Diversity and Inclusion metrics

FUTURE SCORECARD METRICS DESIGNED TO TELL FULL STORY

▶ Employee Demographics
  • Mobility
  • Promotion
  • Hires
  • Voluntary v. Involuntary Exits

▶ Diversity of candidate slates
▶ Networks and councils participation
▶ Diversity index scores on EE survey
▶ Leadership index scores on EE survey

Current snapshot by band race and gender

<table>
<thead>
<tr>
<th>Band</th>
<th>Race/Male/Female</th>
<th>White Male</th>
<th>White Female</th>
<th>Black</th>
<th>Asian</th>
<th>Hispanic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Band 0</td>
<td>N=9</td>
<td>45%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Band 1</td>
<td>N=2</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Band 2</td>
<td>N=21</td>
<td>52%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Band 3</td>
<td>N=76</td>
<td>38%</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Percent diverse:
- Overall diversity at top is more balanced than ever
- Opportunities exist with people of color
### Sample Diversity Dashboard

#### METRICS

| Diversity in the Workplace | Talent and Pipeline Development |
|---------------------------|---------------------------------
| Gender Distribution in the Workplace | Diverse employees in succession planning |
| Ethnic Distribution in the workplace | Diversity in High Profile Employee Programs |
| Management Demographics | Diversity in Development Programs |
| Pipeline analysis | Managers mentoring Diverse Employees |
| Recruitment Source Breakdown | Diverse employees with Sponsors |

#### Employee Engagement (PHASE II)

- Participation in Diversity Training
- Participation in community activities
- Participation in Employee Resource Groups
- Diversity index Employee engagement Survey

#### Sales

- Diverse marketing campaign results
- Internal employee demographics v customer demographics
- Diverse market share

#### Ethnic Background Breakdown 1Q2012

- Black: 4%
- Hispanic: 1%
- White: 27%
- Asian: 55%
- Arab: 1%

#### Diverse Employees in Succession Planning

- 2012: 30%
- 2011: 20%
- 2010: 10%
Sample Diversity Dashboard

New Hires by Gender

New Hires by Race/Ethnicity

Promos by Gender

Promos by Race/Ethnicity
xx Business Diversity

xx Business Employees by Ethnicity (Q3 '13)
- Caucasian: 848 (67%)
- Hispanic/Latino: 165 (13%)
- Two or More Races: 15 (1%)
- Asian/Pacific Islander: 30 (3%)
- Black/African American: 207 (16%)

xx Business Employees by Ethnicity (Q4 '13)
- Caucasian: 874 (67%)
- Hispanic/Latino: 148 (11%)
- Two or More Races: 20 (2%)
- Asian/Pacific Islander: 34 (3%)
- Black/African American: 219 (17%)

Decrease of 2%

xx Business Employees by Gender (Q3 '13)
- Male: 1,033 (81%)
- Female: 239 (19%)

xx Business Employees by Gender (Q4 '13)
- Male: 1,053 (81%)
- Female: 250 (19%)