

— PLANNING —  
**AN INCLUSIVE FUTURE FOR  
TODAY + TOMORROW**



**LOWE'S**

— 2021 —  
**CULTURE, DIVERSITY  
& INCLUSION REPORT**

# LETTER FROM OUR CHAIRMAN & CEO

As we publish our second annual Culture, Diversity & Inclusion Report, I am proud of the meaningful progress we've made, and I look forward to our continued efforts in the years to come. I firmly believe that by building diverse and inclusive teams at Lowe's, we drive better ideas, positive business results and improved service through a deeper connection with our customers.

In 2019, we launched a multi-year program dedicated to integrating diversity and inclusion initiatives into our corporate strategy across three areas: talent, culture and business. Since the program's inception, we have seen significant progress in the representation of women and people of color at the executive and officer level due in large part to a robust talent and succession planning process that supports the development of a diverse talent pipeline for leadership and other critical roles.

We also remain focused on cultivating an inclusive culture that invites and encourages diverse opinions and ideas. We now offer eight Business Resource Groups sponsored by our executive leadership team. These associate-led

groups provide opportunities for our associates to collaborate, network and learn together and offer spaces where they feel heard and engaged.

With this year's report, we provide the latest updates on our culture, diversity and inclusion strategy and initiatives as we strive to grant greater clarity and transparency into our efforts to be an employer of choice. While we are proud of our progress, we know we still have work to do. I look forward to building on our current efforts to support our associates and the communities where they live and work.

God bless,

*Marvin R. Ellison*

**MARVIN R. ELLISON**

*Chairman, President and  
Chief Executive Officer*





## PLANNING AN INCLUSIVE FUTURE FOR TODAY + TOMORROW

At Lowe's, we strive to be an employer of choice by creating a workplace that brings out the best in our associates, our customers and the communities we serve. This begins with us fostering an inclusive and compassionate culture that embraces, respects and values people of all backgrounds and leverages the variety of perspectives within the Lowe's team. By integrating these ideals in our day-to-day operations, we increase associate engagement, better address our customers' needs and provide the personalized shopping experience they expect.

**"Planning an Inclusive Future for Today + Tomorrow" marks our second annual Culture, Diversity & Inclusion Report and describes Lowe's strategic goals and priorities around our culture, diversity and inclusion (CD&I) efforts to date. Our CD&I focus areas are Talent, Culture and Business. This report covers our activities from Jan 1 to Dec 31, 2021, unless otherwise noted.**

