

# DE&I Impact Report 2023

LEVI STRAUSS & CO.





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# A Message From Michelle Gass

President and CEO

## Strength From Diversity

Thank you for reading Levi Strauss & Co.'s (LS&Co.) 2023 Diversity, Equity and Inclusion (DE&I) Impact Report. This work is a source of immense pride and a key area of focus for teams across the organization. It has been for many years, and it will remain so in the years and decades to come. In fact, I'd say it's key to us achieving our potential as a business.

Beyond the statistical improvements documented in the report, it's been extremely gratifying to see how this work has become embedded in how we operate across the company. While we have benefited greatly from exceptional DE&I leaders and a fantastic DE&I team, they are not responsible for driving progress on their own. It is something we all have ownership of, that we all must carry forward, because we all know that it is the right way to do business and the right thing to do.

In the highest-performing organizations, leaders must create environments where everyone feels supported, valued and able to bring their whole selves to the office, wherever that may be. The workforce should reflect our fans and our communities. And every day and every meeting should bring together people with diverse perspectives and experiences, people who bring with them different influences and frames of reference. That makes us all better, and it makes it more interesting to come to work every day.

Yours,



**Michelle Gass**  
President and CEO







**Progress**

# Highlights & Initiatives



## Why Diversity Matters

At LS&Co., creating a more diverse and equitable workplace is a top priority because we know it makes our company stronger. 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.



Scan to explore some of our significant milestones on our journey towards our long-standing commitment to equality and inclusion within our company and throughout culture.

Second, it's well documented that diverse companies outperform homogenous ones. To best serve our fan base, 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. That's why we will continue to advance our DE&I strategies – because it's the right thing to do for our people and the right thing to do for our business.

## Building on Our Foundation

When we talk about our commitment to a DE&I mission, **we're guided by these objectives:**

- 1 To cultivate a diverse, equitable and inclusive culture.** We actively work to advance equity and inclusion through targeted initiatives and ongoing education.
- 2 To co-create a culture of belonging where everyone feels safe.** Through open dialogue and the creation of safe spaces, we empower and encourage all employees to use their voices and contribute their unique talents.
- 3 To empower all employees to reach their full potential.** Regardless of their background, we purposefully create opportunities for all employees to find and be their most authentic selves so they can grow and thrive.
- 4 To foster self-accountable leaders.** Through learning and unlearning, inclusive behaviors and a sincere sense of empathy, our DE&I initiatives are **not performative but a true reflection of our values, character and principles.**

# Representation in 2023

## Pioneering Progress

In 2020, LS&Co. announced a goal to recruit, hire and promote more people of color at all levels, and to increase the number of women in executive positions. We've taken consistent steps forward since.

