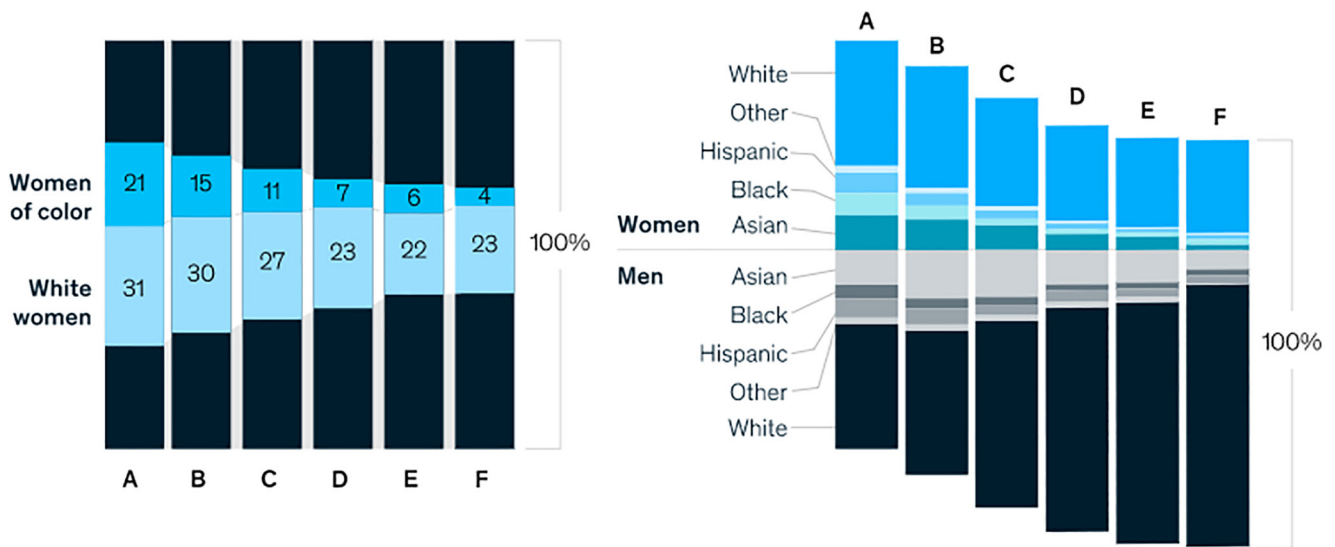


McKinsey & Company, *Closing the Gender and Race Gaps in North America Financial Services, Oct. 2021*

Financial-services representation by corporate role, by gender and race at the start of 2021,
 % of employees

A = Entry level B = Manager C = Senior manager D = Vice president E = Senior vice president F = C-suite



Source: Analysis of 71 financial-services employers that participated in *Women in the Workplace 2021*, LeanIn.Org and McKinsey, 2021