



34,000 Perspectives

2023 DEI Annual Report



A Message From Our CEO

Inclusion - A Way of Working

I am proud of our commitment to diversity, equity and inclusion (DEI) and the ongoing progress we are driving across Avery Dennison. As a global company, we respect and appreciate the diverse cultures, abilities, perspectives and local expertise that help our business thrive and enable us to create value for our customers.

We have a strong legacy of innovation, and teamwork is foundational to our success. Both are only made possible through an enterprise-wide focus on inclusion, which, for us, means much more than representation. Our DEI strategy centers on inclusion across the key employee touchpoints, such as recruitment, candidate selection, employee rewards, benefits, and learning and development offerings.

We've experienced the value inclusion brings to our culture, our business, our customer relationships and our communities, and

we are committed to continuously evolving our perspective. This focus enriches the employee experience at Avery Dennison and enables our global team to connect a deep sense of belonging and personal satisfaction to their work.

Inclusion is a proven path to success for our people and our business. It's a guiding principle that shapes how we operate, and when every voice is heard and valued, we can continue to drive excellence and innovation in all that we do.



Deon Stander

CEO, Avery Dennison

Our DEI Journey

2015

Established goal of 40%+ female at manager and above
Employees established first ERG

2016-2020

Added Diversity as one of our company values
Established Regional DEI Councils
Launched and expanded gender pay equity review and began evaluating U.S. racial/ethnic pay equity, in each case making adjustments where appropriate
Began requiring gender-diverse hiring states globally
Conducted unconscious bias training for managers globally
Added inclusion index to annual employee engagement survey
Expanded flexible work arrangements
Initiated Women Empowered development program
Joined CEO Action for Diversity & Inclusion
Employees established several new ERGs, including for women and Black/African American, LGBTQ+ and Latinx employees

2021

Formalized DEI strategy with four global pillars and supporting regional focus areas
Established DEI infrastructure with global leader and dedicated regional resources
Further enhanced pay equity review with third-party analysis of U.S. racial/ethnic data
Began annually publishing EEO-1 statistics
Reached milestone of 20+ ERGs, which are open to all our employees
Implemented more equitable benefits for LGBTQ+ employees and their families

2022-2023

Made additional progress in female manager+ representation; on track to reach 40% by 2026
Improved global female employee engagement and maintained rate of female departures in manager+ positions despite competitive talent market
Grew ERG membership globally by 30%+
Re-baselined an expanded DE&I Index within our annual employee engagement survey
Completed foundational work focused on DEI strategic pillars of women leaders, fairness manufacturing, inclusion and underrepresented groups (from hiring to development and career growth)

Our diversity, equity and inclusion (DEI) efforts foster an environment where all employees can grow, and be increasingly productive and innovative, enhancing our reputation as a great place to work. This reputation enables us to attract and retain the right talent for our current and future endeavors, contributing to the overall sustainability of our business and the benefit of all stakeholders.

Our DEI efforts continue to gain momentum and create impact.

During 2023, we continued conducting listening sessions to better understand our strengths and areas of opportunity, and, as a result, have deployed leadership development programming; sponsorship and mentorship programs; connection events to build a culture of inclusion for our manufacturing employees across the globe; and talent analytics and pipeline modeling to further advance inclusion.

Additionally, our Regional DEI Councils and Employee Resource Groups (ERGs) continue to advance our DEI strategy. ERGs, which are open to all employees, bring together employees who have shared interests, providing them an opportunity to learn from each other and collectively amplify their voices.

Read on for more DEI highlights from 2023.



Tiffany Collins (she/her/hers)

Global Director, Diversity, Equity & Inclusion

Inclusion Index

Our 2023 Employee Survey introduced a new Inclusion Index to help us better assess inclusion and measure progress against our DEI strategy. We uncovered common key drivers specific to both employee engagement and inclusion - and these are areas we've placed emphasis on.

