Annual Report of the Thrift Savings Plan Required by §105 of the TSP Enhancement Act of 2009

June 30, 2026

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Introduction

Introduction

In compliance with §105 of the TSP Enhancement Act of 2009, Public Law 111- 31, the Federal Retirement Thrift Investment Board (FRTIB) has prepared this annual report. The report provides an update of the Thrift Savings Plan (TSP), including plan statistics and investment managers' information.

Participant Behavior and Demographics (FERS)

2021-2025 Analysis

Highlights at a Glance

Link	Key FERS Statistics	2021	2022	2023	2024	2025
Figure 1	FERS Participation Rate	95.5%	95.1%	95.9%	95.9%	96.2%
Figure 3	FERS Deferral Rate	8.4%	8.9%	9.1%	9.2%	9.3%
Figure 5	FERS Traditional Deferral Rate	7.5%	8.0%	7.9%	7.7%	7.6%
	FERS Roth Deferral Rate	5.9%	7.1%	7.1%	7.1%	7.0%
Figure 9	FERS Loans Usage	7.0%	6.6%	8.3%	8.5%	9.5%
	FERS Hardship Withdrawals Usage	4.0%	2.1%	3.1%	3.8%	4.9%

Introduction

The Federal Retirement Thrift Investment Board (FRTIB) conducted an analysis of the participant demographics of the Thrift Savings Plan (TSP) based on participant data.

The report focuses solely on active participants in the Federal Employee Retirement System (FERS). Information from this analysis provides insight on demographics, investment behaviors, and how plan design changes may have influenced participation and contribution behaviors. Finally, this analysis helps identify trends with participant usage of benefit options.

Background

FRTIB is an independent Federal agency that was established to administer the Thrift Savings Plan (TSP) under the Federal Employees' Retirement System Act of 1986 (See 5 U.S.C. §§ 8351; 8401 et seq.). Like the type of savings and tax benefits that many private corporations offer their employees under I.R.C. §401(k) plans, the TSP provides Federal civilian employees and members of the uniformed services the opportunity to save for retirement security. The Agency's mission is to act solely in the interest of its participants and beneficiaries.

TSP participants can invest their employee and employer contributions in the following core funds:

- Government Securities Investment Fund (*G Fund*)
- Fixed Income Index Investment Fund (*F Fund*)
- Common Stock Index Investment Fund (*C Fund*)
- Small Cap Stock Index Investment Fund (*S Fund*)
- International Stock Index Investment Fund (*I Fund*)

In addition to these indexed core funds, participants may also invest in eleven Lifecycle Funds (L Funds). The L Funds are custom target-date funds, provided in five-year intervals, invested exclusively in the G, F, C, S, and I Funds. As of June 30, 2025, the L 2075 Fund was added, and L 2025 Fund was retired and merged with the L Income Fund.

During the five-year period covered by this report, the TSP underwent a few major plan design changes:

- October 1, 2020, TSP raised the default deferral rate to 5% from 3%.
- January 1, 2021, the plan implemented a spillover method for catch-up contributions which ensures participants who are eligible for catch-up contributions (age 50 or over) would have their elective deferrals automatically spill over to catch-up contributions once they hit the elective deferral limit. A separate catch-up election is no longer needed every year.
- June 1, 2022, FRTIB authorized the use of a second general purpose loan.
- June 1, 2022, FRTIB implemented a mutual fund window (MFW) that allows qualified participants to invest a portion of their TSP account in a large number of publicly available mutual funds. As of December 31, 2025, there were 8,624 funded MFW accounts with $760 million in assets.

Data Collection and Methodology

This report is based on data extracted from the TSP recordkeeping system for **all TSP participants identified as civilian Federal employees covered by the FERS retirement system who were active for all of 2025**. This meets the reporting requirements of the law.

In the same manner as in previous reports, the agency's 1% automatic contributions were used to estimate salary. The exact formula is:

Salary **=** participant's 1% match contribution as of December 31st, 2025, **x** 100 **x** participant's payroll frequency

This value is then used to calculate salary quintiles and the average deferral rate. This method excludes overtime and performance awards, so it does not represent the total employee compensation. The effect is that the average deferral rate (calculated using a smaller denominator) will be higher using this methodology but will largely match the participant's elected deferral rate percentage. This effect is expected to be roughly equivalent across salary ranges, so the use of salary quintiles will mitigate the impact.

In this report, salaries are shown in quintiles. The first quintile represents the 20% of all records in the lowest annual salary band; the fifth quintile represents the 20% of records in the highest salary band.

In summary, the analysis provided in this report is subject to the following limitations:

- The calculation of salary based on automatic 1% contributions may modestly distort the findings compared to reports prior to 2016 when OPM data was last available, showing a higher rate but one more representative of the participant's actual deferral choice.
- The TSP recordkeeping system does not contain information on a participant's work schedule. Therefore, the inclusion of TSP accounts for part-time and intermittent workers is likely to have a more meaningful impact on the findings compared to reports prior to 2016. Since this group is likely to participate and contribute at lower rates than full-time employees, its inclusion will also likely result in lower estimated participation and contribution rates (versus an analysis including only full-time employees), particularly for the lowest salary quintile.
- Employees' actual deferral rate elections are not included in the TSP recordkeeping system and are maintained by each employing agency's payroll office. Therefore, an approximation of annualized deferral rate is calculated by comparing the actual total employee contributions to the estimated annual salary rate for each calendar year.
- In 2022, a change in recordkeeper discontinued the automatic enrollment status codes previously used for this report. For reports after 2023, the analysis instead examines enrollment behaviors during the first 90 days for participants who joined the TSP within that year. The new data source limits the validity of year-over-year comparisons. The variables examined include:
    - Auto enrolled/no change: made no change since being auto enrolled in the first 90 days.
    - Opt-out: in the first 90 days changed to 0% contribution.
    - Decrease rate: traditional plus Roth rate changed to under 5% in the first 90 days.
    - Increase rate: traditional plus Roth rate changed to over 5% in the first 90 days.
    - Subsequent activity: remained at 5% but changed to Roth or made an investment allocation change in the first 90 days.

