

DE&I IMPACT REPORT

2021

LEVI STRAUSS & CO.

WELCOME

A Message from Chip Bergh, President and CEO, Levi Strauss & Co.

A more equitable and profitable future

Thank you for taking the time to read Levi Strauss & Co.'s (LS&Co.) first-ever Diversity, Equity and Inclusion (DE&I) Impact Report. This report is a reflection of our commitment to fully and transparently communicate our progress in making our company a more diverse and inclusive one. We are tackling our DE&I opportunity just like we would any business opportunity: we have done a lot of analysis, listening, learning and have put strategies and plans in place along with metrics to track our progress. You will read about these in this report.

The murders of Ahmaud Arbery, Breonna Taylor and George Floyd in the spring of 2020 and the movement that followed, shone a bright light on the issues of structural racism. This company has a long track record of standing up for equality and fighting racism. We desegregated our factories in the south/southeast ten years before the Civil Rights Act, and in the past five years alone we've invested thirty-five million dollars through the Levi Strauss Foundation. This investment supports non-profit organizations working to address critical needs in Black and Brown communities globally.

But, as much as we have done in trying to promote change and progress, the events of mid-2020 forced me to look internally at our own organization. And the brutal truth was that we were not as diverse of a company as we needed to be. We were not as inclusive as we needed to be. I spent time listening to stories from some of our Black colleagues about the micro-aggressions and challenges they faced on a daily basis. That's not the kind of company I want us to be. I want everyone to feel that they can bring their true, authentic self to work every day and be inspired to make a difference.

I committed back then that part of my legacy must be that I have re-shaped the organization and culture to be more diverse and inclusive and to reflect the consumers we serve around the world. It is not just the right thing to do. It is a business imperative – it will make us a much better and stronger company. I firmly believe that a diverse organization will out-compete a homogenous one

every time. As good as our business results have been over the last decade, in my heart, I know we could have done even better if we had been more diverse over that time. I want every employee to be able to look at their professional future and see a home where they can develop, grow and shape a legacy of their own while leading this company into the future. That means, too, that they need role models at all levels of the company.

I have said publicly that we can no longer be silent about racism. If we aren't actively fighting to fix it – to tear down the structures of racism and discrimination – then we are complicit in it being perpetuated. That is truest inside our own organization, which is completely within our own control. So, in June 2020, we committed to building a more diverse and inclusive culture; and being fully transparent on an annual basis with our progress, including disclosing our diversity metrics publicly.

We identified a number of concrete action steps we would take – many of which we've either completed or have made good progress on. But, real, lasting, structural change will take time.

Our commitment to reporting our results annually is a way to keep ourselves accountable to continue to make meaningful progress. DE&I is not separate from, or in addition to what we're doing on the business side. It's integrated into everything we are doing now. This Impact Report serves as a blueprint – a guide to how we're laying the foundation for a more equitable and better future by building a company more worthy of everyone who works here.



Chip Bergh
President and CEO



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Section 1

REFLECTING OUR CONSUMERS

Representation in 2021

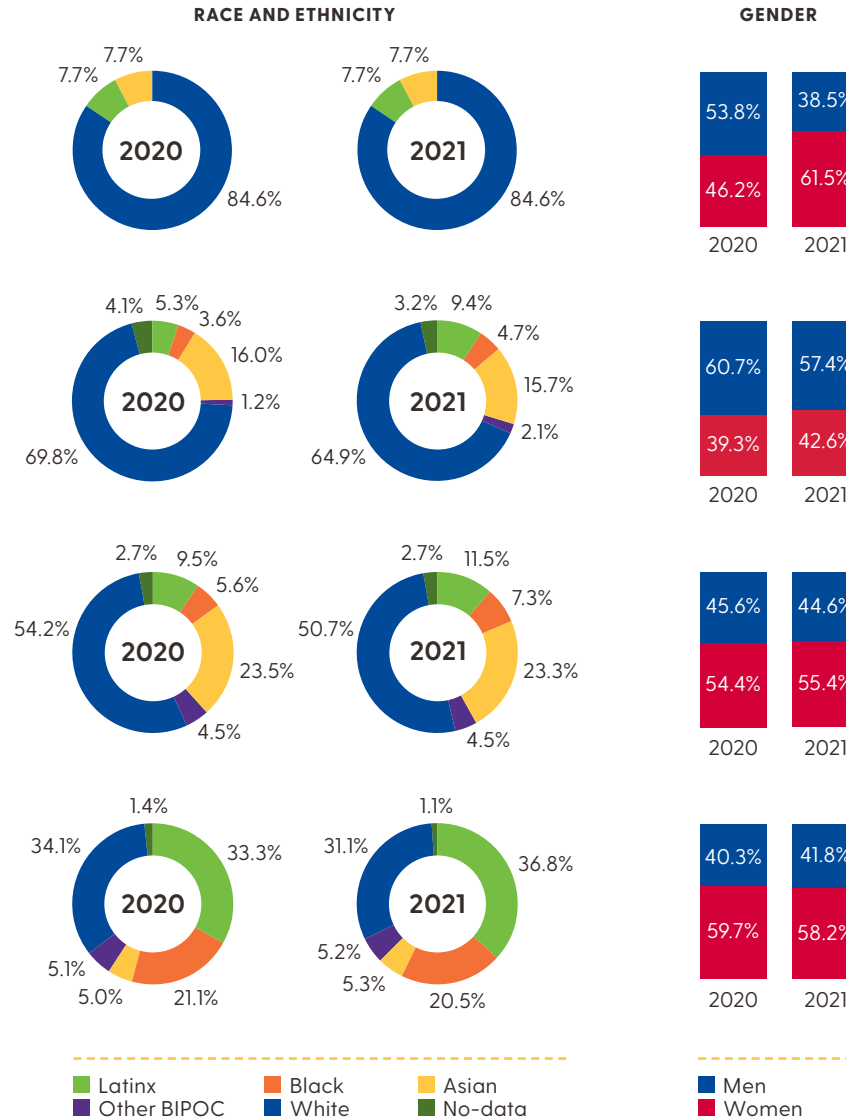
Making tangible progress across diversity, equity and inclusion

At Levi Strauss & Co. (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 our customers and the communities where we work and serve – because we know a more diverse company is a stronger company.

Our workforce representation

Overall, we're a larger organization than a year ago, with growth across our corporate, distribution and retail populations. Although we saw a decrease in the overall percentage of representation for women, we made notable increases in their representation across our executive and top management levels. In the U.S., we're also more racially diverse than a year ago, led by notable increases in our Black and Latinx populations.

What the data shows



DATA INSIGHTS

Our Executive Leadership Team is now comprised of more women than men. There were no changes in racial diversity.

Top management is more diverse in both gender and race/ethnicity. In the U.S., we are more racially diverse, with increases in Latinx and Black representation. Globally, women's representation rose.

Corporate representation is also more diverse in gender and race/ethnicity. In the U.S., we are more racially diverse, with notable increases in Latinx and Black representation. Globally, women representation rose.