We have gained a better understanding of employees' lived experiences and how included they feel at Avery Dennison. We are developing regional action plans with each DEI Council to address the inclusion index drivers below:

- All employees are treated fairly, regardless of their differences
- At the company, diversity is valued
- I can be my authentic self at work
- I feel like I belong at our company
- People at Avery Dennison trust and respect each other
- Avery Dennison provides opportunities for employees to meet and get to know each other
- Advancement opportunities are rewarded fairly

*Our Employee Survey vendor uses select, pre-populated employee data provided by Avery Dennison to manage demographic-based survey reports. Employees do not need to self-report their demographic information, nor does Avery Dennison have access to any individual employee's information or responses.

Inclusion Index Findings

Inclusion Index Score by Region

Enterprise	76%
APAC	81%
Europe	67%
LatAm	77%
North America	66%

Inclusion Score by Gender* (Global)

Female	79%
Male	75%



Employee Data

Global Representation
By Role and Gender



Global Representation 2023

	Women	Men
VP & Above	29%	71%
Director	31%	69%
Manager	37%	63%
Supervisor	41%	59%
Professionals	52%	48%
Clerical & Ops	36%	64%
Total	38%	62%

Global Women Representation %	2019	2020	2021	2022	2023
Global Women Population	38%	38%	38%	38%	38%
Global Women at Manager+	34%	34%	35%	36%	36%

NOTE: All data pulled from PeopleSoft HRIS System

Employee Data

U.S. Representation Trends



U.S Representation 5 Year Trend %	2019	2020	2021	2022	2023
U.S. Minorities Population	22%	23%	24%	30%	30%
Men	15%	16%	17%	19%	19%
Women	7%	7%	8%	11%	11%
U.S. Non Minorities Population	76%	75%	73%	68%	67%
Men	55%	54%	52%	47%	47%*
Women	21%	21%	21%	21%	21%*
U.S. Minorities Manager+	22%	24%	25%	25%	24%
Men	14%	16%	15%	15%	14%*
Women	8%	8%	10%	10%	9%*
U.S. Non Minorities Manager+	77%	75%	74%	74%	73%
Men	51%	50%	48%	47%	47%
Women	26%	26%	26%	27%	26%

U.S. Minorities = U.S. employees who have self-identified as one of the following populations - American indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or other Pacific Islander, Two or more races.

NOTE: All data pulled from PeopleSoft HRIS System
* = indicates rounded percent

Employee Data

Representation:
New Hires



New Hire %	2019	2020	2021	2022	2023
Men	54%	58%	59%	59%	61%
Women	45%	42%	41%	40%	39%
Global Total	100%	100%	100%	100%	100%

New Hire % (Mgr+)	2019	2020	2021	2022	2023
Men	62%	67%	62%	63%	68%
Women	38%	33%	38%	36%	32%
Global Total	100%	100%	100%	100%	100%

NOTE: All data pulled from PeopleSoft HRIS System

Employee Data

Representation:
Internal Mobility



Internal Mobility %	2019	2020	2021	2022	2023
Men	9%	6%	13%	11%	8%
Women	13%	7%	17%	12%	9%
Global Total	11%	7%	15%	11%	9%

Internal Mobility % (Mgr+)	2019	2020	2021	2022	2023
Men	14%	12%	18%	17%	16%
Women	17%	16%	23%	22%	19%
Global Total	15%	14%	19%	19%	17%



“We continue to analyze and act upon our internal mobility data, ensuring awareness and access to advancement opportunities for all employees.”

Lisa Edler
Vice President, HR Enterprise Talent Management

NOTE: All data pulled from PeopleSoft HRIS System

Growth and Development

Professional growth and development is an area important to all Avery Dennison employees and we've identified critical needs in several areas.

In connection with our manufacturing global pillar, we'd like to spotlight learning and development activities undertaken for this group throughout 2023. This training, conducted in addition to regular on the job training as part of individual roles, included the following:

- **Leadership Development**, including performance management, coaching and feedback, creating trust and psychological safety, employee wellbeing, digitalization/Manufacturing 4.0, and transforming conflict into collaboration
- **Enterprise Lean Sigma** focused on Lean fundamentals, white/yellow/green belt certification, and advancing problem solving and critical thinking
- **Environmental Health & Safety**
- **Life Skills Learning Path** (Effective Time Management, Personal Branding, Art of Mindfulness, Growth Mindset, Building Digital Mindset)
- **Digital Fluency**

Deployed trainings in 30+ countries around the globe.



