

Global Reporting Initiative (GRI) Disclosures

As part of disclosing our environment, social and governance practices, we report in accordance with the Global Reporting Initiative (GRI) to assist readers in locating Liberty Mutual disclosures. This index incorporates information that reflects year-end 2021 unless otherwise stated.

GRI disclosure	Disclosure description	Location or relevant information
General disclosures		
GRI 2-1	Organizational details	Liberty Mutual Insurance Company Our Business Company Profile Fact Sheet
GRI 2-2	Entities included in the organization's sustainability reporting	Legal Entity Structure Liberty Mutual's sustainability reporting includes our legal entity structure in alignment with our financial reporting. Except where noted, the information covered in the 2021 ESG reporting highlights our performance and initiatives in fiscal year 2021.
GRI 2-3	Reporting period, frequency and contact	2021 ESG Annual Review : About this report (p. 4) April 14, 2022 – Report published date Liberty Mutual reports financial results each quarter on a calendar year basis. The period for our sustainability report aligns with our full year 2021 financial results which are accessible on our website: Financial Reports Sustainability@LibertyMutual.com
GRI 2-4	Restatements of information	N/A
GRI 2-5	External assurance	The data in this report has not been externally verified.
GRI 2-6	Activities, value chain and other business relationships	Our Business Fact Sheet We have relationships with over 83,000 suppliers and partners, who provide products and services for use in our business. Key products and services that we procure include: professional services, including marketing, legal, financial and business services; contract and contingent labor; information technology, such as telecommunications, hardware, cloud storage and business applications; data, ratings and market information; real estate and facilities; office support services; training and professional development services; and transportation and travel. We are committed to fostering procurement relationships that extend the positive impact of our business and manage potential risks. In 2021, Liberty Mutual reduced the total number of owned and leased building by 39, a reduction of 867,000 rentable square feet.

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GRI disclosure	Disclosure description	Location or relevant information							
GRI 2-7	Employees	Number of employees		Number of temporary employees		Number of permanent employees			
		Women: 53%	Men: 47%	Women: 51%	Men: 49%	Women: 53%	Men: 47%		
		North America	33,599	North America	71	North America	33,529		
		South America	4,880	South America	42	South America	4,837		
		Europe	4,315	Europe	140	Europe	4,175		
		Asia	4,447	Asia	46	Asia	4,401		
		Oceania	268	Oceania	6	Oceania	262		
		Total	47,509	Total	305	Total	47,204		
		Number of part-time employees			Number of full-time employees				
		Women: 82% Men: 18%			Women: 52% Men: 48%				
		North America			207	North America			33,392
		South America			29	South America			4,851
		Europe			279	Europe			4,036
		Asia			5	Asia			4,442
Oceania			31	Oceania			237		
Total			551	Total			46,958		
Data compiled by head count as of the end of the reporting period, 12/31/2021.									
GRI 2-8	Workers who are not employees	Although the Company receives services from workers employed by third party vendors and/or service providers, none of those services are rendered by workers who meet the definition of "other workers" provided in the guidance associated with the standard.							
GRI 2-9	Governance structure and composition	Liberty Mutual's Board Board committees 2021 ESG Annual Review : Our commitment to corporate governance (p. 38-39) 2021 ESG Annual Review : Advancing ESG governance (p. 9) The Liberty Mutual Holding Company Annual Meeting of Members Proxy Statement							

