

Human Capital Management Update

As included in our 2023 Annual Report



Human Capital Management Update



A letter from Sheri Bronstein

We continue to invest in our teammates to support their physical, emotional and financial wellness and provide opportunities for long-term career growth at our company.

During the last two decades, there has been a significant shift in how companies approach managing their human capital, driven by technology, economic, cultural and societal issues, the COVID-19 pandemic and other factors. The one area that has remained in constant focus for all of our leaders in the company and our Global Human Resources team is our investment in our people, which is core to our philosophy of being a Great Place to Work.

Investments we make in our teammates are designed to help them thrive by providing physical, emotional and financial wellness support for them and their families and learning and development opportunities to build long-term careers at our company. The benefits we provide today are grounded largely in employee feedback received through our annual engagement survey and other channels.

One area where employees told us they needed more support was in times of stress, which underscored the critical role that emotional wellness plays in overall wellbeing. In 2018, we began to focus our strategy on reducing the stigma around mental health. We continue to expand existing programs, including providing 12 free in-person confidential counseling sessions annually through our Employee Assistance Program, placing specialists at 34 of our employee locations and training our managers on the topic.

Our internal, highly specialized Life Event Services team continues to be an industry leader, providing personalized support and connecting our teammates to the right resources for crisis events, domestic violence, survivor support, transgender and gender identity, and other important moments. This is just one area where our culture of caring continues to set us apart.

in•clu•sion



“One area where employees told us they needed more support was in times of stress, which underscored the critical role that emotional wellness plays in overall wellbeing. We continue to expand existing programs, including providing 12 free in-person confidential counseling sessions annually through our Employee Assistance Program, placing specialists at 34 of our employee locations and training our managers on the topic.”

Sheri Bronstein
Chief Human Resources Officer



New for 2023, our companywide sabbatical program is an additional way we're supporting teammate wellness. More than 10,000 employees celebrating 15 or more years of service took 4–6 weeks of paid time off to spend with family, travel, volunteer, and generally recharge and refocus.



10K+
employees celebrating 15 or more years of service **took 4–6 weeks of paid time off as part of the companywide sabbatical program in 2023**

While the past year brought some uncertainty about the economy, we continued being a leader in raising the minimum rate of pay for our U.S. hourly employees. We increased to \$23 per hour as part of our commitment to reach \$25 by 2025. In recognition of our collective efforts to drive Responsible Growth in 2023, the company also announced Sharing Success compensation awards for the seventh time, totaling more than \$4.8 billion.

Our benefits and programs support current teammates and help us recruit top talent. All teammates bring unique skills and perspectives, and we provide opportunities for them to grow and develop a successful career at our company through The Academy at Bank of America, from their first day in our onboarding experience to upskilling programs that help them develop their career.



\$4.8B+
provided to teammates in Sharing Success compensation awards since 2017

And through our diverse and inclusive workplace, teammates continue their growth and development, learning from others' perspectives based on diverse backgrounds and experiences. We have made broad efforts to fight hate against all people both internally and externally, encouraging teammates to bring their whole selves to work, connect through courageous conversations and build understanding.

By supporting our teammates' wellness and providing long-term career growth, combined with fostering a diverse and inclusive workplace, we are in position to continue building on our foundation of being a Great Place to Work.



BENEFITS OVERVIEW

Supporting teammate wellness

We offer a wide range of benefits and programs so our teammates have the power to be well at every stage of life.

We support all aspects of our teammates' wellness — physical, emotional and financial — by providing competitive and flexible benefits, designed to help them reach their long-term career goals at our company, while supporting them and their family's ability to be healthy and thrive. We continue to evolve our benefits over time to meet teammates where they are in their life and career so they can bring their best selves to work and deliver for our clients, communities and each other.





BENEFITS OVERVIEW

Physical wellness

Our support for physical wellness focuses on providing teammates with access, affordability and prevention options. While for many teammates that starts with our health insurance plans, our benefits and programs extend beyond these options to support broader health and wellness needs.

PREVENTION

We believe primary and preventive care are important to our teammates' wellness. That's why we continue to enhance access to care across our company through vaccination clinics and wellness screenings at many of our U.S. locations.

We delivered more than 600 free onsite flu and wellness clinics to U.S. teammates in 2023. For teammates who were unable to attend an onsite clinic, we provided vouchers to receive a free flu shot at select local pharmacies. Region-specific flu shot information was shared with teammates around the world.

Understanding health status is important to understanding one's health. That's why we also made onsite health screenings available to U.S. teammates covered by one of our national medical plans. Through these screenings, they can learn about their physical wellness while getting one step closer to completing their annual wellness activities. By completing their wellness activities, teammates can keep up to a \$500 credit toward their annual medical plan premium, and up to a \$1,000 credit if a covered spouse or partner also completes them.

We made onsite health screenings available to U.S. teammates covered by one of our national medical plans.

TELADOC HEALTH

More than 132,000 U.S. teammates enrolled in one of our national medical plans, plus covered family members, have access to Teladoc Health, at no cost, for virtual immediate, non-emergency care. With 24/7 access, they can speak with a doctor on demand who can diagnose, treat and prescribe medicine, when needed, for common ailments. Teammates and eligible dependents can schedule virtual consultations with a primary care physician through Teladoc Health for routine and preventive care needs, including an annual physical.

