



# SECTION 342

DODD-FRANK WALL STREET  
REFORM AND CONSUMER  
PROTECTION ACT  
REPORT TO CONGRESS 2021



FEDERAL DEPOSIT INSURANCE CORPORATION  
OFFICE OF MINORITY AND WOMEN INCLUSION



**Section 342 Dodd-Frank Wall Street  
Reform and Consumer Protection Act  
Report to Congress 2021**

Federal Deposit Insurance Corporation  
Office of Minority and Women Inclusion

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FOR EXTERNAL AFFAIRS AND DIRECTOR OF THE OFFICE  
OF MINORITY AND WOMEN INCLUSION**

*Nikita Pearson*



***I am pleased to present the 2021 Federal Deposit Insurance Corporation's (FDIC's) Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act Report to Congress.***

This report describes our efforts to build a more inclusive workplace culture based on our diversity, equity, inclusion, and accessibility (DEIA) mission and values. The principles of DEIA inform how we interact with one another as employees and colleagues, and they extend to our interactions with supervised financial institutions; vendors we contract with; and the communities we serve.

In 2021, we released our new Diversity, Equity, and Inclusion Strategic Plan to help guide our efforts with respect to DEI over the next few years.<sup>1</sup> Subsequently, we adopted Accessibility as another core



principle, and have made it an organizational priority to ensure that employees have access to the systems and resources that will allow them to be fully successful.

Among other things, our Strategic Plan reinforces that true implementation of our DEIA objectives requires broad-based support throughout the Corporation. Beyond the Office of Minority and Women Inclusion (OMWI), each of the FDIC's Divisions and Offices play a critical role in our DEIA efforts; in particular, our managers and supervisors, who have the day-to-day responsibilities for hiring, promoting, developing, and training employees.

Perhaps most significantly, the Strategic Plan sets forth a broad and bold view of DEIA. For the first time, the FDIC recognizes the bigger role we have within our mandate to address inequities in society. Where we have influence, our broader DEIA vision is to remove the banking system challenges that stand in the way of businesses, communities, and individuals achieving their full potential. The Strategic Plan is not just about the FDIC workforce and workplace—we look to improve DEIA in the banking system and in the communities we serve.

I am very proud of the progress we have made over the last year, and the remainder of this report discusses those accomplishments in greater detail. However, I and the rest of the FDIC leadership and workforce, recognize that there is much more to do. We remain committed to achieving all of the ambitious goals set forth in our Strategic Plan; to building the inclusive banking system of the future; and to maintaining stability and public confidence in the nation's financial system.

*Nikita Pearson*

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<sup>1</sup>The FDIC's 2021-23 Diversity, Equity, and Inclusion Strategic Plan is available at <https://www.fdic.gov/about/diversity/pdf/dei2021.pdf>.



# OUR KEY INITIATIVES AND ACCOMPLISHMENTS

After a year of challenges that had a profound impact on how we work and live, the FDIC took concrete actions to build DEIA into everything we

do. We have much work to do, but we can also share our progress. Highlighted below are key initiatives and accomplishments from 2021.

## In Our Workforce



Launched new leadership development program with women representing **67 percent** of participants.

Launched new leadership development program with minorities representing **60 percent** of participants.

Launched the First Generation Professional Program with **37 participants** in the first cohort.

Launched a National Listening Tour where nearly **1,000 employees** participated to share their life experiences and how these perspectives impact them at work. Sessions focused on: Rural Communities, LGBTQ+, Economically Disadvantaged, First Generation Professionals, Persons with Disabilities, Veterans, Generations in the Workforce, Religious Beliefs, and Caregivers.

**23%**

Increased minority representation at the executive management level to 23 percent.

**24%**

Increased minority representation across all management level positions to 24 percent.

**41%**

Increased representation of women in the new entry-level examination position to 41 percent.





# Workforce (continued)

Joined two **White House Initiatives on Advancing Educational Equity, Excellence, and Economic Opportunity**: (1) for Hispanics and (2) through Historically Black Colleges and Universities (HBCU).

