CONTINUUM »
Nestlé Purina values diversity and inclusion in everything we do. We make diversity a priority here because we learned a long time ago that people from varied backgrounds have different knowledge, talents and experiences that can enhance our perspective as a business.

It’s important for our organization to reflect the diverse nature of our customers and consumers. When we better understand their traditions and expectations, we are better positioned to develop products and marketing initiatives that appeal to them.

The wide cross-section of cultures and races in our organization today is paramount to bringing broader ideas to the discussion table, and we count on all of our associates to help generate new ideas so we can succeed in today’s challenging business environment.

Joseph R. Sivewright
CEO
The Continuum tells the story of Purina’s Cultural Competency journey since initiating our Diversity and Inclusion objectives companywide in 2013. Since then, Steve Degnan, Head of Human Resources, and myself, Annette Morris, Head of Diversity, have seen remarkable success, building on projects and partnerships started years earlier. The Continuum invites all of us to celebrate this journey, while challenging each of us to strive for the next professional and personal milestones along the Continuum.
Each of us plays a part in helping the company meet and exceed our expectations for becoming the most welcoming environment for our associates, contractors, customers, consumers and guests. So let’s celebrate what we’ve done and challenge ourselves for what’s next.

WELCOME TO THE CONTINUUM.
Since 2014, Diversity & Inclusion Ambassadors have been invited to attend more than 20 events yearly on behalf of Nestlé Purina. Our Diversity and Inclusion Ambassadors range in years of service from six months to more than 40 years. This range of age and experience allows for ALL of Purina to “Show Up” throughout the community.
Some say that age is just a number. Well, I choose 28. That was the age I became a father.

Gene McCoskey
Vice President, Site Services
One of the great things about Purina is that you can move through different departments as you grow your career. There is always someone new to meet and something new to learn.

Karen Gill
Senior Safety Coordinator, Fairburn Plant
DEPARTMENT

one of the major divisions of a company, organization, government or school

More than 8,000 associates make up our diverse organization.
DISABILITY STATUS

any physical or mental condition that limits a person’s movements, senses or activities
I read a quote that sums up this dimension nicely: ‘People with disabilities are the nation’s largest minority group, and the only one that any person can join at any time.’

Steve Degnan
Vice President, Human Resources
I’ve always wondered why people ask where I went to college or even high school. It feels like an ‘acceptable’ way to covertly show bias. So now I just say ‘Allofem High.’ You should see the looks I get.

Bianca Hall
Human Resources Manager, King William Plant
EDUCATIONAL BACKGROUND

the history of one's process of acquiring knowledge systematically throughout life, including primary school, college/university or training
ETHNICITY

a social group that shares a common and distinctive culture, religion and/or language

More than 60 different nationalities are represented within the greater Nestlé family.
Ethnicity and race are often misunderstood. **Race** refers to a person’s physical characteristics, whereas **ethnicity** refers to cultural factors, such as country of origin and language.
Seems like just yesterday, my playmates and I were the same age and size. How time flies.
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FAMILY HISTORY

1. the history of a family
2. a narrative
3. genealogy as an area of research
GENDER
a reflection of one’s self-image
as relating to sexual nature

Nestlé Purina received a 100% score from the Human Rights Campaign for the third consecutive year. The Human Rights Campaign is the nation’s largest lesbian, gay, bisexual, transgender and queer civil rights organization. The HRC envisions a world where LGBTQ people are ensured of their basic equal rights and can be open, honest and safe at home, at work and in the community.
I believe gender is a spectrum, and I fall somewhere between Channing Tatum and Winnie the Pooh.

