

DE&I IMPACT REPORT

2022





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SECTION 1

A MESSAGE FROM OUR PRESIDENT AND CEO, **CHIP BERGH**

Chip Bergh
President & CEO

A Message From Chip Bergh

President and CEO, Levi Strauss & Co.

On behalf of Levi Strauss & Co. (LS&Co.), thank you for reading our 2022 Diversity, Equity and Inclusion (DE&I) Impact Report. It's our second annual DE&I report, and it couldn't have been compiled at a better time. In this report, you'll read about the strides and changes we've made in service of building a company in which every employee can grow and be heard, seen and valued in their experiences so they can bring their fullest self to work.

Some of these changes are ones you can already see. LS&Co. has increased the representation of people of color at all levels of the organization and the representation of women at the executive level. We've revamped and added to our employee resource groups (ERGs), and our 15 ERGs today boast more than 2,000 employees around the world. You'll also read about improved hiring practices, new career development programs, dozens of events LS&Co. put on in 2022, intersectional advocacy aimed at protecting and empowering our employees, and much more. It's an update on our progress, and a close-up look at the foundation

upon which we're building our next 170 years. It's been a top priority of the company to create a more diverse and equitable workplace. The reasons are twofold. First, it's the right thing to do. We owe it to our employees to build an environment where every single person can bring their authentic self to work, because it's what every single person deserves. Second, it's well-documented that diverse companies outperform homogenous ones. To best serve our fanbase, we must reflect it. It's the only way our business can continue to compete and thrive going forward.

Making LS&Co. more diverse and creating a culture of belonging will make us a better company. We know this is a journey, and I'm excited about our progress, the leadership of our DE&I team and LS&Co.'s future. We're building the foundation for the next 170 years, right now. Let's get to work.



Chip Bergh
President and CEO

A photograph of three women of Asian descent sitting together and laughing heartily. The woman in the center has long, wavy brown hair and is wearing a light blue denim shirt. The woman on the left has long dark hair and is wearing a white shirt under a brown cardigan. The woman on the right has long dark hair and is wearing a denim jacket. They are all smiling broadly, showing their teeth.

SECTION 2

REFLECTING OUR CONSUMERS

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Sarah Mayhue
Merchant,
Global Accessories

Juliette Horiuchi
Senior Merchant, Global Accessories
and Licensed Categories

Jeanie Won
Senior IT Data Analyst



Jamila Hubbard
Senior Manager,
Diversity, Equity and Inclusion

Mallory Baker
Senior Recruiter

Pay Equity at LS&Co.

5

Fair pay, every day

To help fulfill our commitment to fair and equitable compensation, LS&Co. conducts an independent pay equity audit every other year for U.S. employees.

Our latest audit was completed in 2022 and covered our U.S. nonunion population, including corporate and retail employees as well as distribution center management. The study considered job level, performance, experience, and other factors such as promotions and location of jobs.

The audit confirmed that we do not have any systemic pay differences across gender and ethnicity. We're dedicated to keeping it that way.

Fair pay, everywhere

Our pay equity audits in the U.S. are a start, but we are going further to eliminate bias, increase transparency, and ensure that pay is based solely on merit and performance.

To make sure our compensation practices are fair and equitable for all employees – regardless of their location or background – we are expanding our pay equity audits to new markets beyond the U.S. and taking a close look at our pay practices and salary ranges. We are also focused on building our managers' competency and ability to navigate compensation conversations as a means to increase transparency around pay for employees.

We're determined to eliminate bias, increase transparency, and ensure that pay is based on merit, performance and other pertinent factors like market expertise and experience, role, etc.

Representation in 2022

Making tangible progress across diversity, equity and inclusion

AT LS&CO., WE'RE COMMITTED TO ADVANCING EQUALITY THROUGH HIRING, RETENTION AND PROMOTION PRACTICES. OUR GOAL IS TO BUILD AN ORGANIZATION THAT REFLECTS THE FULL DIVERSITY OF THE COMMUNITIES WHERE WE WORK AND SERVE – BECAUSE WE KNOW A MORE DIVERSE COMPANY IS A STRONGER COMPANY.

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A Pattern of Growth

In 2020, LS&Co. announced its commitment to strive to increase its representation of executive women as well as people of color at all levels of the organization. We're pleased to report that we are making significant progress against our goals. Our overall growth was driven largely by increases in Black and Hispanic/Latinx representation across our corporate population, with Hispanic/Latinx and Asian talent driving representation growth in our retail and distribution centers. Our overall workforce is still majority women, and we've successfully increased women representation on our executive and top management levels.

While we're pleased with our progress, we must strive to ensure our progress is sustainable, bolstered by a culture of belonging, and includes an inclusive and rewarding employee experience.

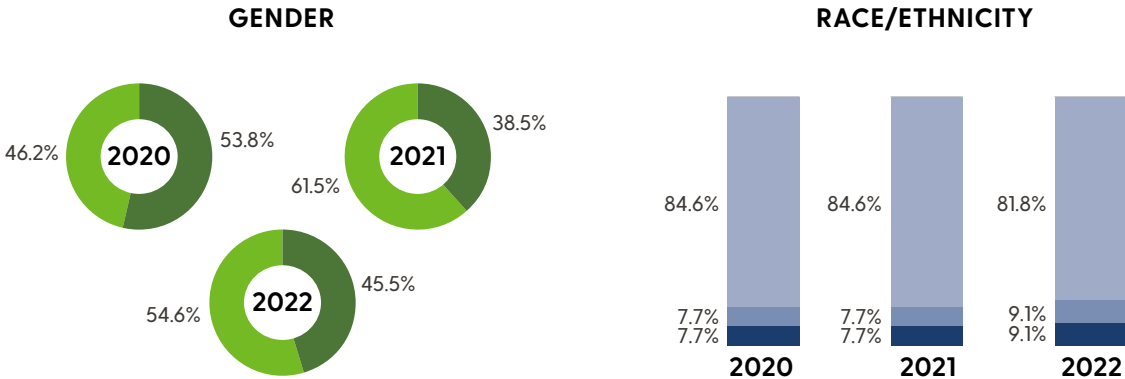
Data Criteria and Disclaimers

- Data reflects our workforce across three years, from 12/31/20 to 12/31/22.
- Gender data is global; race/ethnicity data is U.S.-only.
- Executive management is defined as the executive leadership team (ELT).
- Top management is defined as the top ~250 leaders in the company.
- Other BIPOC refers to Black, Indigenous and People of Color.

LS&Co. Workforce

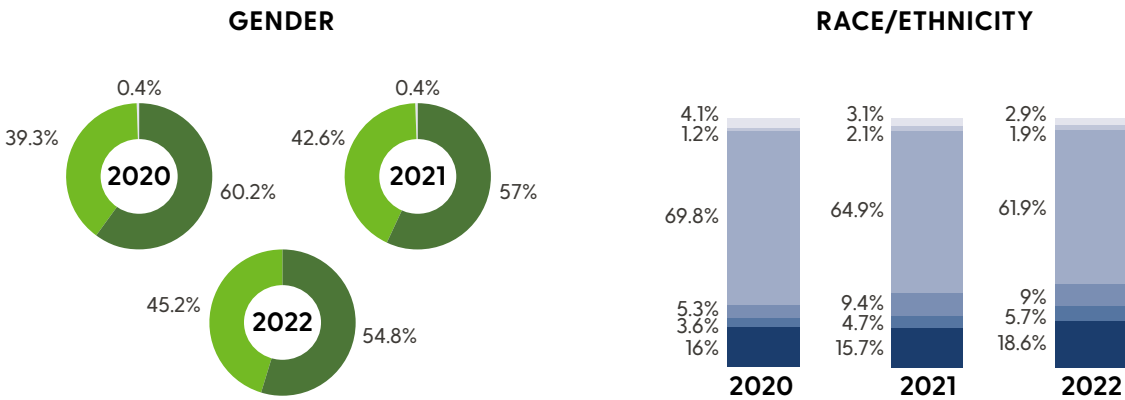


EXECUTIVES



Globally, our executive leadership team remained majority women. Within the U.S., we saw an increase in both our Asian and Hispanic/Latinx populations.

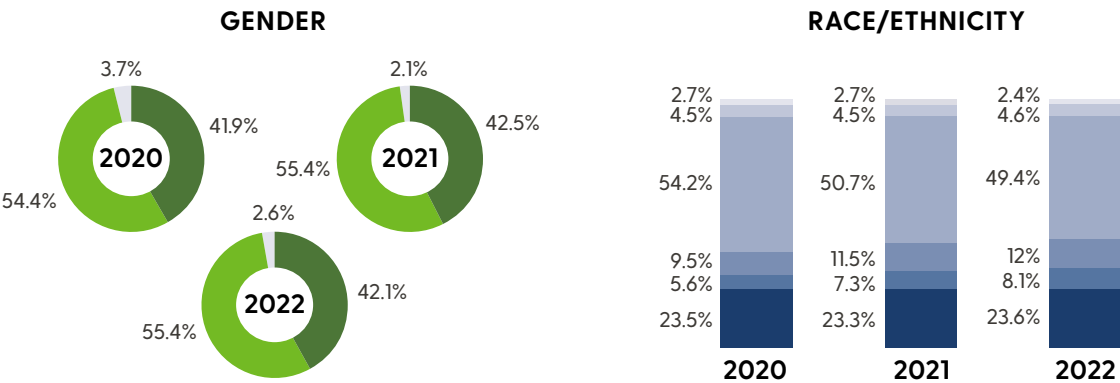
TOP MANAGEMENT



We saw the greatest overall growth of women globally within our top management ranks, while representation of Black, Indigenous, and People of Color (BIPOC) continues to rise, with notable increases in our Asian, Black, and Hispanic/Latinx populations.