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GRI 2-10	Nomination and selection of the highest governance body	<p>A Nominating and Governance Committee is in place to evaluate prospects and recommend nominees for election to the Board of Directors at the Annual Meeting. The election process functions as follows: The Nominating and Governance Committee in consultation with the Chairman of the Board and Chief Executive Officer identifies candidates for election. Following a thorough review and interview process, the Committee votes whether to recommend the candidate to the full Board. If the vote is affirmative, at the next full Board meeting, the Nominating and Governance Committee recommends the nominee to the Board who then vote on the election of the nominee. The Nominating and Governance Committee considers each member's ability to contribute to the diversity of background on the Board. We believe diversity at a Board level is a demonstrated critical factor for ensuring better decision-making, risk management, organizational performance, the ability to attract the best talent and better serving customers. We continually assess the composition of our Board to ensure its members have the diverse experience and capacity to guide the overall strategy of our business. Board members must be able to recognize and anticipate potential social, environmental and economic issues and their impact on our business and stakeholders. We consider such factors as character, judgment, diversity, age, expertise, business experience, length of service, independence and other commitments.</p> <p>The Liberty Mutual Holding Company Annual Meeting of Members Proxy Statement</p> <p>As part of the Board structure assessment in 2021, the Nominating and Governance Committee charter was amended, creating a new Governance and Sustainability Committee. Changes to the Board structure are effective April 2022.</p>
GRI 2-11	Chair of the highest governance body	<p>David H. Long is Chairman and Chief Executive Office, Liberty Mutual Holding Company Inc.</p> <p>The Board believes that the Chief Executive Officer is best situated to serve as Chairman because he is the director most familiar with the Company's business and industry and is therefore best able to identify the strategic priorities to be discussed by the Board. The Board believes that combining the role of Chairman and Chief Executive Officer facilitates information flow between management and the Board and fosters strategic development and execution. The Board has appointed a Lead Independent Director. The Lead Independent Director serves as the focal point for independent directors, coordinating feedback to the CEO on behalf of the independent directors regarding business issues and Board management. The Lead Independent Director and the other independent directors meet regularly without the CEO present.</p>
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	<p>Board of Directors Board committees</p> <p>2021 ESG Annual Review: Our commitment to corporate governance (p. 38)</p> <p>2021 ESG Annual Review: Advancing ESG governance (p. 9)</p> <p>2021 TCFD Report: Governance (p. 5)</p> <p>The Liberty Mutual Holding Company Annual Meeting of Members Proxy Statement</p>

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GRI 2-13	Delegation of responsibility for managing impacts	<p>2021 ESG Annual Review: Our commitment to corporate governance (p. 38)</p> <p>2021 ESG Annual Review: Advancing ESG governance (p. 9)</p> <p>2021 TCFD Report: Governance (p. 5)</p> <p>Management Team</p>
GRI 2-14	Role of the highest governance body in sustainability reporting	Members of the Liberty Mutual Management Team review and approve the ESG report. The Chief Sustainability Officer ensures that all material issues are covered.
GRI 2-15	Conflicts of Interest	The Board of Directors of Liberty Mutual Holding Company Inc. has adopted a Resolution on Conflicts of Interest which includes a procedure for the disclosure of potential conflicts of interest and that disclosures be made annually and at any time an actual or potential conflict of interest may arise. This also includes notification of changes in circumstances for primary employment or changes in personal or business circumstances.
GRI 2-16	Communication of critical concerns	<p>Members of senior management, including Liberty Mutual's CEO and other executives, present to the Board throughout the year at both regularly scheduled and special meetings and the Board receives regular updates. Board Committee members have the ability to raise concerns with the respective committee chairs and the chairs will subsequently report those concerns to the full Board. No critical concerns were reported for the 2021 reporting period.</p> <p>The Liberty Mutual Holding Company Annual Meeting of Members Proxy Statement</p>
GRI 2-17	Collective knowledge of highest governance body	<p>2021 ESG Annual Review: Our commitment to corporate governance (p. 38-39)</p> <p>2021 ESG Annual Review: Advancing ESG governance (p. 9)</p> <p>2021 TCFD Report: Governance (p. 5)</p>
GRI 2-18	Evaluation of the performance of the highest governance body	<p>Board and committee evaluations take place in an ongoing and dynamic manner with regular discussions during executive sessions of the Board and an annual discussion between the lead director and each director. These evaluations explore various elements of Board and committee performance including duration of meetings, scope and depth of information, exposure to key leaders and opportunities for dynamic discussions during meetings. The information gathered from these discussions is summarized and further discussed with the Nominating and Governance Committee to explore potential opportunities to enhance overall performance.</p> <p>As part of the Board structure assessment in 2021, the Nominating and Governance Committee charter was amended, creating a new Governance and Sustainability Committee. Changes to the Board structure are effective April 2022.</p>