In the U.S., the frontline worker population is more racially diverse, driven by an increase in the Latinx population. Globally, frontline worker women representation is down slightly.

Data reflects workforce 12/31/20 to 12/31/21.
 Gender data is global, race/ethnicity data is U.S.-only.
 Executive management is defined as the Executive Leadership Team (as of 12/21).
 Top management is defined as the top -250 leaders in the company.
 Other BIPOC refers to Black, Indigenous, and People of Color.



Pay Equity at LS&Co.

Holding ourselves accountable

To help fulfill our commitment to fair and equitable compensation, LS&Co. conducts an independent pay equity audit every other year. We use the data to identify potential adjustments to be incorporated into our annual performance review process, which ensures pay equity across different groups within the U.S.

Our latest audit was completed in 2020 and covered our U.S. non-union 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. Our audit confirmed that we do not have any systemic pay differences across gender and ethnicity.

Global equity and transparency

We know that we still have work to do to ensure equity within compensation globally and are continually expanding our pay equity audits to new markets. We're also focused on eliminating bias and increasing transparency in pay practices and salary ranges and ensuring objectivity around compensation rewards. This remains a priority for us. Because let's face it: pay should be based on what you do, not who you are.





Section 2

**A FOUNDATION
FOR SUSTAINABLE
SUCCESS**

ENSURING OUR INSIDES MATCH OUR OUTSIDES

A Message from Elizabeth A. Morrison, Chief Diversity, Equity and Inclusion Officer

I'll never forget the day George Floyd was murdered. My social feed lit up with videos I refused to watch, while anger, despair and disgust literally pulsated through my phone from my family, friends and Black community members.

As the days progressed and the full horror of what had happened sank in, so did my determination. It was day three as I watched people marching around the world for Black Lives that I realized this moment as a defining one and personal call to action. I made a promise to myself that day that I would rededicate myself to this work and seek out an organization that meant it. One who understood the why, but who needed my leadership to bring 'the how' to life. An organization that recognized the man-made inequalities of our world and was willing to use their voice, their values and their platforms to make a legitimate difference.

Enter Levi Strauss & Co., (LS&Co.) and from the beginning I knew it was going to be different. The interviews I had with my now CEO and CHRO were unlike any I have ever had – in fact, they were more conversations than interviews. We discussed the broken state of race relations, the many unacceptable realities of the Black American experience and went deep into LS&Co.'s values, including the acknowledgment that they just hadn't done enough to strategically drive DE&I. The most powerful sentiment expressed was that collectively, they knew they had work to do, work they wanted to do to ensure "our insides match our outsides." This was a company seeking to do more than throw up a black square on Instagram – I was all the way in.

As I reflect on 2021, I could not be prouder of what we've created and accomplished. With a focus on building a strong infrastructure, I now have a global team, which includes HR Communications team members, a function that was merged into mine to further embed

DE&I in our core talent and culture practices. Our focus on strategic global staffing, role clarity and team effectiveness was purposeful and is a big part of what will enable our continued impact.

Support, sponsorship and accountability from our C-suite has also been a key driver for us – from declaring DE&I one of our top business priorities, to providing consistent 'airtime' for our plans and programs, we've kept diversity on the minds of our employees – 87% of whom participated in our global training initiative, #thepledge, in 2021. Embedding an incentive into executive compensation also helped us motivate leaders as did sharing unfiltered employee sentiments from our first global listening and learning tour, True Blue. Finally, the development and socialization of a clear and actionable multi-year global strategy, infused with a change management plan and driven by consistent and compelling storytelling is at the core of our efforts and momentum.

The best part of this journey is doing it with a company that truly strives to live their values. When we talk about #lifeatlevi – we mean it. It's a whole vibe. A 169-year-old tradition. As I tell my team often, it's rare to work somewhere where so many team members are rooting for you to win. And I mean everyone.

The most exciting part of this journey is the enthusiasm, energy and activation of a global workforce that now, like me, is all the way in. It's the collective impact of our efforts that will deliver meaningful and sustainable success for LS&Co.



ELIZABETH A. MORRISON
Chief Diversity, Equity and Inclusion Officer

GLOBAL DE&I STRATEGY

A roadmap for change

Defining a clear, multi-faceted, global strategy was an imperative first-step for LS&Co. as we doubled down on our commitment to DE&I.

Creating a plan that crystallized our goals, key areas of focus and the components of strategic DE&I helped our executives and employees around the world understand the journey we are embarking on. Embedding a DE&I maturity model and specifically calling our 'truths for change' set the tone for global and collective responsibility, action and impact.



1. BUILD AND COMMIT TO A MULTI-YEAR STRATEGY.

One that is defined globally and owned and executed locally.



2. ASSESS PRACTICES, POLICIES AND CULTURE.

Evolve our thinking, talent management and embrace the Future of Work.



3. CHALLENGE OUR STATUS QUO.

Define the actions we are willing to take to receive, retain, attract and grow women and top BIPOC talent.



4. BE ALL IN.

Recognize only collective action and impact will deliver authentic global sustainable DE&I.

University and Diversity Recruiting

Weaving more diversity into our talent pipeline

Our new Diversity and University Recruiting team was focused on collaborating with our talent acquisition and DE&I teams to augment our hiring and ensure that we're intentionally recruiting diverse talent and providing them with dynamic career growth opportunities.

To enable inclusive recruiting at LS&Co., our priority in 2021 was to lay the foundation for advancing our diversity hiring practices. We began by building the knowledge and capabilities of our Talent Acquisition partners through a workshop focused on eliminating bias from the hiring process, inclusive language and a more nuanced understanding of our DE&I commitment, strategy and practices. We then established specific diversity partnerships targeting distinct disciplines and demographics tailored to our businesses.

The best part of this effort is that we collaborated with employees and executives from a diverse mix of our business functions to help us to customize and build special and unique programming. For example, our design team committed to a three-year partnership with [Harlem's Fashion Row](#), which includes a teaching opportunity at [Clark Atlanta University](#). Within this partnership, LS&Co. will curate a fashion program curriculum to help attract Black fashion students interested in design.

IN 2021, WE:

13

formalized partnerships with organizations working to develop diverse talent pipelines in areas most relevant to LS&Co.

10

established partnership programs

12

hosted branding + recruiting events

1,578

converted diverse applicants

3

strategic partnerships of our key business functions: Design and Brand, Technology and our Digital Enterprise



We are excited to continue to source from and partner with dynamically diverse and inclusive organizations to increase opportunities for talent of all races, ethnicities and backgrounds in support our current and future talent needs.



