2022 Workforce Composition Disclosure

Global Overview

- **Board of Directors**
  - Women: 36% (↑ 4%)
  - Men: 64%
  - **Total**: 49%

- **Operating Committee**
  - Women: 39% (↑ 2%)
  - Men: 61%
  - **Total**: 51%

- **Executive Team**
  - Women: 27% (↑ 2%)
  - Men: 73%
  - **Total**: 56%

- **Campus & Internship Class**
  - Women: 47% (→)
  - Men: 53%
  - **Total**: 56%

U.S. Overview

- **Board of Directors**
  - Ethnic: 9% (↑ 2%)
  - White: 91%

- **Operating Committee**
  - Ethnic: 17% (→)
  - White: 83%

- **Executive Team**
  - Ethnic: 25% (↑ 2%)
  - White: 75%

- **Campus & Internship Class**
  - Ethnic: 65% (→)
  - White: 35%

U.S. Promotions Overview†

- **Executive Team**
  - Women: 25%
  - Men: 75%
  - **Total**: 56%

- **Campus & Internship Class**
  - Women: 47%
  - Men: 53%
  - **Total**: 56%

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Workforce</th>
<th>Total Exec./Sr. Lvl</th>
<th>Mid-Lvl Managers</th>
<th>Professionals</th>
<th>All Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>EEO</td>
<td>166,731</td>
<td>159,790</td>
<td>156,026</td>
<td>3,468</td>
<td>3,168</td>
</tr>
<tr>
<td>White</td>
<td>53%</td>
<td>53%</td>
<td>53%</td>
<td>29%</td>
<td>29%</td>
</tr>
<tr>
<td>Total Ethnic</td>
<td>55%</td>
<td>54%</td>
<td>52%</td>
<td>25%</td>
<td>23%</td>
</tr>
<tr>
<td>Asian</td>
<td>17%</td>
<td>17%</td>
<td>16%</td>
<td>12%</td>
<td>11%</td>
</tr>
<tr>
<td>Black</td>
<td>14%</td>
<td>14%</td>
<td>13%</td>
<td>5%</td>
<td>5%</td>
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<tr>
<td>Hispanic</td>
<td>21%</td>
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<td>6%</td>
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<tr>
<td>Other</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Women</td>
<td>53%</td>
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<td>53%</td>
<td>29%</td>
<td>29%</td>
</tr>
<tr>
<td>Men</td>
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<td>47%</td>
<td>72%</td>
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<td>LGBTQ+</td>
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<td>People with Disabilities (PwD)</td>
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<td>4%</td>
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<td>2%</td>
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<tr>
<td>Military Veteran</td>
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<td>3%</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

*YoY change from 2021-2022
† Vice president and above

*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).)