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GRI 2-19	Remuneration policies	<p>1. Fixed pay and variable pay</p> <p>The total direct compensation paid to senior executives currently comprises three components: base salary, an annual incentive cash award and long-term incentive units that provide an opportunity to share in the Company's value creation and long-term success.</p> <p>Base salary. Base salary levels for senior executives are intended to provide a secure base level of compensation reflecting the performance, skill and experience of each senior executive while also ensuring that a significant portion of their total compensation remains at-risk and linked to performance.</p> <p>Incentive Cash Award. Senior executives are eligible to receive a short-term cash incentive award based on a combination of individual and business performance during the plan year. The short-term incentive plan reinforces the Company's pay-for-performance philosophy by linking individual and business performance to profitability and growth.</p> <ul style="list-style-type: none"> • Business unit performance targets and results under the short-term incentive compensation plan are subject to approval by the Chief Executive Officer and the Compensation Committee of the Board of Directors annually with input from its independent consultant. • Individual performance <ul style="list-style-type: none"> – is determined by both results, the level of performance of the executive's respective business and behaviors; and – all managers' individual performance will consider their contributions toward the Company's global Diversity, Equity and Inclusion (DEI) objective. <p>Short-term incentive awards to senior executives are subject to approval by the Compensation Committee prior to payment.</p> <p>Long-term Value Plan Incentive Units. Assuming performance criteria have been met, senior executives receive annual grants of appreciation units ("AUs") and restricted units ("RUs") under the Liberty Mutual Long-term Value Plan. AUs provide a cash payment upon redemption based solely on an increase in the overall book value of Liberty Mutual Holding Company Inc. after the grant date. AUs can be exercised when vested at the personal discretion and timing of the senior executives (up to a 10-year term) within a defined redemption window each year. RUs reflect an interest in the overall book value of Liberty Mutual Holding Company Inc. and are automatically redeemed for cash as soon as practicable following the vesting period. AUs and RUs generally vest over a 3-year period – 25% on the first and second anniversaries of the grant date and 50% on the third anniversary of the grant date.</p>

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GRI 2-19	Remuneration policies	<p>In addition to total direct compensation, senior executives may be eligible to participate in the Company's and other executive benefits and perquisite programs.</p> <p>Non-executive directors receive an annual retainer and additional retainer fees for serving as lead director or as a member or chair of separate committees of the Board. Non-executive directors receive deferred compensation in the form of RUs pursuant to the Liberty Mutual Director Long-term Value Plan (Director LVP). RUs granted under Director LVP vest on the first anniversary of the grant date and non-executive directors who meet predetermined ownership guidelines can elect prior to the grant to redeem vested RUs either (a) following the 1-year or the 5-year anniversary of the vesting period or (b) upon termination of Board service. Only non-executive directors receive compensation for their director services.</p> <p>2. Sign-on bonuses or recruitment incentive payments</p> <p>The Company does not have a sign-on or recruitment incentive policy including for senior executives. Sign-on incentives may be provided on a case-by-case basis as needed to attract critical talent to Liberty Mutual.</p> <p>3. Termination payments</p> <p>Liberty Mutual does not have individual employment or change-in-control agreements with any senior executives. In the case of an involuntary termination of employment under certain circumstances, senior executives are eligible for severance under an executive severance program that provides cash payment(s) equal to a specified number of weeks of base salary depending on executive classification. Severance benefits are subject to compliance with restrictive covenants determined at the time of termination.</p> <p>If a participant's employment is terminated without cause in connection with a change in control, AUs and RUs granted under the Company's Long-term Value Plan automatically vest.</p> <p>In addition, in the event of a change in control, RUs granted under the Director LVP automatically vest.</p> <p>4. Clawbacks</p> <p>Liberty Mutual has a comprehensive Clawback Policy to encourage sound risk management and individual accountability. The Clawback Policy covers all executives of Liberty Mutual and applies to covered compensation, which generally includes incentive compensation or employer contributions under a non-qualified deferred compensation plan.</p> <p>5. Retirement benefits</p> <p>The Company sponsors a defined benefit pension plan covering substantially all of the Company's U.S. employees (the "LM Retirement Plan"). If the benefit for an eligible individual exceeds the tax-qualified limits, the excess is provided from an un-funded, non-qualified plan (the "Non-Qualified Plan"). Given their level of compensation, the senior executives are all participants in the Non-Qualified Plan.</p>

