Meridian Compensation Partners 2024 Study of Executive Severance Arrangements Not Related to a Change in Control

December 2024



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Report Scope and Study Characteristics

Meridian's 2024 Study of Executive Severance Arrangements Not Related to a Change in Control ("Study") provides current information and data on severance practices, not in the context of a Change in Control, of the constituent companies of the Standard & Poor's 500® Index¹ ("S&P 500®") as of January 1, 2024 ("Study Group").

Development of Study Group Statistics

We derived data and information for the Study primarily from Main Data Group and our separate review of annual shareholder proxies filed with the Securities and Exchange Commission by Study Group companies. This data and information relate to severance practices covering named executive officers ("NEOs")² of Study Group companies. Generally, the Study shows prevalence statistics for the Chief Executive Officer ("CEO") and average prevalence statistics for the Other Named Executive Officers ("Other NEOs"). Throughout this Study, we reference data according to the fiscal year covered by the proxy statement, not according to the year in which the proxy statement was filed with the SEC.

Study Group Characteristics

The table below shows, by quartile, fiscal year 2023 revenues and January 1, 2024, market capitalization of the Study Group.

	FY2023 Revenues (\$ Millions)	Market Capitalization January 1, 2024 (\$ Millions)
25 th Percentile	\$6,065	\$17,677
Median	\$12,634	\$33,822
75 th Percentile	\$27,366	\$69,017

Report Scope

The Study provides prevalence data on the following aspects of Executive Severance Arrangements that cover NEOs: (i) prevalence of Executive Severance Arrangements, (ii) payment triggers, (iii) cash severance benefits, (iv) stub year annual bonus, (v) continuation of health care benefits and (vi) treatment of long-term incentive awards. However, the Study does not take into account benefits that may be payable to an NEO upon death, disability or retirement, or capture potential enhancements that may be negotiated upon actual termination.

¹ The S&P 500[®] Index is a registered trademark of S&P Dow Jones Indices LLC, a division of S&P Global, Inc.
² Named executive officers or NEOs refer to a public company's proxy disclosed chief executive officer, chief financial officer and the three highest paid named executive officers other than the chief executive officer and chief financial officer.





Overview of Executive Severance Arrangements

Executive Severance Arrangements refer to any arrangement that provides benefits to an NEO upon a qualifying termination of employment that is **not** related to or contingent upon a Change in Control.

Rationale for Executive Severance Arrangements

There are important business rationales for maintaining Executive Severance Arrangements, which include the following:

- Attracting executives by providing an appropriate level of financial protection against involuntary job loss,
- · Providing a competitive component of compensation,
- · Retaining executives through turbulent times and
- Securing restrictive covenants such as non-compete, non-solicitation, etc.

Forms of General Severance Arrangements

Executive Severance Arrangements typically take the form of either: (i) an executive severance plan or policy covering executives by name or by group (the current trend) or (ii) an individual employment contract or severance agreement. Executives also may be eligible to receive severance benefits solely under a broad-based severance plan. Separately, a company's equity incentive plan or applicable award agreements may provide special treatment of outstanding equity awards upon certain termination of employment events.

Trigger for Executive Severance Benefits

Executive severance benefits are universally triggered upon an executive's termination of employment without "cause." Less frequently, executive severance benefits are triggered upon an NEO's voluntary termination of employment for "good reason." The lower prevalence is primarily due to company preference to retain flexibility to modify compensation and benefit arrangements, reporting relationships, duties and/or office location over time, without potentially triggering the payment of executive severance benefits.

Types of Executive Severance Benefits

The following are the most common types of severance benefits provided to executives upon a qualifying termination of employment:

- · Cash severance,
- · Current year bonus,
- · Continuation of health care benefits,
- · Outplacement services and
- · Vesting of long-term incentive compensation.

Restricted Covenants and Release and Waivers of Claims

Often, the payment of severance benefits is conditioned upon an executive's adherence to restrictive covenants and/or execution of a comprehensive release and waiver of claims. Restrictive covenants may include non-compete, non-solicitation, non-disclosure and non-disparagement provisions. Releases and waivers typically prohibit a departing executive from bringing a lawsuit against the former employer for employment-related causes of actions, including actions under the Age Discrimination in Employment Act.



