

LIVE WEBINAR

# SASB Advanced:

Taking the SASB Standards to the next level



# Our speakers

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# The Vision for the Future



At COP26 in November, several organizations agreed to consolidate their efforts into a new International Sustainability Standards Board, setting the stage for systematically embedding sustainability into capital markets



# ISSB: formed in response to demand from investors and businesses to simplify the global sustainability disclosure landscape



Develop standards for **global baseline** of sustainability disclosures



Focus on meeting the information needs of **investors**



Will enable companies to provide **comprehensive sustainability information** for the global capital markets



**Building blocks** approach: facilitate the addition of requirements that are jurisdiction-specific or aimed at a broader group of stakeholders



# Simplifying the disclosure landscape: the future of VRF resources



# Market demand: Global investors have coalesced around a cross-industry (TCFD) and industry-based (SASB) approach

*A small sample of statements of support include:*

## BlackRock

**“While the world moves towards a single standard, BlackRock continues to endorse TCFD- and SASB-aligned reporting.”**

*2021 Letter to CEOs*



**“...ICI’s board is urging companies to provide disclosure consistent with the TCFD recommendations and SASB Standards...”**

*December 2020 press release*

## CPP Investments

**“When issuers seek input, the organization now indicates its preference for companies to align their reporting with the SASB and TCFD standards.”**

*July 2020 updated Sustainable Investment Policy*

## THE INVESTMENT ASSOCIATION

**“We strongly encourage the SSB to focus on creating a coherent and unified set of standards that draw heavily on the work of SASB and TCFD.”**

*IFRS Foundation consultation on sustainability reporting*



## HM Treasury

*Asset Management Task Force on Stewardship*

**“SASB and TCFD already have a significant amount of traction with global investors and companies and are the basis on which many investors are developing their ESG integration processes.”**

*November 2020 report*

## NORGES BANK INVESTMENT MANAGEMENT

**“We recommend that companies report financially material sustainability information following the logic of the TCFD and using the SASB industry-specific standards.”**

*IFRS Foundation consultation on sustainability reporting*

# Global businesses have also embraced TCFD, SASB Standards and the <IR> Framework



**2,600 organizations**

*have expressed their support for the **TCFD** recommendations*



**1,700 businesses**

*Disclose using **SASB Standards***



**2,500 businesses**

*Use the **<IR> Framework** to drive integrated reporting*







# Where We Are Today

# Sustainability reporting was originally not aimed at investors

## 2015 JetBlue Report

### ENVIRONMENTAL SUSTAINABILITY

We depend on natural resources and a healthy environment to keep our business running smoothly. Natural resources are essential for us to fly, and tourism relies on having beautiful, natural and preserved destinations for our customers to visit. Therefore we take an active approach to shrinking our greenhouse gas (GHG) footprint, reducing pollution and waste.

### CLIMATE CHANGE — CHANGING OUR IMPACT

It's important to have a frank discussion about climate change and our business. Like other fossil fuel-based forms of transportation, planes and ground equipment release carbon dioxide (CO<sub>2</sub>) into the atmosphere, which traps heat in the form of a GHG. JetBlue is focused on minimizing our impact by shrinking our carbon footprint.

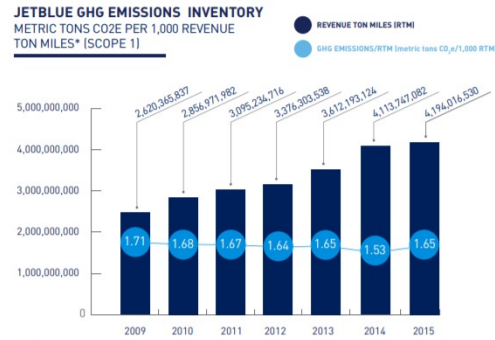
A changing planet creates unpredictable weather patterns, contributes to sea level rise and affects ecosystems, for example, by bleaching coral reefs, a tourist attraction critical to the Caribbean. These changes could impact our operations and harm our communities and customers.

