to diversify internship and entry-level talent.

HBCU Work/Study Program

FedEx Logistics launched a first-of-its kind program at Mississippi Valley State University, an HBCU, that offers professional job opportunities for students and builds a diverse talent pipeline. Through the program, FedEx opened an on-campus satellite office staffed by students. Students work part-time and gain experience while in school and have the potential for full-time employment upon graduation.

1 | DIVERSITY & INCLUSION: ENTERPRISE OVERVIEW

In a document entitled [Diversity & Inclusion: Enterprise Overview](#), FedEx explains the benefits of workforce diversity in serving their customers. They also feature a few highlights such as having a workforce composed of 29% Black/African American and 16% Hispanic/Latin in 2019. In the U.S., their management is also composed of 37% people of color. In addition, FedEx highlights their strategy for recruiting underrepresented groups.



Diversity Starts at the Top

The FedEx Board of Directors includes 13 directors, four of whom are women and three of whom are ethnically diverse. Women represent 23% of FedEx management employees globally, while minorities comprise 37% of management employees in the U.S.

See the [Data Appendix](#) for the percentage of minorities in management from FY17 to FY19 in the U.S.

In their 2020 Global Citizenship Report, FedEx cites data on gender and ethnic diversity in their board and management positions.



General Motors took a stand against racial inequality and injustice in the United States. GM's CEO Mary Barra has spoken out against racism and communicated their aspiration to "be the most inclusive company in the world." And in order to walk the talk and put their ideals into action, CEO Mary Barra announced that they will charter an Inclusion Advisory Board by the end of the second quarter of this year. The board will be chaired by her (see [2019 Sustainability Report](#)).

As We Seek to Become the Most Inclusive Company, We Will Build on Our Track Record

1968 First minority supplier program in the auto industry	2005 First and only African American Vice President of Global Design in the industry
1971 First Fortune 500 company to have an African American director on its Board	2014 First female CEO in the auto industry
1972 First minority dealer program in the auto industry	2016 First female Chair in the auto industry
1972 First company to sign a letter of support for the National Guard and Reserve	2018 First auto company to have both a female CEO and CFO
1973 Among the first 500 companies to have an African American Officer	2019 Signatory to the Business Coalition for the Corporate Equality Act
1995 First automaker to run an LGBTQ-specific ad	First auto company with a board of directors made up of 55% women
2001 First and only auto company to have a women's dealer program	

2019 NEW HIRES

(based on self-reporting by GM employees)



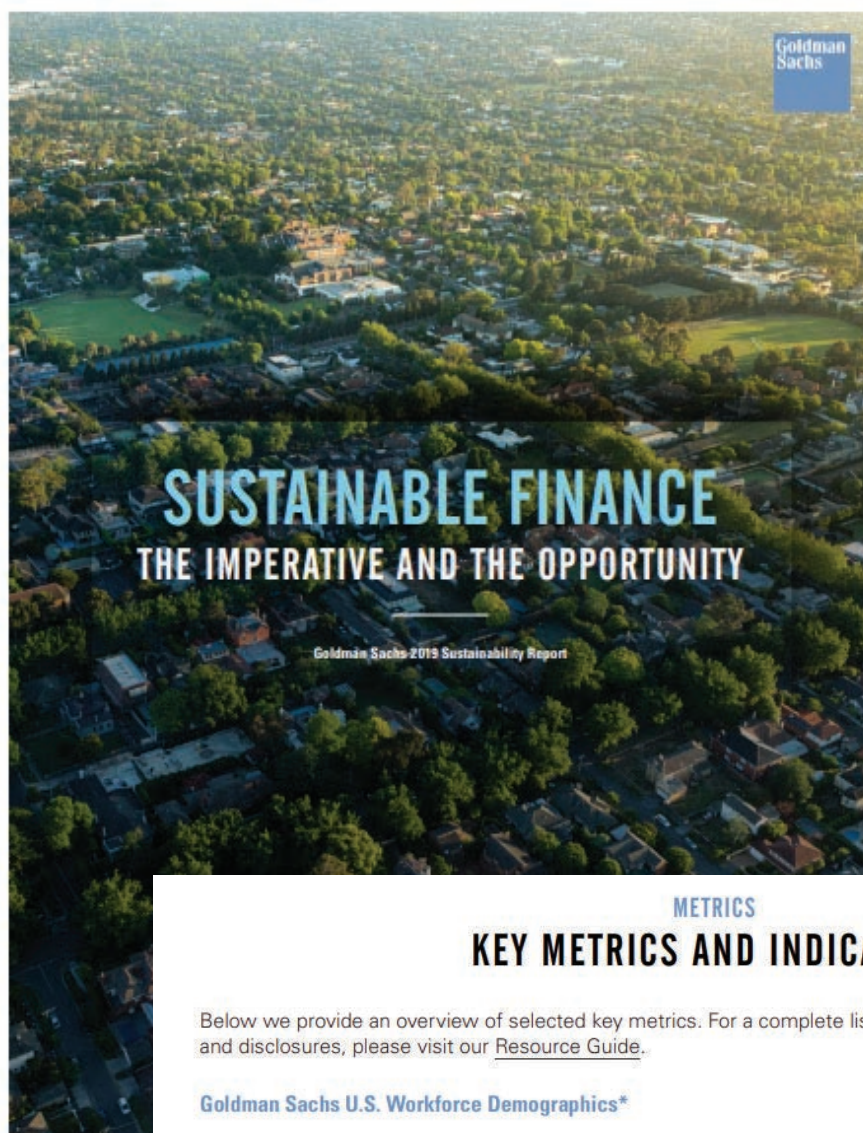
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GM prides itself on having “a strong track record of diversity by many objective standards.” However, the company admits that there is much more to do.

► Diversity and Inclusion

An integral part of GM's mission to build a Workplace of Choice is creating an inclusive culture that welcomes and celebrates diversity. Our path to innovation starts and ends with our employees, who are fundamental to the vibrancy and success of our company. Everything we accomplish depends on their abilities and engagement. This is why we have established employee development programs that address both individual and business needs, as well as effective recruitment programs that reach out to diverse populations. In particular, GM has long been a global leader in advocating for women's equality in the workplace, with women in approximately 34 percent of our top management positions. GM is currently the only company among the Fortune 20 that has both a female CEO and CFO.

In GM's [2020 Proxy Statement](#), they mention they are “currently the only company among the Fortune 20 that has both a female CEO and CFO.”



METRICS KEY METRICS AND INDICATORS

Below we provide an overview of selected key metrics. For a complete list of our sustainability-related resources and disclosures, please visit our [Resource Guide](#).

Goldman Sachs U.S. Workforce Demographics*

	White	Asian	Black or African American	American Indian/Alaskan Native	Hispanic or Latinx	Two or More Races	Native Hawaiian or Other Pacific Islander	Females
Exec/Sr. Officials & Managers	77.3%	14.5%	2.7%	0.1%	4.4%	1.0%	0.0%	23.4%
Officials & Managers	55.9%	33.7%	4.4%	0.1%	4.8%	1.1%	0.0%	28.6%
Professionals	53.1%	28.7%	5.8%	0.1%	9.8%	2.3%	0.2%	39.6%
All Others	57.5%	8.2%	15.9%	0.1%	15.4%	2.5%	0.4%	59.9%
Total	55.6%	25.6%	6.6%	0.1%	9.6%	2.1%	0.2%	39.8%

Source: Data anticipated to be filed in Goldman Sachs' 2019 EEO-1 report. "All Others" is a combination of the following EEO-1 job categories: technicians, sales workers, administrative support, craft workers (skilled), operatives (semi-skilled), laborers & helpers and service workers. Date as of 11/30/2019 (US only).

*Workforce pool excludes employees from Ayco and PFE Advisors/United Capital acquisitions.

Goldman Sachs discloses figures of workforce demographics in their most recent [sustainability report](#), which shows percentage representation of females and other race/ethnicity. It is mentioned that data is anticipated to be filed in the company's 2019 EEO-1 Report.

INCREASED FOCUS ON BOARD DIVERSITY

Underscoring our conviction that diverse perspectives can have a strong impact on company performance, we have prioritized board diversity in our stewardship efforts. During the 2019 proxy season, GSAM voted against 312 directors at 214 companies for lacking at least one woman on the board. In November 2019, GSAM contacted approximately 50 companies in situations where votes were cast against board members for lack of female representation. Through these engagements, we sought information on each company's approach to recruiting diverse talent and the potential barriers to such recruitment.

As an additional example of these efforts, GSAM made engagement on board diversity a key feature in repositioning an \$11 billion European money market fund under its management. The fund, which also employs an ESG alignment approach across various factors, has a dedicated engagement focus with respect to board diversity. To encourage diversity, the GSAM Stewardship Team assesses, engages and tracks progress in portfolio companies with an underrepresentation of women on the board.

The sustainability report also features Goldman Sachs' focus on board diversity, where they disclose that during the 2019 proxy season, Goldman Sachs Asset Management (GSAM) "voted against 312 directors at 214 companies for lacking at least one woman on the board."

Diversity and Inclusion as Strategic Imperatives

Advancing diversity and inclusion is a personal priority of mine, particularly when it comes to leadership roles across our businesses. The reasons are simple: it makes sense for our business, and it is the right thing to do. Moreover, our clients expect it, and our people demand it. I know our shareholders feel similarly, and I am convinced we can do better.

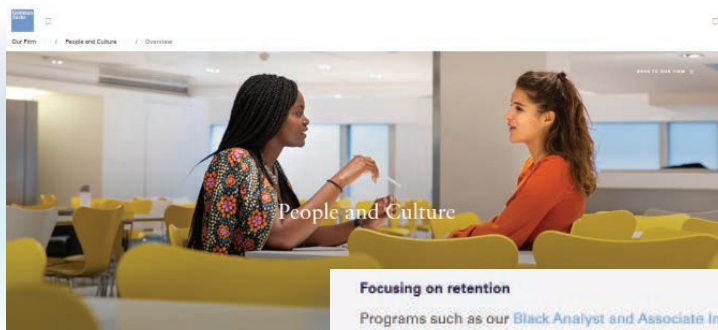
While there is more for us to do as a firm, we are proud that in 2019 we made some important strides. We hired our most diverse incoming analyst class from campuses around the world — 49 percent women and 63 percent ethnically diverse. And we promoted our most diverse class of managing directors ever, with a record 29 percent women. We also announced a new practice globally to interview two diverse, qualified candidates for each open role at the level of vice president and higher, to advance diversity more rapidly among our mid- and senior-level ranks. Finally, we introduced what is now the industry's leading parental and family leave policy, to help ensure that employees can build a family and pursue their professional ambitions. I am holding my partners accountable to deliver progress in those areas of the firm where they have oversight.

At the same time that we are focusing on improving the state of our own firm's diversity and reinforcing an inclusive environment, we are also thinking critically about our role as a steward of the global capital markets, and how we can make meaningful progress on this issue through our client interactions.

I recently announced one way for us to do just that. Starting this summer, we will only underwrite initial public offerings for companies domiciled in Western Europe and the U.S. that have at least one diverse board member. And come 2021, the figure will rise to two.

We did this, first and foremost, because we believe this is the best possible advice we could provide our clients looking to go public. In addition, the benefits will be long-lasting, and accrue to all of us.

In Goldman Sachs' [2019 Annual Report](#), the company's Chairman and CEO shares that they hired 49% women and 63% ethnically diverse analysts from campuses around the world.



Focusing on retention

Programs such as our [Black Analyst and Associate Initiative](#), the [Hispanic/Latino Analyst Initiative](#) and the [Women's Career Strategies Initiative](#) are examples of the firm's efforts to support the advancement and retention of diverse talent. Diversity committees and governance councils exist in every region to help ensure top-down support of our efforts while also driving accountability for important people processes and decisions.

One of Goldman Sachs' strategies to advance and retain their diverse talent is through specific programs to support employees who are women and people of color (see [People and Culture](#)).

UK Women in Finance Charter

As a global firm, the advancement of women in the workplace is top of mind for us. As one of the initial steps toward our goals, in 2018 we signed the UK Women in Finance Charter. We are committed to ensuring that women represent at least 30 percent of our senior talent (vice president and above) by 2023.

We are focused on increasing the representation of women at senior levels as this is where the real imbalance lies. It requires attention at the earliest stages of recruitment to attract more women to financial services roles and ensure they receive the development opportunities as they progress through their career. It is vital that we have a diverse group of people, including women, who bring a broad range of experiences, capabilities and perspectives to our organization – it just makes good business sense.

Although progress is being made, we acknowledge that more needs to be done. We will continue to hold ourselves accountable for fostering a working environment in which all individuals can achieve their full potential and advance to the most senior levels of the firm.

Our participation in the UK Women in Finance Charter is one part of this commitment.

Goldman Sachs is focused on having more women at senior levels. The company identifies that “this is where the real imbalance lies.” The company signed the UK Women in Finance Charter in 2018, as they commit to ensure that at least 30% of their senior talent (vice president and above) are filled by women by 2023.

The screenshot shows a webpage with a dark blue header and a white text box. The header contains the Goldman Sachs logo and navigation links. The main heading is 'Making Progress Towards Racial Equity'. Below the heading is a quote: 'At Goldman Sachs, we have long been committed to promoting inclusion, diversity, and equity. Yet there is more to be done.' The white text box contains two paragraphs of text.

Our Firm | People and Culture | Making Progress Towards Racial Equity

Making Progress Towards Racial Equity

At Goldman Sachs, we have long been committed to promoting inclusion, diversity, and equity. Yet there is more to be done.

We've created the [Goldman Sachs Fund for Racial Equity](#) to support the vital work of leading organizations addressing racial injustice, structural inequity and economic disparity. In addition to donating \$10 million dollars, the company will match employee contributions to recipient organizations dollar for dollar, and donations \$25 and under will be matched three to one.

The \$10 million Fund for Racial Equity builds upon more than \$200 million Goldman Sachs has granted over the last decade to organizations serving communities of color. Most recently, as part of the Goldman Sachs COVID-19 Relief Fund, the firm deployed \$17 million to organizations supporting relief efforts in communities of color.

The company has created the Goldman Sachs Fund for Racial Equity to assist organizations addressing racial injustice, structural inequity and economic disparity. The company donated \$10 million and will also match employee contributions (see [Making Progress Towards Racial Equity](#)).

2019 Goldman Sachs UK Gender Pay Gap Report

Memorandum from Richard Gnodde, CEO of Goldman Sachs International, to Goldman Sachs Employees

27 March 2020

Today I am sharing with you our UK gender pay gap data for 2019. This year's results are similar to the numbers we've reported in prior years.

The UK government announced on Tuesday, 24 March, that due to the ongoing Coronavirus outbreak, the enforcement of the gender pay gap deadline for this reporting year is suspended. However, we feel it is important to continue to share our data in the interest of both transparency and of our commitment to driving gender diversity in the workplace.

Goldman Sachs also published their [2019 Goldman Sachs UK Gender Pay Gap Report](#) which, according to Richard Gnodde, CEO of Goldman Sachs International, has results similar to those reported in prior years.

Charts

Hourly Pay and Bonus Pay

The information below shows our mean and median gender pay gap and bonus gap for our two UK group entities Goldman Sachs International (**GSI**) and Goldman Sachs (UK) SVC. Limited (**GSUL**) as at the snapshot date (i.e. 5 April 2019 (pay) and in the 12 month reference period to 5 April 2019 (bonus)).

GSI			GSUL	
	Mean	Median	Mean	Median
Hourly Pay	53.2%	34.4%	17.8%	19.6%
Bonus Pay	67.5%	70.1%	38.9%	33.9%

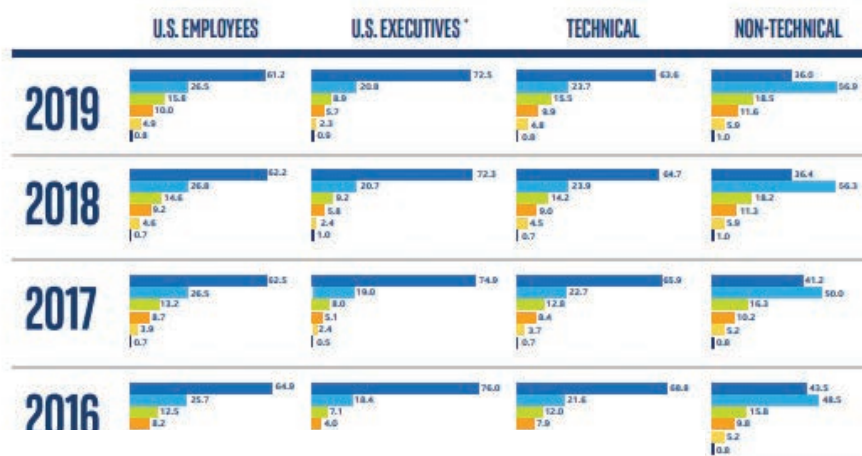
The report shows gender pay gaps, proportion in receiving a bonus by gender, and proportion of women and men at each hourly pay quartile.



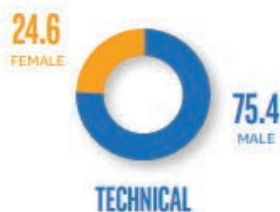
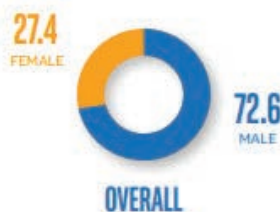
intel 2019 DIVERSITY AND INCLUSION REPORT



HOW THE U.S. DIVERSE EMPLOYEE BASE OF INTEL HAS GROWN AND CHANGED



2019 GLOBAL* EMPLOYEE BASE



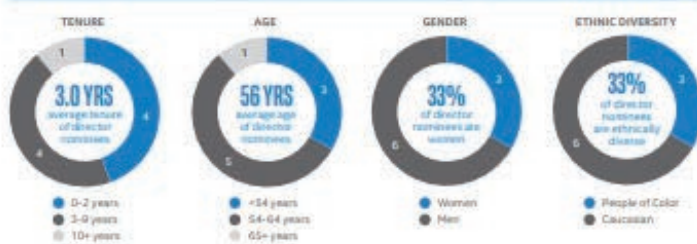
* Includes U.S. employees



BOARD MATRIX

Listed below are the skills and experience that we consider important for our director nominees in light of our current business strategy and structure. The directors' biographies note each director's relevant experience, qualifications, and skills relative to this list.