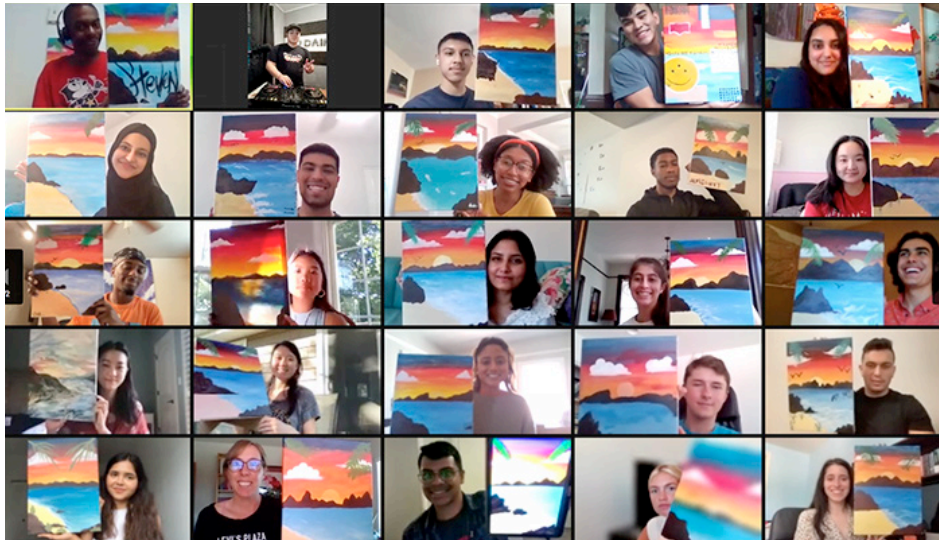
“We are thrilled to partner with a prestigious brand like Levi Strauss & Co., which shares our passion for bringing the conversation around diversity, equity, and inclusion to the main stage of the fashion industry; especially when it comes to underrepresented Black and Latinx designers. Through this partnership, we are on a mission to ensure HBCU fashion students will never have to compromise between program prestige and a cultural experience that feels like home.”

Brandice Daniel
CEO and Founder of Harlem's Fashion Row and ICON 360

LS&Co. Internship Program

The future looks bright

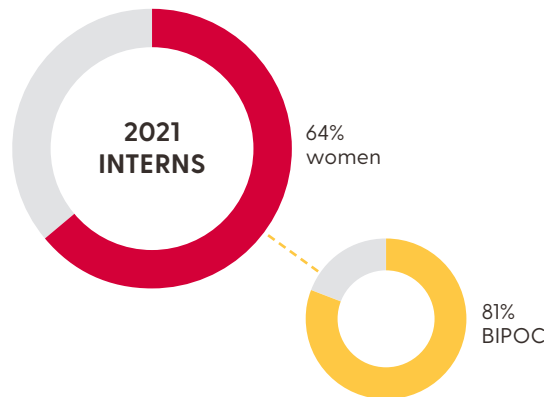
LS&Co. interns engage in a full learn-by-doing internship experience. They meet with cross-functional partners, get deep insights into the company's inner workings, and spend their 10-week program on individual and group projects with other interns. These projects focus on topics such as DE&I, body positivity, sustainability, in-store experiences, and much more.



2021 DIVERSE INTERN CLASS

In 2021, we had one of our largest and most diverse intern classes to date, comprised of: 64% women and 81% BIPOC.

Of the 76% who accepted offers with us, 65% were women and 91% were BIPOC.



2021 INTERNS

25

undergraduates

4

MBA

4

graduate students

Students from all over the U.S., experienced a fully virtual 10-week program where they:



Completed and presented **8** group projects



Facilitated **5** networking sessions with our CEO, Chip Bergh



Participated in **13** experience activities



Engaged in **5** development sessions

“I found LS&Co. to be the right fit for me after participating in the 2021 internship program. After I graduate in June, I will return to the company as a Global Brand Strategy Manager. What stood out to me during my internship was how generous employees were with their time, assistance and feedback while I tackled new projects.”

Mod Boon-Long

MBA student at Northwestern University's Kellogg School of Management



Section 3

PROGRAMS WITH PURPOSE

A Pattern of Purpose

At LS&Co., although our values run deep, we are still in the early stages of building our strength and dexterity as an organization successful in driving strategic diversity and evolving inclusion to belonging. A key part of that effort is a focus on programs with purpose.

For us, programs with purpose are not only critical to building a strong and sustainable infrastructure, they also align to our values and commitments to increase DE&I globally.

In 2021, we focused these programs in 3 key areas. Descriptions of each of the programs supporting these areas are included below:



Building our capabilities

The awareness, knowledge, skills and capabilities to act as inclusive leaders and to create the environment where all difference is valued, including diversity of thought, identity, race, gender, religion, ethnicity, ability, beliefs and backgrounds.

#ThePledge, our global training initiative
Global Self-Identification



Investing in our talent

Through experiences and programs that inspire, build confidence and connections and increase organizational and industry presence and savvy.

TedWomen
ALPHA L.E.A.D. program
McKinsey Black Leadership Academy



Driving equity

Ensuring fairness and working to remove bias in systems and processes in addition to our awareness of our under-represented populations and talent pools.

Affirmative Action
Honoring Our Heroes
Supplier Inclusion & Supply Chain Equity

Taking #thepledge for a More Inclusive LS&Co.

Learning, sharing and growing together

To empower our organization in executing against our new global strategy, we knew we needed to build our foundational DE&I knowledge and capabilities, including inclusive leadership. Our global workforce embarked on this journey of learning together. We took #thepledge as our collective commitment to action, defining how we'll do more to bring inclusion to life at LS&Co. through targeted training efforts from our retail stores to our C-Suite.

THE JOURNEY

75

workshops and learning sessions offered

12,926

active global learners across our corporate and retail populations

20+

languages translated into training

87%

global completion rate achieved

This training, which included a unique and curated inclusive leadership model based on our core values and &Co. Expectations (leadership behaviors and competencies), is helping us build a strong foundation for our culture of inclusion. This was an outstanding first-year achievement for us, and for our employees across the globe, who were grateful to have a safe space to be vulnerable and share stories and real-world experiences around culture, inclusion and belonging.

EMPLOYEES SAID

“...Human Rights lens makes it accessible and powerful for everyone and is relevant to our workplace...”

“...virtual was great & facilitators conducted the session very well... training could be even more powerful in a face-to-face setting...”

“It was great to have this training in French with French facilitators”

“Glad we are finally addressing these issues and not hiding it anymore.”

EXECUTIVES COMMITTED

“Tolerance for ambiguity is what I will focus on to bring the human rights perspective to my interactions every day. I will show up with a high level of empathy and be far more patient putting myself in others’ shoes to understand how I can help.”

Global Self-Identification (GSID)

Gathering data to support our programming

At LS&Co., we know that one of the best ways to future-proof our organization is to have a workforce that's more representative of our fans, our consumers, and the communities in which we live and work. To help get a more complete picture of our workforce, we launched a global self-identification (GSID) 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, and disability status.