 **132K+**
U.S. teammates enrolled in one of our national medical plans in 2023

Eligible teammates and covered family members over the age of 13 can also access mental health support, with the ability to connect virtually with a licensed therapist or behavioral health specialist on a wide variety of issues — such as stress, anxiety, depression, family or marriage issues, and eating disorders — whether for a one-time consultation or ongoing treatment.

 **51K+**
teammates took more than 12.2 billion steps in our 2023 Global Get Active! challenge

PHYSICAL ACTIVITY

Our Global Get Active! challenge continues to encourage teammates to connect around the globe to focus on their physical activity while enjoying friendly competition. The challenge has expanded beyond tracking steps, with additional resources to help teammates understand the:

- Importance of nutrition and physical activity
- Significance of team member support
- Benefits of our Employee Assistance Program to help with behavioral change, such as creating healthy habits and engaging in daily physical activities

In 2023, more than 51,000 employees in 34 countries participated during the four-week challenge, taking more than 12.2 billion steps.



Emotional wellness

As part of our comprehensive approach to employee wellness, we recognize the importance of emotional wellness and provide access to education, benefits and resources to help make mental health a priority. In 2023, Bank of America received the Civic Leadership Award from the Sesame Workshop for the emotional wellbeing support we offer for young children and families through research-based resources and engaging content.

AWARENESS AND EDUCATION

We encourage our teammates to familiarize themselves with and utilize the resources available to them, and to break the stigma around mental health by participating in open dialogue. Year-round, we provide daily virtual mindfulness sessions for teammates to help lower stress and anxiety and learn helpful skills to boost mental health. During Mental Health Awareness Month, teammates wore green to show support and tuned in to 70 live webinars on topics like overcoming burnout, coping with anxiety and embracing self-care.

We also continued our partnership with Thrive Global to provide instructor-led training opportunities and self-guided videos for teammates to build mental resiliency and learn how to better handle life's everyday challenges, as well as manager-focused wellness training so they can best support teammates.

SABBATICAL PROGRAM

More than 10,000 employees celebrating at least 15 years of continuous service with our company participated in the first year of our global sabbatical program. It is designed for teammates to enjoy an additional 4–6 weeks of paid time off to use as they need, ultimately providing a chance to recharge and refocus. Teammates have shared stories from their travels to new locations, time spent with new family members, adventures in learning new hobbies and giving back to communities.

EMPLOYEE ASSISTANCE PROGRAM (EAP) AND ONSITE SPECIALISTS

Teammates and members of their households can connect with our Employee Assistance Program for 12 free in-person confidential counseling sessions annually and unlimited phone consultations. Teammates can use these sessions for a variety of issues, including relationships, grief or loss, anxiety, caregiving and time management, or simply to find someone to talk to.

Improving the reach of these services, onsite EAP specialists and benefits navigators are now located in work locations across 18 states and many of our international locations. These counselors offer work and life benefits expertise and face-to-face confidential counseling to assist with personal and professional needs.

• *Onsite Employee Assistance Program specialists and benefits navigators are now located in work locations across 18 states and many of our international locations.*

LIFE EVENT SERVICES (LES)

Our specialized LES team supports teammates in the moments that matter most, providing personalized connections to resources by tapping experts inside and outside the company for assistance with significant events, such as domestic violence, natural disasters, terminal illness, retiring from the company, survivor support and more.

In 2023, LES continued to serve as a critical, front-line team in response to disasters and crisis events, connecting teammates and their families to emotional wellness support, back-up child and adult care, emergency relief and other resources. LES supported more than 3,800 teammates and their families in 2023 following tragic events across the globe, including in Hawai'i, Maine, Vermont, Israel, Gaza, Libya, Mexico and Morocco.



BENEFITS OVERVIEW

Financial wellness

Having financial wellness means developing and maintaining good money habits, planning for short-term and long-term expenses, and setting aside savings for goals or emergencies. We support teammates in reaching financial wellness with retirement savings plans and other programs, and provide access to self-guided tools and expert advice.

TUITION ASSISTANCE AND ACADEMIC SUPPORT

Our Tuition Assistance & Academic Support program provides access to academic specialists who help employees find programs and courses that align with their goals. We offer up to \$7,500 in tuition assistance when teammates return to school or pursue eligible job-related courses, degrees or professional certifications, as well as a network of schools that offer discounted tuition and/or waived fees. In 2023, we provided nearly 6,000 employees with more than \$19.5 million in support through these programs.



\$7.5K

offered in tuition assistance
to return to school or pursue eligible
job-related courses and certifications



401(k) AND FINANCIAL COUNSELING

To help with long-term retirement savings and planning, we automatically enroll U.S. teammates into the 401(k) plan as soon as they're eligible. Based on service, we make an annual contribution of 2%–3% and offer matching contributions of up to 5% of eligible pay.

Teammates can choose an investment strategy from a variety of fixed income, equity and specialty investment funds, as well as choose to invest pretax and/or after-tax (Roth) dollars. We continue to offer free financial planning tools to help teammates plan for their short- and long-term financial goals, including:

- Personalized, confidential guidance from an independent planner to help teammates get the most out of their employee benefits
- A Financial Wellness Tracker that helps teammates assess their financial health and provides personalized suggestions
- Better Money Habits®, a financial educational resource co-developed by our company

Note: Specific programs vary by region. U.S. programs shown.



