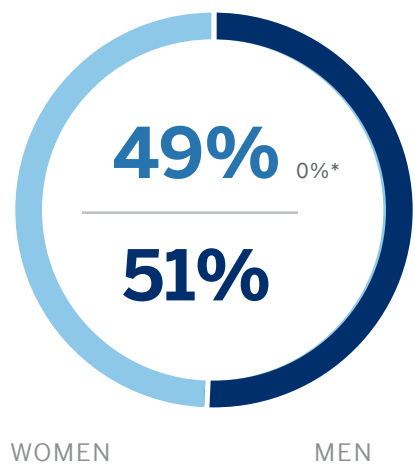


2022 Workforce Composition Disclosure

Global Overview



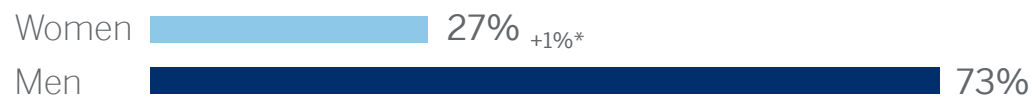
BOARD OF DIRECTORS



OPERATING COMMITTEE



EXECUTIVE TEAM



CAMPUS & INTERNSHIP CLASS

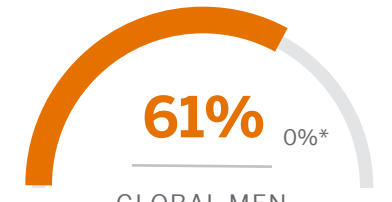


*YoY change from 2021-2022

Global Promotions Overview[†]



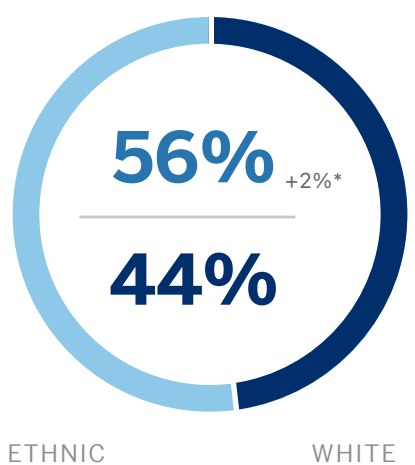
GLOBAL WOMEN
4,698



GLOBAL MEN
7,213

[†] Vice president and above

U.S. Overview



BOARD OF DIRECTORS



OPERATING COMMITTEE



EXECUTIVE TEAM



CAMPUS & INTERNSHIP CLASS



*YoY change from 2021-2022

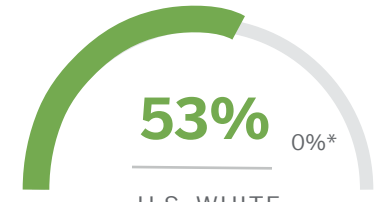
Ethnic: Asian, Black, Hispanic, Other (Two or More Races, American Indian, Other Pacific Islander)

[†] Vice president and above

U.S. Promotions Overview[†]



U.S. ETHNIC
3,462



U.S. WHITE
3,868

U.S. EEOC (Equal Employment Opportunity Commission) Deep-Dive*

	TOTAL WORKFORCE			TOTAL EXEC./SR. LVL			MID-LVL MANAGERS			PROFESSIONALS			ALL OTHER		
	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020
EEO	166,731	159,790	156,026	3,484	3,168	2,934	41,834	38,307	35,978	45,484	42,874	44,073	75,929	75,441	73,041
White	45%	46%	48%	75%	77%	79%	53%	56%	58%	47%	50%	52%	37%	38%	40%
Total Ethnic	55%	54%	52%	25%	23%	21%	47%	44%	42%	53%	50%	48%	63%	62%	60%
Asian	17%	17%	16%	12%	11%	10%	24%	23%	22%	25%	24%	23%	9%	9%	9%
Black	14%	14%	13%	5%	5%	5%	9%	9%	8%	13%	12%	12%	18%	17%	17%
Hispanic	21%	20%	20%	6%	6%	5%	11%	10%	10%	13%	11%	11%	32%	31%	31%
Other	3%	3%	3%	1%	1%	1%	2%	2%	2%	3%	3%	2%	3%	4%	3%
Women	53%	53%	53%	29%	29%	28%	43%	43%	43%	46%	46%	46%	63%	63%	63%
Men	47%	47%	47%	71%	71%	72%	57%	57%	57%	54%	54%	54%	37%	37%	37%
LGBTQ+	4%	3%	3%	3%	2%	2%	4%	3%	3%	4%	3%	3%	4%	4%	3%
People with Disabilities (PWD)	4%	4%	4%	3%	2%	2%	4%	4%	4%	5%	4%	4%	4%	4%	4%
Military Veteran	3%	3%	3%	2%	2%	2%	3%	3%	3%	4%	4%	4%	3%	3%	2%

*Ethnicity data is as of December 31, 2022 — for the U.S. only — because tracking ethnicity outside of the U.S. is limited. However, Equal Employment Opportunity Commission (EEOC) data is as of October 15, 2022 — and since 2010, has been shared publicly. The information according to Equal Employment Opportunity (“EEO”) race/ethnicity categories and gender is based on U.S. and global employees (including campus and internship class) respectively, who self-identified. Race/ethnicity and gender information reflects all members of the Operating Committee and the Board of Directors. Information on LGBTQ+, military veteran, and disability statuses is based on U.S. employees. [Ethnic includes Asian, Black, Hispanic, Other (Two or More Races, American Indian, Other Pacific Islander).]