Analysis

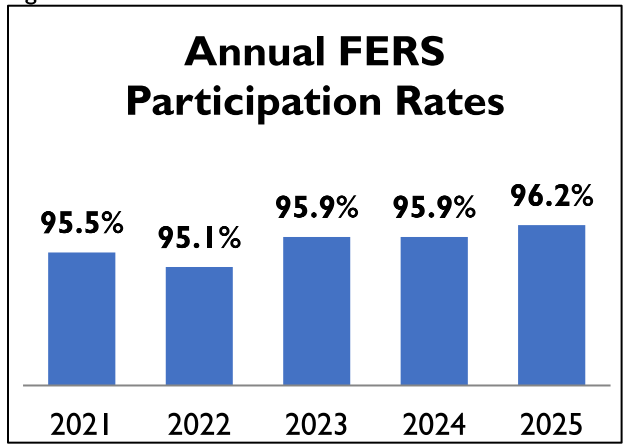
The following sections of this report examine the behaviors of FERS participants across a five-year period ending December 31, 2025, and through the lens of two demographic filters – age and salary. The graphics and narratives summarize the relationships between these demographic factors and participant behaviors associated with plan participation, automatic enrollment, deferral rates, investment allocation, and loan and hardship withdrawal usage.

Plan Participation

As of December 31, 2025, there were 4,142,688 FERS participants with a balance in the TSP and of those participants 1,129,246 had a Roth balance. The average participant total balance was $217,291 while the median participant total balance was $71,815. The average balance for Roth accounts was $37,382 while the median account balance for Roth accounts was $12,997.

The FERS participation rate increased from the past year, with 96.2% of participants contributing to the plan in 2025. Since the implementation of automatic enrollment for new hires in 2010, participation rates have increased each year. In 2023, rates began leveling off at around 96%. Figure 1 illustrates the plateau of participation rates over the last three years. The automatic enrollment policy automatically defers 5%[1] of new eligible employees' salaries into the TSP unless the employee makes an active election not to participate in the Plan or to change the contribution amount.

Figure 1



Automatic enrollment continues to keep participation rates high for the youngest and lowest paid participants. Table 1 shows that the three youngest participant groups are near a participation rate of 97%, maintaining the highest rates of all age groups. Over the years, the differences between age groups have shrunk, with all age groups having an average above 90%. There is a slight gap of 4.5% between the lowest and highest paid. The highest paid quintile continues to have the highest participation rate in the plan at 98.3%, a slight increase from previous years.

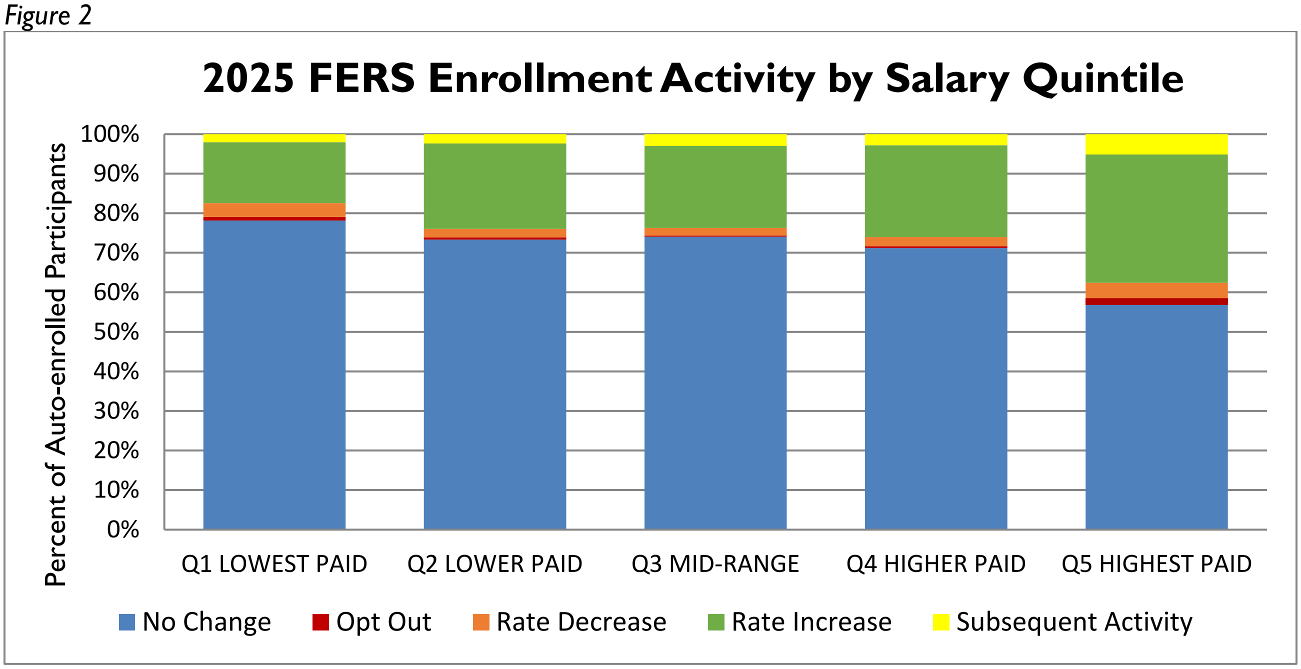
[1] Default deferral rate for automatically enrolled participants increased from 3% to 5% on October 1, 2020.

Table 1

Annual FERS Participation Rates by Demographic Cohorts					
	2021	**2022**	**2023**	**2024**	**2025**
Age					
<= 29	97.7%	96.7%	96.8%	96.5%	96.6%
30 – 39	97.1%	96.5%	97.0%	96.7%	96.8%
40 – 49	95.8%	95.5%	96.4%	96.5%	96.8%
50 – 59	94.6%	94.5%	95.4%	95.7%	96.1%
60 – 69	93.3%	93.3%	94.0%	94.2%	94.4%
70+	89.6%	89.7%	90.1%	90.2%	89.8%
Salary Quintile					
Q1 Lowest Paid	94.9%	93.8%	93.6%	93.8%	93.8%
Q2 Lower Paid	93.9%	93.6%	94.7%	94.4%	95.4%
Q3 Mid-Range	93.9%	94.1%	94.8%	96.2%	96.1%
Q4 Higher Paid	96.4%	96.3%	96.9%	97.2%	97.4%
Q5 Highest Paid	97.8%	97.5%	97.9%	98.2%	98.3%

An examination of the behaviors of participants who enrolled in the plan in 2025 indicates that auto-enrollment has been successful in ensuring high participation rates. Notably, each salary quintile saw 1.7% or fewer participants opting out of contributions, as depicted in Figure 2. Moreover, a significant majority of participants did not alter their deferral rates, remaining auto enrolled and receiving a full 5% match. When considering the highest earners, data shows that these individuals take a more active role in managing their retirement accounts, with more than 37% either raising their total contributions above 5% or engaging in other activities, such as changing their contributions to Roth or modifying their investment portfolio.