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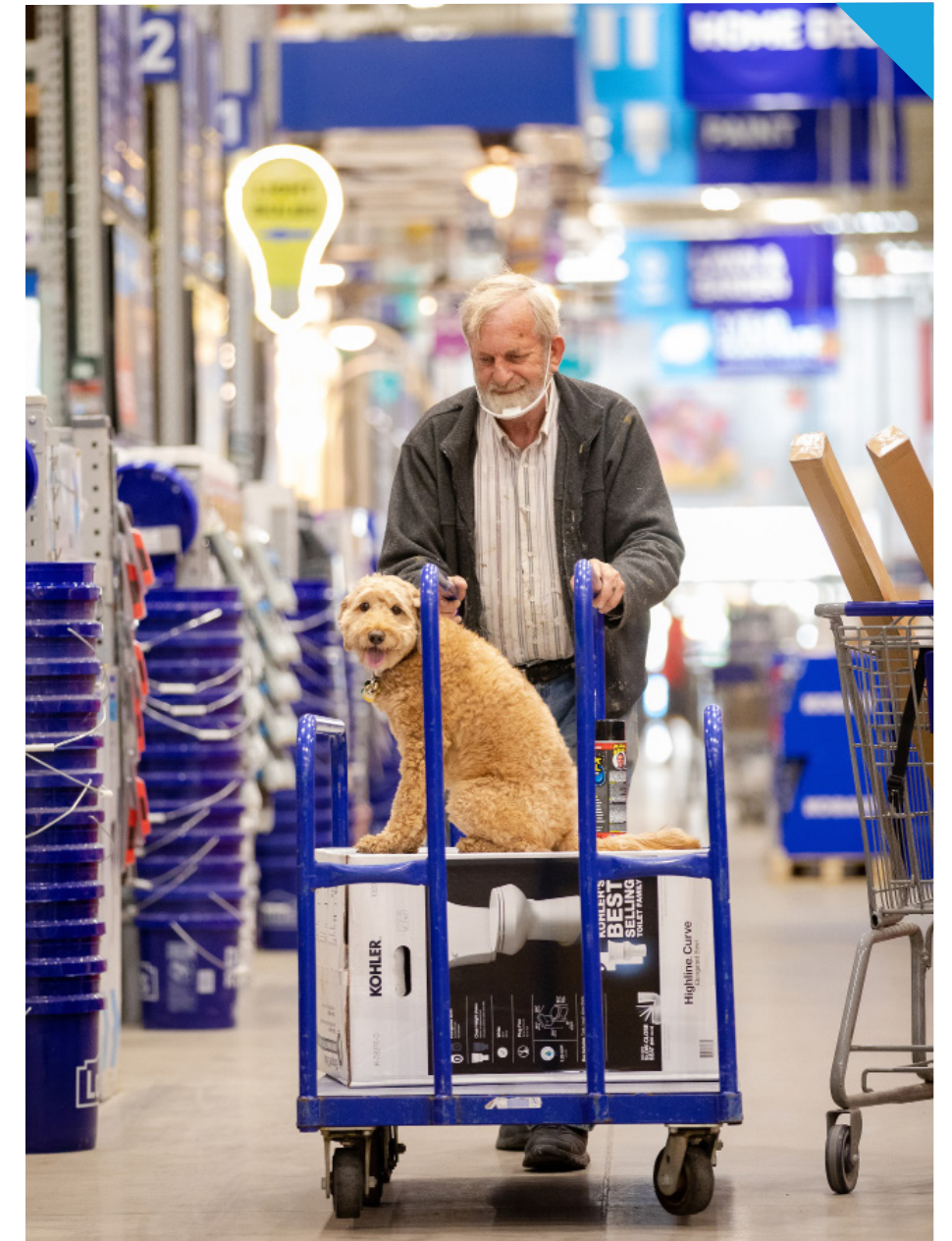
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## The Value of CD&I

At Lowe's, we see culture, diversity and inclusion as a competitive advantage and are working to build an even more diverse and inclusive workforce and business.

We actively listen to our stakeholders' needs, including our associates and customers, and collaborate with them to create holistic solutions through our policies, products and engagement efforts.

We also partner with leading organizations to create career opportunities for our associates, including those from underserved communities.

We strive to be a responsible company that everyone can turn to. We want our customers to have a clear reason for trusting us with their home improvement needs, and aspire to create an environment where our associates choose to spend their time building a career.

**We approach CD&I by focusing on three strategic areas:**

## Strategic Importance of CD&I to Lowe's



### TALENT

Build a workforce that can provide the best products and services for all of our customers and understand how to best meet their needs.



### CULTURE

Foster an inclusive culture that unleashes the unique abilities of our full workforce to serve and support our customers and communities.



### BUSINESS

Innovate to provide better and more diverse services and solutions resulting in strong business outcomes and investments in our communities.



## Understanding our Associates' Needs

Creating an inclusive and compassionate culture starts with understanding what our associates care about and providing the support they need to succeed. We engage with our associates through surveys and honest conversations to better understand what they want out of their workplace, their career goals and how Lowe's can help them get to where they want to be. We work hard to identify and create meaningful opportunities at all levels of our organization, and to create a space for our associates to be their best and authentic selves.

To better understand what our associates care about, we administer an annual engagement survey called Building Engagement and Success Together (BEST). The survey is designed to better understand the day-to-day experiences of our associates. In 2021, the BEST survey yielded our highest participation (90%), and the results demonstrate an increasing trend in engagement and positive work experiences since 2019. In addition, we introduced pulse surveys in the United States and Canada in 2021.

The pulse surveys are administered to small groups of associates across our operations to quickly identify particular issues or opportunities for improvement at specific work sites. Our goal with the BEST and pulse surveys is to gain a deeper understanding of what our associates value in a workplace and how Lowe's can create a working environment to meet these needs and be an employer of choice.



## Planning for the Future

**As new associates join Lowe's, we are taking steps to understand changes to the expectations of today's workforce so that we can offer appealing and competitive associate benefits and tailored growth opportunities.**



## Focusing on Diverse Representation

Building teams that best meet the needs of the communities we serve and working to understand the challenges our communities and associates face are key to our continued success.