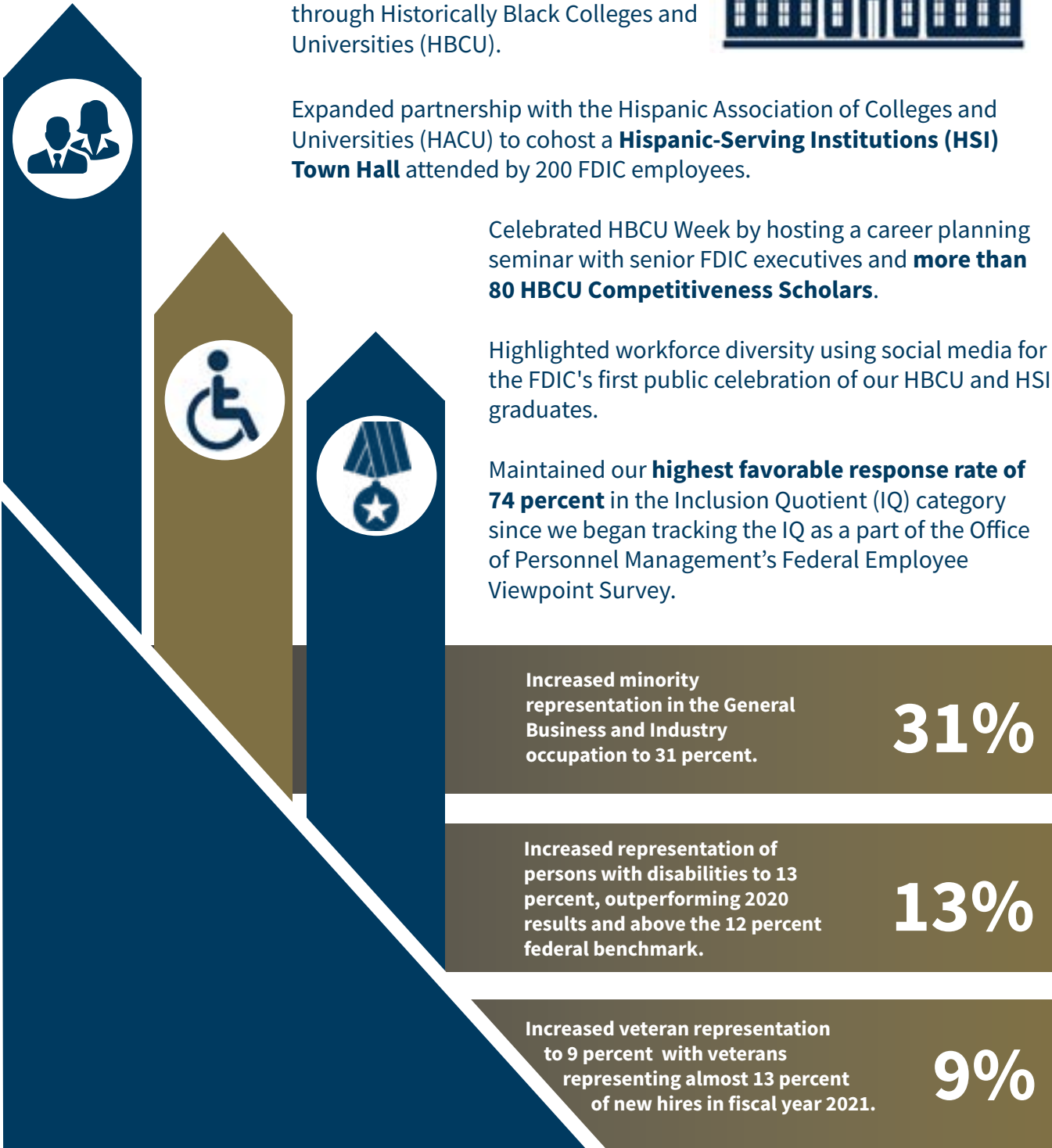


Expanded partnership with the Hispanic Association of Colleges and Universities (HACU) to cohost a **Hispanic-Serving Institutions (HSI) Town Hall** attended by 200 FDIC employees.

Celebrated HBCU Week by hosting a career planning seminar with senior FDIC executives and **more than 80 HBCU Competitiveness Scholars**.

Highlighted workforce diversity using social media for the FDIC's first public celebration of our HBCU and HSI graduates.

Maintained our **highest favorable response rate of 74 percent** in the Inclusion Quotient (IQ) category since we began tracking the IQ as a part of the Office of Personnel Management's Federal Employee Viewpoint Survey.



# In Our Operations



**\$417M**

Awarded almost \$417 million or 49 percent of contracts to MWOBs.

**\$130M**

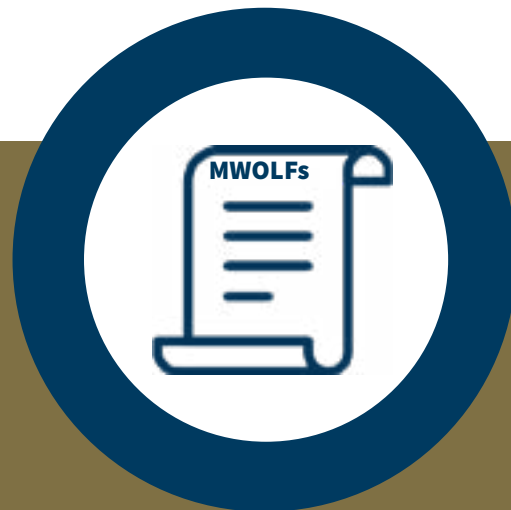
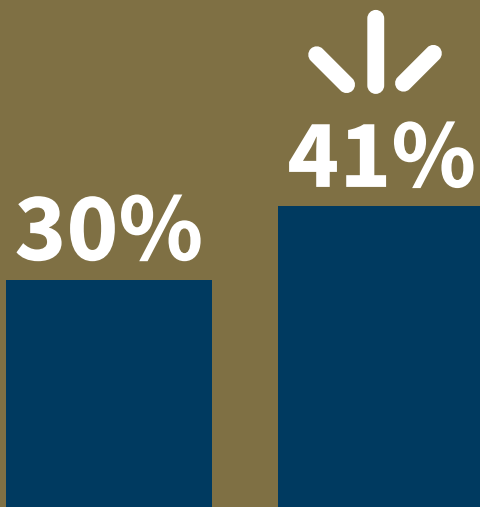
Made payments of \$130 million to MWOBs.

**\$14M**

Conducted three Pitch Day events with one participating MWOB being awarded a \$14 million contract.

**\$4M**

Made payments of almost \$4 million to minority- and women-owned law firms (MWOLF) and Diverse Attorneys at majority law firms, representing 18 percent of all law firm contracts.



Increased the percentage of MWOLF on the List of Counsel Available from 30 to 41 percent.

# Among Supervised Institutions and Communities

- Partnered with the U.S. Department of the Treasury and the Community Development Financial Institutions (CDFI) Fund to provide up to **\$9 billion in funding through the Emergency Capital Investment Program (ECIP)**, as well as **\$3 billion in new grant funding for CDFIs, including \$1 billion set aside for minority lending institutions.**
- Cohosted Prospective Diverse Directors Symposium with the Ohio Banker League, which resulted in **three attendees from the event being added to Ohio bank boards** and nearly a dozen more entering the bank board pipeline.
- Conducted our first public awareness campaign to educate consumers on how banks can help them meet their financial needs, increasing #GetBanked webpage traffic to **13,748 total views in Houston and 8,208 total views in Atlanta.**
- Worked with the Internal Revenue Service to promote the creation of **six new Volunteer Income Tax Assistance (VITA) sites in South Dakota** in counties that had no VITA presence, in preparation for the 2022 tax season.



**Launched the first FDITECH tech sprint focused on the significant challenges of financial inclusion for the seven million unbanked households in America.**



# OUR STRATEGIC ROADMAP

**Our vision is to have a workforce that is talented, diverse, and committed to fostering a safe, fair, and inclusive workplace and banking system.** We are committed to fostering a culture that exemplifies teamwork, embraces innovation, and values DEIA to achieve mission excellence. In this report we discuss our efforts in terms of how they align with the five overarching DEIA goals outlined in the DEI Strategic Plan. These goals are outlined below.



## CULTURE

Ensure leaders at all levels promote the vision and business case for DEIA by taking actions that increase diversity and equity in the workforce and maintain an inclusive workplace.



## CAREER

Recruit, hire, and develop a high-performing workforce that reflects and is as diverse as the communities we serve by optimizing experiences throughout an employee's career.