Stephen Colbert
I didn’t develop any true hobbies ‘till I became an adult. Then I discovered napping, among other fun weekend activities. Not sure that napping is considered a hobby, but by definition, it is done during my leisure time and I absolutely enjoy it.
HOBBIES

an activity done regularly during one's leisure time for pleasure
INCOME the monetary payment received for goods or services, or from other sources, as in rents or investments

Purina has won several awards recognizing its Diversity and Inclusion initiatives across the region. The one we are most proud of came from Purina’s annual award ceremony “Best in Show.”
Sometimes being named “Champion” comes with a monetary reward. Most times, being a champion comes from within.
I can understand and speak more than one language. English is by far the trickiest to pronounce. It’s not the language itself. It’s the accents that can vary from country to country, state to state, sometimes city to city. For instance, is it Missouri or Missoura? Is it Boston or Baston? New Orleans or Norlins? Minnesota or Meenasoda? The answer I have learned is a resounding ‘yes’.

Berenice Bastien
Associate Laboratory Scientist
No matter how you pronounce it, Nestlé Purina has been recognized more for its work in the Diversity and Inclusion arena in 2016 and 2017, than any previous years. The team received a 100% score from the Human Rights Campaign (HRC) corporate index; was ranked as one of the Best Places to Work by the St. Louis Business Journal and the St. Louis Post-Dispatch newspapers; won the Sponsor of the Year from the National Sales Network and received the Open Door Award from the Americans with Disabilities (ADA), to name a few. The team was also named “Best in Show” by Purina executives.
status of being married or not. This includes being single, divorced, widowed, single parenting (by choice), single parenting with partner, unmarried but committed, married but separated, and others
One's marital status can be part of our bias process. It can become a factor in how we view a person's character, abilities, sexuality, dependability, etc. “My marital status is...”
According to DifferenceBetween.net, “Where nationality means one’s country of origin, ethnicity refers to racial ancestry.”
NATIONALITY

a group of people who share the same history, traditions, and language, and who usually live together in a particular country; the fact or status of being a member or citizen of a particular nation
PARENTAL STATUS

whether or not a person is a parent, including the status of not having children. By definition, a parent, in addition to a mother and father, includes a step-parent, adoptive parent, foster parent or guardian.
What is ‘normal’ parental status? I think it depends on the family and the day. Overall, I hope it’s being loved and led by someone just a little taller or sometimes a little smaller than yourself.

Victor Eaton
Director, Warehouse Facilities Management
Before I make coffee, before I begin my morning routine, before I do anything for me or anyone else, I cuddle my cat. That routine has helped me begin each day with a smile for many years.
PERSONAL HABITS

a settled or regular tendency or practice, especially one that is hard to give up
PERSONALITY

1. the totality of qualities and traits, as of character or behavior, that are particular to a specific person

2. the totality of behavioral traits that are particular to a specific non-human animal
Three words for you...I am Cat.
It takes less than 30 seconds for someone to form a first impression of you. It’s hard to find fault in a smile.

Jo Terry-Robinson
Receptionist, Retired
PHYSICAL APPEARANCE

1. the observable physical characteristics of a person; includes size, eye/hair/skin color, facial features and dress
2. the way a person or thing looks or seems to other people
RACE a group of persons related by common descent or heredity
My dad is from Argentina. My mom is from the United States. Both sets of my grandparents are Eastern European. And I was raised speaking both English and Spanish. I think that makes me a Dogo Argentino, Spanish Water Dog, or an East-European Shepherd. Or maybe, it just makes me an American.

Alex Sommer
Talent Sourcing Specialist
If character loses her throne at Purina after I’m gone, I’ll come back and haunt you.

William H. Danforth
RELIGION & SPIRITUALITY

a person’s experience of, or a belief in, a power apart from his or her own existence

The Diversity and Inclusion Council is made up of 16 associates from different business units and a wide variety of diverse backgrounds. The Council’s purpose is to help guide the tactics and strategies of the Diversity and Inclusion team. Their guidance has helped grow the vision and reach of numerous initiatives since 2013.
SENIORITY

a privileged position earned by reason of longer service or higher rank

In 2017, the Diversity and Inclusion team, in conjunction with Human Resources, expanded the Referral and Tracking Tool with more than 10 targeted (local) efforts.
I remember my first day on campus. I even remember my 10,000th. After many years, I encourage each of us to always embrace new talent. There is always room to grow, personally and professionally.