Key Findings

Prevalance of Executive Severance Arrangements

80% of the Study Group covered at least one NEO under an Executive Severance Arrangement, with 75% of the Study Group covering their Chief Executive Officer under such an arrangement.

Payment Triggers for Cash Severance Benefits

The payment of cash severance is always triggered upon an involuntary termination without "cause" and to a significantly lesser extent upon a voluntary termination for "good reason."

Cash Severance Benefits

Approximately 90% of companies that maintain Executive Severance Arrangements determined the amount of cash severance payable to the NEOs based on a fixed multiple of "pay".

- Cash Severance Based on a Fixed Multiple of Pay: For CEOs, a 2x severance multiple was the majority practice (59% of companies) and for other NEOs, a 1x severance multiple was the dominant practice (45% of companies).
- Definition of Pay: The majority practice is to define pay as the sum of base salary and bonus (with bonus typically defined as current year target bonus).

Stub-Year Bonus

58% and 55% of the Study Group that maintain Executive Severance Arrangements disclosed paying (stub) year bonuses for the year in which a CEO and other NEOs, respectively, incur a qualifying termination based on either actual or target performance.

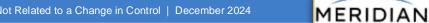
Continuation of Health Care Benefits

80% of the Study Group that maintain Executive Severance Arrangements also disclosed providing continuation of health care benefits for both the CEO and other NEOs. For CEOs, the most prevalent continuation period was 24 months (37%) and for other NEOs the most prevalent continuation period was 12 months (43%), generally consistent with the length of the most common severance multiples/periods.

Treatment of Long-Term Incentive Awards

Treatment of long-term incentive ("LTI") with a qualifying termination varies by type of award and, for certain awards, differs between CEOs and other NEOs. Upon a gualifying termination the various LTI instruments are treated as follows:

- Stock Options: 54% and 42% of the Study Group disclosed that upon a CEO's and other NEOs' qualifying termination of employment, respectively, nonvested stock options become fully or partially vested.
- Restricted Stock/Restricted Stock Units: 59% and 50% of the Study Group disclosed that upon a CEO's and other NEOs' qualifying termination of employment, respectively, nonvested restricted stock/restricted stock units become fully or partially vested.
- Performance Shares/Units: 62% and 55% of the Study Group disclosed that upon a CEO's and other NEOs' qualifying termination of employment, respectively, nonvested performance shares become fully or partially vested (generally, based on actual performance).



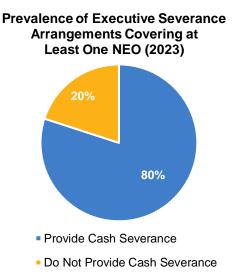
Executive Severance Benefits





Prevalence of Executive Severance Arrangements Providing Cash Severance Benefits

80% of the Study Group covered at least one NEO under an Executive Severance Arrangement which provides cash severance.



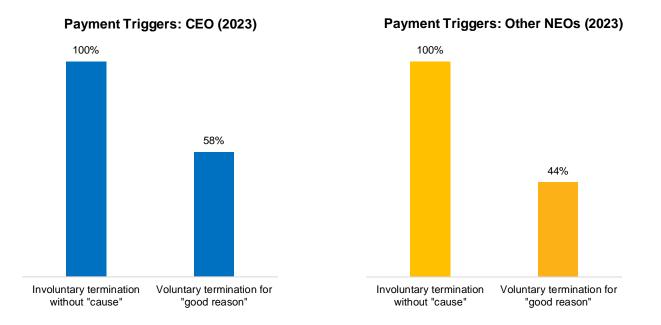
Because some Study Group companies cover less than every NEO under an Executive Severance Arrangement, the percentage of companies covering CEOs and other NEOS under such arrangements is less than 80%.

- 75% of Study Group CEOs were covered under an Executive Severance Arrangement arrangement (17 Study Group companies provided cash severance solely to their CEOs)
- 74% of Study Group CFOs were covered under an Executive Severance Arrangement
- Approximately 72% of the other NEOs were covered under an Executive Severance Arrangement



Payment Triggers for Cash Severance Benefits

100% of Study Group companies that maintain Executive Severance Arrangements pay cash severance in connection with an NEO's involuntary termination of employment without "cause." Just under two-thirds of such companies also pay cash severance to CEOs (and just under half to other NEOs) upon a voluntary termination of employment for "good reason."