Figure 2



Deferral Rates

The FERS average deferral percentage rate (ADP) (includes employee Roth, traditional and catch-up contributions) has been steadily increasing since 2021 (see Figure 3). The FERS deferral rate of 9.3% is in line with recent industry trends. The current average deferral rate for FERS participants has leveled off a little above 9%. In 2010, FRTIB introduced auto-enrollment at 3%, which increased participation rates but saw many auto-enrolled participants continue to contribute at the 3% default level. Historically the increase in new participants at the default level caused the average deferral rate to slowly decline. The 2020 increase in the default deferral rate from 3% to 5% drove a rise in the average deferral rate.

Figure 3

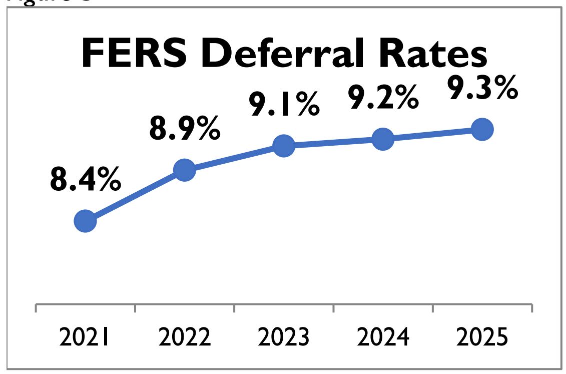
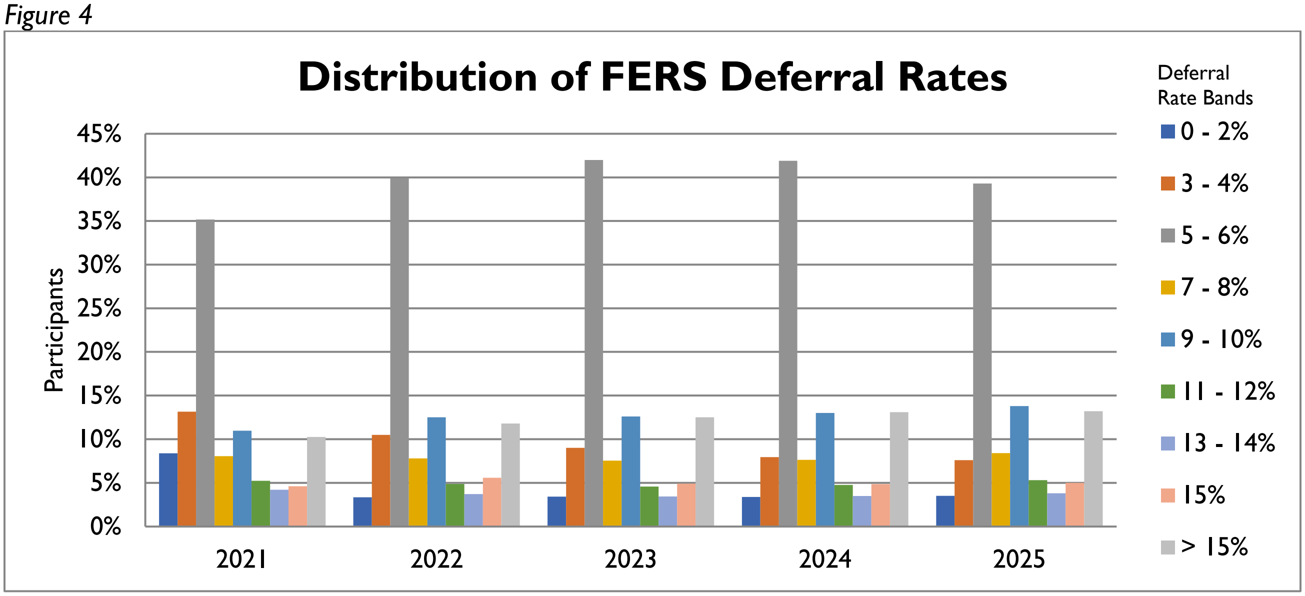


Figure 4 illustrates the impact of automatic enrollment, showing that the percent of participants contributing 0-2% decreased in 2022 by 5.1% and has remained stable while the share of participants remaining at the default 5% contribution rate declined modestly by 2.6% year over year. Many of the participants who changed from the default contribution rate increased their contributions, with a notable shift into higher rates between 7% and 15% in 2025. Plan design continues to work, as those who contribute 5% or more receive their full match benefit.[2] Overall, there were small changes year over year for the other deferral rate bands, signaling that auto-enrollment is the main driver behind any significant changes. Still of importance, 11.15% of participants are not receiving the full matching contribution as they are contributing less than 5%.

Figure 4



[2] FERS participants receive dollar-for-dollar matching contributions on the first 3% of pay and 50 cents on the dollar on the next 2%. The full match is achieved with a 5% contribution.

Table 2 shows that the lowest-paid participants are deferring the least, 3.4 percentage points less than the highest paid. This differential has stayed steady in the 3% range over the last 5 years. With an average deferral rate of 7.0%, many of the lowest paid are still receiving the full match. The TSP has worked to educate lower paid employees about the benefits of receiving the full employer match. More information about those efforts can be found at https://www.frtib.gov/reading-room/participant-surveys/outreach/.

The youngest participants and lowest paid participants are well above the automatic enrollment rate of 5%, meaning on average these groups are receiving their full match.