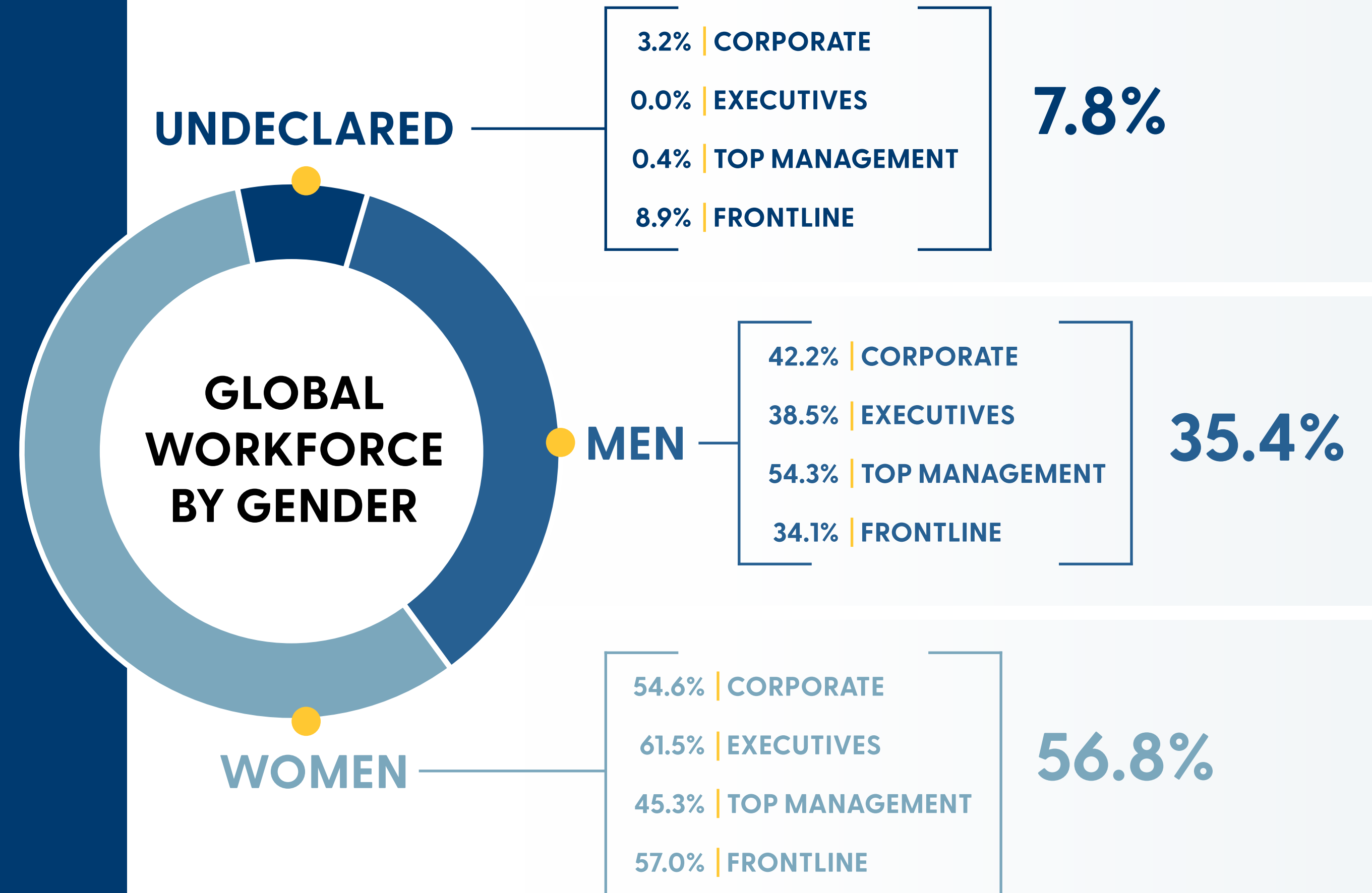
Last year, LS&Co. made significant progress toward increasing our representation of executive women and diverse individuals at all levels of the organization.

Our overall growth was driven 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 remains majority women, and we've seen an increase in women and Black representation at our executive and top management levels.

We're proud of our continued improvement, but we're by no means complacent. We'll continue to move forward from here, nurturing a culture of belonging and enhancing our inclusive and rewarding employee experience.

The following figures show the racial (U.S.) and gender (global) makeup of our workforce from December 2022 through December 2023.