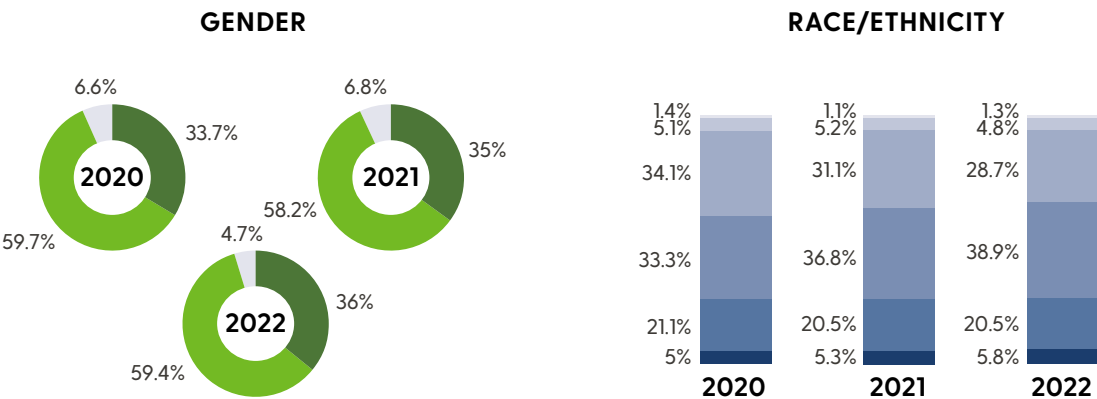


CORPORATE



Our corporate workforce continues to be more diverse in race/ethnicity and gender, with representation of women slightly increasing. In the U.S., Black and Hispanic/Latinx talent continue to drive representation growth, leading to greater racial diversity.

FRONTLINE WORKERS



Globally, representation of women among frontline workers decreased slightly. In the U.S., this population continues to be more racially diverse, driven by increases in Asian and Hispanic/Latinx talent.

Data insights reflect the actual population size growth versus changes in percent representation.

A photograph of Elizabeth A. Morrison, a Black woman with her hair styled in two large, rounded buns. She is smiling and looking slightly to the right. She is wearing a black cardigan with white floral embroidery, a silver chain necklace, and a silver bracelet. She is sitting on a blue couch with a blue and white striped pillow. In the background, there is a storefront for 'LEVI'S TAILOR SHOP' with text like 'Services', 'TAILORING & CUSTOM', 'REPAIRS', and 'TAPERS' visible.

SECTION 3

A ROADMAP FOR GROWTH

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Elizabeth A. Morrison
Chief Diversity, Equity and Inclusion Officer

A Message From Elizabeth A. Morrison

Chief Diversity, Equity and Inclusion Officer

GOING FAR TOGETHER

Recently, I was asked how I would continue to drive DE&I amidst a growing set of dynamic and complex societal challenges like tough microeconomic conditions, increasing ethnic and faith-based hate and violence, and legislation seeking to restrict and/or eliminate bodily autonomy.

My response was that DE&I – historically underfunded, under-resourced, and often a moving target of prioritization for businesses – has never been easy. Practitioners have always had to be creative, persistent, and strategic to stay the course and drive change. While context may shift, challenges are challenges. As we've done before, we will find ways to continue to strive for equity, inclusion and equality.

As I often say, in DE&I, there are no silver bullets. This means that the organizations that embrace a multi-year, multifaceted commitment to assess, plan, invest, measure and drive accountability for their plans and progress are the ones that will ultimately be successful in creating sustainable change and positively impacting their employee experience and culture through DE&I.

This is what we put in motion at LS&Co. in 2020 when we announced our goal of recruiting, hiring

and promoting more people of color at all levels and to increase the number of women in executive positions. Since that time, we have taken consistent steps on our journey, responding to changing conditions, adapting when necessary, but always moving forward.

What I also hope you'll realize is that this work is the result of the passion, purpose and hard work of my team, our employee resource group (ERG) leaders, our executives, our functional leaders, and our colleagues in Human Resources, Corporate Affairs, Procurement, Brand Marketing and more. This is and must be a group effort, one that starts with our CEO and cascades throughout our organization to our frontline global retail, distribution centers, and plant team members.

As my favorite African proverb states, "If you want to go fast, go alone. If you want to go far, go together." At LS&Co., we're absolutely in this together. I could not be prouder or more grateful to be on this journey to belonging with such a committed group of passionate professionals taking action to be the change they want to see in our world.



Elizabeth A. Morrison

Chief Diversity, Equity and Inclusion Officer

GOING FURTHER

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|| Pronay Mukherjee
|| Business Information Security Officer

Global DE&I Strategy

Every step on our DE&I journey is a step closer to a workplace where everyone truly feels they belong, and can do their best work. Since launching our global strategy in early 2021, we've made some major strides.

The question we constantly ask ourselves is: How can we not only continue this good work, but accelerate it and make it sustainable?

Let us count the ways.

Diversity Action Plans

Mapping the path forward

To achieve all of our DE&I goals, we need everyone on the same page – from executives to people managers to cultural influencers.

So in 2022, we began to roll out customized Diversity Action Plans (DAPs) for business units (BUs).

The plans are based on each BU's results within the five key drivers of DE&I: representation, retention, promotion, retention and inclusion. They contain both global actions, and local actions.

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----- IN 2023, LOOK FOR -----

- More DAPs in more BUs.
- A focus on manager competency and accountability.
- The launch of key aspects of inclusive recruiting.
- A continued focus on retention, career growth and development.
- A revamp and global relaunch of LS&Co.'s employer brand.

**WE'RE
ALL IN
THIS
TOGETHER**

Adil Rizvi
Senior Director, AI/ML Platform

DE&I Objective Setting

We're all in this together

In 2022, we put DE&I front and center in performance management.

First, we created a resource guide to help LS&Co. employees understand the **5 key drivers of strategic DE&I**. They used it to:

- Increase DE&I knowledge and capabilities.
- Set annual DE&I performance objectives.
- Navigate Diversity Action Plans (DAPs).

5 KEY DRIVERS OF STRATEGIC DE&I



DE&I OBJECTIVES

Among other things, the guide offers step-by-step advice for crafting a meaningful, individual DE&I objective. We rolled it out in January 2022, in time for employees' annual objective setting process.

By asking every employee to set a DE&I objective – and taking time to show them how – we're making this work personal.

We're also creating change on a larger scale: shifting behaviors, establishing global practices, and driving progress through collective action.

Of our total employees, 60% of them set performance objectives and 50% of them set DE&I objectives. It's a testament to our employees' passion for culture and inclusion.

Efficacy-Focused Talent Development Programs

Addressing headwinds



OFTEN, LEADING IS ABOUT LISTENING.

To improve how LS&Co. identifies and develops its next-generation leaders, we dug deep into engagement survey data. We listened to employees via True Blue, our annual listening and learning tour. We extensively researched the challenges faced by employees in historically underrepresented groups.



ONE IMMEDIATE RESULT:

We created two efficacy-focused talent development programs – LS&Co. Lab and Elevate: Accelerate Your Career – to empower future leaders. These programs are just two of the many offerings LS&Co. provides its employees to empower and develop future leaders.



Scan to hear from a few program graduates.

“I was so thankful for the opportunity to participate in the first LS&Co. Lab cohort with such an amazing group of women. The exposure to other women leaders at LS&Co. has been invaluable. We have collaborated and learned from one another throughout the program, and will continue to do so even after graduation. I truly enjoyed the speakers and sessions that allowed us to focus on how we can leverage our strengths and show up as strong leaders.”

—Melissa Trevino
Vice President, Global Strategic Sourcing



**OUR INAUGURAL CLASS
WAS MADE UP OF
15 PARTICIPANTS
FROM A VARIETY
OF BACKGROUNDS
FROM AROUND
THE GLOBE.**

**LS&Co.
LAB**

Payal Nagwani
Director of IT, Beyond Yoga,
and '22 LS&Co. Lab Graduate

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“The best part of the LS&Co. Lab program and cohort for me was the opportunity to use the dedicated time to understand how my behavior impacts others, so I can be my best self as a leader. I also had a great opportunity to network and build my business acumen by interacting with women colleagues in our company who run key parts of our business.”

—Shalonda Welborn
Senior Director, Global HR Operations

LS&CO. LAB

This six-month executive development program guides high-performing senior women to supercharge their careers.

From performance appraisals to personality assessments, classroom activities to executive coaching, members focus on:

- Self-awareness and leadership effectiveness.
- Business acumen and political savvy.
- Personal resilience, confidence and branding.
- Peer relationships and executive sponsorship.

Elevate: Accelerate Your Career



This four-month career efficacy program honors the unique experiences, challenges and obstacles often faced by Black and Hispanic/Latinx talent.

Participants focus on personal empowerment, career goal-setting and mapping, and relationship building. Meanwhile, their managers attend workshops too – helping them to increase their cultural competence and become more inclusive leaders.



Our inaugural class was made up of 20 U.S. employees from a variety of backgrounds and experiences.