Sheila Harvey
Operations Specialist
Not all poodles are female. We are openly...Purina.
SEXUAL ORIENTATION

a person’s sexual identity in relation to the gender to which they are attracted

The Diversity and Inclusion team has increased its community partnerships from 11 to 14 since 2014. These partners fulfill a variety of missions throughout the region. The Diversity Awareness Partnership (DAP), the St. Louis Business Diversity Initiative (SLBDI), Pride St. Louis and Starkloff Disability Institute are all members, just to name a few.
instinctive and habitual ways of processing one’s environment. Our thinking styles can dictate our critical thinking, problem-solving and decision-making. Combining aspects of all the styles can lead to better communication and better leadership.

**Analytical:** clear thinking, orderly and rational

**Inquisitive:** curious, alert and interested in the surrounding world

**Insightful:** prudent, humble, reflective and strategic

**Open-minded:** intellectually tolerant and fair-minded

**Systematic:** conceptual, process-oriented and intuitive

**Timely:** efficient, reliable and responsive

**Truth-seeking:** independent, tough-minded and skeptical
My thinking style depends on the situation. At work you might consider me more systematic, but that’s what the job requires. At home, I’m probably more inquisitive and just want to soak up everything my family has seen and done while we were apart.

Ketra Lang
Lead Mail Clerk, Distribution Services
Each factory has a different feel regardless of the product. You could have two physically identical factories making the same product and have a completely different environment in each. A place has a personality.
UNION STATUS

The state of being united, the act of uniting, or a conjunction performed by such an act as association, alliance, or confederation of individuals or groups for a common purpose
WORK EXPERIENCE

the experience a person has gained through current and prior jobs

In 2016, the Workforce Initiatives for the Diversity and Inclusion Team focused on education and outreach by launching “Bias in the Workplace” training for all associates. More than 500 associates were trained over the previous year.
Throughout my career, I have learned a very important lesson: sometimes just finding a quiet place and listening to no one can yield the best advice.
Years ago, on my first day as an unescorted Contractor, I was advised to park in the A lot and was told that the morning meeting would be in C. Piece of cake. So I parked in the A lot. Took the bridge too far and hit E. Was helpfully rerouted back to A. Took the elevator to the tunnel headed to T, sort of. Made a left or right somewhere and found Site Services, Research, Housekeeping, Storage, Maintenance, The Store, Fitness Center and Credit Union. That day, I knew that I was home and wanted to be part of our continued growth.
WORK LOCATION

the physical place where you work
DIVERSITY AND INCLUSION KEY ACCOMPLISHMENTS

We know that advancing along the Diversity Continuum is a process. But every program, project and purposeful Ambassador brings us one step closer to being the industry leader for Diversity and Inclusion.

**WORKFORCE**

**EDUCATION & OUTREACH**

**Training**
- “Understanding Bias” e-Learning – 348 attendees
- “Unconscious Bias” – 390 attendees since 2014
- “Creating an Inclusive Workplace” – 4,432 attendees
- “Bias in the Workplace” half-day program for all Associates
- “Common Bias in Talent Assessment”
- Succession Planning Health Index

**Key Results**
- 26% of our Associates (566+) have taken some form of Bias Training

**External Education**
- Washington University’s Women Leadership Forum
  - 6 months
- St. Louis Business Diversity
  - 12 months
- Hispanic Leadership Institute
  - 8 months

**Recruiting**
- Diversity and Inclusion Referral & Tracking Tool
- E-blast to 10 Community Partner Leaders for internships

**Measurements**
- Gender Balance Scorecard & Assessment from the Nestlé & I Survey Results:
  - 90% of associates intend to stay at company for 5+ years or until retirement (no variance by race, gender or age)
  - 81% feel we have a work-life environment open to differences in culture, lifestyles and gender

