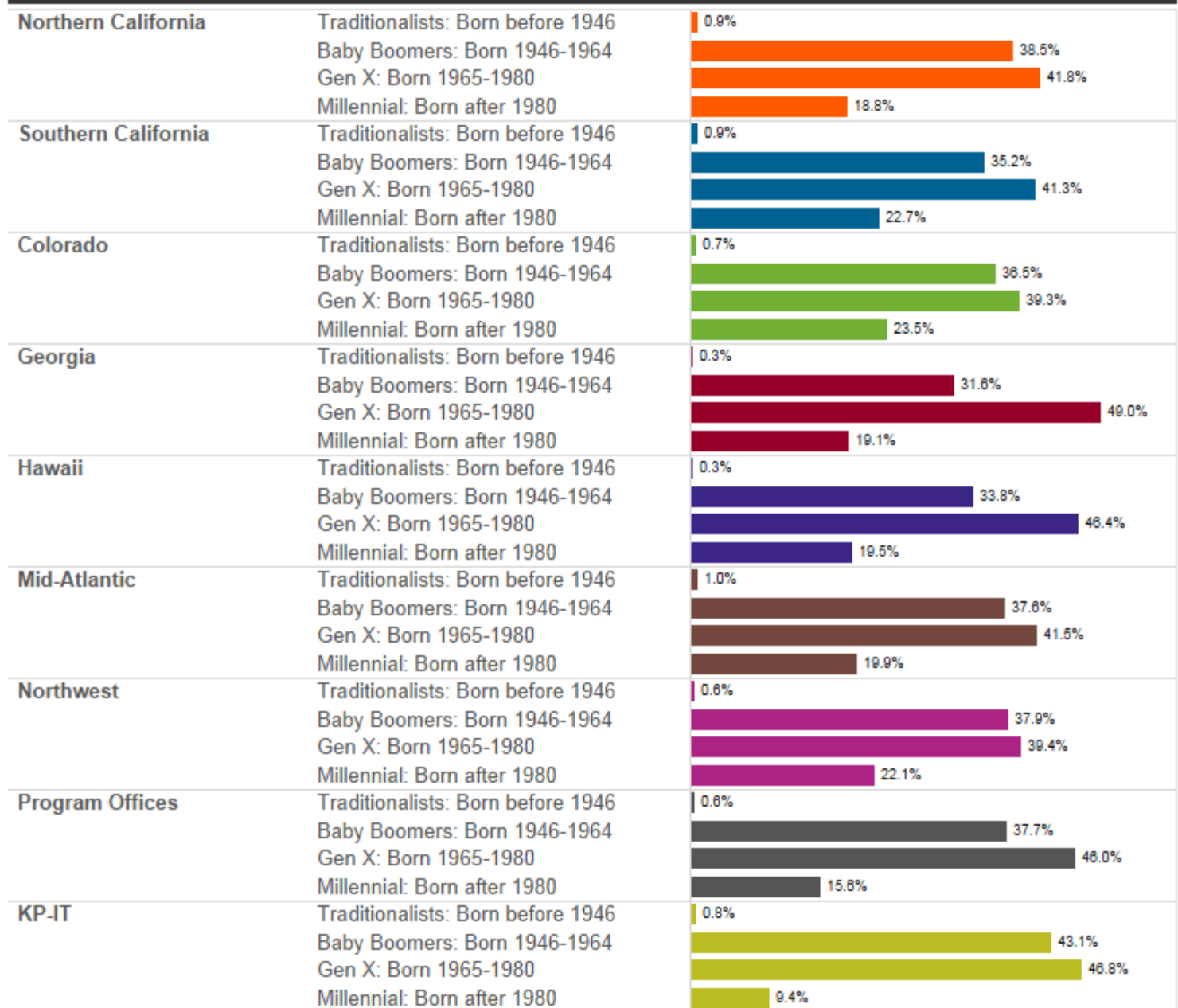


KP Intergenerational Workforce

Generation - All Regions



Generation By Region



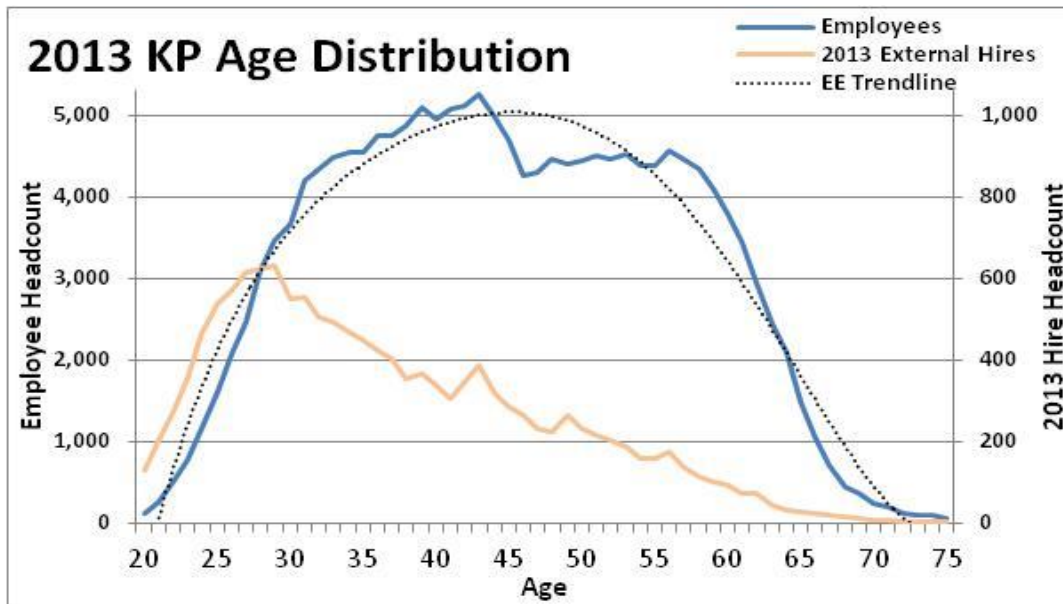
NOTE: Data as of 08/2014 ; Kaiser employee population does not include physicians, executives, interns, and temporary employees.

KP Workforce Profile

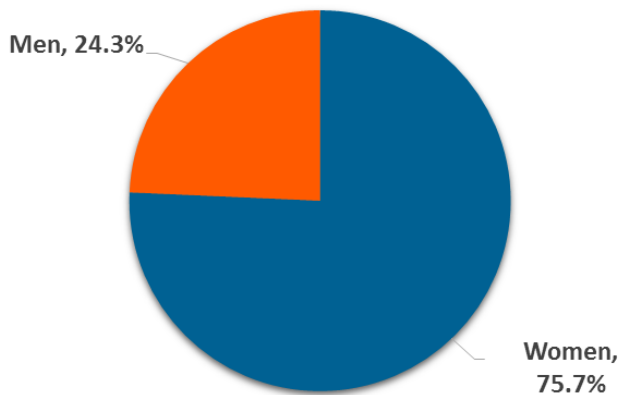
The KP Workforce of 172,000 includes 157,000 regular employees and 15,000 on-call.

KPPG Summary Programwide	Total Population	Full Time		Part Time		On Call		Avg. Age	Avg. Tenure	# External Hires in 2013	Avg. Age of External Hires
		#	%	#	%	#	%				
All KP	172,247	108,084	62.7%	49,029	28.5%	15,134	8.8%	45	9.6	14,686	36

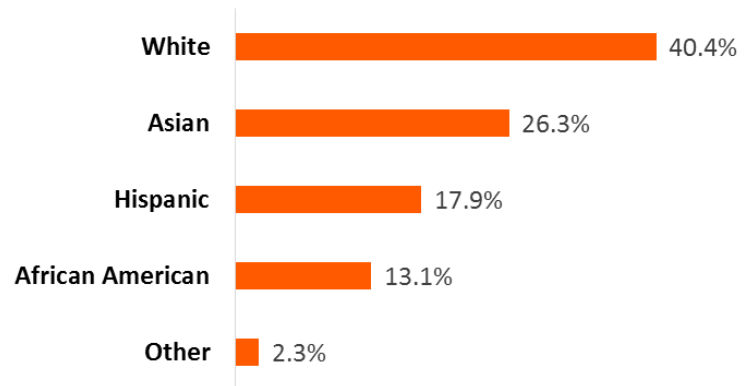
* External hires represents 40.2% of total hires in 2013 with 30 of the new hires 70 or older, predominantly on call and PT positions



KP Gender Distribution



KP Ethnicity Distribution



Programwide Attrition Projection by Age Band				Pop less On-Call		20's		30's		40's		50-57		58-62		63-65		66+	
All KP	Population			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
	Proj. Attrition	Attrit Rate		157,113		12,247	8%	40,687	26%	43,930	28%	33,830	22%	17,759	11%	5,717	4%	2,943	2%
				9,113	5.80%	983	8.03%	1,851	4.55%	1,665	3.79%	1,357	4.01%	1,177	6.63%	859	15.02%	628	21.35%

** Benchmark data for both Health Care Industry and Government/Non-Profit Sector reflects median turnover rates of 24.3% and 14.3%, respectively

NOTE: 2013 end-of-year data; Kaiser employee population does not include physicians; Part-time employees include all employees with scheduled hours <40. 3-year Attrition Population and Projections do not consider on-call employees