Global Diversity

Global Strategic Framework
Global People Framework

Winning Culture

Right Workplace

Right Leaders

Right Employee Value Proposition

Right Capabilities

Winning Together

Global Diversity Framework

Winning Culture

Workplace

As diverse in people and thought as the markets we serve

Achieve True Diversity

Communities

Enhancing the lives of the diverse communities we serve

Suppliers

Maximizing procurement opportunities with women, minority and GLBT owned businesses

Marketplace

Winning in the marketplace by appealing to diverse consumers with our brands

Winning Together
Right Workplace
Sustain a positive diversity and fairness climate across our global operations in which all are held accountable

Right Leaders
Leverage diversity to achieve superior results across our business

Right Talent
Be as diverse in people and thought as the markets we serve throughout all levels and functions of the Company

Right Capabilities
Build a superior cultural IQ (greater cross-cultural knowledge and understanding)

Right Employee Value Proposition

Winning Together
Winning Culture
Objective: Leverage the diverse ideas, talents, and capabilities of our organization to create maximum value for our business and for our employees.

Goals:
- Leverage diversity to achieve superior results across our business
- Drive the ongoing recruitment, development, advancement and retention of diverse talent throughout all levels and functions of the Company
- Create, foster and sustain a positive diversity, inclusion and fairness climate across our global operations
- Build a superior cultural IQ (greater cross-cultural knowledge and understanding)

Strategic Framework:

<table>
<thead>
<tr>
<th>Workplace</th>
<th>Marketplace</th>
<th>Community</th>
<th>Partners</th>
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<tbody>
<tr>
<td>Being as diverse in people and thought as the markets we serve</td>
<td>Winning in the marketplace, by appealing to diverse consumers and customers with our brands</td>
<td>Enhancing the lives of the diverse communities we serve</td>
<td>Maximizing supplier diversity opportunities, and engaging with our customers/business partners to provide value-added consulting</td>
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