5%

matching 401(k) contribution,
plus 2%–3% annual company
contribution

GLOBAL ELECTRIC VEHICLE PROGRAM

Our Global Electric Vehicle Program provides reimbursement of up to \$4,000 for a new electric vehicle (EV) purchase or \$2,000 for a new EV lease for eligible teammates. More than 4,000 teammates have received more than \$15.5 million since it launched. And our company also began offering the option for our clients to finance the cost of a home EV charging station with the cost of their EV, further aiding the transition.

RECOGNIZING & REWARDING PERFORMANCE

Providing competitive and fair pay

Our pay-for-performance compensation approach strives to recognize and reward performance with competitive and fair pay for the work done, at all levels of our company.

We continue our commitment to be a leader in establishing a minimum rate of U.S. pay. In October 2023, we increased our minimum hourly pay to \$23, making progress toward increasing our minimum hourly wage for U.S. employees to \$25 by 2025.

 **\$23**
U.S. minimum hourly wage
for full-time employees

Based on our 2023 performance, we once again provided our teammates Sharing Success compensation awards announced in 2024. This is the seventh time this award has been given since 2017, growing to a more than \$4.8 billion investment in our teammates. Approximately 97% of our employees have received or will receive an award this year. Most awards are in the form of Bank of America common stock that vests over four years, providing the opportunity to further share in our company's long-term success. These awards are in addition to our standard annual compensation and bonus awards.

Most Sharing Success awards are in Bank of America stock that vests over four years, providing the opportunity to share in our long-term success.

We continue our rigorous processes and analyses with external experts to examine individual employee pay before year-end compensation decisions are finalized, and adjust where appropriate. This approach has helped us maintain robust policies and practices that help reinforce equal pay for equal work, including reviews with oversight from our Board of Directors and senior leaders.

In 2023, results of this equal pay for equal work review showed that compensation received by women was on average more than 99% of that received by men, and that compensation received by people of color in the U.S. was on average more than 99% of that received by non-people of color employees. We strive to pay our employees fairly based on market rates for their roles, experience and individual performance, and we regularly benchmark against other companies both within and outside our industry to help confirm our pay is competitive.



TALENT & DEVELOPMENT

Investing in career growth and development

A key aspect of Responsible Growth is attracting and retaining exceptional talent from around the world.

Attracting exceptional talent

Building a strong pipeline of talent means finding candidates who are committed to our purpose and have a passion for serving our clients and communities. This spans programs from entry-level hiring through more senior-level recruiting.

Students join us from more than 400 universities for entry-level opportunities through our highly competitive campus program. As part of our commitment to a diverse and inclusive workforce, we hired from more than 30 Hispanic-Serving Institutions and Historically Black Colleges and Universities. In addition, we've developed partnerships with 34 community colleges to collaborate on a career readiness curriculum for careers in financial services and connect to diverse talent.

In addition, we work with more than 90 external partners, including nonprofit organizations, to help identify talent and expand our impact — including Road to Hire, UnidosUS, Urban Alliance, Year Up, the National Black MBA Association, Association of Latino Professionals for America, National Association of Asian American Professionals, Ascend, Vietnam Finance Society, The National Coalition for Asian Pacific American Community Development and The Asian American Foundation, Junior Achievement, Hiring Our Heroes, Disability:IN, Native American Finance Officers Association and Out & Equal.

In 2023, we believe we continued to drive progress in the strength and diversity of our employees with our efforts on:

ENTRY-LEVEL PROGRAMS

Of more than 1,900 full-time campus hires in 2023, 44% were women and 62% were people of color.

EDUCATION AND TRAINING

We provided more than \$68 million to workforce development organizations that are providing critical skills-training, work experience and support to help individuals from low- and moderate-income communities obtain and succeed in family-sustaining jobs.

MILITARY HIRING

Bank of America hired more than 1,600 military and veterans, which was more than 12% of our U.S. external hires for the year.

PATHWAYS

We surpassed our aspirational goal of hiring 20,000 individuals from low- and moderate-income communities two years early.

LGBTQ+ TALENT

We recruited and developed talent through targeted partnerships with organizations such as Lesbians Who Tech, Trans Can Work and Reaching Out.

SUPPORT SERVICES

We continue to expand our dedicated Support Services team of more than 250 employees with cognitive and developmental disabilities who work with every line of business across multiple locations.



Supporting career development

Part of the investment we make in our teammates is to help them learn new skills and explore their career interests, and we do that through The Academy at Bank of America, with programs and resources to support teammates from their first day to their retirement. Our onboarding experience connects teammates to our core values and purpose, to education that helps them hit the ground running in a new role and to upskilling programs that help them take their career to the next level. It's how we focus on being a company that people are proud to work for, where they feel cared for and are given the opportunity to achieve their personal and professional goals.

In 2023, The Academy launched an expanded global orientation for new teammates to provide a foundation for how we drive Responsible Growth and to deliver a consistent experience focused on our company and culture, with more than 2,600 interns and 1,900 full-time campus hires completing the orientation. For teammates who are new to their role, we provide learning programs that offer support through cohort-based high-touch experiences and skill-building opportunities.

Since 2021, The Academy has expanded the number of structured education programs offered, and in 2023, expanded offerings to our teammates across the globe. Our structured education programs are designed to help teammates be job-ready and have advanced skill development opportunities to drive increased proficiency and career progression. The Academy also expanded on-demand offerings, providing more self-paced sessions that help teammates advance their abilities with client engagement, problem solving, data management and many more.

