



Diversity, Equity & Inclusion

2022 Synopsis



At Avery Dennison, teamwork has long been a company value; embedded within this is the need for strong, diverse teams and an inclusive culture that drives innovation, sustainability and growth.

We formalized Diversity as a global company value over five years ago, speaking to the importance of diversity and inclusion in our DNA. More recently, we have focused heavily on modernizing our hiring practices and creating a framework for inclusive hiring using data to inform our actions. With leadership from our regionally placed councils and strategic DEI leads, we have re-aligned our vision and developed a more holistic and robust global strategy, formally incorporating "equity" into our dialogue and roadmap.

One key outcome of this work is our global Diversity, Equity & Inclusion (DEI) pillars which include Fairness, Women Leaders, Inclusion of Manufacturing Employees, and Increase DEI for Underrepresented Groups. Each pillar is explored later in this report.

To advance our DEI Journey, we invested in a global team (our DEI Office) who are committed to developing a four-year roadmap after implementing our strategy and pillars.

We spent year one of our four year roadmap building for success and establishing a baseline through focus groups, data analysis and surveying. Year two (2022) was an opportunity for us to engage with employees through listening sessions to validate key actions. This 2022 synopsis report includes updates from our regions on these actions for advancing the four pillars.

This, our first DEI synopsis report, highlights our elevated employee listening strategy through 2022 and showcases the positive outcomes of promoting inclusive practices across our business.



Tiffany Collins (she/her/hers)

Global Director, Diversity, Equity & Inclusion

Employee Data

Global Representation
By Role and Gender



Global Representation 2022

	Women	Men	Undisclosed	Total
VP & Above	29	74		103
Director	144	329		473
Manager	1,162	1,987		3,149
Supervisor	1,131	1,664		2,795
Professionals	1,935	1,780	1	3,716
Clerical & Ops	8,921	16,024	3	24,948
Total	13,322	21,858	4	35,184

Global Women Representation %	2018	2019	2020	2021	2022
Global Women Population	37%	38%	38%	38%	38%
Global Women at Manager+	33%	34%	34%	35%	36%

Employee Data

Global Age Generations by Gender and Role



Women

	1945 & earlier	1946-1964	1965-1980	1981-1996	1997 & onward	Total
VP & Above	-	< 1%	< 1%	< 1%	-	< 1%
Director	-	< 1%	< 1%	< 1%	-	< 1%
Manager	-	< 1%	4%	4%	< 1%	9%
Supervisor	-	< 1%	2%	6%	< 1%	9%
Professionals	-	< 1%	2%	10%	2%	15%
Clerical & Ops	< 1%	2%	13%	42%	9%	67%
Total	< 1%	3%	22%	63%	12%	100%

Men

	1945 & earlier	1946-1964	1965-1980	1981-1996	1997 & onward	Total
VP & Above	-	< 1%	< 1%	< 1%	-	< 1%
Director	-	< 1%	1%	< 1%	-	1%
Manager	-	< 1%	4%	4%	< 1%	9%
Supervisor	-	< 1%	3%	4%	< 1%	8%
Professionals	-	< 1%	2%	5%	1%	8%
Clerical & Ops	< 1%	3%	18%	41%	11%	73%
Total	< 1%	5%	28%	55%	12%	100%

1. - Indicates 0
2. Data has been rounded to the nearest percentage

Employee Data

Global Age Generations by Gender and Role



Women

	1945 & earlier	1946-1964	1965-1980	1981-1996	1997 & onward	Total
Manager +	-	< 1%	5%	5%	< 1%	10%
Supervisor	-	< 1%	5%	6%	< 1%	11%
Professionals	-	< 1%	2%	10%	2%	14%
Clerical & Ops	< 1%	2%	13%	42%	9%	66%
Total	< 1%	2%	25%	63%	12%	100%

Men

	1945 & earlier	1946-1964	1965-1980	1981-1996	1997 & onward	Total
Manager +	-	< 1%	6%	4%	< 1%	10%
Supervisor	-	< 1%	3%	4%	< 1%	7%
Professionals	-	< 1%	2%	5%	1%	8%
Clerical & Ops	< 1%	3%	18%	41%	11%	73%
Total	< 1%	3%	29%	54%	12%	100%

1. - Indicates 0
2. Data has been rounded to the nearest percentage

Employee Data

U.S. Representation Trends



U.S Representation 5 Year Trend %	2018	2019	2020	2021	2022
U.S. Minorities Population	22%	22%	23%	24%	30%
U.S. Minorities at Manager+	22%	22%	24%	25%	25%