The effect of a qualifying termination on non-vested long-term incentive awards is discussed separately in this Study (see pages 11-12).



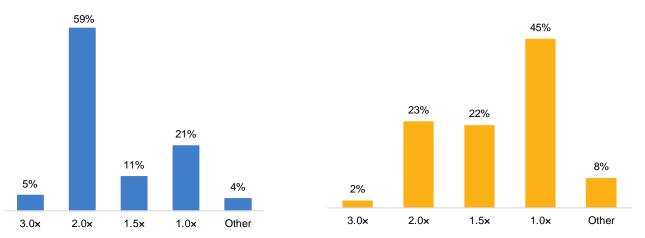
Determination of Cash Severance Benefits

Approximately 90% of companies that maintain Executive Severance Arrangements determine cash severance based on a fixed multiple of pay, with most of the remaining companies determining cash severance based on a years of service formula.

Cash Severance Multiples

For CEOs, a 2x severance multiple was the majority practice (59%) and for other NEOs, a 1x severance multiple was the dominant practice.

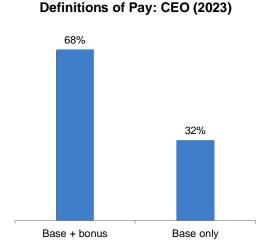
Cash Severance Multiples: CEO (2023)



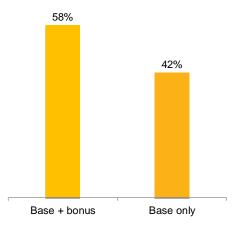
Cash Severance Multiples: Other NEOs (2023)

Definition of Pay Used to Determine Cash Severance Benefits

For CEOs, 68% of companies defined pay as the sum of base salary and annual bonus and, for other NEOs, 58% of companies defined pay as the sum of base salary and annual bonus.



Definitions of Pay: Other NEOs (2023)



Typically, the definition of bonus referred to target bonus (70% prevalence). To a significantly lesser extent (19% prevalence), the definition of bonus was based on the bonus actually earned (e.g., prior year's actual bonus, multi-year average).



Stub-Year Bonus

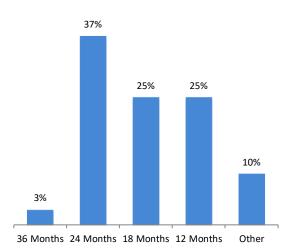
58% and 55% of the Study Group that maintain Executive Severance Arrangements disclosed paying (stub) year bonuses for the year in which a CEO and other NEOs, respectively, incur a qualifying termination either based on actual or target performance.

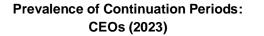
Of these companies, majority practice for all NEOs (~90%) was to pay the stub year bonus on a prorated basis.

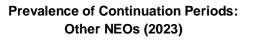
Continuation of Health Care Benefits

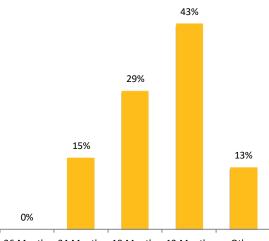
80% of the Study Group that maintain Executive Severance Arrangements also disclosed providing continuation of health care benefits for both the CEO and other NEOs.

The continuation period for health care benefits tends to correspond to an NEO's cash severance multiple (e.g., 24 months if the cash severance multiple is 2x) or the 18-month COBRA continuation period.









36 Months 24 Months 18 Months 12 Months Other



Treatment of Long-Term Incentive Awards

Overview of Long-Term Incentive Awards

This section of the Study examines the effect of a qualifying termination on the following types of long-term incentive awards:

- Stock options (subject to time-based vesting),
- · Restricted stock/RSUs (subject to time-based vesting) and
- · Performance shares (including share units).

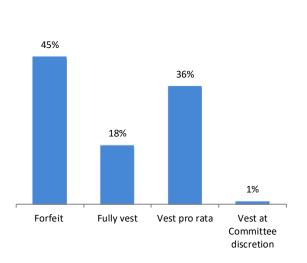
A "performance share" refers to a share-denominated performance-based award that derives its value by reference to the value of a share of common stock. This means one performance share (or share unit) is equal in value to one share of company stock.

