

The logo for Meridian Compensation Partners features a blue curved line above the word "MERIDIAN" in a large, bold, black sans-serif font. Below "MERIDIAN" is the text "COMPENSATION PARTNERS" in a smaller, black sans-serif font. A small trademark symbol (TM) is located to the right of "MERIDIAN".

# MERIDIAN<sup>TM</sup>

COMPENSATION PARTNERS

## 2021 Study of Human Capital Management Disclosures



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## Introduction

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Meridian's 2021 *Study of Human Capital Management Disclosures* ("2021 Study") provides current information and data on human capital management ("HCM") disclosures included in recent Form 10-K filings from 220 large U.S. public companies ("Study Group").

### New Requirement to Include HCM Disclosure in Form 10-K Filings

Generally, a U.S. public company is required to include a description of material business developments and material business operations in its annual report (Form 10-K) filed with the Securities and Exchange Commission ("SEC"). To guide public companies in identifying relevant disclosures, the SEC rules include a non-exclusive list of potential topics to include in their description of business developments and business operations, to the extent they are material to an understanding of the registrant's business as a whole. Prior to a recent amendment to the SEC disclosure rules, this non-exclusive list of topics did not include human capital management matters.

That changed on August 26, 2020 when the SEC expanded this list of non-exclusive topics to include a description of a company's "human capital" resources, including any human capital measures or objectives that a company focuses on in managing its business. While the text of the actual rule did not change, the expanded list of topics will likely impact disclosures for many companies. ***These topics depend on the nature of the business and workforce, but the SEC's expanded list included human capital measures or objectives that address the development, attraction and retention of personnel.***

The rule change is not prescriptive, but instead reflects a principles-based approach that leaves the definitions of "human capital," "material" and "focus" largely up to each company's judgment. As a result, public companies' disclosures covered a wide variety of HCM topics, including policies and practices related to: company and workforce demographics; diversity, equity and inclusion ("DEI"); COVID-19; recruiting/retention/turnover; health and safety; pay equity; talent development and training; total rewards; employee satisfaction; corporate culture or core values; and other related matters.

Form 10-Ks filed after November 8, 2020 must comply with the change in the disclosure rule.

### Study Scope and Development of Study Group Statistics

Our 2021 Study provides high-level insights into the prevalence and types of HCM-related disclosures made by Study Group companies. These findings are derived primarily from recent Form 10-K filings. However, in some instances, we also reviewed proxy statements or other related documents referenced within the Form 10-K. We developed meaningful categories of HCM disclosures and assigned each HCM disclosure to an appropriate category.

Both demographic and DEI information were primarily derived from the Human Capital Management section within the Form 10-K filing. However, for completeness, this Study captures demographic and DEI information, regardless of where such items are disclosed in the Form 10-K filing.

## Study Group Characteristics

Each of the 220 companies in the Study Group was a component company of the Standard & Poor's 500<sup>®</sup> Index<sup>1</sup> ("S&P 500<sup>®</sup>") on December 31, 2020 (see Appendix 3 for list of Study Group companies). The Study Group included companies across each major industrial sector of the S&P 500<sup>®</sup>, with median revenues and market capitalization nearly identical to the median revenues and market capitalization of the full S&P 500<sup>®</sup> (see table below).

	FY 2020 Revenues (\$ Millions)		Market Capitalization December 31, 2020 (\$ Millions)	
	Study Group	S&P 500 <sup>®</sup>	Study Group	S&P 500 <sup>®</sup>
25 <sup>th</sup> Percentile	\$4,301	\$4,468	\$15,917	\$15,187
Median	\$10,012	\$9,621	\$27,822	\$26,487
75 <sup>th</sup> Percentile	\$20,739	\$19,947	\$60,634	\$58,241

## Study Highlights

Our findings include:

- 100% of Study Group companies disclosed HCM topics in their most recent Form 10-K filings
- The five most prevalent HCM topics disclosed by Study Group companies were:
  - Employee Demographics (100%)
  - Talent Development and Training (86%)
  - Employee DEI Policies and Practices (77%)
  - Health and Safety (75%)
  - COVID-19 Related Policies (70%) (due to the easing of the pandemic's economic impact during 2021, we would expect a significant decline in the prevalence of COVID-19 disclosures in 2022 filings however, this may be subject to change due to recent surge in the pandemic)
- The scope and detail of HCM disclosures varied widely among Study Group companies, from a paragraph to multiple pages (see Appendix 2 for specific examples of HCM disclosures). As companies have more time to assess their HCM practices and policies, as well as study HCM disclosures in their peers' 10-K filings, we expect a wider scope and more detail in future reporting cycles.

<sup>2</sup> The S&P 500<sup>®</sup> Index is a registered trademark of S&P Dow Jones Indices LLC, a division of S&P Global, Inc.

## 2021 Study Findings

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The findings of the 2021 Study are detailed below.

### **HCM Disclosures – Generally**

100% of Study Group companies disclosed information on HCM matters in their most recent Form 10-K filings.

### **Company Demographics/Workforce Profile**

100% of Study Group companies disclosed information on employee demographics.

Demographic disclosures included information about the total number of employees, geographical location of all or a portion of the company's workforce and information about employee type (e.g., full-time, part-time, seasonal, hourly, union/non-union). In contrast to demographic disclosures made on an all employee basis, a relatively small minority of Study Group companies specifically disclosed demographic information on their executive population (15%).

### **DEI Policies and Practices**

Approximately 77% of Study Group companies disclosed information on DEI topics.

Diversity disclosures included a broad range of employee attributes, including race or ethnicity, gender, and age. Equity disclosures covered policies and practices intended to ensure that every employee has equal access to opportunities within a company. Inclusion disclosures typically related to programs or initiatives that support employees (e.g., Employee Resource Groups) and keep the company informed of employee needs. A significant minority of Study Group companies' (38%) disclosed information on DEI practices and policies expressly related to their executive population.

### **Talent Development and Training**

86% of Study Group companies disclosed information related to talent development and training policies and/or initiatives.

Talent development and training disclosures covered several areas including educational opportunities, performance management efforts, coaching, networking events, reimbursement of educational costs and a variety of other initiatives.

### **Health and Safety**

75% of Study Group companies disclosed information related to health and safety policies and/or initiatives.

Health and safety disclosures included increased training opportunities, enhanced reporting on injuries (sometimes compared to industry norms), additional mental health resources and enhanced IT capabilities related to health and safety.

### **COVID-19 Related Policies**

70% of Study Group companies disclosed information related to COVID-19 policies and/or initiatives.

COVID-19 disclosures included policies on remote working arrangements, enhanced safety protocols, social distancing guidelines, etc.

## **Recruitment, Hiring and Retention**

66% of Study Group companies disclosed information related to recruitment, hiring and retention policies and/or initiatives. However, turnover statistics were disclosed by a small minority of study companies (only 18% did so in 2021).

This information most often included policies to identify and attract talent at multiple levels within the organization.

## **Total Rewards**

62% of Study Group companies disclosed information related to total rewards policies and/or initiatives.

Total rewards disclosures typically included information on compensation and benefits packages, both financial and non-financial, provided to specific segments of the employee population (e.g., cash compensation, equity initiatives, health/life insurance, dental/vision benefits, retirement contributions, paid time off, performance bonuses).

## **Statement of Company Culture or Core Values**

59% of Study Group companies disclosed information related to a statement of company culture and/or a statement of core values.

Generally, these statements represented an effort by companies to succinctly articulate their unique cultural factors, values or beliefs that guide the organization.

## **Employee Engagement**

53% of Study Group companies disclosed information related to employee engagement statistics, policies and/or initiatives.

Employee engagement disclosures included both qualitative and quantitative information related to employee commitment to their organization and its goals.

## **Succession Planning**

30% of Study Group companies disclosed information related to succession planning policies and/or initiatives.

Typically, succession planning referred to a company's strategy or approach to ensuring that viable replacement candidates are available for key leadership positions within the organization. These disclosures are often part of the annual proxy statement, instead of the 10-K.

