

CooperCompanies' Commitment to Fair and Equitable Pay

Ensuring we pay CooperCompanies employees fairly and equitably is core to who we are. Paying employees fairly helps CooperCompanies attract and retain quality people positioned for success in a competitive market for talent. We believe people should be paid for what they do and how they do it, regardless of their gender, race or other personal characteristics.

We regularly review our compensation practices to ensure our pay is fair and equitable, and we believe it is. As an example, we review our pay practices for our U.S. employees to confirm there are no significant pay disparities across gender or race. Outlined below are additional practices which are key to delivering on our commitment to pay equity.

As part of our standard practice of ensuring our compensation practices are fair and equitable, we use a global leveling system that, where possible, assigns employees and job functions into career bands across the company based on geography, and duties and responsibilities of the role. Compensation ranges are defined within this framework on the basis of local market practices and benchmark data which is sourced through external compensation survey providers. In this way, our global job grades and salary structures are mapped to similar positions in the market. We continue to scale the global leveling system through our subsidiaries, and this framework helps ensure consistency in career path opportunities across our organization.

We have robust processes for reviewing employees' performance and pay on an annual basis. With the support and leadership from our human resources department, we provide manager training on making compensation recommendations, with a focus on both performance and where each person sits in the local market range for a comparable position. These recommendations are reviewed by the next level manager before being finalized to ensure consistency in the process. All this appreciates that an employee's compensation may be lower or higher in the compensation range applicable to a particular role based on a number of factors, including the employee's experience and performance.

We recognize that research shows that pay equity issues may stem, at least in part, from salaries established at the time of hire. For this reason, our U.S. hiring policy disallows asking about a candidate's pay history in determining a starting salary.

We require "Leading with Inclusion" workshops for senior leadership. These workshops include a component on identifying and avoiding "unconscious bias" to help ensure that decisions around hiring and promotions are focused on abilities and qualifications. Our top leadership participates in this activity, and the workshops are part of our ongoing education efforts throughout the organization.

We also regularly solicit employee feedback and sentiment about our workplace through employee engagement surveys. These surveys allow our employees to comment anonymously and freely on matters related to their employment experience, including inclusion, diversity and pay equity. We share these survey findings with senior leadership which in turn champions site specific action plans to address priority issues.

Our commitment to inclusion and diversity goes beyond management and is fully supported by our Board of Directors. Our Organization and Compensation Committee's charter includes responsibility for overseeing the composition of CooperCompanies' workforce with respect to diversity and inclusion. On at least an annual basis, we update our Board of Directors on the ongoing activities driven by our inclusion and diversity programs and efforts.

As a result of these efforts, among others, CooperCompanies has received the Great Place to Work® certification. We believe we are a leader when it comes to providing all employees with fair and equitable pay, and we will continue to work hard to ensure we maintain pay equity as part of our broader commitment to inclusion and diversity.