

Environmental, Social and Governance (ESG) Overview					March 2021
Company Structure					
Summary	Companies that make Environmental, Social, and Governance (ESG) matters a priority represent better long-term investment opportunities because they reflect consumer and employee demands for eco-friendly operations and products, community engagement, and responsible corporate action. Regulators, shareholders, and others are calling for enhanced disclosures on climate change, diversity and inclusion, ethical sourcing, and governance. The United Nations has set global goals, independent organizations (GRI and SASB) have set standards, and S&P and Dow Jones have established indices for ranking ESG performance, making ESG reporting a necessity.				
Capital Structure	<div><div>Equity and Debt</div><div><div>Common Stock (Widely Held by Public; NYSE Listed)</div><div>Revolving Credit Facility</div><div>Unsecured Senior Notes</div><div>Commercial Paper</div></div><div>Compliance</div><div><div>Debt Compliance</div><div>ESG / Sustainability Ratings For Socially Responsible Investors</div><div>Transparent Public Disclosure</div></div></div>				
Board	<div><div>Directors and Board Committees</div><div><div>Director 1</div><div>Director 4</div><div>Director 2</div><div>Director 5</div><div>Director 3</div><div>Director 6</div></div><div>ESG Related Issues</div><div><div>Gender and Ethnic Diversity</div><div>Transparent Governance</div><div>ESG-Related Enterprise Risk Management and Processes</div><div>Diversity-Focused Succession Planning</div><div>Code of Conduct for Directors</div></div></div>				
Management / Corporate	<div><div>Executive Team</div><div><div>CEO</div><div>CLO</div><div>CFO</div><div>CCO</div><div>COO</div><div>CMO</div><div>CHRO</div><div>CTO</div></div><div>Enterprise Support Functions</div><div><div>Finance and Accounting: Accounting, Analytics, Financial Reporting, Tax, Risk Management, FP&A, Treasury, and Internal Audit</div><div>Human Resources: Benefits and Compensation, Talent, Diversity and Inclusion, Culture, Employee Engagement, and HR Information Systems</div><div>Technology: IT Strategy, Infrastructure, Equipment, Applications</div><div>Communications: Internal and External Communications, Public Affairs, Corporate Events, and Crisis Management</div><div>Sales and Marketing: Direct and Indirect Sales Force, Customer and Distributor Relations</div><div>Legal: Litigation, Transactions, IP, Governance, Compliance</div><div>Operations: Security, Procurement, Real Estate, Sustainability, EHS, and Logistics</div><div>Strategy: Market and Competitor Analysis, Business Development and Transformation</div></div></div>				
	<div><div>ESG Related Issues</div><div><div>Gender and Ethnic Diversity</div><div>Transparent Management</div><div>Diversity-Focused Succession Planning</div><div>Purpose, Vision, Mission, Values</div></div></div>				
	<div><div>ESG Related Issues</div><div><div>Internal Controls Over Financial Reporting</div><div>Code of Conduct</div><div>Anti-Bribery</div><div>Anti-Money Laundering</div><div>Incentive Compensation Tied to ESG Goals</div><div>Pay Equity</div><div>Employee Diversity and Inclusion</div><div>Culture, Employee Engagement and Employee Wellness</div><div>Data Protection</div><div>ESG Target Setting and Reporting</div><div>Governance</div><div>Compliance</div><div>Policy Development and Implementation</div><div>Audits, Investigations and Fraud Reporting, Whistleblower Hotline</div></div></div>				
Operations	<div><div>Americas</div><div><div>Regional Headquarters Atlanta and Sao Paulo</div><div>Research and Development Centers Suburban Atlanta, Sao Paulo</div><div>Data Center Suburban Charlotte</div><div>Regional Corporate Employees: 475</div><div>Production Facilities (North America) North America: Overland Park, Pueblo, Portland, Toronto, Calgary, Boston South America: Lima, Salvador, Sao Paulo, Recife</div><div>Service Centers Kansas City, Pittsburgh, San Jose, Sao Paulo, Buenos Aires</div><div>Warehouse Operations St. Louis, Chicago, Raleigh</div><div>Regional Plant Employees: 5,600</div></div><div>Europe, Middle East, Africa</div><div><div>Regional Headquarters Paris</div><div>Research and Development Centers Lyon</div><div>Data Center Limerick</div><div>Regional Corporate Employees: 230</div><div>Production Facilities Europe: Dusseldorf, Lisbon Africa: Cairo</div><div>Service Centers London, Frankfurt, Dubai</div><div>Warehouse Operations Manchester</div><div>Regional Plant Employees: 2,670</div></div><div>Asia Pacific</div><div><div>Regional Headquarters Singapore</div><div>Research and Development Centers Sydney</div><div>Data Center Ulsan</div><div>Regional Corporate Employees: 180</div><div>Production Facilities Melbourne, Taipei, Tokyo, Guangzhou</div><div>Service Centers Seoul</div><div>Warehouse Operations Manila</div><div>Regional Plant Employees: 3,290</div></div></div>				
	<div><div>ESG Related Issues</div><div><div>Code of Conduct for Suppliers</div><div>Employee Safety</div><div>Hazardous Waste Management</div><div>Circular Product Lifecycle Management</div><div>Environmentally-Efficient Buildings LEED Certification, etc.</div><div>Ethical and Diverse Supplier Sourcing</div><div>Inclusive Workforce Policies</div><div>Product Safety</div><div>Human Rights Adherence and Advocacy</div><div>Prioritizing Total Wellbeing for Employees</div><div>Advocacy and Lobbying for Social Advancement</div></div></div>				
	<div><div>Suppliers</div><div><div>Fabricated Metal, Electricity, Natural Gas, Water, Chemicals, Coatings, Plastics, Sub- Assemblies, Packaging Materials, Active Ingredients, and Other Raw Materials Supplies</div></div><div>Customers</div><div><div>Sales of Finished Goods and Services</div></div></div>				