“Being a part of the Elevate program was very enlightening. I have learned how to embrace efficacy and gained invaluable knowledge that will in turn lead me to the career of my dreams. My personal vision for my career is clear and I know what steps are needed to create the path to my future success. It has been such an honor to be a part of this company and program.”

–Whitney Bragg Chapman
Manager, Brand Environment, Retail

Jose Quiroga
Director, Fit and Technical Development



CLASS OF 2022

“After participating in this program, I feel for the first time in my career that I have the clearest vision of my short- and long-term goals, and actions to take to get there. One of those actions has been challenging myself to build authentic, collaborative relationships with peers and leaders that can help in my career development. It’s been incredible as well to hear the perspectives of other diverse colleagues at LS&Co. They’ve been pioneers for the new generation of diverse talent to flourish. As a young professional, I’m grateful to continue their legacy.”

—Omar Luna
Merchant, Global Men’s Bottoms, Levi’s®

RECRUITING AND ATTRACTING DIVERSE TALENT

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|| Austen Lowitz
|| Senior Compensation Analyst

Diversity and Early Careers

Recruiting and attracting diverse talent

DE&I is a marathon, not a sprint. To really move the needle on diversity representation, we need to ensure we enhance our efforts to identify and recruit top diverse talent into the organization, and then eliminate barriers to success.

IN 2022, WE:

- Built and developed our global recruitment team.
- Led DE&I learning sessions for our Talent Acquisition partners.
- Launched a standardized playbook and tools to share industry data and best practices for recruiting diverse talent.

AS A RESULT, WE:

- Created an active pipeline of over **5,600 applicants from historically underrepresented backgrounds**.
- Extended our annual sponsorship with **seven of our diverse talent partners**.
- Partnered with Clark Atlanta University to facilitate a **six-session design course** that showcased **22 employees** from our brand and product teams.
- Hosted **22 branding and recruiting events directly targeting top diverse talent**.
- Maintained strategic partnerships for **two of our key business functions: Design and Brand, and Technology**.

“While I’m proud of what we accomplished in 2022, I’m even more excited for the evolution of our talent acquisition organization – which will help increase the representation in our recruitment pipeline and create pathways into key roles at LS&Co.”

—Crystal Sequeria
Senior Manager, Global Talent Enablement



NEXT STEPS

We'll continue to source from and partner with dynamically diverse and inclusive organizations for our current and future talent needs. After all, our diversity is our superpower.

LS&Co.'s Fostering Influential Talent (F.I.T) Program

The future looks bright

Sharpen your pencils. LS&Co.'s undergraduate and graduate interns engage in a full learn-by-doing internship experience. That means meeting with cross-functional partners, gaining deep insights into the company's inner workings, and completing individual and group projects with other interns.

In 2022, to diversify the program's talent pool, the campus recruiting team reached out to a wider range of organizations that support Black, Hispanic/Latinx and women university students – like the National Black MBA Association, Society of Women Engineers (SWE), Society of Professional Hispanic Engineers (SHPE) and INROADS.



2022 Interns



“The best two things about LS&Co.'s internship are that we got sessions to learn the organization, culture and business every week. We got real business problems to work on and our thoughts were heard by managers and coworkers.”

—Yi Luo
Global Data Enablement Intern



It led to one of our largest and most diverse intern classes to date.

44

full-time offers extended at the
end of the program with a

77%

acceptance rate

Also in 2022, we expanded the program to include Canada, bringing inaugural interns. We extended full-time offers to two of these interns, and both accepted.

“IT HAS BEEN AMAZING TO BE AT LS&CO., AS THEY TRULY CARE ABOUT THEIR INTERNS AND WANT THEM TO BE THE BEST THEY CAN BE. I WAS SO LUCKY TO BE THERE.”

—Akhil Modali
UX Research Graduate Intern



Re-establishing Our Presence in Thailand

Going “Behind the Seams” to attract the best and brightest

In 2022, LS&Co. made a bold move to re-enter the commercial market in Thailand and establish ourselves as a leader in the fashion industry.

To attract the best and brightest talent in Thailand, we invited potential candidates to go “Behind the Seams” to see firsthand the dynamic and inclusive environment we’ve created.

It was a hit. “Behind the Seams” helped us stand out as a top employer in the market, attracting a diverse and talented team to support our corporate and retail operations.

WITH THIS CAMPAIGN:

- We **converted and hired 300+** candidates.
- We told the story of LS&Co. and **brought to life a diverse set of roles** that make up our workforce.
- **8.2 million potential talent prospects saw our content** in the Thai market.
- When new hires were asked how they heard about LS&Co., they frequently mentioned “**Behind the Seams.**”

NEXT STEPS


We’re excited to be back in Thailand, with a team that reflects the vibrant culture and diverse perspectives of the country.

“We are incredibly proud of the impactful employer brand campaign that we launched in Thailand last year. Not only did it successfully attract over 300 highly talented new hires, but it also resonated with countless potential candidates, setting the stage for future growth and expansion in this market. One of the most impactful elements of the campaign was utilizing the authentic voices of our existing employees to amplify our brand values and showcase the unparalleled experience of working for this great company.”

—Naseem Khan
Senior Director/HRBP, East Asia PAC







Whitney Bragg Chapman
Manager, Brand Environment, Retail

SECTION 4

PROGRAMS WITH PURPOSE

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Focus for Success

Our values run deep at LS&Co., but we're still in the early stages of our DE&I work. We're asking ourselves:

- How can we build a team that's more diverse, equitable and inclusive today than it was yesterday?
- How can we go beyond inclusion, and arrive at belonging?
- How can we ensure employees from all backgrounds, identities and beliefs feel like they can be themselves at work?



ONE KEY ANSWER

PROGRAMS WITH PURPOSE.

IN 2022, WE FOCUSED THESE PROGRAMS IN THREE AREAS:

1

**BUILDING OUR
CAPABILITIES**



2

**INVESTING IN
OUR TALENT**



3

**DRIVING
EQUITY**



1. Building Our Capabilities

Taking #ThePledge

Our promise to each other



Employees from all over the world created the time and space to participate in **#ThePledge** – our global training initiative for which we bring in engaging speakers and experts to conduct workshops for employees on all levels focused on core DE&I and leadership topics. The topics include bias, inclusive and effective leadership, microaggressions and psychological safety.

At the heart of this work? Our pledge to work together for a more inclusive LS&Co.

This year's theme: how to identify, disrupt and address microaggressions.

#ThePledge2022 results included:



73%

global participation rate



43

online/live facilitated courses in **seven** languages



7,467

global corporate and U.S./Canada retail employees



93%

of surveyed employees say they feel very confident applying their learnings



With net promoter score (NPS) above 50% considered "excellent,"

59% NPS

for the course and a

62% NPS

for facilitator Dr. Jamila Codrington



“During our True Blue global listening and learning tour in 2021, employees specifically asked to learn more about microaggressions. We delivered and they leaned in – not only with great global attendance, but with high levels of interaction with each other and our facilitator, Dr. Jamila Codrington. Our training results speak to our pledge for a more inclusive LS&Co., and a stronger performing organization – one we all value and are actively working to protect.”

–Elizabeth A. Morrison
Chief Diversity, Equity and Inclusion Officer



“DE&I training is so important, not only to me but to my entire team and our community! The lessons being taught through LS&Co.’s DE&I training are valuable far beyond our jobs here in the stores. We are learning things we can take with us everywhere we go, whatever we do. It’s amazing to work for a company that provides these DE&I resources to everyone. The microaggression sessions held virtually for leaders, and through Learning Lab for all team members, were really eye-opening. I learned to think about the unconscious biases I may have and how to challenge them going forward. I now also have the knowledge and confidence needed to tackle microaggressions in and out of work, and that is extremely valuable.”

–Abby Mertzic
District Training Manager, New England



“For me, taking #ThePledge2022 and committing to training is the start of ‘doing the work.’ With a personal mission to make it easier for those to come, #ThePledge2022 gives me the opportunity to learn ways to navigate and have a voice against microaggressions. More importantly, the pledge helps me be more self-aware of how I may present and how I can be a better ally to other minorities and communities.”

–Jeremy Brown
Senior Planner, Dockers North America

NEXT
STEPS

#ThePledge2023 will feature psychological safety training by Dr. Jamila Codrington.

Global Self-Identification

LS&Co. is everyone



**ONE OF OUR
EARLIEST PHRASES
FROM LS&CO.'S DE&I
JOURNEY IS STILL ONE
OF OUR FAVORITES:
WE WANT TO BE SURE
“OUR INSIDES MATCH
OUR OUTSIDES.”**

In other words, we want our workforce to be more representative of our fans, our consumers, and the communities in which we live and work.

In 2021, we first launched global self-identification (GSID), an initiative targeting five of our largest consumer markets. GSID offers employees the opportunity to voluntarily disclose additional aspects of their identity, including race/ethnicity, gender identity, sexual orientation, veteran status and disability status. Each year we seek to expand our GSID countries.

Participation is strictly voluntary. The data is confidential and viewed only in the aggregate to support a data-driven approach to DE&I, talent and benefits strategy.

IN 2022:

- We launched GSID campaigns in **two new countries, China and Singapore**, adding to our existing markets in the U.S., United Kingdom, Spain, and Germany.
- We launched **three new categories in China**: gender identity, sexual orientation and disability. We also launched a new disability category in Singapore.
- We **increased participation by approximately 1-8%** in new and existing categories for the GSID participating countries.
- Our leaders were engaged in the process and actively advocated for participation.