## COMMUNICATION

Develop compelling messages, including opportunities for dialogue, that encourage all employees to see the importance of DEIA to their personal success and the success of the FDIC.



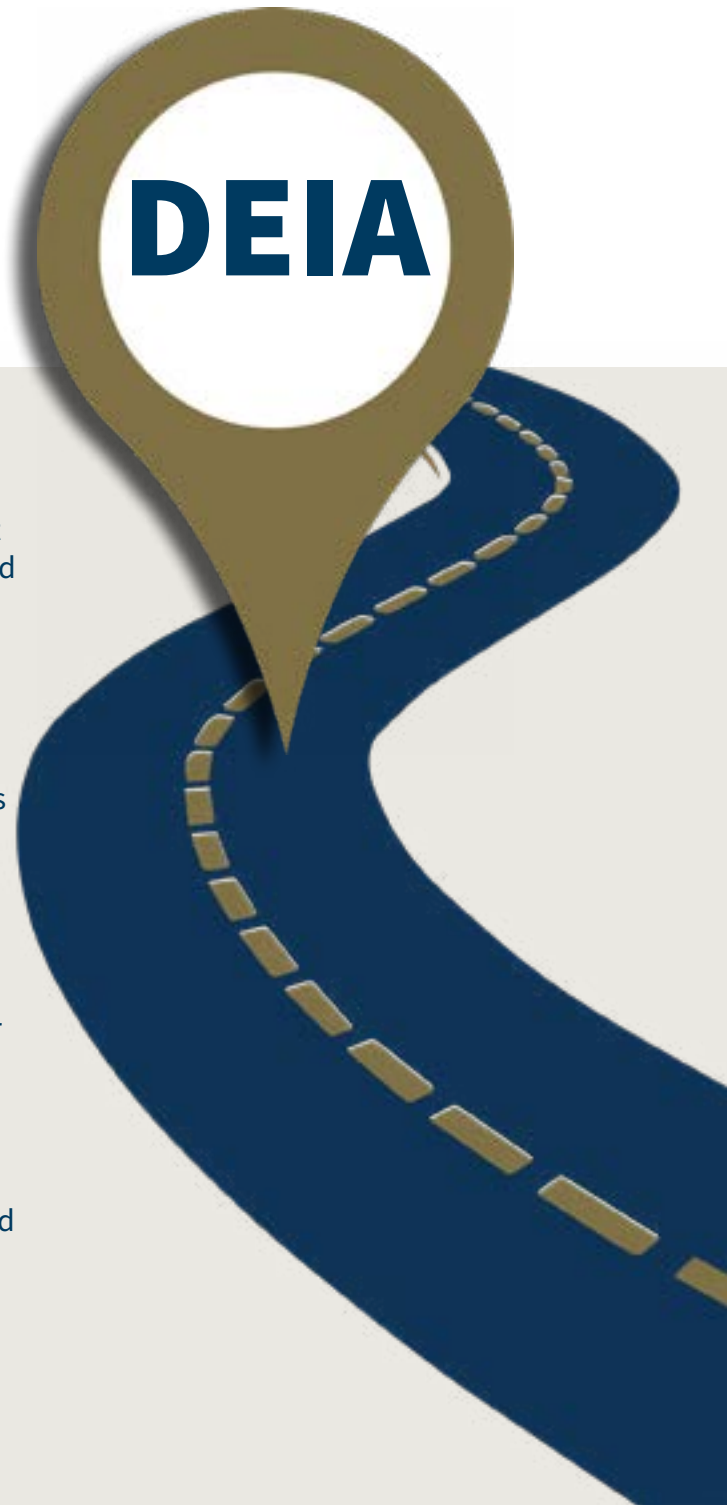
## CONSISTENCY

Improve desired outcomes by strengthening policies and procedures, utilizing technology, and enhancing training.



## COMMUNITY

Encourage DEIA in FDIC business activities and at regulated financial institutions, and foster financial inclusion in the banking system.



**The following pages lay out where we are now – the challenges we face and actions taken to achieve results – and where we have committed to go. We are proud to highlight our efforts from 2021.**



# CULTURE

**N**o matter how strong our DEI Strategic Plan is, its efficacy will be held back if we do not build the proper culture. We recognize that the work of diversity and inclusion does not end with increasing representation, so we have been intentional about creating a culture where everyone can feel accepted and valued, can be their best selves, and can do their best work. Fostering a culture of belonging will better position the agency to attract and also retain a diverse workforce. Our efforts focused on three areas:

**Culture of Excellence.** Ensuring every employee has the opportunity to develop and excel in their career, and recognizing and rewarding high performers.

**Data Excellence.** Building a results-oriented DEIA strategy based on actionable data.

**Best Practices.** Selecting and implementing DEIA best practices that would be most effective at the FDIC.

As a result of these efforts, we maintained our highest favorable response rate in the Inclusion Quotient (IQ) category since we began tracking the IQ as a part of the Office of Personnel Management’s Federal Employee Viewpoint Survey (FEVS). Of note, four of the five IQ dimensions – Fair, Open, Cooperative, and Supportive – are also at their highest levels. However, FEVS shows significantly different levels of engagement by gender, race, and disability status. The following pages list major initiatives implemented by the FDIC in 2021 to address these areas.

## Barrier Analysis

The FDIC completed its barrier analysis of the Agency and outlined the following five key goals as a result:

**1**

**Recruiting.** Address myths and misconceptions related to recruiting and diversity.

**2**

**Hiring.** Support recruiters, hiring officials, and managers with resources and tools to ensure equal opportunity.

**3**

**Talent Management.** Ensure that feedback, opportunities, and awards are distributed consistent with criteria that support FDIC’s DEIA mission, values, and goals.

**4**

**Culture.** Foster a work environment where all employees feel welcomed, valued, respected, and engaged, and can effectively participate and bring their unique talents, skills, and perspectives.

**5**

**Leadership.** Position DEIA as a priority and mission enabler.

In 2022, the FDIC will continue to remedy any policies, procedures, or practices that may lead to identified barriers.

## Performance Standards

The FDIC fully implemented a new performance review standard for all executives, managers, and supervisors to support the recruitment, hiring, development, and engagement of a diverse workforce. Building a culture of inclusion was also integrated into the criteria to be considered for a bonus. These actions align DEIA goals to compensation, similar to other business and strategic priorities.