We continue to drive innovative learning through our focus on immersive technology. We were the first financial institution to offer a comprehensive set of tools leveraging technology like virtual reality, artificial intelligence and practice simulations within our financial centers, and have expanded this to contact centers across the U.S. We've received consistent teammate feedback that the practice repetitions help them deliver better service to our clients and customers.

Investing in our leaders and managers

Our investment in employee development is further enhanced by our supportive leaders and managers, and we offer a range of development programs to help cultivate their skills. Through assessments, professional coaching and a consistent manager curriculum, we're continually building on the skills of our managers to equip them for success and help them progress in their careers, strengthening our pipeline of leaders.

Our manager development series — built around eight expectations of managers at Bank of America — was launched in 2021 in response to employee feedback and designed to build manager capabilities to lead their teams more effectively to drive Responsible Growth. The curriculum focuses on what it means



to be a successful manager at the company, from championing diversity and inclusion to being a financial steward to effectively managing risk. It culminates in a capstone experience that helps enable managers to integrate the eight manager expectations and build an action plan to further their learning.

Training and coaching continue beyond the manager curriculum through our Manager Excellence program. Consultants provide virtual or in-person sessions to help managers build their skills and connect everyday decisions to enterprise priorities, and managers can connect to peers for advice and dialogue through an internal online social community.

DIVERSITY & INCLUSION

Building a diverse and inclusive workplace to support our teammates, clients and communities

We want to help teammates come to our company, be who they are and be as successful as they want to be.

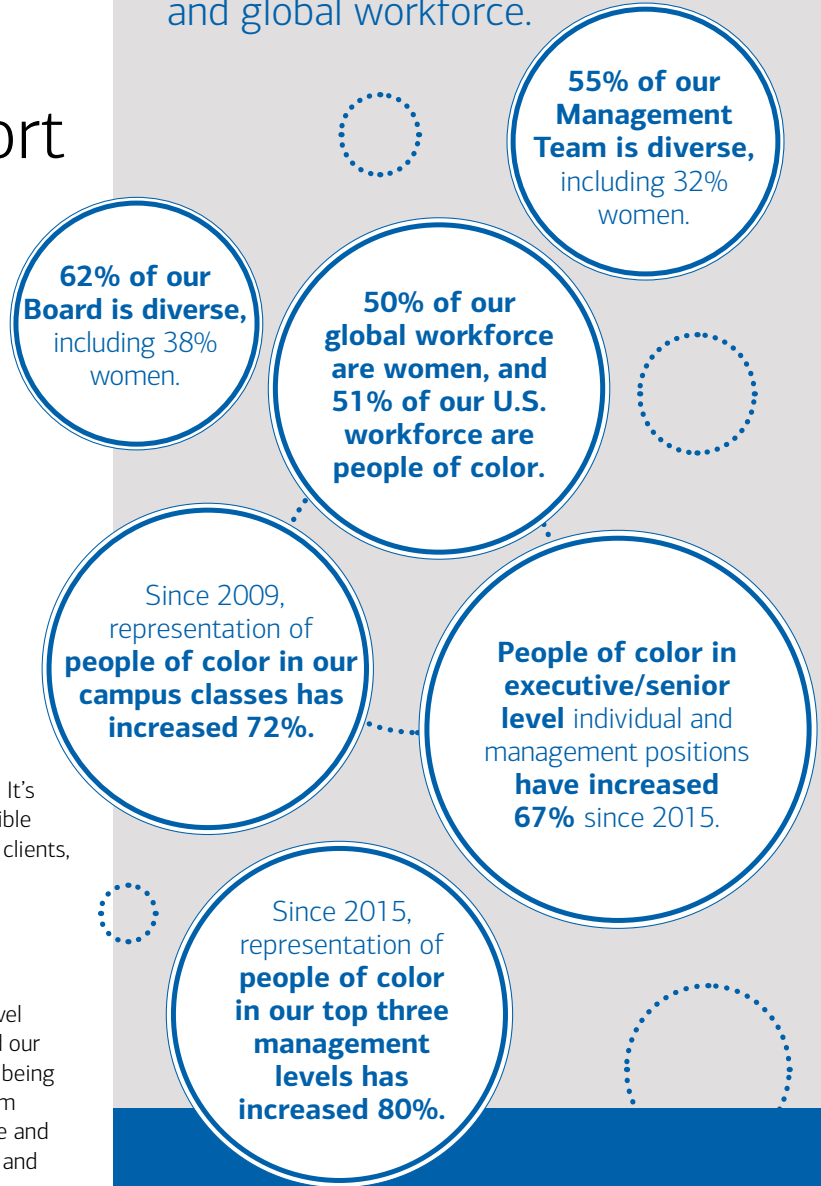
We value all of our teammates' diversity in background, experience and viewpoints, including race, national origin, religion, age, gender, gender identification and expression, sexual orientation, ethnicity, disabilities and veteran status. It's who we are: our culture of caring is how we drive Responsible Growth, helping to create an inclusive environment for our clients, our communities and each other.