“Our data provides objective insights that help us to identify gaps, track progress, and make informed decisions that help increase access and opportunities for all employees at Avery Dennison”

Chassidy Rellinger
Vice President, HR, Materials Group, North America



Employee Data

U.S. Employment by Ethnicity 2022

	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or other Pacific Islander	Not Specified	Two or more races	White
	%	%	%	%	%	%	%	%
VP & Above	-	12%	2%	2%	-	5%	5%	75%
Director	-	17%	2%	5%	-	1%	2%	72%
Manager	-	12%	6%	5%	-	1%	2%	74%
Supervisor	< 1%	6%	9%	5%	< 1%	2%	2%	75%
Clerical & Ops	< 1%	7%	7%	7%	< 1%	2%	2%	74%
Professionals	1%	4%	14%	9%	< 1%	3%	3%	64%

1. - Indicates 0
 2. Data has been rounded to the nearest percentage



Employee Data

U.S. Employment by Ethnicity 2022

	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or other Pacific Islander	Not Specified	Two or more races	White
	%	%	%	%	%	%	%	%
Manager +	< 1%	13%	5%	5%	< 1%	1%	2%	74%
Supervisor	< 1%	6%	9%	5%	< 1%	2%	2%	75%
Clerical & Ops	< 1%	7%	7%	7%	< 1%	2%	2%	74%
Professionals	1%	4%	14%	9%	< 1%	3%	3%	64%

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Employee Data

Representation: New Hires and Mobility



New Hires %	2018	2019	2020	2021	2022
Global Women Population	42%	45%	42%	41%	40%
Global Women at Manager+	35%	38%	33%	37%	36%
U.S. Minorities Population	30%	29%	26%	26%	43%
U.S. Minorities at Manager+	33%	25%	36%	31%	37%
Mobility %	2018	2019	2020	2021	2022
Global Women Population	51%	45%	41%	45%	41%
Global Women at Manager+	37%	37%	40%	40%	43%
U.S. Minorities Population	19%	23%	25%	27%	26%
U.S. Minorities at Manager+	20%	16%	20%	29%	24%



“Analyzing our internal mobility data helps us assess whether there is equitable access to career advancement opportunities. It allows for the identification and mitigation of barriers to advancement, promotes diversity and supports effective talent planning.”

