



Pay equity

The 2025 assessment and validation process confirmed that the company continues to pay women \$1.00 for every \$1.00 earned by men across all employee segments, which are defined by work country, job family and career level. The analysis confirms there is no statistically significant difference in pay between employees of different genders in the United States or in any other market where we operate. In addition, there continues to be no statistically significant differences in pay that are adverse to people of color in the United States. Compensation data includes base, bonus and long-term incentives.