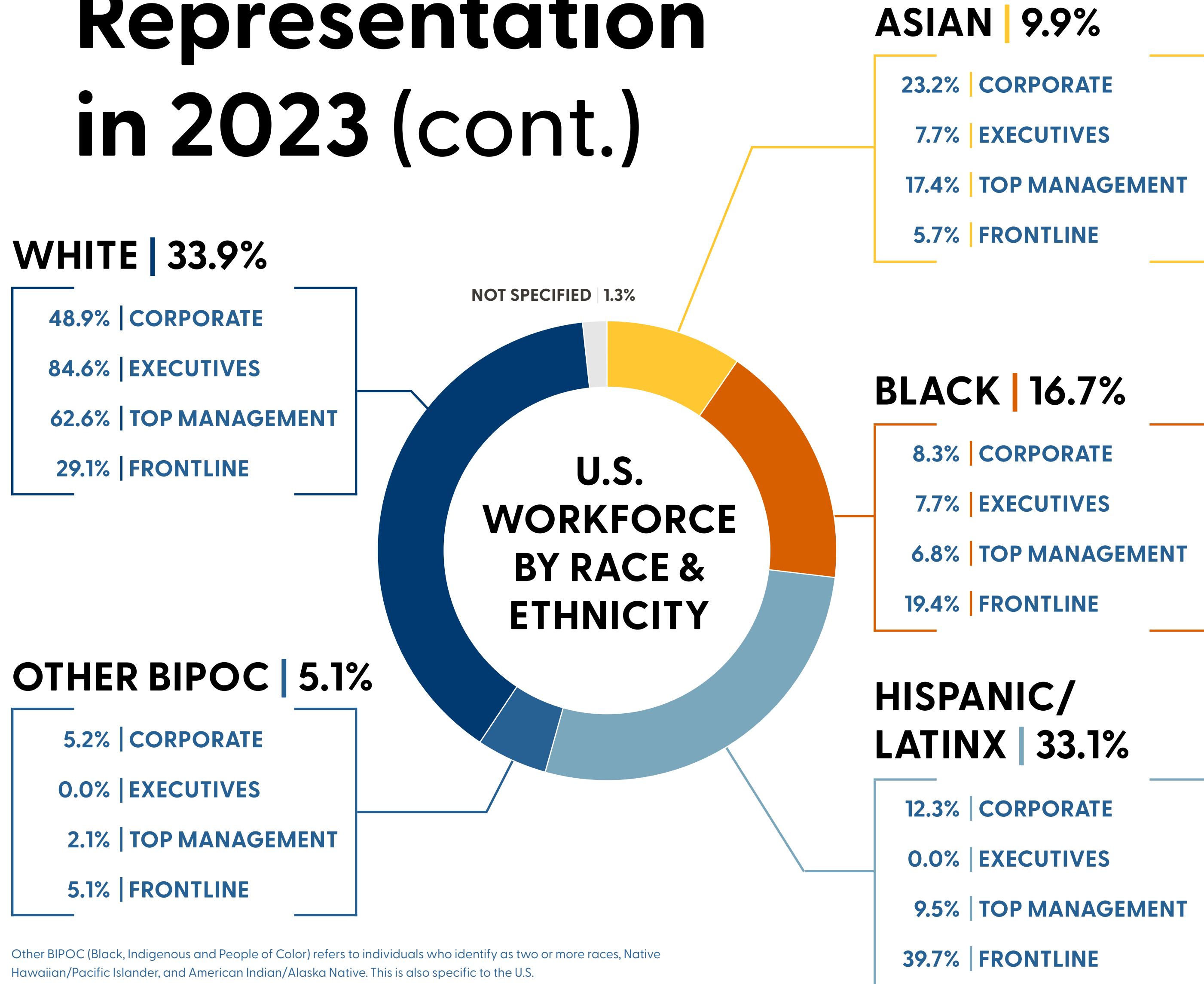
Gender data are global; race/ethnicity data are U.S.-only.

Executives are defined as the executive leadership team (ELT).

Top management is defined as the top -250 leaders in the company.

Frontline workers are made up of retail and distribution center (DC) employees.

# Representation in 2023 (cont.)



Other BIPOC (Black, Indigenous and People of Color) refers to individuals who identify as two or more races, Native Hawaiian/Pacific Islander, and American Indian/Alaska Native. This is also specific to the U.S.

## Let's Break It Down:

### More Women and Black Executives

Globally, women representation on our executive team grew, remaining a majority. In the U.S., Black representation increased on the executive leadership team.

### More Women and BIPOC Individuals in Top Management

Women in top management grew globally, while BIPOC representation, particularly Black and Hispanic/Latinx, increased in the U.S.