SKILLS & EXPERTISE										
EXPERIENCE	Govee	Munry	Alvord	Leach	Mooney	Luo	Smith	Swan	Wittmann	Yarvis
Senior Leadership	■	■	■	■	■	■	■	■	■	■
Global/International	■	■	■	■	■	■	■	■	■	■
Industry and IT/Technical	■	■	■	■	■	■	■	■	■	■
Financial Expertise	■	■	■	■	■	■	■	■	■	■
Human Capital	■	■	■	■	■	■	■	■	■	■
Operating and Manufacturing	■	■	■	■	■	■	■	■	■	■
Sales, Marketing, and Brand Management	■	■	■	■	■	■	■	■	■	■
Emerging Technologies and Business Models	■	■	■	■	■	■	■	■	■	■
Business Development and M&A	■	■	■	■	■	■	■	■	■	■
Cybersecurity/Information Security	■	■	■	■	■	■	■	■	■	■
Government, Legal, and Regulatory	■	■	■	■	■	■	■	■	■	■
Public Company Board	■	■	■	■	■	■	■	■	■	■



24

BACKGROUND										
TENURE/AGE/GENDER	0	0	3	2	4	3	1	3	11	
Years on the Board	0	0	3	2	4	3	1	3	11	
Age	54	49	64	65	56	53	59	45	56	
Gender	M	F	M	F	F	M	M	M	M	
RACE/ETHNICITY/NATIONALITY										
African American/Black				■						
Asian/South Asian			■		■					
White/Caucasian	■	■				■	■	■	■	
Hispanic/Latino										
Native American										
Born Outside of the U.S.			■			■		■		

Intel is clearly focused on promoting diversity and inclusion, and is transparent in disclosing the diversity of the board of directors and the figures of their diverse workforce.

[illegible]

Trends in Investor Communications



Advance Diversity in Our Global Workforce

We will increase women in technical roles to 40%, double the number of women and underrepresented minorities in senior leadership, and ensure that inclusive leadership practices and accountability are embedded in our culture globally.

[Learn more about Intel's inclusion actions »](#)



Drive Industry-Wide Action Through a New Global Inclusion Index

We will work with other companies to create a Global Inclusion Index to align on common definitions and metrics to accelerate the adoption of inclusive business practices and track



Intel is also very vocal about increasing representation of women and underrepresented minorities in technical and leadership positions. They will work with other companies to create a Global Inclusion Index to align on common definitions and metrics to accelerate the adoption of inclusive business practices and track progress.

JPMorgan Chase & Co.

A DIVERSE AND INCLUSIVE COMPANY IS A STRONGER COMPANY

While the health crisis we are facing supersedes all other topics in this year's letter, the subject of diversity and inclusion is such an important one that I feel compelled to include it. As a firm, we have an unwavering commitment to integrity, fairness and responsibility. That's why any instances of racist behavior and discrimination are so deeply unsettling.

Recently, Daniel Pinto and Gordon Smith, our Co-Presidents and Chief Operating Officers, sent a note to employees about steps we're taking to ensure our values reach all corners of our company.

Dear colleagues,

We are managing through uncertain times right now and recognize many of you are focusing much of your day on responding to the ongoing spread of the COVID-19 coronavirus. While this is a top priority for all of us, we want to make sure you know we haven't lost sight of our commitment to keeping you informed about our ongoing efforts to strengthen our culture. Now, more than ever, we need the best of everyone because only together will we get through these unprecedented times.

As you know, after the media reported on alleged discrimination in our firm last year, Jamie asked Gordon to lead an internal team to take a hard look at how we do business so that we could gain a deeper understanding of what more we can do to root out racism and discrimination anywhere it exists.

Challenging our people to be clear-eyed and open to change, we tasked many of our senior leaders from across the firm, from multiple lines of business and control functions, to evaluate our policies, procedures and programs firmwide, to ensure they are fair for all employees and customers. To be clear, we are looking across the whole firm and at everything we do.

As a result, we've identified a number of areas that, with enhanced, scaled or new programming or processes, would serve to improve our culture in important ways. For example, we focused on employee and customer complaints – examining common themes, where they originated and where opportunity exists to improve.

We also looked at how employee discretion may affect product accessibility across lines of business. We found opportunities to increase awareness about the firm's Diversity & Inclusion strategy, and we identified a need to expand our diversity recruitment efforts to help us hire more diverse talent, and to implement mandatory firmwide training.

While this work is ongoing, here are five initial areas where work is now underway, including:-

Enhancing our employee feedback process

We are looking hard at how we treat an employee complaint when it comes in. We are already working to simplify escalation channels so employees are clear on where to submit complaints, in addition to further building out our capabilities across complaints to better understand the full scope of the individual's experience. Feedback suggests that employees are not always clear on where to submit complaints, so we are working to identify where improvements are needed.

Employees are encouraged to use existing channels to report inappropriate conduct or discrimination. We will continue to strengthen these "listening posts" and reporting channels in an effort to make sure every one of us feels safe and confident identifying and reporting inappropriate behavior.

Making it easier for customers to access products and services

We regularly review the products and services we offer to customers, and we are looking for ways to boost customer connectivity across our full spectrum of consumer products. To start, we are focusing on:

- Enhancing ease of navigating and guiding customers through our full range of products and services available across our entire branch network; and
- Re-evaluating the qualification requirements for new product features and benefits.

We will improve product parameters and strengthen monitoring tools to ensure the exercise of discretion works as intended.

Bolstering our hiring systems to build a more robust pipeline of diverse talent

Attracting the best talent can only be achieved through a dedicated focus on inclusive recruiting, so we are recommitting ourselves to this effort. We have made progress in this area, with programs such as Advancing Black Leaders, a program

focused specifically on increased hiring, retention and development of talent from within the black community. Over the past four years, we have increased the number of black professionals in our most senior ranks, with the number of black managing directors and executive directors up by more than 50 percent.

In addition, we are expanding our specialized team dedicated to conducting more targeted outreach to recruit diverse talent. We will expand our program to hold hiring managers and recruiters at the highest levels of the company accountable for hiring a diverse group of professionals.

Instituting required firmwide Diversity & Inclusion Training

In order to drive more diverse and inclusive behaviors amongst our leaders, managers, employees and customers, we are requiring diversity and inclusion training for all employees at various points throughout an employee lifecycle, including at the time of hire, and periodically thereafter. We expect all employees to fulfill these requirements.

Because the role of the manager is arguably the most critical role in promoting our culture deep into the organization, we will make additional manager training mandatory at the time of promotion to a people-manager role, and at the time of promotion to a senior leader role, in addition to other developmental moments for managers. We already have training in many parts of the organization, including programs like "Journey to Inclusive Teams" and the required unconscious bias training for branch managers. We will continue to enhance and embed this required training throughout the manager's career.

We know that it is essential for managers to be inclusive leaders and we will focus on helping them recognize ways they can be intentional about inclusion as they recruit, hire, retain and develop diverse talent.

Increasing the diversity of the businesses we partner with firmwide

We are fully committed to a fair, equitable and inclusive company for our customers, our employees, our partners and our suppliers. This is part of every manager's job, and they will be held accountable.

The diversity of the businesses we partner with across the firm is just as important as our employee diversity – from the small businesses to which we provide access to capital, to our asset managers, to our suppliers and to the companies we assist in bringing public.

We intend to increase diverse representation through structural process improvements in how we select partners and build our pipeline.

The firm will also continue to use data and research to further inform the development of products, services, employee programs and community investments that help address racial disparities in wealth building.

This all goes to say our work described above is representative of our deep commitment and is ongoing. It is not a "one and done" event. We will remain steadfast, continue to work now and in the future, and remain ever-vigilant in our effort to maintain a culture where racism cannot live or thrive. Over the next 30 days, each business will review their current strategies and contribute a plan to bring this to life and each business will be held accountable.

Let us say again, we are all the keepers of our culture and we are committed to ensuring that ours is one where all employees and customers are treated equally and fairly, and where all of us receive the opportunity and mutual respect we deserve.



I can assure **you**, it did not take one particular story to make us realize that a diverse and inclusive culture is important.

We know that too many people are being left behind – particularly in the black community. *The Civil War ended more than 150 years ago, and we still have not come even close to parity.* We need to do more as a nation, and we have more to do as a firm.

The Co-Presidents and COO's of JPMorgan Chase publicly released a letter, which can be found in their [2019 Annual Report](#), detailing how the company is working on certain areas to keep a culture "where all employees and customers are treated equally and fairly." JPMorgan Chase is looking into hiring more diverse talent and instituting required diversity and inclusion training for all employees within the company.

In terms of recruitment, the company discloses: "Over the past four years, we have increased the number of black professionals in our most senior ranks, with the number of black managing directors and executive directors up by more than 50 percent."

Attract, develop and retain the best talent for today and the future, harnessing the power of diversity

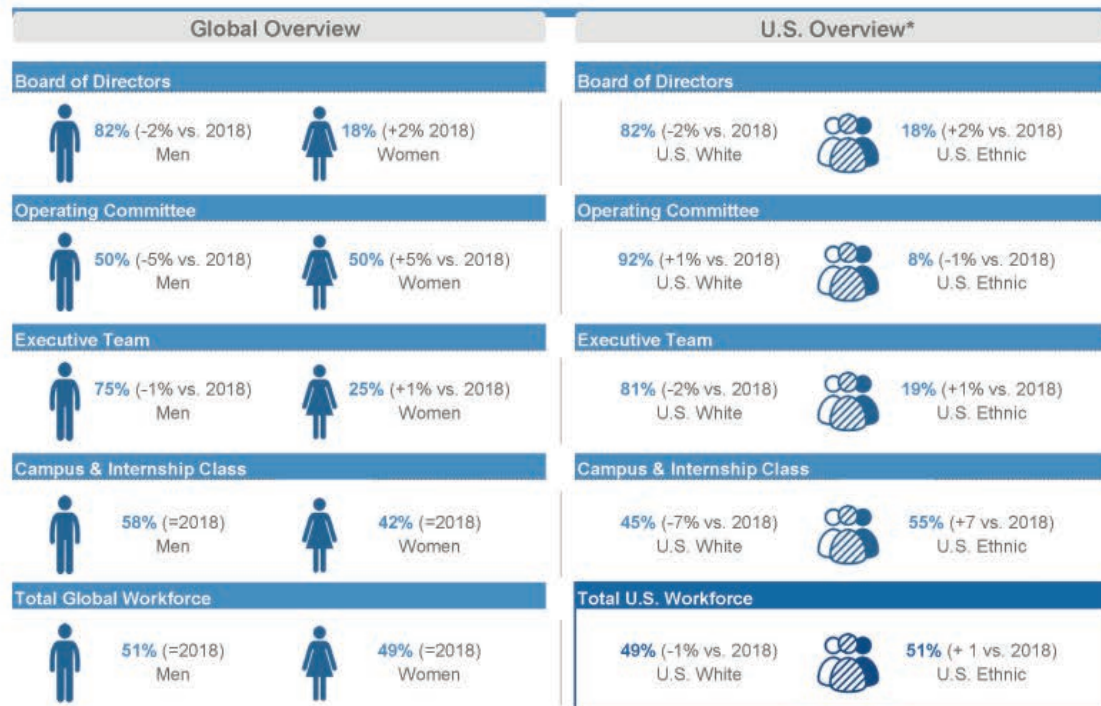
Our talent sets us apart, and we work to attract and retain the best, diverse talent for today and tomorrow. Our team must represent and reflect the diverse customers we serve every day. We are proud that more than 57% of our employees in Consumer & Community Banking are female and more than half of our U.S. employees identify as a minority. The roles with the highest minority representation are disproportionately our customer-facing, front-line roles rather than executive management. We are mindful of this imbalance and are working tirelessly to correct it.

Representation is only part of the equation when it comes to attracting and retaining world-class talent. We are focused on driving inclusiveness and reinforcing the fact that we all are responsible for keeping a culture where everyone is respected and valued for who they are and what they contribute.

JP Morgan Chase acknowledges that most of their minority employees are in the customer-facing, front-line positions and that their executive management roles lack diversity. They are striving to increase diversity in executive roles in the future.

JPMORGAN CHASE & Co.

Workforce Composition Disclosure



U.S. EEOC Deep-Dive											
	Total Workforce		Exec./Sr. Lvl		Mid-Lvl Managers		Professionals		All Other		
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	
EEO	161,810	165,206	2,982	3,010	36,322	36,017	44,878	45,879	77,628	80,300	
Ethnicity	U.S. White	49%	50%	81%	82%	59%	60%	54%	55%	40%	41%
	U.S. Ethnic	51%	50%	19%	18%	41%	40%	46%	45%	60%	59%
	U.S. Asian	16%	15%	9%	8%	21%	20%	22%	22%	9%	9%
	U.S. Black	13%	13%	4%	4%	8%	8%	11%	11%	17%	17%
	U.S. Hispanic	20%	20%	5%	5%	10%	10%	11%	10%	31%	30%
	U.S. Other	2%	2%	1%	1%	2%	2%	2%	2%	3%	3%
Sex	U.S. Women	53%	53%	27%	26%	42%	42%	45%	45%	63%	64%
	U.S. Men	47%	47%	73%	74%	58%	58%	55%	55%	37%	36%
	U.S. LGBT+	3%	-	2%	-	3%	-	3%	-	2%	-
	U.S. Disabled	4%	-	2%	-	4%	-	4%	-	4%	-
	U.S. Military	3%	-	2%	-	3%	-	4%	-	2%	-

* Ethnicity data is as of December 31, 2019 – for the U.S. only – because tracking ethnicity outside of the U.S. is limited. However, Equal Employment Opportunity Commission (EEOC) data is as of October 15, 2019 – and since 2010, has been shared publicly.

JPMorgan Chase's disclosure of their U.S. and global workforce composition can be found [here](#). They present the demographics of their workforce according to gender and ethnicity.



Taking a stand, driving change

At Mastercard, we embrace diversity and inclusiveness and create a sense of belonging because we know it's what makes us better as colleagues, as a company and as citizens of the world.

We have written in this report and in other forums about our commitment to decency. Decency sits at the core of all we do, working hard to ensure that we treat all people of all backgrounds, cultures and perspectives fairly, providing an equal opportunity to grow and advance their careers.

We speak boldly and loudly about our beliefs and the changes that we see need to be made. These have included immigration, gender equity, LGBTQ+ support and, more recently, a call against racism. Racism is against everything we stand for as a company, as a community and as individuals who strive to live peacefully and joyfully.

We will continue to lead on these causes, using our voice to raise awareness and advance solutions, while taking action ourselves. This is how we have approached many issues, focusing on the areas where we can have impact — first within our own walls and for our employees, followed closely by how we approach our business and our partnerships and programs to support the broader community (or economy).

This spring, we made clear our belief that racism is against everything we stand for as a company, as a community, as individuals. That is why we launched In Solidarity, a company-wide, long-term initiative that activates the full breadth of our company's resources to advance inclusion and equality. The initial focus will be on Black communities in the United States and will expand to other geographies to address the unique local needs and combat all forms of racism and discrimination around the globe.

Mastercard begins their people and culture discussion by boldly touching on their stand on racism in their [2019 Corporate Sustainability Report](#), which prompted them to launch **In Solidarity**, their long-term initiative aiming to foster inclusion and equality.

GENDER REPRESENTATION GLOBAL WORKFORCE, ALL LEVELS



GENDER REPRESENTATION GLOBAL SENIOR MANAGEMENT



ETHNIC BACKGROUND U.S. WORKFORCE, ALL LEVELS

Asian	20.6%
Black or African American	5.5%
Hispanic or Latino	8.3%
All other people of color	2.0%
White	60.6%



ETHNIC BACKGROUND U.S. WORKFORCE, SENIOR MANAGEMENT

Asian	14.8%
Black or African American	4.2%
Hispanic or Latino	11.2%
All other people of color	1.8%
White	67.4%

Women/men and ethnicity totals do not include unknown. Denominators include unknown. Senior management is defined as Vice President and above.

Our People and Culture

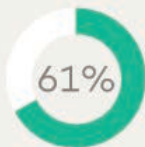
TOTAL UNIVERSITY HIRES



of global university hires were women



of global university hires were men



of U.S. university hires were people of color



of U.S. university hires were white

2019 BY THE NUMBERS



*Senior management is defined as Vice President and above.

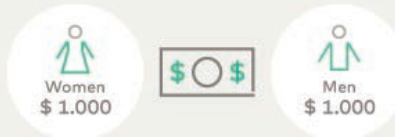
The scope of information Mastercard discloses regarding their workforce diversity is broad, showing data on gender representation and ethnic background for all levels and for senior management. They also show data on hiring.

As Mastercard states, “[a]s of September 1, 2019, women represented nearly 40% of our global workforce and 32% of our senior management roles. In the U.S., racial and ethnic minorities represented 37% of our workforce and 33% of our senior management.”

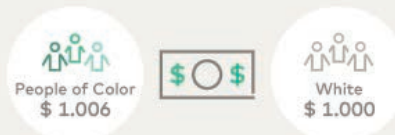
Mastercard is also invested in developing female leaders and improving their representation at senior levels.