Participation is strictly voluntary, and the data is confidential and viewed only in the aggregate to support a data-driven approach to DE&I, talent strategy and benefits. In 2021, we launched GSID campaigns in the U.S., United Kingdom, Spain, and Germany. While establishing comfort and trust around GSID will take time, we are proud of these milestones:



Gender identity and sexual orientation were two NEW self-ID categories; 3.6% of employees from the U.S., Canada, Germany and Spain identified as LGBTQIA+, and 2.3% of U.S. employees identified as disabled



Strong participation signals growing levels of trust in the organization and a foundational understanding of DE&I



Leaders were engaged in the GSID process and actively advocated for participation

We also leveraged a third-party global market research firm to conduct GSID campaigns in Belgium, France, and Poland. Through this partnership, we were able to engage with employees in global markets anonymously and confidentially.

“Using a third-party has enabled us to tackle five facets of diversity - gender ID, sexual orientation, disability, nationality & ethnicity - with an added layer of confidentiality. Ensuring safe handling of data by a third party helped ease concerns and positively contributed to participation rates.”

Muge Cebeci

Head of Talent Management and Development

TEDWomen

Investing in the belonging and development of women

The development of our rising leaders, especially women, is one of our key DE&I priorities. In today's competitive job market, growth and development is a critical and effective retention strategy. Investing in our high potential talent demonstrates our commitment to their future, ultimately providing a sense of belonging and additional pathways of opportunity.

In December 2021, LS&Co. sent a diverse, multi-disciplined cohort of 10 women to attend the TEDWomen conference in La Quinta, CA. Over three days and six sessions, more than 40 speakers and performers shared ideas that spanned the globe and drew from across cultures and industries to answer the question: What now? TEDWomen 2021 provided inspiration, a strong community of support, and a meaningful bond amongst our women attendees that continues today.



TED
Women



“I gained a new appreciation for my own power as a woman. Being a woman can be extremely complex, especially considering the challenges many of us face regarding our safety, our autonomy, our careers. I am incredibly fortunate to have had the opportunity”

Brianna Brandon
Director, USWS Brand Marketing

“It was an honor to be selected to attend TED Women 2021. It's a moment that highlights Levi's values as a company and makes me feel proud to have found my career here”

Lauren Arnette
Manager, Marketplace Insights

Leading with ALPFA

Expanding opportunities for our Latinx talent

We want all LS&Co. employees to reach their full potential. Achieving this requires clarity of career aspiration beyond annual performance objectives and reviews. While each individual employee drives their own career, as part of our commitment to DE&I, we are focused on supporting marginalized populations to help them navigate the unique challenges they face, unlock potential areas for growth and personal and professional empowerment.

One example of this is our partnership with the Association of Latino Professionals for America (ALPFA) and their L.E.A.D. (Leadership, Engagement, Advancement and Development) program. L.E.A.D. is a holistic learning experience that addresses both the professional and personal aspects of an individual's growth journey revolving around 6 Pillars: Business Mastery, Professional EQ, Wealth Creation, Health & Wellness, Community Engagement, and Xtrapreneurship.

Our employees returned from this experience inspired and personally motivated to increase their impact on our business and culture and to share what they learned with their peers and teams.



“The ALPFA L.E.A.D development program exceeded my expectations. It was a well-rounded and informative set of sessions; which included information and tools for effective communication, personal branding, leadership, strategic relationships, technology, and more. I believe people new to corporate structure and seasoned leaders will find something in this program to help advance their career.”

Paul Rosas
Senior Systems Engineer, Retail



THIS YEAR

5 high potential Latinx employees participated in the program

They were among a group of **50 cohort members** from other industries and organizations that they had the opportunity to learn, grow and network with

LS&Co. participants spent **16 hours total on their development** in this program over the course of **5 weeks**

The McKinsey and Co. Black Leadership Academy

Expanding opportunities for Black and Brown employees

To enhance the skills, capabilities and network of our Black team members, we sent more than **20 employees** to McKinsey and Co.'s first-ever **Black Leadership Academy**. McKinsey's program is designed to help organizations improve their talent pipeline and equip Black leaders with the network, capabilities, mindsets, and behaviors needed to achieve their professional goals.



Blake Jones
 Director of Global Marketplace
 Insights and Co-Chair of
 Project Onyx

“The Black Leadership Academy helped me spend time with Black people within our company that I had never met or crossed paths with – I really got to know the people I was working with. I found the coursework quite interesting and helpful as a bit of an MBA-lite type of curriculum. It definitely translates to the work I do and provides valuable resources for those who are working in more traditional business-style roles or interested in learning more in this space.”



“The McKinsey program offered a great mix of professional growth and engagement with other Black executives across many different professions. We had the opportunity to hear from some top-tier leaders and seasoned vets. The workshops and group projects provided some good professional tips and challenged us to think differently. The highlight for me though was the opportunity to meet and spend time with other Black peers on a regular basis. Some really good authentic discussions about just life both in and out of work.”

Mark Foxton
 Senior Director, Global Partnerships and Collaborations

Affirmative Action

A baseline of equity

As an equal opportunity employer in the U.S., we will continue to fulfill our affirmative action requirements and challenge ourselves to exceed simple compliance. Our programs and initiatives will 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, and other factors. We'll continue to go above and beyond what is required to ensure DE&I in our hiring and retention practices while developing the inclusive competencies and accountability of our people leaders.



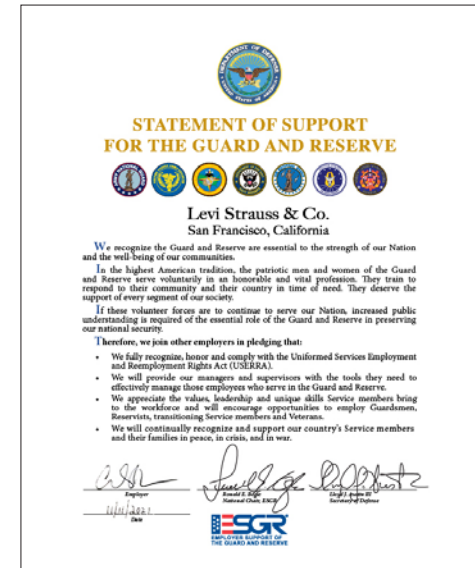


Honoring our Heroes

Expanding our support for service members and veterans

Every year, approximately 200,000 U.S. service members transition from military to civilian life, a shift that poses unique challenges for veterans and their spouses. As a company with a long legacy of supporting the military, we are committed to becoming an employer with an even stronger culture that supports, celebrates and understands veterans and their families.

In 2021, we progressed toward this goal when our CEO signed a corporate Statement of Support with [Employer Support of the Guard and Reserve](#) (ESGR). Our partnership with ESGR will help LS&Co. become a destination employer of choice for service members and veterans by ensuring our hiring practices are more supportive and inclusive of military service members.



“Veterans are intersectional and represent different races, ethnicities, religions, sexual orientations and other identities united for a common mission. The diverse makeup of the armed forces is one of its greatest assets and hiring employees who can lead inclusively is important to any organization.”