“One of the best ways to create a culture of inclusion is to have a workforce that reflects our consumers. GSID allows us to collect intersectional data that cuts across race, gender, veteran status and other identities to help us capture a more accurate snapshot of our workforce. GSID empowers everyone at LS&Co to be more visible while enabling DE&I to create more customized programs globally.”

**—Frances Bingham
Program Manager of DE&I Programs
and Operations**

2. Investing in Our Talent

RISE

Leadership through a women's lens

Originally launched in Europe in 2020, our RISE development program is another targeted initiative focused on women at LS&Co.

The program empowers participants to map a clear career vision and strategy rooted in self-awareness, confidence, and authenticity.



THE 2022 COHORT INCLUDED:

48 WOMEN

**FROM EUROPE AND THE ASIA
PACIFIC, MIDDLE EAST AND
AFRICA REGIONS.**



BY SPRING 2023,

OVER 100 WOMEN

**WILL HAVE GRADUATED
FROM RISE.**



“RISE was a truly holistic approach to leadership through a women's lens, and it was as much about the community as it was about the content. The content was progressive, thought-provoking and in some cases illuminating and game changing. The community was and continues to be a supportive, open, safe space where we are able to share without judgment and learn from others' experiences and feedback. I have gained so much from being part of this program.”

—Vicky Skelton
Managing Director, Canada

**AND WE ARE THRILLED TO SHARE WE'VE TRANSFORMED RISE INTO RISE@STRAUSS AND THAT
MOVING FORWARD, WE WILL WELCOME EMPLOYEES OF ALL GENDERS TO THE PROGRAM.**

Leading With ALPFA

Empowering our Hispanic/Latinx talent

We partner with the Association of Latino Professionals for America (ALPFA). Its Leadership, Engagement, Advancement and Development (LEAD) program is a holistic learning experience that addresses both professional and personal aspects of growth. It builds skills, strategies and a peer network, particularly for Hispanic/Latinx professionals.

THIS YEAR:

- **Two high-potential LS&Co. employees** participated in the program, joining members from other industries and organizations.
- LS&Co. participants spent **10 hours total on their development** in this program over the course of two days.

“ATTENDING THE ALPFA LEAD PROGRAM WAS SUCH AN EMPOWERING EXPERIENCE. THE OPPORTUNITY TO LISTEN AND LEARN FROM THESE ESTABLISHED PROFESSIONALS AND NETWORK WITH PEOPLE ALL OVER THE COUNTRY WAS VERY HUMBLING.”

—Tiffani Price
Senior Graphic Designer



3. Continuing to Drive Equity

Affirmative Action

We can do more

LS&Co. is classified as an affirmative action employer by the U.S. government, meaning we have legally mandated standards for proactively recruiting, hiring and promoting women, minorities, disabled individuals and veterans.

When it comes to equitable opportunity, we believe “good enough” isn’t good enough. We want our programs and initiatives to create lasting change that is seen, felt and believed throughout our organization.

We see affirmative action as the floor, not the ceiling, and will actively promote equitable opportunity regardless of an individual’s race, gender, national origin, sexual orientation, or other factors. We’ll continue to go above and beyond what’s required to ensure DE&I in our hiring and retention practices, while developing the inclusive competencies and accountability of our people leaders.



**WHEN IT COMES
TO EQUITABLE
OPPORTUNITY,
WE BELIEVE
“GOOD ENOUGH”
ISN’T
GOOD ENOUGH.**

|| Omar Luna
|| Merchant, Global Men’s Bottoms

Standardized U.S. Relocation Policy

Greater access and opportunity across the U.S.



To attract the best, brightest and most diverse pool of candidates, LS&Co. launched a standardized U.S. relocation assistance policy in 2022.



For roles based in U.S. corporate offices, business leaders may now choose for a role to be remote or – if the candidate needs to be in an office but lives outside the commutable area – receive relocation assistance.

“LS&Co. intentionally aims to create a more equitable and fair workplace for all employees. By standardizing our approach to relocation assistance, we remove barriers to aid in hiring top diverse candidates. With an expanded landscape for talent, we intend to source and onboard the world’s brightest and best.”

–Brandon Stephens
Global Head of Talent Acquisition

**BECAUSE
WHERE
YOU LIVE
SHOULDN'T
LIMIT
WHAT YOU
CAN DO.**

|| Brandon Stephens
|| Global Head of Talent Acquisition

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Facilities Inclusion and Gender Transitioning Guidelines

You're safe, you're celebrated, you're you

Accessible gender-inclusive facilities and work spaces are part of a safe, nondiscriminatory environment where everyone can thrive. We've partnered with LS&Co.'s facilities group to plan for more inclusive and accommodating office headquarters, plus supporting policies.

Where possible, LS&Co. offers gender-inclusive restrooms in many offices across the world, and we have plans to add additional gender-inclusive restrooms in 2023. We've also taken inventory of meeting rooms named after significant icons to ensure they represent our values of inclusion.

IN 2022:

- LS&Co. **created enhanced gender transition guidelines for managers.**
- We hosted **two “Denim Table Talks” speaker series sessions focused on gender inclusion and pronouns**, open to all employees globally.

As we continue to create more inclusive and accessible offices, we'll support our employees in their sincere understanding of workplace changes. Together, we'll create a vibrant, respectful, psychologically safe environment for everyone.

“Having a diverse and inclusive workforce, supported by a diverse and inclusive workspace, reflects who we are as a company. As an organization that champions gender-inclusion, we are fostering an environment that shows that this company doesn't just tolerate our differences, but celebrates, respects and affirms them.”

—Christina Rivera Glennon
Global Head, DE&I Programming
and Operations

Global Parental and Paid Leave

Time for well-being – yours and theirs

To provide our employees with a stronger safety net, LS&Co. enhanced its core minimum paid leave standards around the globe.

We know that time off work can be critical to our well-being, and our employees’ needs are not one-size-fits-all. To ensure our employees receive equitable paid leave regardless of their geographic location, we implemented a global core minimum standard. This policy enhancement is the first step in fulfilling our commitment to providing equitable paid time off in a way that fits our employees’ unique needs, regardless of location.

ALL BENEFITS-ELIGIBLE LS&CO. EMPLOYEES NOW HAVE ACCESS TO PAID LEAVE AT A MINIMUM CORE STANDARD:



12 weeks

*for pregnancy
disability leave*

8 weeks

*for parental bonding
available to both parents
(primary and secondary)
including partners*

8 weeks

for family care leave

Employees in countries where the local policy offers a greater amount of paid leave will maintain the higher amount – but this policy change enhances the benefits for many of our employees around the globe.

This helps LS&Co. remove financial stress from our employees when they need time off work to be with their families, and ensures that they receive fair and equal access to these important benefits.



“LS&Co. is excited to bring our core values of integrity, respect and empathy to our global workforce through the new Global Paid Leave program enhancement. This will enable our employees to experience the financial security to spend time with their families when welcoming a child, including adoption or fostering. It also helps support employees when they experience family medical concerns or need to care for their families and balance their careers.”

–Kathy Farmer
Vice President, Global Benefits

Service Members and Military Families

A team that supports and understands you

LS&Co. continues to seek ways to earn a reputation as an employer of choice for veterans by creating a culture that supports, understands and celebrates our military community. We recognize service members bring critically important skills to the workforce, including unique leadership qualities that make them a coveted source of talent. To establish our standing as a military inclusive company, we will continue to drive progress through education, meaningful programming, and lasting partnerships with Veteran Service Organizations (VSOs).

IN 2022:

- **LS&Co. partnered with Hiring Our Heroes** to expand our workforce knowledge about veterans and their transition needs.
- We submitted **two military-specific policies** supporting job transferability for military spouses and domestic partners, as well as the employment and re-employment of veterans.

“From celebrating veterans, challenging stereotypes that surround them, and understanding their remarkable job skills, we’re doing the groundwork to help close the gaps that exist when service members leave the military. I can’t think of a better way to thank a veteran – and strengthen our business – than by offering them an exciting second career with a company that appreciates their skills as much as their service.”

–Christina Rivera Glennon
Global Head, DE&I Programming and Operations and U.S. Army Veteran

LS&Co. Accessibility Initiative

A digital experience everyone can enjoy

We want every consumer to find what they need on our websites, apps and other digital tools.

To make that possible, we're working hard to remove accessibility barriers across our digital content. Our goal: to provide people with disabilities the same access to our products and services as anyone else.

IN 2022, WE:

- Established a steering committee and core team to lead the work.
 - Selected a partner to perform an assessment of our corporate and brand digital channels.
 - Built our findings and resolution actions into our 2023 brand marketing plans.
- Established an accessibility message on [Levi.com](#) and RedTab mobile app.
 - Expanded program knowledge to our Dockers® and Beyond Yoga® brand technology teams.

NEXT STEPS

Throughout 2023, we'll continue this work globally to standardize our digital experience.

“Accessibility isn’t a topic that just affects some of us. The accessibility problems of today are the mainstream breakthroughs of tomorrow. Accessibility helps remove all kinds of barriers and showcases benefits of technology to everyone.”

—Yulia Groza
Vice President, Consumer and Customer Technologies

SUPPORT FOR MARGINALIZED BUSINESSES

Jennifer Lopez
Lead Stylist

Supplier Inclusion and Supply Chain Equity

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When we think about the many ways that an iconic company like LS&Co. can increase equity, we don't stop with employees. We also strive to increase the number of suppliers owned by underrepresented groups.