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GRI 2-19	Remuneration policies	<p>The formula for determining an employee's as well as a senior executive's annual pension benefit at normal retirement under the Liberty Mutual retirement plans changed effective January 1, 2014 and is now a function of the sum of two (2) distinct formulas.</p> <ul style="list-style-type: none"> • Final Average Pay (FAP): The FAP formula benefit is based on a participant's years of service as of December 31, 2013, and average eligible base salary and short-term incentive compensation for the highest five (5) consecutive calendar years during the last ten (10) calendar years of employment as of December 31, 2020. Any accrued benefit under this formula has been frozen as of January 1, 2021. • Cash Balance: Effective as of January 1, 2014, a cash balance benefit formula also applies. Under this formula, each participant in the retirement plans will have a notional cash balance account which will be credited with pay credits equal to five percent (5.0 %) per annum of eligible compensation and interest credits based on the 30-Year US Treasury rate for the August immediately preceding a plan year. Compensation taken into account under the FAP and cash balance formula is the same. The total benefit due under the Liberty Mutual retirement plans is the sum of the amount due under the FAP formula and the cash balance formula. <p>The Company also sponsors a Section 401(k) Plan covering substantially all of the Company's U.S. employees (the "LM 401(k) Plan") that allows them to set aside eligible pay, subject to a Company match, on a tax advantaged basis. The Non-Qualified Plan also allows participants to elect to set aside eligible pay that is not otherwise allowed for under the Company's 401(k) Plan due to tax law limits for payment at a fixed future date or beginning at retirement. Certain amounts set aside for savings under the Non-Qualified Plan are also matched by the Company under the same match formula that applies to employees generally under the LM 401(k) Plan. Under both the LM 401(k) Plan and the Non-Qualified Plan, amounts set aside by a participant and the matching contributions are invested in one or more investment options elected by the participant and account balances are adjusted accordingly for respective investment gains or losses.</p> <p>The Company's impact on economy, environment and people is reflected under the short-term incentive plan in two ways:</p> <ul style="list-style-type: none"> • Business unit performance targets take into consideration The Company's ESG objectives including the underwriting and investment climate strategies; and • Individual performance considers senior executives' contributions toward the Company's global Diversity, Equity and Inclusion (DEI) objective. <p>In addition, payments under the long-term incentive are measured based on the Company's Book Value which takes into account the Company's underwriting and investment climate strategies.</p>

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GRI 2-20	Process to determine remuneration	The Compensation Committee has oversight responsibilities for the establishment of the Company's compensation and benefit plans. The Compensation Committee engages an independent consulting firm to support its oversight responsibilities of the Company's compensation policies and practices. This includes, among other things, advising on annual executive management and CEO pay recommendations, providing guidance on Senior Manager's performance targets and scales and evaluating incentive plans with respect to design features, terms and conditions and governance and oversight processes to ensure that they do not encourage inappropriate risk-taking behavior. The independent consultant also assists with defining the Company's compensation peer group and updates the Compensation Committee on compensation and regulatory trends.
GRI 2-21	Annual Total Compensation Ratio	The information required to report on annual total compensation ratio is not regularly compiled and available for disclosure. Reporting practices are being evaluated to include the necessary information to report in the future.
GRI 2-22	Statement on sustainable development strategy	2021 ESG Annual Review : A message from David Long (p. 4)
GRI 2-23	Policy Commitments	<p>2021 ESG Annual Review: Ethics, compliance and integrity (p. 40)</p> <p>Code of Business Ethics and Conduct</p> <p>Supplier Code of Conduct</p> <p>Human Rights Principles</p> <p>2021 TCFD Report: Risk management (p. 15)</p> <p>Policy commitments are shared with senior leadership including the CEO and Board of Directors. All Liberty Mutual employees, officers and directors are responsible for knowing and following the guidelines in the Code of Business Ethics & Conduct.</p>
GRI 2-24	Embedding policy commitments	<p>2021 ESG Annual Review: Ethics, compliance and integrity (p. 40)</p> <p>Code of Business Ethics and Conduct</p>
GRI 2-25	Process to remediate negative impacts	<p>2021 ESG Annual Review: Ethics, compliance and integrity (p. 40)</p> <p>Code of Business Ethics and Conduct</p> <p>Contact Us</p> <p>2021 SASB Report: FN-IN-270a.2 (p. 2)</p>