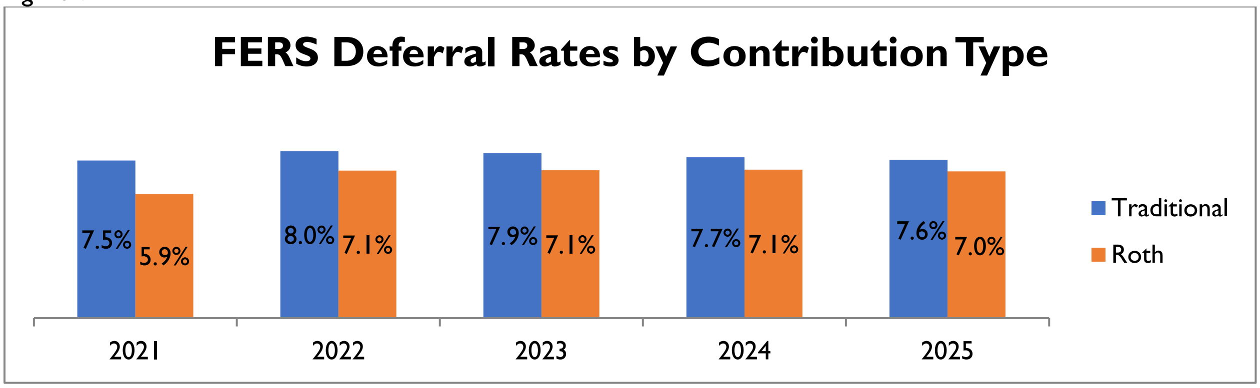
Deferral rates for the higher salary quintiles remained the same from the previous year and averages over 10% deferred. The youngest participants have the lowest average deferral rates, with deferrals steadily increasing with each age bracket. Each age bracket also saw an increase in deferral rates year over year, with the youngest participants reaching near 8%.

Table 2

Annual FERS Deferral Rates by Demographic Cohorts					
	2021	**2022**	**2023**	**2024**	**2025**
Age					
<= 29	6.2%	6.6%	7.1%	7.6%	7.9%
30 – 39	7.1%	7.3%	7.5%	7.8%	8.0%
40 – 49	7.8%	7.9%	8.2%	8.4%	8.5%
50 – 59	9.5%	9.4%	9.7%	9.9%	10.0%
60 – 69	10.3%	10.1%	10.4%	10.6%	10.8%
70+	10.6%	10.0%	10.4%	10.3%	10.3%
Salary Quintile					
Q1 Lowest Paid	6.5%	6.8%	7.0%	7.3%	7.4%
Q2 Lower Paid	7.1%	7.8%	7.6%	8.6%	8.4%
Q3 Mid-Range	8.7%	8.9%	8.9%	9.2%	9.4%
Q4 Higher Paid	9.5%	9.9%	10.0%	10.3%	10.4%
Q5 Highest Paid	10.2%	10.4%	10.7%	10.7%	10.8%

The Roth TSP option was introduced in May 2012, allowing participants to make contributions from after-tax dollars and for their earnings on those contributions to be tax-free at withdrawal (as long as certain IRS requirements are met). For those contributing to Roth, their average deferral rate was 7.0%, versus the average traditional deferral rate of 7.6% (Figure 5). In 2022 this figure was changed to include catch-up contributions.

Figure 5



Roth deferral rates are highest among the oldest and highest paid participants. All demographic cohorts stayed consistent in their average deferral rates between 2023 and 2025. (See Table 3.)

Table 3

FERS Traditional and Roth Deferral Rates by Demographic Cohorts						
	2023		2024		2025	
	Traditional	**Roth**	**Traditional**	**Roth**	**Traditional**	**Roth**
Age						
<= 29	5.7%	6.8%	5.8%	6.9%	5.8%	6.9%
30 – 39	6.4%	6.7%	6.3%	6.6%	6.2%	6.6%
40 – 49	7.3%	6.4%	7.2%	6.4%	7.1%	6.4%
50 – 59	8.9%	7.5%	8.8%	7.5%	8.6%	7.4%
60 – 69	9.9%	8.9%	9.6%	8.9%	9.5%	9.0%
70+	10.5%	11.0%	10.2%	10.6%	9.9%	10.7%
Salary Quintile						
Q1 Lowest Paid	5.9%	6.6%	6.0%	6.4%	6.0%	6.3%
Q2 Lower Paid	6.6%	6.4%	7.2%	6.8%	6.8%	6.7%
Q3 Mid-Range	7.7%	7.0%	7.5%	7.1%	7.6%	7.1%
Q4 Higher Paid	8.7%	7.4%	8.7%	7.4%	8.4%	7.4%
Q5 Highest Paid	9.6%	7.6%	9.3%	7.5%	9.1%	7.4%

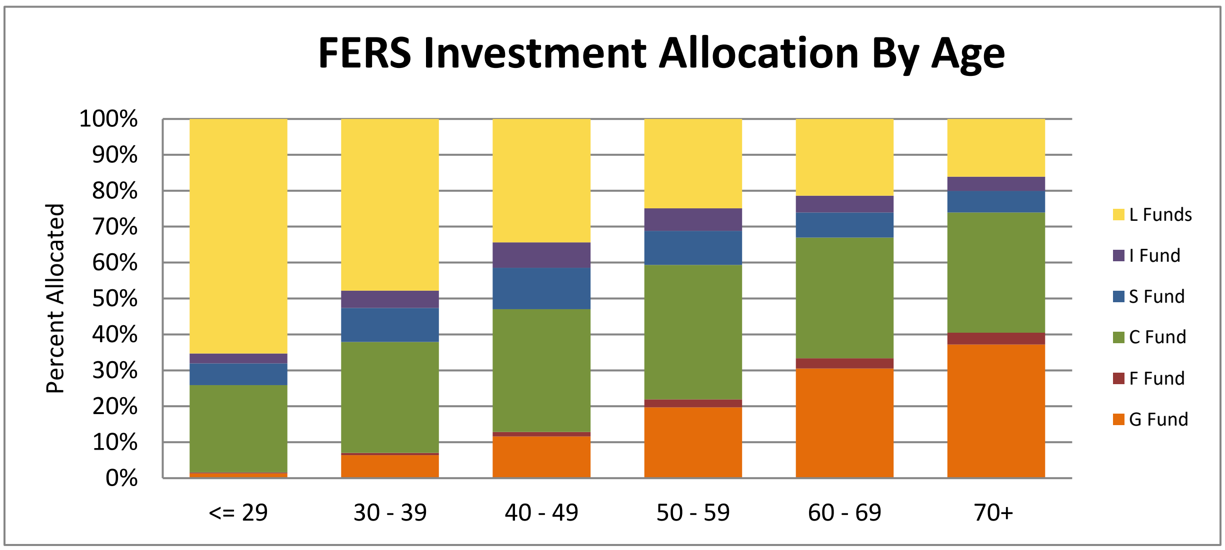
Investment Allocation

Until September 2015, contributions for automatically enrolled participants were defaulted into the Government Securities Investment (G) Fund. With the passage of the Smart Savings Act, Public Law 113-255, the default investment fund for new participants changed from the G Fund to an age-appropriate Lifecycle (L) Fund.

