2019 Workforce Composition Disclosure

Global Overview

- **Board of Directors**
  - Women: 18% (↓2%)
  - Men: 82%

- **Operating Committee**
  - Women: 50% (↑5%)
  - Men: 50%

- **Executive Team**
  - Women: 25% (↑1%)
  - Men: 75%

- **Campus & Internship Class**
  - Women: 42% (↑5%)
  - Men: 58%

*YoY change from 2018-2019

**Ethnicity**

- **White**
  - Women: 51%
  - Men: 49%

**Gender**

- **Women**
  - 49%

- **Men**
  - 51%

**U.S. Overview**

- **Board of Directors**
  - Ethnic: 18% (↑1%)
  - White: 82%

- **Operating Committee**
  - Ethnic: 8% (↑1%)
  - White: 92%

- **Executive Team**
  - Ethnic: 19% (↑2%)
  - White: 81%

- **Campus & Internship Class**
  - Ethnic: 55% (↑7%)
  - White: 45%

*YoY change from 2018-2019

**Ethnicity**

- **Asian**
  - Women: 1%
  - Men: 4%

- **Black**
  - Women: 2%
  - Men: 3%

- **Hispanic**
  - Women: 7%
  - Men: 2%

- **Other Ethnicity**
  - Women: 1%
  - Men: 1%

**Gender**

- **Women**
  - 51%

- **Men**
  - 49%

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

<table>
<thead>
<tr>
<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>161,810</td>
<td>165,206</td>
<td>2,982</td>
<td>3,010</td>
</tr>
<tr>
<td>White</td>
<td>49%</td>
<td>50%</td>
<td>81%</td>
<td>82%</td>
</tr>
<tr>
<td>Ethnic</td>
<td>53%</td>
<td>50%</td>
<td>19%</td>
<td>18%</td>
</tr>
<tr>
<td>Asian</td>
<td>16%</td>
<td>15%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Black</td>
<td>13%</td>
<td>13%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>20%</td>
<td>20%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Women</td>
<td>53%</td>
<td>53%</td>
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<tr>
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<td>73%</td>
<td>74%</td>
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<tr>
<td>LGBT+</td>
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<tr>
<td>People with disabilities</td>
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<td>2%</td>
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<tr>
<td>Military</td>
<td>3%</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

*EoY change from 2018-2019

**Ethnicity**

- **Asian**
  - Women: 1%
  - Men: 4%

- **Black**
  - Women: 2%
  - Men: 3%

- **Hispanic**
  - Women: 7%
  - Men: 2%

- **Other Ethnicity**
  - Women: 1%
  - Men: 1%

*EEOC data is as of October 15, 2019 and since 2010 has been shared publicly.

*Ethnicity data is as of December 31, 2019 for the U.S. only because tracking ethnicity outside of the U.S. is limited.