We are continuing our efforts to improve diverse representation throughout our organization, develop inclusive products and services that fill market gaps and form strategic partnerships to amplify these efforts.

We are actively collaborating with our colleagues in Canada and India to develop a globally aligned perspective of our strategy and expectations regarding CD&I and our respective roles and responsibilities.

A key tenet of our efforts is to honor and support communities in these countries by working with partners that have local expertise and knowledge, providing Lowe's with valuable insights that guides the design and delivery of our CD&I initiatives on a global basis.

## Investing in Talent

We understand and value the decision-making power that comes from a truly diverse team where everyone’s perspective is heard and respected, and we strive to bring these strengths to all areas of our operations. As part of our efforts to elevate diverse voices in our workforce, we offer unconscious bias training and leverage partnerships that provide resources for underserved students as well as leadership training opportunities for Lowe’s leaders.

## Increasing Diversity in our Talent Pipeline

Augmenting our efforts to increase diverse representation and develop a diverse talent pipeline, Lowe’s collaborates with key partner organizations to provide scholarships, leadership training and emergency aid to communities in need. We proactively seek to create mutually beneficial relationships across communities, industries and within organizations that align with our core pillars of building diverse talent, fostering an inclusive culture and driving business results.

In the United States, we work with historically black colleges and universities (HBCUs) and other minority-focused educational institutions to offer scholarships to high-potential students from underserved communities seeking continued education. In 2021, our scholarships were primarily awarded in partnership with the United Negro College Fund (UNCF), the Thurgood Marshall College Fund (TMCf) and the Hispanic Scholarship Fund (HSF). To further our goal of creating employment opportunities, specifically within the Black community, in 2020 Lowe’s joined the OneTen Coalition, whose mission is to hire, promote and advance one million Black individuals who do not have a four-year degree into family-sustaining careers over the next 10 years.



**Increasing Diversity in our Talent Pipeline**



**Supporting the Military Community**



**Empowering Women at Lowe’s**

Through these partnerships, we offer emergency aid to struggling students who may not be able to continue their education otherwise. Through our collaboration with the UNCF, we are proud to support qualified candidates with tuition support, learning supplies and other necessities required to graduate, free of cost to the student.

In Canada, we partner with Autism Works and Indigenous Works to improve our diverse talent pool and support the advancement and development of these communities. In India, we have several programs and partnerships to support diversity in the workplace, including mentorships for top female associates, and partnerships with Enable India, an NGO that supports economic independence and dignity for people with disabilities. Moreover, organizations like Jobs for Her and Avtar further drive our work by helping with hiring, surveys and studies to help us strengthen our diversity journey.

Lowe's founded Track to the Trades, an innovative workforce development initiative that aims to provide innovative career alternatives and financial support for associates to pursue a skilled trade, an area of pressing need across many sectors of the economy.

To begin addressing this critical trade skills gap, while also providing associates with a variety of career paths and economic opportunity, Lowe's offers associates:

- Upfront tuition funding for trade skill certification
- Academic coaching and support
- Placement opportunities for full-time pre-apprenticeships in Lowe's nationwide contractor network or continued growth with Lowe's

In addition, we send select leaders to leadership development programs offered by external partners, which focus on developing leaders in the communities we seek to support. For example, Lowe's has a long history of partnering with the Executive Leadership Council to support Black business leaders and help positively impact businesses and communities. These efforts, combined with our

other talent partnerships, illustrate our commitment to working with underserved individuals within our communities and at all levels of our business. We believe everyone has a place at Lowe's and strive to identify, create and implement meaningful development opportunities for our associates across all management levels and functions to realize this belief.



## Supporting the Military Community

We value the hard work and sacrifices veterans and military spouses make every day and the unique perspectives they bring to the Lowe's team. We partner with the Department of Defense to offer management and supervisory training opportunities for transitioning service members through our Skillbridge Fellowship program, where candidates learn, work and gain experience at Lowe's. This program was well received by participants, motivating our plan to roll it out nationwide, expanding access to these trainings. Our Skillbridge Fellowship program also allows service members to transition to any viable Lowe's location across the United States.