#### MEASURING OUR PROGRESS

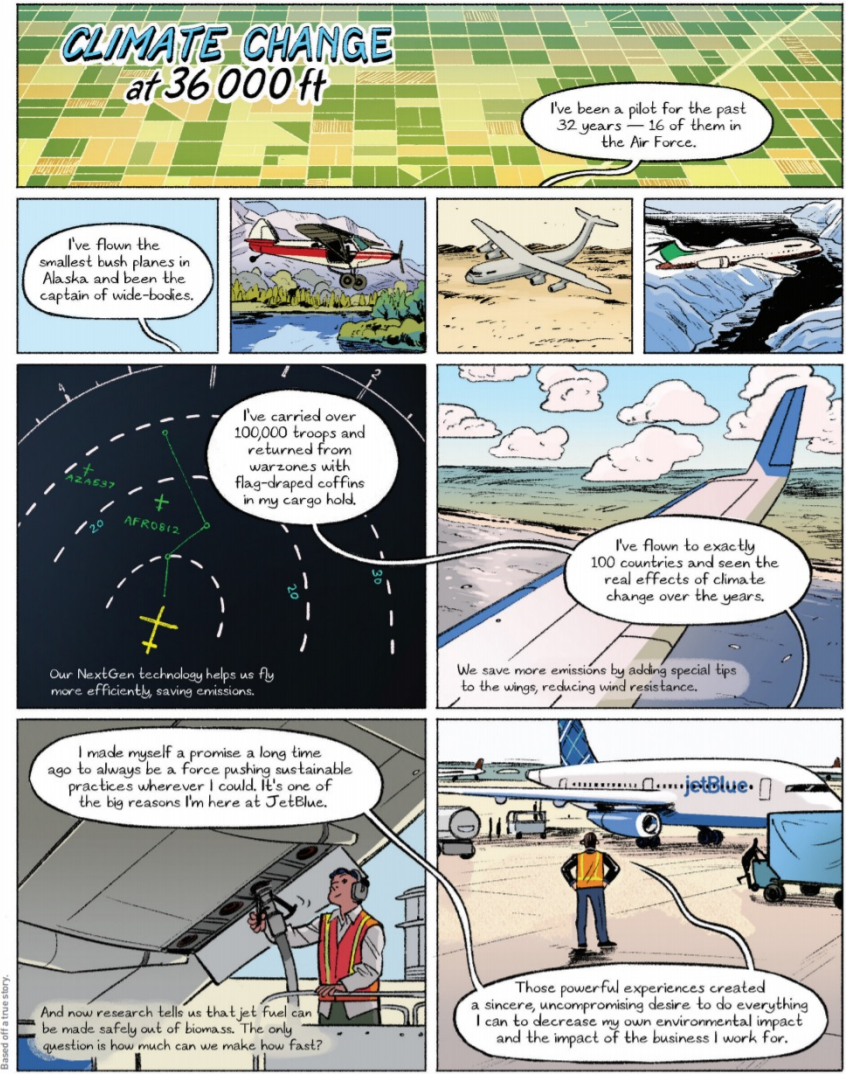
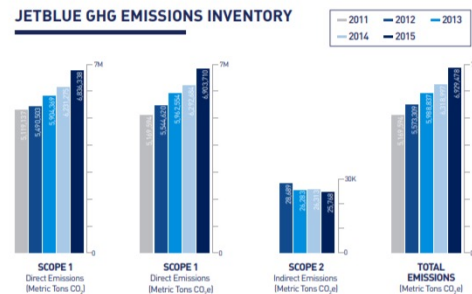
To track our progress and stay on course, we measure the emissions of our aircraft

and operations using conversion factors from the Climate Registry. In addition to CO<sub>2</sub>, we track other heat-trapping gases such as methane through a standard CO<sub>2</sub>e conversion factor, which puts other GHGs in terms equivalent to the warming impact of CO<sub>2</sub>.

To better understand how efficiently we use energy resources, we normalize our emissions using revenue ton miles (RTM), a common airline efficiency metric that looks at weight in tons of customers and cargo multiplied by miles flown. Since 2009, we have reduced our Scope 1 emissions intensity ratio by 3.7 percent.



\*Revenue ton miles = weight in tons of revenue traffic transported (customers and cargo) multiplied by miles flown.



# Increasingly, sustainability reports are investor-focused

## 2020 JetBlue Report

### A321neo

In addition to the A220, we have invested in purchasing 85 Airbus A321neo aircraft, the first of which was delivered at the end of 2019. The A321neo is also powered by Pratt & Whitney geared turbofan engines and fitted with the curved Sharklet wingtips for improved aerodynamics. This translates to an estimated average of 15% lower fuel burn and a corresponding 15% reduction in CO<sub>2</sub> emissions, compared to our existing engine models. The A321neo also provides JetBlue with increased range, making it a key part of our strategy to service longer haul markets with greater efficiency and lower emissions.

TAKING JETBLUE'S FLEET INTO THE NEXT GENERATION									
AIRCRAFT TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>A321NEO DELIVERIES</b>	6	7	8	3	11	13	11	12	14
<b>A220-300 DELIVERIES</b>		1	7	9	18	22	12	1	

### ENVIRONMENTAL METRICS & TARGETS

#### 2019 and 2020 Greenhouse Gas Inventory

Below is our 2019 and 2020 carbon footprint, both before and after our voluntary purchase of carbon offsets. As with airlines across the globe, JetBlue saw a drastic reduction in the total number of flights in 2020 due to the COVID-19 pandemic and associated travel restrictions. Starting July 1, 2020, we began offsetting 100% of our domestic flights – honoring our industry-leading announcement to achieve domestic carbon neutrality in January 2020. This represents approximately a third of all flights in 2020, and nearly three quarters of our flying in the second half of 2020 and throughout 2021 to date. Moving forward, we remain committed to offsetting all emissions

ACTIVITY	2019	2020		
<b>TYPE OF EMISSIONS (tCO<sub>2</sub>e)</b>	<b>tCO<sub>2</sub>e</b>	<b>tCO<sub>2</sub>e</b>	<b>YOY % CHANGE (2019-2020)</b>	
<b>DIRECT (SCOPE 1)</b>	Ground Fuel	15,431	9,016	-41.6%
	Jet Fuel	8,715,326	4,054,523	-53.5%
	Subtotal	8,730,756	4,063,538	-53%
<b>INDIRECT ENERGY (SCOPE 2)</b>	Purchased Electricity	25,944	23,758	-8.4%
	Subtotal	25,944	23,758	-8.4%
<b>INDIRECT OTHER (SCOPE 3)</b>	Ground Fuel WTT	3,736	2,181	-41.6%
	Jet Fuel WTT	1,764,998	821,997	-53.4%
	Electricity WTT & T&D	4,251	3,736	-12.1%
	Subtotal	1,772,985	827,914	-53%
<b>TOTAL (tCO<sub>2</sub>e)</b>	10,529,685	4,915,210	4,915,210	
<b>CARBON OFFSETS*</b>	0	1,377,966		-53%
<b>TOTAL MINUS OFFSETS (tCO<sub>2</sub>e)</b>	10,529,685	3,537,244		-66%