The treatment of long-term incentive awards upon a qualfying termination is not necssarily addressed in Executive Severance Arrangements. Often, equity plan documents, award agreements and employment contracts address the treatment of long-term incentive awards in connection with a qualifying termination.

Effect of a Qualifying Termination on Long-Term Incentive Awards

Treatment of Stock Options

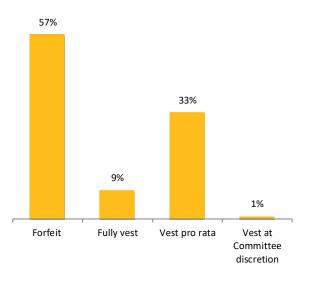
A majority of the Study Group disclosed that upon a CEO's qualifying termination of employment non-vested stock options become fully or partially vested (54%). In contrast, a majority of the Study Group disclosed that upon other NEOs' qualifying termination of employment such awards were forfeited (57%).



Effect of a Qualifying Termination on Non-

Vested Stock Option: CEO (2023)

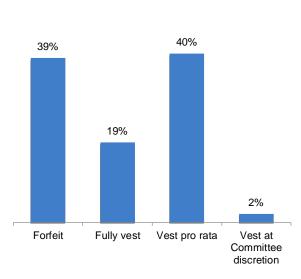
Effect of a Qualifying Termination on Non-Vested Stock Option: Other NEOs (2023)



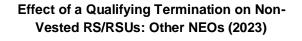


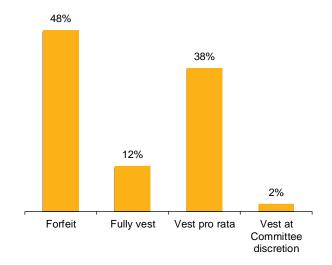
Treatment of Restricted Stock/Restricted Stock Units

59% and 50% of the Study Group disclosed that upon a CEO's and other NEOs' qualifying termination of employment, respectively, nonvested restricted stock/restricted stock units become fully or partially vested.



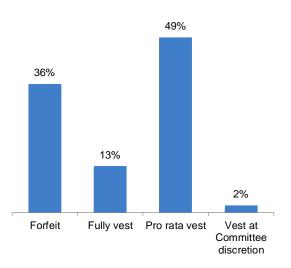
Effect of a Qualifying Termination on Non-Vested RS/RSUs: CEO (2023)





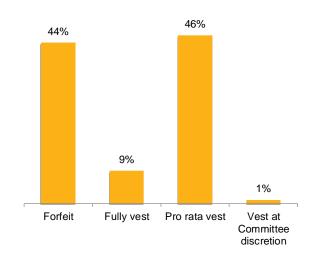
Treatment of Performance Shares

62% and 55% of the Study Group disclosed that upon a CEO's and other NEOs' qualifying termination of employment, respectively, nonvested performance shares become fully or partially vested (generally, based on actual performance).



Effect of Qualifying Termination on Performance Shares: CEO (2023)

Effect of Qualifying Termination on Performance Shares: Other NEOs (2023)





Appendix



List of S&P 500® Companies in the Study Group

3M Company A. O. Smith Corporation Abbott Laboratories AbbVie Inc. Accenture plc Adobe Inc. Advanced Micro Devices, Inc. AES Corporation. The **AFLAC** Incorporated Agilent Technologies, Inc. Air Products and Chemicals, Inc. Airbnb. Inc. Akamai Technologies, Inc. Albemarle Corporation Alexandria Real Estate Equities, Inc. Align Technology, Inc. Allegion PLC Alliant Energy Corporation Allstate Corporation, The Alphabet Inc. Altria Group, Inc. Amazon.com, Inc. Amcor plc Ameren Corporation American Airlines Group Inc. American Electric Power Company, Inc. American Express Company American International Group, Inc. American Tower Corporation American Water Works Company, Inc. Ameriprise Financial, Inc. AMETEK, Inc. Amgen Inc. **Amphenol Corporation** Analog Devices, Inc. ANSYS, Inc. Aon plc **APA** Corporation Apple Inc. Applied Materials, Inc. Aptiv PLC Arch Capital Group Ltd. Archer-Daniels-Midland Company Arista Networks, Inc. Arthur J. Gallagher & Co. Assurant, Inc. AT&T Inc. Atmos Energy Corporation Autodesk, Inc. Automatic Data Processing, Inc. AutoZone. Inc. AvalonBay Communities, Inc. Avery Dennison Corporation Axon Enterprise, Inc. **Baker Hughes Company**