*The youngest participants who have the longest time horizon to reap the benefits of compounding returns have **1.35%** of their assets invested in the G Fund. This is a continual and significant decline from previous years.*

As shown in Figure 6, allocations to the G Fund increase with age; the youngest participants only hold 1.35% of their assets in the G Fund. This data is consistent with the effect that changing the default auto-enrollment investment from the G Fund to the age-appropriate L Fund would have over time.

Figure 6



As noted in Table 4, the lowest-paid participants have approximately 30.7% of their total account balance allocated to the G fund; this contrasts with the highest paid, who allocated only 15.8% to the G Fund in 2025. All cohorts have decreased their investment in the G Fund compared to 2024 investment allocations. Participants of all ages and salary quintiles increased the amount allocated to the I Fund year over year, with higher paid participants allocating close to 6.5%.

When examining L Fund allocations, the youngest age cohort had the highest level of utilization at 65.3%. The oldest cohort has the lowest level of L Fund utilization at 16.1%, which is still an increase from 2024. The high L Fund utilization for younger participants is likely influenced by the default investment changing from the G Fund to an age-appropriate L Fund in 2015, as well as the impact of ongoing communications regarding the benefits of utilizing the L Funds.

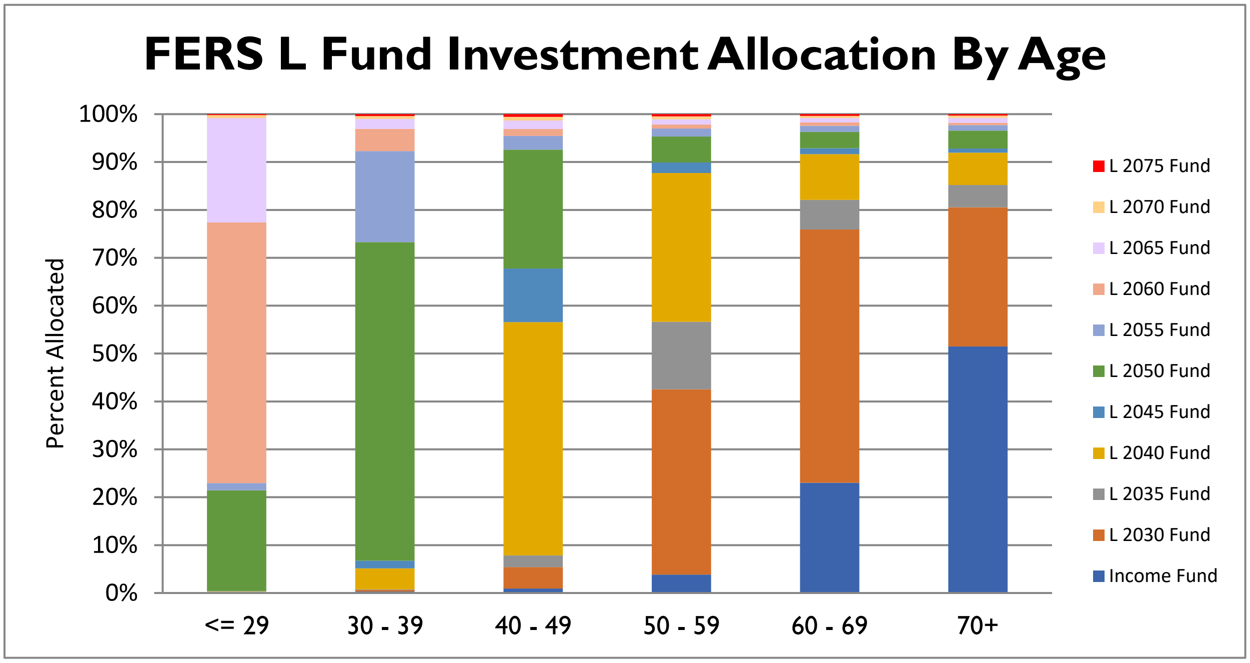
Table 4

2025 Investment Allocations by Demographic Cohorts						
	G Fund	**F Fund**	**C Fund**	**S Fund**	**I Fund**	**L Funds**
Age						
<= 29	1.4%	0.2%	24.3%	6.1%	2.7%	65.3%
30 – 39	6.4%	0.6%	30.9%	9.5%	4.8%	47.8%
40 – 49	11.6%	1.3%	34.2%	11.5%	7.1%	34.4%
50 – 59	19.7%	2.2%	37.4%	9.5%	6.3%	24.9%
60 – 69	30.5%	2.9%	33.6%	6.9%	4.7%	21.4%
70+	37.2%	3.3%	33.5%	6.0%	4.0%	16.1%
Salary Quintile						
Q1 Lowest Paid	30.7%	2.6%	33.0%	6.9%	4.6%	22.2%
Q2 Lower Paid	20.7%	1.1%	22.2%	6.0%	3.5%	46.4%
Q3 Mid-Range	25.8%	1.7%	32.7%	8.3%	4.9%	26.5%
Q4 Higher Paid	18.7%	1.6%	33.1%	9.8%	6.1%	30.7%
Q5 Highest Paid	15.8%	2.3%	37.6%	10.0%	6.5%	27.8%

The L Funds' strategy is to invest in an appropriate mix of the G, F, C, S, and I Funds for a particular time horizon. The investment mix of each L Fund becomes more conservative as its target date approaches. Thus, the participant only needs to invest in one L Fund to achieve diversification among the core funds. As of December 31, 2025, 53% of FERS accounts have invested in at least one L Fund and 37% of accounts have their money solely in the L Funds.