In 2022, we laid the groundwork:

- We onboarded some of our largest and most important suppliers to the EcoVadis sustainability monitoring platform, which provides visibility into whether their environmental and social-governance activities and aspirations are aligned with our own.
- To better communicate our expectations to our partners, we also drafted a Supplier Code of Conduct program that launched in January 2023 for our indirect suppliers.

While we're in the earliest stages of systematically embedding DE&I into our supplier programs and standards, we're fully committed to creating lasting progress. This will create opportunities for marginalized businesses while also contributing to LS&Co.'s growth, innovation and sustainable success.

“The purpose of our program is not a compliance exercise, but something that contributes to our goal of increasing economic parity across the communities we live and work in.”

—Lisa Spice
Director, Global Strategic Sourcing
and Supplier Inclusion



SECTION 5

CULTIVATING AN INCLUSIVE CULTURE

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Left to Right:
Jeanie Won | Senior IT Data Analyst
Chigo Ikeme | Fabric Developer
Pam Bacani | Merchant, Global Accessories and Licensed Categories
Front: Emmanuel Williams | Assistant Designer, Men's Denim

2022 DE&I Champions

Developing and advancing our culture of inclusion and belonging would not be possible without the help of our leaders and employees who role-model our inclusive leadership

behaviors. In 2022, some of our employees went above and beyond to take action and bring inclusion and belonging to life for our employees and potential talent prospects.

Meet Our 2022 LS&Co. DE&I Champions



Bria Cheng

Lead Tailor, Market Street Flagship Store

I started my journey at LS&Co. five years ago on the sales floor as a stylist. Amazed by the talent in our store's Tailor Shop, I knew I wanted to be a part of it somehow.

Lacking a formal design degree, the best trait I thought I had to offer was my willingness to learn. However, I was lucky to have leaders who recognized the opportunity to foster new talent. Diversity, equity and inclusion are three very essential topics for me. In my role as a leader, I seek out valuable traits and experiences, looking beyond degrees. I make a commitment to develop potential that I see, as others have done for me.



Carly Yu

Marketing Director, Beyond Yoga

Growing up in a racially diverse immigrant community has provided me with such a rich experience, and it's these unique inputs that have shaped me as a leader (and marketer) today. DE&I is so critical in creating a safe environment for the open exchange of ideas, empowering individuals to challenge and question when things don't make sense and to truly reflect on our own personal journeys. This is what creates dynamic teams, and this is what makes our work so exciting!

Our diverse backgrounds, lived experiences and perspectives are something to celebrate — it's what gives us texture, it's how we spark innovation, and most importantly, it's core to our authenticity.



Alex Isaac

District Retail Manager, South Florida and
Elevate: Accelerate Your Career Graduate

DE&I is important to me as a leader because it encourages greater diversity and inclusion across our teams and ensures that team members are heard, respected and valued, which means you have a higher retention rate.

Teams are more successful when you can create an inclusive environment, and results are sustainable. When all of this is at play, you can quite literally see teams and companies grow over time.

Also, I want to be in an environment where individuals are recognized for what they bring to the table and not for how they look.



Steve Nelson

Senior District Retail Manager and
Elevate: Accelerate Your Career Graduate

Thirty years ago, before it was legal to marry my husband, I remember being added to his health insurance. At the time it was significant – almost radical in my mind. Where I grew up, there were no gay role models and very few public figures who had kids or a career – there weren't public people who looked or acted like me.

Today, DE&I is about visibility and representation, about being seen and valued. People need to see themselves in the people they work with. For some, work may be the only refuge where a person feels valued, the only place they can be their true selves. I have a responsibility to those who come after me to help contribute to that environment – that place where people can be their best selves and be truly who they are.

It can't just be good enough for some. It has to be good enough for everyone.



CLASS OF 2022

“IT CAN'T JUST BE GOOD ENOUGH FOR SOME. IT HAS TO BE GOOD ENOUGH FOR EVERYONE.”

—Steve Nelson

Senior District Retail Manager and Elevate: Accelerate Your Career Graduate

Meet Our 2022 LS&Co. DE&I Champions

Judith Lerebours

Retail Store Communications Specialist



As I look back at the various teams that I've had the opportunity to lead and the peers that I've worked alongside, I'm so thankful. It was through them that I learned to appreciate many different perspectives, along with learning what we shared. We had some robust conversations.

Each of those individuals has taught me something different, such as more empathy and trying to actively listen. Learning and growing from those different from you should be something you seek out and make part of a continual life journey.

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“LEARNING AND GROWING FROM THOSE DIFFERENT FROM YOU SHOULD BE SOMETHING YOU SEEK OUT AND MAKE PART OF A CONTINUAL LIFE JOURNEY.”

—Judith Lerebours
Retail Store Communications Specialist

Listening and Learning

Global Inclusion Pulse Survey

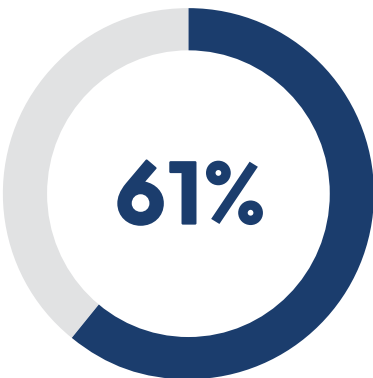
Using data to evolve and advance our employee experience



Scan for a message from our employees.

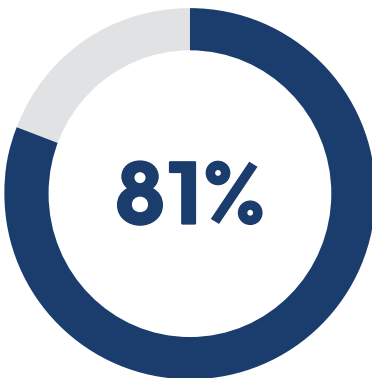
On our evolving listening journey at LS&Co., our inclusion pulse survey gives us a clearer, more comprehensive view into the collective sentiment on diversity, equity, belonging and culture in our workplace.

2022 RESULTS AT A GLANCE



of employees added their voice by participating in the inclusion pulse survey.

- 79% Corporate
- 54% Retail
- 61% DC
- 69% Plant



LS&Co. **Inclusion Index** score. This score is an internal benchmark and aggregated score of all 10 inclusion pulse questions.



LS&Co. scored at least two points above the global average for all nine survey questions with a benchmark available.

Overall, our employees expressed a strong sense of belonging, respect, and feeling that they can be themselves at work.

We also identified areas for improvement at the enterprise level, including the need to drive greater equity and inclusive leadership.

Survey results were provided to managers to support progress toward their personal and team DE&I performance objectives. Additionally, the survey results are a key driver for our organizational and cluster diversity action plans. Ultimately, the more we know, the more we can shape DE&I and talent programs, training, policies, tools and resources designed to improve our employees' overall experience.



**WE EARNED A
75% OVERALL
ENGAGEMENT SCORE,
THREE POINTS ABOVE
THE GLOBAL
BENCHMARK**

|| Brian Huck
|| Labor Specialist, Retail Operations

Global Engagement Survey

Lean into listening

If we ask the right questions, and listen carefully to the answers, we believe our employees will point us in the right direction. That's why LS&Co. recently adopted a continuous employee listening strategy – including everything from regular ERG check-ins to focus-group events like True Blue.

Our annual employee engagement survey is at the center of this work.

IN 2022:

- **76%** of our global employees participated in the survey.
- Over **14,000** of our employees **provided feedback**.
- We earned a **75% overall engagement score**, three points above the global benchmark.

Overall, our employees expressed high levels of job enablement, team trust and confidence in the company's future. They're proud to be part of LS&Co., and would recommend us as a great place to work – significantly over the benchmark.

We also identified areas for improvement, including career growth and workload prioritization/simplification.

In 2022, we tailored our engagement survey to capture specific employee voices from our retail population. As a result, we saw a significant uptick in our retail participation and gained a more nuanced understanding of their needs. That in turn helps us drive more targeted action plans.

All in all, our listening strategy has been invaluable. We have a better understanding of what employees need to feel supported and motivated, which helps us shape our management style and talent processes. In the end, that helps us create a more focused and transparent team culture.

Insights From Our Employee Survey

STRENGTHS:



Empowering
one another



Fostering
trust



Believing in
the company's
future success

AREAS FOR IMPROVEMENT:

There are perception gaps around pay, career development, and the impact of prioritization and simplification on workload. These are areas we can focus on to enhance the employee experience.

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“At our company, we believe that when our employees feel valued and heard, they show up to work with their A-game. They bring their unique perspectives, skills and talents to the table, which ultimately drives better outcomes for everyone – themselves, our company and our customers. That’s why we’ve taken a fresh approach to how we ask for and receive feedback from our people. We want to ensure that LS&Co. is always a great place to work, where everyone feels engaged, included and empowered to do their best work.”

—Karthik Varatharaj
Vice President, Global Talent Management

True Blue

A commitment to listen, learn and create change

What does it mean to truly engage in a dialogue with your employees for lasting change?

LS&Co.'s global listening and learning tour, True Blue, enables us to hear from employees firsthand about topics that matter most to them. Engaging in this level of listening takes time, intention and sincerity.

Knowing how our employees feel and experience our workplace enables us to implement programs and initiatives that build satisfying careers and a real sense of belonging.



