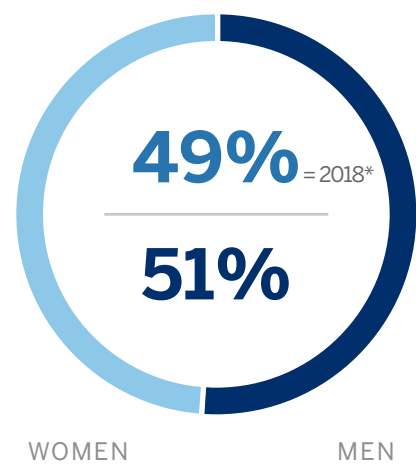


2019 Workforce Composition Disclosure

Global Overview



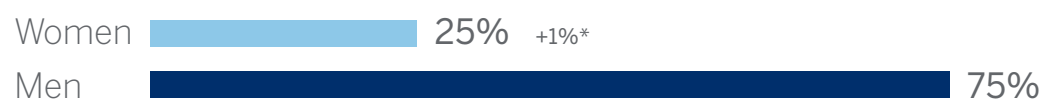
BOARD OF DIRECTORS



OPERATING COMMITTEE



EXECUTIVE TEAM

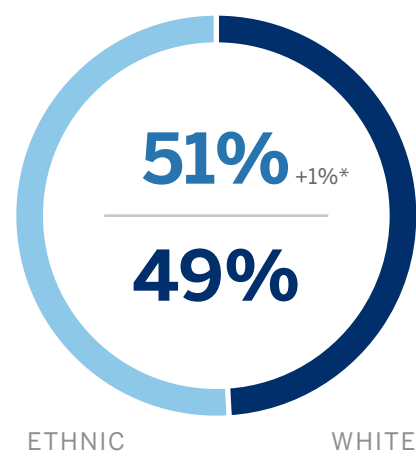


CAMPUS & INTERNSHIP CLASS



*YoY change from 2018-2019

U.S. Overview



BOARD OF DIRECTORS



OPERATING COMMITTEE



EXECUTIVE TEAM



CAMPUS & INTERNSHIP CLASS



*YoY change from 2018-2019

Ethnic: Asian, Black, Hispanic, Other Ethnicity

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

	TOTAL WORKFORCE		TOTAL EXEC./SR. LVL		MID-LVL MANAGERS		PROFESSIONALS		ALL OTHER*	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
EEO	161,810	165,206	2,982	3,010	36,322	36,017	44,878	45,879	77,628	80,300
White	49%	50%	81%	82%	59%	60%	54%	55%	40%	41%
Ethnic	51%	50%	19%	18%	41%	40%	46%	45%	60%	59%
Asian	16%	15%	9%	8%	21%	20%	22%	22%	9%	9%
Black	13%	13%	4%	4%	8%	8%	11%	11%	17%	17%
Hispanic	20%	20%	5%	5%	10%	10%	11%	10%	31%	30%
Other	2%	2%	1%	1%	2%	2%	2%	2%	3%	3%
Women	53%	53%	27%	26%	42%	42%	45%	45%	63%	64%
Men	47%	47%	73%	74%	58%	58%	55%	55%	37%	36%
LGBT+	3%	3%	2%	2%	3%	3%	3%	3%	2%	3%
People with disabilities	4%	4%	2%	2%	4%	4%	4%	4%	4%	4%
Military	3%	3%	2%	2%	3%	3%	4%	4%	2%	3%

* Ethnicity data is as of December 31, 2019 — 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, 2019 — and since 2010, has been shared publicly.