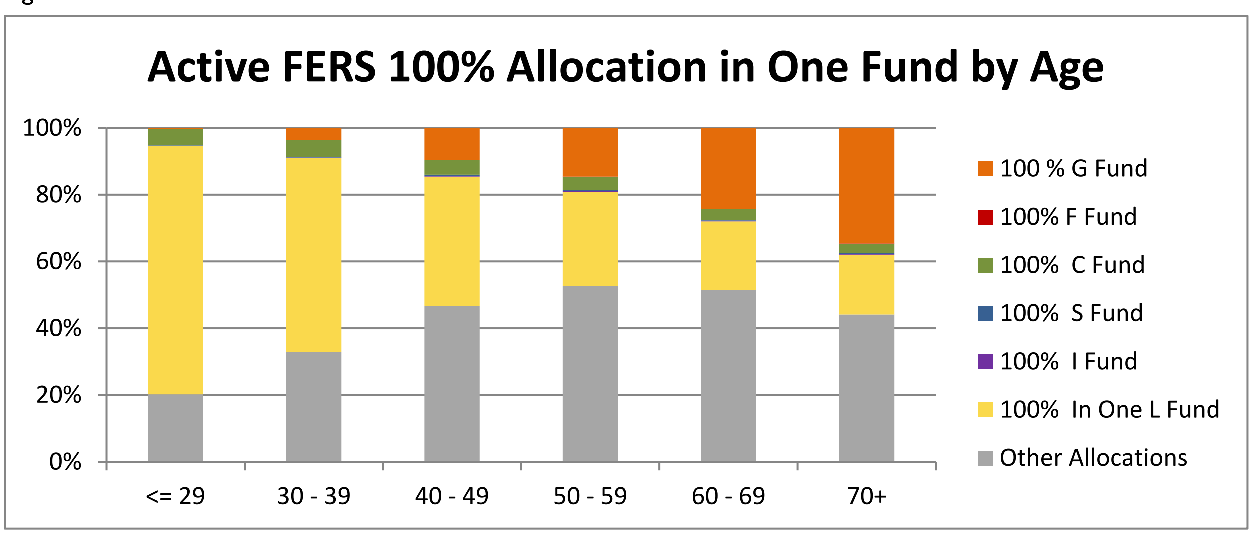
Allocations among participants using the L Funds generally reflect expected patterns, with age cohorts selecting age-appropriate L Funds. For example, those in the age 29-and-under cohort were primarily investing in L Funds 2050, 2060 and 2065, while participants aged 70 and over are mostly in the L Income Fund and L 2030 Fund.

Figure 7



As shown in Figure 8, the use of one L Fund is most common with the two youngest age cohorts – 74.4% for participants under 30 and 58% for participants 30 to 39. The use of a single L Fund has been consistent among the younger cohorts. Most participants do not invest solely in one core fund but instead in multiple funds (Other Allocations) or an L fund. If not invested in a single L Fund, participants are most likely allocating across multiple funds. Among those who do invest solely in a core fund, the most popular choice is the G Fund. This year saw a decrease in the participants solely invested in the G Fund and an increase in participants 100% in the C Fund with a 0.6–2.8% increase across all age groups. (See Figure 8.)

Figure 8



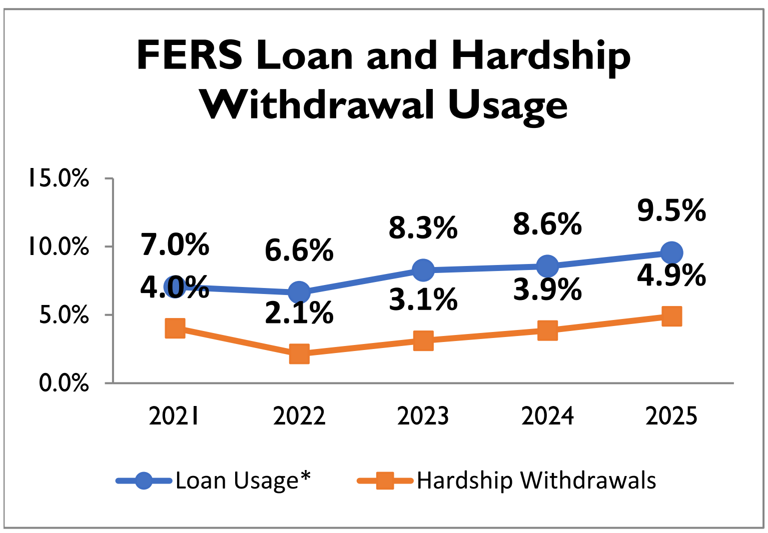
Since 2014, the most meaningful change has been in the younger age groups where there was an increase in the number solely invested in one L fund and a decrease in the percentage solely invested in the G fund. This was likely caused by the change to an age-appropriate L Fund as the default investment in 2015.

Loan and Hardship Withdrawal Usage

The TSP allows two types of loans – general purpose and residential. A general-purpose loan has a repayment term of 1 to 5 years, while a residential loan for the purchase of a primary residence has a repayment term of 1 to 15 years. A change in policy was implemented on June 1, 2022 allowing participants to take out a second general purpose loan. Participants may only borrow their employee contributions, up to $50,000, and the minimum loan amount is $1,000. The maximum number of loans a participant may have at one time is two.

Participants may take a hardship withdrawal if they have a financial need as the result of a recurring negative cash flow, medical expenses, a personal casualty loss, or legal expenses associated with a divorce. Participants may only withdraw their employee contributions, and the minimum withdrawal amount is $1,000. There is a 10% early withdrawal penalty if the participant is younger than 59 ½.

Figure 9



Loan usage increased year over year to 9.5%.

Hardship withdrawals increased from 2024 to 2025, with 4.9% of participants taking withdrawals in 2025.

As seen in Figure 10, loan usage increased every year from 2021 among nearly all age groups. Usage remains the highest among the 40-49 age cohort, with 13% of the participants in this cohort having an active loan at the end of 2025.

