U.S.-based Workforce
People of Color Staff Representation Trend
10-Year Period 8/31/12 - 8/31/22

- 2011/2012: 35%
- 2012/2013: 40%
- 2013/2014: 44%
- 2014/2015: 45%
- 2015/2016: 45%
- 2016/2017: 48%
- 2017/2018: 44%
- 2018/2019: 45%
- 2019/2020: 47%
- 2020/2021: 49%
- 2021/2022: 48%
U.S.-based Workforce Composition by Race/Ethnicity
10-Year Comparison (8/31/12 - 8/31/22)

- White: 65% (95) vs. 52% (112)
- Black or African American: 21% (45) vs. 19%
- Hispanic or Latino: 14% (30) vs. 8%
- Two or More Races: 3% (7) vs. 3%
- Asian: 8% (17) vs. 4%
- American Indian/Alaskan Native: 1% (2) vs. 2% (4)
U.S.-based Workforce Composition by Gender
10-Year Comparison: 8/31/12 - 8/31/22

Ten Years Prior
- Female: 76% (111)
- Male: 24% (35)

Current Year
- Female: 75% (162)
- Male: 25% (53)
WORKFORCE COMPOSITION BY JOB CATEGORY
U.S.-based Workforce Composition
by Race/Ethnicity and Job Category
as of August 31, 2022

<table>
<thead>
<tr>
<th>Role</th>
<th>People of Color</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustees</td>
<td>67% (6)</td>
<td>33% (3)</td>
</tr>
<tr>
<td>Executives</td>
<td>45% (5)</td>
<td>55% (6)</td>
</tr>
<tr>
<td>Directors</td>
<td>50% (9)</td>
<td>50% (9)</td>
</tr>
<tr>
<td>People Leaders</td>
<td>46% (13)</td>
<td>54% (15)</td>
</tr>
<tr>
<td>Officers</td>
<td>59% (29)</td>
<td>41% (20)</td>
</tr>
<tr>
<td>Managers and Analysts</td>
<td>36% (19)</td>
<td>64% (34)</td>
</tr>
<tr>
<td>Admins and Specialists</td>
<td>50% (28)</td>
<td>50% (28)</td>
</tr>
</tbody>
</table>
U.S.-based Workforce Representation by Race/Ethnicity and Job Category
10-Year Comparison: 8/31/12 - 8/31/22

<table>
<thead>
<tr>
<th>Job Category</th>
<th>Ten Years Prior</th>
<th>Current Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>57% (4)</td>
<td>55% (5)</td>
</tr>
<tr>
<td>Directors</td>
<td>80% (8)</td>
<td>50% (9)</td>
</tr>
<tr>
<td>People Leaders</td>
<td>81% (13)</td>
<td>46% (13)</td>
</tr>
<tr>
<td>Officers</td>
<td>54% (15)</td>
<td>33% (8)</td>
</tr>
<tr>
<td>Managers and Analysts</td>
<td>71% (20)</td>
<td>41% (20)</td>
</tr>
<tr>
<td>Admins and Specialists</td>
<td>64% (34)</td>
<td>69% (42)</td>
</tr>
</tbody>
</table>

Legend:
- People of Color
- White
U.S.-based Workforce Composition by Gender and Job Category as of August 31, 2022

- Trustees: 44% Female (4), 56% Male (5)
- Executives: 55% Female (6), 45% Male (5)
- Directors: 61% Female (11), 39% Male (7)
- People Leaders: 64% Female (18), 36% Male (10)
- Officers: 76% Female (37), 24% Male (12)
- Managers and Analysts: 74% Female (39), 26% Male (14)
- Admins and Specialists: 91% Female (51), 9% Male (5)
BOARD COMPOSITION
Board of Trustees Composition by Race/Ethnicity
10-Year Period (2012 - 2022)

Note: No data is shown for years in which there were no changes. Percentages may not equal 100 due to rounding.
Board of Trustees Composition by Gender
10-Year Period (2012-2022)

Note: No data is shown for years in which there were no changes to board composition. Percentages may not equal 100 due to rounding.
WORKFORCE COMPARISON TO SELECTION POPULATION STATISTICS
U.S.-based Workforce Compared to Select US Population Statistics by Race/Ethnicity

Note: WKKF data as of 8/31/22; population statistics from the 2020 U.S. Census.