Ball Corporation Bank of America Corporation Bank of New York Mellon Corporation, The Bath & Body Works, Inc. Baxter International Inc. Becton, Dickinson and Company Berkshire Hathaway Inc. Best Buy Co., Inc. Biogen Inc. Bio-Rad Laboratories, Inc. **Bio-Techne Corporation** BlackRock, Inc. Blackstone Inc. Boeing Company, The Booking Holdings Inc. BorgWarner Inc. **Boston Scientific Corporation** Bristol-Myers Squibb Company Broadcom Inc. Broadridge Financial Solutions, Inc. Brown & Brown, Inc. **Brown-Forman Corporation** Builders FirstSource. Inc. Bunge Global SA BXP, Inc. C.H. Robinson Worldwide, Inc. Cadence Design Systems, Inc. Caesars Entertainment, Inc. **Camden Property Trust** Campbell Soup Company **Capital One Financial Corporation** Cardinal Health, Inc. CarMax, Inc. Carnival Corporation & plc **Carrier Global Corporation** Catalent, Inc. Caterpillar Inc. Cboe Global Markets, Inc. CBRE Group, Inc. **CDW** Corporation **Celanese Corporation** Cencora. Inc. **Centene Corporation** CenterPoint Energy, Inc. CF Industries Holdings, Inc. Charles River Laboratories International, Inc. Charles Schwab Corporation, The Charter Communications. Inc. **Chevron Corporation** Chipotle Mexican Grill, Inc. Chubb Limited Church & Dwight Co., Inc. Cigna Group, The **Cincinnati Financial Corporation Cintas Corporation**



Cisco Systems, Inc. Citigroup Inc. Citizens Financial Group, Inc. Clorox Company, The CME Group Inc. CMS Energy Corporation Coca-Cola Company, The **Cognizant Technology Solutions Corporation** Colgate-Palmolive Company **Comcast Corporation** Comerica Incorporated Conagra Brands, Inc. ConocoPhillips Consolidated Edison. Inc. Constellation Brands. Inc. **Constellation Energy Corporation** Cooper Companies, Inc., The Copart, Inc. Corning Incorporated Corpay, Inc. Corteva. Inc. CoStar Group, Inc. **Costco Wholesale Corporation** Coterra Energy Inc. Crown Castle Inc. **CSX** Corporation Cummins Inc. **CVS Health Corporation** D.R. Horton, Inc. Danaher Corporation Darden Restaurants, Inc. Davita Inc. Dayforce, Inc. Deere & Company Delta Air Lines. Inc. DENTSPLY SIRONA Inc. **Devon Energy Corporation** DexCom. Inc. Diamondback Energy, Inc. Digital Realty Trust, Inc. **Discover Financial Services Dollar General Corporation** Dollar Tree, Inc. Dominion Energy, Inc. Domino's Pizza, Inc. **Dover Corporation** Dow Inc. DTE Energy Company Duke Energy Corporation DuPont de Nemours, Inc. Eastman Chemical Company Eaton Corporation plc eBay Inc. Ecolab Inc. **Edison International Edwards Lifesciences Corporation** Electronic Arts Inc. Elevance Health, Inc.