In addition, in 2021, we modified our military spouse transfer policy to help military families manage deployment relocations and the challenges associated with them. When active service men and women receive permanent stationing changes, they may be required to move across the United States and, in turn, uproot their families. This policy aims to help mitigate the challenges that relocating can bring by allowing military spouses to transfer between stores if their significant other has been permanently relocated. Through this policy, associates can move between stores while keeping their same role or a suitable alternative at the same level.

Due to our efforts to engage the military community, Lowe's added

**over 6,000 Veterans, Active, Guard, Reserve and Military Spouse associates in 2021.**



As a result, Lowe's military community has

**increased to 26,000 associates**

within the organization, serving in a myriad of roles throughout the company.





## Empowering Women at Lowe's

We are committed to identifying and removing obstacles and providing career opportunities for of our all associates, including women. One way we do this is by leveraging our internal HR data to understand the demographics and intersectionality of our team, giving us the ability to identify opportunities to recruit and develop women for advancement. We also use this data to identify high-potential leaders and provide them with growth and development opportunities, and work with our partners and internal development teams to identify what training these individuals need to realize their full potential.

In addition, our Women Empowered business resource group (BRG) continues to support women at Lowe's by providing an opportunity to collaborate, network and discuss important issues. Women Empowered is Lowe's largest BRG by membership, and hosts guest speakers, networking events and other learning opportunities that illustrate leadership skills for women to be successful in the workplace.

Unlocking women's potential through leadership development, upskilling opportunities and networking events are important to our continued success. Lowe's is committed to providing leadership programs and, in 2021, partnered with Linkage to send high potential female senior managers and directors to the Women in Leadership Institute. During the four-day development experience, participants listened to keynote speakers and learned how to manage the most common challenges women face when trying to advance their careers.

In 2021, we hosted our ninth annual Women's Leadership Summit, focused on helping current and future women leaders grow their influence, develop impactful relationships and use their knowledge and leadership to guide Lowe's forward. This year's summit included several keynote speakers and Lowe's executives and was also digitized and made available to all of our associates through the Women Empowered BRG intranet site. Male officers and other allies were also invited to the event so that they could gain an understanding of women's work experiences at Lowe's and could learn how they can be allies to their female colleagues.



## Highlight: Celebrating Women in India

### Developing Engineering Women's Careers:

In India, we are investing in our women associates as part of our efforts to include and promote women to senior management positions. In 2021, we introduced the developing engineering women's (DEW) careers program to train and upskill high potential senior software engineers and prepare them for management positions. To date, there have been over 20 candidates to complete this training, with many more planned to enroll.

### Do-It-Herself:

A unique opportunity for women professionals who are on a break and looking to restart their careers. This program provides a career reintegration opportunity followed by a paid internship for selected candidates along with the possibility to be hired full-time at Lowe's India.

### Bring Her Back:

Aims to support mothers in their careers at Lowe's India. We approach this important challenge by addressing the specific needs of mothers by providing support pre-maternity, during their maternity leave and throughout their reintegration post maternity.



## Culture

At Lowe's, creating a culture where we bring out the best in each other is a top priority. We value the various skills and experiences our associates bring to the workplace. At the same time, we work hard to be an inclusive organization where our associates feel respected, a part of a team and that they can contribute and be their authentic selves. We also provide many opportunities for associate learning and development. We seek associates who have diverse backgrounds and skill sets, are team-oriented, self-motivated and strong communicators, and work with them to identify roles that are best suited to their career goals and skill sets. This collaboration helps to create a team-focused and engaging work environment that serves both our associates and customers. **This culture, built by our core behaviors of focusing on customers, delivering results, taking action, showing courage and continuously learning, helps to drive our success.**



## Wearing our Values

We want our associates to feel comfortable while working and proudly display their work accomplishments and abilities, and we believe that this starts with what we wear on the job. Lowe's offers custom-designed camouflaged vests for our U.S. veteran associates, and in 2021, we introduced new vests and pins for Deaf and Hard of Hearing associates signaling to both customers and colleagues their ability to communicate differently.

In addition, to honor and to help our Lowe's Canada associates show their pride of service, Lowe's Canada provided 200+ banner-specific, branded military-patterned vests for those associates who identify as a member of the Canadian Armed Forces.