Christina Rivera Glennon
Head of DE&I Programs and Operations, U.S. Army Veteran

Supplier Inclusion and Supply Chain Equity

Creating sustainable progress through responsible procurement

As we looked at our DE&I efforts holistically, we recognized the importance of developing a strong supplier inclusion program committed to meeting global environmental and ethical standards. As we lay our foundation we're focused on:



Taking a closer look at the indirect suppliers we currently work with, especially if underrepresented groups own them, and evaluating the contracts in place with them.



Launching a global supplier inclusion program to provide transparency around our indirect suppliers' corporate social responsibility performance.

We also have a long-standing commitment to worker care and workplace culture. To support and drive this through our supply chain, we recently made several enhancements to our **Sustainability Guidebook** impacting our policies and guidance around:



- Gender equity
- Foreign migrant worker protections
- Freedom of association
- Wages and benefit requirements
- Robust health and safety guidelines in response to the COVID-19 pandemic and to address multi-story building risks

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



“Donating to a good cause does good but choosing to spend our money with businesses from under represented groups generates even more value; it enables sustainable employment and long-term opportunities”

Lisa Spice
Director of Supplier Inclusion



Section 4

**BUILDING
AN INCLUSIVE
CULTURE**

Our Global Engagement Survey

Harnessing the power of our employees' voices

We're always listening to our employees. Understanding their needs allows us to enhance their experience in innovative and beneficial ways. Additionally, research tells us that employees who know they are heard are more connected to company culture, engaged and productive. What we've learned at LS&Co. is that when our team members know they have a voice, they're willing to use it.

In 2021, we relaunched our baseline engagement survey to assess important areas of our culture as a global pandemic and social justice movement radically changed the way we lived and worked.

Our overall employee engagement score was **79%**, which is six points above the global benchmark average. This was reflective of the **63%** of our global workforce that participated in our survey.

Checking in with employees on their experience, engagement levels, trust in leadership and navigating constant change was invaluable. It helped us gain more insight into their needs, including the desire for clarity around career growth and development, better work/life balance and integration and enhanced two-way communications with people managers. Most notably, it helped us shape and validate our hybrid approach to bringing our employees back into the workplace after an extended period of mandated remote work. It also sparked a critical conversation and subsequent commitments on work prioritization and simplification, which were led by our Executive Leadership Team (ELT).



In 2022, we'll leverage the survey to delve more deeply and comprehensively into inclusion with a curated index that pulses employee experiences around DE&I.



COLLECTIVE VOICE OF OUR EMPLOYEES

88%

I am proud to work for LS&Co.

85%

I have confidence in the future of this company.

85%

Overall, I am extremely satisfied with LS&Co. as a place to work.

84%

I would recommend this company as a great place to work.

76%

I trust the senior leadership of this company.

72%

This company does a good job of helping me understand how changes will affect my work.

71%

There is open and honest communication at this company.

True Blue

Sewing employee insights into the fabric of our culture

If our global engagement survey is how we take a pulse on our employees' experience, then True Blue, our new annual global listening and learning tour, is how we delve more deeply into the nuances of that experience. Launched in 2021, True Blue was designed to enable our employees to have live conversations about what's important to them and learn more about how they are experiencing culture, inclusion and belonging at LS&Co.

These sessions are a powerful resource in our suite of tools allowing us to empower employees to co-create a culture where we all feel seen, valued, and safe.

Participant demographics

Representative groups of employees from **16 functions** and **33 global offices** participated in True Blue. Key participant demographics:

- **43% women** and **57% men** (global)
- **44% BIPOC**, **32% white** and **24% non-specified** (U.S. only)
- The **most-represented functions** were **HR, Marketing, Merchandising and Retail** (making up 52% of participants)
- Average **participant tenure was 7 years**
- **51% of participants were outside of San Francisco**, **23% were outside of U.S.**

What we heard

Through our conversations, employees universally expressed that they **deeply value LS&Co.'s culture**. The top three words they used to describe it were **welcoming, family and proud**. They also noted that they:

- Are ready and want to **actively participate in the evolution of the company** and are seeking more opportunities and channels through which to do so.
- Appreciate **access to leaders and leader transparency** (e.g., our all-employee forum Chip(s) and Beer, executives with open-door policy).
- Feel an **overall sense of belonging at LS&Co.** and deep connection to their colleagues.

Areas employees want us to focus on include:



Becoming a more globally focused and connected workplace. Many participants shared that our culture can feel very headquarters and U.S.-specific at times.



Providing clarity on career growth and development. Processes and policies seem inconsistent and aren't transparent.



Increasing access to tools to support mental health and workload balance, especially in retail and our distribution centers.

TAKING ACTION ON TRUE BLUE

We'll focus on four critical areas in 2022 to address the insights shared.

1

Training, tools and capabilities, including Global Diversity Action Plans and a focus on building manager and HR competencies.

2

Integrated Talent Management, including a talent process equity review, global talent management strategy and talent development programs for women and BIPOC talent.

3

Culture and global connection, with the launch of initiatives like our DE&I index within our engagement survey and the expansion of our global ERGs.

4

Attraction and retention of our talent, including a focus on our employer brand, our first-ever DE&I Impact Report and retention tools like stay interviews.



Denim Table Talks

Truths, stories and new perspectives to bring us together

Another forum we leverage for sharing and social listening is our bespoke DE&I speaker series, Denim Table Talks. This quarterly series is hosted by the DE&I team and features thought leaders, activists and employees having timely, honest and provocative conversations about identity, culture and current events. These one-hour conversations include curated questions that encourage guests to share their stories, challenges, truths, and passion for fashion.

IN 2021, WE SAT AT THE TABLE WITH:



Haben Girma

A human rights lawyer, disability justice advocate, and the first Deafblind graduate of Harvard Law School.



Oge Egbuonu

Producer, director, filmmaker (Eye in the Sky, Loving and Invisible Portraits), podcaster, author and fashionista.



Zainab Salbi

A celebrated humanitarian, author, and journalist, co-founder for DaughtersforEarth.com, Chief Awareness Officer at FindCenter.com, and host of Redefined podcast.

Seen & Heard & Amplified

The inspiration heard around the world!



1

Event

3

Days

13

Speakers

1200+

Viewers

96+

World class NPS score



The opportunity to bring our employees together virtually to be vulnerable about their struggles, learn from each other, get inspired by incredible speakers and hear from key LS&Co. leaders is what Seen & Heard is all about. Our annual virtual women's conference (which is open to all employees regardless of gender, identity or level) is one of our most beloved traditions and offers exciting opportunities for collaborative listening, learning and resilience building.

In 2021, our theme was **Seen & Heard & Amplified**, as we recognized the opportunity for lifting women's voices after more than a year of navigating a punishing global pandemic that had a disproportionate impact on women and marginalized communities.

Our speaker line-up was electric and inspirational! Some of the speakers who most resonated with our employees included:



Claudia Romo Edelman

Global Mobilization Expert and Latina Social Entrepreneur. Marketer for social causes, advocate and catalyst for change.



Maya Enista Smith

The first Executive Director of Lady Gaga's Born This Way Foundation.