Tenure at Avery Dennison: A Testament to Career Growth

We prioritize the professional development and growth of our employees. We acknowledge the significance in fostering personal and professional fulfillment. We are proud to have a substantial number of employees who have been with us for many years; a testament to the supportive and stimulating work environment we strive to create. Our objective is to create a space where individuals can flourish and build enduring careers.

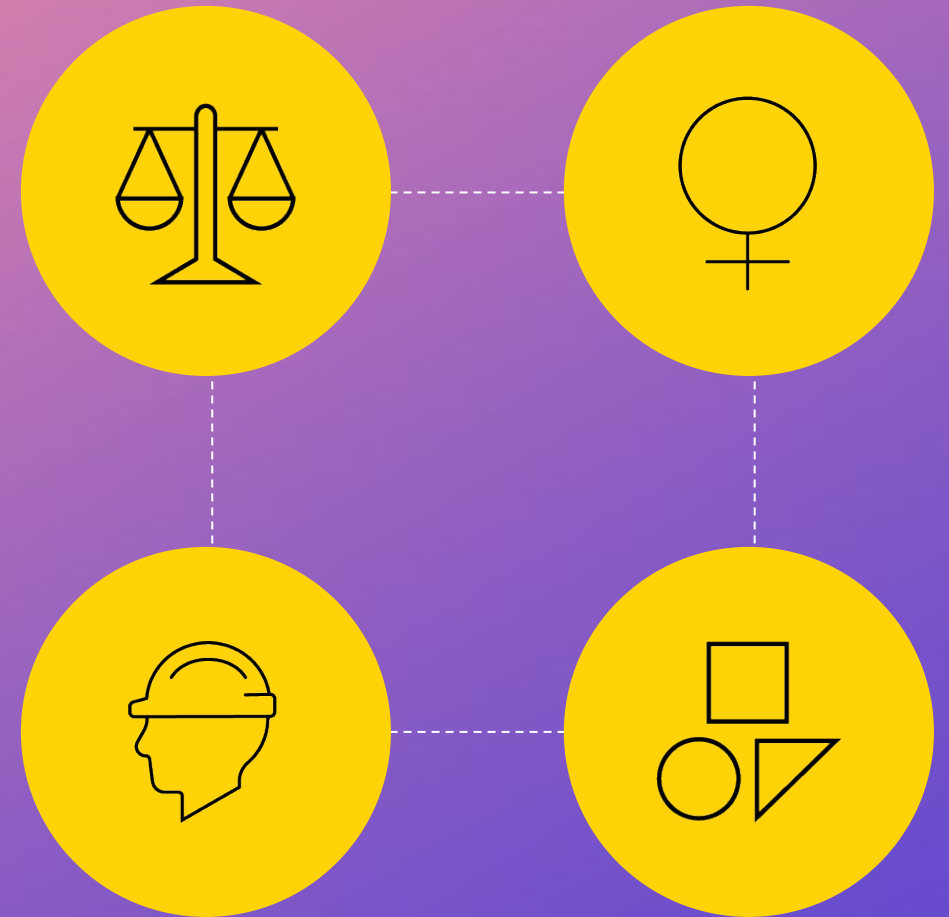
<5 Yrs	43%
5-10 Yrs	26%
11-15 Yrs	12%
16-20 Yrs	10%
20+ Yrs	9%

Our Global Pillars

Our DEI strategy reflects who we are today while telling the unique story of our people and the future we are building together. We understand that diversity, equity and inclusion are integral to what makes us a resilient, innovative and sustainable global business.