This year we adopted a qualitative analysis method of reporting – led by our DE&I data analyst – that helps draw insights from non-numerical data in order to recognize our employees’ attitudes, beliefs and motivations. Since completing True Blue 2022, we’ve begun implementing the insights collected to inform strategy and measure the progress of our global vision.

Bespoke to LS&Co., our True Blue conversations provide a safe space for employee feedback. They’re a powerful resource for building and sustaining a culture where everyone feels heard and respected in their lived experience.



Morgan Phillips
Senior Manager, Digital Content

Bria Cheng
Lead Tailor

Antonio Stephens
Director, DE&I Communications
and Employer Brand

Our Key Listening and Learning Programs From 2022

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Denim Table Talks

Truths, stories and new perspectives to bring us together

Understanding leads to change. Through programs like Denim Table Talks, we're creating a safe space for listening and learning.

At these quarterly speaker events, LS&Co. brings together thought leaders, activists, and employees for honest, thought-provoking conversations about DE&I.

In 2022, Denim Table Talks was honored to host Dr. Shannon Wong Lerner, a DE&I and communication skills trainer and gender and pronouns expert. Together, we deepened our understanding of these complex issues and gained insights to refine our strategies for a more inclusive and equitable workplace.

We look forward to continuing this series and creating opportunities for meaningful dialogue and learning.



Dr. Shannon
Wong Lerner

Seen & Heard

Forward together

We believe in the power of women to drive change and inspire progress. And with more than 50% of LS&Co.'s workforce identifying as women, we recognize our responsibility to spark important conversations and recognize the champions making a difference.

That's why we created Seen & Heard, our annual global women's summit. This three-day program is open to all employees, regardless of gender.

The 2022 theme, "Forward Together," was particularly resonant, given the unprecedented events of the past year and the disproportionate impact on women.

INSPIRATION AROUND THE WORLD



OUR SPEAKER LINEUP



Deja Fox
Reproductive Rights
Activist, Political
Strategist and Blogger



Kathryn Kolbert
Public-Interest
Attorney, Journalist
and Entrepreneurial
Leader

Our speaker lineup was inspiring and diverse, including a 22-year-old activist and founder of GenZ Girl Gang, the first woman fire chief of the Los Angeles Fire Department, and a global collective providing a queer intersectional perspective on leadership.

We were also proud to have representation from our own team, including our senior vice president and chief transformation officer, and the manager of our first women-led store in Lahore, Pakistan.



WHAT EMPLOYEES HAD TO SAY



**“IF SHE CAN SEE HER,
SHE CAN BE HER!”**

Chief Kristin M. Crowley
Fire Chief of the Los Angeles Fire Department (LAFD)

“It’s an event that makes me feel bonded to the company and our values.”

“Not only a moment for women to be seen and heard, but relatable to everyone, if you are open-minded and receptive. This event truly made me proud to be a part of the LS&Co. community.”

“The theme ‘Forward Together’ was woven effectively throughout the presentations, providing important perspective for how organizations and communities can effect change.”



We see the contributions and sacrifices of all women employees at LS&Co. and we will continue to work tirelessly to support and prioritize both gender equity and the well-being of all who work here.



Rivet ERG

Global Employee Resource Groups

Creating a sense of belonging

As we continue to prioritize the diversity of our workplace, our ERGs are powerful global communities providing access to networks, development opportunities, and meaningful engagement for their members. They are a launching pad for rising stars to develop their leadership skills, voice and presence within the organization. And our ERGs act as multicultural advisors – making our business and brand stronger.

Integrated within the global DE&I strategy, ERGs are key to creating an inclusive employee experience and growing our cultural competency. The result is a culture where everyone feels seen, heard, celebrated and respected.

In 2022, our ERGs continued to co-create a diverse, equitable, and psychologically safe culture for everyone, and their impact was felt and measured. We expanded our global community to include two new ERGs – Rivet Europe, a women's ERG in Europe; and BeYou Alliance, an LGBTQIA+ ERG in AMA.

NEW GLOBAL ERGS IN 2022:



OUR GLOBAL ERG NETWORK INCLUDES

- **A.B.L.E. (Adapting Beyond Limits & Expectations) ERG**
(Global – People with Disabilities)
- **AMAZing Rivet ERG**
(Asia, Middle East, Africa – Women)
- **BeYou Alliance ERG**
(Asia, Middle East, Africa – LGBTQIA+)
- **C.A.R.E. (Connection, Family, Support, Village) ERG**
(U.S. – Current and prospective parents and care takers)
- **InsideOut ERG**
(U.S. – LGBTQIA+)
- **Operation 501**
(U.S. – Veterans)
- **Project Onyx ERG**
(U.S. – Black)
- **Rivet ERG**
(U.S. – Women)
- **Rivet Europe ERG**
(Europe – Women)
- **Sawubona ERG**
(Europe – Black and North African)
- **SOL ERG**
(U.S. – Hispanic, Latino and Latinx)
- **Unwind ERG**
(U.S. – Mental wellness)
- **Unlabeled ERG**
(Europe – LGBTQIA+)
- **Uplift ERG**
(U.S. – Asian American and Pacific Islander)
- **V.O.I.C.E. (Voice of Immigrants Committed to Equity) ERG**
(U.S. – Immigrants and their descendants)

ERGS IN 2022

Growth and Impact

93

AVERAGE NET
PROMOTER SCORE OF
ERG EVENTS FOR 2022

135+

TOTAL NUMBER
OF EVENTS

4,800+

TOTAL
ATTENDEES

31

EXTERNAL
PARTNERSHIPS

+33%

ERG MEMBERSHIP
INCREASE
(JAN. 1,566 -> DEC. 2,089)

2

NEW ERGS
RIVET EUROPE &
BEYOU ALLIANCE



EMPOWERING COMMUNITIES

As our ERGs continue to foster workplace communities for underrepresented groups and their allies, we recognized the importance of creating a sense of affinity and pride for ERG members. In 2022, we launched a global rebrand campaign that empowered our ERG leaders to reimagine their missions and the symbols that represent their identity and members. This rebrand resulted in a more meaningful and cohesive suite of logos that are now a dynamic part of our DE&I storytelling.



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OUR ERG CO-CHAIRS AND LEADERS CONTINUE TO ROLE MODEL INCLUSIVE LEADERSHIP BY FOCUSING ON WHAT THEIR MEMBERS SEEK AND NEED. WE ARE PROUD OF OUR ERGS AND THE LEADERS WHO CONTINUE TO RAISE THE STANDARD FOR A CULTURE OF BELONGING, AND WE LOOK FORWARD TO THE CONTINUED GROWTH AND SUCCESS OF OUR ERG COMMUNITIES.



Scan for a message from a few of our ERG members.



“Since the founding of BeYou Alliance as the first LGBTQIA+ ERG in Asia last year, we’ve witnessed the voices of our community and allies become stronger by being together. Despite the discrimination that happens outside the company, we know that we have the support to be the most powerful version of our authentic selves in the workplace. We did not just start an ERG; we started a movement.”

—Ken Leung
Co-Chair, BeYou Alliance

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“Working for a mental health nonprofit and growing up in a family with a litany of mental health challenges (and dealing with my own) has shown me that the idea of leaving things like burnout, grief, depression or schizophrenia at the door when you come to work isn’t just a stretch – it’s not even possible. Through Unwind, I’m partnering with colleagues from across the company to create a place where people can find kinship, compassion, and resources – a place where they don’t have to hide. That’s what I want for our ERG and for LS&Co. as a whole.”

—Emily Finney
Co-Chair, Unwind

Leading the Charge: Recognition of Our Company’s Efforts to Create a More Equitable Workplace

In 2022, we participated in industry indexes to benchmark our DE&I policies and practices against our peers, identifying areas for improvement and progress towards building a more equitable and inclusive company. Our efforts have been recognized by a variety of media platforms, and we’re proud of the following awards and recognitions.

We still have a long way to go on our DE&I journey, but we’re excited to continue our work in the years to come.

2022 RECOGNITION

Hispanic Association on Corporate Responsibility (HACR)

HACR’s Corporate Inclusion Index assesses companies on their inclusiveness of Hispanic/Latinx people.

In 2022, LS&Co. received four out of five stars for governance and employment, and three stars for philanthropy. We opted out of the “procurement” category this year, which remains an area of opportunity.



Four out of five stars for governance and employment.



Three stars for philanthropy.

McKinsey Women in the Workplace

The Women in the Workplace study analyzes the experience of women and gender inequality in corporate America, providing year-over-year comparisons by industry and reviewing policies, programs, and the employee experience.



LS&Co. has contributed to this report by disclosing our representation data since 2018.

Stonewall Global Workplace Equality Index for LGBTQIA+ Inclusion

The Workplace Equality Index surveys participants in 10 areas of employment policies and practices. It also surveys employees regarding their experience of diversity and inclusion in our workplace.



In 2022, LS&Co. scored a 82.5, placing us in the silver tier.

Ripple Match Campus Forward Awards

The award recognizes excellence in early career hiring and celebrates teams that embrace innovative recruiting strategies, prioritize the candidate experience, invest in DE&I, and support the next generation of talent through impactful internships and entry-level programs.



2022 Winner
Best Small Early Career Program

LinkedIn Top Companies in Retail

LinkedIn's Top Companies in Retail is an annual list that ranks the 25 best companies for career growth in the retail industry.



In 2022, ranked #2
among competitors like Amazon and L'Oreal.

