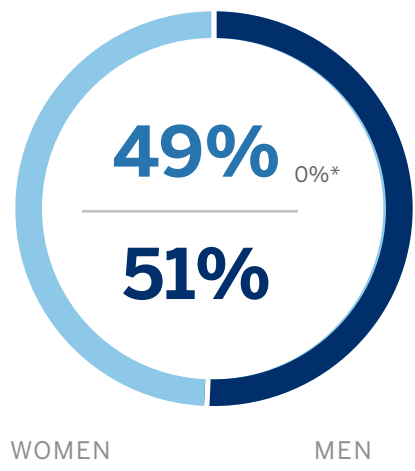


2023 Workforce Composition Disclosure

Global Overview¹



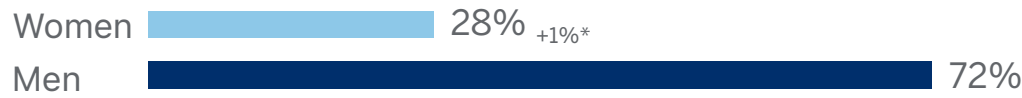
BOARD OF DIRECTORS



OPERATING COMMITTEE



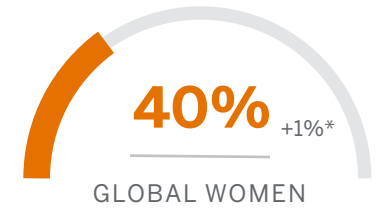
EXECUTIVE TEAM



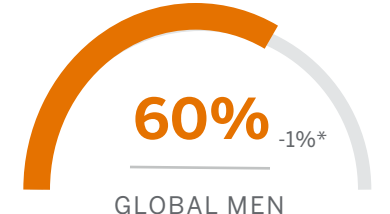
CAMPUS & INTERNSHIP CLASS



Global Promotions Overview[†]



4,294



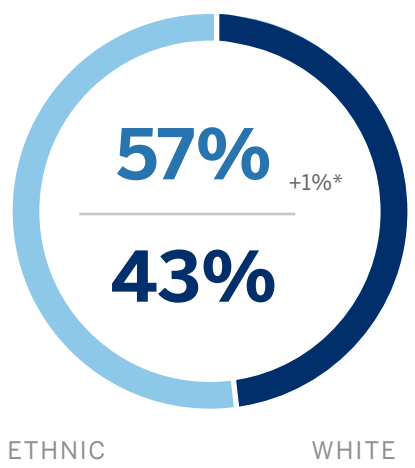
6,487

† Vice president and above

¹ Information is based on voluntary self-identification by global employees and members of the Board of Directors, as of December 31, 2023

*YoY change from 2022-2023

U.S. Overview²



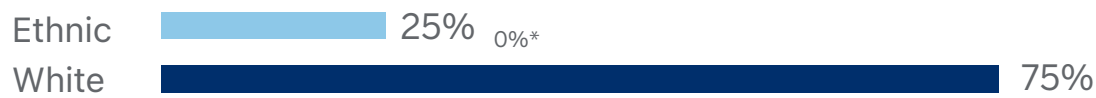
BOARD OF DIRECTORS



OPERATING COMMITTEE



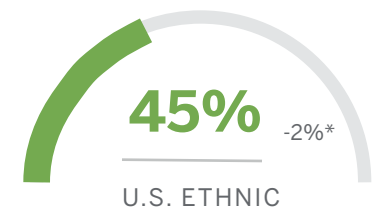
EXECUTIVE TEAM



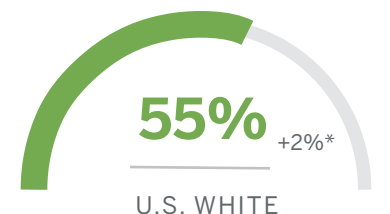
CAMPUS & INTERNSHIP CLASS



U.S. Promotions Overview[†]



2,862



3,429

† Vice president and above

² Information is based on voluntary self-identification by U.S. employees and members of the Board of Directors, as of December 31, 2023

*YoY change from 2022-2023

Note: Ethnic includes Asian, Black, Hispanic, and Other (American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, and two or more races/ethnicities).

U.S. EEOC (Equal Employment Opportunity Commission) Deep-Dive³

	TOTAL WORKFORCE			TOTAL EXEC./SR. LVL			MID-LVL MANAGERS			PROFESSIONALS			ALL OTHER		
	2023	2022	2021	2023	2022	2021	2023	2022	2021	2023	2022	2021	2023	2022	2021
EEO	175,948	166,731	159,790	3,901	3,484	3,168	45,054	41,834	38,307	51,931	45,484	42,874	75,062	75,929	75,441
White	44%	45%	46%	74%	75%	77%	51%	53%	56%	45%	47%	50%	36%	37%	38%
Total Ethnic	56%	55%	54%	26%	25%	23%	49%	47%	44%	55%	53%	50%	64%	63%	62%
Asian	19%	17%	17%	13%	12%	11%	26%	24%	23%	27%	25%	24%	10%	9%	9%
Black	14%	14%	14%	5%	5%	5%	9%	9%	9%	12%	13%	12%	17%	18%	17%
Hispanic	21%	21%	20%	6%	6%	6%	11%	11%	10%	13%	13%	11%	33%	32%	31%
Other	3%	3%	3%	1%	1%	1%	2%	2%	2%	3%	3%	3%	4%	3%	4%
Women	52%	53%	53%	30%	29%	29%	44%	43%	43%	45%	46%	46%	62%	63%	63%
Men	48%	47%	47%	70%	71%	71%	56%	57%	57%	55%	54%	54%	38%	37%	37%
LGBTQ+	4%	4%	3%	3%	3%	2%	4%	4%	3%	4%	4%	3%	5%	4%	4%
People with Disabilities (PwD)	5%	4%	4%	3%	3%	2%	5%	4%	4%	5%	5%	4%	5%	4%	4%
Military Veterans	3%	3%	3%	2%	2%	2%	3%	3%	3%	3%	4%	4%	3%	3%	3%

³ Employment Opportunity Commission (EEOC) data is as of December 16, 2023 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. employees who self-identified. Ethnic includes Asian, Black, Hispanic, and Other (American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, and two or more races/ethnicities). Information on LGBTQ+, military veterans, and disability statuses is based on U.S. employees who self-identified race/ethnicity and gender.