Our strategy is globally aligned and regionally relevant, and continues to respond to these four pillars:

- Making merit and transparency even more foundational to our employee experience
- Increasing the number of women manager-level and above
- Enhancing the experience of our manufacturing employees
- Increasing representation and inclusion for underrepresented groups, with priority populations and actions determined by each region.



DEI Global Pillars

Pillar 1 - Fairness



We annually evaluate pay equity, making adjustments where appropriate. In 2023, we reviewed pay equity (considering total base, annual incentive compensation and long term incentives), looking at:

Gender

- All non-manufacturing employees globally
- Manufacturing employees in the U.S. and certain other countries

Race/Ethnicity

- All U.S. employees

We are working to expand our analysis to include all global manufacturing employees in our annual review process.

Fairness Pillar Sponsor



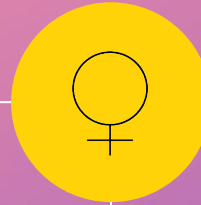
“By ensuring that all employees are compensated fairly for their work, we create a more equitable environment where everyone has the opportunity to succeed and reach their full potential.”

Deena Baker-Nel

Senior Vice President & Chief HR Officer

DEI Global Pillars

Pillar 2 - Women Leaders



Our overall female representation rate has remained flat year over year since 2022, due to a challenging business climate.

Women Leaders by Region - 2023 data

- Global - 36%
- APAC - 36% | EMEA - 35%
- LATAM - 39% | NA -36%

Our efforts to bolster female leadership have garnered the attention of several notable publications.

- Latina Style Top 50 Best Places for Latinas to Work
- Forbes Best Employers For Women 2023

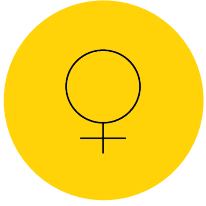
Women Leaders Pillar Sponsor



“At Avery Dennison, our collective allyship, transparency, data, education and inclusive practices will help us foster a more diverse, sustainable workforce.”

Nicholas Colisto

Senior Vice President & Chief Information Officer



Increasing the Number of Women Who Hold Leadership Positions

As a result of flat hiring rates, we shifted a greater portion of our focus towards current talent development and retention actions. In 2023, we rolled out and expanded a number of programs to build, retain and promote female talent across the enterprise:

- **Advancing Women Executives (AWE) Accelerator Program** is a virtual 8-week professional development course for mid-career female leaders (individual contributors, managers, and directors) that includes interactive training sessions and networking opportunities. A successful pilot was launched in 2022 comprising 14 women. In 2023, 64 women participated in the program.
- **MARC (Men Advocating Real Change)** program focuses on inspiring men to leverage their distinct perspectives and opportunities in mentoring early career professional women and becoming advocates for equity, in partnership with EmpoWer (the women's ERG in EMEA). In 2023, 107 EMEA managers (representing 13% of the EMEA managers) went through the Men Advocating Real Change program (80% men and 20% women).
- **Evolve APAC Women Mentoring Program** is a 6-month program where mentors and mentees were paired across business units and geographies for networking and the opportunity to learn from each other. In 2023, participants came from across the region, including 50% from South Asia, 49% from North Asia, and 1% from other sub-regions.

Spotlight: Allyship@Work

We launched the **Allyship@Work** pilot program across North America. Allyship@Work is a transformative program that equips participants with the skills and knowledge to become influential allies in creating inclusive workplaces. Through engaging workshops, interactive discussions, and practical exercises, you'll learn how to recognize and challenge bias, advocate for historically underrepresented and marginalized groups, be there for others who are different than you and foster belonging at Avery Dennison.



DEI Global Pillars

Pillar 3 - Inclusion of Manufacturing Employees



Enhancing the experience of our manufacturing employees.

We value and appreciate our manufacturing employees as the heartbeat of our business. Manufacturing teams globally make everything we do possible, and we are committed to ensuring they have an engaging and inclusive employee experience.

We piloted a smart mobile app technology in 2023 that allowed manufacturing employees to access a variety of content most relevant to them. The app technology has improved communications, and increased inclusion and belonging with the broader employee community.