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GRI 2-26	Mechanisms for seeking advice and raising concerns	2021 ESG Annual Review : Ethics, compliance and integrity (p. 40) Code of Business Ethics and Conduct
GRI 2-27	Compliance with laws and regulations	Liberty Mutual has not been subject to any significant instances of non-compliance with laws and regulations during the reporting period. No fines or non-monetary sanctions were imposed on Liberty Mutual during the reporting period.
GRI 2-28	Membership Associations	<p>Advocates for Highway and Auto Safety</p> <p>Coalition for American Insurance</p> <p>Massachusetts Competitive Partnership</p> <p>National Association of Mutual Insurance Companies</p> <p>Personal Insurance Federation of California</p> <p>US Chamber of Commerce</p> <p>Ascend</p> <p>Association of Latino Professionals For America</p> <p>Catalyst</p> <p>Columbia Law School Center for Global Markets and Corporate Citizenship</p> <p>Conference Board</p> <p>The Dive In Festival</p> <p>Executive Leadership Council</p> <p>Gartner INC</p> <p>Greater Boston Chamber of Commerce, Women's Network Program</p> <p>Greater Seattle Business Association</p> <p>Hispanic Association on Corporate Responsibility</p> <p>Hispanic Executive Magazine (Alumni Society)</p> <p>Martin Luther King Jr. Breakfast Committee</p> <p>Massachusetts Conference for Women</p> <p>Massachusetts LGBT Chamber</p> <p>National African American Insurance Association</p> <p>National Black MBA Association Inc</p> <p>National Center for Race Amity</p> <p>Out & Equal Workplace Advocates</p> <p>Partnership Inc</p> <p>Seramount (Diversity Best Practices)</p> <p>Simmons Leadership Conference</p> <p>The Boston Club</p> <p>Texas Conference for Women</p> <p>The Commonwealth Institute</p> <p>Trustees of Boston University</p> <p>US Black Chambers of Commerce</p> <p>US Hispanic Chamber of Commerce</p> <p>US Pan Asian Chamber of Commerce</p> <p>US P&C Civil Society Organization Forum</p> <p>Disability:IN</p> <p>National LGBT Chamber of Commerce</p> <p>National Minority Supplier Development Council</p> <p>Pacesetters with Boston Chamber of Commerce</p> <p>Women's Business Enterprise National Council</p>

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GRI 2-29	Approach to stakeholder engagement	<p>We maintain ongoing dialogue with stakeholders. Our materiality assessment is one of the processes by which we engage with our stakeholders. The following table provides other examples of the mechanisms used for engagement with each of our primary stakeholder groups.</p> <table border="1"> <thead> <tr> <th>Stakeholders</th> <th>Engagement mechanisms</th> </tr> </thead> <tbody> <tr> <td>Employees</td> <td>Trainings, Compliance helpline, Employee Resource Groups, employee opinion survey, Employee Net Promoter Score Monthly Survey, email</td> </tr> <tr> <td>Consumers/customers</td> <td>Direct mailings, email, SMS, websites (libertymutual.com, Safeco.com), social media, advertising promotional materials, mobile apps, customer ports, Liberty Mutual Coverage Customizer Tool, 1:1 interactions, agent/broker channels, Customer Service Center, customer service teams</td> </tr> <tr> <td>Investors</td> <td>Quarterly earnings releases, semi-annual earnings calls, press releases, website, email, 1:1 interactions, other investor events</td> </tr> <tr> <td>Regulators and government officials</td> <td>1:1 interactions, regulatory filings, trade associations, government-industry working groups</td> </tr> <tr> <td>Brokers and agents</td> <td>Email, newsletters, 1:1 interactions</td> </tr> <tr> <td>Communities and NGOs</td> <td>1:1 interactions, email, community events, philanthropy/grants, media, social media, website</td> </tr> </tbody> </table> <p>2021 SASB Report 2021 ESG Annual Review: Engaging customers responsibly (p. 15) Materiality Assessment</p>	Stakeholders	Engagement mechanisms	Employees	Trainings, Compliance helpline, Employee Resource Groups, employee opinion survey, Employee Net Promoter Score Monthly Survey, email	Consumers/customers	Direct mailings, email, SMS, websites (libertymutual.com , Safeco.com), social media, advertising promotional materials, mobile apps, customer ports, Liberty Mutual Coverage Customizer Tool, 1:1 interactions, agent/broker channels, Customer Service Center, customer service teams	Investors	Quarterly earnings releases, semi-annual earnings calls, press releases, website, email, 1:1 interactions, other investor events	Regulators and government officials	1:1 interactions, regulatory filings, trade associations, government-industry working groups	Brokers and agents	Email, newsletters, 1:1 interactions	Communities and NGOs	1:1 interactions, email, community events, philanthropy/grants, media, social media, website
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Brokers and agents	Email, newsletters, 1:1 interactions															
Communities and NGOs	1:1 interactions, email, community events, philanthropy/grants, media, social media, website															
GRI 2-30	Collective bargaining agreements	N/A; No employees are under CBA														
GRI 3-1	Process to determine material topics	Materiality Assessment														
GRI 3-2	List of Material Topics	Materiality Assessment														