Pay equity

We embrace practices designed to ensure that our people receive equal pay for equal work, and we offer employees multiple channels for raising pay-disparity concerns, including our Ethics Helpline, Employee Relations team and the Law Department.



As of Sept. 1, 2019, our assessment and validation process found women at our company earn \$1.000 for every \$1.000 men earn, based on our latest analysis of employees at the same level, doing the same role. The median pay for women globally is 92.2% of the median pay for men, as of March 1, 2020.



In the U.S., Mastercard employees of color earned \$1.006 for every \$1.000 white employees earned, as of March 1, 2020. The median pay for people of color is 93.0% of the median pay for white employees in the U.S., as of March 1, 2020. Our aim is parity across all measures.

Mastercard is also committed to the principle of equal pay for equal work.

Board of Directors	2020 Proxy Statement			405, 405-1
Women	27%	27%	21%	405, 405-1

ESG DATA TABLE					
DESCRIPTION	FY 2019	FY 2018	FY 2017	GRI	SASB
Governance					
Men	73%	73%	79%	405, 405-1	
Diverse backgrounds	53%	53%	42%	405, 405-1	
Management committee	2020 Proxy Statement			405, 405-1	
Women	20%			405, 405-1	
Men	80%			405, 405-1	
Non-U.S. citizens	47%			405, 405-1	
Internationally based	43%			405, 405-1	
Average age	53			405, 405-1	
Millennials or baby-boomers	30%			405, 405-1	

ESG DATA TABLE

DESCRIPTION	FY 2019	FY 2018	FY 2017	GRI	SASB
Social					
Total employees	18,600	14,800	13,400	102-7, 102-8, 405, 405-1	TC-SI-330a.3
Employees by gender (global)					
Female	39%	39%	39%		
Male	61%	61%	61%		
Senior management by gender (global)					
Female	33%	33%	30%		
Male	67%	67%	70%		
Employees by ethnicity (U.S.)					
Asian	20.6%	19.9%	17.9%		
Black or African American	5.5%	5.6%	5.4%		
Hispanic or Latino	8.3%	8.4%	8.6%		
All other people of color	2.0%	1.7%	1.6%		
White	60.6%	64.4%	65.0%		
Senior management by ethnicity (U.S.)					
Asian	14.8%	15.1%	13.1%		
Black or African American	4.2%	4.5%	4.1%		
Hispanic or Latino	11.2%	10.7%	10.0%		
All other people of color	1.8%	1.7%	1.6%		
White	67.4%	68.0%	70.1%		
Country managers by gender (global)	29%				
Equal pay	Page 30			405-2	
Women-to-men pay equity (global)	\$1,000 to \$1,000	\$0,996 to \$1,000	\$0,991 to \$1,000	405-2	

Workforce and diversity is

ESG DATA TABLE

DESCRIPTION	FY 2019	FY 2018	FY 2017	GRI	SASB
Social					
Median pay for women (global)	92.2%			405-2	
People-of-color-to-white pay equity (U.S.)	\$1,000 to \$1,000			405-2	
Median pay for people of color (U.S.)	93%			405-2	
Employees subject to collective bargaining agreements (U.S.)	0	0	0	102-41	
Recruitment					
Pages 47-49					
% of final candidate interviews that include women (global)	71%	77%			
% of final candidate interviews that include men (global)	80%				
% of final interviews that include a candidate of color (U.S.)	83%	81%			
% of final interviews that include a white candidate (U.S.)	79%				
Senior management recruitment					
Pages 47-49					
% of final candidate interviews that include women (global)	67%	70%			
% of final candidate interviews that include men (global)	88%				
% of final interviews that include a candidate of color (U.S.)	82%	79%			
% of final interviews that include a white candidate (U.S.)	84%				
Hiring					
Pages 47-49					
% of hires that were women (global)	40%	41%	40%		
% of hires that were men (global)	60%	59%	60%		
% of hires that were people of color (U.S.)	45%	42%	42%		
% of hires that were white (U.S.)	55%	58%	54%		
Senior management hiring					
Pages 47-49					
% of hires that were women (global)	33%	38%	39%		

ESG DATA TABLE

DESCRIPTION	FY 2019	FY 2018	FY 2017	GRI	SASB
Social					
% of hires that were people of color (U.S.)	42%	37%	47%		
% of hires that were white (U.S.)	58%	63%	53%		
Career moves (laterals and promotions)					
% of career moves received by women (global)	40%	40%	39%		
% of career moves received by men (global)	60%	60%	61%		
% of career moves received by people of color (U.S.)	38%	38%	36%		
% of career moves received by whites (U.S.)	60%	61%	64%		
Senior management career moves (laterals and promotions)					
% of career moves received by women (global)	35%	35%	30%		
% of career moves received by men (global)	64%	65%	70%		
% of career moves received by people of color (U.S.)	36%	38%	33%		
% of career moves received by whites (U.S.)	61%	61%	67%		

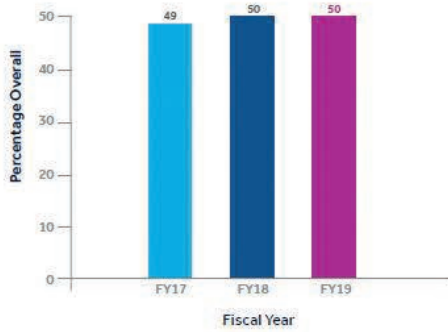
ESG Data Table 383

A more detailed information on workforce diversity can be found in the ESG Data Tables, which include data from fiscal year 2017 to fiscal year 2019.



In their [2019 Integrated Performance Report](#), Medtronic discloses significant numbers showing the diversity of their workforce in terms of gender and race/ethnicity. They also highlight other achievements for fiscal year 2019, including pay equity.

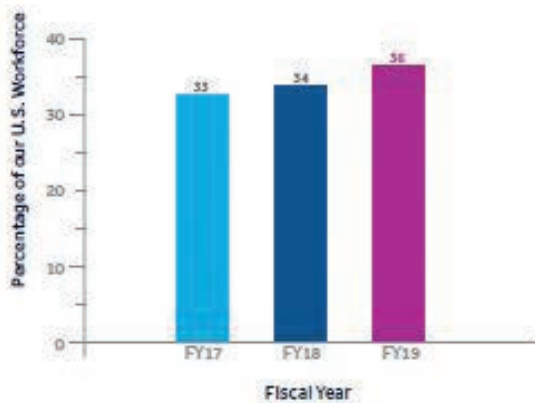
WOMEN REPRESENTATION GLOBALLY AT MEDTRONIC



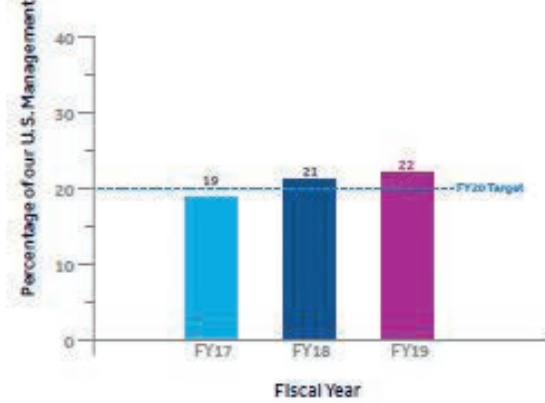
WOMEN IN GLOBAL MANAGEMENT AT MEDTRONIC



U.S. ETHNICALLY DIVERSE TALENT OVERALL*



U.S. ETHNICALLY DIVERSE TALENT IN MANAGEMENT†



* United States, excluding Puerto Rico (excludes blank, no data, or did not disclose)

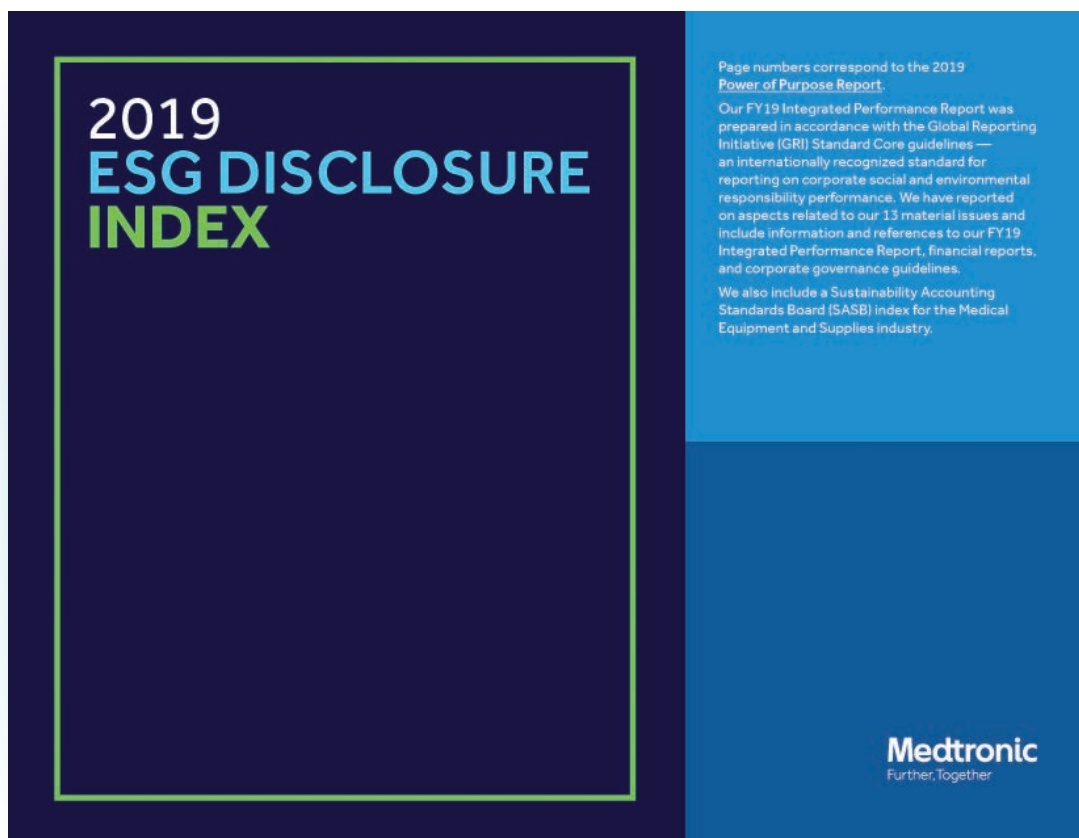
† Management = managers and above

Medtronic includes charts that show data on global women representation (overall and management) and on ethnically diverse talent in the United States (overall and management) for fiscal years 2017-2019 demonstrate yearly progress.

The company's dedication to advance inclusion, diversity, and equity is demonstrated in the way they have held themselves accountable. In 2015, they set 5-year diversity goals and have committed to reporting developments each year.



For 2020, Medtronic’s goal is to “exceed 40% or more women in manager level and above roles globally, with an ultimate aspiration of achieving 50%, and exceed 20% or more ethnic diversity among manager level and above roles in the United States.”



MEDTRONIC GLOBAL WORKFORCE* [†]			
	FY17**	FY18 ^{††}	FY19***
Total	91,656	91,109	90,108
Female	45,174	44,874	44,674
Asia Pacific	12,399	12,873	12,653
Female	5,546	5,568	5,404
Canada	1,612	1,417	1,286
Female	919	806	745
Europe/Central Asia/Middle East/Africa	17,479	17,293	18,377
Female	8,768	8,883	9,216
Latin America	17,722	17,293	16,920
Female	11,025	10,800	10,661
U.S. and Puerto Rico	42,444	41,763	40,872
Female	18,916	18,817	18,648

*Calculated as Average Headcount for the FY. Employee population data expressed here may vary from our 10-K form depending on the time of year in which the data was gathered.
[†]Some data may be restated from our FY17 and FY18 Integrated Reports due to updated data parameters.

**151 records do not specify gender.
^{††}75 records do not specify gender.
***57 records do not specify gender.

EMPLOYMENT TYPE*		
	FY18 [†] **	FY19 ^{††}
Support staff	39,459	37,061
Female	23,339	22,088
Professional	41,339	42,472
Female	17,872	18,664
Management***	9,789	10,041
Female	3,671	3,772
VPs and higher	524	535
Female	143	150

*Calculated as Average Headcount for the FY. Employee population data expressed here may vary from our 10-K form depending on the time of year in which the data was gathered.
[†]Some data may be restated from our FY17 and FY18 Integrated Reports due to updated data parameters.

**75 employees do not have a job category designation.
^{††}57 employees do not have a job category designation.
***Management positions = managers and above.

GLOBAL FULL-TIME* [†]			
	FY17**	FY18 ^{††}	FY19***
Total	89,681	89,231	88,258
24 and under	5,364	5,323	5,330
25-39	41,212	41,339	41,070
40-54	33,170	32,801	32,111
55-69	9,800	9,631	9,594
70+	135	137	154
Female ^{†††}	43,504	43,290	43,129
Asia Pacific	5,382	5,451	5,330
Canada	896	785	732
Europe/Central Asia/Middle East/Africa	7,603	7,704	7,998
Latin America	11,022	10,799	10,660
U.S. and Puerto Rico	18,601	18,552	18,411

*Calculated as Average Headcount for the FY. Employee population data expressed here may vary from our 10-K form depending on the time of year in which the data was gathered.
[†]Some data may be restated from our FY17 and FY18 Integrated Reports due to updated data parameters.

**0 records have out of bound values so are not included in age breaks.
151 records do not specify gender.
^{††}0 records have out of bound values so are not included in age breaks.
75 records do not specify gender.
^{†††}1 record has out of bound values so is not included in age breaks.
57 records do not specify gender.
^{††††}Numbers by region are based on female employees only.

GLOBAL PART-TIME* [†]			
	FY17**	FY18 ^{††}	FY19***
Total	1,976	1,879	1,850
24 and under	46	32	21
25-39	649	617	611
40-54	969	951	957
55-69	303	274	257
70+	9	6	5
Female ^{†††}	1,670	1,584	1,545
Asia Pacific	164	117	74
Canada	23	21	14
Europe/Central Asia/Middle East/Africa	1,165	1,180	1,218
Latin America	3	1	2
U.S. and Puerto Rico	317	266	238

*Calculated as Average Headcount for the FY. Employee population data expressed here may vary from our 10-K form depending on the time of year in which the data was gathered.
[†]Some data may be restated from our FY17 and FY18 Integrated Reports due to updated data parameters.

**0 records have out of bound values so are not included in age breaks.
0 records do not specify gender.
^{††}0 records have out of bound values so are not included in age breaks.
0 records do not specify gender.
^{†††}0 record have out of bound values so are not included in age breaks.
0 records do not specify gender.
^{††††}Numbers by region are based on female employees only.

NEW EMPLOYEE HIRES*†			
	FY17**	FY18††	FY19***
Total	17,608	18,166	17,545
24 and under	4,453	4,363	4,586
25-39	9,102	10,004	9,559
40-54	3,401	3,221	2,927
55-69	640	565	453
70+	12	13	19
Female†††	8,424	9,211	9,226
Asia Pacific	977	1,085	1,220
Canada	173	127	217
Europe/Central Asia/Middle East/Africa	1,049	1,261	1,225
Latin America	3,750	3,847	4,123
U.S. and Puerto Rico	2,475	2,891	2,441

*Employee population data expressed here may vary from our 10-K form depending on the time of year in which the data was gathered.
†Some data may be restated from our FY17 and FY18 Integrated Reports due to updated data parameters.
**0 records have values out of bound (e.g., age=0). 575 records do not specify gender.
††0 records have values out of bound (e.g., age=0). 407 records do not specify gender.
†††1 record has values out of bound (e.g., age=0). 72 records do not specify gender.
†††Numbers by region are based on female employees only.

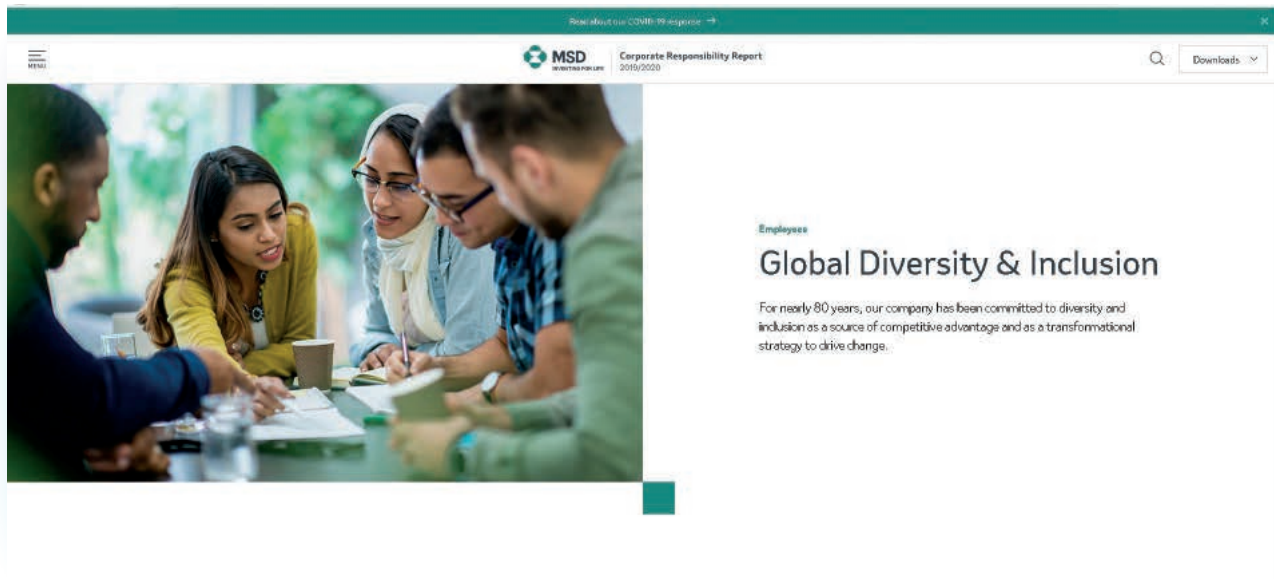
EMPLOYEE TURNOVER (VOLUNTARY AND INVOLUNTARY)*†			
	FY17**	FY18††	FY19***
Total employee turnover rate (total employees/# employee turnovers)	15%	16%	15%
24 and under	3,613	3,426	2,652
25-39	6,480	6,974	7,225
40-54	3,316	3,268	3,376
55-69	737	610	659
70+	26	10	13
Voluntary employee turnover rate (total employees/# voluntary employee turnovers)	12%	13%	12%
Female†††	6,760	7,075	7,159
Asia Pacific	665	750	808
Canada	114	93	98
Europe/Central Asia/Middle East/Africa	1,051	888	1,094
Latin America	3,058	3,615	3,188
U.S. and Puerto Rico	1,872	1,729	1,971

*Turnover calculated with Average Headcount for the FY. Employee population data expressed here may vary from our 10-K form depending on the time of year in which the data was gathered.
†Some data may be restated from our FY17 and FY18 Integrated Reports due to updated data parameters.
**0 records have values out of bound (e.g., age=0). 699 records do not specify gender.
††0 records have values out of bound (e.g., age=0). 204 records do not specify gender.
†††1 record has values out of bound (e.g., age=0). 91 records do not specify gender.
†††Numbers by region are based on female employees only.