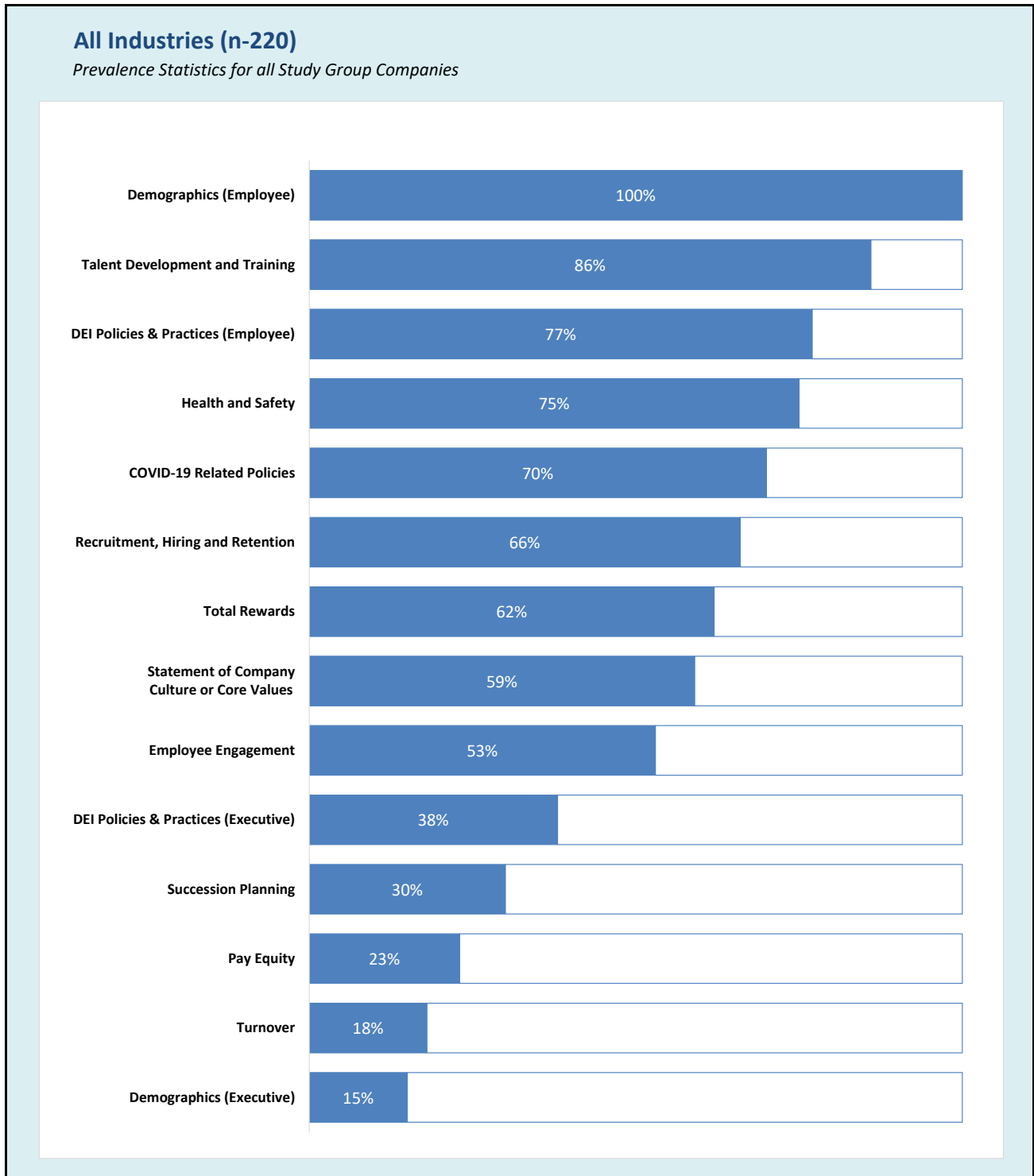
## **Pay Equity**

23% of Study Group companies disclosed information related to pay equity policies and/or initiatives.

Pay equity disclosures most often related to compensation policies and practices designed to foster individual pay levels that are fair relative to similarly or closely situated employees (e.g., based on job duties and responsibilities), without regard to factors such as an individual's race or ethnicity, gender or age.

## 2021 Study – Overall Prevalence of HCM-Related Disclosures

The following table shows the HCM-related disclosures made by Study Group companies, in decreasing order of prevalence.



Comparative analyses between the prevalence of HCM disclosures by industry sector and by the entire Study Group across all industry sectors are set forth in Appendix 1.

## High and Low Prevalence of HCM Disclosures by Industry Sector

The topics covered in the Study Group's HCM disclosures varied markedly by industry. The table below identifies industrial sectors where specific HCM topics predominated or tended to be absent from the discussion.

Topic	Low Prevalence	High Prevalence
COVID-19 Related Policies	<ul style="list-style-type: none"> <li>Communication Services</li> </ul>	<ul style="list-style-type: none"> <li>Materials</li> </ul>
DEI Policies and Practices (Employee)	<ul style="list-style-type: none"> <li>Communication Services</li> <li>Industrials</li> </ul>	<ul style="list-style-type: none"> <li>Energy</li> <li>Utilities</li> </ul>
DEI Policies and Practices (Executive)	<ul style="list-style-type: none"> <li>Communication Services</li> </ul>	<ul style="list-style-type: none"> <li>Financials</li> <li>Utilities</li> </ul>
Demographics (Executive) <sup>2</sup>	<ul style="list-style-type: none"> <li>Communication Services</li> <li>Utilities</li> </ul>	<ul style="list-style-type: none"> <li>Energy</li> <li>Health Care</li> </ul>
Employee Engagement	<ul style="list-style-type: none"> <li>Communication Services</li> </ul>	<ul style="list-style-type: none"> <li>Financials</li> <li>Real Estate</li> </ul>
Health and Safety	<ul style="list-style-type: none"> <li>Communication Services</li> <li>Financials</li> </ul>	<ul style="list-style-type: none"> <li>Materials</li> <li>Utilities</li> </ul>
Pay Equity	<ul style="list-style-type: none"> <li>Energy</li> <li>Materials</li> </ul>	<ul style="list-style-type: none"> <li>Financials</li> <li>Health Care</li> </ul>
Recruitment, Hiring and Retention	<ul style="list-style-type: none"> <li>Communication Services</li> <li>Consumer Staples</li> </ul>	<ul style="list-style-type: none"> <li>Consumer Discretionary</li> <li>Energy</li> </ul>
Succession Planning	<ul style="list-style-type: none"> <li>Communication Services</li> <li>Real Estate</li> </ul>	<ul style="list-style-type: none"> <li>Utilities</li> </ul>
Statement of Company Culture or Core Values	<ul style="list-style-type: none"> <li>Energy</li> </ul>	<ul style="list-style-type: none"> <li>Consumer Staples</li> <li>Utilities</li> </ul>
Talent Development and Training	<ul style="list-style-type: none"> <li>Consumer Staples</li> </ul>	<ul style="list-style-type: none"> <li>Information Technology</li> <li>Materials</li> </ul>
Total Rewards	<ul style="list-style-type: none"> <li>Consumer Staples</li> <li>Industrials</li> </ul>	<ul style="list-style-type: none"> <li>Communication Services</li> <li>Energy</li> </ul>
Turnover	<ul style="list-style-type: none"> <li>Communication Services</li> </ul>	<ul style="list-style-type: none"> <li>Financials</li> <li>Information Technology</li> <li>Real Estate</li> <li>Utilities</li> </ul>

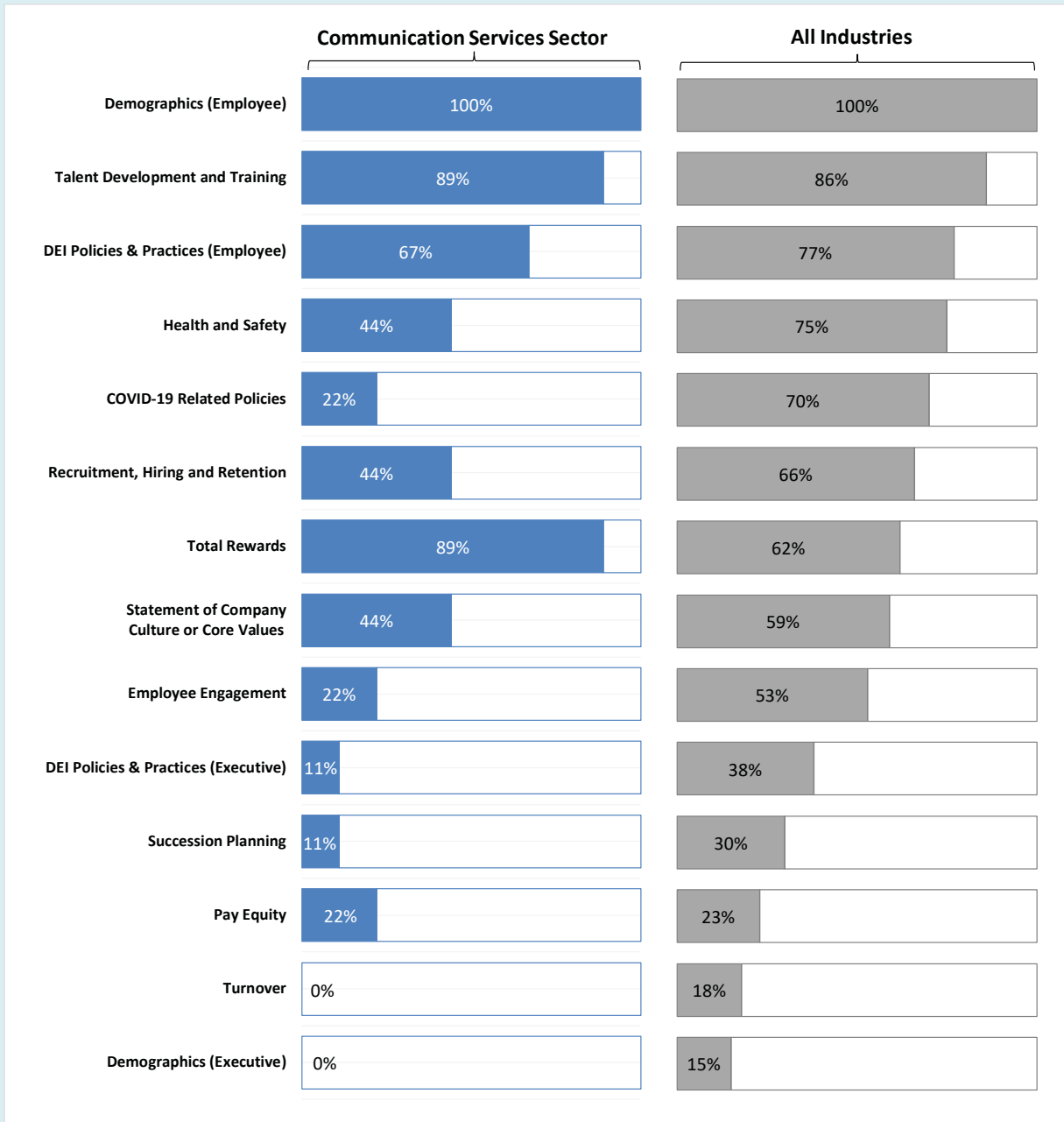
<sup>2</sup> 100% of Study Group companies disclosed information on employee demographics.