Culture of diversity and inclusion

Our diverse and inclusive environment is driven at every level of our company, beginning with our Board of Directors and our CEO, who play key roles in overseeing our commitment to being a Great Place to Work. Additionally, each Management Team Member and manager is responsible for fostering a diverse and inclusive workplace for all, which is integral to the success and management of their teams. Our Global Diversity & Inclusion Council sponsors and supports business, operating unit, and regional diversity and inclusion councils to align diversity and inclusion strategies and aspirational goals across the enterprise. The global council consists of senior executives from every line of business, region and local market, and has been chaired by CEO Brian Moynihan since 2007 — he has never missed a meeting.

Employees have access to feedback channels to raise questions and share input on inclusion at the company, and there is a range of resources and programs, including Employee Networks and professional groups, to help employees connect with teammates who share their interests or background, and to support them in bringing their whole selves to work.

Our latest measures in 2023 show improvement in the diversity of our leadership, management and global workforce.



Since 2016, we've asked teammates to voluntarily share their diversity information through our Count Me In! campaign to help us develop benefits and programs to meet their changing needs and ultimately help our company drive Responsible Growth. For U.S. teammates in 2023:

3%
identify as
LGBTQ+

5%
identify as a
veteran

5%
identify as
disabled

Mirroring the clients and communities we serve

We strive to mirror our communities at all levels of our company. The diversity of our Management Team highlights our progress, with 55% diverse members, including seven women, two Asian leaders, two Black/African American leaders, one Hispanic-Latino leader and two leaders with a military service background. In 2023, we continued to narrow the gaps at all leadership levels, with improvements in representation of Asian, Black/African American and Hispanic-Latino teammates in all key categories, such as management levels 1–3, managers, executive/senior level and mid-level. And we invest in talent acquisition programs and community partnerships to help create a strong and diverse talent pipeline that mirrors the clients and communities we serve.

Helping to combat hate

Our longstanding commitment to diversity and inclusion importantly includes our broad-based work to help fight hate and discrimination directed toward any group, including but not limited to antisemitism, homophobia, Islamophobia, racism, sexism, xenophobia or discrimination based on one's race, nationality, ethnicity, religion, sex, gender, gender identity, sexual orientation, age, disability or veteran status.

Our company partners and collaborates with many leading organizations around the world to address societal and humanitarian needs. For example, in 2023, we made a multi-year \$20 million commitment to support the Foundation to Combat Antisemitism (FCAS) as it focuses on raising awareness and combating hate through their national Blue Square campaign. Our teammates ordered more than 54,000 Blue Square pins to wear and share their commitment to combating hate. These funds also support new, global strategies to help find and address hate speech across the U.S.



\$20M
multi-year commitment to support the **Foundation to Combat Antisemitism**

Bank of America is proud of our longstanding commitment to promote an inclusive world, and FCAS is one of many organizations that is helping to pave the way along with other partners like the Asian American Foundation, Urban League, Disability:IN, L'Attitude, Love Has No Labels, Institute for Veterans & Military Families, National Museum of African American History and Culture and National Congress of American Indians.



54K+
Blue Square pins ordered by teammates to wear and share their commitment to combating hate



Serving our communities through volunteerism

Our teammates are able to dedicate two hours each week toward advancing a cause they care about. After 50 hours, they are eligible to apply for a grant to help the nonprofit organization they support. Many of our teammates do much more and are helping to drive positive change and broad-based impact.

We reached unprecedented levels of volunteer activity and community engagement in 2023, thanks to teammates who generously donated their time and resources to help improve the lives of our neighbors. Our teammates recorded more than 2.5 million hours of volunteer time around the globe.

Providing learning and development opportunities for all teammates

In 2023, we continued our series of courageous conversations and inclusion learning and development programs, providing teammates with opportunities to discuss topics central to who we are, including combating antisemitism and Islamophobia, diversity in ethnicity and upbringing, navigating caregiving responsibilities, economic opportunity for diverse people and communities, gender identity and sexual orientation, neurodiversity, military service, religious inclusion, mental health and more. The opportunities for ongoing learning include:

- **Let's Get Real...®**, courageous conversations on issues impacting our communities and open dialogue to provide greater understanding and appreciation for one another's diverse backgrounds and perspectives
- **myD&I Development Program**, diversity and inclusion sessions for individual contributors and Employee Network members
- **Diversity & Inclusion Pathways**, driving inclusion in the workplace and improving individual cultural competency
- **Executive development programs** focused on advancing high-potential/top-performing leaders

DIVERSITY & INCLUSION

Diversity Leadership Councils & Employee Networks

Our Diversity Leadership Councils and Employee Networks provide guidance and help enable employee engagement, working to drive diverse representation, discuss strategies to improve advocacy, sponsorship and retention, address unique obstacles to career advancement and grow client relationships.

DIVERSITY LEADERSHIP COUNCILS

- Arab Executive Advisory Council
- Asian Advisory Council
- Black Executive Leadership Council
- Disability Advisory Council
- Hispanic-Latino Executive Council
- Investing in Women Council
- Jewish Executive Advisory Council
- LGBTQ+ Executive Leadership Council
- Military Advisory Panel
- Native American Advisory Council



10
Diversity Leadership
Councils

360+
Employee
Network chapters

EMPLOYEE NETWORKS

- Asian Leadership Network
- Black Professional Group
- Culture & Heritage Network, including the Jewish Heritage Chapter and Arab Heritage Chapter
- Disability Action Network
- Hispanic/Latino Organization for Leadership & Advancement
- Inter-Generational Employee Network
- LEAD (Leadership, Education, Advocacy and Development) for Women
- Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ+) Pride
- Military Support & Assistance Group
- Native American Professional Network
- Parents and Caregivers Network



54%
of our workforce is a member of at least one Employee Network



EMPLOYEE ENGAGEMENT & TURNOVER

Employee engagement and turnover

Each year, our Employee Engagement Survey gathers the voice of teammates across the company to shape and inform our work going forward.