U.S. EMPLOYEE DEMOGRAPHICS*†			
	FY17	FY18	FY19
American Indian or Alaska Native	148	145	138
Asian	5,649	5,616	5,504
Black or African American	3,102	2,680	2,206
Hispanic or Latino	3,181	3,173	3,101
Native Hawaiian or Other Pacific Islander	152	145	140
White	25,277	23,820	21,965
Two or More Races	596	667	710
Unspecified**	12,158	13,521	15,829

*Calculated as Average Headcount for the FY. United States only, excluding Puerto Rico.
†Some data may be restated from our FY17 and FY18 Integrated Reports due to updated data parameters.
**Includes records coded as Do Not Want to Disclose or Blank

Extensive information on workforce diversity can also be found in Medtronic's [2019 ESG Disclosure Index](#).



Global Diversity & Inclusion					
Gender and ethnicity					
2015					
2016					
2017					
2018					
2019					
Women in the workforce	48%	48%	48%	49%	48%
Women in the workforce in the U.S.	NR	NR	NR	NR	50%
Employee base that is multi-cultural women (U.S.)	NR	NR	NR	NR	15%
Women on the Board	21%	23%	23%	23%	25%
Women in executive roles ¹	34%	31%	32%	32%	36%
Women on the senior management team ²	34%	36%	39%	41%	43%
Women in management roles ³	38%	39%	40%	41%	43%
Members of underrepresented ethnic groups on the Board	21%	23%	23%	23%	25%
Members of underrepresented ethnic groups in executive roles (U.S.)	20%	23%	23%	21%	26%
Members of underrepresented ethnic groups on the senior management team (U.S.)	18%	18%	17%	19%	21%
Members of underrepresented ethnic groups in the workforce (U.S.)	26%	26%	26%	27%	29%
Members of underrepresented ethnic groups in management roles (U.S.)	23%	23%	23%	25%	27%
New hires that were female	50%	51%	49%	51%	50%
New hires that were members of underrepresented ethnic groups (U.S.)	33%	37%	36%	36%	33%

Note: Our company has publicly disclosed EEO-1 information since 1999. Our 2020 data is available at: <https://s3.amazonaws.com/msd20-assets/wp-content/uploads/2020/09/23/55B13/2020EEO-1Diversity-Brachur.pdf>.
 NR: Not Reported.
¹ "Executive" is defined as the chief executive officer and two structural levels below.
² "Senior management team" is defined as the fourth structural level below the CEO.
³ "Management role" is defined as all other managers with direct reports not reflected in notes 1 or 2.

Merck discloses 2014-2018 data on their workforce in their 2018/2019 Corporate Responsibility Report, showing percentages for women and underrepresented ethnic groups in different levels and roles (see [Global Diversity & Inclusion](#)).

- We resolve to achieve gender equality and empower all women and girls as evidenced by improvements in the representation of women in our workforce, on the senior management team and in management roles
- We are proud of the improvements achieved in representation on the senior management team of Black/African-American, Hispanic/Latino and Pan-Asian employees and have a plan in place—with dedicated resources—to address areas within which ethnic groups are underrepresented (also known as underrepresented ethnic groups or “UEGs”)

There is also a lengthy discussion in the said report about the company’s strategy, initiatives, hiring practices, and programs. Some parts of this discussion mention gender and ethnicity.

We use a comprehensive approach to ensure recruiting, retention and leadership development goals are systematically executed throughout our company and that we hire talented future leaders across all dimensions of diversity.

- Our candidate selection process includes aspirational diversity recruiting goals and the selection process includes representation of diverse talent on all panels, including women and underrepresented ethnic groups

In terms of recruitment, Merck ensures that women and underrepresented ethnic groups are included in their selection process.

Women’s Sponsorship Program

The purpose of the Women’s Sponsorship Program is to accelerate the movement and to improve readiness and visibility of women and women of color into positions of greater leadership responsibility. This two-year engagement between the sponsor and protégé is curated to help build the network and personal brand of high potential women leaders and to further their development and career.

The Diverse Leadership Program

We provide an innovative leadership development program focused on strengthening the pipeline of ethnically diverse talent to increase representation in our senior leadership.

Some of their leadership development programs are also in support of increasing the representation of women and women of color and ethnically diverse talent in higher leadership roles.

The Diversity Leadership Program addresses the leadership development needs of multicultural leaders—both men and women. Its goal is to develop the pipeline of diverse talent to increase representation in senior leadership. Of last year's women of color participants, 50 percent were promoted.

The Diversity Leadership Program, to be specific, saw that “of last year's women of color participants, 50 percent were promoted.”

Paradigm for Parity® coalition

In July 2018, we became a signatory to Paradigm for Parity®, a coalition of business leaders dedicated to addressing the corporate leadership gender gap. The goal of the coalition is to achieve full gender parity by 2030, with a near-term goal of women holding at least 30 percent of senior roles.

With 49 percent of our company's workforce represented by women, full gender parity is within our reach. In addition, with 41 percent of our company's women holding senior management or management roles, we exceed the Paradigm for Parity goal for women in senior positions and intend to continue to focus on this area for ongoing progress.

Merck also engages with other organizations to further support diversity and inclusion, including the Paradigm for Parity® coalition that addresses corporate leadership gender gap.



DIVERSITY AND INCLUSION REPORT 2019



Microsoft is among the 3% of Fortune 500 companies that publicly disclose their full workforce demographic data. Over the past few years, Microsoft has disclosed positive workforce diversity trends (see [2019 Diversity and Inclusion Report](#)).

Microsoft and our minimally integrated business

This first set of data reflects our broader Microsoft family of companies, which includes employees from our minimally integrated companies: LinkedIn, GitHub, Compulsion, Playground Games, Ninja Theory, InHile, Obsidian Entertainment, and Undead Labs. Taken all together, our broader workforce has grown more than 27% since 2016 before we acquired these companies, and we saw an overall employee population growth of 9.7% from 2018 to 2019. We also see the following representation trends as compared to 2018:



REPRESENTATION AT MICROSOFT + MINIMALLY INTEGRATED COMPANIES

Global Data		2019	2018	2017
Global Data	WOMEN	29.2%	28.0%	27.6%
	MEN	70.7%	71.8%	72.4%
US Data	AFRICAN AMERICAN/BLACK	4.4%	4.0%	3.8%
	AMERICAN INDIAN/ALASKA NATIVE	0.5%	0.5%	0.5%
	ASIAN	33.3%	32.3%	31.4%
	HISPANIC/LATINO	6.2%	5.9%	5.7%
	NATIVE HAWAIIAN/PACIFIC ISLANDER	0.2%	0.2%	0.2%
	MULTIRACIAL	2.1%	1.8%	1.7%
	WHITE	52.7%	54.7%	55.9%

*Includes GitHub, LinkedIn, Compulsion, Playground Games, Ninja Theory, InHile, Obsidian Entertainment, Undead Labs. Minimally integrated companies were acquired after December 2018.

POPULATION GROWTH AT MICROSOFT + MINIMALLY INTEGRATED COMPANIES

Global Data		2019/18	2018/17
Global Data	WOMEN	+14.2%	+45.5%
	MEN	+7.8%	+21.5%
US Data	AFRICAN AMERICAN/BLACK	+19.2%	+43.1%
	AMERICAN INDIAN/ALASKA NATIVE	+5.6%	+22.4%
	ASIAN	+12.8%	+49.6%
	HISPANIC/LATINO	+14.0%	+52.9%
	NATIVE HAWAIIAN/PACIFIC ISLANDER	+2.8%	+14.2%
	MULTIRACIAL	+24.0%	+106.6%
	WHITE	+5.8%	+20.9%

*Includes GitHub, LinkedIn, Compulsion, Playground Games, Ninja Theory, InHile, Obsidian Entertainment, Undead Labs. Minimally integrated companies were acquired after December 2018.

Microsoft breaks down their employee demographic from 2017 to 2019 according to gender and race/ethnicity. They also show the growth of each category from 2016 to 2019.

Trends and progress at Microsoft

The information on the following pages reflects data from Microsoft without our minimally integrated companies from the previous pages.

Population numbers continue to rise

Our 2019 workforce snapshot shows positive trends in the number of people of diverse backgrounds along all the categories we measure. From June 2018 to June 2019 our global workforce grew 7.2% overall, and in the US alone, the number of Microsoft employees grew 6.9%. The population growth of women globally and of racial and ethnic minorities in the US have each grown at faster rates than our overall population growth. Some highlights within that one year growth include:

- In the US, the number of African American/Black employees has risen 17.3% overall, including a 28.6% increase in technical roles.
- The number of Hispanic/Latino employees in the US has gone up 12.5% overall, including a 28.0% increase in the number of Hispanic/Latino executives.
- In the US, the number of Asian employees (a group that comprises more than a dozen ethnic groups) has grown 11.6% overall, including an 18.0% increase in the number of Asian directors.
- We saw a 22.2% increase in the number of employees in the US who identify as multiracial, including a 31.5% increase among managers—almost double the number of multiracial managers since 2016.
- The number of women in our worldwide workforce has risen 11.6% overall, including a 17.8% increase in technical roles, and a 14.7% increase in the number of women executives.

Since 2015, we've seen a 56.4% increase in women executives, and the number of women executives in technical roles has almost doubled in three years, a 95% increase. At the board level, the slate of directors nominated for election at the 2019 annual shareholders meeting includes five women (accounting for 38% of our directors) and two of our four board committees will be chaired by women.

Improving representation at all levels of the company

The size of our workforce can obscure the scale of the impact. In a population the size of Microsoft's, an increase in population size among the groups we track may not always translate to large percentage point gains in their representation among the full workforce. Increases of a few percentage points in representation levels are meaningful and encouraging. These data points are helping us assess the efficacy of our efforts and providing insights on where we need to do more or do better. For example, we can better track, measure, and work on closing the gaps in representation among individual contributors versus managers.

In terms of race and ethnicity, we saw modest year-over-year growth in total representation in all categories, including in tech and in leadership roles at both the director and executive level.

Representation of racial and ethnic minorities in the US

- Overall, racial and ethnic minorities represent 46.7% of the US workforce, up 2.2 percentage points from 2018.
- In tech roles in the US, 50.9% are racial and ethnic minorities, up 1.3 percentage points.
- Among executives in the US, 32.5% are racial and ethnic minorities, up 2.0 percentage points.
- Among directors in the US, 36.6% are racial and ethnic minorities, up 2.3 percentage points.
- Among managers in the US, 38.1% are racial and ethnic minorities, up 2.8 percentage points.

POPULATION GROWTH AT MICROSOFT WITHOUT MINIMALLY INTEGRATED COMPANIES

2019/2018 comparison and 2018/2017 comparison

Global Data		ALL ROLES AT MICROSOFT							
		EXECUTIVE	DIRECTOR	MANAGER	INDIVIDUAL CONTRIBUTOR	TECH ROLES	NONTECH ROLES	RETIRE	
Global Data	WOMEN	2019/18	+11.6%	+14.7%	+14.4%	+12.2%	+11.5%	+17.8%	+5.9%
	2018/17	+21.6%	+56.4%	+50.9%	+33.8%	+28.3%	+48.6%	+3.9%	+4.4%
US Data	MEN	2019/18	+5.7%	+4.4%	+9.1%	+5.1%	+5.8%	+8.0%	+9.5%
	2018/17	+10.1%	+8.3%	+28.0%	+5.2%	+12.2%	+11.5%	+2.5%	+10.7%
US Data	AFRICAN AMERICAN/BLACK	2019/18	+17.3%	+38.6%	+15.7%	+16.7%	+17.6%	+28.6%	+7.7%
	2018/17	+47.8%	+46.2%	+62.9%	+53.7%	+47.0%	+67.3%	+31.7%	+6.5%
	AMERICAN INDIAN/ALASKA NATIVE	2019/18	+9.5%	+23.0%	+34.2%	+6.8%	+9.9%	+11.2%	+4.4%
	2018/17	+20.2%	0.0%	+82.1%	+37.8%	+18.7%	+25.3%	+6.7%	+29.4%
	ASIAN	2019/18	+11.6%	+6.7%	+18.0%	+14.3%	+13.5%	+11.8%	+5.9%
	2018/17	+30.0%	+36.1%	+59.4%	+44.7%	+28.0%	+31.7%	+21.2%	+0.4%
	HISPANIC/LATINO	2019/18	+12.5%	+28.6%	+18.7%	+12.1%	+12.5%	+18.2%	+6.4%
	2018/17	+35.9%	+43.2%	+48.1%	+34.5%	+36.0%	+47.9%	+23.0%	+2.9%
	NATIVE HAWAIIAN/PACIFIC ISLANDER	2019/18	+0.6%	+19.0%	+22.2%	+14.5%	+2.1%	+5.5%	+4.3%
	2018/17	+7.1%	NA	+15.8%	+50.0%	+2.2%	+5.5%	+8.4%	+25.7%
US Data	MULTIRACIAL	2019/18	+22.2%	+38.2%	+29.2%	+21.3%	+21.3%	+22.6%	+4.3%
	2018/17	+76.8%	+44.4%	+100%	+97.3%	+74.1%	+78.1%	+72.2%	+13.2%
US Data	WHITE	2019/18	+3.2%	+2.4%	+6.7%	+3.2%	+3.2%	+5.3%	+9.5%
	2018/17	+7.8%	+6.4%	+21.9%	+33.1%	+7.3%	+6.7%	+6.3%	+14.6%

*Includes retail.

Managers often, and attorney roles do not include salespeople. Salespeople include salespeople.

2019 REPRESENTATION AT MICROSOFT WITHOUT MINIMALLY INTEGRATED COMPANIES

Global Data		ALL ROLES AT MICROSOFT							
		EXECUTIVE	DIRECTOR	MANAGER	INDIVIDUAL CONTRIBUTOR	TECH ROLES	NONTECH ROLES	RETIRE	
Global Data	WOMEN	27.6%	18.3%	20.5%	25.4%	26.0%	21.4%	39.4%	18.2%
	MEN	72.3%	80.7%	79.5%	74.6%	71.9%	78.6%	60.5%	81.8%
US Data	AFRICAN AMERICAN/BLACK	4.5%	2.7%	2.5%	2.7%	4.9%	3.3%	7.5%	18.6%
	AMERICAN INDIAN/ALASKA NATIVE	0.5%	0.4%	0.3%	0.3%	0.6%	0.6%	0.4%	0.1%
	ASIAN	31.1%	23.9%	27.8%	28.8%	33.9%	40.1%	16.6%	19.2%
	HISPANIC/LATINO	6.3%	4.4%	6.7%	5.8%	6.5%	4.9%	9.6%	25.8%
	NATIVE HAWAIIAN/PACIFIC ISLANDER	0.2%	0.1%	0.1%	0.2%	0.2%	0.1%	0.4%	1.0%
	MULTIRACIAL	2.1%	0.9%	1.2%	1.2%	2.2%	2.0%	2.3%	1.8%
	WHITE	53.2%	67.8%	63.2%	61.0%	51.6%	40.0%	63.1%	43.0%

*Includes retail.

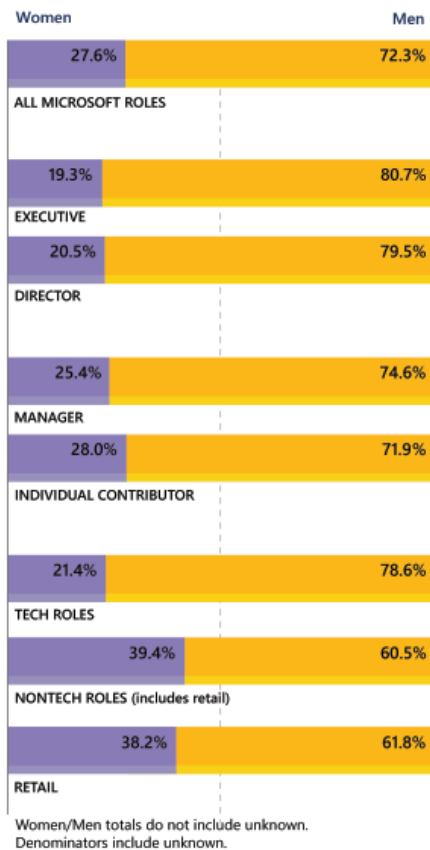
Managers often, and attorney roles do not include salespeople. Salespeople include salespeople.