Wade Davis

Former NFL player, thought leader, public speaker, and writer on gender, race, and orientation equality and Vice President of Inclusion Strategy for Product at Netflix.



Cindy Gallop

Radically innovative business consultant, career coach, keynote speaker, tech entrepreneur, influencer, partner, world changer. Also known as "The Michael Bay of business".

Seen & Heard & Amplified 2021 inspired welcome discussions around using your voice, overcoming challenges, navigating change, asking for help and looking within to our LS&Co. community for resources and connection across functions and markets. Some of our employees' most valuable takeaways and sentiments from this year's conference:

"It's **okay to not feel 'on' all the time**, but that I am worthy of putting myself and my needs first."

"Being able to learn **concepts that I could immediately apply** to both my work and personal life is very valuable."

"**The need to reflect and find my worthy dragon (how I define success on my own terms)** – to think about what I want my life to be like, how I want my life to FEEL."

"Using my voice and **not diminishing my own point of view** to make someone else feel more comfortable."

Global ERGs at LS&Co.

Fostering a global sense of belonging and community

Our Employee Resource Groups (ERG) are vehicles of belonging. These employee-led groups bring together people with shared identities and experiences – as well as allies – to promote a culture of inclusion and contribute to the success of our business.

Our ERGs are on the frontlines of social justice and serve as powerful advocates in the pursuit of change and understanding within the organization and beyond. Our 13 affinity-based ERGs each contribute unique goals, aligned to a shared vision for a more inclusive organization, where we all feel seen, heard, and have a strong sense of belonging.

In 2021, we supported the launch of two new global ERGs: AMAzing Rivet, an Asia, Middle East and Africa ERG, and Operation 501, a veteran’s ERG. As we continue to co-create spaces of inclusion and belonging, our ERG’s will support our journey of understanding by offering a global network open to everyone, but that creates safe spaces for marginalized and underrepresented populations. Our global ERG network includes:

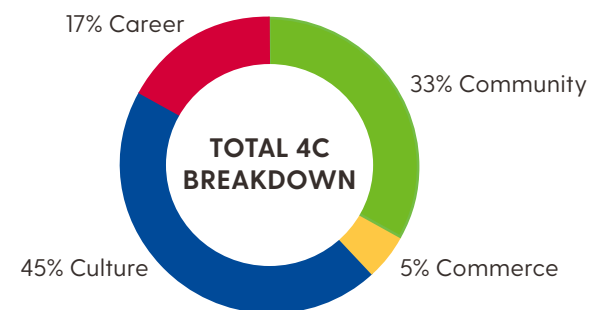
- **A.B.L.E. (Adapting Beyond Limits & Expectations) ERG (Global – People with Disabilities)**
- **AMAZing Rivet ERG (Asia, Middle East, Africa – Women)**
- **Asian ERG (U.S. – Asian American and Pacific Islander)**
- **Immigrants ERG (U.S. – Immigrants and their decedents)**
- **InsideOut ERG (U.S. – LGBTQIA+)**
- **LatinX ERG (U.S. – Hispanic, Latino and Latinx)**
- **Operation 501 (U.S. – Veterans)**
- **Parents ERG (U.S. – Current and prospective parents and care takers)**
- **Project Onyx ERG (U.S. – Black)**
- **Rivet ERG (U.S. – Women)**
- **Sawubona ERG (Europe – Black and North African)**
- **Thrive ERG (U.S. – Mental wellness)**
- **Unlabeled ERG (Europe – LGBTQIA+)**

Success Metrics

Our ERGs play a critical role in driving DE&I at LS&Co. And in 2021 we launched an ERG scorecard to track and measure their impact on our employee’s experience and our global culture. Our groups delivered against our goals in a multitude of amazing ways, making this year their most successful year to date.

ERGS IN 2021

Average NPS of ERG events for 2021: **84**
 Total number of events: **140+**
 Total attendees: **8,800+**
 External partnerships: **34**
 ERG membership increase: **+13%** (Jan: 1,383 – Dec: 1,566)
 2 new ERGs: **AMAZing Rivet & Operation 501**



Internal and External Communications

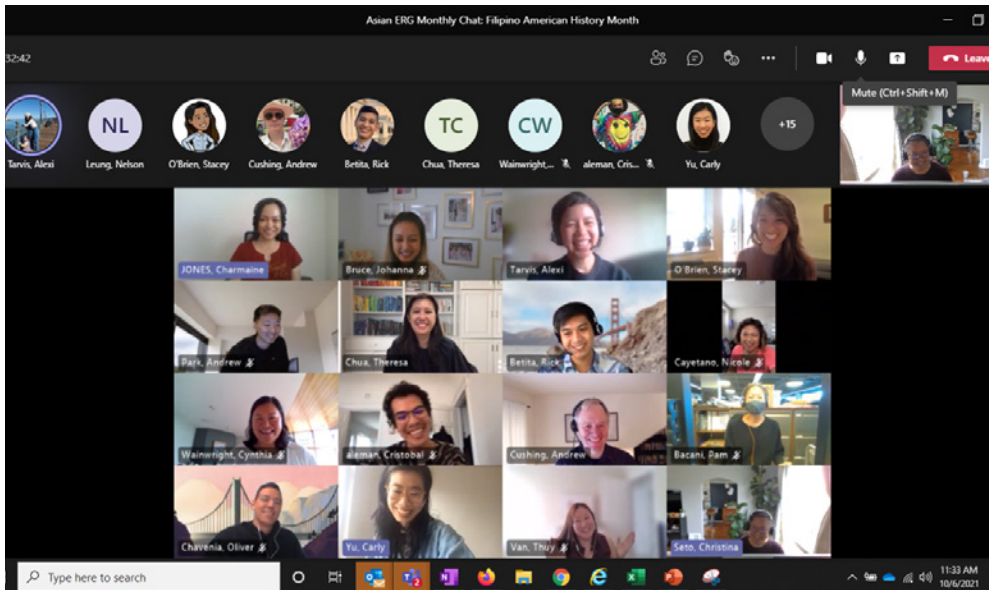
	Articles	Unique Views/Reactions
Threads	22	5,528
	ERG Posts	Views and Impressions/Engagements
Unzipped	12	10,918 views
Social (LinkedIn, Facebook, Twitter)	55	587,136 impressions 15,379 engagements
YTD Total	67	613,433

Global ERGs at LS&Co.

Recognition and the path forward

While our ERGs support and drive cultural dexterity, connectedness and belonging at LS&Co., our commitment to them is to ensure that the employee leaders who do this work (on top of very busy day jobs!) are rewarded, recognized, and acknowledged – ideally as an aspect of their overall performance and contribution to our DE&I journey. In 2021, we achieved this by sharing curated feedback with our ERG leaders' managers, Executive Leadership Team (ELT) member and Executive Sponsor.