## Appendix 1: Comparison of HCM Disclosure by Industry Sector and All Study Group Companies

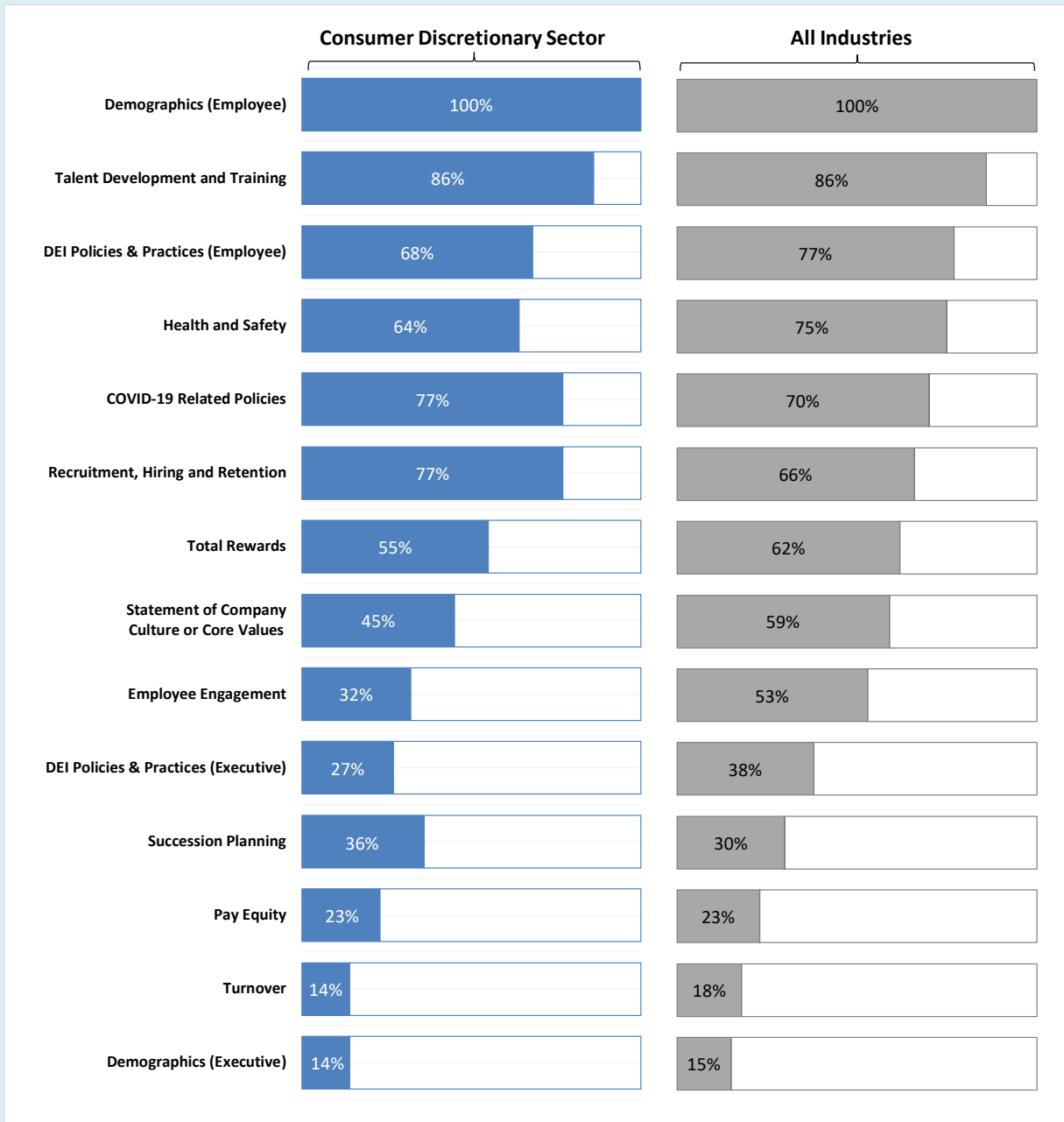
## Communication Services Sector (n-9)

Comparative statistics between companies within Communication Services Sector and all Study Group companies



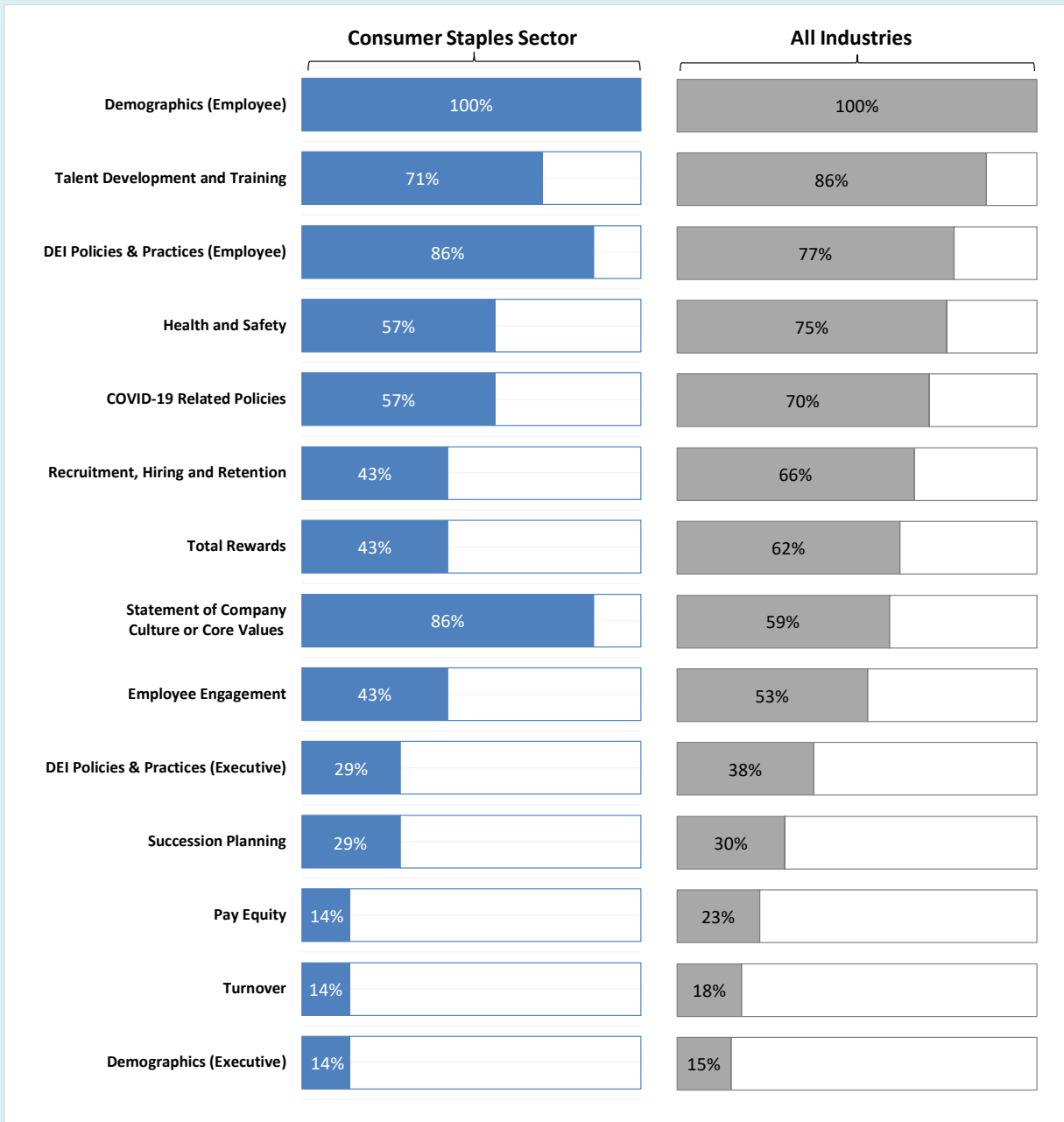
## Consumer Discretionary Sector (n-22)

Comparative statistics between companies within Consumer Discretionary Sector and all Study Group companies



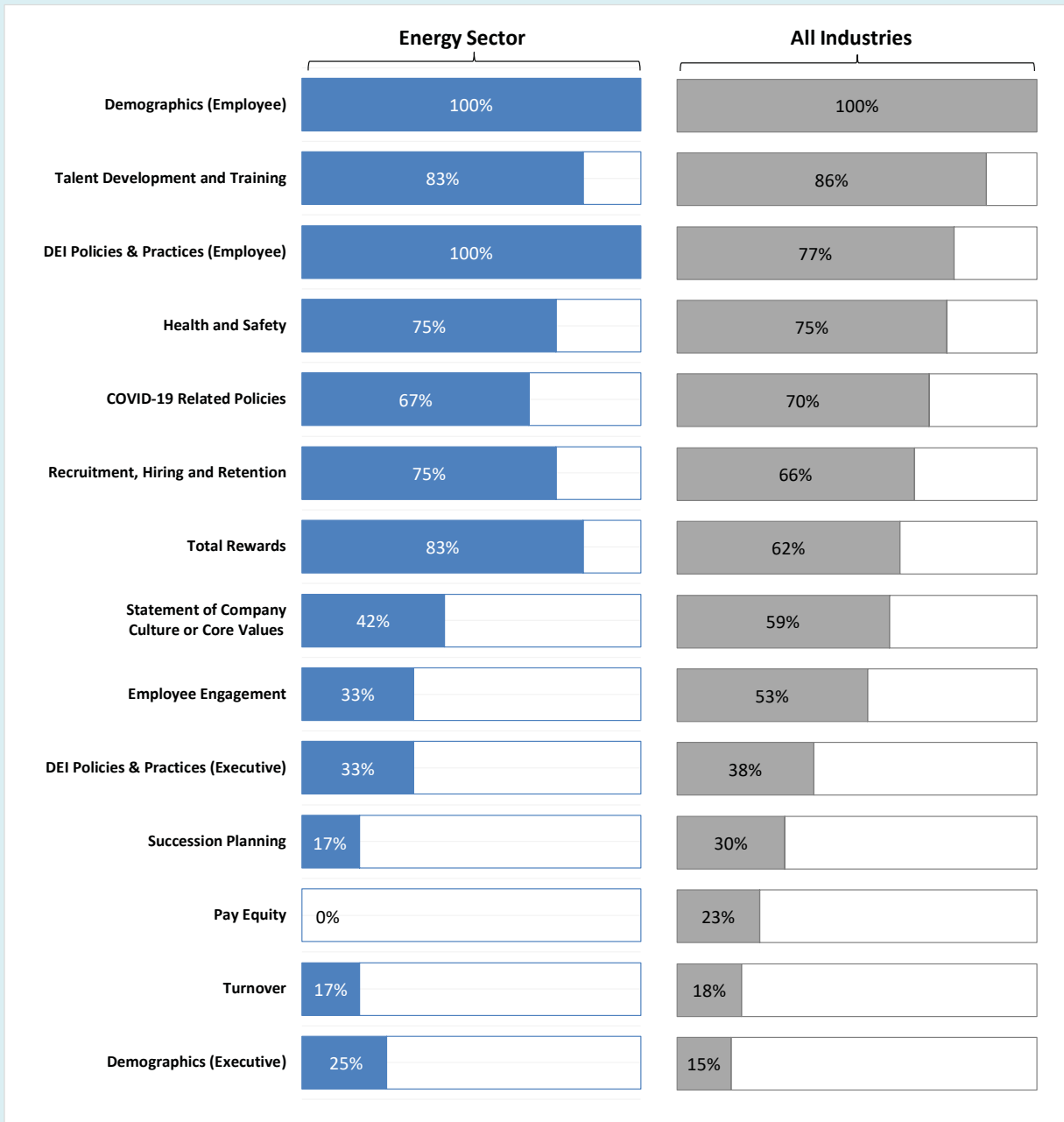
## Consumer Staples Sector (n-7)