Advancing representation of women worldwide

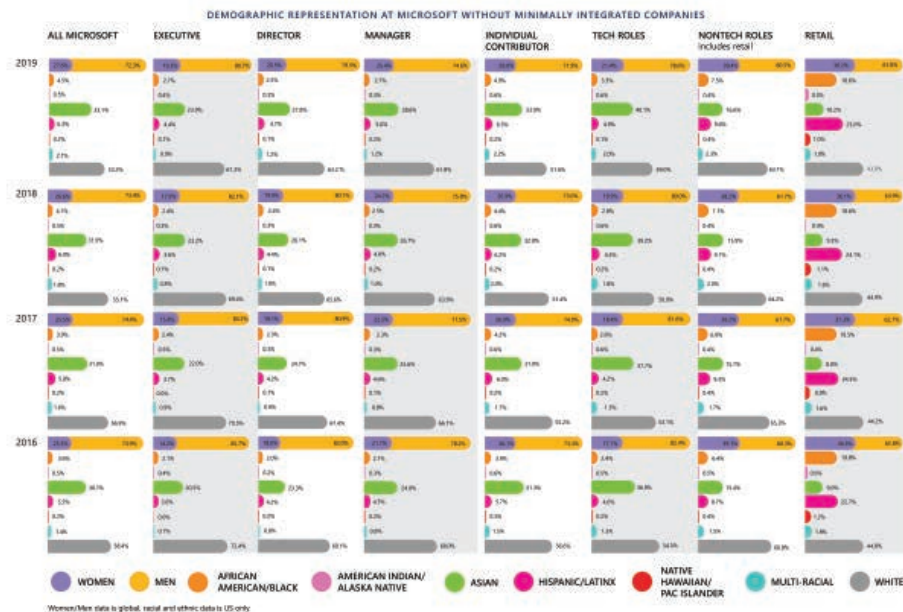
This year, continuing a positive trend dating back to 2016, **there were steady increases in the representation of women globally at the company in all the aspects we measured**, including tech and leadership roles. Compared with last year:

- Overall representation of women went up 1.1 percentage points to 27.6%.
- In tech roles, representation increased 1.4 percentage points to 21.4%.
- Among executives, there was a 1.4 percentage point gain to 19.3%.
- 37% of Microsoft's executives responsible for leading a geographic market are women.
- Three of our largest markets are led by women.
- Representation of women among directors rose 0.6 percentage points to 20.5%.
- Among managers, representation increased 1.2 percentage points to 25.4%.

GLOBAL REPRESENTATION OF WOMEN AND MEN AT MICROSOFT WITHOUT MINIMALLY INTEGRATED COMPANIES



In addition, Microsoft highlights a number of diversity and inclusion trends, such as the increase in the number of women in their worldwide workforce, including in technical and executive roles. They also show improvement in racial and ethnic minorities representation.

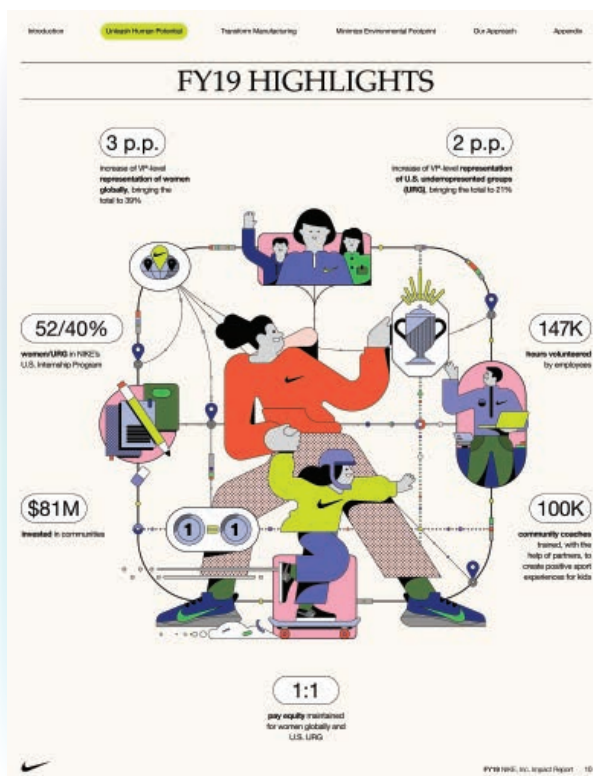


Microsoft also presents a more detailed breakdown of each gender and race/ethnicity category according to positions.

PURPOSE MOVES US



FY19 NIKE, Inc. Impact Report



Nike highlights their social impact achievements. Among these highlights are the increase of VP-level representation of women globally, VP-level representation of U.S. underrepresented groups and the 1:1 pay equity ratio for women and underrepresented groups (see [2019 Impact Report](#)).

Introduction **Unleash Human Potential** Transform Manufacturing Minimize Environmental Footprint Our Approach Appendix

EMPLOYEES

NIKE, INC. TOTALS BY GENDER (GLOBAL)

GENDER	All Employees				Directors ⁽¹⁾				WUs			
	CY18	CY17	CY16	CY15	CY18	CY17	CY16	CY15	CY18	CY17	CY16	CY15
TOTAL	15	11	13	13	49%	49%	49%	49%	37%	39%	39%	36%
Female	25%	16%	23%	31%	31,338	32,082	31,800	33,033	2,801	2,148	2,414	2,081
Male	75%	84%	77%	69%	67,876	64,437	62,139	54,499	5,553	5,313	5,270	5,655
TOTAL	99,214	96,519	93,939	87,532	8,894	8,496	8,148	8,514	418	377	400	413

NIKE, INC. TOTALS BY RACE/ETHNICITY (U.S.)⁽²⁾

RACE/ETHNICITY	All Employees				Directors ⁽¹⁾				WUs			
	CY18	CY17	CY16	CY15	CY18	CY17	CY16	CY15	CY18	CY17	CY16	CY15
White	64.6%	63.1%	64.2%	63.6%	77.5%	75.6%	75.0%	72.7%	83.1%	82.0%	78.8%	77.1%
Black or African American	13.1%	16.5%	23.6%	21.6%	4.7%	5.5%	6.2%	4.0%	6.2%	7.4%	9.1%	9.3%
Hispanic/Latino	15.1%	12.0%	10.5%	10.1%	5.1%	5.2%	5.0%	5.2%	2.8%	2.1%	2.5%	3.2%
Asian	8.0%	6.1%	6.3%	6.0%	9.7%	10.4%	10.8%	10.9%	4.8%	4.6%	5.2%	5.2%
Native Hawaiian or Other Pacific Islander	0.7%	0.8%	0.7%	0.7%	0.1%	0.2%	0.2%	0.2%	-	-	-	-
Two or More Races	1.1%	0.4%	0.6%	1.1%	0.1%	0.1%	0.1%	0.1%	0.3%	0.4%	0.6%	1.7%
Unknown	1.3%	1.4%	1.2%	1.3%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%
TOTAL	30,399	30,315	30,115	29,148	4,818	4,828	4,818	4,828	948	927	944	945

TOTAL EMPLOYEES⁽³⁾

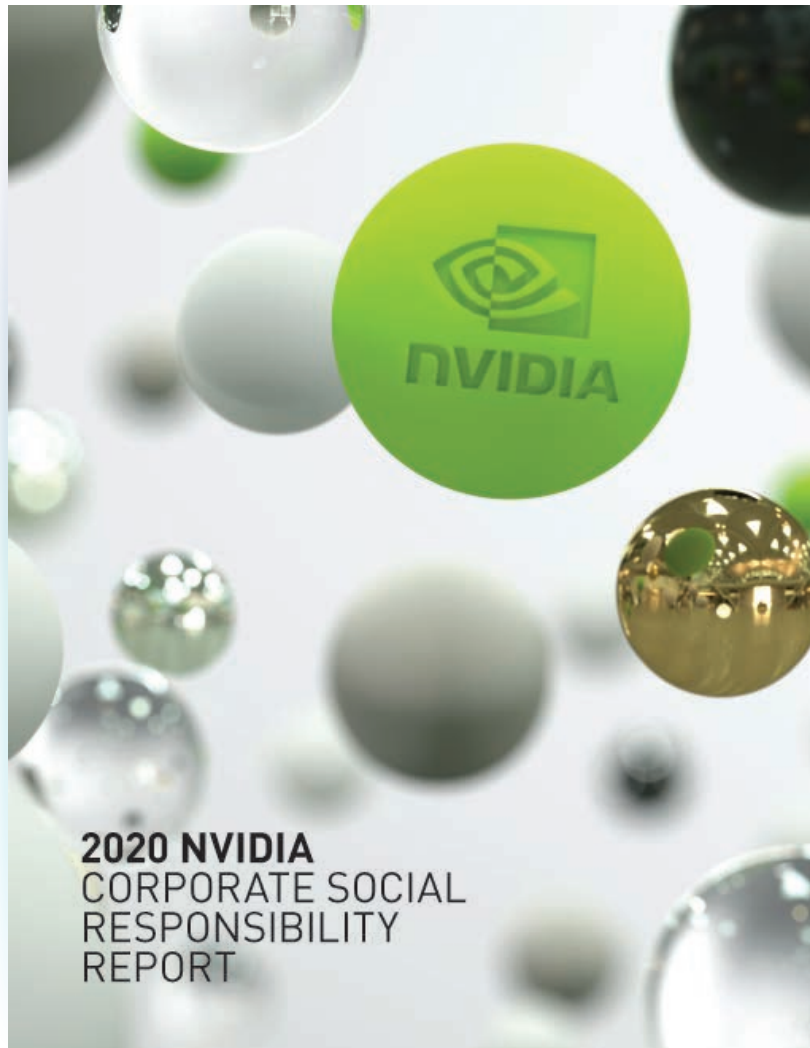
	CY18	CY17	CY16	CY15
All	99,214	96,519	93,939	87,532
Change	2%	3%	4%	4%

(1) All employees who are Directors and not above Directors within the organization are included in the Directors category.
(2) All employees who are White and not above White within the organization are included in the White category.
(3) Nike employees only; not include in 100 but in 1000.

Nike

FY19 Nike, Inc. Impact Report 12

In addition to the highlights above, Nike also discloses their workforce demographic according to race/ethnicity, gender, and position.



To The Black Community

The heartbreaking events in America during the end of May and into June require that we confront painful racial inequities and prejudice that exist to this day.

NVIDIA stands with the Black community and will act to help. Though we can't fully appreciate the pain, despair, and frustration that many are feeling, we will listen to and learn from our Black colleagues.

Our CEO's comments from NVIDIA's annual shareholder meeting: "Corporations must also stand against racism and act. NVIDIA must act. It is not enough to just be an inclusive employer, and with good intentions, and provide

equal opportunities to Black people. We must purposefully and systematically create opportunities. Starting with me, we will elevate the urgency of increasing Black population at every level of our company and do our part to fight racism."

While our Diversity programs are focused on increasing engagement with all underrepresented groups, our efforts will be particularly focused on strengthening relationships with Historically Black Colleges and Universities and professional organizations that support the Black community.

In their Corporate Social Responsibility Report, NVIDIA extends their deepest condolences to the Black community and stands in solidarity with their plight. In line with this, they promise to reinforce their relationships with the Black community (see [2020 Corporate Social Responsibility Report](#)).

Recruiting and Hiring

We prioritize the recruitment of women and underrepresented minorities, and we reached 19,000 diverse candidates in FY20. Our strategies include:

- > Evaluating the recruiting pipeline to identify any bottlenecks for women and minorities during the recruiting process.
- > Dedicating employees to sourcing, elevating, and shepherding minority candidates for professional and university roles.
- > Crafting job descriptions to eliminate unintended bias using an AI-based third-party tool.
- > Striving for female interviewees in technical positions to meet with at least one woman during the interview process.
- > Make available during interview scheduling to each hiring manager and interviewer a copy of the guide for unbiased recruiting and hiring.
- > Developing women and minority recruiting teams for academic and professional job fairs.
- > Partnering with historically Black colleges and Hispanic-serving institutions.
- > Partnering with our employee resource groups to evolve how we reach and attract minority candidates.

NVIDIA details how they increase their workforce diversity by focusing on recruiting and hiring women and minorities.

RECRUITMENT AND RETENTION	PROGRESS	COMMENTS
Leverage existing and evaluate potential new training and tools that focus on supporting managers to identify and mitigate bias in areas including career growth, cultural sensitivity, communications style, and management development.	100%	Complete. Social, Diversity and Inclusion
Provide sponsorship of underrepresented groups in technology through partnerships with Black in AI and Latinx in AI. Offer conference fees and travel for attendance to our GPU Technology Conference, host networking event at the event for these groups. Sponsor Black in AI at NeurIPS conference.	100%	Complete. Social, Diversity and Inclusion

NVIDIA also highlights their progress on their diversity and inclusion goals.

NVIDIA 2020 CSR REPORT GOALS AND PERFORMANCE

DIVERSITY PERFORMANCE

We gather information for this report at the end of the fiscal year, and the data points in the accompanying charts reflect a snapshot of our employee/contractor base at that time.

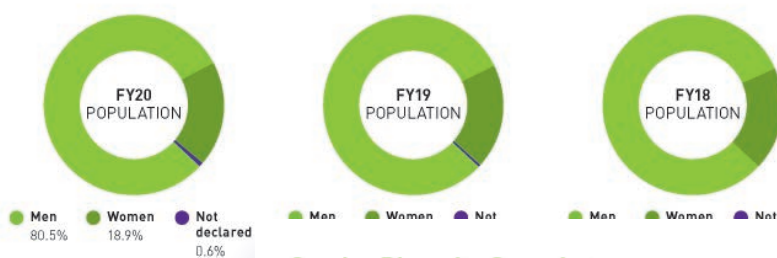
Learn more about our approach in the [Diversity and Inclusion](#) section.

Racial / Ethnic Diversity Snapshot*

RACE/ETHNICITY	FY20	FY19	FY18
Asian/Indian	49.2%	50.2%	50.1%
White	38.2%	38.7%	41.1%
Hispanic/Latino	3.4%	3.3%	3.3%
Black/African American	1.1%	1.0%	1.0%
Native Hawaiian/Pacific Islander	0.3%	0.3%	0.3%
American Indian/Alaska Native	0.2%	0.1%	0.1%
Two or more races	0.9%	0.7%	0.5%
Decline to state/not specified	6.7%	5.7%	3.6%
TOTAL	100%	100%	100%

* Minority data represents the United States only.

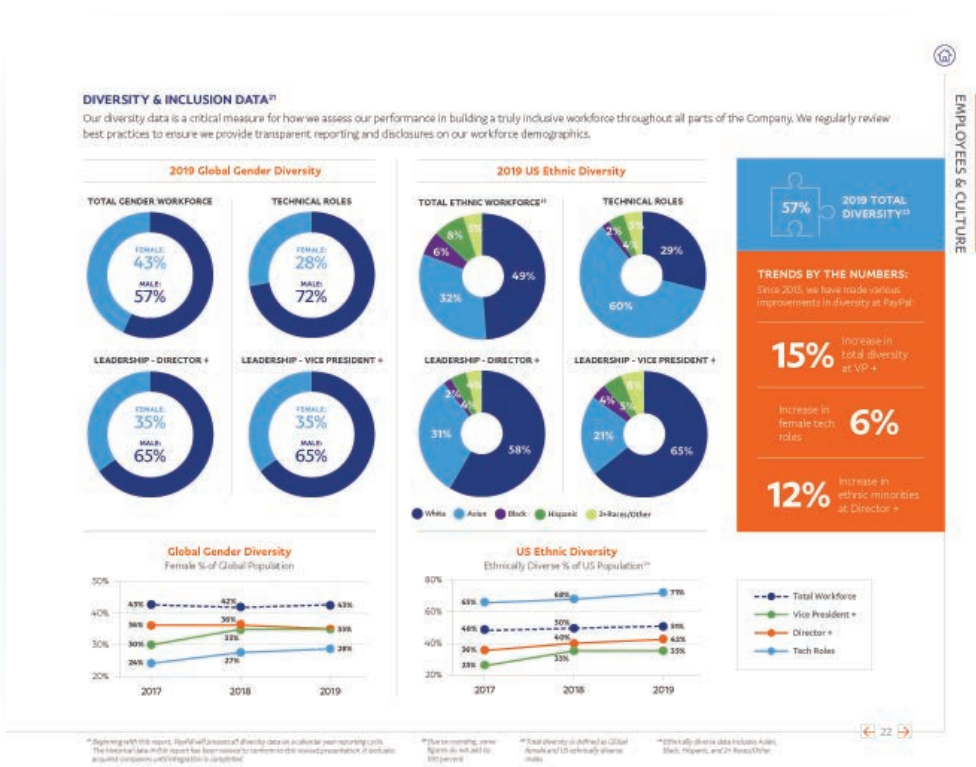
Gender Data



Gender Diversity Snapshot

POSITIONS HELD BY WOMEN	FY20	FY19	FY18
Outside directors	18.2%	18.2%	20.0%
Executive officers	40.0%	40.0%	40.0%
Leaders	10.5%	11.0%	8.5%
Managers	16.2%	16.5%	16.1%
In technical roles	13.6%	13.7%	13.3%
In global workforce	18.9%	18.9%	18.6%
New hires, % globally	18.8%	20.4%	19.2%
New hires, number globally	265	501	353

Nvidia also discloses their workforce diversity according to gender, position, and race/ethnicity.



Based on the data presented in PayPal's 2019 Global Impact Report, there has been a 15% increase in total diversity at VP+ roles, 6% increase in female tech roles, and 12% increase in ethnic minorities at director+ roles. PayPal has also maintained a strong gender balance in their total workforce with 43% female.