Lisa Edler
Vice President, HR Enterprise Talent Management

Inclusion Index

2018 - 2019
Enterprise
Inclusion Index Trend

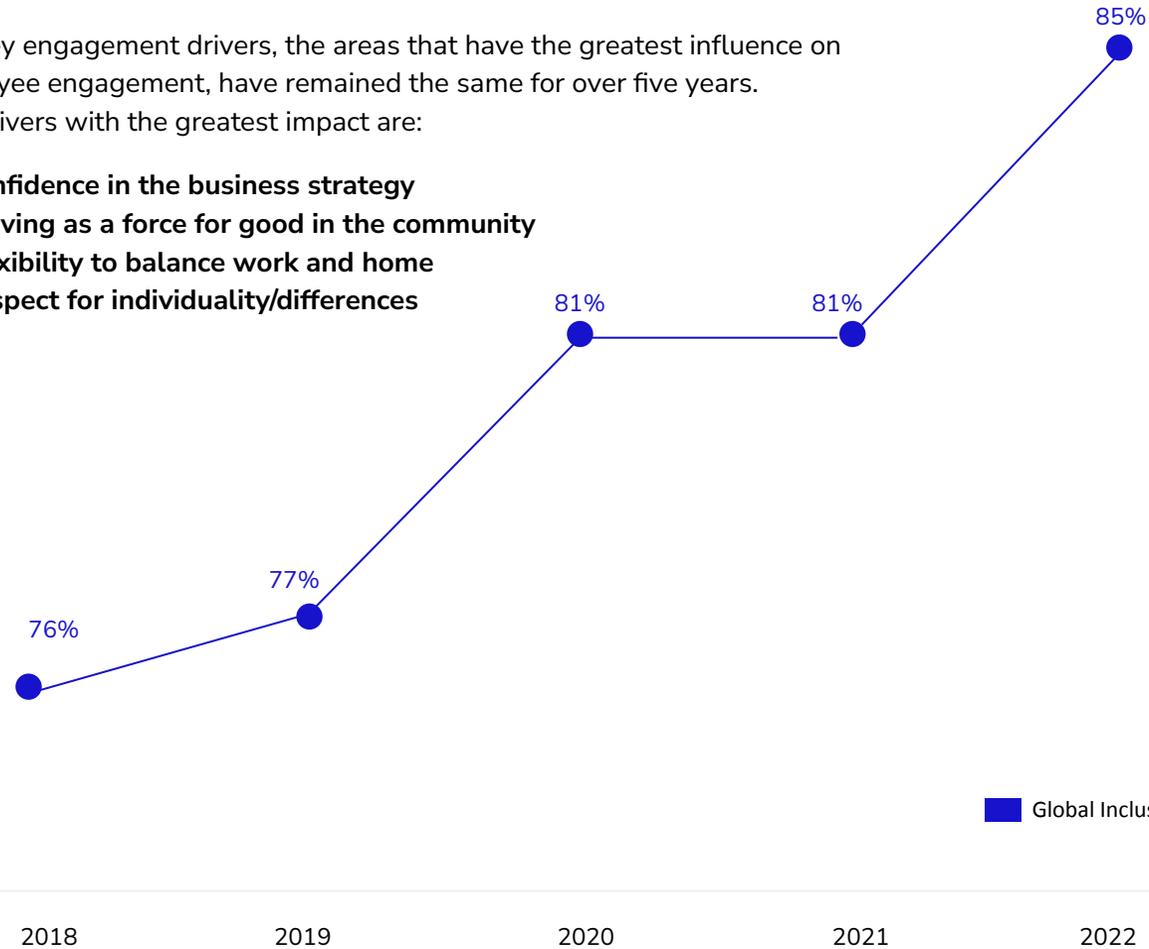


Despite new and ongoing challenges our teams faced around the world, we stayed connected and focused. Our overall employee engagement score rose by 2.7 points to 84.5% in 2022, and our inclusion index jumped from 81% to 85%.

The key engagement drivers, the areas that have the greatest influence on employee engagement, have remained the same for over five years.

The drivers with the greatest impact are:

- Confidence in the business strategy
- Serving as a force for good in the community
- Flexibility to balance work and home
- Respect for individuality/differences



Inclusion Index Questions

(avg. of 3 scores)

Avery Dennison respects individuals and values their differences

I am (encouraged to express/comfortable expressing) my viewpoints, even if they are different from those around me

I am committed to improving diversity and inclusion in my site/team (added in 2020)

DEI Global Pillars

Fairness



Making merit and transparency foundational to our processes across our employee journey.

We want to ensure access and opportunity in the way that we attract, hire, develop and retain talent by assessing how we recruit, develop, promote, reward and recognize. We have doubled down on actions to continuously improve compensation, career advancement, training and guidance for line managers.

We regularly evaluate pay equity, making adjustments where needed. In 2020, we expanded our scope to ensure we include U.S. race/ethnicity in addition to gender globally. In 2021, we increased the scope even further to include non-managerial professional and manufacturing employees in the U.S.

In 2022, we expanded our analysis beyond base compensation to include target bonus compensation. Through 2023, we will prioritize visibility to open roles.

Fairness Pillar Sponsors



“Fairness is a fundamental component of our success. By treating employees fairly, we create a supportive and inclusive culture that nurtures employee loyalty, engagement, and commitment. Our reputation for fairness is important to our employees, customers, partners, and investors who value socially responsible practices.”

Deena Baker-Nel

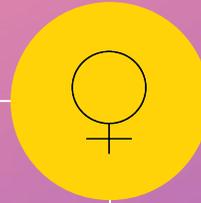
Senior Vice President & Chief HR Officer

Kamran Kian

Senior Vice President, Global Ops, Supply Chain & Procurement, Materials Group

DEI Global Pillars

Women Leaders



Increase the representation of women in leadership positions across diverse pools of talent.

Representation of women in manager and above roles - increased from 35% in 2021 to 36% in 2022. Surveys and focus groups have helped us craft recommendations on hiring practices, recruitment, and retention to increase the representation of women in leadership roles across our business.

Collaboratively, we are on track to reach 40% women representation in leadership by 2030.

Women Leaders by Region - 2022 data:

APAC - 37% | EMEA - 34%

LATAM - 36% | NA - 36%

Women Leaders Pillar Sponsors



“By striving for gender equity across our global organization, we can contribute to a more inclusive and equal society, while also reaping the benefits of innovation, enhanced performance, and long-term sustainability.”