## Business Resource Groups

Building an inclusive culture means listening to our associates' perspectives and creating an environment where new ideas can be openly and respectfully discussed. Our BRGs serve as a network for associates interested in promoting learning opportunities, diversity initiatives, recruitment planning and innovative solutions to help make a difference in our company and the communities we serve. Through education, celebration and action, our BRGs are supporting our efforts for diversity and inclusion at Lowe's.

These groups give our associates an opportunity to collaborate with people from various backgrounds and experiences, as well as reinforce our values and aspirations. In 2021, we added a multigenerational BRG in the United States, dedicated to developing understanding across generations. In addition, our Women Empowered, ABLE and PRIDE BRGs expanded operations in India. This brings our total offering to eight BRGs, with plans to provide more resources and expand the reach and impact of each.

### Below are the BRGs Lowe's currently offers:



The Lowe's ABLE BRG works to create an inclusive and inspiring culture that empowers and enables people of ALL abilities and become an employer of choice by building an environment that creates opportunities for ALL.



The Lowe's Asia Pacific BRG educates, empowers and engages customers and associates while driving awareness, understanding and acceptance of our diverse Asian Pacific community through the power of inclusion.



The Lowe's Black BRG courageously and unapologetically educates others and removes barriers to unite associates through inclusiveness while promoting the value of Black talent to our customers, associates and the communities we serve.



The Lowe's Latino BRG strives to foster a culture that celebrates inclusion and make Lowe's the preferred destination for Latino associates, candidates and customers.



The Lowe's Pride BRG proudly promotes the value of gender and sexual identity inclusiveness through advocacy, education and removal of barriers to allow our community to thrive.



The Lowe's Veteran BRG fosters a culture of community that embraces our rich military lineage, inspires engagement and honors the service of veterans and those who support them.



The Lowe's Women Empowered BRG works to help women achieve their full potential inside and outside of Lowe's by creating a culture that supports the development, retention and promotion of women of all levels and backgrounds.



The Lowe's Generations Working Together BRG fosters an unbiased culture in our workplace and communities by creating, sharing and embracing generational experiences and opportunities. We are everyone. We empower all generations through education and experiences that respect everyone's value.

Lowe's continually strives to improve our product and service offerings to meet the unique needs of our customers from all backgrounds, resulting in better business outcomes and investments to our communities. We seek small and diverse suppliers wherever feasible and partner with them to ensure that our shelves provide our customers with the products and services they need and want, while also giving our customers access to the most innovative home improvement products in the marketplace.



## Engaging Diverse Suppliers

Our supplier diversity team works diligently to identify potential suppliers for direct and indirect opportunities, resulting in increased inclusion of small and diverse suppliers across Lowe's supply chain. We work with select suppliers to align Lowe's needs with their capabilities and evaluate the possibility of a partnership to achieve mutually beneficial goals. In 2021, we enhanced our processes to collect and analyze supplier data and establish baselines to better understand each vendor's capabilities and identify opportunities for improvement. We continue to investigate new ways of streamlining

supplier data collection processes and are working with third parties to implement these improvements.

To align our supplier diversity efforts with industry standards and best practices, we join organizations that champion diverse suppliers and entrepreneurs and help them grow their businesses. We are a recognized corporate ally of the National Veteran-Owned Business Association (NaVOBA) and are also members of the Women's Business Enterprise National Council (WBENC), a leading non-profit organization dedicated to helping women-owned businesses thrive.

Other organizations we engage with include the National Minority Supplier Development Council (NMSDC), Disability:IN and the National LGBT Chamber of Commerce (NGLCC). Each of these organizations advocate, educate and connect diverse suppliers with corporate purchasing opportunities. These partnerships help us reach new diverse vendors and make meaningful collaborations by leveraging best practices, benefiting both our partners' and Lowe's business outcomes.



## Innovating to Serve Diverse Communities

Serving our communities includes listening to our customers' needs to create new products and services that fill market gaps and improve the lives of our customers, including those who may live in underserved communities. In 2021, we created the Lowe's Livable Home program, dedicated to providing total solutions to disabled and elderly homeowners and associates. The program offers a toll-free number that provides information for customers on what products exist to make their homes safer and more accessible, such as chair lifts, wheelchair ramps, walk-in baths and other items. It also offers product providers and installation services for a true one-stop shopping experience. In addition, the Lowe's Livable Home program works alongside our ABLE BRG to develop its services and provides discounts for associates who want to improve their own homes.