Comparative statistics between companies within Consumer Staples Sector and all Study Group companies



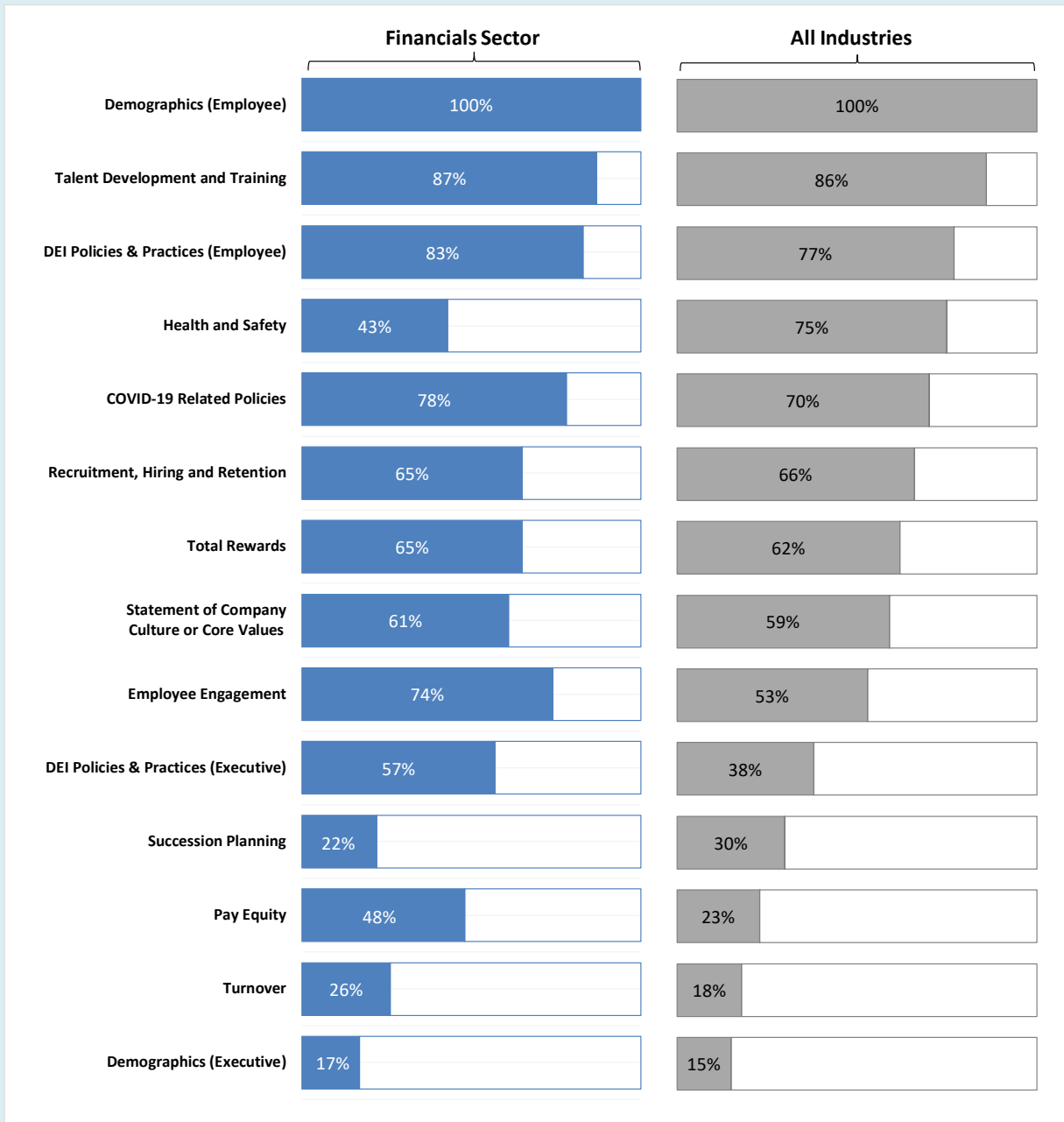
## Energy Sector (n-12)

Comparative statistics between companies within Energy Sector and all Study Group companies



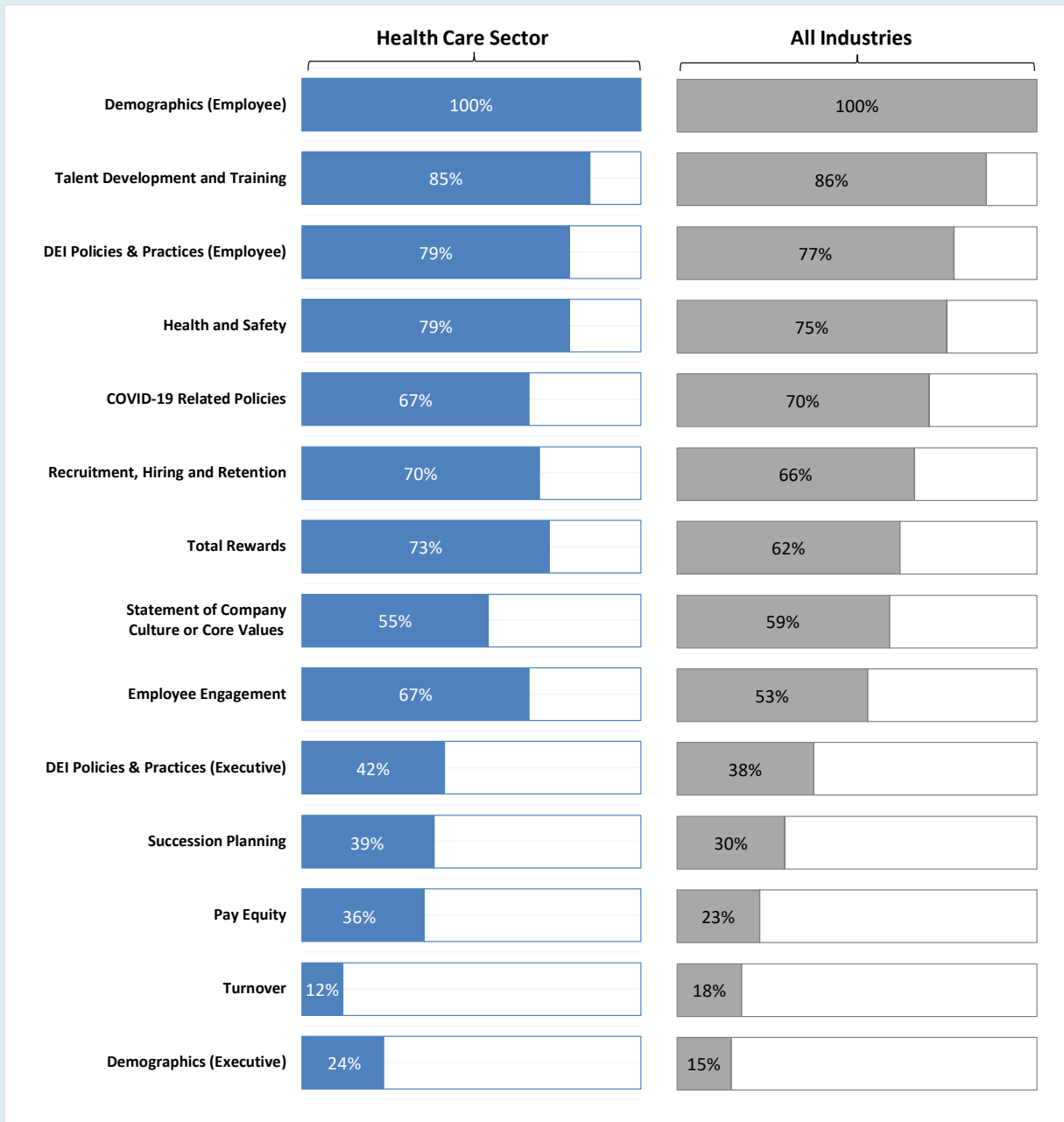
## Financials Sector (n-23)

Comparative statistics between companies within Financials Sector and all Study Group companies



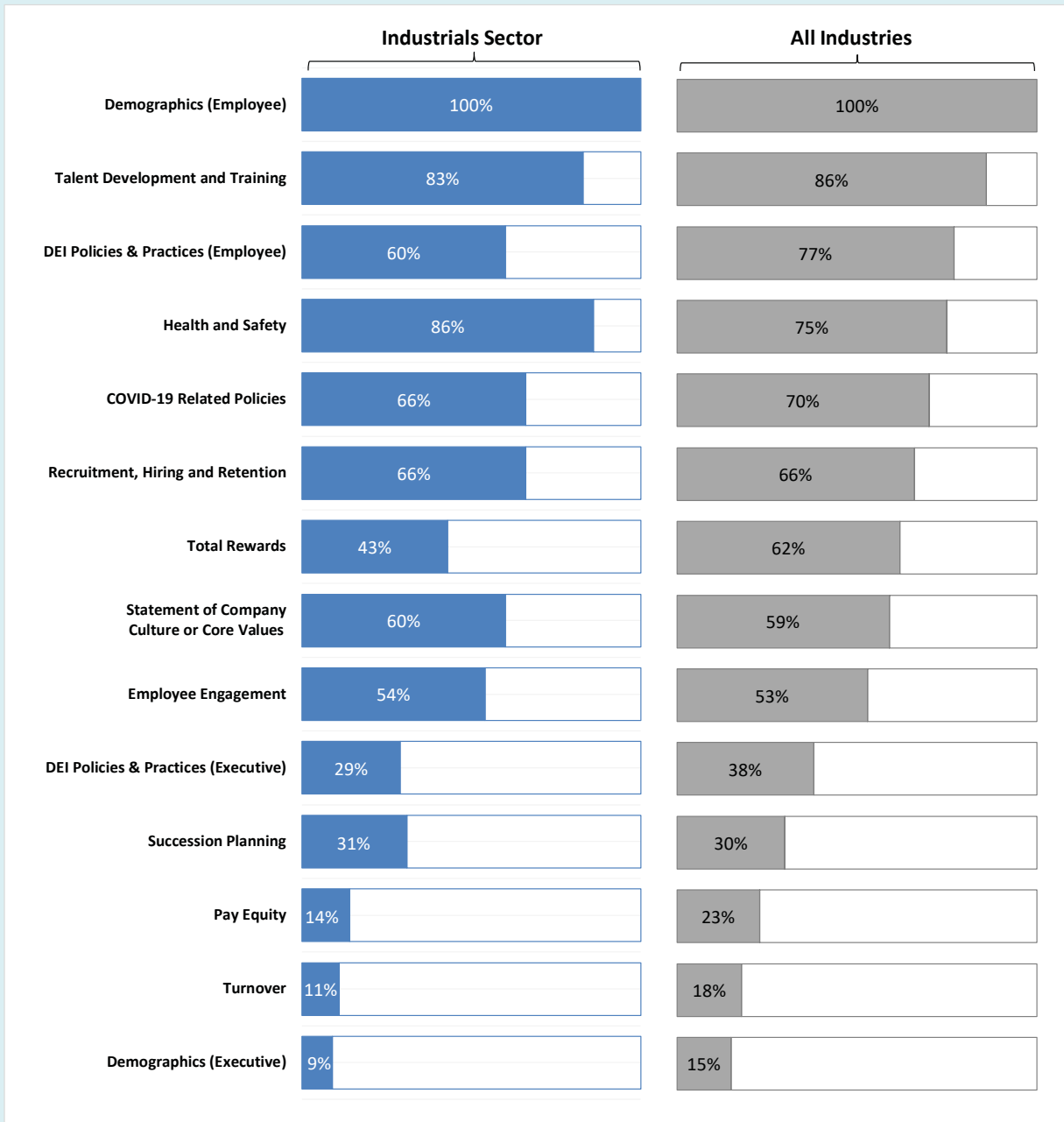
## Health Care Sector (n-33)