# Meeting investor needs – identifying value drivers

## Health & Nutrition disclosure topic in Non-Alcoholic Beverages industry

- Strong consumer demand for products with health, wellness, and nutrition attributes
- Increasing risk of regulations (e.g., “sugar tax” in UK, Mexico, and US locales)

### EVIDENCE OF INTEREST —HIGH

- 18 IWG respondents:
  - 83% “Yes, it is material”
  - 0% “No, it’s not material”
  - 17% “Yes, but with reservations”
- “Heat Map” score: 92 out of 100 (top quartile)

### EVIDENCE OF FINANCIAL IMPACT —HIGH

- Sales of full-calorie soda down by more than 25% in the United States over the past 20 years – NY Times
- Naturally healthy ready-to-drink (RTD) tea will grow by \$14.5 billion between 2014 and 2019 – Euro Monitor



# Meeting investor needs – identifying value drivers

## Energy Management & Greenhouse Gas Emissions topic in Non-Alcoholic Beverages industry

- Electricity consumption: Cost savings from efficiency measures: \$70M-\$200M
- Fuel management: Moving fleet from diesel to hybrid reduce cost/mile from \$.94 to \$.74 (24% savings)
- GHG emissions: Evidence of interest and financial impact, lacking

### EVIDENCE OF INTEREST —LOW

- 18 IWG respondents:
  - 67% Yes, it is material
  - 11% No, it's not material
  - 22% Unsure
- “Heat Map” score: 45 out of 100
- Significance of industry’s contribution to Scope 1 GHG emissions questioned

### EVIDENCE OF FINANCIAL IMPACT —LOW

- 10K & CSR reports
- Risk associated with GHG regulations is low
- Financial impact from emissions largely relates to fleet fuel consumption



# A SASB Standard: averaging 6 topics and 13 metrics

[One of the 77 industry-specific standards: Automobiles industry](#)


Topic	Accounting Metric
Product Safety	Percentage of vehicle models rated by NCAP programs with an overall 5-star safety rating, by region
	Number of safety-related defect complaints, percentage investigated
	Number of vehicles recalled
Labor Practices	Percentage of active workforce covered under collective bargaining agreements
	(1) Number of work stoppages and (2) total days idle
Fuel Economy & Use-phase Emissions	Sales-weighted average passenger fleet fuel economy, by region
	Number of (1) zero emission vehicles (ZEV), (2) hybrid vehicles, and (3) plug-in hybrid vehicles sold
	Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities
Materials Sourcing	Description of the management of risks associated with the use of critical materials
Materials Efficiency & Recycling	Total amount of waste from manufacturing, percentage recycled
	Weight of end-of-life material recovered, percentage recycled
	Average recyclability of vehicles sold



# A SASB Standard: varying by industry

## SASB Industry-Specific Disclosure Topics

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 Biotech & Pharma Topics\*

 Internet Media Topics\*

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Safety of clinical trials

Energy management

Affordability and pricing

Customer privacy

Drug safety

Data security

Marketing practices

Employee engagement,  
diversity, and inclusion

Employee engagement,  
diversity, and inclusion

Competitive behavior

Supply chain management

\*For a given industry, it may be a partial list of the SASB topics





**What Comes Next?**





# ISSB announces plans to build on SASB Standards

**Emmanuel Faber**  
Chair

*“We are convinced that the industry-based approach used to develop the SASB Standards is a market-validated model for the development of decision-useful and cost-effective sustainability disclosure standards. Therefore, I strongly encourage continued use of the SASB Standards and recognize their near-term priority role for preparers in the application of the proposed General Requirements Standard. Further enhancing and evolving the SASB Standards will be a priority for the ISSB, as embedding the industry-based approach in the work of the ISSB is essential to delivering Standards that support investors’ assessments of enterprise value across a broad range of sustainability issues.”*



# ISSB will build on SASB Standards in six key ways

## Industry-based approach

ISSB will embed SASB's industry-based approach into its standard-setting process

## Inclusion in exposure drafts

SASB Standards play a key role in the Climate and General Requirements Exposure Drafts

## Internationalisation

Addressing the international applicability of SASB Standards is a priority for the ISSB

## Starting point

SASB Standards will serve as the starting point for the ISSB's industry-based requirements, and the ISSB will assume responsibility for the evolution and enhancement of SASB's 77 industry-based Standards