### Growing Corporate Diversity

Globally, our corporate workforce is majority women. Additionally, we have seen an increase in diversity by race/ethnicity in the U.S., where Black and Hispanic/Latinx representation has increased significantly.

### Diversity Among Frontline Workers

Globally, women's representation among frontline workers slightly decreased, bringing us closer to gender parity. This segment remains highly racially diverse in the U.S., where we've seen notable increases in Asian and Hispanic/Latinx talent.



## Growth and Diversity

Since embarking on our formal DE&I journey in 2020, we've learned a great deal about how to enhance diversity within our organization.

We understand, for instance, the importance of actively identifying and attracting top diverse talent. We also understand the need to address any barriers to their success.

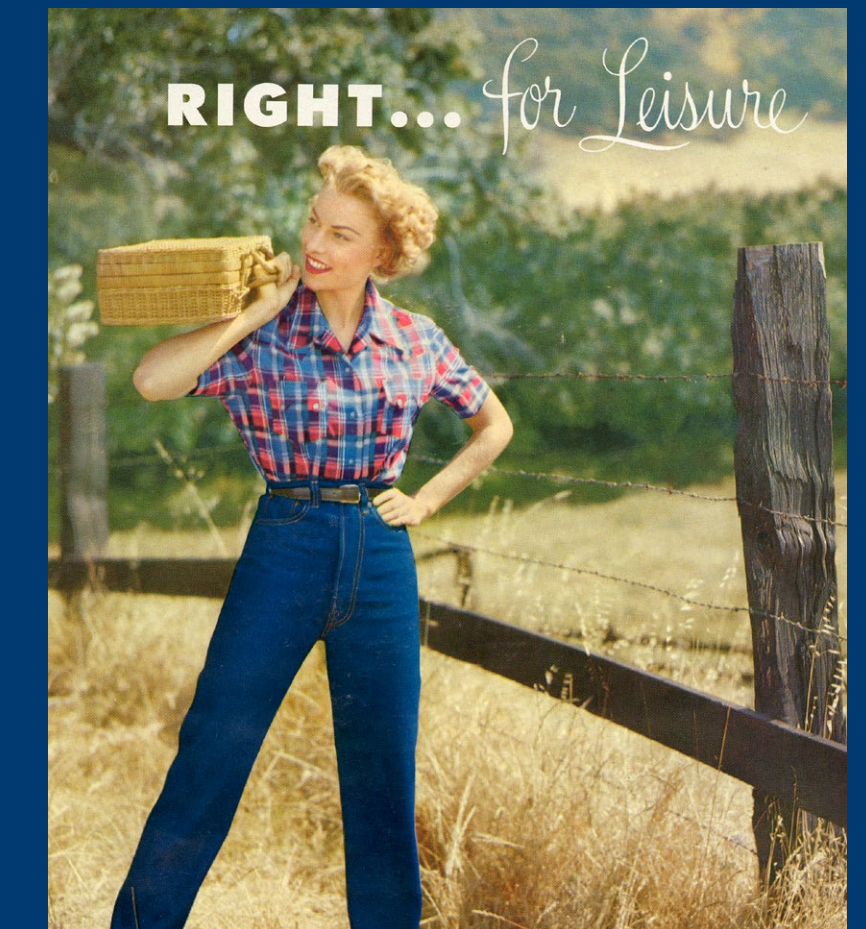
To build our talent pipeline in 2023, we:

**Invested in education.** Our engagement with Clark Atlanta University served as a platform to integrate classes in design, merchandising and marketing, using the Levi's® graphic T-shirt business as a central theme. This approach fostered a comprehensive learning experience, empowering students to realize their entrepreneurial aspirations.

**Supported transitioning veterans.** We hosted our first corporate fellowship event with Hiring Our Heroes, which provides invaluable support to military veterans in their career transitions.



**Nurtured interns.** Our Fostering Influential Talent (F.I.T.) Internship Program has been successful in attracting a talented and diverse class of interns from all backgrounds. This past year, we hosted a class of 26 interns that was majority women and BIPOC.