Figure 10

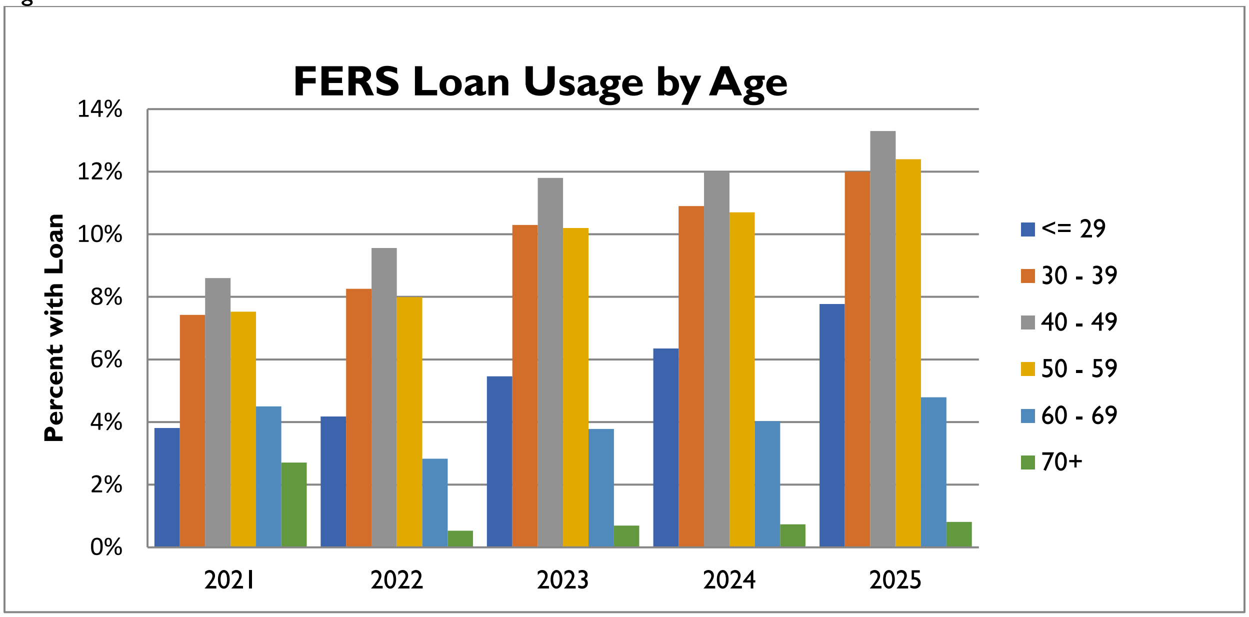
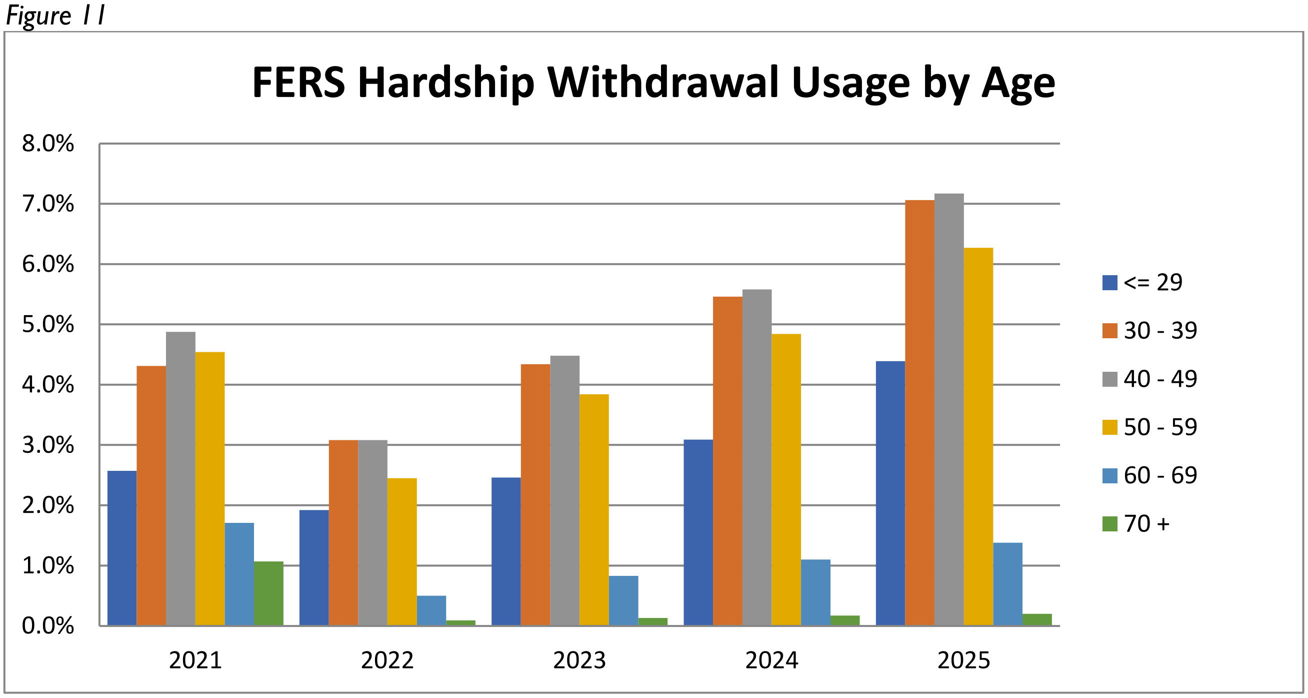