Bloomberg Gender-Equality Index

The Bloomberg Gender-Equality Index (GEI) tracks the performance of public companies committed to disclosing their efforts to support gender equality through policy development, representation and transparency. Companies are scored on five categories: women leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, anti-sexual harassment policies, and external brand.



In the 2022 GEI, LS&Co. scored 78.63 out of a possible 100 points. In the 2023 index, we improved our scores significantly in four out of the five categories, putting us above average and ahead of our global peers.

Human Rights Campaign (HRC) Corporate Equality Index (CEI)

The CEI evaluates companies based on their LGBTQIA-related policies and practices, including non-discrimination workplace protections, domestic partner benefits, transgender-inclusive healthcare benefits, competency programs, and public engagement with the LGBTQIA+ community.

100%

In 2022, LS&Co. continued to uphold its 100% score status for the 19th year in a row.

Newsweek's Greatest Workplaces for Diversity

Newsweek lists the 1,000 companies that employees say really respect and value different kinds of people.

350,000

The survey yielded more than 350,000 company reviews. Winning companies, including LS&Co., were grouped by six main economic sectors and 34 industries and could achieve one to five stars. LS&Co. achieved 4.5 stars.



SECTION 6

USING OUR VOICE AND FUNDING CHANGE

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Mallory Baker
Senior Recruiter

Using Our Voice

Our Values in Action

Iconic companies have a responsibility to use their voice for good. At LS&Co., that means leveraging our platforms to advocate for equality, and speaking truth to power when it will have meaning and impact.

Just as in 2020 and 2021, a multitude of social and cultural tragedies as well as anti-equity movements impacted employees around the world in 2022. Many of these employees were from marginalized communities and were targeted specifically for their identity. There were attacks on marriage equality and the loss of bodily autonomy for women and members of the LGBTQIA+ community. There were far-ranging displays of anti-LGBTQIA+, anti-Asian and anti-Semitic hatred. This year also marked the war in Ukraine.

LS&Co. took the time to acknowledge these events and support our employees through:

- Messages of compassion, empathy, and support, recognizing the physical and mental impact of these events.
- Counseling and mental health resources, including safe-space conversations and open-door sessions with leaders and the DE&I team.
- Events with wellness experts who helped us to navigate racial trauma and refocus on self-care.
- Global events and community-building led by ERGs.

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OUR VALUES IN ACTION



We also used our voice externally to support equity-based legislation like the Respect for Marriage Act. It's LS&Co.'s greatest hope to achieve peace and inclusion for all. Until that time, we will continue to do our best to advocate for equality in honor of our values, our global employees and our consumers.

Jonathan Hsieh
Manager, Product Development

MODELING INCLUSIVE LEADERSHIP

Elizabeth A. Morrison
Chief Diversity, Equity and Inclusion Officer

Your Story Matters

In 2022, Elizabeth A. Morrison, our chief diversity, equity and inclusion officer, acknowledged and celebrated various heritage recognition moments with global employees. That included Lunar New Year, Arab American Heritage Month and World Refugee Day, to name a few.

WE RECOGNIZED

37

HERITAGE MOMENTS

EMPLOYEES REPORTED THAT
THE COMMUNICATIONS WERE
inclusive, clear and direct

WHAT OUR EMPLOYEES HAD TO SAY:

"I was very moved by your note and am grateful to work for a company that acknowledges 9/11 and leads with compassion, despite it being now quite far into our past."

"I just wanted to say thank you for sharing the information regarding the Jewish High Holidays. Just knowing this information has been shared makes me feel included and more comfortable in many ways."

"I've been at Levi's® for 14.5 years and this is the first time we are recognizing Sharidya Navaratri and Diwali. Thank you."

"I really appreciated this thoughtful and compelling anecdote and personal framing of why Native American Heritage Month and the Transgender Day of Remembrance matters so much. Thank you."

In addition to the 2022 industry recognition noted in the previous section, LS&Co.'s DE&I efforts earned praise in the media and in other forums last year, including:

- Our 2021 DE&I Impact Report was featured in [Women's Wear Daily \(WWD\)](#).
- Elizabeth was featured in [WWD's Women in Power list](#), which honored women in the fashion industry who are creating an impact on their businesses and the world around them.
- LS&Co. and Elizabeth were also featured on panels about our DE&I efforts at the [LA Times Diversity, Equity, Inclusion & Accessibility Forum](#), [AdWeek's Outlook 2022 Conference](#), and [WWD's Diversity Forum](#).

**“BY RAISING THE PRIDE FLAG WE
STATE OUR CONTINUING COMMITMENT
TO THE FIGHT FOR EQUALITY AND
SOCIAL JUSTICE. WE WON’T LET UP!”**

—Bob Haas
Chairman Emeritus



Scan to see the
flag raising event.



Raising the Progress Pride Flag

Equality and social justice for all

At LS&Co., we’re building a culture where every employee feels heard, seen and valued as their whole self – both at and outside of work.

Our advocacy for LGBTQIA+ rights and protections is core to that. It’s also part of our history: In 1992, we were the first Fortune 500 company to extend benefits to unmarried domestic partners.

In 2022, for the first time, we flew the Progress Pride flag at our headquarters to commemorate Pride Month. It was a celebration of our LGBTQIA+ community, a symbol of our long heritage of allyship, and a promise to continue speaking out for queer liberation and equal rights.

Held on June 1, the flag-raising event was supported by the DE&I team in partnership with our U.S. LGBTQIA+ ERG, InsideOut. Attendees were honored to hear from Bob Haas, former CEO and chairman emeritus of LS&Co.

While we’re proud to be part of the progress toward equality, we recognize there’s more work to be done. We continue to be relentless in our efforts to ensure our company is a place where everyone can bring their full, authentic self to work.

“The raising of this flag came at a crucial time, as we doubled down on our commitment to advance equality at LS&Co. Globally, there are many countries, including the U.S., where LGBTQIA+ individuals still lack protections for fundamental rights and dignity. Flying the Progress Pride flag is one of many ways we are showing the community we are with them and will use our voice to advocate for their equality.”

—Elizabeth A. Morrison
Chief Diversity, Equity and Inclusion Officer

LS&Co.-Backed Issues

Reproductive Rights

Protecting the health and well-being of our employees

Reproductive health care is critical to reaching gender equality in the workplace. That's why LS&Co. provides employees in our current benefits package with reimbursement for healthcare-related travel expenses for services not available within 50 miles of their home, including those related to reproductive health care and abortion. Part-time hourly workers not within our benefits plan may receive financial assistance if travel-related expenses to receive medical care creates economic hardship.

When the Supreme Court voted in 2022 to overturn longstanding legal precedent that guaranteed access to reproductive health care, including abortions, LS&Co. continued to protect the health and well-being of our employees through our internal policies and benefits. We also became one of the first companies to publicly state our position in support of protecting reproductive rights in the U.S. We made our position clear by joining 230 other companies in signing the Don't Ban Equality statement, outlining the economic impacts of restrictive reproductive rights policies on individuals, businesses and state economies.

We knew this was a fraught conversation; it was not something we entered into lightly. But women make up more than 50 percent of our global workforce, and in recent years, numerous employees have expressed to leadership their growing alarm over the rollback of all forms of reproductive care. Furthermore, our position was in keeping with our efforts to support employees and family members at all stages of their lives. That includes advocacy for national paid family and medical leave, protections for pregnant workers, and gender equity more broadly.



“It’s become abundantly clear in recent years that public health issues are workplace issues. If we are truly going to support our employees’ ability to thrive at work and in their lives, we have to design benefits programs that meet their needs while also using our platform to advocate for policies that ensure they have access to the services they require. This is also a direct investment in DE&I in and beyond our company, because lack of access to the full range of reproductive care disproportionately affects women of color, and a lack of family leave policies have forced far too many women to leave the workplace, especially during the pandemic.”

—Tracy Layney
Executive Vice President and
Chief Human Resources Officer

Voting Rights

CIVIC ENGAGEMENT IS AN INTEGRAL PART OF DE&I. IN 2022, LS&CO. FOCUSED MANY OF OUR EFFORTS AROUND THE MIDTERM ELECTIONS – MAKING SURE OUR EMPLOYEES AND CONSUMERS KNEW WHERE, HOW AND WHEN TO VOTE.

That included a new community college voter-registration campaign. Community colleges account for just over 40% of U.S. undergraduates, but historically see lower voter registration and voting rates than four-year universities. With 56% of community college students identifying as non-white, we saw a need to provide parity to these students, and reduce the gap in voter registration.

In partnership with Campus Takeover and the Students Learn Students Vote Coalition, LS&Co. connected with community college students on more than 150 campuses in 40 states. Alongside the Levi's® brand, we also partnered with Pizza to the Polls, Engage Miami and MOVE Texas to attract students to registration booths and polling stations at Miami Dade and Austin Community College.



**YOUR VOTE
IS YOUR
VOICE**

Acarie Sadang
Executive Assistant,
HR Enabling Functions

THROUGHOUT 2022 AND BEYOND, LS&CO. REMAINS COMMITTED TO:

- Leading the Time to Vote business coalition, a movement by 2,000 companies to support employees' ability to vote, including by offering time off.
- Encouraging employees to take paid time off to volunteer with partners like Headcount and Power the Polls; register young voters at concerts, festivals and sporting events; and serve as poll workers on Election Day.
- Partnering with BallotReady to provide employees and consumers with nonpartisan information on how and where to vote, and what's on the ballot.