*EVOLUTION OF INCLUSION:  
CAPTURING OUR DIVERSE  
MILESTONES*



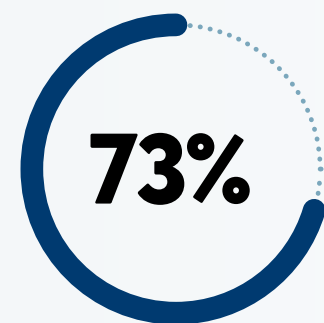
## Striving for Inclusivity

We make it a priority to listen to our employees because their feedback is instrumental to our success as an organization. LS&Co.'s global inclusion pulse survey and annual employee engagement surveys are crucial tools in this process.

### Global Inclusion Pulse Survey

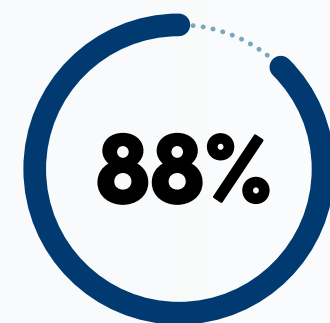
Using data to enhance our employee experience

Across LS&Co., our inclusion pulse survey serves as a window into employee perspectives on diversity, equity and culture.

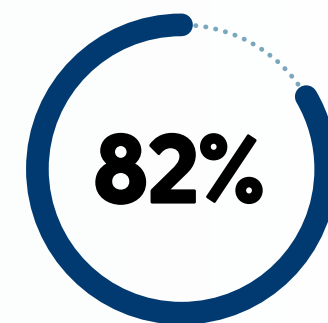


of eligible employees participated in the 2023 survey:

- Corporate (82%)
- Retail (73%)
- Distribution center (61%)



reported feeling respected at work, the highest-scoring question in the survey.



was our Inclusion Index score, a 1% increase over the previous year. This improvement is indicative of our ongoing dedication to an inclusive workplace where everyone feels valued.

In the survey, employees expressed appreciation for our culture and our commitment to equity. However, they also identified areas for improvement:

Transparency

Clarity on career growth opportunities

Work-life balance

Fostering global connectedness

With each survey response, we gain deeper insight into what a more inclusive LS&Co. looks like. We're dedicated to realizing this vision as well as ensuring its long-term sustainability.

As of 2024, our inclusion pulse survey will seamlessly integrate into our broader engagement efforts.

### Global Engagement Survey

Amplifying employee voices

Our annual employee engagement survey drives LS&Co.'s culture forward. It's not just about measuring engagement, it's about enhancing team dynamics and enriching our employee experience.

In 2023 → A record-breaking **16,000 employees**, representing 77% of our workforce, participated in our employee engagement survey – **our highest participation level to date.**

While our **overall engagement score stands at 73%**, it reflects a slight decrease of 2 percentage points from the previous year.

#### STRENGTHS

Overall global employee sentiment on role clarity and authority was high, along with pride in working for the company.

#### OPPORTUNITIES

Areas of opportunity include simplified career pathing, more routine leadership communication and further breakdown of siloes.

Thanks to this feedback, LS&Co. is poised to build on our strengths and address our opportunities head on. As we evolve, we'll also continue to improve how we listen – and respond – to our employees.





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### Seen & Heard

Seen & Heard is LS&Co.'s annual global employee summit dedicated to women's empowerment.

In 2023, the theme "I am..." invited employees from all backgrounds to define their identities authentically. From retail managers to corporate leaders like our CEO, the event showcased a powerful range of voices, backgrounds and stories.

The experience:

**One global event, plus several regional events**

**1,100 participants worldwide**

**In-person sessions and watch parties in over 10 countries**

### 2023 SEEN & HEARD JACKET



DESIGNED BY  
**Ana Alvarez**, store planning and construction senior manager for our LATAM denim brands.