## Building and Sharing Actionable Data

The FDIC modernized its Diversity and Inclusion Analytics Dashboard, which provides data to OMWI and other Divisions and Offices to inform the development of DEIA plans and strategies and support workplace inclusion. OMWI uses the data to monitor DEIA progress, identify gaps and weaknesses, and report to senior

leadership. Gathering and analyzing timely, accurate, and relevant DEIA data will drive targeted actions and promote accountability.

## Pay Adjustment Program

In 2020, the FDIC implemented a new system for setting incoming employees' pay. Related to the implementation of the new pay system, in 2021, current employees were afforded the opportunity to request a pay adjustment review to help ensure that they are paid in accordance with the principles underlying the new pay-setting system. The FDIC worked with an outside consultant to define the new pay-setting system and the FDIC and the National Treasury Employees Union agreed on the parameters of the pay adjustment process. Approximately, 4,900 FDIC employees were eligible for the review and 1,800 employees applied. Ultimately, more than 700 employees, or 40 percent of applicants, received an average pay adjustment of \$10,048.



## Diverse Interview Panels

Hiring managers were asked to use interview panels representing diverse perspectives until formal guidance is developed in 2022. In addition, interview questions for candidates to fill management positions were expanded to assess the applicants' commitment to DEIA initiatives. OMWI, along with Human Resources, frequently reviewed interview questions to ensure they were relevant to job requirements. Adopting these leading practices for minimizing potential implicit or unconscious bias in hiring and promotion opportunities is designed to bolster fairness and trust, ultimately improving workplace culture.


## Equal Employment Opportunity (EEO) Benchmark Study

OMWI benchmarked other agencies' equal employment programs for preventing and addressing discrimination and retaliation. The results of those benchmarking efforts will be implemented into our EEO program in 2022. It is important for employees to feel included and subject to the same terms and conditions of employment regardless of characteristics. Inclusion increases engagement, resulting in a positive impact on the agency's culture and, ultimately, our ability to continue to achieve the FDIC mission.


## Alternative Dispute Resolution (ADR) Mediation

OMWI initiated measures to enhance the agency's ADR mediation. In recent years, participation in the ADR program has been below the Equal Employment Opportunity Commission's goal of 50 percent. OMWI initiated a review of the ADR process to identify why more employees do not opt to participate.

OMWI is working with management officials and internal subject matter ADR experts to encourage participation, receive meaningful feedback from participating employees, and analyze mediations for ongoing process improvements. Upon completion of the benchmarking project, OMWI will develop and implement additional conflict resolution processes and procedures at the FDIC to improve ADR participation.



*It is important for employees to feel **included** and subject to the same terms and conditions of employment regardless of characteristics.*



# CAREER

**T**he FDIC's most valued asset is our workforce. We are committed to recruiting, hiring, and developing a high-performing workforce that reflects the communities we serve by optimizing experiences throughout an employee's career. Data suggests that the FDIC successfully recruits a qualified group of diverse applicants.

However, the same limited data shows racial, ethnic, and gender diversity in some cases decreases in the referral and selection process. Generally, this trend continues when progressing from lower to higher pay grades. To address these concerns, in 2021, our efforts focused on two areas.



**Talent Acquisition**  
Ensuring talent acquisition practices consistently provide equal opportunity and strive to narrow representation gaps at all levels.



**Career Development**  
Maintaining a diverse leadership pipeline including a framework for holding managers accountable for activity promoting career development and advancement opportunities for their employees.

To this end, the FDIC has taken a number of actions, including recruiting from all available talent in the labor market, providing upward mobility options to current employees, and amplifying employee engagement at all levels.

## EMPLOYEE ENGAGEMENT INCLUDED:

- Chairman's Diversity Advisory Councils
- Employee Resource Groups
- Leadership Development Programs
- Formal and Informal Mentoring Programs
- Coffee and Conversations on Diversity Topics
- WorkLife and Employee Wellness Programs
- Celebrating our Uniqueness Listening Sessions
- Chairman's Town Hall Meetings

## AND MORE

We continued to make progress to improve workforce representation in our mission-critical occupations and senior management ranks by addressing the longstanding challenges of attracting, retaining, and advancing minorities, women, people with disabilities, veterans, and other historically underrepresented individuals in our workforce. However, the pace of our progress has been challenged by historically low turnover and limited opportunities for advancement, especially in the bank examiner occupation. Despite these challenges, with past and current efforts, the racial, ethnic, and gender diversity of the FDIC workforce has improved.

## Diverse Representation in Management Level Positions Has Increased



24%

Minorities



Up from 22%

At the end of 2021, minorities represented 33 percent of the permanent workforce and women accounted for 44 percent. The FDIC has also increased diversity across leadership: minorities hold 24 percent of management-level positions (up from 22 percent in 2020).

**Furthermore, minority representation at the executive management level increased from 20 percent in 2020 to 23 percent in 2021.**

While the FDIC has made progress, work remains to be done. We have a unique opportunity to further reshape the FDIC workforce given the acceleration of anticipated retirements and separations during and following the pandemic.

### Division and Office DEIA Operational Plans

OMWI consulted with FDIC Divisions and Offices about opportunities to foster and maintain workforce diversity and promote equal

opportunity in recruitment, hiring, retention, promotions, and awards. Based on those discussions, Divisions and Offices developed DEIA operational plans featuring strategies tailored to their needs and circumstances.

These plans outline strategies to make meaningful progress toward addressing representation gaps in our workforce, embed DEIA into our operations, and hold leadership and managers accountable for accomplishing the goals outlined in the DEI Strategic Plan.

### Talent Acquisition for Mission-Critical Occupations

#### Examiner

A key challenge for the FDIC in promoting diversity at all levels of our workforce continues to be the ability to attract, retain, and advance minorities and women in our bank examiner workforce. The examiner occupation is



the largest occupational group at the FDIC. Individuals who began their careers as entry-level examiners tend to occupy a significant percentage of executive and managerial positions in the agency, as well as other non-examiner leadership positions. Thus, representation rates within the examiner workforce are key to achieving equitable representation across the broader FDIC workforce.