More than 184,000 teammates shared ideas and feedback by participating in our 2023 survey. Our Employee Engagement Index score reflects a strong trend over time — increasing 12 percentage points during the last decade. We also measure an internal Diversity & Inclusion Index¹ that gives us feedback on how we measure inclusion at the company. It is up eight percentage points during the same time.

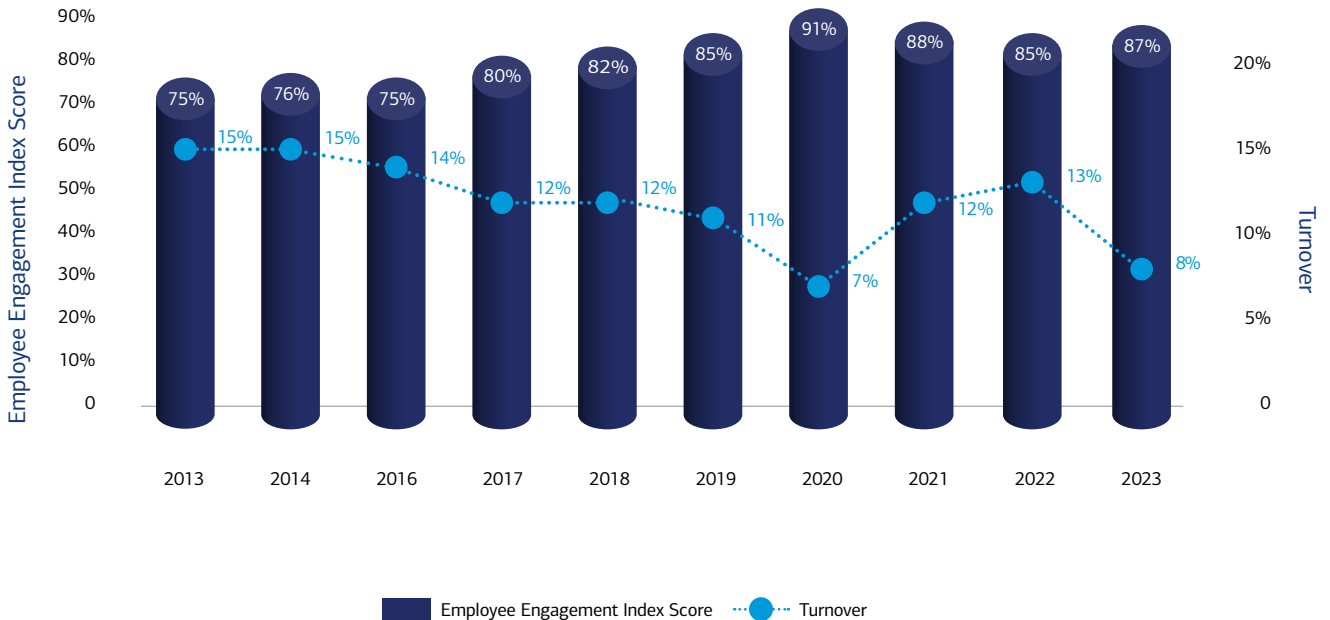


184K+
teammates shared ideas and feedback in our 2023 survey

The results of the survey and the process of analyzing results to help drive continuous improvement that ensues is discussed with the Board of Directors at least annually. Our efforts reflect our progress in being a Great Place to Work. We believe our low employee turnover reflects the strength of our employee engagement results and how our teammates view Bank of America as an employer of choice.

During the past decade, we experienced vastly different labor markets, the pandemic and return to office. With the tight labor market and challenging global external environment, we experienced historically low turnover throughout the year, resulting in an 8% annualized turnover rate — the lowest on record other than the pandemic year of 2020.

With our variety of resources and programs that support career growth and development, we're helping teammates have long-term careers with our company. During the past five years on average, 42% of our roles have been filled internally, reflecting an ongoing investment in employee development.



¹Our Diversity & Inclusion Index measures core areas like how comfortable teammates feel sharing different opinions, whether or not they feel they are being treated fairly, their impression of how well Bank of America has done in creating an environment where people of diverse backgrounds can succeed and how Bank of America values the unique experiences our teammates bring to the workplace. Survey was not conducted in 2015.

