Racism is a challenge that calls for big, structural changes, and we’re committed to being agents of progress across our business. We will be investing more than $400 million over 5 years to address issues of inequality and create opportunity. Our investments include:

**PEOPLE**

- **Increasing BLACK MANAGERIAL REPRESENTATION TO 10%,** including adding 100 BLACK ASSOCIATES TO OUR EXECUTIVE RANKS.
- **EXPANDING OUR RECRUITMENT EFFORTS** with HISTORICALLY BLACK Colleges and Universities and community colleges.

**BUSINESSES**

- More than double our spending with BLACK-OWNED SUPPLIERS with an incremental spend of $350 MILLION.
- Investing $50 MILLION to strengthen BLACK-OWNED SMALL BUSINESSES.
- Commiting to increase participation of BLACK VOICES in marketing content creative.

**COMMUNITIES**

- Investing $25 MILLION to establish scholarships for students transitioning from 2-year to 4-year programs, and scaling our efforts to support trade/certificate and academic 2-year degrees through community colleges.
- Delivering $6.5MM in community impact grants to address systemic issues.
- Investing $5MM to launch a Community Leader Fellowship program.

These steps are only the beginning. Over the next few years, we will expand our pursuit of racial and social justice in communities around the world.

We proudly stand with our Black associates and Black communities, and we believe unequivocally that Black Lives Matter.