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Responsible Insurance and Investment		
GRI 3-3	Management of material topics	We believe that ESG factors should inform investment decision-making and risk management practices and that the identification, understanding and management of material ESG factors can enhance our ability to meet our long term investment objectives. 2021 ESG Annual Review : Our approach to integrating ESG (p. 18-19) 2021 TCFD Report
GRI 201-1	Direct economic value generated and distributed	Management Discussion & Analysis
GRI 201-2	Financial implications and other risks and opportunities due to climate change	2021 TCFD Report
GRI 201-3	Defined benefit plan obligations and other retirement plans	Benefits Q4 2021 Financial Statements
SASB Disclosure: FN-IN-410a.1-2	Incorporation of Environmental, Social and Governance Factors in Investment Management	2021 SASB Report
SASB Disclosure: FN-IN-410b.1-2	Policies Designed to Incentivize Responsible Behavior	2021 SASB Report
Anti-corruption		
GRI 3-3	Management of Material Topics	2021 ESG Annual Review : Ethics, compliance and integrity (p. 40)
GRI 205-1	Operations assessed for risks related to corruption	Liberty Mutual mitigates corruption risk through a robust program, including a global Anti-Corruption policy, third party due diligence procedures, training and an annual certification which allows key employees to disclose potential corruption risks. In addition, Liberty conducts an annual compliance risk assessment that includes an assessment of corruption risks and controls. Liberty also conducts periodic reviews of our Anti-Corruption program in collaboration with Internal Audit. Finally, all employees complete annual Code of Business Ethics & Conduct training which includes a written attestation documenting their compliance with our standards of business conduct. 2021 ESG Annual Review : Ethics, compliance and integrity (p. 40)
GRI 205-2	Communication and training about anti-corruption policies and procedures	2021 ESG Annual Review : Ethics, compliance and integrity (p. 40)
GRI 205-3	Confirmed incidents of corruption and actions taken	2021 Global Compliance & Ethics accomplishments

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Energy		
GRI 3-3	Management of Material Topics	2021 ESG Annual Review : Advancing the energy transition (p. 21) Climate Aspirations
GRI 302-1	Energy consumption w/in the organization	2021 ESG Annual Review : Data and disclosures (p. 43)
GRI 302-4	Reduction of energy consumption	2021 ESG Annual Review : Data and disclosures (p. 43)
Water and Effluents		
GRI 3-3	Management of Material Topics	2021 ESG Annual Review : Advancing the energy transition (p. 21) Climate Aspirations
GRI 303-5	Water Consumption	Water Consumption for US Owned Sites from municipal water: 282.2 megaliters
Emissions		
GRI 3-3	Management of Material Topic	2021 ESG Annual Review : Advancing the energy transition (p. 21) Climate Aspirations
GRI 305-1	Direct Scope 1 GHG emissions	2021 ESG Annual Review : Data and disclosures (p. 43)
GRI 305-2	Energy indirect Scope 2 GHG emissions	2021 ESG Annual Review : Data and disclosures (p. 43)
GRI 305-3	Other indirect Scope 3 GHG emissions	2021 ESG Annual Review : Data and disclosures (p. 43)
GRI 305-4	Reduction of GHG emissions	2021 ESG Annual Review : Data and disclosures (p. 43)
Waste		
GRI 3-3	Management of Material Topics	2021 ESG Annual Review : Advancing the energy transition (p. 21) Climate Aspirations