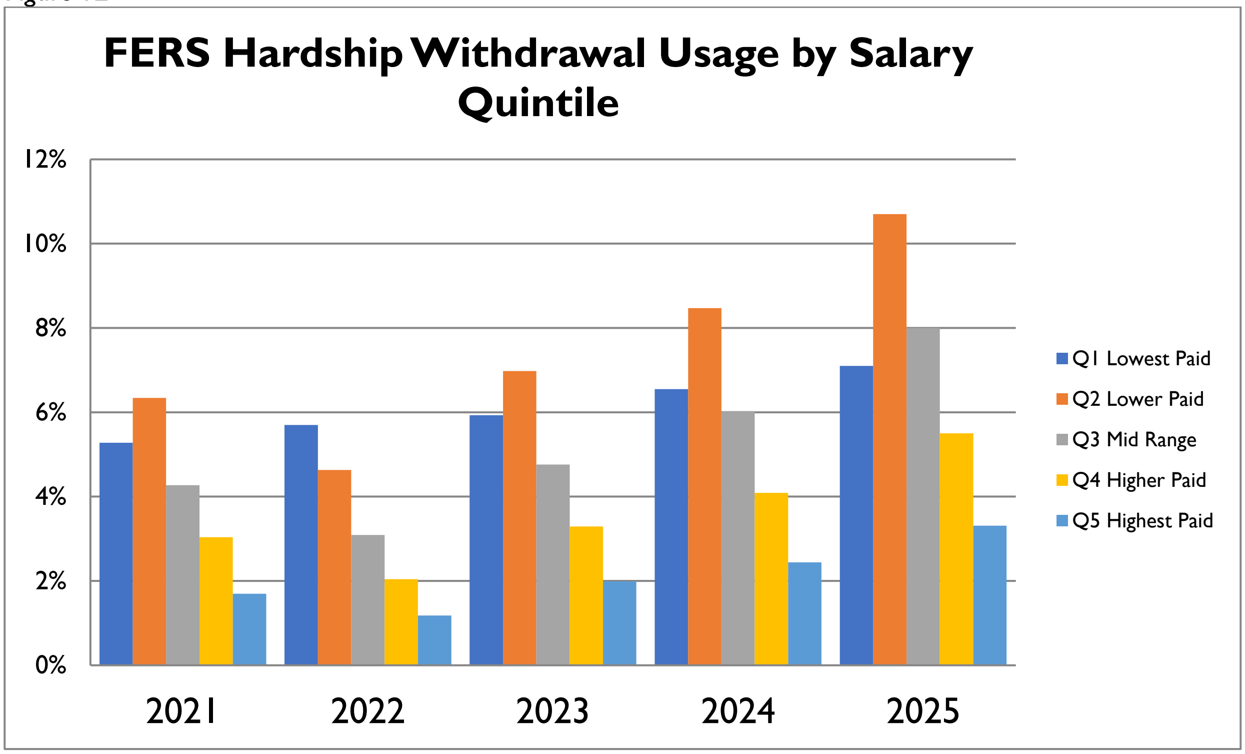
Figure 11 shows that all age cohorts saw an increase in hardship withdrawals year over year. Over the last three years, the 40-49 age group remained the highest user with a rate of 7.2% in 2025. The 30-39 age group has remained the second highest user of hardship withdrawals, with a usage rate of 7.1%.

Figure 11



As seen in Figure 12, hardship withdrawal usage increased across all salary bands in 2025. Since last year, the lowest paid group increased usage by 0.55% while the second lowest paid increased by 2.23%. The second lowest paid quintile is the top group with a hardship withdrawal usage rate of 10.7%.

Figure 12



Summary

An analysis of TSP participant data from 2021 to 2025 reveals that the TSP participant trends changed slightly year over year, but in general plan design is working effectively. In 2025, participation rates increased, deferral rates increased, and more participants were taking advantage of the lifecycle funds than ever before. Looking at the participant behavior of those that joined the plan in 2025, auto-enrollment and plan design are driving high participation rates in the plan. Auto-enrollment at a 5% deferral rate guides participants' usage of age-appropriate funds and influences a high percentage of participants to receive their full match benefit. Loan and hardship withdrawal usage increased, with participants in the middle of their career using these options the most.

BLACKROCK, INC.

EQUAL EMPLOYMENT OPPORTUNITY
2025 EMPLOYER INFORMATION REPORT

BLACKROCK, INC.
2025 EMPLOYER INFORMATION REPORT
CONSOLIDATED REPORT - TYPE 2
UNCERTIFIED

AS OF DECEMBER 31, 2025

	HISPANIC OR LATINO		NOT-HISPANIC OR LATINO												
			+ + + + + + + + + + + MALE + + + + + + + + + + + +						+ + + + + + + + + + +FEMALE + + + + + + + + + + +						
JOB CATEGORIES	MALE	FEMALE	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	OVERALL TOTALS
EXECUTIVE/SR OFFICIALS & MGRS	2	2	64	3	0	14	0	0	15	3	0	2	0	0	105
FIRST/MID OFFICIALS & MGRS	87	48	1192	52	2	395	2	33	555	29	1	224	1	27	2648
PROFESSIONALS	285	206	1290	250	6	944	2	65	788	210	2	923	3	63	5037
TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SALES WORKERS	62	41	340	42	0	44	1	16	170	25	0	54	0	12	807
ADMINISTRATIVE SUPPORT	6	56	15	5	0	4	0	1	127	43	1	30	1	14	303
CRAFT WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATIVES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LABORERS & HELPERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERVICE WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	442	353	2901	352	8	1401	5	115	1655	310	4	1233	5	116	8900
PREVIOUS REPORT TOTAL	413	350	2771	353	10	1356	5	106	1673	310	5	1246	2	115	8715

Comments/Notes:

STATE STREET CORP
2025 EQUAL EMPLOYMENT OPPORTUNITY -UNCERTIFIED

STATE STREET CORPORATION

TABLE 15. RACIAL/ETHNIC GROUP REPRESENTATION AMONG U.S. EMPLOYEES BY LEVEL, BROKEN DOWN BY ETHNIC GROUP (SASB FN-AC-330A.1)

	Asian	Black or African American	Two or More Races	White	Hispanic	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Not Disclosed/ Available
Executive management	12%	4%	1%	75%	2%	—%	—%	5%
Non-executive management	28%	3%	1%	59%	3%	—%	—%	5%
Professionals	25%	10%	3%	49%	8%	—%	—%	4%

TABLE 16. DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES (GRI 401-1)

	Female	Male	Not disclosed	Age under 30	Age 30-50	Age over 50	BIPOC Board Members
Board of Directors	42%	58%	—%	—%	—%	100%	25%
Employees by Job Level:							**BIPOC U.S. Employees**
Senior vice president and above (SVP+)	37%	63%	—%	—%	36%	64%	20%
Managing director (MD)	32%	67%	1%	—%	54%	46%	22%
Vice president (VP)	32%	67%	—%	1%	64%	35%	36%
Assistant vice president (AVP)	40%	60%	—%	3%	79%	18%	41%
Other	48%	52%	—%	36%	59%	5%	47%
Employees by Function:							
Technical	32%	68%	—%	14%	67%	19%	53%
Administrative	91%	7%	1%	1%	46%	53%	28%
Other	46%	54%	—%	27%	62%	11%	33%