100%
PAY EQUITY

Maintained 100% pay equity for women globally and ethnic pay parity in the US for the fourth year in a row and advocated for inclusive public policies.

- Maintained **100% pay equity** in salary and bonuses globally for women and men, as well as US ethnic pay equity. We undertake rigorous assessments at least annually with external consultants and legal counsel to ensure we deliver internal pay equity throughout the Company, which is paramount to our success and at the core of our values.

PayPal has maintained 100% global gender and U.S. ethnic pay equity for the fourth year in a row.



2018 DIVERSITY REPORT: PEPSICO'S POSITION / CRITICAL DATA

WE TOOK A POSITION ON DIVERSITY AND OUR 2018 NUMBERS REFLECT OUR PROGRESS

There are 3 primary measurements across PepsiCo's enterprise:

Increasing Gender Parity

PepsiCo is committed to increasing gender parity in management. Although we've made progress, we still have some work to do before 2025.

AS OF 2018
40% OF OUR GLOBAL MANAGERS ARE WOMEN

2025: **GOAL 50%**

Promotion to The Highest Levels

If we are to realize true success for our diverse associates, then we need to make sure that we not only have the pipeline of women and people of color to develop and to grow within the organization but that they are being appropriately promoted to the roles that allow them to reach the highest levels within their careers.

IN 2018, PEPSICO'S GLOBAL WOMEN PROMOTION RATE IS **23%**

23% FOR PERSONS OF COLOR IN THE U.S.

Compensation

Pay equity for women and people of color continues to be an area of priority for us. We need to look at every opportunity to advance pay equity in every country in which we operate.

2018: AFTER CONTROLLING FOR LEGITIMATE DRIVERS OF PAY SUCH AS JOB LEVEL, GEOGRAPHIC LOCATION AND PERFORMANCE RATINGS, MEN AND WOMEN ARE PAID WITHIN 1% OF EACH OTHER IN THE 33 COUNTRIES THAT REPRESENT 93 PERCENT OF OUR SALARIED EMPLOYEE POPULATION. IN THE U.S., PEOPLE OF COLOR AND NON-MINORITIES ARE ALSO PAID WITHIN 1%.

Measuring diversity is always a challenge because quantitative views only tell one part of the story and can miss the important nuance of the journey. We also know that measurement is important to understand where we've been, where we are and where we are headed.

PepsiCo discloses data regarding their progress toward diversity in their [2018 Diversity Report](#). Some 2018 achievements include: 40% of the company's global managers are women; global women promotion rate is 23% and it is the same for persons of color in the U.S.; and, in the 33 countries that represent 93% of their salaried employee population, men and women are paid within 1% of each other, and it is also the case for people of color and non-minorities in the U.S.



Committing to equal pay



Across 69 countries representing 99% of PepsiCo's salaried employees, men and women are paid within 1% of each other, and similarly in the U.S., employees of color and non-minorities are paid within 1% of each other.

In 2019, PepsiCo discloses a slight improvement in the percentage of women in the manager roles. Equal pay data remains the same except for gender, where it now covers 69 countries that represent 99% of the company's salaried employees (see [2019 Sustainability Report: Focus Areas - People](#)).

JOURNEY TO RACIAL EQUALITY

Racism is a challenge that calls for big, structural changes, and we're committed to being agents of progress across our business.

We will be investing more than **\$400 million over 5 years** to address issues of inequality and create opportunity. Our investments include:

PEOPLE

Increasing our current

Black manager population by 30%

Expanding our recruitment efforts with

Historically Black

Colleges and Universities and community colleges

Implementing

mandatory unconscious bias training

Increasing partnerships with

diverse organizations at our core schools

Adding

100 Black associates to our executive ranks

\$25 million

to establish scholarship support for students transitioning from 2-year to 4-year programs, and scaling our efforts to support trade/certificate and academic 2-year degrees through community colleges

Developing a robust suite of

inclusion training tools

BUSINESS

More than double our spending with **Black-owned suppliers** with an incremental spend of

\$350 million

Investing

\$50 million

over five years to strengthen **Black-owned small businesses**

Committing to increase participation of

Black voices in marketing content creative

COMMUNITIES

\$6.5MM

in community impact grants to address systemic issues

\$10MM

to support **Black-owned restaurants***

*As part of a broader \$50 million small business commitment

\$5MM

to launch a Community Leader Fellowship program

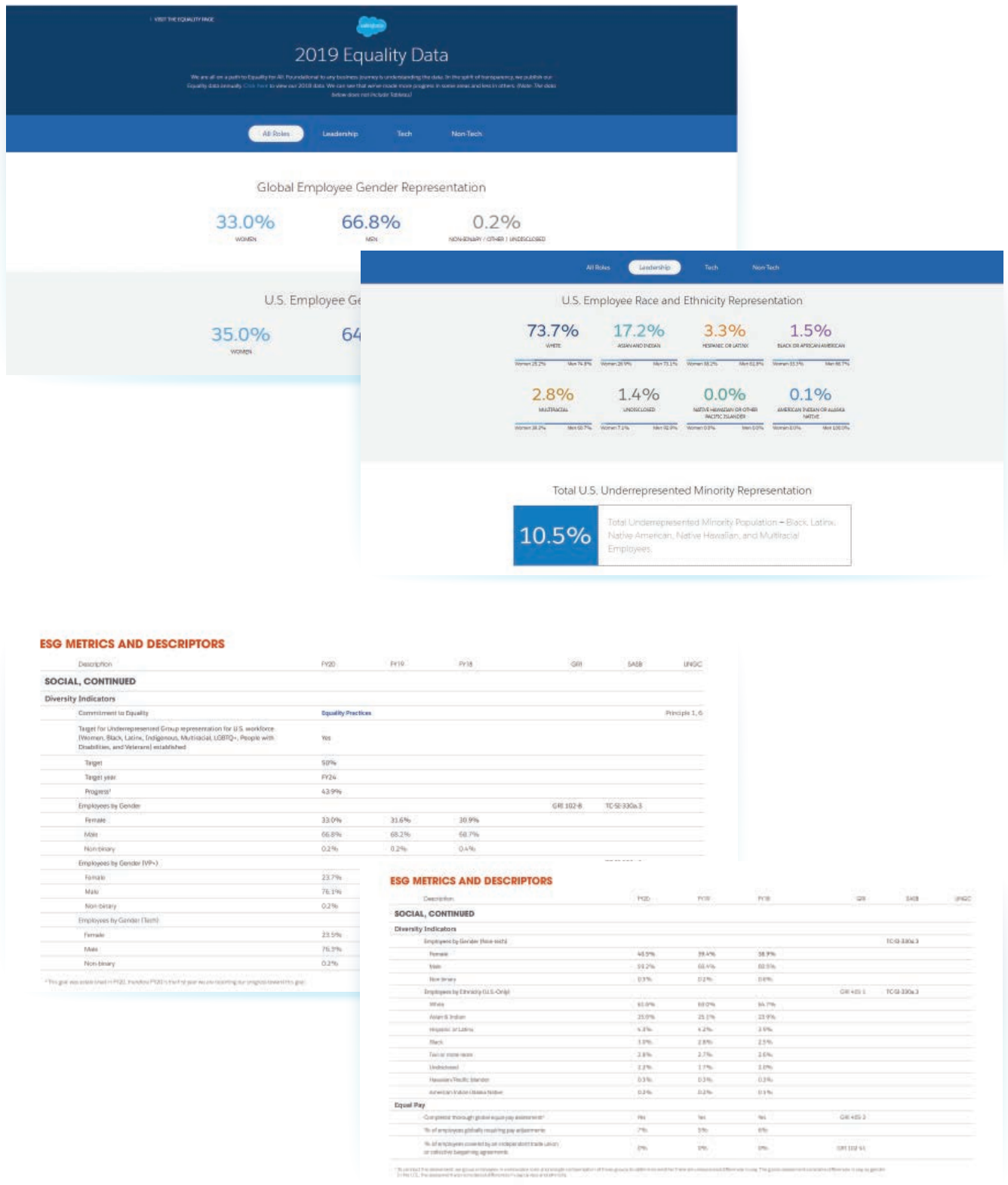
These steps are only the beginning. Over the next few years, we will expand our pursuit of racial and social justice in communities around the world.

We proudly stand with our Black associates and Black communities, and we believe unequivocally that

BLACK LIVES MATTER

PepsiCo's Chairman and CEO Ramon Laguarta clarifies and asserts that Black Lives Matter. Accordingly, PepsiCo presents the next step of their journey toward racial equality, focusing on three pillars—people, business, and communities (see [PepsiCo's Journey to Racial Equality](#)).

Salesforce



Salesforce is transparent in disclosing figures of their diverse workforce. The company has an interactive site that shows percentage representation of employees by gender and race and ethnicity, and by job categories: leadership, tech and non-tech roles.

CO= AG84521
U= AG84521

EQUAL EMPLOYMENT OPPORTUNITY
2018 EMPLOYER INFORMATION REPORT
CONSOLIDATED REPORT - TYPE 2

SECTION B - COMPANY IDENTIFICATION

1. SALESFORCE.COM
ONE MARKET STREET
SUITE 300
SAN FRANCISCO, CA 94105

2.a. SALESFORCE.COM
ONE MARKET STREET
SUITE 300
SAN FRANCISCO, CA 94105
SAN FRANCISCO COUNTY
c. Y

SECTION C - TEST FOR FILING REQUIREMENT

1-Y 2-N 3-Y DUNS NO.:072148831 EIN :943320693

SECTION E - ESTABLISHMENT INFORMATION

NAICS: 541511 Custom Computer
Programming Services

SECTION D - EMPLOYMENT DATA

JOB CATEGORIES	HISPANIC OR LATINO		NOT-HISPANIC OR LATINO												OVERALL TOTALS
			***** MALE *****						***** FEMALE *****						
	MALE	FEMALE	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	
EXECUTIVE/SA OFFICIALS & MGRS	13	5	310	4	0	47	0	6	103	1	0	14	0	4	507
FIRST /MID OFFICIALS & MGRS	96	47	1718	46	5	538	3	66	872	22	5	284	1	46	3753
PROFESSIONALS	289	176	4272	191	22	2764	12	179	2111	120	13	1304	8	126	11587
TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SALES WORKERS	141	67	2710	112	4	238	9	100	1153	44	1	141	4	43	4767
ADMINISTRATIVE SUPPORT	14	45	48	17	0	27	0	6	268	28	7	55	0	17	532
CRAFT WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATIVES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LABORERS & HELPERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERVICE WORKERS	1	0	0	0	0	0	0	0	0	0	1	0	0	0	2
TOTAL	556	340	9058	370	31	3614	24	359	4507	216	26	1798	13	236	21148
PREVIOUS REPORT TOTAL	473	257	8027	317	32	3093	18	294	3841	175	25	1519	11	182	18264

SECTION F - REMARKS

DATES OF PAYROLL PERIOD: 12/16/2018 THRU 12/31/2018
SECTION G - CERTIFICATION


CERTIFYING OFFICIAL: CINDY ROBBINS
EEO-1 REPORT CONTACT PERSON: JORJA JACKSON
EMAIL: JORJA.JACKSON@SALESFORCE.COM


TITLE: PRESIDENT & CHIEF PEOPLE OFFICER
TITLE: SENIOR DIRECTOR
TELEPHONE NO: 415288775

CERTIFIED DATE[EST]: 05/13/2019 11:33 AM

Salesforce also made their 2018 EEO-1 report public.

Our Observations: Areas of Progress





Populations of underrepresented minorities and women have increased and outpaced the rapid growth of Salesforce.

50%

Half of new college graduate hires in the U.S. were women or underrepresented minorities, up 3% from last year.

50%

Half of our employees are women.


37%

Half of our employees are people of color.

Leading with Data

Our senior leaders are empowered monthly with a scorecard detailing the headcount, hiring, attrition, and promotion data by Gender (Global) and Race (U.S.). We pair our largest organizations with an Equality Board made up of their Recruiting, Employee Success, Equality partners, and senior leaders to drive prescriptive actions based on data.

[LEARN MORE >](#)



Salesforce's webpage that focuses on equality provides information on the company's areas of progress, areas of opportunity, and the company's initiatives, such as their diversity scorecard for their senior leaders.

EQUALITY FOR ALL

EQUALITY

Equality is a core value at Salesforce, and we believe in Equality for All. We're working to create a workplace that reflects the diverse communities we serve and where everyone feels empowered to bring their full, authentic selves to work. We do this through increasing representation – we strive to make our workplaces reflect society; creating opportunity – we believe everyone should have an equal opportunity to succeed in tech; and through empowering allyship – we believe everyone has a responsibility to be an ally, and help build a more equal world.

Creating a culture of Equality isn't just the right thing to do; it's also the smart thing — empowering us to innovate, build deeper connections with our customers, and ultimately become a better company.

Foundational to this journey is understanding the data. We know there is more work to be done on this path to creating a workplace that reflects society.

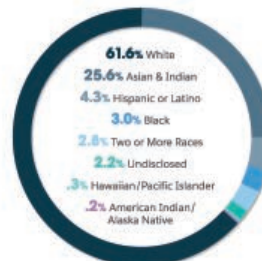
As part of our mission to create a workplace that reflects society, we set a new goal and strategies to accelerate growth and drive change within our company.

We aspire to have 50% of our U.S. workforce made up of Underrepresented Groups (Women, Black, Latinx, Indigenous, Multiracial, LGBTQ+, People with Disabilities, and Veterans) by FY24 and to continue building a workplace that reflects society around the globe.

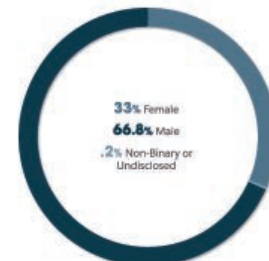
39 | Equality for All

FY20 DIVERSITY INDICATORS

U.S. Employees by Ethnicity

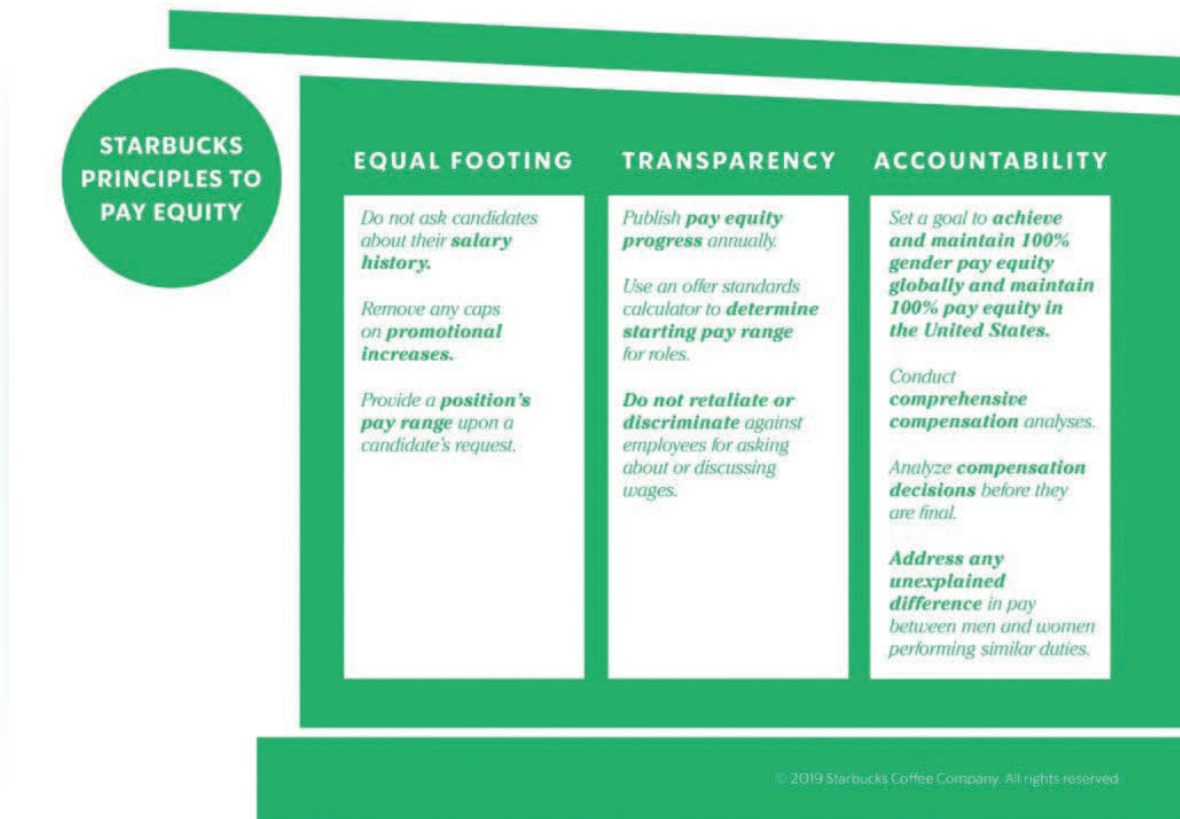
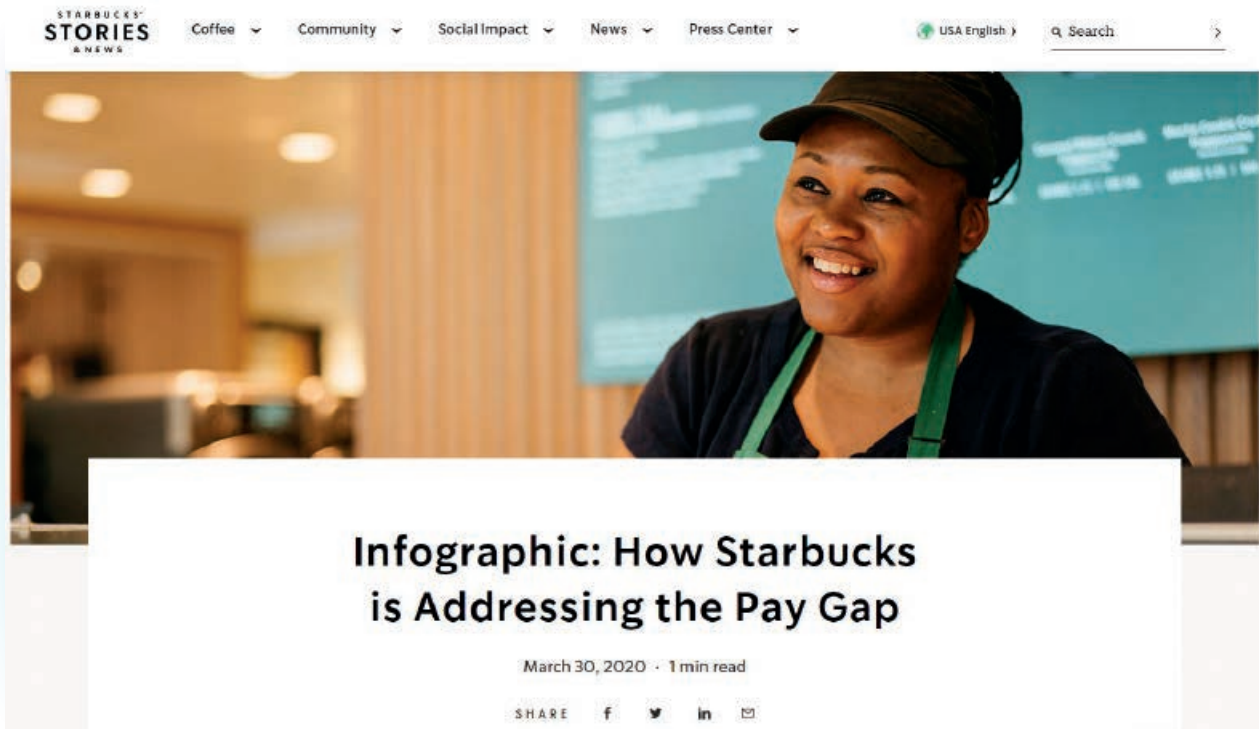


Global Employees by Gender



Data as of 2019

Salesforce aspires to have 50% of their U.S. workforce filled with underrepresented groups (women, Black, Latinx, indigenous, multiracial, etc.) by FY24. As of 2019, they are reporting 43.9% (see [FY20 Stakeholder Impact Report](#)).