WORKFORCE DIVERSITY METRICS

2023 Workforce diversity metrics

| | | |
|----------------------------------|--------------------------------|----------------------------|
| Board diversity | 62% diverse¹ | 38% women |
| Management Team diversity | 55% diverse¹ | 32% women |
| Global workforce | 50% women | 51% POC² |

| Management levels 1-3 | 2015 | 2023 | % change |
|------------------------------|-------------|-------------|-----------------|
| Women | 33% | 41% | 24% |
| People of color (POC) | 15% | 27% | 80% |
| Asian | 7% | 11% | 57% |
| Black / African American | 4% | 8% | 100% |
| Hispanic / Latino | 4% | 7% | 75% |

| Managers | 2015 | 2023 | % change |
|--------------------------|-------------|-------------|-----------------|
| Women | 42% | 42% | 0% |
| POC | 32% | 43% | 34% |
| Asian | 11% | 14% | 27% |
| Black / African American | 8% | 10% | 25% |
| Hispanic / Latino | 11% | 16% | 45% |

| EEO executive/senior level | 2015 | 2023 | % change |
|-----------------------------------|-------------|-------------|-----------------|
| Women | 32% | 39% | 22% |
| POC | 15% | 25% | 67% |
| Asian | 7% | 12% | 71% |
| Black / African American | 4% | 6% | 50% |
| Hispanic / Latino | 4% | 6% | 50% |

| EEO first/mid-level | 2015 | 2023 | % change |
|----------------------------|-------------|-------------|-----------------|
| Women | 49% | 52% | 6% |
| POC | 33% | 43% | 30% |
| Asian | 12% | 13% | 8% |
| Black / African American | 9% | 11% | 22% |
| Hispanic / Latino | 11% | 16% | 45% |

| Campus | 2009 | 2023 | % change |
|--------------------------|-------------|-------------|-----------------|
| Women | 32% | 44% | 38% |
| POC | 36% | 62% | 72% |
| Asian | 17% | 26% | 53% |
| Black / African American | 9% | 15% | 67% |
| Hispanic / Latino | 6% | 16% | 167% |

¹ Includes women and people of color

² U.S. only

Note: CEO included in Board diversity stats

Equal Employment Opportunity (EEO) diversity statistics

2023 EEO (by number of teammates)¹

| U.S. Employee Diversity in 2023 | | | | | | | | | |
|---|--------------|---------------|-------------------------------|---------------------|---------------|---|---|-------------------------|--------------------|
| Job category | Gender | White | Black/ African American | Hispanic/ Latino | Asian | American Indian/ Alaska Native | Native Hawaiian/ Other Pacific Islander | Two or more races | Total by gender |
| Executive/Senior level officials and managers | Male | 2,376 | 154 | 175 | 404 | 4 | 2 | 42 | 3,157 |
| | Female | 1,462 | 166 | 134 | 199 | 2 | 2 | 29 | 1,994 |
| | Total | 3,838 | 320 | 309 | 603 | 6 | 4 | 71 | 5,151 |
| First/Mid-level officials and managers | Male | 5,958 | 864 | 1,483 | 1,595 | 32 | 36 | 233 | 10,201 |
| | Female | 6,257 | 1,535 | 1,973 | 1,153 | 52 | 31 | 223 | 11,224 |
| | Total | 12,215 | 2,399 | 3,456 | 2,748 | 84 | 67 | 456 | 21,425 |
| Professionals | Male | 25,792 | 3,296 | 4,038 | 7,548 | 111 | 91 | 927 | 41,803 |
| | Female | 14,210 | 3,541 | 2,801 | 5,455 | 97 | 74 | 610 | 26,788 |
| | Total | 40,002 | 6,837 | 6,839 | 13,003 | 208 | 165 | 1,537 | 68,591 |
| Technicians | Male | 525 | 295 | 219 | 489 | 5 | 7 | 45 | 1,585 |
| | Female | 223 | 163 | 90 | 630 | 3 | 2 | 19 | 1,130 |
| | Total | 748 | 458 | 309 | 1,119 | 8 | 9 | 64 | 2,715 |
| Sales workers | Male | 726 | 53 | 77 | 123 | 3 | 2 | 23 | 1,007 |
| | Female | 380 | 35 | 65 | 92 | 2 | 4 | 14 | 592 |
| | Total | 1,106 | 88 | 142 | 215 | 5 | 6 | 37 | 1,599 |
| Administrative support | Male | 7,928 | 3,746 | 6,415 | 1,646 | 92 | 82 | 691 | 20,600 |
| | Female | 16,583 | 10,678 | 14,032 | 3,807 | 235 | 196 | 1,310 | 46,841 |
| | Total | 24,511 | 14,424 | 20,447 | 5,453 | 327 | 278 | 2,001 | 67,441 |
| Operatives | Male | 48 | 66 | 23 | 36 | - | 1 | 3 | 177 |
| | Female | 19 | 38 | 19 | 15 | 1 | - | 1 | 93 |
| | Total | 67 | 104 | 42 | 51 | 1 | 1 | 4 | 270 |
| Service workers | Male | 17 | 3 | 2 | - | - | - | - | 22 |
| | Female | 6 | - | 2 | - | - | - | - | 8 |
| | Total | 23 | 3 | 4 | - | - | - | - | 30 |
| Total | Male | 43,370 | 8,477 | 12,432 | 11,841 | 247 | 221 | 1,964 | 78,552 |
| | Female | 39,140 | 16,156 | 19,116 | 11,351 | 392 | 309 | 2,206 | 88,670 |
| | Total | 82,510 | 24,633 | 31,548 | 23,192 | 639 | 530 | 4,170 | 167,222 |

¹EEO table does not include job categories in which the company does not have employees (craft workers, and laborers & helpers).

