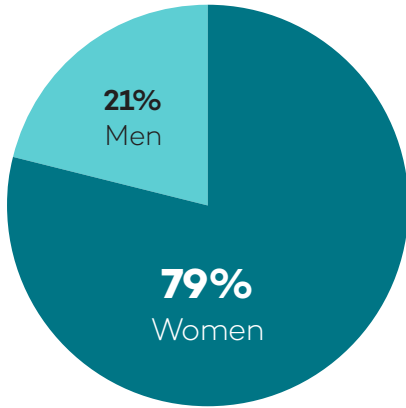


Workforce Data

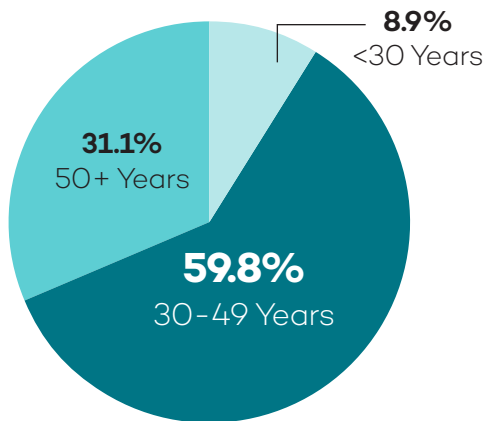
Our workforce reflects the diverse membership and customers we serve. We are committed to increasing both women and people of color in our leadership positions.

Total number of associates in 2021: 12,525

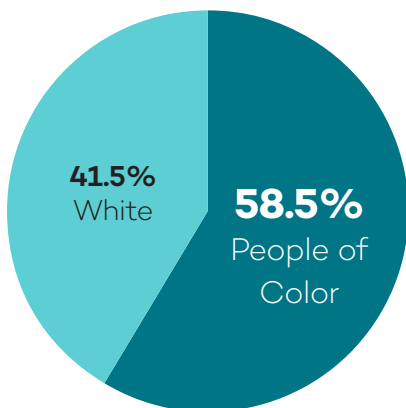
Gender



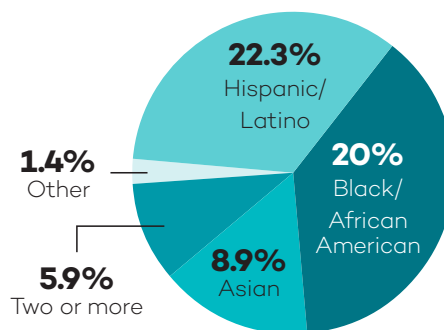
Age Group



Ethnicity/Race



People of Color



PROFESSIONALS

55.2% People of Color
80.7% Women

EXECUTIVES/SENIOR OFFICERS AND MANAGERS

29.3% People of Color
46.9% Women

FIRST/MID-LEVEL OFFICIALS AND MANAGERS

46.9% People of Color
67.9% Women

BOARD OF DIRECTORS

11.1% People of Color
22.2% Women