**Communications**
- More than 200 Instagram, Twitter and Purina Pack Posts - #PurinaDiversity

**CULTURE**

**INTERNAL EVENTS**

**8 events including:**
- Black History Month
- Women’s History Month
- Disabilities Awareness Summit
- Veterans Day Celebration
- Hispanic Heritage Month
- Asian Pacific Month
- SLBDI – New Fellows Reception
- Diwali

**Ambassador Program**
- 31 touch points for internal & external engagements
- More than 250 ambassadors

**Buddy Program**
- Completed Phases 1-7
- Since 215, 87 associates have participated
- Virtual and Global Buddy Program

**Diversity and Inclusion Council NPPC**
- 17 members across 8 business units – Quarterly meetings and bi-weekly Core Team Meetings

**NiM Diversity and Inclusion Team**
- 5 Op Co’s – NPPC, NUSA, Nestlé Nutrition, Nestlé Health Science and Nespresso

**Gender Balance**
- Women International Network (WIN) Conference
- Network of Executive Women (NEW) Conference & Meeting
- International Women’s Day Celebration (IWD)
- Equal Pay Pledge – Washington D.C.

**Business Resource Groups**
- Purina Business Diversity Multi-Cultural Resource Group
- Women In Business
- Women Leadership Forum
EXTERNAL EVENTS

22 events including:

- Pride St. Louis – PrideFest
- Veterans Day Parade
- Starkloff Next Big Step Recruiting & Training Program
- Diversity Awareness Summit
- OCA Youth Scholarship & Gala Awards
- Hispanic Chamber Adelante Awards
- TEDx – St. Louis Women 2016
- United Way Multi-cultural Breakfast
- Ferguson Youth Initiative
- Boys & Girls Club Table of Four Event
- YWCA Annual Female Leader Luncheon
- Vincent Wilkes Memorial Scholarship Fund

14 Community Partnerships

- St. Louis Business Diversity Initiative - since 2014, total 43 graduates at an 75% retention rate

- Latino Leadership Institution Participation

AWARDS & RECOGNITION

Local and national:

9 Awards & Recognitions

- 100% Score Award – Human Resource Council (HRC)
- Sponsor of the Year Award - National Sales Network
- Best in Show Award – Purina
- Glassdoor Award – Best Places to Work
- Who's Who – Diversity in Color
- Salute to Excellence in Business Award - St. Louis American
- Champion of Diversity Award – OCA
- Adelante President Award – Hispanic Chamber
- St. Louis American, Diversity: A Business Imperative

- Featured in 4 local print news stories and advertisements

- Advertisements in 12 publications
Our worlds are filled with challenges and opportunities to Lean In to uncomfortable situations. The Continuum would like you to continue your journey and redefine your comfort zones.

Each time you attempt a Challenge, please share your story in Nine Square News. Your efforts may just help another co-worker further progress along the Diversity Continuum.

1. Meet someone new on the elevator and tell them your name.
2. Try a food or drink from another country by visiting a new restaurant or inviting a co-worker to exchange a recipe.
3. Share a book or movie that challenged your perspective regarding any privileges you enjoy.
4. Read any of the following:
   - *The Inclusion Paradox: The Obama Era and the Transformation of Global Diversity*, Andrés T. Tapia
   - *Reinventing Diversity: Transforming Organizational Community to Strengthen People, Purpose, and Performance*, Howard Ross
   - *Diversity Return on Investment Fundamentals*, Dr. Edward E. Hubbard
5. Listen to a form of music that is not currently on your playlist.
6. Say hello to someone who has been in the company for less than 6 months. Say thank you to someone who has been in the company for more than 20 years.
7. Invite someone you don’t know to coffee.
8. Recognize how many of your “friends” who do not look like you. If the number is zero, challenge yourself to discover why and what you can do to change that.
9. Ask two people outside of your department – “How long have you been with the company?”
10. Introduce yourself to a front desk staff or security guard.
11. Ask a co-worker if they have completed any of these challenges.
12. Introduce yourself to one new person every day for one week.