2023 employee training hours

| Average training hours by segment | |
|--|----|
| Per person | 32 |
| Women | 32 |
| Men | 31 |
| White | 28 |
| Black/African American | 37 |
| Hispanic/Latino | 42 |
| Asian | 28 |
| American Indian/Alaska Native | 36 |
| Native Hawaiian/Other Pacific Islander | 33 |
| Two or more | 38 |

Average cost of training per person: \$1,945

2023 external hiring

| % of hires by segment | |
|--|-----|
| Women | 50% |
| Men | 50% |
| White | 33% |
| Black/African American | 24% |
| Hispanic/Latino | 26% |
| Asian | 12% |
| American Indian/Alaska Native | 1% |
| Native Hawaiian/Other Pacific Islander | 0% |
| Two or more | 4% |
| % of hires by region | |
| United States | 72% |
| Asia Pacific | 24% |
| Europe, Middle East & Africa | 3% |
| Latin America | 0% |
| Canada | 0% |

2023 employee turnover

| % of turnover by segment | |
|--|-----|
| Women | 8% |
| Men | 8% |
| White | 7% |
| Black/African American | 9% |
| Hispanic/Latino | 10% |
| Asian | 6% |
| American Indian/Alaska Native | 9% |
| Native Hawaiian/Other Pacific Islander | 8% |
| Two or more | 11% |
| % of turnover by region | |
| United States | 8% |
| Asia Pacific | 7% |
| Europe, Middle East & Africa | 6% |
| Latin America | 6% |
| Canada | 5% |

2023 EEO (by percentage of teammates)¹

U.S. Employee Diversity in 2023

| Job category | Gender | Race and Ethnicity | | | | | | Two or more races | Total by gender |
|---|--------------|--------------------|------------------------|-----------------|--------------|-------------------------------|--|-------------------|-----------------|
| | | White | Black/African American | Hispanic/Latino | Asian | American Indian/Alaska Native | Native Hawaiian/Other Pacific Islander | | |
| Executive/Senior level officials and managers | Male | 46.1% | 3.0% | 3.4% | 7.8% | 0.1% | 0.0% | 0.8% | 61.3% |
| | Female | 28.4% | 3.2% | 2.6% | 3.9% | 0.0% | 0.0% | 0.6% | 38.7% |
| | Total | 74.5% | 6.2% | 6.0% | 11.7% | 0.1% | 0.1% | 1.4% | |
| First/Mid-level officials and managers | Male | 27.8% | 4.0% | 6.9% | 7.4% | 0.1% | 0.2% | 1.1% | 47.6% |
| | Female | 29.2% | 7.2% | 9.2% | 5.4% | 0.2% | 0.1% | 1.0% | 52.4% |
| | Total | 57.0% | 11.2% | 16.1% | 12.8% | 0.4% | 0.3% | 2.1% | |
| Professionals | Male | 37.6% | 4.8% | 5.9% | 11.0% | 0.2% | 0.1% | 1.4% | 60.9% |
| | Female | 20.7% | 5.2% | 4.1% | 8.0% | 0.1% | 0.1% | 0.9% | 39.1% |
| | Total | 58.3% | 10.0% | 10.0% | 19.0% | 0.3% | 0.2% | 2.2% | |
| Technicians | Male | 19.3% | 10.9% | 8.1% | 18.0% | 0.2% | 0.3% | 1.7% | 58.4% |
| | Female | 8.2% | 6.0% | 3.3% | 23.2% | 0.1% | 0.1% | 0.7% | 41.6% |
| | Total | 27.6% | 16.9% | 11.4% | 41.2% | 0.3% | 0.3% | 2.4% | |
| Sales workers | Male | 45.4% | 3.3% | 4.8% | 7.7% | 0.2% | 0.1% | 1.4% | 63.0% |
| | Female | 23.8% | 2.2% | 4.1% | 5.8% | 0.1% | 0.3% | 0.9% | 37.0% |
| | Total | 69.2% | 5.5% | 8.9% | 13.4% | 0.3% | 0.4% | 2.3% | |
| Administrative support | Male | 11.8% | 5.6% | 9.5% | 2.4% | 0.1% | 0.1% | 1.0% | 30.5% |
| | Female | 24.6% | 15.8% | 20.8% | 5.6% | 0.3% | 0.3% | 1.9% | 69.5% |
| | Total | 36.3% | 21.4% | 30.3% | 8.1% | 0.5% | 0.4% | 3.0% | |
| Operatives | Male | 17.8% | 24.4% | 8.5% | 13.3% | 0.0% | 0.4% | 1.1% | 65.6% |
| | Female | 7.0% | 14.1% | 7.0% | 5.6% | 0.4% | 0.0% | 0.4% | 34.4% |
| | Total | 24.8% | 38.5% | 15.6% | 18.9% | 0.4% | 0.4% | 1.5% | |
| Service workers | Male | 56.7% | 10.0% | 6.7% | 0.0% | 0.0% | 0.0% | 0.0% | 73.3% |
| | Female | 20.0% | 0.0% | 6.7% | 0.0% | 0.0% | 0.0% | 0.0% | 26.7% |
| | Total | 76.7% | 10.0% | 13.3% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Total | Male | 25.9% | 5.1% | 7.4% | 7.1% | 0.1% | 0.1% | 1.2% | 47.0% |
| | Female | 23.4% | 9.7% | 11.4% | 6.8% | 0.2% | 0.2% | 1.3% | 53.0% |
| | Total | 49.3% | 14.7% | 18.9% | 13.9% | 0.4% | 0.3% | 2.5% | |

¹ EEO table does not include job categories in which the company does not have employees (craft workers, and laborers & helpers).