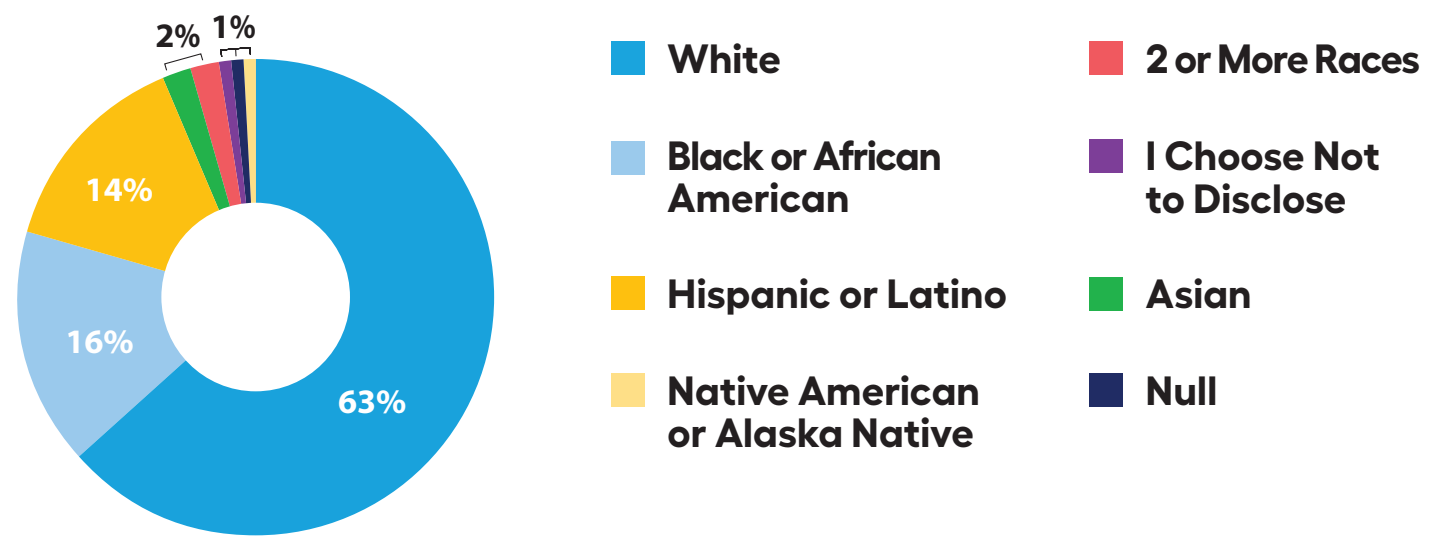
As a part of Lowe's hometown focus in Charlotte, we were a lead partner in Rebuilding Together's "Building a Healthy Neighborhood" volunteer initiative to rebuild 25 homes and create an all-new community space in an historic neighborhood.

**In 2021, Lowe's donated \$200,000 of sustainable products for an 100-unit project in Chicago with 548 Capital, an 100% African American owned minority business that utilizes solar-powered and energy-efficient housing to create sustainable affordable housing tied to community solar projects.**

# DATA-DRIVEN AND PEOPLE-FOCUSED



## 2021 Total U.S. Workforce



## Board of Directors\*



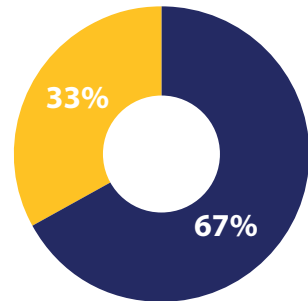
For more information on Lowe's U.S. Workforce Demographics click [here](#)

\*As of April 1, 2022

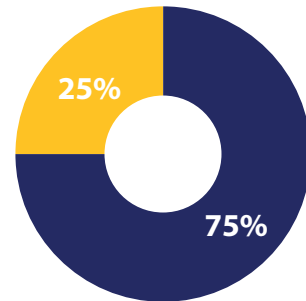
# U.S. DIVERSITY DATA BY GENDER

2021 ■ Men ■ Women

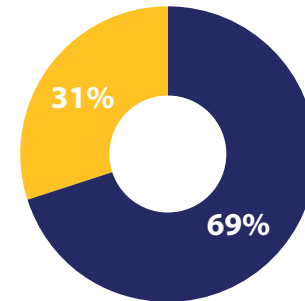
**Executive Officers**  
(Incl CEO)