In 2022, we're launching a new operating model that scaffolds the work of the ERGs with stronger systems of support, closer involvement of leaders, increased connection to business and talent processes and an integrated approach to performance assessment. We're also seeking ways to continue the development of our ERG leaders by providing access to learning and development, continuous opportunities for visibility in our organization, and clear differentiation as high-potential individuals.



“I feel authentic here ... and the longer I’ve been here the more I’ve realized that no matter how different we are or how diverse our backgrounds are, there’s a place for everyone at this company.”

Cristobal Aleman
Latinx ERG

“Being part of the AMAZING RIVET ERG has been so rewarding! This incredible group of Levi’s Women – who bring diverse ideas, backgrounds and experiences to the conversation, and share a passion for advancing women’s rights – are my people!”

Kate McDonell (Co-Chair)
AMAZing Rivet

“Being a part of Project Onyx has given me a sense of belonging and community at LS&Co. Getting to know so many other people with similar life and professional experiences and being able to support and celebrate each other within the Project Onyx community has been fulfilling and gives me the recharge I need to keep going.”

Kristen McCloud (Co-Executive Sponsor)
Project Onyx

Taking Action and Honoring Sacrifice

CEO **ACT!ON** FOR DIVERSITY & INCLUSION

The Day of Understanding and Day of Enlightenment

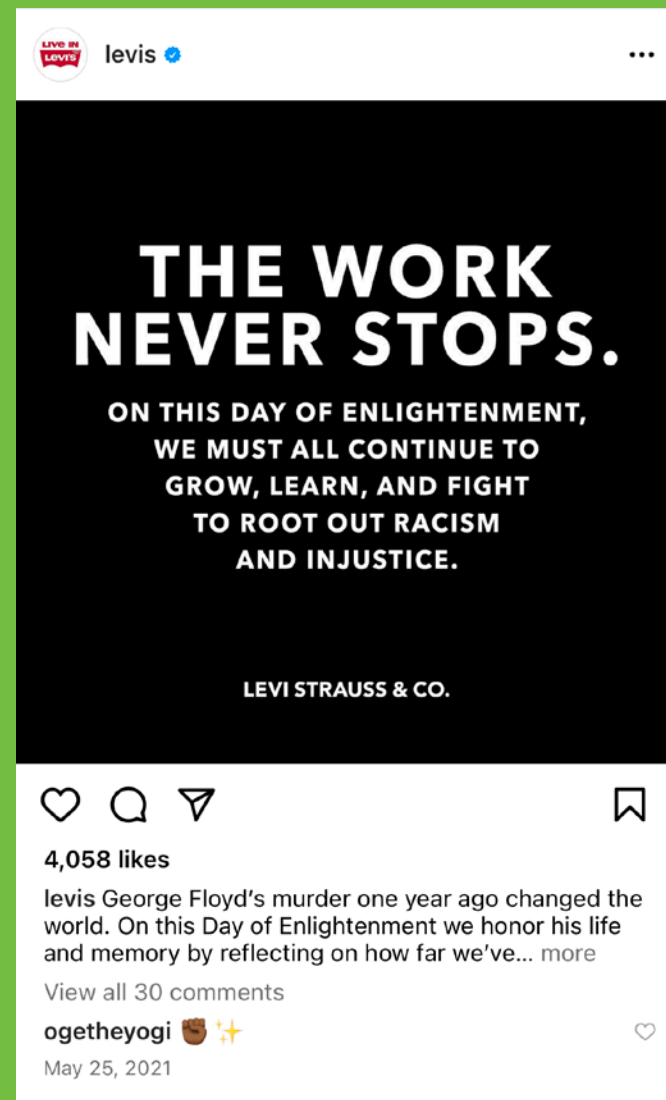
In 2017, our CEO Chip Bergh, signed onto the CEO Action for Diversity & Inclusion. This is a pledge signed by over 2000 member organizations across 85 industries and represents a commitment to equity by over 13 million employees.

This initiative was founded on a shared belief that diversity, equity and inclusion is a societal issue, not a competitive one, and that collaboration and bold action from the business community – especially CEOs – is vital to driving change at scale.

As part of LS&Co.'s commitment, each year we participate in The Day of Understanding. This special, one-day event brings employees together to participate in candid conversations that generate empathy, build cultural competence, and provide opportunities for learning and sharing. In 2021 our day consisted of:

- **A deep dive into our new global DE&I strategy and employee Q&A**
- **The first True Blue listening session with Latinx employees**
- **A racial healing session facilitated by Dr. Jamila Codrington, licensed psychologist and racial trauma expert**
- **An overview of our new University Recruiting Strategy**
- **Our first edition of Denim Table Talks, featuring Oge Egbuono, preceded by a screening of her documentary (In)Visble Portraits**

This year for the first-time ever, we also participated in the Day of Enlightenment, a day established to honor the life of George Floyd, whose murder became a catalyst for a worldwide movement in support of Black Lives, inclusion, racial justice and equality.



We also sent a special message of support from our Chief Diversity, Equity & Inclusion Officer (a Black woman) to our Black employees – noting how difficult the day was for Black Americans and reiterating her commitment to them to continuing to make LS&Co. a place where they felt safe, empowered and seen.



Section 5

USING OUR VOICE & FUNDING CHANGE

Cultural and Social Impact Messaging

Raising our voice for equality and justice

We are pioneers because we lead with our values of empathy, originality, courage and integrity. They guide the decisions we make – including if, how and when to take a stand on issues of purpose, both internally with our employees and externally with our consumers.

We view speaking up on behalf of victims of race and identity-based attacks and efforts to undercut equity and access to resources and universal human rights, not as an expression of support for any country or its policies, but as a plea for humanity, for all people, everywhere.



In weighing our decision to use our voice, we consider a multitude of factors, including our commitment to equality, stance against racism, bias, bigotry and race or gender-based violence, sense of responsibility and demonstration of care and concern for employees, communities and fans. Most specifically, we leverage our voice when it is:



Necessary

When actions and events are egregious or exceptional in nature



Meaningful

To employees, fans and key stakeholders



Strategic

Will be useful and important in driving change and expressing solidarity or a critical stance in alignment with our values

In 2021, there were several times we deemed it appropriate to speak up and out to our employees and/or consumers in response to social and cultural issues, including after the Chauvin trial/verdict and in reaction to violence against the Asian and AAPI communities (#StopAsianHate) among others.

In addition to timely responses to current events, we further defined our process and protocol for proactive and reactive messaging, launching a new Social/Cultural Messaging framework and a new Brand Values Strategy.

Beyond the Label

Embracing activewear, diversity & inclusion with Beyond Yoga

Beyond Yoga, LS&Co.'s performance activewear division, is a brand on a mission: To give every body – of every size and shape – the luxury-level comfort they deserve from activewear. The brand's philosophy centers on body positivity, inclusiveness and authentic self-expression. Beyond Yoga has a strong track record of giving back to its communities, donating over \$200,000 last year in products and donations to the Downtown Los Angeles Women's Center, ACLU, the AAPI Civic Engagement Fund, Marsha P. Johnson Institute, Vital Voices and other organizations. The brand also funds and supports social progress, equity and inclusion, and reproductive rights.