### Global Employee Resource Groups

Co-creating and shaping culture

LS&Co.'s employee resource groups (ERGs) continue to be true champions of DE&I. These groups celebrate differences, invite belonging and provide a direct connection to employee perspectives.

Highlights from the year include:

**88%** Average net promoter score of ERG events  
(compared with a 50% benchmark)

**150+** Total events

**4,750+** Total event attendees

**38** External partnerships formed

**+16%** ERG membership increase

These achievements wouldn't be possible without our dedicated ERG leaders. They're shaping LS&Co.'s culture of inclusion, and in the process, they're making our business and brands stronger.

### Here's a snapshot of our global ERG network:



A.B.L.E. (People with Disabilities)



Project Onyx (Black in the U.S.)



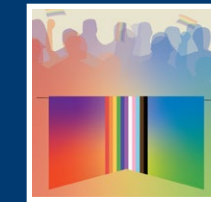
Unwind (Mental Wellness in the U.S.)



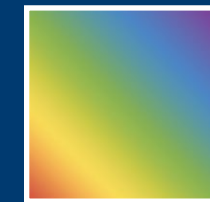
AMAzing Rivet (Women in Asia, Middle East, Africa)



Rivet (Women in the U.S.)



Unlabeled (LGBTQIA+ in Europe)



BeYou Alliance (LGBTQIA+ in Asia, Middle East, Africa)



Rivet Europe (Women in Europe)



Uplift (Asian American and Pacific Islander in the U.S.)



C.A.R.E. (Parents and Caretakers in the U.S.)



Rivet Grand LATAM (Women in Latin America)\*



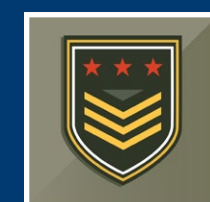
V.O.I.C.E. (Immigrants and their descendants in the U.S.)



InsideOut (LGBTQIA+ in the U.S.)



Sawubona (Black and North African in Europe)



Operation 501 (Veterans in the U.S.)



SOL (Hispanic, Latino, Latinx in the U.S.)

\*New in 2023 – first ERG in Latin America





### Embracing #ThePledge

Our commitment to know and do better

It takes a lot of self-reflection for an organization to develop cultural dexterity and inclusivity. At LS&Co., we often stop and ask ourselves: How do we ensure every voice is heard, and all team members are seen and valued?

One answer is making sure our efforts are action-oriented. Our annual global DE&I training initiative, known as #ThePledge, aims to do just that.

2023 Theme: Cultivating Psychological Safety

 **Conducted 35 workshops globally**

 **Delivered sessions in seven languages**

 **Drove a 57% global completion rate, representing 2,900 employees**

Together, we're creating a workplace culture that empowers each team member to reach their fullest potential – and that establishes a sense of accountability throughout the organization.



## Using Our Voice and Funding Change

### Levi Strauss Foundation

Outfitting movements and leaders for justice

For over 70 years, the Levi Strauss Foundation\* has actively engaged in supporting community partners that reflect the values of LS&Co. as they navigate the challenges and opportunities of our era.

2023 Progress:

In total, the foundation **distributed \$9.3 million** to organizations around the world, which includes **\$7.9 million** in foundation-directed grantmaking to **70+ organizations** in communities where the company has a business presence and **\$1.4 million** to support employee community engagement (matching gift, Community Day, team volunteering).

Under our directed strategic grantmaking portfolio:

- **In the U.S.: 81% of grant dollars advanced racial justice**
- **Globally: 97% of grant dollars advanced gender justice**

Continuing its legacy of empowerment, the Levi Strauss Foundation remains a leader in driving positive change and amplifying voices for a brighter future.



### Giving to Support Action for Equality

It's in our jeans

How we give reflects our commitment to our values – a vision that intersects with numerous issues we are vocal about.

In 2023:

**49%** of our investments supported programs and organizations with racial equity goals

**42%** of the organizations supported were BIPOC-led

Outside of the foundation's giving, LS&Co. provided **\$2.5 million in funding to nonprofit organizations worldwide**.

