




HR Colleagues,

Thank you to all who were able to attend our OneHR team call this past Tuesday. If you were not able to join us, you can [view the recording](#) and the  [presentation deck](#). When I think about how much HR-related work has been done, just over the past year, I admire your diligence and am encouraged by your resilience. I've seen in our HR function a persistent passion to be a voice for what should be. You keep pushing for more ways to create a workplace environment where employees feel our Care First value in action, prompting them to want to bring and do their best for the company every day.

After all, that's exactly how *you* handle the important work that you do.

So much of your effort happens outside the spotlight, performed without great fanfare, yet your professionalism does not wane. At times, I know the path can feel long. I also know that you're guided by a sense of responsibility to our colleagues, current and future, and you keep believing that progress is not only possible, but necessary. You haven't been deterred by the challenges. Instead, you've used them to fuel the next conversation, and the next set of plans and preparation for the important next steps as we continue strengthening our culture.

The road ahead

HR Transformation has tested all of us. We've had to dig deep, appreciate the small victories and learn from the mistakes. We're better off as individuals, and as a group, for having to exercise the mental and emotional muscles needed for a change of this magnitude. Please take a moment to [share your thoughts](#) about HRT and ways we can improve the employee experience. We're also asking our business partners to give us their feedback as part of our continuous improvement journey.

There is so much more to do, yet my hope is that you'll slow down long enough to give yourselves a well-deserved pat on the back—and get some rest.

As we close out 2022, please take time to relax, disconnect, and recharge. You've absolutely earned it. Stay safe! Enjoy the holidays with family and friends! I look forward to how we'll learn, grow and continue our collective quest in the new year.

A handwritten signature in black ink that reads "Nancy". The script is cursive and fluid, with the "N" being particularly large and stylized.

Nancy Wolfe
SVP and Chief Human Resources Officer