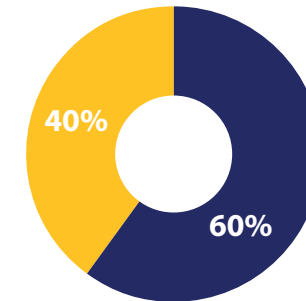
**Officers**



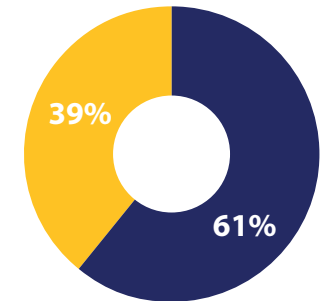
**Managers and Above**



**Non-Management Associates**  
(Supervisors & Non-Managers)

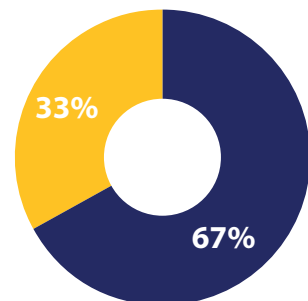


**Total Workforce**

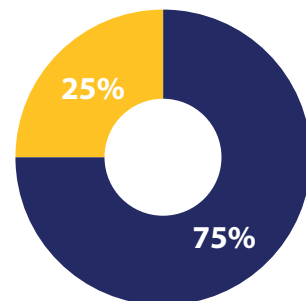


2020 ■ Men ■ Women

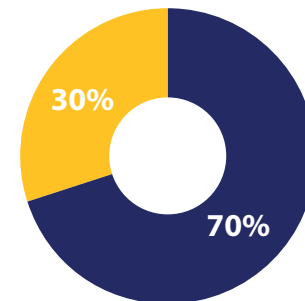
**Executive Officers**  
(Incl CEO)



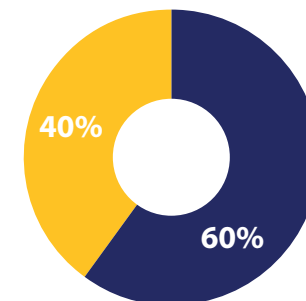
**Officers**



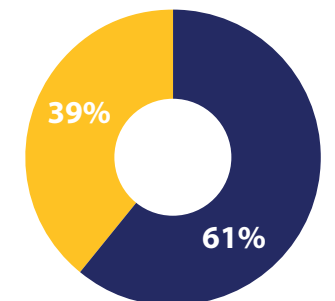
**Managers and Above**



**Non-Management Associates**  
(Supervisors & Non-Managers)



**Total Workforce**

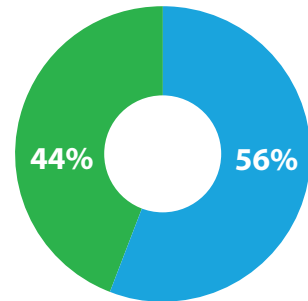


# U.S. DIVERSITY DATA BY ETHNICITY

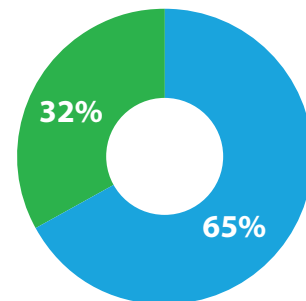
2021

White People of Color (Unknown or Choose to Not Disclose)

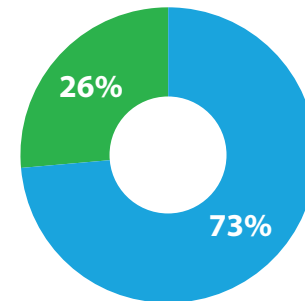
**Executive Officers**  
(Incl CEO)