## Project continuity

Ongoing projects by the SASB will be transitioned to the ISSB

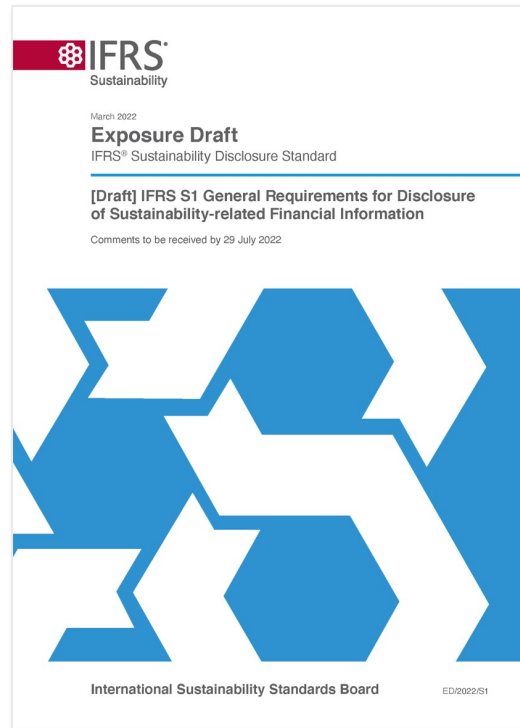
## Encourages use

The ISSB encourages preparers and investors to support and use SASB Standards in this transition phase



# Two proposed IFRS Sustainability Disclosure Standards

1



**General Requirements  
Exposure Draft**

[Link](#)

2



**Climate  
Exposure Draft**

[Link](#)



# During transition: Using initial ISSB Standards with SASB Standards and other frameworks

## General Requirements [Standard]

A company would be required to disclose material information about all significant sustainability-related risks / opportunities



## Climate [Standard]

A company would apply the relevant IFRS Sustainability Disclosure Standards to identify risks / opportunities and disclosures



If no specific IFRS Sustainability Disclosure requirements, a company must consider:

SASB Standards	CDSB Framework and application guidance	Other standards	Other resources
Industry-based disclosure topics	ISSB's non-mandatory guidance – eg social, water and biodiversity	Those that meet investors' information needs	Peer company practices (similar industry / geography)

**Illustrative Guidance:** how to use SASB Standards and CDSB Framework application guidance to do this



# General Requirements Exposure Draft directs preparers to SASB Standards to identify sustainability risks and opportunities

- In absence of specific IFRS Sustainability Disclosure Standards, companies are directed to the **SASB Standards** as priority materials for complying with the [draft] Standard
- This enables companies to address a range of sustainability-related risks and opportunities from inception, using the industry-based disclosure topics and associated metrics in **SASB Standards**

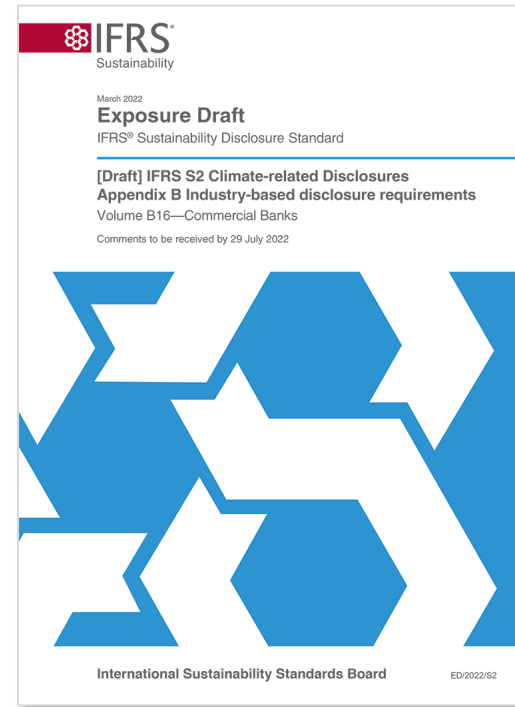
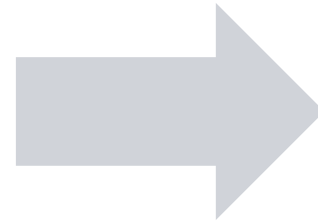
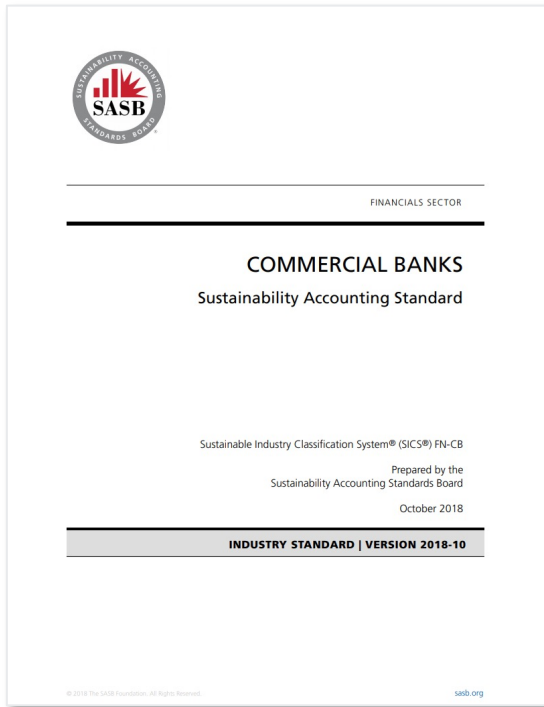
## Example

In reviewing the **SASB Standard** for the meat, poultry and dairy industry, a company might conclude that some of the disclosure topics pertain to risks or opportunities that have implications for the company's enterprise value, including food safety.