HOW STARBUCKS IS ACHIEVING 100% PAY EQUITY

Working with experts and our partners (employees), we've developed a set of best practices and tools designed to address systemic barriers impeding equal pay for equal work. We hope that others will join us in employing best practices, not only at Starbucks, but at companies across the world.





HIRING

BENEFITS AND DEVELOPMENT

CULTURE

REASON FOR THE U.S. PAY GAP	BEST PRACTICES AND TOOLS WE USE TO ACHIEVE PAY EQUITY
Starting compensation offers are subjective and determined by the hiring manager, allowing for the effects of bias.	We create all compensation offers consistently. For our most common jobs, we use an offer standards calculator to determine target starting pay ranges based on a candidate's experience. Other offers follow guidelines that account for geography and capability in role when setting pay within a competitive range.
New salary offers are based on salary history, so pay inequities follow employees from job to job.	We do not ask for compensation history. We do not use someone's prior compensation to determine the base compensation offer for a new role.
Lack of transparency about pay ranges for roles within companies.	We provide pay ranges for any role to US and Canada job candidates who ask.
Women tend to be responsible for caregiving which results in fewer job opportunities as they balance competing needs. Experts call this a "motherhood penalty."	Offering benefits like paid sick time and paid family and medical leave and access to ten free days of childcare or eldercare through Care.com (for select US partners) helps make sure partners can participate fully in the workforce —including those balancing caretaking responsibilities.
Raises and bonuses are subjective and determined by the manager, allowing for the effects of bias.	We have clear and consistent processes for annual merit increase and bonuses. These decisions are statistically analyzed before being finalized to make sure we do not have biased outcomes.
Women are less likely to hold higher-paying management and leadership positions.	We're committed to fostering a culture of inclusion —providing equal opportunities to all our partners and we have set goals regarding the representation of women (and people of color) in management and leadership.
Employees are afraid to ask about pay for fear of discrimination or retribution.	We are focused on creating a culture of transparency when it comes to pay , and we want all our partners to understand how our compensation programs work—as well as their own pay package. We know this means providing additional education, and we are developing a strategic approach to this across the organization. Pay is an important topic for everyone. Our partners need to be well informed, and our leaders need to be diligent and thoughtful about pay decisions. Partners will never be subject to discrimination or retribution for discussing pay with their manager.

Starbucks is focused on gender and racial pay equity. Information on the company’s commitment and how they have achieved 100% pay equity is published across their website and reports.



Milestones: Starbucks efforts to support racial equity and justice

SHARE

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in

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From our earliest days, diversity and inclusion have been at the heart of how we do business. It is reflected in [Our Mission and Values](#), which is dedicated to creating a culture of belonging where everyone is welcome. We are working closely with community leaders, civil rights leaders, organizations that promote racial equity and our partners to uphold our commitment to make a positive contribution to our communities.

Here is a review of key milestones marking the company's commitment to racial justice and social equity.



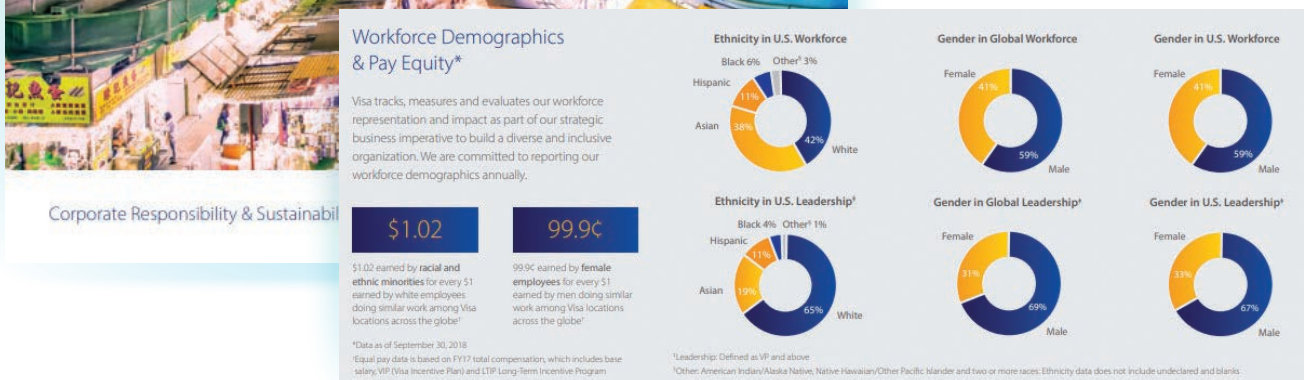
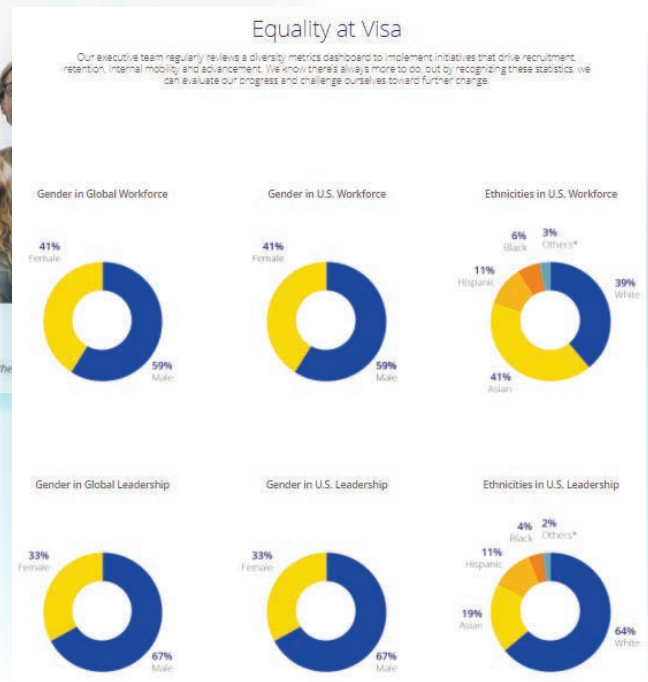
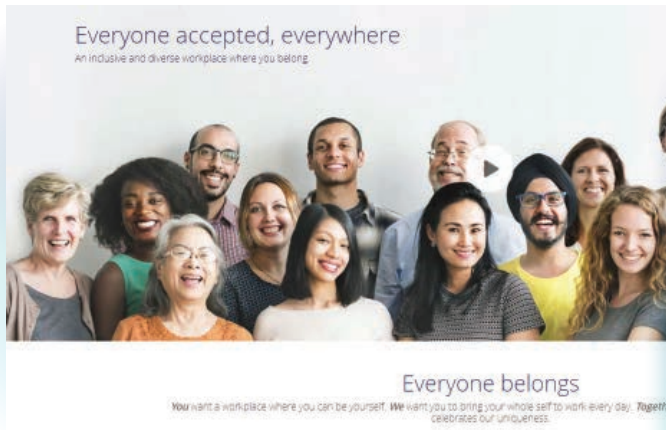
Starbucks' efforts and progress promoting workforce diversity can also be found on the company's different websites and reports.

42% women in senior leadership; 17% people of color in senior leadership

Goal: At the senior leadership level, 50% women and a 50% increase in representation by people of color since 2015

In addition to our goals related to staff leaders, our board is currently comprised of 38% women, four of whom are members of minority groups. Starbucks first Global Chief Inclusion & Diversity Officer, Nzinga Shaw, was hired in November 2019. In an [Update to Starbucks Civil Rights Assessment](#) the company has set new representation goals for the first time across all roles, including, at minimum, a goal of 40% people of color and 55% women in all retail roles, and 50% women and 30% people of color for all enterprise roles, by 2025.

Starbucks' diversity goals include growing the internal pipeline of diverse leaders at the VP and director levels, as well as a goal of 40% people of color and 55% women in all retail roles and 50% women and 30% people of color for all enterprise roles by 2025.



Visa presents the breakdown of gender and racial/ethnic diversity of the company's workforce on their [website](#) and [Corporate Responsibility & Sustainability Report](#). The company also discloses information on equal pay. According to the company, their male and female employees "earn the same pay for the same work globally, and the same is true for racial and ethnic minorities and their white peers in the US."

Visa Inc. U.S. Workforce Demographics

	White	Hispanic or Latino	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	Females
Executive/Sr Officials & Mgrs	63.3%	10.8%	4.2%	0.0%	20.6%	0.3%	0.8%	33.3%
First/Mid Officials & Mgrs	52.5%	9.2%	3.6%	0.5%	32.6%	0.2%	1.5%	37.6%
Professionals	34.8%	10.2%	4.5%	0.4%	48.1%	0.2%	1.7%	39.5%
Others	43.7%	26.5%	11.3%	0.2%	14.1%	0.4%	3.8%	51.7%
Total	40.1%	12.3%	5.3%	0.4%	39.6%	0.3%	2.0%	40.7%

Source: Visa Inc. 2018 Equal Employment Opportunity (EEO-1) reports. "Others" is a combination of the following EEO-1 job categories: technicians, sales workers, administrative support workers, craft workers, operatives, laborers and helpers, and service workers.

Visa also published a separate [report](#) of their workforce demographics. Though this presentation is composed only of simplified percentage representations, they note that the source of this presentation is their 2018 Equal Employment Opportunity (EEO-1) Report.

Talent

Visa's workforce continues to grow, increasing from approximately 17,000 employees in fiscal year 2018 to 19,500 employees in fiscal year 2019. This growth has been fueled in part by acquisitions, with growth in the regions outpacing growth in the San Francisco Bay Area. At the end of fiscal year 2019, Visa's global workforce was 59 percent male and 41 percent female. Increasing the representation of women and under-represented minorities remain an area of focus for management. Visa's commitment to diversity recruiting includes partnering with organizations such as AfroTech, AnitaB.org, Catalyst, Diversity Best Practices, the National Society of Black Engineers, the Society of Hispanic Professional Engineers, Watermark—Silicon Valley Conference for Women, Women in CyberSecurity, Women in Payments and many others to support and develop a diverse talent pipeline. Visa is committed to pay equity for employees doing similar work, regardless of gender, race or ethnicity, and conducts pay equity analyses on an annual basis.

Visa is transparent reporting how the company is doing with their promotion of workforce diversity. According to the company's [10-K](#), "increasing the representation of women and under-represented minorities remain an area of focus for their management."

Walmart

Our Approach Environmental Social Governance ESG Data

Download

PRIORITIES (GOALS NOTED AND ITALICIZED)	METRIC	RESULTS*
Diversity & Inclusion¹¹ <i>Commitment: Signatory to Catalyst CEO Champions for Change; CEO Action for Diversity & Inclusion; Paradigm for Parity</i>	Percentage of U.S. associates who are women; people of color	55%; 45%
	Percentage of U.S. managers who are women; people of color	45%; 35%
	Percentage of U.S. hourly promotions who are women; people of color	58%; 44%
	Percentage of U.S. management promotions who are women; people of color	47%; 40%
	Percentage of U.S. officers who are women; people of color	37%; 24%
	Percentage of Walmart Board who are women; people of color	25%; 16%

Walmart also discloses their workforce demographics and a few goals on their [website](#) and [ESG report](#).

Committed to Racial Equity

To build on our work in this space and aggressively drive change inside and outside our company, in June 2020, we announced that we would develop strategies and invest resources to increase fairness, equity and justice. Specifically, we're going to focus the power of Walmart on our nation's financial, healthcare, education and criminal justice systems.

In addition, Walmart and the Walmart Foundation have committed \$100 million over five years to create a new center to address systematic racism in society head-on and accelerate change. The center will support philanthropic initiatives focused on the social determinants of health, strengthening workforce development, educational systems, and criminal justice reform with emphasis on examining barriers to opportunity faced by the system.



Making a Difference in Racial Equity



Editor's note: Walmart CEO Doug McMillon followed this note by speaking to associates via videoconference later this same day. You can read his remarks and watch a video replay [here](#).

June 5, 2020

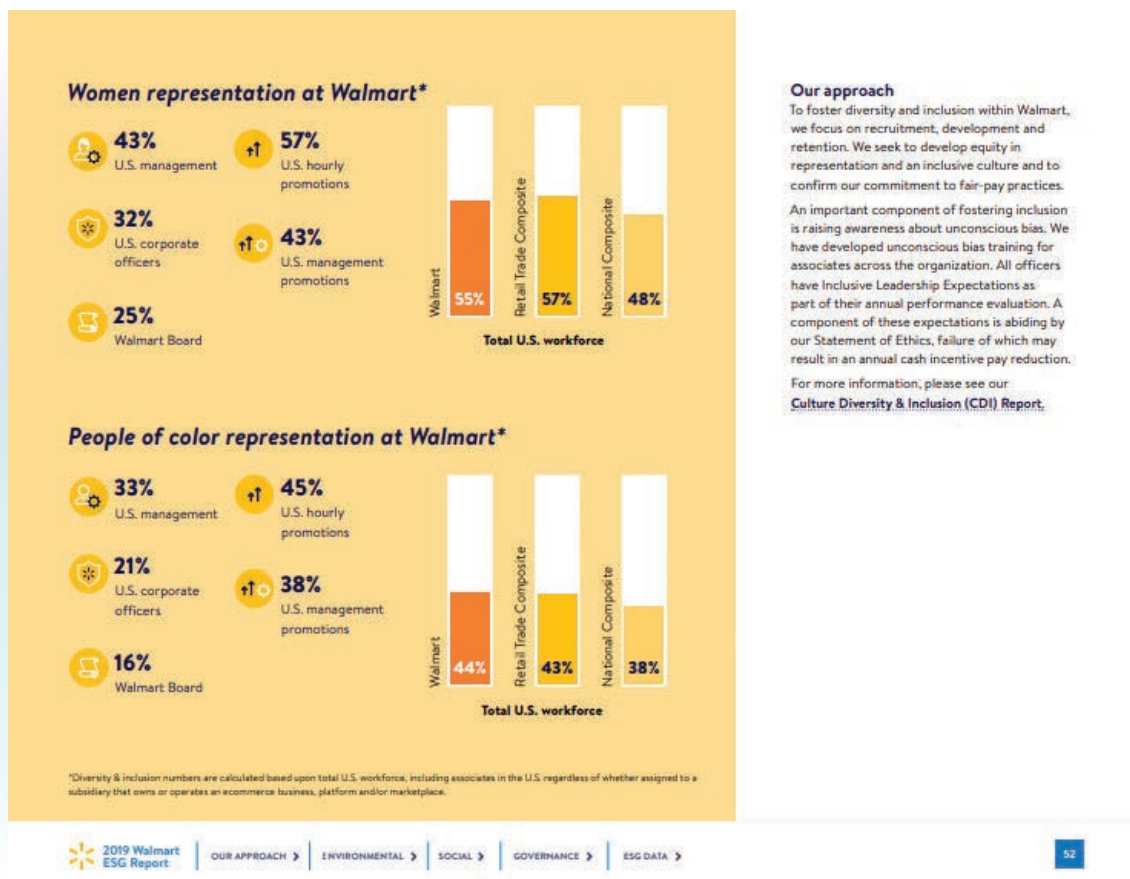
Making a Difference in Racial Equity

To: Walmart associates

From: Doug McMillon, President and CEO - Walmart

In our 50-plus years as a company, it rings true more each year that the world's challenges are our challenges. The global health crisis has tested all of us in recent months, and the racial violence in the U.S. - in particular, the murder of George Floyd - is tragic, painful and unacceptable.