Inclusion of Manufacturing Pillar Sponsors



“Your resilience and dedication in the pursuit of quality, safety, excellence and innovation have made us what we are today.”

Timothy Presto

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



Manufacturing Inclusion

Increase inclusion of manufacturing employees within our AD community

In 2021, we established a goal to reduce the inclusion gap between manufacturing employees and our Avery Dennison employee average by the year 2025. We are proud that we have achieved that goal in 2023 as indicated by our global inclusion score.

We have established a new baseline and manufacturing inclusion index. Our future goals will focus on global, regional and category-level inclusion gaps.

Inclusion baseline globally.

- a. 2023 Manufacturing Inclusion: 75%
- b. 2023 Non-Manufacturing Inclusion: 78%



Spotlight: Manufacturing Appreciation Month 2023

Manufacturing Appreciation

APAC

50 DEI site champions across 52 sites

EMEA

52 DEI site champions across 35 sites

LATAM

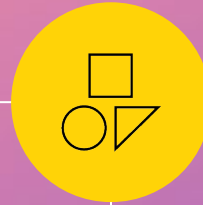
15 DEI site champions across 16 sites

NA

29 activities and events organized across 26 sites

DEI Global Pillars

Pillar 4 - Underrepresented Groups



Increasing representation and inclusion for underrepresented groups, with priority populations and actions determined by each region.

Our focus on supporting underrepresented groups is managed at the local level because, as a global company, we've found that underrepresented groups vary by region. Our goal is to target our inclusion efforts where they are most needed — local focus enables us to do that.

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.

Underrepresented Groups

LGBTQIA+	People of Color/Women	People With Disabilities
<p>GLOBAL</p> <p>Participated in the annual Workplace Pride Benchmark for sites outside NA where we scored 73/100 - increase of 27 points compared to 2022 and the HRC CEI where we maintained a score of 100.</p> <p>APAC</p> <p>Launched LGBTQ+ Inclusion Handbook for HR & Managers on Coming Out Day 2023.</p> <p>EMEA</p> <p>Romania extended leave benefits for same-sex partners.</p> <p>Italy Materials Group extended their parental leave policy for same-sex partners.</p> <p>LATAM</p> <p>Participated in the annual HRC in Brazil and Mexico and received a score of 100.</p>	<p>GLOBAL</p> <p>Refreshed our diverse slate standards and reporting to increase the mix of candidates considered for management level roles.</p> <p>LATAM</p> <p>Achieved a goal of 100% representation of Black individuals in apprenticeship and internship programs in conjunction with providing educational assistance and mentorship opportunities. Established a goal to hire a minimum of 70% of this population upon completion of their training.</p> <p>NA</p> <p>Established Martin Luther King Jr. Day a company holiday.</p> <p>BERG and Voz Latina ERGs hosted career development workshops.</p>	<p>EMEA</p> <p>Conducted a physical accessibility audit in Luxembourg - one of our largest manufacturing facilities in Europe - prompting guideline development for other sites.</p> <p>Collaborated with IT on a knowledge article on assistive technologies and digital accessibility resources.</p> <p>Began building a PwD talent pipeline in countries where representation is below expected levels of employment</p> <p>APAC</p> <p>Audited APAC countries to assess legal requirements on PwD hiring.</p> <p>LATAM</p> <p>Successfully surpassed the hiring objectives established for the employment of PwD in Brazil. Developing a talent pipeline and an accessibility plan to further support the integration of PwD into the workforce.</p>

Donations and Giving

Avery Dennison Foundation (ADF) supports organizations that align with Avery Dennison's global and regional Diversity, Equity and Inclusion Councils and Employee Resource Groups.

In 2023, ADF made 14 grants in 10 countries totaling \$195,000 for the following organizations in each region. Here are just a few of the organizations we donated to:

US

The Cleveland Council of Black
Colleges Alumni Association
Plexus
HOLA Ohio
Minority Veterans
Dress for Success Cleveland

EMEA

Kaos GL
VHTO Netherlands
Diversity and Ability
St. Kilda Mums

APAC

Oogachaga
Mothers@Work
Midam Junior

LATAM

Base Sociedade Colaborativa
Institucion Confe

“We are committed to making our communities stronger, more resilient and more sustainable. I am so grateful that Avery Dennison, the Foundation, and our employees continue to make a difference, every day.”