The company may then disclose the associated metrics to apply the requirements of the [draft] Standard in a way that meets users needs for information that is relevant, faithfully representational, comparable, verifiable, timely and understandable.



# Climate Exposure Draft includes SASB's industry-based disclosure topics and metrics



## Builds on **SASB Standards**

- Industry-based disclosures in Appendix B derived from SASB Standards
- 68 industry-based volumes help preparers identify relevant requirements

# Helpful materials published by IFRS Foundation

In addition to the 2 Exposure Drafts and corresponding Basis for Conclusions, the ISSB published helpful materials for you and your colleagues to evaluate the Exposure Drafts



[Snapshot](#) – A short overview



[Comparison](#) between Climate Exposure Draft and TCFD Recommendations



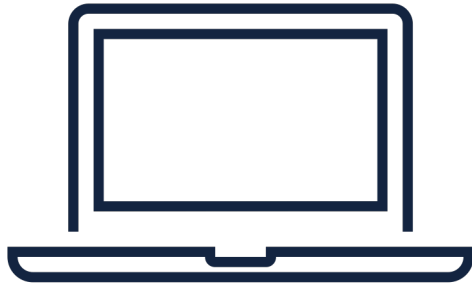
[Comparison](#) between both Exposure Drafts and TRWG Prototypes published in November 2021



Illustrative Guidance for [General Requirements](#) and [Climate](#) – including illustrative metrics



# How to comment on the ISSB proposals?



Survey

or



Comment letter

**Visit:**

[ifrs.org/projects/  
open-for-comment/](https://www.ifrs.org/projects/open-for-comment/)

Comments are published on ifrs.org





# Myth: The ISSB Standards are not relevant in the US because the US does not use IFRS Accounting Standards

Reality: **Not (necessarily) true.**

- The SEC's climate proposal is **significantly aligned** with the ISSB exposure draft
- SEC's climate consultation asks about allowing use of ISSB Standards, including by **foreign private issuers** (paragraph 189)
- Industry-based requirements in the ISSB's proposed climate standard could complement the SEC's proposed rule
- ISSB's proposed General Requirements Standard could be used to meet investor demands for broader sustainability disclosures in the US
- There is strong global investor support for the ISSB and for the industry-based disclosures included in the ISSB standards. It is likely that global investors will encourage US-listed companies to use the ISSB standards, in addition to complying with the SEC's proposed rule.



# European Sustainability Standards: Next steps

- EFRAG Project Task Force has published working drafts of proposed sustainability standards
- Working drafts include 22 general and topic-focused standards.
- Proposed standards have been developed using the EU's double materiality concept
- Key milestones for development of European standards:
  - Sustainability Reporting Board has been named, and Technical Expert Group to support the new Sustainability Reporting Board will be named by mid-April
  - The existing Project Task Force, which has developed the proposed standards, will sunset at the end of April
  - Public consultation on the Exposure Drafts will begin around end April
  - **Consultation closes on 31 July**
- Final text of the Corporate Sustainability Reporting Directive (CSRD), including any reference to alignment with international standards and applicability to companies domiciled outside of the EU, is under negotiation



# Advice to report preparers



Continue applying the SASB Standards and TCFD and <IR> and CDSB



Review and comment on the ISSB proposals



Plan to engage in ISSB Standards development on an ongoing basis.



# Private Equity Example

- Company Y:
  - AUM = \$10B
  - Employees = 100 employees
  - Fund '1A' Strategy: Heavy industry with \$10-30M in EBITDA



## Goals:

- a) Collect SASB metrics from existing portfolio companies & improve their performance
- b) Integrate SASB into due diligence



## Drivers:

- a) CEO initiative
- b) Investor DDQs, and
- c) Regulatory pressure

# Initial Set of Metrics to Collect

Read and filter through sectors > industries > topics > metrics

Sector: Extractives & Minerals Processing

## Industries

- Coal Operations
- Construction Materials
- Iron & Steel Producers
- Metals & Mining
- Oil and Gas Exploration and Production
- Oil and Gas Midstream
- Oil and Gas Refining and Marketing
- Oil and Gas Services

## Disclosure Topics

- Greenhouse Gas Emissions
- Air Quality
- Ecological Impacts
- Competitive Behavior
- Operational Safety, Emergency Preparedness & Response
- Chemicals Management
- Water Management Services
- Critical Incident Risk Management

## Metrics

- Total amount of monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations
- Number of reportable pipeline incidents, percentage significant
- (1) Total volume of fresh water handled in operations (m<sup>3</sup>), (2) percentage recycled

**NORMALIZATION:** Use SASB's *Activity Metrics* to normalize and compare your portcos

**PERFORMANCE IMPROVEMENT:** "Lift all boats" and communicate externally, as appropriate

O&G  
Midstream

- *Total Metric ton (t) kilometers of:*
  - a) *natural gas,*
  - b) *crude oil, and*
  - c) *refined petroleum products transported, by mode of transport (pipeline, tanker, truck, etc.)*

O&G  
Services

- Number of active rig sites
- Number of active well sites
- Total amount of drilling performed (in Meters)
- Total number of hours worked by all employees

- Set appropriate baseline expectations
  - Consider making your most stringent jurisdictions, client, etc. your minimum operational standard
- Engage portcos on improvement plans
  - Set realistic timelines for improvement
- Communicate consequences for nonperformance
  - Do not simply "check the box" but communicate a performance action strategy

# Comparing Portfolio Companies

## Company A

### Accounting Metric

- 500,000 m<sup>3</sup> of water

### Activity Metrics

- Well sites: 20
- Rig sites: 5
- Drilling: 10,000m
- Hours worked: 150,000

## Company B

### Accounting Metric

- 1,500,000 m<sup>3</sup> of water

### Activity Metrics

- Well sites: 50
- Rig sites: 10
- Drilling: 25,000m
- Hours worked: 400,000

## Company C

### Accounting Metric

- 3,000,000 m<sup>3</sup> of water

### Activity Metrics

- Well sites: 150
- Rig sites: 40
- Drilling: 80,000m
- Hours worked: 1M

Which one is the highest performer?