Historically, our ability to attract and retain examiners has been impacted by a number of factors, including high travel, more than 80 office locations in smaller cities with frequent travel to institutions in rural areas, and low turnover. The average tenure of an FDIC employee is 25 years. While this means that the FDIC is rich in experience and institutional knowledge, it can also result in limited promotional opportunities for others.

We found during the pandemic that we can use technology to reduce travel by maintaining smaller on-site teams and larger off-site teams to support bank examinations. We have already cut the length of our examiner training program by nearly a year, and using virtual tools has further cut examiner travel requirements. We supplemented these efforts by providing paid parental leave and supporting student loan repayment programs for our examination workforce.

We also enhanced recruitment initiatives for the examiner workforce with the FDIC's Minority Recruitment Task Force (MRTF). The MRTF assists in developing and implementing tailored strategies to improve the FDIC's diversity recruitment efforts at select colleges and universities and targeted job fairs. During the summer of 2021, the MRTF expanded to add nine minority-serving institutions to the original 15 targeted schools for a total of 24 colleges and universities.

Staffing a diverse group of FDIC employees at recruitment events can help appeal to a broader pool of potential candidates. To encourage employee participation in recruitment efforts, at the onset of 2021, the FDIC's MRTF sought ways to partner with the agency's Employee Resource Groups (ERGs). We included ERG members at recruiting events to highlight authentic career journeys and inspire students and growing professionals, as well as to educate ourselves about the needs of the incoming workforce.

Due to pandemic-related restrictions, all recruitment activities were conducted virtually in 2021. MRTF recruiters continued to implement creative strategies to target minority students and increase the diversity of applicants for the FDIC's major occupations, including the Entry-Level Examiner Hiring Program.

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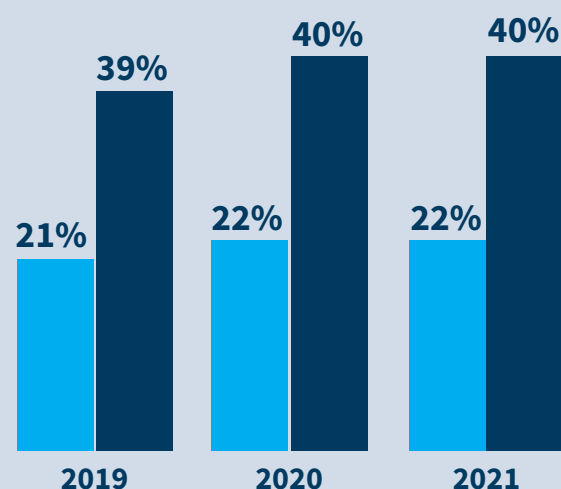
The task force has enabled recruiters to identify creative ways to attract diverse talent, and has allowed us to implement strategies that are specific to our region's needs and goals.

**Drew Lynch**  
Case Manager, Kansas City

”

### Minority and Women Representation in the Examiner Workforce

■ MINORITIES  
■ WOMEN



MRTF recruiters participated in several recruitment activities, including panel DEIA discussions, “Day in the Life” podcasts, money management clinics, federal resumé writing workshops, and joint information sessions with university career services offices to help students develop career readiness and navigate the federal application process.

Women representation in new entry-level examiner hiring increased from 40 to 41 percent. However, minority women representation in the examiner workforce remains below the CLF. We will continue to leverage the available labor pools to address underrepresentation among minority women (see Appendix B).

### Economist

One-third of FDIC economists are minorities and one-third are women. The FDIC’s Division of Insurance and Research (DIR), which employs the majority of the FDIC’s economists, has sought to enhance its recruiting by targeting schools with higher numbers of minorities and women in economics and finance majors.

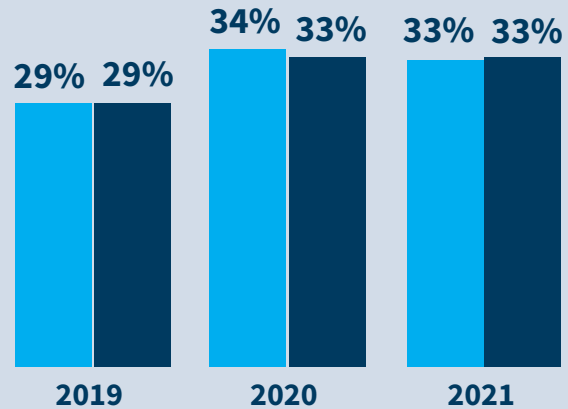
We also continue efforts to expand gender diversity within the applicant pool, and we expect those efforts to bear fruit moving forward.

In 2021, DIR’s Center for Financial Research (CFR) hosted students from two programs designed to advance the participation of women and underrepresented minorities in the economics profession: the FDIC Summer Research Fellows Program and the American Economic Association (AEA) Summer Training Program (AEASP).

Four students joined the CFR under the second annual Summer Research Fellows Program, which targets doctoral candidates who have completed their qualifying examinations and have well-developed research toward finishing their doctorate. Through the program, these emerging scholars learned about the work of the agency’s economists while continuing their dissertation research.

**One-Third of the FDIC's Economists are Minority and One-Third are Women**

**MINORITIES**  
**WOMEN**



The FDIC also partnered with Howard University, an HBCU, on the development of the AEA experiential learning program. For the first time in the program’s history, the AEA involved experiential learning partners in the delivery of the program, allowing students an opportunity to complete a research project under the mentorship of professional economists, and to provide enriching, real-world experiences unique to the nation’s capital. The two student interns were each paired with an FDIC employee mentor as part of the experiential learning program.

We believe these programs will demonstrate to stakeholders the FDIC’s interest in and commitment to a diverse workforce and make our goal of a diverse workforce a reality.

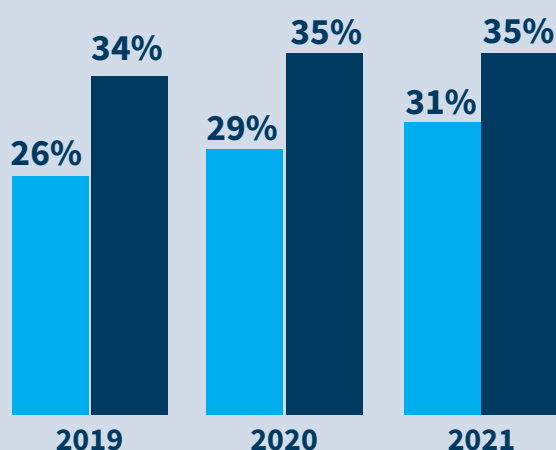
“

The AEA Summer Program had everything I was looking for because you can take graduate-level classes, which is a unique experience because not many colleges allow you to do that. Also, the notion of trying to diversify the field of economics was really cool to me because economics isn’t a very stratified field right now, and to be able to spend the summer with so many peers who come from such rich and diverse backgrounds was really cool.