Comparative statistics between companies within Health Care Sector and all Study Group companies



## Industrials Sector (n-35)

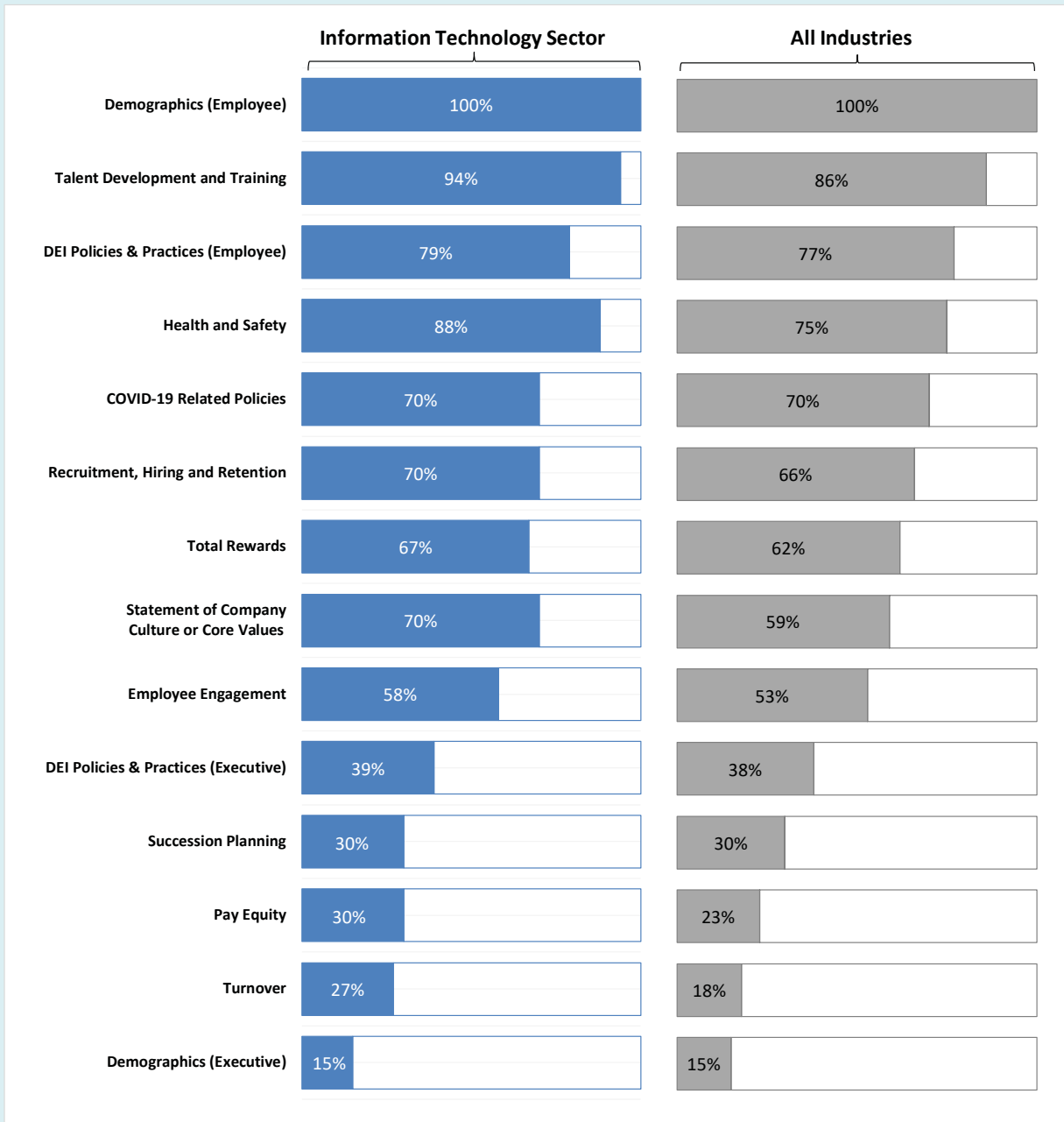
Comparative statistics between companies within Industrials Sector and all Study Group companies





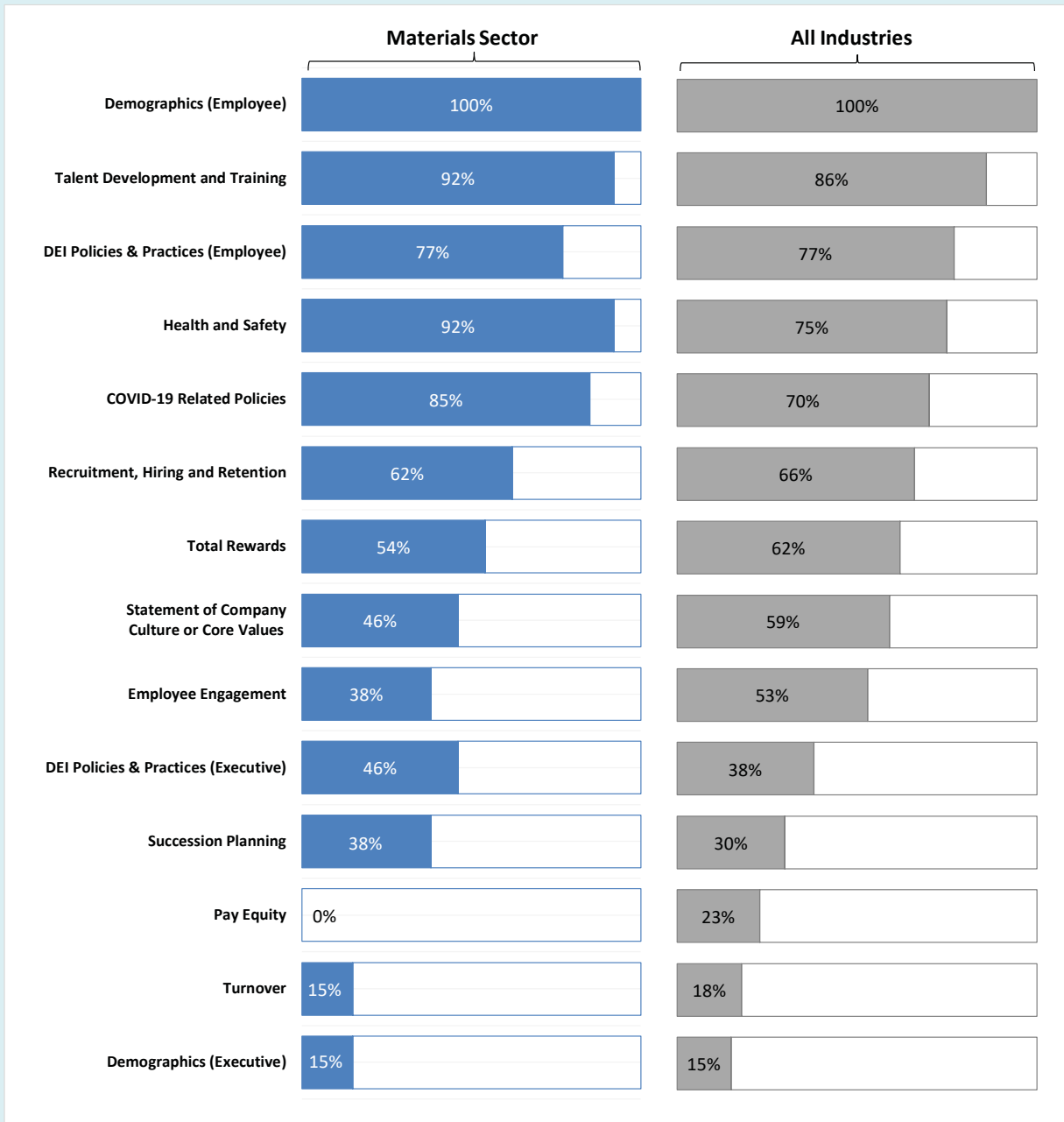
## Information Technology Sector (n-33)

Comparative statistics between companies within Information Technology Sector and all Study Group companies