# Normalized Performance

## Company A

### Accounting Metric

- 500,000 m<sup>3</sup> of water

### Normalized Metrics

- 25,000 m<sup>3</sup>/well site
- 100,000 m<sup>3</sup>/rig site
- 50 m<sup>3</sup>/meter of drilling
- 3.33 m<sup>3</sup>/hr worked

~

## Company B

### Accounting Metric

- 1,500,000 m<sup>3</sup> of water

### Normalized Metrics

- 30,000 m<sup>3</sup>/well site
- 150,000 m<sup>3</sup>/rig site
- 60 m<sup>3</sup>/meter of drilling
- 3.75 m<sup>3</sup>/hr worked

X

## Company C

### Accounting Metric

- 3,000,000 m<sup>3</sup> of water

### Normalized Metrics

- 20,000 m<sup>3</sup>/well site
- 75,000 m<sup>3</sup>/rig site
- 37.5k m<sup>3</sup>/meter of drilling
- 3 m<sup>3</sup>/hr worked

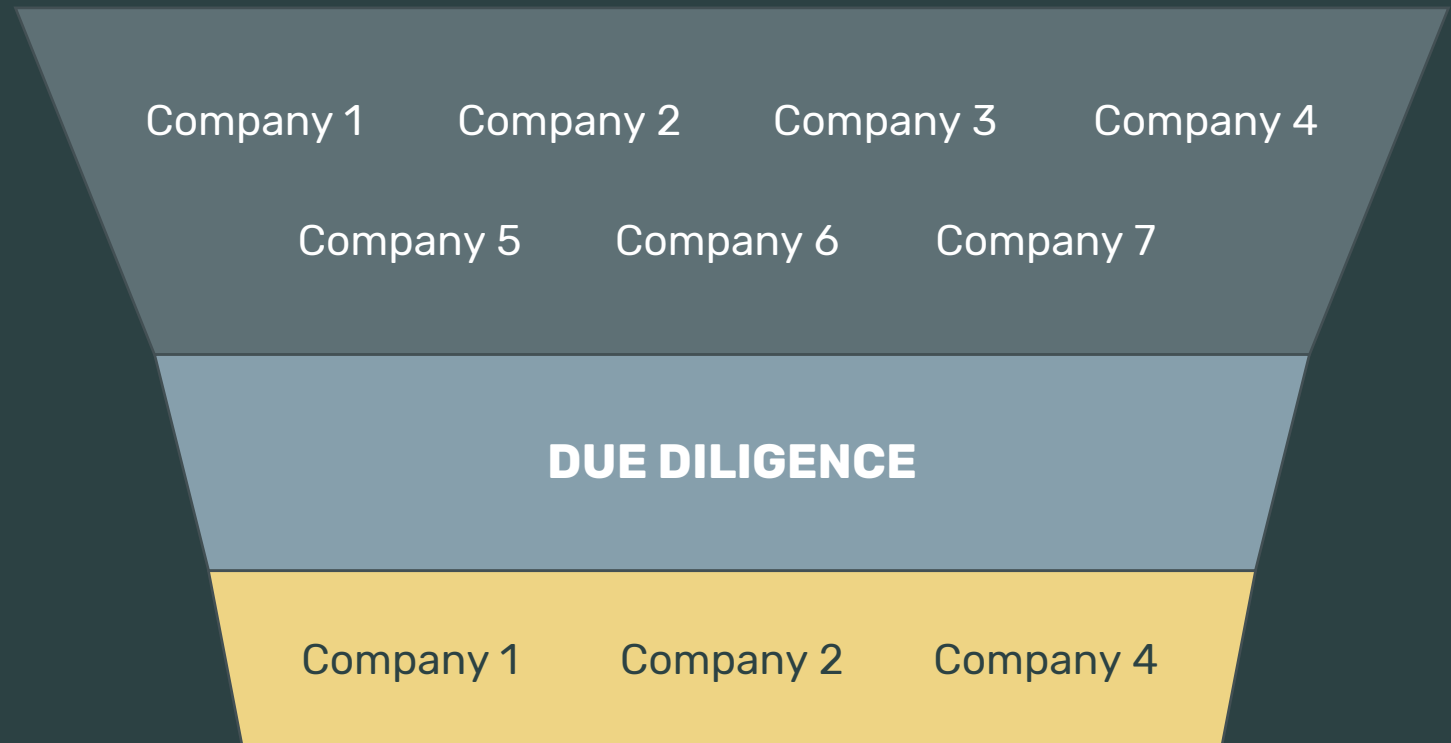
✓



# Due Diligence Integration

Read and filter through metric “notes”, technical protocols, & external support

- Ask the right questions
- Align goals & set expectations
- Communicate KPIs and KPNs (Key Performance Narratives) effectively
- Screen out low performers or set an improvement process if moving ahead with the company
- Consider models for ESG action on investment decision such as the weight of ESG considerations



# How to make SASB Disclosures Meaningful

SASB standards are designed to identify a minimum set of sustainability issues **most likely to impact** the operating performance or financial condition of the typical company in an industry, regardless of location. SASB standards are designed to **enable communications on corporate performance on industry-level sustainability issues** in a cost-effective and decision-useful manner using existing disclosure and reporting mechanisms.