**SeSe Nguyen**  
**AEA Summer Program Intern**

”

### Minority Representation Continues to Improve in the General Business and Industry Occupation



### General Business and Industry

The General Business and Industry occupation includes staff that carry out bank resolution and receivership activities. The majority of employees in this occupational series work in the FDIC's Division of Resolutions and Receiverships (DRR).

The FDIC continues to improve minority representation in this occupation consistent with the civilian labor force (CLF), particularly among women and minorities. (See Appendix B.) One example is DRR's continued participation in the Recent Graduates Program. This program enables DRR to hire entry-level candidates into career ladder positions.

In addition to providing a means for succession management, the program allows candidates the opportunity to use their new skills to help improve existing business processes. Candidates in 2021 were a diverse group with different ethnic backgrounds, genders, and veteran status.

### Expanding External Partnerships

The FDIC has many long-standing partnerships with professional organizations that support the leadership development of persons from historically underrepresented groups. We work with organizations such as the National Association of Black Accountants, the Association of Latino Professionals for America, and the National Association of Asian American Professionals. Throughout 2021, the FDIC's Corporate Recruitment Program extended relationships with these organizations to provide personal and professional mentorship to its members. Specifically, the FDIC hosted a variety of programs with focused efforts on leadership, financial management, and DEIA. These organizations provided insight into the obstacles that they believe continue to hinder the employment and advancement of their members into senior-level positions. We used this information to structure our annual engagement to increase support of these groups and ensure they are represented within our corporate talent pipeline.

To expand diversity recruitment awareness across the FDIC and reinforce efforts to gain advocacy at the executive level, the FDIC hosted several speaking engagements in 2021. These events provided an opportunity to inspire diverse students and aspiring professionals to pursue executive leadership opportunities in the federal government. Collectively, we were able to reach hundreds of individuals through events, including:

- National Black MBA Association HBCU Crash Course: “Keys to Building Your Personal Brand Effectively” for African American undergraduate and graduate students (February 2021)
- Prospanica Leadership Summit: “Putting Intentions into Practice: Power up your DEI Initiatives” for ERG leaders and Latino business professionals (March 2021)
- National Association of Black Accountants Post-Convention Student webinar: “Developing Career Ambition” for African American undergraduate and graduate students (June 2021)
- Association of Latino Professionals for America 2021 Convention Student Bootcamp: “Banks, You, and Community Development” for Hispanic undergraduate and graduate students (July 2021)
- Ascend Pan-Asian Leaders Student Café Workshop: “Turning Career Ambitions into Accomplishments” for Pan-Asian American students (September 2021)
- Prospanica Post-Conference Professional Development Session: “Professional Networking as a Minority: Different Identities, Different Lessons” for Hispanic undergraduate and graduate students (September 2021)
- Thurgood Marshall Leadership Institute: “The Relationship between Your Money, Your Decisions and Your Financial Health”

for African American undergraduate and graduate students (October 2021)

- Accounting & Financial Women’s Alliance Women Who Count Conference - Young Professionals Event: “Dare to Lead: Getting out of your own way!” for professional women of varying age groups (October 2021)
- Hispanic Association of Colleges and Universities (HACU) ¡Adelante! Leadership Institute Workshop: “First, But Not Alone: Thriving as a First Generation Professional” (October 2021)

### **Revamping Hispanic/Latino Outreach and Recruitment**

The FDIC continues to have underrepresentation of Hispanic/Latino employees. While we have made incremental improvements, we are closely monitoring the representational rates of Hispanic/Latino employees, and are implementing initiatives which seek to increase representation.

In 2021, the FDIC began development of an agency-wide Hispanic/Latino Recruitment Strategy. The Corporate Recruitment Program, OMWI, and the Hispanic Organization for Leadership and Advancement (HOLA) ERG Board of Directors collaborated on planned initiatives to:

- Increase our potential candidate pipeline of Hispanic/Latino students from high school to college,
- Create new partnerships and strengthen existing partnerships with Hispanic/Latino organizations, and
- Increase retention rates and engagement of Hispanic/Latino employees.



The FDIC also partnered with the Hispanic Association of Colleges and Universities (HACU) to cohost the inaugural Hispanic-Serving Institutions (HSI) Week in September 2021. Throughout the week, panelists shared ways to proactively source candidates from underrepresented communities, and discussed the importance of DEIA hiring initiatives and the critical role allyship plays in achieving an inclusive work environment. More than 200 FDIC employees participated, including staff that moderated and provided closing remarks.

As a result of our participation, the FDIC is expanding its relationship with HACU on a new Black, Indigenous, and People of Color (BIPOC) initiative, which seeks to build financial capability and economic empowerment, focusing on HSIs and other Hispanic-serving organizations. The FDIC will also participate in HACU's National Internship Program and provide financial education to participating students utilizing the FDIC's Money Smart financial education curriculum as part of an inaugural professional development series.

**The FDIC is expanding its relationship with HACU on a new Black, Indigenous, and People of Color (BIPOC) initiative which focuses on financial capability and economic empowerment targeting HSIs and other Hispanic-serving organizations.**

We also led four powerful professional development programs with Hispanic students and professionals to spur interest in internship and career opportunities in the FDIC:

- During the Prospanica Leadership Summit, two FDIC executives led a discussion on leading with accountability and social responsibility to develop actionable DEI strategies. The executives shared what the FDIC is doing to reshape its infrastructure so that it reflects a shared commitment to improve inclusion. Participants, most of whom represented ERGs from private- and public-sector organizations, learned how to facilitate conversations to identify and reduce barriers toward achieving genuine inclusive practices. At the post-conference professional development session, FDIC professionals shared their challenges and wins in building lasting connections through leadership networking. Minorities often lack access to informal networks, creating unique challenges to enter spaces in which they are underrepresented. This workshop provided tools to overcome some of the biggest challenges when it comes to networking, such as getting started, maintaining relationships, and having purposeful conversations.
- The FDIC participated in the Association of Latino Professionals for America's (ALPFA's) week-long Student Bootcamp. Our session featured six Hispanic/Latino employees in the Community and Consumer Affairs Branch and a senior leader who taught the FDIC Money Smart financial education curriculum, promoted careers in banking, and encouraged the audience to consider ways to impact their communities through wealth building. Students learned about community banking and the role of the FDIC in the banking industry.
- At the HACU Annual Conference, FDIC representatives from the Legal Division, Community and Consumer Affairs Branch, and Human Resources Branch participated in a workshop to provide their perspectives as first-generation professionals. Students received encouragement as well as best practices to help them thrive personally and professionally.