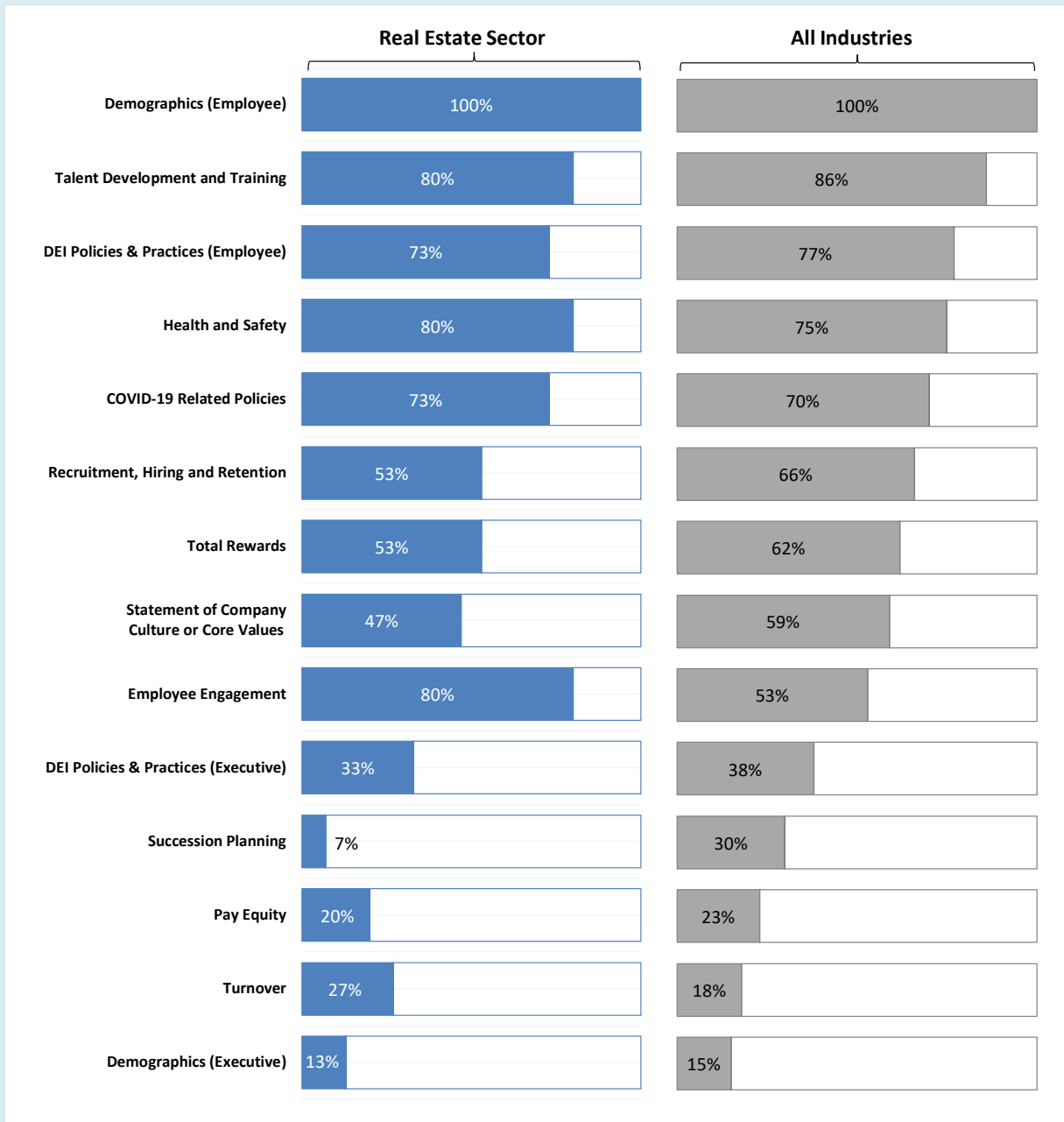
## Materials Sector (n-13)

Comparative statistics between companies within Materials Sector and all Study Group companies



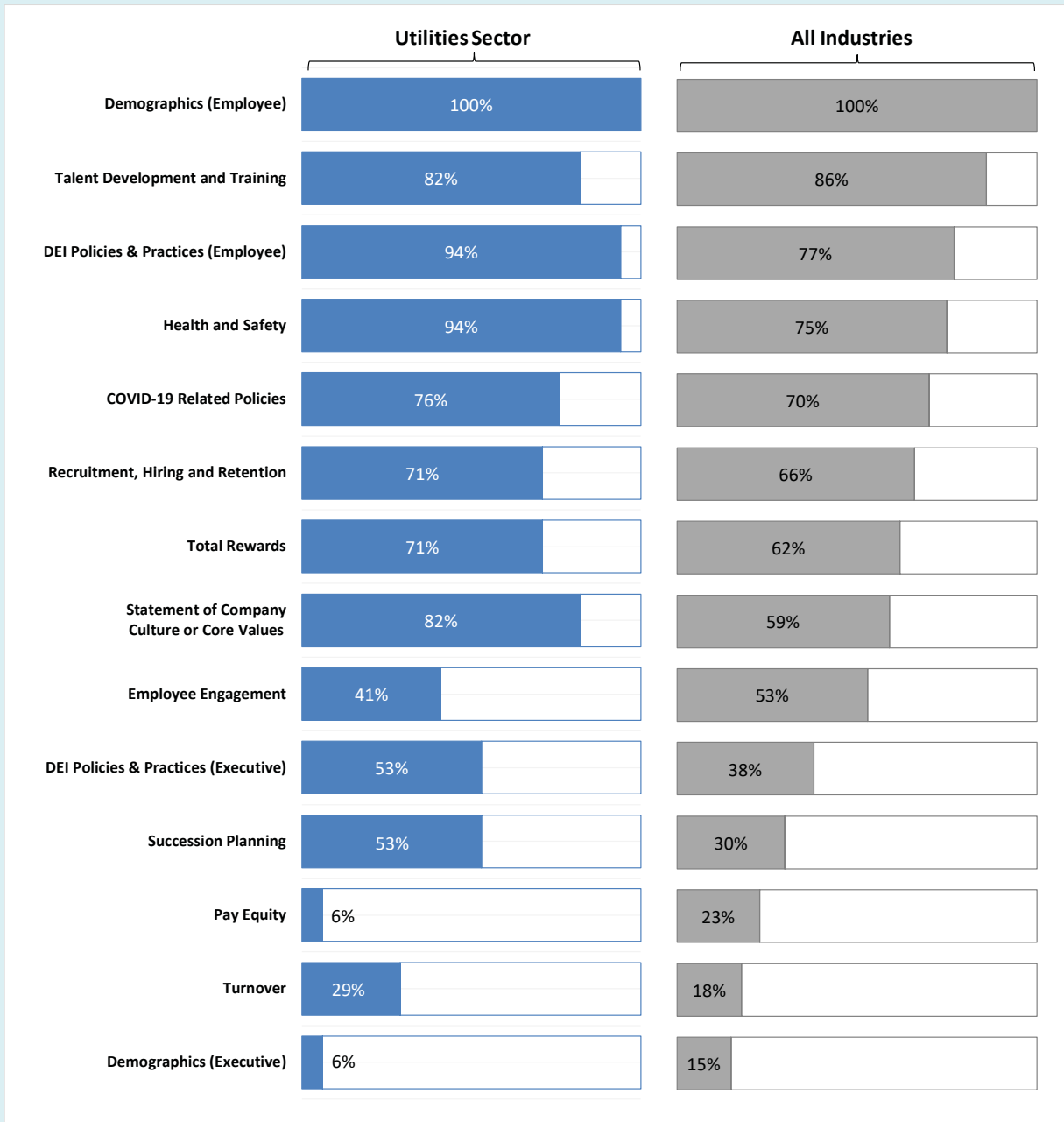
## Real Estate Sector (n-15)

Comparative statistics between companies within Real Estate Sector and all Study Group companies



## Utilities Sector (n-17)

Comparative statistics between companies within Utilities Sector and all Study Group companies



## Appendix 2: Sample HCM Disclosures

## Sample HCM Disclosures

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The following pages include sample HCM disclosures:

- Comprehensive HCM Disclosure – Ball Corporation
- DEI Policies and Practices
  - Total employee population – eBay
  - Non-executive and executive populations – Boston Scientific
- Company Demographics/Workforce Profile – Archer-Daniels-Midland; AmerisourceBergen
- Talent Development and Training – General Motors; Hilton Worldwide Holdings
- Pay Equity – Intel; Assurant

## Comprehensive HCM Disclosure Ball Corporation

### Human Capital and Employees

Ball Corporation's people are its greatest asset and we are proud to set out the material aspects of our human capital program. At the end of 2020, the company and its subsidiaries employed approximately 21,500 employees, including approximately 10,700 employees in the U.S. Details of collective bargaining agreements are included within Item 1A, Risk Factors, of this annual report.

#### *Our Culture*

Embracing our rich 140-year history, we “know who we are”, a company that respects and values each of our employees and their collective desire to deliver value to all our stakeholders. We embrace our diversity and are “one Ball” in valuing:

- Uncompromising integrity;
- Being close to our customers;
- Behaving like owners;
- Focusing on attention to detail; and
- Being innovative.

#### *Diversity and Inclusion*

Diversity and Inclusion (D&I) is embedded in our Drive for 10 vision and is key to the sustained success of our business. We established a dedicated D&I function in 2015 to build on our longstanding commitment to D&I across the company. Over the past five years, we have made good progress on D&I, which has been recognized by external organizations, including Forbes, which ranked Ball as number one on its 2019 list of “America’s Best Employers for Diversity” and recognized us again in 2020. Our dedicated D&I function reports directly to our CEO, and we understand that the key to success is shared accountability rather than designating a single owner for this critical area. Our focus to date has been on providing unconscious bias training for our global workforce, expanding our Ball Resource Groups (BRGs) in terms of quantity and geography, and increasing awareness about the importance of D&I and each employee’s role in ensuring that we have a culture where people can bring their authentic selves to work and thrive. While we are proud of our progress, we know there is more work to do.

As we move forward, we are accelerating our D&I efforts with a greater sense of urgency. In June 2020, we instituted a new global cloud-based human capital management platform that will – among many other talent-focused features – enable us to more fully understand employee demographics and identify how we can better enhance our diversity around the world. We continue to evolve our talent acquisition process and focus on diversity for internships, candidate slates, interview panels, talent reviews and succession planning. Each of our business segment leaders has committed to help drive further D&I progress during 2021 and beyond. Currently, 58 percent of our board of directors are either gender or ethnically diverse, including four female board members, and 30 percent of our company’s executive leadership team are either gender or ethnically diverse.