“LS&Co. is proud to lead and support advocacy efforts in 2022 that contributed to meaningful national policy change from gun violence prevention to marriage equality. Despite the progress, however, we also saw the historic rollback of reproductive rights with the overturning of Roe v. Wade, and steady attacks on transgender Americans in states. To me, the lesson in all this is that our consistent advocacy can make an impact while also recognizing our work will never be complete until equal rights are achieved for all people.”

—Anna Walker
Vice President, Public Affairs

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Gun Violence Prevention

Taking a stand for our communities

LS&Co. has supported organizations working to address gun violence with more than **\$1.5 million since 2019**. We've donated to nonprofits like the Community Justice Action Fund and Giffords Courage to Fight Gun Violence, which are leading advocacy and community violence intervention programs in disproportionately impacted Black and Brown communities.

In 2022, LS&Co. remained at the forefront of building and leading a coalition that believes businesses have a critical role in addressing gun violence in the U.S.

In partnership with Everytown for Gun Safety:

- **We organized the 2022 CEOs for Gun Safety letter, signed by more than 500 CEOs representing companies in all 50 states**, urging the U.S. Senate to take urgent action on gun violence prevention legislation.
- The letter **contributed to building the case for the Bipartisan Safer Communities Act** at its most pivotal moment, which Congress passed and President Biden signed into law in June 2022.

We used our brand channels to share facts about gun violence, and how people can take action. Levi's®, Docker's®, Signature by Levi Strauss & Co.™, Denizen® and Beyond Yoga® all shared information and stories from our gun violence prevention partners on Gun Violence Awareness Day.

Brand Leadership

Influencers and Partnerships

Levi's® brand advocacy

THE LEVI'S® BRAND PLAYS A CRITICAL ROLE IN LS&CO.'S DE&I STRATEGY, BY CONNECTING OUR VALUES WITH EVERY CONSUMER THAT CONNECTS WITH OUR PRODUCTS.

In 2022, Levi's® continued with its global sustainability campaign, “**Buy Better, Wear Longer,**” to raise awareness of the environmental impacts of apparel production and encourage conscious consumption. Alongside LS&Co.'s corporate sustainability goals, the global campaign effort reinforces Levi's® commitment to making clothing that lasts for generations.

In keeping with its longstanding support for the LGBTQIA+ community, Levi's® released its annual Pride product collection inspired by the birth of the Queer liberation movement. The collection pays homage to the activists and pioneers who kicked off the fight for equal rights and visibility for the LGBTQIA+ community during the movement's early days and draws from the powerful messaging of signs and posters from that era. The line also spotlights gender-inclusive and size-comprehensive silhouettes. As part of the annual campaign, Levi's® donated to Outright International, which works to advance human rights for LGBTQIA+ people all over the world.

Throughout the year, Levi's® also publishes consumer-led stories to promote and celebrate diversity and inclusion. These stories range from heritage and recognition moments, such as:

Black History Month (U.S. and U.K.)

AAPI Heritage Month (U.S.)

Hispanic Heritage Month (U.S.)

Voter mobilization and empowerment

Gun Violence Awareness Day

World AIDS Day

IN 2022,

Levi's® Donated

\$300,000+

to charities for each of these recognition moments.

Beyond Yoga® Brand Values

BEYOND YOGA® WAS FOUNDED ON THE PRINCIPLES OF INCLUSIVITY AND EMPOWERING WOMEN. THE BRAND IS KNOWN FOR OFFERING INCLUSIVE SIZING, REFLECTING ALL COMMUNITIES, AND NEVER RETOUCHING ANYONE'S BODY IN CAMPAIGN IMAGERY.

WITH

91%

of its employee population identifying as women, Beyond Yoga's® commitment to gender equality, diversity and inclusivity extends outside the organization.



THE TEAM SUPPORTS AND VOLUNTEERS WITH ORGANIZATIONS LIKE:

American Civil Liberties Union

Black Girl Magik

CARE

Downtown Women's Center

Embrace

Girls on the Run

Heal the Bay

I am a voter.

Moms Demand Action

Vital Voices

Beyond Yoga® also joined the Don't Ban Equality Coalition in support of comprehensive reproductive care.

BEYOND YOGA 

In 2022, Beyond Yoga® cofounder and CEO Michelle Wahler and her executive team teamed up with small business champion Hello Alice to introduce the Beyond Yoga® for Women, BY Women Grant. Through the grant, the team committed to mentoring up-and-coming women entrepreneurs to uplift the next generation of women founders and help their businesses succeed.

Beyond Yoga® also provides a scholarship fund for BIPOC yogis to attend teacher training and get certified as yoga instructors. Since its launch in 2021, Beyond Yoga® has supported 44 BIPOC teachers' certifications.

As the brand evolves, it will continue to support the organizations that matter to its employees, and the communities where they live and work.

Levi Strauss Foundation and Corporate Giving

Corporate Grantmaking

Giving to support action for equality

How we give reflects our commitment to our values – a vision that intersects with so many of the issues we are vocal on.

IN 2022:



Across the company, through corporate grantmaking and brand and department giving, LS&Co. provided **\$3.4M in funding and \$1.9M in product donations** to nonprofit organizations around the world.



Alexis Bechtol
Director,
Community Affairs

“FROM GUN VIOLENCE PREVENTION TO LGBTQIA+ EQUALITY, FROM VOTING ACCESS TO REFUGEE INTEGRATION, OUR GRANTEE PARTNERS ARE ON THE FRONTLINES OF THE ISSUES OF OUR TIME. CENTERING OUR SUPPORT AROUND THESE PARTNERS’ LIVED EXPERIENCES ALLOWS US TO MAKE AN IMPACT IN AN AUTHENTIC AND CREDIBLE WAY.”



Left to Right: Carolline Kim, Program Manager, LSF | Fatima Angeles, Executive Director, LSF | Jason McBriarty, Controller and Director, Operations and Communications, LSF | Elizabeth Tellez, Operations Manager, LSF | Hannah Yi, Program Manager, LSF | Kim Almeida, Director of Programs, LSF | Francesca Bitton, Program Manager, LSF

Levi Strauss Foundation

Outfitting movements and leaders fighting for a more just world

The Levi Strauss Foundation (LSF) supports pioneering leaders and organizations fighting for change on the issues and events of our time where LS&Co. has a business presence.

This work is grounded in the values of our company – originality, empathy, integrity and courage – and supports five core issues: democracy, reproductive justice, immigrant rights, worker rights and well-being, and HIV/AIDS.



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In 2022, the foundation provided

\$12 million
in grants –

nearly all of which were made to BIPOC and LGBTQIA+ communities in the U.S. and disenfranchised communities outside the U.S.



Scan for a
message from
our Foundation
leaders.

“I am proud of all our grantmaking, however, in 2022, we are particularly honored to stand alongside and support our courageous partners working to defend and advance democracy and fight for reproductive justice in the U.S. Last year, LSF awarded \$4.0 million in grants to help ensure that all communities – especially those historically excluded – can participate in the democratic process and have access to reproductive health. Equally important, 73% of LSF’s grant funds in the U.S. went to organizations headed by BIPOC leaders in 2022.”

–Fatima Angeles
Executive Director, LSF

A portrait of Tracy Layney, a woman with long, wavy brown hair, smiling. She is wearing a white collared shirt under a blue denim jacket and a long pearl necklace. The background is blurred, showing other people in a crowd.

SECTION 7

OUR CONTINUED COMMITMENT

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Tracy Layney
Executive Vice President and
Chief Human Resources Officer

A Message From Tracy Layney

Executive Vice President and Chief Human Resources Officer

Last year was a tumultuous one as the world contended with political instability, war in Ukraine, global inflation, supply chain disruptions, and the ongoing impact of the COVID-19 pandemic, among other events that shaped people's lives and work in profound ways.

Despite these challenges – and in some ways, because of them – we at LS&Co. maintained our commitment to building a more diverse and inclusive workplace where all of our employees feel a sense of belonging and can do their best work. We understand that creating a truly inclusive culture requires more than just new programs and processes; it involves evolving our values, mindset and behaviors.

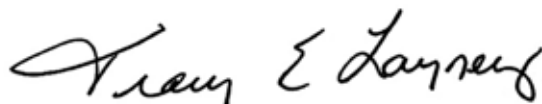
I am incredibly proud of what we've accomplished and introduced this year, much of which is outlined in this report. We will continue to focus on several key areas in 2023:

- Supporting career growth for all employees, including implementing broad-based career development programs, and targeted initiatives addressing unique needs of employees from underrepresented and diverse backgrounds.

- Improving our tracking and measurement of DE&I impact, with a focus on better data, transparency and accountability.
- Prioritizing inclusive leadership, anti-bias, and anti-racism training and awareness for all leaders.
- Continuing to implement policies and benefits that support the diverse, holistic needs of all employees, so they can prioritize their wellness and well-being both at and outside of work.

As a values-driven company, we remain committed to creating an inclusive and equitable workplace for all employees all across our organization, in our offices, our retail locations, and our distribution centers. We are grateful for the hard work of our DE&I leaders, employees and teams who continue to drive our progress, as well as the support of company leadership.

We will continue to invest in this important work, and we thank all of you who are taking part in this journey with us.



Tracy Layney

Executive Vice President and
Chief Human Resources Officer





LEVI STRAUSS & CO.



denizen
FROM
Levi's

BEYOND YOGA 

SIGNATURE
LEVI STRAUSS & CO.