In 2022, the FDIC will establish an executive level taskforce to develop and implement a robust strategy to strengthen Hispanic/Latino recruitment and retention.

### **Strengthening Engagement with Historically Black Colleges and Universities**

The FDIC is building a strong partnership with the White House Initiative on Advancing Educational Equity, Excellence and Economic Opportunity through Historically Black Colleges and Universities (WHI-HBCUs). In 2021, we demonstrated our commitment to engaging with HBCUs through significant participation in the annual HBCU Week Conference. Among other efforts, we hosted a fireside chat for WHI-HBCU's Competitiveness Scholars that featured several FDIC executives, including the agency head, who discussed the importance of FDIC examination work in ensuring economic inclusion and safe banking practices. Additionally, members of our Human Resources Branch shared pertinent information about the federal employee application process and opportunities within the FDIC for students. In 2022, we will expand our engagement with HBCUs by leading a masterclass session on entrepreneurship for the Competitiveness Scholars.

The FDIC is engaging HBCUs beyond collaboration with the WHI-HBCUs. In September 2021, we hosted a webinar focused on HBCUs in Texas. Presenters from each participating HBCU discussed the history of the institution, current partnerships with financial institutions or faith-based organizations, opportunities for other financial institutions to collaborate with the institution, and an alumni perspective about attending an HBCU. FDIC Human Resources Branch also discussed internship and recruiting opportunities. Our Corporate Recruitment Program also

coordinated the FDIC's participation in two additional events for HBCU students and alumni: the HBCU Career Marketplace Virtual Conference and Career Fair and the WHI-HBCUs first-ever Virtual Recruitment and Career Fair. Through our participation, we identified several candidates for positions within our entry-level examiner ranks. We also identified candidates for our Legal Division and Chief Information Officer Organization through internship programs specific to those divisions.

### **Bolstering Efforts to Attract Veterans and Persons with Disabilities**

The FDIC recognized a need to enhance our outreach and hiring efforts towards veterans and persons with disabilities, and identified specific steps for immediate improvement.

“ I had the pleasure of speaking to the White House Initiative on Historically Black Colleges and Universities. Sharing my journey and experiences with the scholars was an extremely rewarding experience. While pursuing my Juris doctorate and M.B.A., I was selected to be a White House Initiative on Historically Black Colleges and Universities Competitiveness Scholar. I thoroughly enjoyed the opportunity to give back to the program.

**Christian King**  
Legal Honors Program, Legal Division

Through partnerships with the Department of Veterans Affairs Work Experience Program, Transition Assistance Program offices in various military bases, Recruit Military, MBA Veterans Network, and Corporate Gray, we interacted with more than 100 veterans, transitioning military members, and military spouses to provide information on the education and experience required to qualify for FDIC opportunities.

We also identified initiatives for implementation in 2022, including a partnership with the Department of Defense SkillBridge Program for internship opportunities among transitioning service members and the U.S. Department of Veterans Affairs' Work Experience Program for veterans after separation.

On a weekly basis, the FDIC's Human Resources Services Center provides FDIC vacancy announcements to multiple sources that target persons with disabilities, including Vocational Rehabilitation Agencies in several states, the DC Department of Disability Services, Career Opportunities for Students with Disabilities, disABLEDPerson.com, Virginia Department for the Blind and Vision Impaired, and Corporate Advocacy Network for Disability Opportunities (CAN DO), an FDIC ERG. We also advertise open positions and distribute targeted email campaigns with the American GI Forum, Corporate Gray, Operation Warfighter, Recruit Military, and VetJobs.

Additionally, 25 percent of 2021 diversity outreach events coordinated by our Corporate Recruitment Program specifically targeted persons with disabilities. In 2021, nine percent of our workforce were individuals with disabilities and 13 percent of new hires were veterans.



### **Expanding the Talent Pipeline through Paid Internships**

In 2021, the FDIC continued to make strategic use of internships to develop the next generation of talent. Corporate recruiters participated in more than 400 campus recruiting events to identify talent for the Entry-Level Examiner Hiring Program, during which they discussed the educational requirements for the program, and provided tips on federal application success. As a result of our recruitment efforts, we hired a total of 50 Financial Management Scholar Interns in 2021.

The FDIC Student Intern Program gives students an opportunity to gain valuable work experience, while also providing opportunities to enhance their professional development and acquire the skills to succeed in their career.

Throughout the annual Student Intern Program, the interns are asked to complete anonymous surveys about their satisfaction and the relevance of the topics covered in the workshops, training, and activities. Interns can provide general feedback about the program administration and programming as a whole. The intern programming is redesigned each year to address changes to the needs, goals, and interests of the FDIC's interns.

Additionally, the FDIC participated with the Office of the Comptroller of the Currency and the Department of Energy in a workshop to reach students from inner-city high schools in Washington, DC. The program aimed to allow students to acquire first-hand experience working alongside employees of various disciplines within the organization and expand their understanding of financial literacy and entrepreneurship.

We received many positive comments from the students, who were curious to hear more from the panelists and indicated that the entrepreneurship workshop was of great benefit and interest to their career goals.

### **Summer Scholars Student Internship (SSSIP) Program**

In 2021, FDIC hired a total of six interns (four high school and two collegiate), as a part of the inaugural SSSIP program. The SSSIP was offered in partnership with the District of Columbia Department of Employment Services' Marion S. Barry Summer Youth Employment Program. The program provided District of Columbia high school students with an opportunity to gain practical and professional work experience, increase knowledge about careers in the financial sector and the federal government, and explore career paths related to their professional interests.