#### *Talent*

We seek to attract, develop and retain the best talent throughout the company. During the past decade, we established and expanded our talent management organization with dedicated talent acquisition and development functions that have implemented rigorous hiring and development processes, including standardized assessments for candidate selection, and an embedded “Inspire, Connect, Achieve” leadership framework, which details clear behaviors that we expect from our people leaders to ensure they align with our culture. We have also strengthened our succession planning through a holistic approach to developing key managers that includes challenging assignments, formal development plans and professional coaching.

### *Training and Development*

Our new global human capital management platform will further enable rigorous identification, analysis and development of talent around the world. In conjunction with that platform, the company launched an updated approach to performance management focused on development and continuous improvement. This approach emphasizes ongoing performance conversations between managers and employees and a focus on mitigating bias in performance conversations, resulting in an enhanced employee developmental experience and data points for our talent discussions. In addition, all employees have access to create a personal development plan and we have implemented additional resources to support employees in their personal and professional development, including:

- Continuous education through various tuition reimbursement programs, apprenticeship and instructional programs;
- A new learning management platform that saw significant employee utilization in 2020;
- Instructor-led “think, meet and speak inclusively” training in key geographies;
- A new LinkedIn Learning platform for all corporate and packaging employees who work in an office setting;
- Leadership and personal development coaching opportunities through a partnership with BetterUp;
- On-going education for people leaders around our Inspire, Connect, and Achieve leadership behaviors;
- Annual compliance, antitrust, bribery, corruption and business code of conduct and ethics training for key management level, sales and supply chain employees.

### *Employee Engagement*

As part of our Drive for 10 vision, we seek to ensure that everyone at Ball is motivated to perform their best work every day. To further that objective, our engagement approach focuses on clear communication and recognition. We communicate through quarterly employee town hall meetings, at both the corporate and operating division levels, with business and market updates and information on production, safety, quality and other operating metrics. We also communicate company information through news releases, executive communications, internal management information bulletins, digital signage and our weekly Ball eNews through the new BallConnect intranet, which are available to all employees. We have many recognition-oriented awards throughout our company, including our corporate and divisional awards of excellence. We conduct regular company-wide engagement surveys, as well as periodic pulse surveys, which have generally indicated high levels of engagement and trust in Ball’s leadership, key strategies and initiatives.

### *Total Rewards*

We have steadily upgraded our total rewards function over the past decade with the objective of acquiring, rewarding and retaining the best talent by providing total rewards that are competitive and performance based. Our compensation programs, including our long-standing EVA® based incentive plans, reflect our commitment to reward performance that drives shareholder value. Total direct compensation is positioned in a competitive range of the applicable market median in each jurisdiction, differentiated based on tenure, skills and performance, and designed to attract and retain the best talent.

### *Health, Safety and Wellness*

The health, safety and wellness of each of our employees has been one of Ball’s top priorities for many years. Our environmental, health and safety function and our operations executives partner to consistently reinforce policies and procedures that are designed to reduce workplace risks and ensure safe methods of plant production, including through regular training and reporting on injuries and lost-time incidents. Over the past 15 years, we have sponsored a variety of health and wellness programs designed to enhance the physical and mental well-being of our employees around the world. During 2020, the company expanded access to its existing Employee Assistance Program (EAP) to our entire global workforce. The EAP provides employees and their families access to mental health, stress management and support resources during these difficult times.



Since the onset of the novel coronavirus (COVID-19) pandemic, nearly all of our businesses have been deemed essential by the governments where we operate, and our production facilities have operated continuously. During this time, we have put employee health and well-being front and center, and we have adjusted our approach to how work gets done accordingly. Our guiding principles throughout the pandemic have been safety, flexibility and empathy. Ball has implemented rigorous safety protocols in all its locations, including face coverings, social distancing, contact tracing, employee testing and enhanced cleaning. Most office-based roles have transitioned to working from home, and our IT systems have been flexed to support more virtual meetings and remote collaboration. We are actively preparing for a more flexible approach to traditional office roles after the pandemic ends.

Finally, despite the effects of the pandemic and in direct support of our growing businesses, Ball increased its net employee headcount by approximately 3,200 employees during 2020. Additional information on our human capital programs can be found in the Ball Corporation Sustainability Report, which is available at [www.ball.com](http://www.ball.com).

## **DEI Policies & Practices**

### **eBay (total employee population)**

#### *Diversity, Equity and Inclusion*

eBay's Diversity, Equity and Inclusion program is focused on three strategic areas – workforce, workplace and marketplace. Equity is at the forefront of all we do to hire, grow, and keep top talent, enhance corporate performance, and foster a welcoming and inclusive place to work, learn and grow. Starting with a comprehensive diversity recruiting strategy, we review and enhance processes, including deepening data insights, updating learning and development practices and a new governance model to ensure that a diverse set of candidates are connected to eBay and can see themselves as being successful here. Our Communities of Inclusion welcome and connect eBay employees all over the world to help us build and nurture employees, allies and external communities. They host events and forums to connect employees to groups organized around age, disability status, ethnicity, gender, religion, military status, parental status and sexual orientation and gender identity and expression. We are currently preparing our fifth Global Diversity & Inclusion report for publication later this year that shares stories and workforce data.

### **Boston Scientific (non-executive and executive populations)**

#### *Diversity Equity and Inclusion*

We do our best work to advance health care when we have a diverse range of perspectives and experience on our team. Innovation thrives in a culture of engagement and inclusion. The society in which we live and the customers and patients we serve are diverse and our employees must reflect this. In recent years, we have made steady progress to increase the overall representation of employees who identify as women and as African American/Black, Asian, Hispanic/Latino, American Indian/Alaska Native, Native Hawaiian/Other Pacific Islander, and two or more races (together, multicultural talent). As of December 31, 2020, women represented 30 percent of our Board of Directors, and 47 percent of our employees. In addition, 34 percent of employees in the U.S. and Puerto Rico identified as multicultural.

We are committed to our goal of making further progress toward expanding our workforce diversity. We have set measurable Diversity, Equity & Inclusion (DE&I) goals with our “3UP by 2023” initiative, including a three percent increase in representation of both women and multicultural talent at the supervisor and manager level to 43 percent and 23 percent, respectively by December 31, 2022. As of December 31, 2020, 40 percent of employees in management roles are women and 21 percent are multicultural. We were proud to be a globally recognized leader for workplace inclusion, named a Top 10% Inclusion Index Company by Diversity Best Practices in 2020. Our Executive Committee and our Board of Directors have oversight over employee diversity metrics and hiring trends. As evidence of our commitment to expand diversity, equity and inclusion, we have introduced a human capital performance metric to our 2021 Annual Bonus Plan. Our Executive Committee will be measured against global gender and U.S. (inclusive of Puerto Rico) multicultural goals, leadership bench retention goals and performance against annual renewable energy and recycling index goals.

In addition, our Employee Resource Groups (ERGs) are at the heart of our DE&I strategy. ERGs are voluntary, company-sponsored employee groups that foster and celebrate our diverse work environment. They provide forums for us to learn from one another, celebrate our differences and develop inclusive leadership skills. We support each ERG by designating global and local executive sponsors and providing financial resources. Our ERG chapters around the world collaborate across the business at all levels and are powerful voices for change in the company.

## Company Demographics/Workforce Profile

### Archer-Daniels-Midland

The following tables set forth information about the Company's employees as of December 31, 2020.

#### Number of Employees by Contract and Region

	Salaried	Hourly	Part-Time/ Seasonal	Total
North America	8,196	10,227	270	18,693
EMEA	4,586	4,847	564	9,997
South America	2,543	4,476	659	7,678
Asia Pacific	1,648	717	12	2,377
Central America/Caribbean	190	145	8	343
Total	17,163	20,412	1,513	39,088

#### Number of Employees by Type and Gender

	Male	%	Female	%	Total	%
Full-time	29,538	79 %	8,037	21 %	37,575	100 %
Part-time	689	46 %	824	54 %	1,513	100 %
Total	30,227	77 %	8,861	23 %	39,088	100 %

#### Percentage of Employees by Level and Gender

	Percentage					
	2020			2019		
	Male	Female	Total	Male	Female	Total
Executive Council	72 %	28 %	100 %	87 %	13 %	100 %
Senior Leadership	73 %	27 %	100 %	74 %	26 %	100 %
Salaried Colleagues	64 %	36 %	100 %	65 %	35 %	100 %

### AmerisourceBergen

We aspire to create healthier futures and accelerate business results by inspiring the best and brightest global talent across all dimensions of diversity to perform at their full potential. As of September 30, 2020, we had approximately 22,000 employees, of which approximately 21,000 were full-time employees. More than 56% of our workforce is comprised of women, 49% is comprised of individuals with ethnically diverse backgrounds, and 30% of our Board of Directors are women. Additionally, our Executive Management Committee is made up of 43% women.

Approximately 2% of our employees are covered by collective bargaining agreements. We believe that our relationship with our employees is good. If any of our employees in locations that are unionized should engage in strikes or other such bargaining tactics in connection with the negotiation of new collective bargaining agreements upon the expiration of any existing collective bargaining agreements, such tactics

could be disruptive to our operations and adversely affect our results of operations. However, we believe we have adequate contingency plans in place to assure delivery of pharmaceuticals to our customers in the event of any such disruptions.

## Talent Development and Training

### General Motors

*Develop and Retain Talented People* Today, we compete for talent against other automotive companies and, increasingly, against businesses in other sectors, such as technology. To win and keep talent, we must provide a workplace culture that encourages employee behaviors aligned with our values, fulfills their long-term individual aspirations and achieves full engagement. In furtherance of this goal, we invest significant resources to retain and develop our talent. In addition to mentoring and networking opportunities, we offer a vast array of career development resources to help develop, grow and enable employees to make the most of their careers at GM. Such resources include, among other things, the Technical Education Program, which offers our employees an opportunity to complete corporate strategically aligned degrees and certificate programs at leading universities, our Learning Management System with access to ongoing learning resources to augment and enrich employees' professional development and Percipio Resources, which provides our employees with access to a full range of videos, books, and eBooks to develop and enhance skills. Employees in some of our technical roles also have the opportunity to participate in the GM Technical Learning University — a training and upskilling program designed to expand and update the technical prowess of our workforce.