Hassan Rmaile

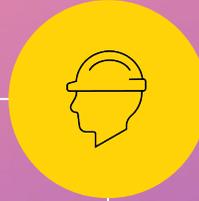
President, Materials Group

—
Nicholas Colisto

Senior Vice President & Chief Information Officer

DEI Global Pillars

Inclusion of Manufacturing Employees



Increase the inclusion of manufacturing employees within our AD community.

Our manufacturing teams are the backbone of our business. We have conducted extensive global listening sessions to understand better our strengths and areas of opportunity to advance inclusion prospects for all manufacturing employees and sites.

Manufacturing employee inclusion work is ongoing, with stronger communication and engagement plans and site/region-specific Connection Events now in place. These events aim to increase connection and camaraderie.

Inclusion of Manufacturing Pillar Sponsors



“Our manufacturing employees are vital to the success of our business. We focus on ensuring manufacturing employees' voices are heard, not just for DEI, but for broader organizational decisions.”

Jen Rhone

Operations Director, Materials Group, NA

David Shi

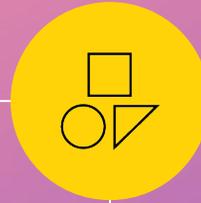
Vice President, Operations & Supply Chain, Apparel Solutions

Timothy Presto

Vice President, Supply Chain & Ops, Materials Group, EMENA

DEI Global Pillars

Underrepresented Groups



Increase DEI across regions; each region determines priority populations and actions.

We have continuously deployed programmatic strategies to advance our culture of inclusion, such as leadership development, targeting specific underrepresented talent pools, sponsorship, allyship and mentorship programs, talent analytics and pipeline modeling for salaried populations.

We work heavily with manufacturing site leads, DEI site champions and HR combined, to promote inclusion at our sites across all regions.

We want all employees to be able to bring their authentic selves to work at Avery Dennison.

Every voice, every day.

By aligning our policies, processes, practices, systems and people, we aim to foster a welcoming environment for all employees to find connection and be heard.



DEI Around The Globe

Regional DEI Councils and Employee Resource Groups (ERGs) are an integral part of our DEI strategy. ERGs create opportunities for employees to learn and experience greater belonging.

ERGs bring together employees with shared interests and a common desire to make our company more open and inclusive. ERGs serve as a sounding board for employees to amplify their voices collectively. Our ERGs currently include **over 24 groups** focused on driving inclusion and advancement for women, employees of color, LGBTQI+ employees, veterans and others. In 2022, membership within our ERGs increased by **32%** compared to 2021.

We have **over 1700** ERG members worldwide to date, which helps to drive DEI as part of our culture and the work that we do every day.

Our Award-Winning Teams

Our global DEI team, ERGs and a magnitude of DEI change agents across the business, collectively won over 25 DEI-related awards worldwide in 2022.

Best Companies to Work for China 2021
2021 Employer Excellence Award
Best Collab China award
Best Places To Work For LGBTQ+ Equality
2021 Supplier Engagement Leaderboard
Great Place to Work
Best Organizations for Women 2022
2022 Foundry's CIO 100 Award winner
Top 100 Workplaces For Diverse Representation
BEST NEW PRODUCT
Vietnam Best Workplaces™ 2022 - ranked #4
Great Place to Work – Australia
Great Place to Work – India



Diversity and Inclusion
Best Companies to Work for Asia 2022 – Taiwan
Northcoast 99
America's Best Employers For Women
Best Workplaces in Asia
Great Place to Work
IBD's 100 Best ESG Companies For 2022
DE&I Best Practices Inclusion Award 2022
Best Places to Work LGBTQ+ 2023
Foundry's Computerworld 2023 Best Places to Work in IT
Great Place to Work
Most Engaged Network (for LGBTQI+)
Most Improved over 2021 Global Benchmark score (for LGBTQI+)

Closing Statement

Our diversity, equity and inclusion (DEI) strategy continues to gain momentum and create impact. Our commitment to inclusion guides our efforts in creating an engaging and inclusive employee experience in which every voice is valued.

To discuss this report, please reach out to one of our regional DEI leads at dei.comms@averydennison.com.



APAC
Elle Cheng
(in the interim - Shelley Zhi)



EMEA
Maarten Eddes



LatAm
Carina Silva



Global & NA
Tiffany Collins



Diversity, Equity & Inclusion

2022 Synopsis

