

## U.S. New Hires by Gender and Ethnicity

All Women	47.55%
Women of Color	26.80%
People of Color	55.03%
African American/Black	27.96%
Asian	2.90%
LatinX	18.27%
Native American/Alaskan Native	1.17%
Native Hawaiian/Pacific Islander	0.45%
2+ Races	4.28%

## U.S. Workforce Representation by Ethnicity

	Hourly	Management	Officer	TOTAL
People of Color	46.44%	36.25%	24.89%	45.68%
African American/Black	21.42%	11.64%	6.85%	20.69%
Asian	3.95%	10.31%	8.90%	4.42%
LatinX	16.90%	10.00%	5.48%	16.39%
Native American/Alaskan Native	1.07%	0.82%	0.46%	1.05%
Native Hawaiian/Pacific Islander	0.50%	0.35%	-	0.49%
2+ Races	2.60%	3.13%	3.20%	2.64%
Caucasian	53.32%	63.75%	75.11%	54.10%

## U.S. Promotions by Gender and Ethnicity

	Hourly-to-Hourly	Hourly-to-Management	Management-to-Management	TOTAL MANAGEMENT PROMOTIONS
All Women	58.55%	41.70%	44.30%	44.04%
Women of Color	29.21%	21.24%	20.87%	20.90%
People of Color	49.06%	46.20%	44.68%	44.84%
African American/Black	22.10%	17.76%	17.10%	17.17%
Asian	3.48%	5.02%	7.91%	7.62%
LatinX	18.33%	17.63%	14.84%	15.12%
Native American/Alaskan Native	1.15%	1.16%	0.73%	0.77%
Native Hawaiian/Pacific Islander	0.55%	0.26%	0.57%	0.54%
2+ Races	3.45%	4.38%	3.53%	3.62%

## DEFINITIONS & DISCLOSURES

**Global:** Aggregate of International and U.S. data

**United States:** All 50 states, excludes Puerto Rico

**International:** \*Africa (Botswana, Ghana, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, South Africa, Swaziland, Tanzania, Uganda and Zambia), Argentina, Canada, \*\*Central America (Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua), Chile, China, India, Japan, Mexico, and United Kingdom

† Excludes associates of Flipkart, PhonePe and Myntra in India and eCommerce associates in Ireland and Israel

### Non-Management

- U.S.: All hourly associates, excluding temporary associates
- International: Administrative, professional and frontline field associates

### Management

- U.S.: All salaried, exempt associates
- International: Senior directors, directors, managers, and field managers

### Officer

- U.S.: President, Executive Vice President, Senior Vice President and Vice President positions

- International: Determined using Hay Points scale with officer-level positions being those scored between 1,261-7,000 on the scale

**Women of Color:** An aggregate composite of U.S. women including African American/Black, Asian, LatinX, Native American/Alaskan Native, Native Hawaiian/Pacific Islander, and women of two or more races

**People of Color:** An aggregate composite of U.S. associates including African American/Black, Asian, LatinX, Native American/Alaskan Native, Native Hawaiian/Pacific Islander, and individuals of two or more races