### Hilton Worldwide Holdings

Our focus on career development recognizes that each of our employees has unique talents, dreams and goals. Rather than a one-size-fits-all approach, we create custom-curated experiences so that employees can learn, develop, lead and thrive at Hilton by following a training and career path best suited to their goals and aspirations. Hilton University, our global learning system, gives employees access to a robust library of learning resources to help them succeed. We partner with best-in-class educational institutions and content providers across the globe to deliver high-quality, relevant content to our employees, including a wide array of business, technical skill and leadership development opportunities. We have invested in modernizing our approach to learning, positioning us to continue to deliver content virtually throughout the pandemic and across our growing global footprint. Our Hilton University platform provides flexible, accessible learning to help our employees learn and grow. Additionally, many of our hotels have learning hubs in the Heart of House, a program we launched in 2016 to invest in enhancements to our unseen operations in our hotels, so that employees have access to ongoing development throughout their day and throughout their career. Our employees typically complete an average of 40 hours of training per year.

## **Pay Equity**

### **Intel Corporation**

Since 2019, we have achieved gender pay equity globally and we continued to maintain race/ethnicity pay equity in the U.S. We achieve pay equity by closing the gap in average pay between employees of different genders or race/ethnicity in the same or similar roles after accounting for legitimate business factors that can explain differences, such as location, time at grade level, and tenure. We also advanced transparency in our pay and representation data by publicly releasing our EEO-1 survey pay data in 2019. Although the U.S. Equal Employment Opportunity Commission did not require employers to file EEO-1 survey pay data in 2020 due to COVID-19, we felt it was important to continue collecting the data and to disclose it publicly in 2020. We believe that our holistic approach toward pay equity, representation, and creating an inclusive culture enables us to cultivate a workplace that helps employees develop and progress in their careers at all levels.

### **Assurant**

Assurant is committed to pay equity. Our compensation practices and programs consider a variety of factors designed to set fair and equitable compensation levels. We take a holistic approach to evaluating and aligning roles with compensation levels based on job responsibilities, market competitiveness, geographical location, strategic importance of roles and other relevant factors. We periodically evaluate our compensation practices and in 2020, we launched a multi-step process to ensure that we are compensating equitably across employees performing similar job responsibilities. We also have identified other priorities, including ensuring we have competitive wages, particularly for our hourly employees.

## Appendix 3: List of Study Group Companies

## List of Companies in Study Group

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The Study Group is composed of the following component companies of the S&P 500®.

3M Company	Arthur J. Gallagher & Co.
A. O. Smith Corporation	Assurant, Inc.
Abbott Laboratories	AT&T Inc.
AbbVie Inc.	Atmos Energy Corporation
Activision Blizzard, Inc.	AvalonBay Communities, Inc.
Adobe Inc.	Avery Dennison Corporation
Advance Auto Parts, Inc.	Baker Hughes Company
Advanced Micro Devices, Inc.	Ball Corporation
Aflac Incorporated	Bank of America Corporation
Agilent Technologies, Inc.	Baxter International Inc.
Air Products and Chemicals, Inc.	Becton, Dickinson and Company
Akamai Technologies, Inc.	Biogen Inc.
Alaska Air Group, Inc.	Bio-Rad Laboratories, Inc.
Albemarle Corporation	BlackRock, Inc.
Alexandria Real Estate Equities, Inc.	Booking Holdings Inc.
Alexion Pharmaceuticals, Inc.	BorgWarner Inc.
Align Technology, Inc.	Boston Properties, Inc.
Allegion plc	Boston Scientific Corporation
Alliant Energy Corporation	Bristol-Myers Squibb Company
Alphabet Inc.	Broadcom Inc.
Altria Group, Inc.	C.H. Robinson Worldwide, Inc.
Amazon.com, Inc.	Cabot Oil & Gas Corporation
Ameren Corporation	Cadence Design Systems, Inc.
American Airlines Group Inc.	Capital One Financial Corporation
American Electric Power Company, Inc.	Carnival Corporation & plc
American Express Company	Carrier Global Corporation
American International Group, Inc.	Caterpillar Inc.
American Tower Corporation (REIT)	Cboe Global Markets, Inc.
American Water Works Company, Inc.	CBRE Group, Inc.
Ameriprise Financial, Inc.	CDW Corporation
AmerisourceBergen Corporation	Celanese Corporation
AMETEK, Inc.	Centene Corporation
Amgen Inc.	CenterPoint Energy, Inc.
Amphenol Corporation	Cerner Corporation
Analog Devices, Inc.	CF Industries Holdings, Inc.
ANSYS, Inc.	Charter Communications, Inc.
Anthem, Inc.	Chevron Corporation
Aon Plc	Chipotle Mexican Grill, Inc.
Apache Corporation	Chubb Limited
Applied Materials, Inc.	Church & Dwight Co., Inc.
Aptiv PLC	Cigna Corporation
Archer-Daniels-Midland Company	Cincinnati Financial Corporation
Arista Networks, Inc.	Citigroup Inc.



Citizens Financial Group, Inc.  
Citrix Systems, Inc.  
CME Group Inc.  
CMS Energy Corporation  
Cognizant Technology Solutions Corporation  
Colgate-Palmolive Company  
Comcast Corporation  
Comerica Incorporated  
ConocoPhillips  
Consolidated Edison, Inc.  
Corning Incorporated  
Corteva, Inc.  
Crown Castle International Corp. (REIT)  
CSX Corporation  
Cummins Inc.  
CVS Health Corporation  
D.R. Horton, Inc.  
Danaher Corporation  
DaVita Inc.  
Deere & Company  
Delta Air Lines, Inc.  
DENTSPLY SIRONA Inc.  
Devon Energy Corporation  
DexCom, Inc.  
Diamondback Energy, Inc.  
Digital Realty Trust, Inc.  
Discover Financial Services  
Discovery, Inc.  
DISH Network Corporation  
Dominion Energy, Inc.  
Domino's Pizza, Inc.  
Dover Corporation  
Dow Inc.  
DTE Energy Company  
Duke Energy Corporation  
Duke Realty Corporation  
DuPont de Nemours, Inc.  
Eaton Corporation plc  
eBay Inc.  
Ecolab Inc.  
Edison International  
Edwards Lifesciences Corporation  
Eli Lilly and Company  
Emerson Electric Co.  
Enphase Energy, Inc.  
Entergy Corporation  
EOG Resources, Inc.  
Equifax Inc.

Equinix, Inc. (REIT)  
Equity Residential  
Essex Property Trust, Inc.  
Etsy, Inc.  
Eversource Energy  
Exelon Corporation  
Expedia Group, Inc.  
Expeditors International of Washington, Inc.  
Extra Space Storage Inc.  
Exxon Mobil Corporation  
F5 Networks, Inc.  
Facebook, Inc.  
Fastenal Company  
Federal Realty Investment Trust  
Fidelity National Information Services, Inc.  
Fifth Third Bancorp  
FirstEnergy Corp.  
Fiserv, Inc.  
FLEETCOR Technologies, Inc.  
FLIR Systems, Inc.  
Flowserve Corporation  
FMC Corporation  
Ford Motor Company  
Fortinet, Inc.  
Fortive Corporation  
Fortune Brands Home & Security, Inc.  
Franklin Resources, Inc.  
Freeport-McMoRan Inc.  
Garmin Ltd.  
Gartner, Inc.  
General Dynamics Corporation  
General Electric Company  
General Motors Company  
Genuine Parts Company  
Gilead Sciences, Inc.  
Global Payments Inc.  
Globe Life Inc.  
Halliburton Company  
Hanesbrands Inc.  
Hasbro, Inc.  
HCA Healthcare, Inc.  
Healthpeak Properties, Inc.  
Henry Schein, Inc.  
Hess Corporation  
Hewlett Packard Enterprise Company  
Hilton Worldwide Holdings Inc.  
HollyFrontier Corporation

Hologic, Inc.  
Honeywell International Inc.  
Hormel Foods Corporation  
Host Hotels & Resorts, Inc.  
Howmet Aerospace Inc.  
HP Inc.  
Humana Inc.  
Huntington Bancshares Incorporated  
Huntington Ingalls Industries, Inc.  
IDEX Corporation  
IDEXX Laboratories, Inc.  
IHS Markit Ltd.  
Illinois Tool Works Inc.  
Illumina, Inc.  
Incyte Corporation  
Ingersoll Rand Inc.  
Intel Corporation  
International Business Machines Corporation  
Jacobs Engineering Group Inc.

Johnson Controls International plc  
Keysight Technologies, Inc.  
Lennar Corporation  
McCormick & Company, Incorporated  
QUALCOMM Incorporated  
Raymond James Financial, Inc.  
Rockwell Automation, Inc.  
Skyworks Solutions, Inc.  
Starbucks Corporation  
Synopsys, Inc.  
TE Connectivity Ltd.  
The Cooper Companies, Inc.  
The Walt Disney Company  
Tractor Supply Company  
TransDigm Group Incorporated  
Tyson Foods, Inc.  
Varian Medical Systems, Inc.  
Visa Inc.  
WestRock Company

## Meridian Profile

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**Meridian Compensation Partners, LLC** is an independent executive compensation consulting firm providing trusted counsel to boards and senior management at hundreds of large companies. We consult on executive and board compensation and their design, amounts and governance. Our many consultants throughout the U.S. and in Canada have decades of experience in pay solutions that are responsive to shareholders, reflect good governance principles and align pay with performance. Our partners average 25 years of executive compensation experience and collectively serve over 700 clients (including over 15% of the S&P 500®), primarily at the board level. As a result, our content expertise, boardroom experience and depth of resources are unparalleled.

Our breadth of services includes:

- Pay philosophy and business strategy alignment
- Total compensation program evaluation and benchmarking
- Short-term incentive plan design
- Long-term incentive plan design
- Performance measure selection and stress testing
- Employment contracts
- Retirement and deferred compensation
- Risk evaluation
- Informed business judgments on executive pay
- Pay-for-performance analyses
- Governance best practices
- Institutional shareholder and ISS voting guidelines/issues
- Senior management and board evaluations
- Change-in-control and/or severance protections
- Committee charter reviews
- Peer group development
- Peer company performance and design comparisons
- Use of ESG metrics in incentive plans
- Benefits and perquisites design and prevalence
- Annual meeting preparation
- Senior executive hiring
- Succession planning
- Outside director pay comparisons
- Clawback and anti-hedging design
- Retention programs and strategies
- Tally sheets

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