\*The Levi Strauss Foundation (LSF), which is funded by Levi Strauss & Co., provides grant support to pioneering organizations and leaders working on the frontlines of change on the issues and events of our time. Note: LSF amounts are based on LSF fiscal year. The LSF is a separately run charitable foundation.



## LSF IN ACTION





our

# Recognition





# Levi Strauss & Co. 2023 DE&I and Workplace Recognition

From prestigious rankings to contributions to gender and LGBTQIA+ equality studies, we made extraordinary progress in 2023. Here's a look at the recognition we earned.



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



The CEI evaluates companies based on their LGBTQIA+ policies and practices, including nondiscrimination workplace protections, domestic partner benefits, transgender-inclusive healthcare benefits, competency programs, and public engagement with the LGBTQIA+ community. We are proud to have achieved a 100% score for the past 20 years.



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.



Each year, DiversityComm, Inc. (DCI) evaluates top employers, supplier diversity programs, industry leaders, law enforcement, government agencies and schools. These evaluations identify the "Best of the Best" for outreach and accessibility to minority, veteran, women, disabled and LGBTQIA+ populations. The unbiased studies serve as valuable resources for readers, jobseekers, business owners, students, senior management and consumers. The recognition was awarded in 2023 for the 2024 fiscal year.





Forbes researched and assessed more than 1,300 companies on their DE&I practices, including the presence of employee resource groups, publication of employee demographic data, percentage of women in leadership roles and supplier diversity. These factors were incorporated into a scoring model, and the 500 companies with the highest scores made the final list. The recognition was awarded in 2023 for the 2024 fiscal year.



Forbes' 2023 list of the World's Best Employers included 700 companies selected based on a survey of over 170,000 employees from over 50 countries. The survey considered factors such as corporate impact, talent development, gender equality and social responsibility.



Military Friendly® is the standard that measures an organization's commitment, effort and success in creating sustainable and meaningful benefits for the military community. Over 1,500 organizations compete annually for Military Friendly® designation. Military Friendly® ratings are owned by Victory, Inc., a service-disabled, veteran-owned small business. The recognition was awarded in 2023 for the 2024 fiscal year.



**Tracy Layney, EVP and CHRO**

This award honors CHROs who excel in adapting to a competitive business environment and driving HR transformation. The CHRO of the Year award recognizes leaders who innovate and achieve measurable excellence in employee engagement and retention.



RECEIVING THE HRC CEI





# Looking Ahead





# A Message From Tracy Layney

## Executive Vice President and Chief Human Resources Officer

### The Way Forward

On behalf of LS&Co., thank you for reading our third annual DE&I Impact Report. This report reflects our commitment to continuous growth that comes from listening, shaping strategy and being intentional about implementing programs that make us a more diverse – and stronger – organization.

Our dedication to DE&I is fueled by the conviction that our people make us what we are and that it's our responsibility to create a workplace that allows everyone to thrive. We are also very well aware that research shows diverse organizations outperform homogenous ones. That's why, as you saw in the report, our efforts are not confined to certain roles, departments or geographies. They permeate our organization, guided by our five key drivers – hiring, representation, retention, promotion and inclusion.

I'm proud of the way this came to life in 2023: We saw notable growth in women holding top management positions globally and increased representation of BIPOC leaders. Our remarkably active ERGs continued to evolve, with the addition of new groups

and a significant increase in membership across our global community. We also expanded our global benefits equity programs to include enhanced global parental and paid leave policies along with gender transition and transgender nondiscrimination guidelines.

All of this work will continue as we go forward. Along the way, we will draw inspiration from our values, our heritage and, most importantly, our employees. In a time when more and more people say they want to work for a company they feel good about, LS&Co. remains steadfast in our commitment both to this work and to providing employees not only with the environment they need to thrive but with one they can feel proud of.

Thank you again for taking the time to read about our progress.

**Tracy Layney**  
EVP and Chief Human Resources Officer





**LEVI STRAUSS & CO.**

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