Eli Lilly and Company Emerson Electric Co. Enphase Energy, Inc. Entergy Corporation EOG Resources, Inc. EPAM Systems, Inc. EQT Corporation Equifax Inc. Equinix, Inc. Equity Residential Essex Property Trust, Inc. Estée Lauder Companies Inc., The Etsy, Inc. Everest Group, Ltd. Evergy, Inc. **Eversource Energy Exelon Corporation** Expedia Group, Inc. Expeditors International of Washington, Inc. Extra Space Storage Inc. Exxon Mobil Corporation F5, Inc. FactSet Research Systems Inc. Fair Isaac Corporation **Fastenal Company** Federal Realty Investment Trust FedEx Corporation Fidelity National Information Services, Inc. Fifth Third Bancorp First Solar, Inc. FirstEnergy Corp. Fiserv, Inc. **FMC** Corporation Ford Motor Company Fortinet. Inc. **Fortive Corporation** Fox Corporation Franklin Resources, Inc. Freeport-McMoRan Inc. Garmin Ltd. Gartner. Inc. GE HealthCare Technologies Inc. Gen Digital Inc. Generac Holdings Inc. **General Dynamics Corporation** General Electric Company General Mills, Inc. General Motors Company Genuine Parts Company Gilead Sciences, Inc. Global Payments Inc. Globe Life Inc. Goldman Sachs Group, Inc., The Halliburton Company Hartford Financial Services Group, Inc., The Hasbro, Inc. HCA Healthcare, Inc. Henry Schein, Inc.



Hershey Company, The Hess Corporation Hewlett Packard Enterprise Company Hilton Worldwide Holdings Inc. Hologic, Inc. Home Depot, Inc., The Honeywell International Inc. Hormel Foods Corporation Host Hotels & Resorts, Inc. Howmet Aerospace Inc. HP Inc. Hubbell Incorporated Humana Inc. Huntington Bancshares Incorporated Huntington Ingalls Industries, Inc. **IDEX** Corporation IDEXX Laboratories. Inc. Illinois Tool Works Inc. Illumina. Inc. **Incyte Corporation** Ingersoll Rand Inc. **Insulet Corporation** Intel Corporation Intercontinental Exchange, Inc. International Business Machines Corporation International Flavors & Fragrances Inc. International Paper Company Interpublic Group of Companies, Inc., The Intuit Inc. Intuitive Surgical, Inc. Invesco Ltd. Invitation Homes Inc. **IQVIA Holdings Inc.** Iron Mountain Incorporated J. M. Smucker Company, The J.B. Hunt Transport Services, Inc. Jabil Inc. Jack Henry & Associates, Inc. Jacobs Solutions Inc. Johnson & Johnson Johnson Controls International plc JPMorgan Chase & Co. Juniper Networks, Inc. **KELLANOVA** Kenvue Inc. Keurig Dr Pepper Inc. **KeyCorp** Keysight Technologies, Inc. **Kimberly-Clark Corporation** Kimco Realty Corporation Kinder Morgan, Inc. **KLA** Corporation Kraft Heinz Company, The Kroger Co., The L3Harris Technologies, Inc. Labcorp Holdings Inc. Lam Research Corporation Lamb Weston Holdings, Inc.

Las Vegas Sands Corp. Leidos Holdings, Inc. Lennar Corporation LINDE PLC Live Nation Entertainment, Inc. LKQ Corporation Lockheed Martin Corporation Loews Corporation Lowe's Companies, Inc. Lululemon Athletica Inc. LyondellBasell Industries N.V. M&T Bank Corporation Marathon Oil Corporation Marathon Petroleum Corporation MarketAxess Holdings Inc. Marriott International. Inc. Marsh & McLennan Companies, Inc. Martin Marietta Materials. Inc. Masco Corporation MasterCard Incorporated Match Group, Inc. McCormick & Company, Incorporated McDonald's Corporation McKesson Corporation Medtronic plc Merck & Co., Inc. Meta Platforms. Inc. MetLife, Inc. Mettler-Toledo International Inc. MGM Resorts International Microchip Technology Incorporated Micron Technology, Inc. **Microsoft Corporation** Mid-America Apartment Communities, Inc. Moderna. Inc. Mohawk Industries, Inc. Molina Healthcare, Inc. Molson Coors Beverage Company Mondelez International, Inc. Monolithic Power Systems, Inc. Monster Beverage Corporation Moody's Corporation Morgan Stanley Mosaic Company, The Motorola Solutions, Inc. MSCI Inc. NASDAQ, INC. NetApp, Inc. Netflix. Inc. **Newmont Corporation News Corporation** NextEra Energy, Inc. NIKE, Inc. NiSource Inc. Nordson Corporation Norfolk Southern Corporation Northern Trust Corporation Northrop Grumman Corporation



