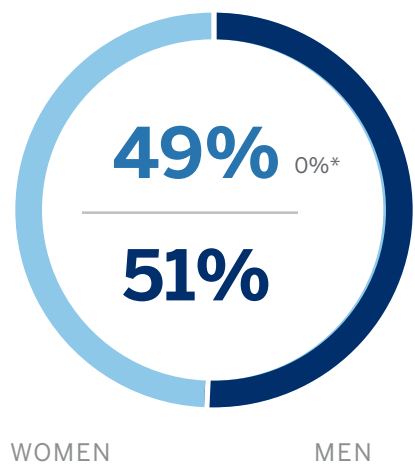


2021 Workforce Composition Disclosure

Global Overview



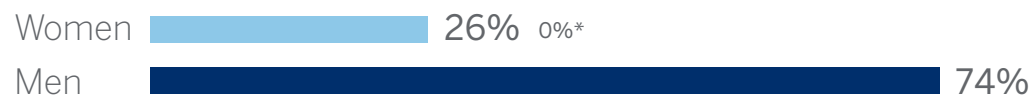
BOARD OF DIRECTORS



OPERATING COMMITTEE



EXECUTIVE TEAM

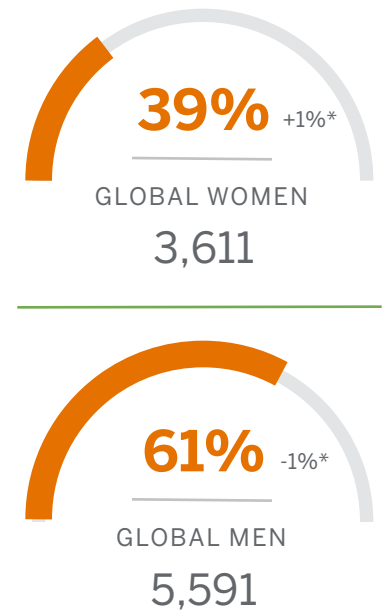


CAMPUS & INTERNSHIP CLASS



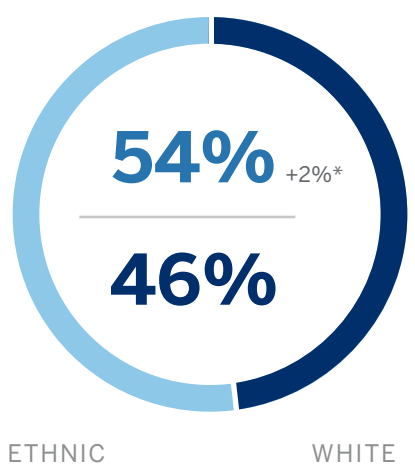
*YoY change from 2020-2021

Global Promotions Overview†



† Vice president and above

U.S. Overview



BOARD OF DIRECTORS



OPERATING COMMITTEE



EXECUTIVE TEAM

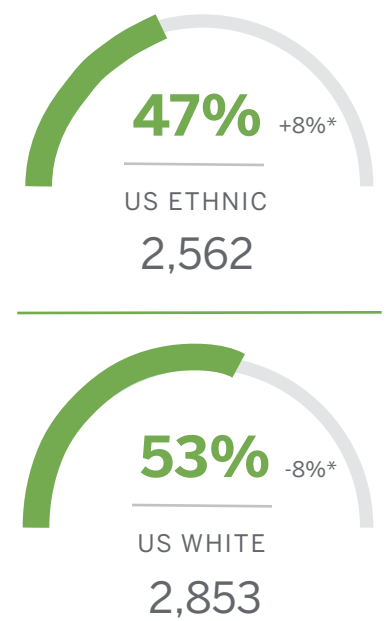


CAMPUS & INTERNSHIP CLASS



*YoY change from 2020-2021 Ethnic: Asian, Black, Hispanic, Other (Two or More Races, American Indian, Other Pacific Islander)

U.S. Promotions Overview†



† Vice president and above

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

	TOTAL WORKFORCE			TOTAL EXEC./SR. LVL			MID-LVL MANAGERS			PROFESSIONALS			ALL OTHER		
	2021	2020	2019	2021	2020	2019	2021	2020	2019	2021	2020	2019	2021	2020	2019
EEO	159,790	156,026	161,810	3,168	2,934	2,982	38,307	35,978	36,322	42,874	44,073	44,878	75,441	73,041	77,628
White	46%	48%	49%	77%	79%	81%	56%	58%	59%	50%	52%	54%	38%	40%	40%
Total Ethnic	54%	52%	51%	23%	21%	19%	44%	42%	41%	50%	48%	46%	62%	60%	60%
Asian	17%	16%	16%	11%	10%	9%	23%	22%	21%	24%	23%	22%	9%	9%	9%
Black	14%	13%	13%	5%	5%	4%	9%	8%	8%	12%	12%	11%	17%	17%	17%
Hispanic	20%	20%	20%	6%	5%	5%	10%	10%	10%	11%	11%	11%	31%	31%	31%
Other	3%	3%	2%	1%	1%	1%	2%	2%	2%	3%	2%	2%	4%	3%	3%
Women	53%	53%	53%	29%	28%	27%	43%	43%	42%	46%	46%	45%	63%	63%	63%
Men	47%	47%	47%	71%	72%	73%	57%	57%	58%	54%	54%	55%	37%	37%	37%
LGBT+	3%	3%	3%	2%	2%	2%	3%	3%	3%	3%	3%	3%	4%	3%	2%
People with Disabilities (PWD)	4%	4%	4%	2%	2%	2%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Military Veteran	3%	3%	3%	2%	2%	2%	3%	3%	3%	4%	4%	4%	3%	2%	2%

*Ethnicity data is as of December 31, 2021 — 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, 2021 — 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 LGBT+, 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).]