Focusing our diversity, equity and inclusion (DE&I) actions on Clients, colleagues and communities

<table>
<thead>
<tr>
<th>Area of focus</th>
<th>Goal</th>
<th>Key actions</th>
<th>Key commitments and memberships</th>
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| Clients      | Better reflect and understand the unique needs of our Clients across all lines of business and locations | - Inclusive brand, marketing, communications and advertising  
- Multilingual information materials and services  
- Employee education on how to inclusively serve our Clients  
- Internal inclusion networks focused on building community and awareness of diverse Client needs  
- Inclusive products such as gender affirmation benefits |                                               |
| Colleagues   | Nurture an inclusive and respectful workplace where all employees can contribute to their full potential | - DE&I education and awareness for all employees globally to help them embed acts of inclusion into their behaviours  
- Task forces focused on advancing and accelerating our DE&I priorities at the regional and business group level  
- Inclusive policies and business practices  
- DE&I principles and accountability are embedded across global stakeholders  
- Diversity representation among Board members  
- Mentorship and career development programs for diverse talent  
- Employee engagement initiatives, such as executive-led internal forums for fostering learning and discussion  
- Accessible offices, ergonomic solutions and assistive technologies  
- DE&I metrics to gauge progress |                                               |
| Communities  | Better support the communities where we work. And create strong working communities with suppliers who share our commitment to social responsibility | - DE&I and support for marginalized communities is embedded into the enterprise philanthropy strategy  
- Partnerships and memberships with charitable organizations who serve the needs of diverse communities to ensure that our work is rooted in authentic connections  
- Collaboration with groups and leaders working to build DE&I awareness and capability  
- Established a supplier diversity spend target of 5% by 2025 in North America |                                               |