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GRI 306-4	Waste diverted from disposal	<p>In 2021, we implemented centralized waste programs for our U.S. owned buildings. The new waste programs focus on landfill diversion through increased recycling and composting and aims to establish a culture of heightened awareness of the items we dispose of. Through this program, we placed centralized three-stream waste stations throughout offices, requiring employees to bring waste to centralized locations and properly sort and dispose of their recycling, compost and landfill items.</p> <table border="1"> <thead> <tr> <th>Waste in Tons (US Owned Buildings)</th> <th>2021</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Waste – Compost</td> <td>4</td> <td>54</td> </tr> <tr> <td>Waste – Mixed Recycling</td> <td>23</td> <td>160</td> </tr> <tr> <td>Waste – Cardboard</td> <td>1</td> <td>24</td> </tr> <tr> <td>Waste – Paper Recycling (Iron Mtn)</td> <td>43</td> <td>1,207</td> </tr> <tr> <td>Waste – Landfill</td> <td>244</td> <td>593</td> </tr> </tbody> </table> <p>We diverted 41.6 tons of furniture, which had a fair market value of US\$584,870, to local social service agencies, nonprofits, and schools.</p> <p>We continued to work closely with a record storage vendor to shred and recycle files eligible for destruction for offices that remained open. Liberty Mutual recycled 1,438 short tons of paper, offsetting approximately 2.1 million pounds of CO2 emissions.</p>	Waste in Tons (US Owned Buildings)	2021	2020	Waste – Compost	4	54	Waste – Mixed Recycling	23	160	Waste – Cardboard	1	24	Waste – Paper Recycling (Iron Mtn)	43	1,207	Waste – Landfill	244	593														
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GRI 401-1	New employee hires and employee turnover	<table border="1"> <thead> <tr> <th colspan="2">Number of new hires in 2021</th> <th colspan="2">Number of employees that left in 2021</th> </tr> </thead> <tbody> <tr> <td colspan="2">Women: 55% Men: 45%</td> <td colspan="2">Women: 7.9% Men: 7.8% Total turnover: 15.7%</td> </tr> <tr> <td>North America</td> <td>8,271</td> <td>North America</td> <td>5,098</td> </tr> <tr> <td>South America</td> <td>1,131</td> <td>South America</td> <td>955</td> </tr> <tr> <td>Europe</td> <td>758</td> <td>Europe</td> <td>652</td> </tr> <tr> <td>Asia</td> <td>978</td> <td>Asia</td> <td>722</td> </tr> <tr> <td>Oceania</td> <td>44</td> <td>Oceania</td> <td>27</td> </tr> <tr> <td>Total</td> <td>11,182</td> <td>Total</td> <td>7,454</td> </tr> </tbody> </table>	Number of new hires in 2021		Number of employees that left in 2021		Women: 55% Men: 45%		Women: 7.9% Men: 7.8% Total turnover: 15.7%		North America	8,271	North America	5,098	South America	1,131	South America	955	Europe	758	Europe	652	Asia	978	Asia	722	Oceania	44	Oceania	27	Total	11,182	Total	7,454
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Global Reporting Initiative (GRI) Disclosures

GRI disclosure	Disclosure description	Location or relevant information																
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits																
GRI 401-3	Parental Leave	<p>All employees that work at least 20 hours per week with a record of 12 months of service are eligible for parental leave.</p> <table border="1"> <thead> <tr> <th colspan="2">Total number took leave</th> <th colspan="2">Total number employees returned to work</th> </tr> </thead> <tbody> <tr> <td>Women</td> <td>888</td> <td>Women</td> <td>821</td> </tr> <tr> <td>Men</td> <td>765</td> <td>Men</td> <td>708</td> </tr> <tr> <td>Total</td> <td>1,653</td> <td>Total</td> <td>1,529</td> </tr> </tbody> </table> <p>In 2020, 1,351 employees took parental leave. Of those, 1,176 (87%) were still employed 12 months after their return to work. Women: 52% Men: 48%</p>	Total number took leave		Total number employees returned to work		Women	888	Women	821	Men	765	Men	708	Total	1,653	Total	1,529
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Occupational health and safety																		
GRI 3-3	Management of Material Topics	2021 ESG Annual Review : Employee development and wellbeing (p. 33-36)																
GRI 403-6	Promotion of worker health	Benefits																
Training and Education																		
GRI 3-3	Management of Material Topics	2021 ESG Annual Review : Employee development and wellbeing (p. 33-36)																
GRI 404-1	Average hours of training per year per employee	<p>In 2021, 46,297 employees received training, averaging 19.7 hours each. The following are the average training hours employees spend through our formal internal training systems. Does not include onsite coaching.</p> <table border="1"> <thead> <tr> <th colspan="2">Average hours of training per employee</th> </tr> </thead> <tbody> <tr> <td colspan="2">Women: 20.4 Men: 19</td> </tr> <tr> <td>Executive</td> <td>7.8</td> </tr> <tr> <td>Senior Manager</td> <td>9.8</td> </tr> <tr> <td>Manager</td> <td>17.8</td> </tr> <tr> <td>Senior Technical Professional</td> <td>8.6</td> </tr> <tr> <td>Individual Contributor</td> <td>22.4</td> </tr> </tbody> </table> <p>Employees additionally receive training through 1:1/on-the-job learning opportunities.</p>	Average hours of training per employee		Women: 20.4 Men: 19		Executive	7.8	Senior Manager	9.8	Manager	17.8	Senior Technical Professional	8.6	Individual Contributor	22.4		
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Global Reporting Initiative (GRI) Disclosures