Use Financial Markets to Accelerate Climate Transition					
<div><div>1</div>Innovative, Green Financing</div> <div><div>Goldman Sachs</div><div>JPMorganChase</div><div>Goldman Sachs will be a leader in the development of innovative financing approaches that drive capital toward green projects</div><div>JPMorgan Chase advances sustainability by integrating environmental issues into due diligence and analysis and developing financial solutions that generate positive environmental impacts</div></div>					
Use Financial Markets to Achieve Social Goals					
<div><div>6</div>Socially Conscious Financing</div> <div><div>BANK OF AMERICA</div><div>JPMorganChase</div><div>Bank of America established a \$2 billion Equality Progress Sustainability Bond to advance racial equality, economic opportunity, and environmental sustainability</div><div>JPMorgan Chase advances sustainability by integrating social issues into due diligence and analysis and developing financial solutions that generate positive social impacts</div></div>					
Securities Disclosure and Debt Compliance Reporting					
<div><div>13</div>Reporting</div> <div><div>Alphabet</div><div>JPMorganChase</div><div>Alphabet expects suppliers to source tin, tantalum, tungsten, and gold from compliant-conflict-free smelters, perform due diligence on the source and chain of custody, and provide their due diligence for SEC reporting purposes</div><div>JPMorgan Chase has robust structures, processes, and internal controls over financial reporting designed to promote accountability, transparency and ethical behavior</div></div>					
Corporate Governance and Ethics					
<div><div>14</div>Corporate Governance</div> <div><div>AT&T</div><div>JOHN DEERE</div><div>Deere seeks 45% female and/or racially diverse directors</div><div>AT&T public policy and corporate reputation committee of the board has corporate social responsibility oversight</div></div>					
Ethical Behavior					
<div><div>15</div>Ethical Behavior</div> <div><div>verizon</div><div>WALT DISNEY</div><div>MCKESSON</div><div>Verizon's Ethics Office is the primary resource for employees seeking ethics advice and responding to concerns and complaints about misconduct</div><div>Disney is committed to conducting business in accordance with high standards of business ethics and compliance with applicable laws and rules</div><div>At McKesson compliance is integral to culture</div></div>					
Public Policy					
<div><div>16</div>Priorities and Politics</div> <div><div>United Healthcare</div><div>Walgreens</div><div>Morgan Stanley</div><div>UnitedHealth Group prioritizes advancing policy solutions that expand access to coverage, with the goal of achieving universal health coverage</div><div>Morgan Stanley does not make corporate contributions in the U.S. at the federal, state or local level even when permitted to do so by applicable law</div><div>Walgreens is focused on collaborative solutions, working with government and business partners on opioid drug takeback and addiction mitigation initiatives</div></div>					
Responsible Sourcing					
<div><div>17</div>Responsible/Sustainable Sourcing</div> <div><div>NIKE</div><div>ConocoPhillips</div><div>NORTHROP GRUMMAN</div><div>AmerisourceBergen</div><div>Nike will source 100% of supplies from "sustainable" factories (now 94%)</div><div>Northrup Grumman sponsors academic, customer and industry activities supporting small business growth and development (38.4% subcontractor spending went to small businesses)</div><div>ConocoPhillips is committed to business opportunities and capacity building for local and diverse suppliers.</div><div>AmerisourceBergen has relationships with several supplier diversity councils to actively increase its supplier diversity</div></div>					
Delivering Quality Products					
<div><div>18</div>Delivering Quality Products</div> <div><div>MCKESSON</div><div>McKesson is committed to ensuring products are safe and high quality; it ensures product integrity when receiving and shipping products</div></div>					
Human Rights					
<div><div>19</div>Fair, Respectful Treatment of Others</div> <div><div>Chevron</div><div>MARATHON</div><div>Hewlett Packard Enterprise</div><div>Chevron respects universal human rights in communities where it operates</div><div>Marathon's Human Rights Policy represents its commitment to respect the human, cultural and legal rights of all individuals and communities.</div><div>HPE considers the irresponsible use of technology, irresponsible development of artificial intelligence, and modern slavery as risks to human rights</div></div>					
Privacy and Data Security					
<div><div>20</div>Protecting Personal Information</div> <div><div>DELL</div><div>Del Technologies provides enhanced privacy standards through innovation and partnerships</div></div>					
Protecting Customer Data					
<div><div>22</div>Protecting Customer Data</div> <div><div>Apple</div><div>Cigna</div><div>At Apple, privacy is a fundamental human right and a core value</div><div>Cigna respects customers' and clients' right to privacy and value the trust they place in the company</div></div>					
Harness Valuable Data Flow					
<div><div>23</div>Harness Valuable Data Flow</div> <div><div>Hewlett Packard Enterprise</div><div>HPE will build resilience into intelligent networks (with faster transmission of data from Edge to Core to Cloud, HPE protects networks from cyberattacks, extreme weather conditions, and unexpected demands)</div></div>					