Alicia Procello

Vice President, Corporate
Social Responsibility &
Avery Dennison Foundation



ERGs Around The Globe

Employee Resource Groups (ERGs) continue to be an integral part of our DEI strategy. *Our +3200 ERG members, +20 ERGs worldwide play a pivotal role in promoting diversity and inclusion by creating safe spaces for open dialogue, a sense of belonging and additional development and networking opportunities for members.*

Current ERG membership stands at 3,298 members worldwide (an increase of 8.7% from 2022)

ERG members make up 9.7% of our total employee population

Celebrating Global DEI Awareness Days

Last year, we executed eight campaigns that showcased our dedication to celebrating and recognizing our employees' uniqueness.

These campaigns not only fostered a sense of belonging and appreciation but also reinforced our commitment to creating an environment where all employees feel valued and respected. Here are few highlights:



International Women's Day

Avery Dennison recognized twelve talented female employees through a series of global power talks, having discussions on a diverse range of topics, including mental health, family dynamics, and work-life balance. Employees in Bangladesh celebrated International Women's Day with an engagement session featuring recognition, a shop floor graduation ceremony, and a featured guest speaker.



International Men's Day

Avery Dennison team members in Spain recognized the impact of our male employees by hosting a day of activities such as a sustainable mini golf tournament created from recycled materials.



Pride

Pride celebrations were held across the organization; teams in Schwelm and Gotha created a personalized pride flag with pictures of our employees to show our LGBTQI+ and DEI commitment throughout the year where 65 individuals participated.



Manufacturing Appreciation Month

Manufacturing Appreciation Month allowed us to celebrate the contributions of our employees in the manufacturing sector. From BBQs, to art competitions to leadership visits and team building activities, numerous events were held across our sites.



DEI Partnership with the Cleveland Cavaliers

Avery Dennison is the official embellishment sponsor of the NBA Cleveland Cavaliers, a U.S. professional basketball team in Cleveland, Ohio. This partnership brings exciting benefits to employees, as well as the broader community, because Avery Dennison serves as a Cavs community partner by having a presence throughout the Cavs community platforms during the season. Avery Dennison, with the Cleveland Cavaliers organization, support a range of DEI initiatives including three on-site activations:

- Black Heritage Celebration
- Women's History Night - Presenting Sponsor
- Noche Latina

The partnership with the Cleveland Cavaliers reflects our continued commitment to employees, DEI, and the community.



DEI Community Partnerships

“Our partnership with the Cleveland Cavaliers embodies our commitment to serving as a force for good in the communities where we operate. In addition to providing the Cavs with innovative Embelex solutions, we are proud to jointly support important DEI initiatives that celebrate the culturally-inclusive fabric that is at the heart of the city of Cleveland.”



Michael Barton

Senior Vice President
and General Manager
Apparel Solutions

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 2023.

Workplace Pride Corporate Equality Index (US and Latin America)

Latina Style Top 50 Best Companies for Latinas

Latina Style ERG/BRG of the Year



Diversity & Inclusion award from Great Place to Work (Latin America)

Fair 360 Top Regional Company for DEI

Forbes America's best employer for Women

Best Companies to Work for in Asia 2023



Voz Latina Employee Resource Group recognized as top ERG in United States

Closing Statement

We are steadfast in our commitment to inclusion for all, and we will continue to take actions that promote DEI internally and externally. We are dedicated to listening, learning, evolving and holding ourselves accountable for creating a more inclusive business.

To discuss this report, please reach out to a DEI lead below.



APAC
Elle Cheng



EMEA
Maarten Eddes



LatAm
Carina Silva



Global & NA
Tiffany Collins



Diversity, Equity & Inclusion

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