SASB standards are intended for use in communications to investors regarding sustainability issues that are likely to impact corporate ability to create value over the long term. Use of SASB standards is voluntary. **A company determines which standard(s) is relevant to the company, which disclosure topics are financially material to its business, and which associated metrics to report**, taking relevant legal requirements into account<sup>1</sup>. In general, a company would use the SASB standard specific to its primary industry as identified in [SICS®](#). However, companies with substantial business in multiple [SICS®](#) industries can consider reporting on these additional SASB industry standards.

# How to make SASB Disclosures Meaningful

- Are there any ESG topics that are internally/culturally important to your organization?
- Are there any ESG topics that key external stakeholders ask about frequently?
- Do your clients/customers indicate preferences towards what ESG information you make available?
- Are there regulatory concerns over any ESG topics that might otherwise not come to the forefront?

# Example: Real Estate Sustainability Accounting Standard

## What's included

- Energy Management
- Water Management
- Management of Tenant Sustainability Impacts
  - Green leases, submetering, etc.
- Climate Change Adaptation

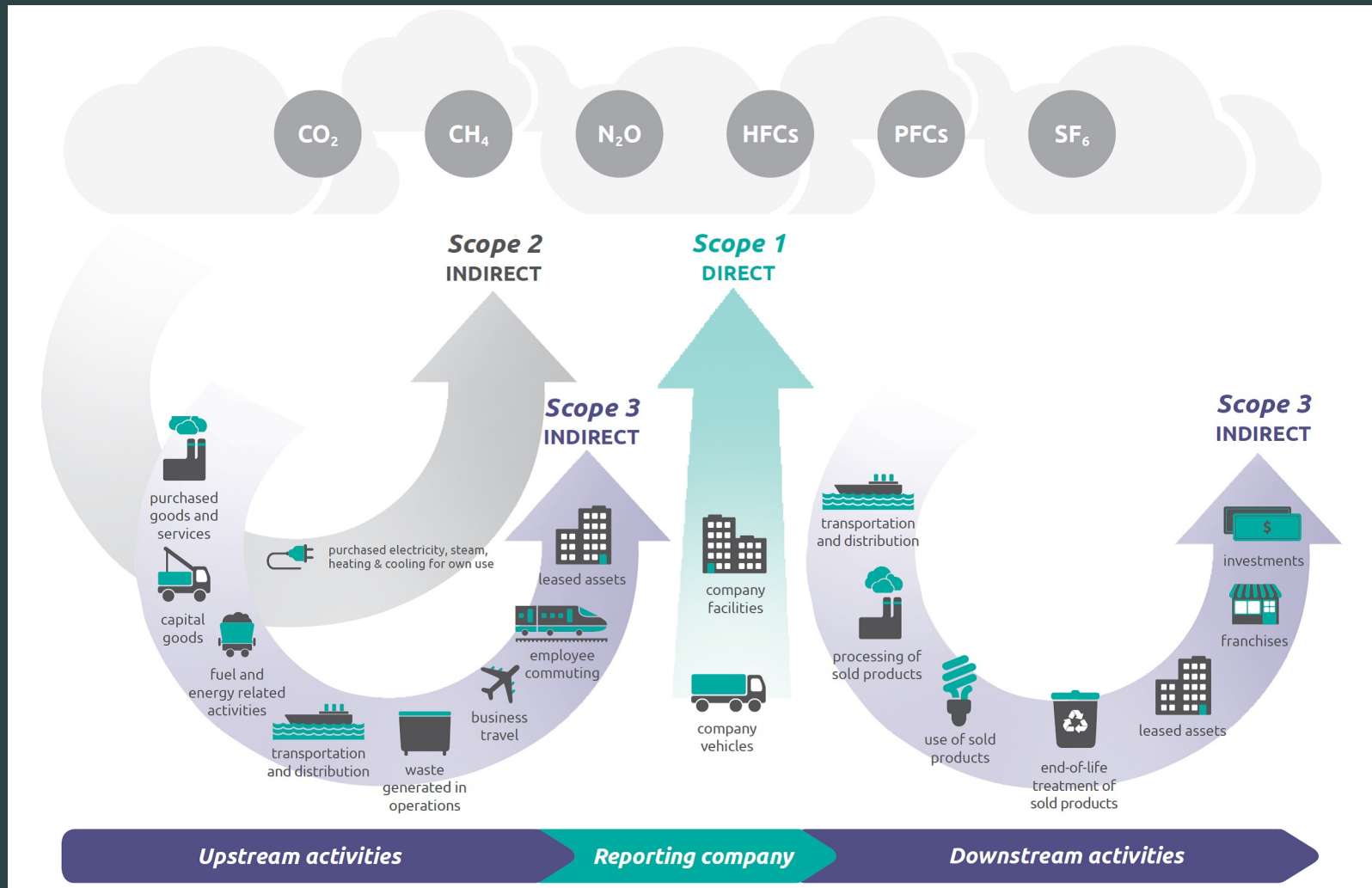
## What's not included

- Diversity, Equity & Inclusion
- Community Impact
  - Impact Investing/Affordable Housing
- Supply Chain Management
- Building Health & Wellness
- Industry Disclosure Participation