GRI disclosure	Disclosure description	Location or relevant information										
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	<p>Life at Liberty</p> <p>Liberty Mutual offers a broad spectrum of required and elective training. The required training involves legal and compliance, information security and onboarding training for technical aspects of a position with Liberty. Employees receive periodic training so they can maintain and improve their skills for their current role along with the opportunity to take training for future roles.</p> <p>The company offers tuition reimbursement for college level courses and a reimbursement program to pay for other seminars or industry courses. The company provides access to LinkedIn Learning for all employees at no cost and has access for some specialized functions with Pluralsight and Coursera.</p> <p>Transition programs. Liberty Mutual has pre-retirement planning offered through our 401k vendor via a website and live one-on-one financial coaches that Liberty provides at no cost to the employee. There is also an employee assistance plan that provides mental health counseling to all employees for a wide array of issues.</p> <p>The severance plan policy for those who involuntarily separate from the company provides for continuation of salary for a period determined by tenure and position level. Those who are part of a reduction in force would also be provided access to a third party that specializes in coaching on resumes, job searches and interviewing skills with a one-on-one coach at no cost to the individual.</p> <p>2021 ESG Annual Review: Employee development and wellbeing (p. 33-36)</p>										
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	100%										
Diversity and equal opportunity												
GRI 3-3	Management of Material Topics	2021 ESG Annual Review : Advancing Diversity, Equity & Inclusion (p. 27-32)										
GRI 405-1	Diversity of governance bodies and employees	<table border="1"> <thead> <tr> <th>Board composition</th> <th>Total employees</th> </tr> </thead> <tbody> <tr> <td>33% of Board Members are Women</td> <td>Women: 53.2% Men: 47%</td> </tr> <tr> <td>23% of Board Members are People of Color</td> <td>10.7% of employees are Black</td> </tr> <tr> <td></td> <td>9.3% of employees are Hispanic/Latinx</td> </tr> <tr> <td></td> <td>6.4% of employees are Asian</td> </tr> </tbody> </table> <p>2021 ESG Annual Review: Advancing Diversity, Equity & Inclusion (p. 27-32)</p>	Board composition	Total employees	33% of Board Members are Women	Women: 53.2% Men: 47%	23% of Board Members are People of Color	10.7% of employees are Black		9.3% of employees are Hispanic/Latinx		6.4% of employees are Asian
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Global Reporting Initiative (GRI) Disclosures

GRI disclosure	Disclosure description	Location or relevant information
Customer Satisfaction		
GRI 3-3	Management of Material Topics	2021 ESG Annual Review : Increasing customer resilience (p. 13-16) 2021 ESG Annual Review : Enabling sustainable growth (p. 17-20)
SASB Disclosures: FN-IN-270a.1-4	Transparent Information & Fair Advice for Customers	2021 SASB Report
Customer Privacy		
GRI 3-3	Management of Material Topics	2021 ESG Annual Review : Data privacy (p. 41)
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Except as required by law, Liberty Mutual does not disclose this information. For information regarding our cybersecurity safeguards, please see the Cybersecurity and data privacy section of this report.
Innovation		
GRI 3-3	Management of Material Topics	Innovation is a core part of our culture. It is central to progress and our goal is to constantly push ourselves to imagine new and bold possibilities. To succeed, we need to continue to build a diverse, future-ready team, equipped with skillsets that range from technology and data analytics, to marketing, development and creative design.
KPI	Strategic venture focus areas	Strategic Ventures Solaria Labs