Walmart is very active in promoting racial equity, especially with recent events. Walmart and Walmart Foundation have committed to \$100 million over five years to create a new center that will address systemic racism and accelerate change.



Walmart focuses on recruitment, development, and retention to advance diversity and inclusion within the company. To reinforce these efforts, all of their officers have Inclusive Leadership Expectations as part of their annual performance evaluation (see [2019 Environmental, Social & Governance Report](#)).

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We value and promote diversity and inclusion in every aspect of our business and at every level of our organization

Meeting the increasingly diverse needs of Wells Fargo's global customer base is critical for our company's long-term growth and success. We're committed to advancing diversity and inclusion by helping ensure that all people across our workforce, our communities, and our supply chain feel valued and respected and have equal access to resources, services, products, and opportunities to succeed.

We define diversity as the unique combination of various dimensions that makes each of us different from and similar to others. Those dimensions can include — but are not be limited to — age, gender, ethnic heritage, race, physical or mental abilities, sexual orientation, values, religion/spiritual practice, income, family status, education, and geographic location.

2020 Corporate Responsibility commitment

Learn more about our 5-year strategy and commitment to advance diversity and inclusion.

Investing in our employees

Culture

At Wells Fargo, we aim to work every day with the highest standards of integrity and operational excellence to deliver what's expected of us by our stakeholders. Being our best takes all of us working together with a shared understanding of what we do and how we do it. Our past provides perspective and guidance, but we are moving with urgency and optimism toward our future. Approaching our work in new ways and challenging past perspectives helps us make the most of the meaningful opportunities that exist across all of our businesses. We are changing the way we run the company and redefining parts of our culture in order to be more effective.

In 2020, we introduced a new set of expectations for everyone at the company. These expectations guide how we lead ourselves, collaborate with our colleagues, and make decisions. The following expectations apply to everyone at Wells Fargo, at every level, and in every role.

- Embrace candor
- Do what's right
- Be great at execution
- Learn and grow
- Champion diversity and inclusion
- Build high-performing teams (for managers)

Diversity and inclusion

Meeting the increasingly diverse needs of Wells Fargo's global customer base is critical to our company's long-term growth and success. To be successful, we must create a truly diverse and inclusive workforce that brings a wide range of insights and perspectives to all levels of our company. That's what will drive us to the best possible ideas and outcomes. We're advancing diversity and inclusion — helping ensure that all people across our workforce, our communities, and our supply chain feel valued and respected and have equal access to resources, services, products, and opportunities to succeed.

We have separate diversity and inclusion strategies in place for our U.S. and international locations, due to complexities and nuances among the jurisdictions in which we operate. But all these strategies seek to align with our companywide priorities, while being consistent with regional business strategies, and cognizant of local demographics, legal and regulatory requirements, and cultural and social dynamics.

Performance

trends can be found in the Wells Fargo ESG Goals and Performance Data PDF.

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2020 ESG Report

Wells Fargo has a strong record in promoting workforce diversity. The company is committed to increasing diversity representation starting in leadership roles, with leaders at Wells Fargo receiving a diversity scorecard on a quarterly basis to create accountability and measure progress.



CHARLES W. SCHARF
CEO
Wells Fargo & Company

growing housing affordability crisis in the U.S., where more than 18 million households are spending 50% of their income on housing. We're working with a range of grantees to test and scale innovations that increase the number of affordable rental units, expand homeownership opportunities, and develop solutions to persistent homelessness in cities.

Our employees also care deeply about the communities we serve, and we have introduced new ways to turn that caring into opportunities to take action. In 2019, more than 100,000 of our people provided 1.9 million hours of volunteer service through efforts such as our new Dedicated Day of Service in which more than 900 Wells Fargo volunteer events were held on a single day this past September.

These are just a few examples of our ongoing commitment to the people and communities in which we do business. Our goal is to combine our giving, our expertise, and our ingenuity in order to move the needle on social and environmental issues that impact us all.

DIVERSITY AND INCLUSION

Diversity and inclusion are absolutely integral parts of our business. We serve a diverse group of clients and communities, and it's essential that our people reflect that diversity. Our goal is nothing less than ensuring that people across our workforce, communities, and supply chain feel valued and respected and have equal access to resources and opportunities to succeed.

And this isn't just cheap talk — while it's the right thing to do, it is my firm belief that bringing together people of different backgrounds, experiences, and identities leads to significantly better outcomes.

We're very focused on this across the company. I will be personally chairing our Enterprise Diversity & Inclusion Council. This group, composed of leaders from across the organization, meets monthly and is charged with driving the education and change necessary for making meaningful progress against our objectives. We are setting clear, specific, and measurable goals and will be holding people accountable to advancing our diversity and inclusion efforts at all levels.

To further support our efforts, we have ten different Team Member Networks (TMNs) formed around historically under-represented segments. Our TMNs bring together people of common interests, backgrounds, experiences, or identities, and provide forums to support career and professional development of their members, engage and volunteer in our communities together, and serve as additional mechanisms for embedding inclusive practices into our day-to-day operations. We have approximately 74,000 active participants across these networks.

We've made progress on a number of fronts but we also know we have much work to do. It won't be a straight line, but we're focused on it and will be holding ourselves accountable for advancing these goals over a period of time.

Wells Fargo's new CEO is personally chairing the company's Enterprise Diversity & Inclusion Council. He made additional commitments to increase Black and African American employee representation (see [2019 Annual Report](#)).

Wells Fargo Environmental, Social, and Governance (ESG) Goals and Performance Data

Published August 2020

WELLS FARGO

Investing in our employees ¹ More information can be found in the Wells Fargo ESG Report 2020				
Employees by region ²	Unit	2017	2018	2019
Total U.S. employees	# employees	253,689	248,079	245,186 (90.4%)
Total international employees	# employees	19,943	23,718	25,965 (9.6%)
Total global workforce ³	# employees	273,632	271,797	271,151

¹Notes:
²Data for 2019 is based on active employee headcount as of Jan. 1, 2020.
³Numbers may differ from other Wells Fargo reports that count employees based on full-time equivalent methodology.

Global employees by gender ^{1,2}	Unit	2017	2018	2019
Female	%	55.9%	55.7%	55.2%
Male	%	44.1%	44.3%	44.8%

¹Notes:
²Data for 2019 is based on active employee headcount as of Jan. 1, 2020.
³Numbers may differ from other Wells Fargo reports that count employees based on full-time equivalent methodology.

Global employees by gender and contract type ^{1,2}	Unit	2017	2018	2019
Female				
Full-time	# employees	143,730	142,142	141,399 (94.5%)
Part-time	# employees	8,827	8,921	7,980 (5.3%)
Flexible ³	# employees	431	316	234 (0.2%)
Total Female	# employees	152,988	151,379	149,613
Male				
Full-time	# employees	117,636	117,568	118,971 (97.9%)
Part-time	# employees	2,788	2,740	2,470 (2.0%)
Flexible ³	# employees	192	310	97 (0.1%)
Total Male	# employees	120,616	120,618	121,538
All				
Full-time	# employees	261,366	259,710	260,370 (96.0%)
Part-time	# employees	11,615	11,661	10,450 (3.9%)
Flexible ³	# employees	623	426	331 (0.1%)
Total All ⁴	# employees	273,604	271,797	271,151

¹Notes:
²Data for 2019 is based on active employee headcount as of Jan. 1, 2020.
³Numbers may differ from other Wells Fargo reports that count employees based on full-time equivalent methodology.
⁴Flexible work arrangements allow employees to select beginning and ending work times within a range of hours surrounding core operating hours of the business.
⁵The grand total for 2017 varies slightly compared to total workforce values in the Employees by region table above due to a technical timing difference in the HR data system.

10 ESG performance data

2020 goals and progress

As a community-based financial services company, we have a significant role to play in delivering practical solutions to social, economic, and environmental challenges. In 2019, we established an integrated, company-wide corporate responsibility strategy to leverage our products and services, culture and business practices, and philanthropy to address these global challenges over a four-year period. As part of that effort, Wells Fargo also established an ambitious set of goals focused on three priorities: diversity and inclusion, economic empowerment, and environmental sustainability.

The chart below reflects our progress as of Dec. 31, 2019 toward each goal. Some goals were met ahead of our 2020 deadline and as such are marked with an achieved indicator. We plan to continue working toward the remaining goals throughout 2020. At the same time, we are in the process of developing a new set of corporate responsibility commitments to guide our efforts for the next decade.

Category	Goal statement	Results	Progress indicator
Diversity and inclusion			
Products and services	Invest in emerging technologies and innovative solutions to meet changing customer preferences ¹	Wells Fargo launched or announced several products and services to help both commercial and consumer customers better manage their money and initiate payments in a simpler and faster way (2019).	Ongoing
	Enhance human rights risk management and reporting	Wells Fargo enhanced human rights due diligence and started to roll out specific human rights training, with a focus on addressing modern slavery risks (2019) and adverse impacts to Indigenous Peoples (2020).	Ongoing
Philanthropy	Provide \$100 million to increase our overall giving to critical social needs ²	More than \$143.4 million allocated to support critical social needs including advancing social inclusion, increasing financial capability of diverse consumers, and developing women and diverse leaders (since Jan. 1, 2016).	Achieved
	Achieve 8.5 million employee volunteer hours with 40% employee participation ³	Nearly 7.7 million volunteer hours (since 2016) and 37.8% employee participation in volunteer activities (2019).	On track to be met
Culture and business practices	Increase participation in employee resource groups by 30% ⁴	33% increase in membership rate in Wells Fargo employee resource groups (from 2016 to 2019).	Achieved
	Strive to increase our veteran employee population to 20,000 ⁵	More than 8,800 veteran employees work at Wells Fargo (as of Dec. 31, 2019). Wells Fargo is a military-friendly employer that recognizes veterans and service members for their leadership, discipline, experience, and skills. We are committed to increasing the company's veteran employee population further.	Steady progress, goal unlikely to be met by end of calendar year 2020
	Strive for 15% of procurement spend with diverse suppliers and build capacity through supplier development ⁶	11.3% of total controllable spend or \$1.3 billion spent with diverse suppliers (2019). Wells Fargo increased its annual diverse supplier spending by more than \$476 million from 2013 to 2019. We continue to strive to reach 15% diverse supplier spending and plan to release a comprehensive business inclusion strategy in 2020.	Ongoing

3 2020 goals and progress ¹Indicates original goal from 2020

2019 U.S. employees by race/ethnicity and internal HR levels ^{1,2}	Unit	Levels 2-4 down from CEO	Levels 5-6 down from CEO
U.S. white	%	80.0%	77.3%
U.S. racially/ethnically diverse	%	20.0%	22.7%

¹Notes:
²Represents individuals in senior leader roles only, as defined by Wells Fargo's HR team as of Dec. 31, 2019.
³Results may vary slightly from the CEO. Our commitment to transparency release (02/26/2020) which reflects data as of May 31, 2020.

U.S. employees by gender ^{1,2}	Unit	2017	2018	2019
Female	%	57%	57%	57%
Male	%	42%	43%	43%

¹Notes:
²Data for 2019 is based on active employee headcount as of Jan. 1, 2020.
³Numbers may differ from other Wells Fargo reports that count employees based on full-time equivalent methodology.
⁴Data may not equal 100% due to rounding.

U.S. employees by race/ethnicity ^{1,2}	Unit	2017	2018	2019
American Indian/Alaskan Native	%	0.5%	0.5%	0.5%
Asian	%	8.8%	9.1%	9.5%
Black or African American	%	12.6%	12.9%	12.9%
Hispanic/Latino	%	17.0%	16.0%	16.4%
Hispanic or Latino	%	17.5%	18.0%	18.1%
Native Hawaiian or other Pacific Islander	%	0.3%	0.3%	0.3%
Two or more races	%	3.1%	3.2%	3.2%

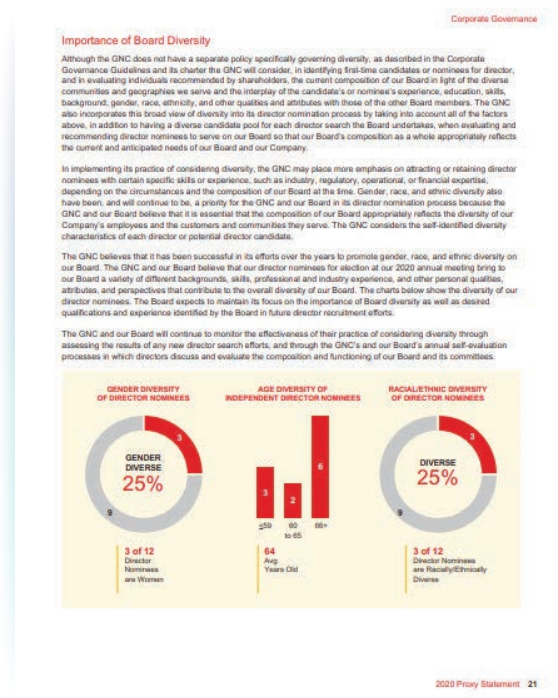
¹Notes:
²Data for 2019 is based on active employee headcount as of Jan. 1, 2020.
³Numbers may differ from other Wells Fargo reports that count employees based on full-time equivalent methodology.
⁴Data may not equal 100% due to rounding.

2019 U.S. employees by gender and EEOC job category ^{1,2,3}	Unit	Female	Male
Executive/senior level officials and managers	%	34%	66%
First-level level officials and managers	%	53%	47%
Professionals	%	46%	54%
Technicians	%	33%	67%
Sales workers	%	43%	57%
Administrative support workers	%	69%	31%
Operatives	%	56%	44%
Service workers	%	40%	61%

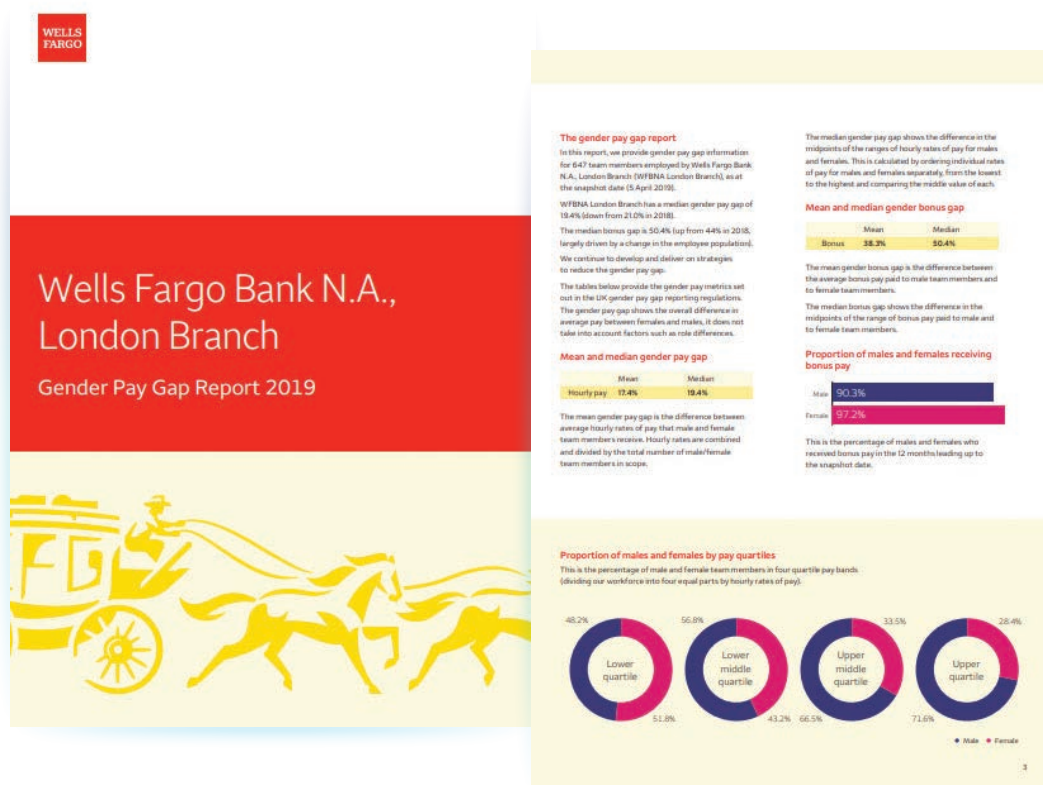
¹Notes:
²Data reflects Wells Fargo employees aligned to job categories as defined by government job category definitions and descriptions as outlined by the U.S. Department of Labor, Opportunity Commission (EEOC). Wells Fargo does not identify or have any employees in Craft Workers or Laborers and Helpers job categories. Therefore, these job categories have been omitted from the table above.
³Data may not equal 100% due to rounding.
⁴Data for 2019 is based on active employee headcount as of Jan. 1, 2020.
⁵Numbers may differ from other Wells Fargo reports that count employees based on full-time equivalent methodology.

13 ESG performance data

Wells Fargo recently published their [Environmental, Social, and Governance \(ESG\) Goals and Performance Data](#), which includes their goals and progress in promoting diversity and inclusion. They also present percentage representations of gender and racial/ethnic diverse employees for the past 3 years and present breakdowns by job categories used by the U.S. Equal Employment Opportunity Commission (EEOC).



Gender, race, and ethnic diversity is a priority for Wells Fargo's directors. They believe "it is essential that the composition of our Board appropriately reflects the diversity of our Company's employees and the customers and communities they serve" (see [2020 Proxy Statement](#)).



Wells Fargo is proactive in addressing gender pay gap globally. They have recently published their [2019 Gender Pay Gap Report](#). Beginning in 2019, the company evaluated median pay gaps based on feedback from certain stakeholders.



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