Norwegian Cruise Line Holdings Ltd. NRG Energy, Inc. Nucor Corporation **NVIDIA** Corporation NVR. Inc. NXP Semiconductors N.V. **Occidental Petroleum Corporation** Old Dominion Freight Line, Inc. Omnicom Group Inc. **ON Semiconductor Corporation** ONEOK, Inc. **Oracle Corporation** O'Reilly Automotive, Inc. Otis Worldwide Corporation PACCAR Inc Packaging Corporation of America Palo Alto Networks, Inc. Paramount Global Parker-Hannifin Corporation Paychex, Inc. Paycom Software, Inc. PayPal Holdings, Inc. Pentair plc PepsiCo, Inc. Pfizer Inc. **PG&E** Corporation Philip Morris International Inc. Phillips 66 Physicians Realty Trust **Pinnacle West Capital Corporation Pioneer Natural Resources Company** PNC Financial Services Group, Inc., The **Pool Corporation** PPG Industries, Inc. **PPL** Corporation Principal Financial Group, Inc. Procter & Gamble Company, The Progressive Corporation. The Prologis, Inc. Prudential Financial, Inc. PTC Inc. Public Service Enterprise Group Incorporated Public Storage PulteGroup, Inc. Qorvo, Inc. Qualcomm Incorporated Quanta Services, Inc. **Quest Diagnostics Incorporated Ralph Lauren Corporation** Raymond James Financial, Inc. **Realty Income Corporation Regency Centers Corporation** Regeneron Pharmaceuticals, Inc. **Regions Financial Corporation** Republic Services, Inc. ResMed Inc. REVVITY, INC. Robert Half Inc.

Rockwell Automation, Inc. Rollins, Inc. Roper Technologies, Inc. Ross Stores, Inc. Royal Caribbean Cruises Ltd. **RTX** Corporation S&P Global Inc. Salesforce. Inc. SBA Communications Corporation Schlumberger Limited Seagate Technology Holdings plc Sempra ServiceNow, Inc. Sherwin-Williams Company, The Simon Property Group, Inc. Skyworks Solutions, Inc. Snap-On Incorporated Southern Company, The Southwest Airlines Co. Stanley Black & Decker, Inc. Starbucks Corporation State Street Corporation Steel Dynamics, Inc. Steris Plc Stryker Corporation Synchrony Financial Synopsys, Inc. Sysco Corporation T. Rowe Price Group, Inc. Take-Two Interactive Software, Inc. Tapestry, Inc. Targa Resources Corp. **Target Corporation** TE Connectivity Ltd. **Teledyne Technologies Incorporated Teleflex Incorporated** Teradyne, Inc. Tesla. Inc. **Texas Instruments Incorporated** Textron Inc. Thermo Fisher Scientific Inc. TJX Companies, Inc., The T-Mobile US, Inc. Tractor Supply Company Trane Technologies plc TransDigm Group Incorporated Travelers Companies, Inc., The Trimble Inc. **Truist Financial Corporation** Tyler Technologies, Inc. Tyson Foods, Inc. U.S. Bancorp Uber Technologies, Inc. UDR, Inc. Ulta Beauty, Inc. Union Pacific Corporation United Airlines Holdings, Inc. United Parcel Service, Inc.



United Rentals, Inc. UnitedHealth Group Incorporated Universal Health Services, Inc. V.F. Corporation Valero Energy Corporation Ventas, Inc. Veralto Corporation VeriSign, Inc. Verisk Analytics, Inc. Verizon Communications Inc. Vertex Pharmaceuticals Incorporated Viatris Inc. VICI Properties Inc. Visa Inc. Vulcan Materials Company W. R. Berkley Corporation W.W. Grainger, Inc. Walgreens Boots Alliance, Inc. Walmart Inc. Walt Disney Company, The Warner Bros. Discovery, Inc. Waste Management, Inc. Waters Corporation WEC Energy Group, Inc. Wells Fargo & Company Welltower Inc. West Pharmaceutical Services, Inc. Western Digital Corporation Westinghouse Air Brake Technologies Corporation WestRock Company Weyerhaeuser Company Whirlpool Corporation Williams Companies, Inc., The Willis Towers Watson plc Wynn Resorts, Limited Xcel Energy Inc. Xylem Inc. YUM! Brands, Inc. Zebra Technologies Corporation Zimmer Biomet Holdings, Inc. Zions Bancorporation, National Association Zoetis Inc.