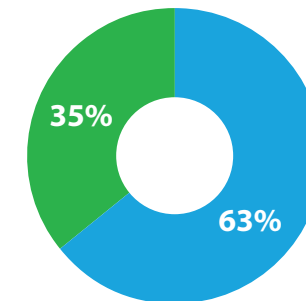
**Officers**



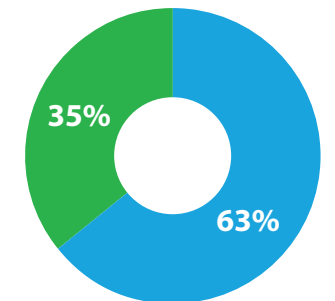
**Managers and Above**



**Non-Management Associates**  
(Supervisors & Non-Managers)



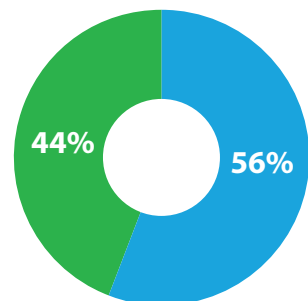
**Total Workforce**



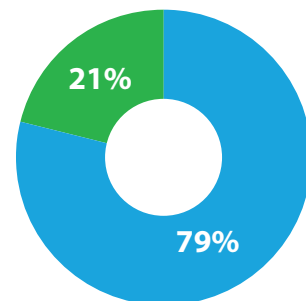
2020

White People of Color

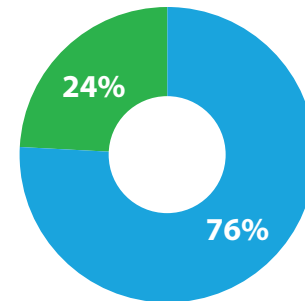
**Executive Officers**  
(Incl CEO)



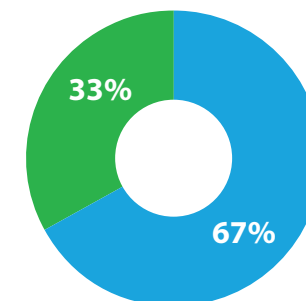
**Officers**



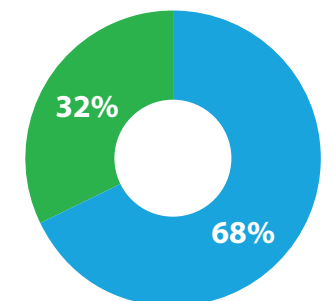
**Managers and Above**



**Non-Management Associates**  
(Supervisors & Non-Managers)



**Total Workforce**



# WE ARE HONORED

TO BE RECOGNIZED BY LEADING VOICES IN THE DIVERSITY AND INCLUSION SPACE

— 2021 —  
CULTURE, DIVERSITY  
& INCLUSION REPORT



2021 The Charlotte Observer  
Top Work Places



2021 Disability:IN National Best Place  
to Work for Disability Inclusion



2021 VET Indexes  
3 Star Employer



2021 Top 50 Best-of-the-Best  
Corporations for Inclusion and NBIC  
Program or Initiative of the Year award



2021 Disability:IN Local North Carolina Best  
Place to Work for Disability Inclusion



2021 Best Corporations for Veteran's  
Business Enterprises of the Year Award



2021 Human Rights Campaign Best  
Places to Work For LGBTQ Equality



2021 LinkedIn Top  
Companies in Charlotte



2021 Fortune's List of the World's Most  
Admired Companies – Top 50



2021 Military Friendly  
Employer Awards



2021 Working Mother & Avtar 100 Best  
Companies for Women in India



2021 India's Best Workplaces for Women  
in Large Companies Category - Top 100



— 2  21 —  
CULTURE, DIVERSITY  
& INCLUSION REPORT

## FORWARD-LOOKING STATEMENTS

This report includes “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Statements including words such as “believe”, “expect”, “anticipate”, “plan”, “project”, “estimate”, “will”, “should”, “could”, “would”, “may”, “strategy”, “potential”, “opportunity” and similar expressions are forward-looking statements. Forward-looking statements involve expectations, projections, and assumptions about our culture, diversity and inclusion strategy, priorities, expectations and intentions. Such statements involve risks and uncertainties and we can give no assurance that they will prove to be correct. Actual results may differ materially from those expressed or implied in such statements. Investors should carefully consider the risk and uncertainties described in “Item 1A - Risk Factors” in our most recent Annual Report on Form 10-K and as may be updated from time to time in Item 1A in our quarterly reports on Form 10-Q or other subsequent filings with the Securities and Exchange Commission. All such forward-looking statements speak only as of the date they are made, and we do not undertake any obligation to update these statements other than as required by law.