Performance for 
every body

Giving back 
\$200,000

Last year, Beyond Yoga founded its BIPOC Teacher Training Scholarship, a program that aims to increase BIPOC representation in the yoga and wellness community. Beyond Yoga sponsored nearly 40 men and women in attaining their yoga teacher certification and the program will continue through 2022. Additionally, Beyond Yoga took to social media with the #BeyondEnough campaign, which encouraged people to rise above societal pressures and the noise to be a certain size, lose quarantine weight, or live up to other people's expectations.



Established by women co-founders, 89% of Beyond Yoga's 89 employees are female. More than 60% of the brand's employees, and 52% of their management, identify as Black Indigenous People of Color (BIPOC).



“Body positivity and inclusivity have been at the core of everything Beyond Yoga does since we launched 17 years ago. We’ve always understood that for our products to be inclusive, every bit of our company has to be inclusive, as well. We’ve lived by those values, and partnering with LS&Co. shows our team and consumers how seriously we take these beliefs. This is a movement, not a moment.”

Michelle Wahler
CEO, Beyond Yoga



Influencers and Partnerships

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. Last year, Levi's® launched one of its most ambitious brand efforts ever, the **"Buy Better, Wear Longer"** (BBWL) global sustainability campaign. BBWL raises awareness of the environmental impacts of apparel production and consumption. Featuring an inspiring group of icons and activists – Jaden Smith, Xiye Bastida, Melati Wijsen, Xiuhtezcatl, Emma Chamberlain and Marcus Rashford – BBWL doubles down on Levi's® commitment to making clothing that lasts for generations.

The Levi's® **Music Project** relaunched in late 2021 with a new focus on providing music education through digital platforms to reach a global audience. The program, which extends its reach to emerging artists through YouTube and Discord, is a music-education oriented community created by artists for artists. Musicians collaborating with Levi's® include Khalid, Mabel, Skepta, Rosalía and more.

In keeping with its longstanding support for the LGBTQIA+ community, Levi's® continued its annual Pride collection; donated to Outright International, which works to advance human rights for LGBTQIA+ people all over the world; and highlighted activist voices from around the globe. Levi's® also partnered with avant-garde artist Oge Egbuonu to direct the **"Beauty of Becoming"** campaign – which featured fashion creatives, actors, activists, and athletes like Naomi Osaka, Tremaine Emory, Haben Girma and others. "Beauty of Becoming" cataloged the fight for racial, gender and sexual equality, the degradation of the environment and the silencing of people with disabilities.





DOCKERS®



Dockers® champions a California lifestyle – one that’s progressive, optimistic, creative and values-centered. In 2021, Dockers® introduced a content series called Recognize: Black Culture in Progress. The brand partnered with 12 Black community members, contributors and influencers; including two LS&Co. employees, and featured their stories on the Dockers® site and Instagram page. Through Recognize, Dockers® amplified and celebrated Black stories. In 2022, the series will expand to center all BIPOC voices and will be spearheaded by Dockers® brand partner Selema Masekela.

Last year was also the fourth in a row that Dockers® partnered with the Stonewall Community Foundation, a not-for-profit, Black-led organization. The Foundation focuses on strengthening the LGBTQIA+ community by making values-driven investments in dynamic organizations, projects, and leaders across the United States. Dockers® will continue the partnership with the organization in 2022.

Corporate Grantmaking

Giving to support action for equality

In 2020, LS&Co. committed to increase support of racial equity and nonprofit organizations led by BIPOC individuals. In 2021, our company grants reflected this:

51%

of the organizations LS&Co. supported were BIPOC-led

53%

of the company's giving advanced racial equity goals

Across the company, through corporate grantmaking, brand and department giving, LS&Co. provided **\$4,127,722.93** to nonprofit organizations around the world and nearly \$1 million in product donations.

Levi Strauss Foundation

A history of giving back

For more than 65 years, the Levi Strauss Foundation (LSF) has embraced the energy and events of our time to advance pioneering social change in the areas of HIV/AIDS, worker rights, worker well-being and social justice. Their mission is to advance the human rights and well-being of underserved people in places where LS&Co. has a business presence.



In 2021, LSF provided **\$9.5 million** in grants, of which **\$2,861,000** addressed racial justice across the recipients' social justice, HIV/AIDS and COVID-19 portfolios.

LSF also launched a refreshed Worker Well-being initiative, informed by insights from a multiyear research partnership with Harvard University. This partnership has already connected directly with more than 13,000 workers—most of whom are women—making our products in Cambodia, China, Mexico, Poland and Sri Lanka.



“I joined the Levi Strauss Foundation in late 2021 and I am excited to help this diverse team to bring to life Levi Strauss & Co.’s values – originality, empathy, integrity and courage – by investing in our communities and advancing pioneering social change on the issues and events of our time. We will continue to center equity and trust in the Foundation’s grantmaking, communications, and operations.”

Fatima Angeles

Executive Director, Levi Strauss Foundation, Global Legal



“When we weigh in on the issues of our time, we hold ourselves accountable to follow through with action. This is reflected in our support of not just programs addressing racial equity but also in organizations led by diverse leaders.”

Alexis Bechtol

Director, Community Affairs



Section 6

OUR CONTINUED COMMITMENT



OUR CONTINUED COMMITMENT

A Message from Tracy Layney, SVP and Chief HR Officer

Looking back on all we accomplished in 2021, I first want to thank all the leaders, employees and teams responsible for driving such incredible progress across our diversity, equity and inclusion programs at LS&Co.

This is deeply important work and we are committed to building a strong foundation that will support sustainable, long-term change at the company in the years ahead. As you have read in our report, delivering on our DE&I strategy requires multi-faceted, comprehensive work that goes beyond developing new programs and processes. It's about truly evolving our culture to create a stronger company.

While our progress won't always be linear, I'm confident that we are better positioned than ever to continue our forward momentum. Moving into 2022 and beyond, we are committing to the following:

- Ensure employees of all backgrounds, and with all types of experiences, have meaningful career opportunities at LS&Co., feel supported and see a path forward for growth
- Improve how we track and measure impact, with an emphasis on better data and increased transparency
- Develop stronger leaders with essential capabilities – including, inclusive leadership, anti-bias and anti-racism practices

- Grow as an industry leader in employee well-being by fostering a culture of empathy and implementing policies that support the diverse, holistic needs of all employees – so they can prioritize their wellness and well-being both inside and outside of work

As we grow the impact and effectiveness of our DE&I programs, you can continue to count on us to listen, learn and use our voice as a force for positive change with employees, consumers and our global LS&Co. culture.

As a company guided by our values, we know that creating an inclusive and equitable workplace is the right thing to do. This is not just an altruistic pursuit. We want to create an organization that supports all of our current and future employees. And in doing so, we know we are creating a stronger business for the future.

Thank you for coming along on this journey with us. We are just getting started.



Tracy Layney
SVP and Chief HR Officer