# Example: Software & IT Services

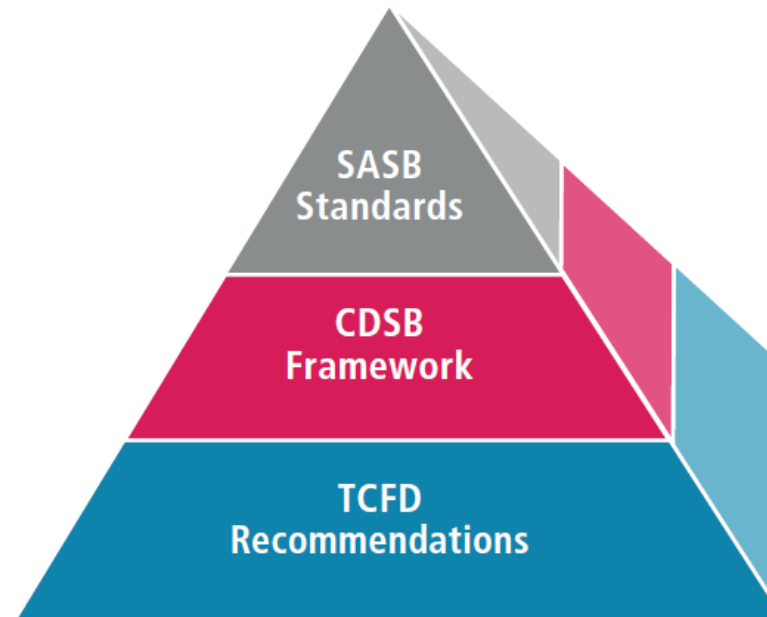
TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE
Environmental Footprint of Hardware Infrastructure	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	TC-SI-130a.1
	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m <sup>3</sup> ), Percentage (%)	TC-SI-130a.2
	Discussion of the integration of environmental considerations into strategic planning for data center needs	Discussion and Analysis	n/a	TC-SI-130a.3
Data Privacy & Freedom of Expression	Description of policies and practices relating to behavioral advertising and user privacy	Discussion and Analysis	n/a	TC-SI-220a.1
	Number of users whose information is used for secondary purposes	Quantitative	Number	TC-SI-220a.2
	Total amount of monetary losses as a result of legal proceedings associated with user privacy <sup>2</sup>	Quantitative	Reporting currency	TC-SI-220a.3
	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	Quantitative	Number, Percentage (%)	TC-SI-220a.4
	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring <sup>3</sup>	Discussion and Analysis	n/a	TC-SI-220a.5

# Activity Metric Example: GHG Inventory



Source: [WRI/WBCSD Corporate Value Chain \(Scope 3\) Accounting and Reporting Standard \(PDF\)](#)

# TCFD Integration?



The TCFD recommendations serve as a global foundation for effective climate-related disclosures. The CDSB Framework helps organizations integrate and disclose financially material climate and natural capital-related information into their annual reports. The SASB standards help organizations to collect, structure, and effectively disclose related performance data for the material, climate-related risks and opportunities they have identified.

# SASB Disclosure Reports

## Quantitative Data

Exhibit 5 below provides breakdowns of gender representation globally and racial/ethnic group representation for US employees.<sup>11</sup> The ▲▼ symbols and associated percentages represent year-over-year change in percentage points.\* BlackRock also discloses its Equal Employment Opportunity (“EEO”)-1 reports.

BlackRock uses voluntarily disclosed diversity data to review hiring, promotion, and attrition at the firm, regional, and functional levels. BlackRock reviews performance data, promotion, and compensation outcomes to monitor for fair and objective decision-making in the annual performance review process.

## Exhibit 5: Diversity Representation

### Gender Representation of Global Employees (%)

	Female		Male		N/A <sup>9</sup>	
Executive Management <sup>a</sup>	23.6%	▲ +1.6pp	76.4%	▼ (1.6pp)	0.0%	-
Non-Executive Management <sup>b</sup>	30.0%	▲ +0.8pp	70.0%	▼ (0.8pp)	0.0%	-
<b>Senior Leaders <sup>c</sup></b>	29.7%	▲ +0.8pp	70.3%	▼ (0.8pp)	0.0%	-
Professionals <sup>d</sup>	45.1%	▲ +0.6pp	54.8%	▼ (0.6pp)	0.1%	-
All Other Employees <sup>e</sup>	93.6%	▲ +3.2pp	6.4%	▼ (3.2pp)	0.0%	-
<b>Total</b>	42.7%	▲ 0.4pp	57.3%	▼ (0.4pp)	0.0%	-
% of New Hires <sup>f</sup>	47.3%	▼ (1.7pp)	52.5%	▲ 1.7pp	0.1%	-

### Racial / Ethnic Group Representation of US Employees (%)



# Questions?

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