All interns participated in weekly enrichment activities designed to expand their knowledge, develop meaningful skills, and engage in critical thinking. Interns closed out the program with the completion of a capstone project and presentation.

Program feedback from interns and FDIC employees was overwhelmingly positive. A standout high school participant was invited to intern within the Legal Division during the school year.



### **First Generation Professionals**

In June 2021, the FDIC launched its First Generation Professionals Program (FirstGen), an initiative to provide workplace support to these professionals. The FirstGen Program intends to build an inclusive community, address barriers for its members, and address challenges with practical and research-based answers from subject experts.

The format is a peer-to-peer experience that allows members to receive direct support from volunteer Ambassadors focused on tailoring professional and/or personal goals. The program serves as a conduit to assist participants to create a positive work/life balance for employees. In 2021, 37 FDIC employees participated in the program.

# Career Development

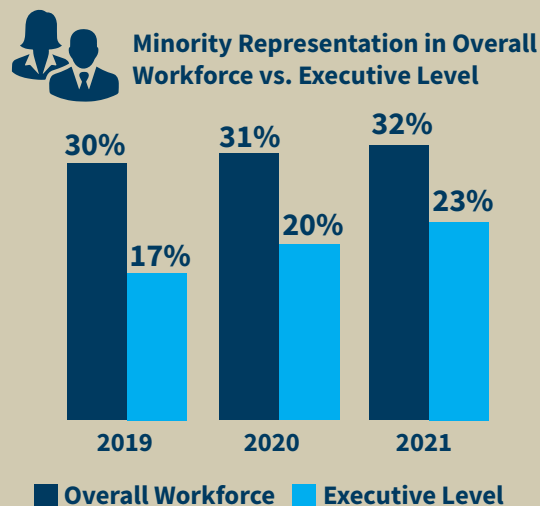
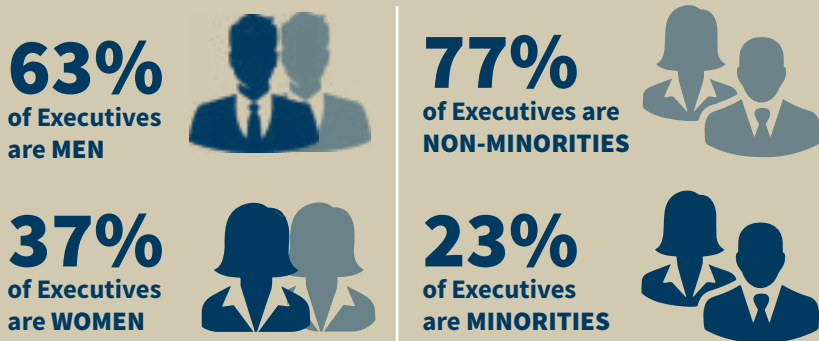
## Increasing Diversity in Leadership

In 2021, the FDIC launched two new leadership development programs to build a diverse pool of internal candidates for future management and leadership positions.

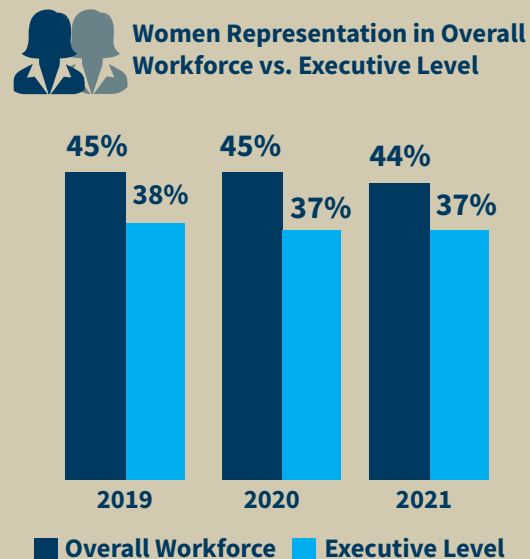
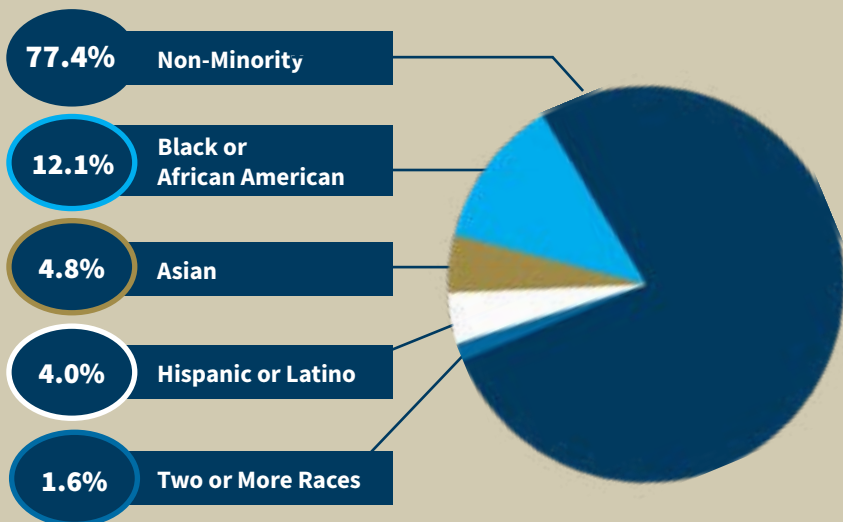
The programs enhance the agency’s succession-planning efforts and support employees’ interest in advancing to management roles. To ensure an equitable opportunity to participate, the programs were broadly advertised and employees were strongly encouraged to apply. The FDIC also expanded access to other career-enhancing opportunities. We have seen more minority representation in the overall workforce and executive management. However, there has not been significant progress in the representation of women in executive management.



### 124 Total FDIC Executive Level Managers



### Minority Representation at Executive Level (by Race)





## Expressions of Interest (EOIs)

The process for applying to details and temporary promotions has been enhanced to be more fair, open, inclusive, and support employees' career aspirations. Two key reforms were implemented in 2021. First, there is now no requirement to obtain prior supervisor approval to apply for an EOI, empowering employees to pursue the career development opportunities that are the best fit for them.

Second, selecting officials must now prioritize the selection of qualified candidates that have not recently been on temporary development assignment in the last 12-month period. By emphasizing the importance of considering employees who have not recently been on temporary assignments, a broader group of employees will be afforded the opportunity to gain greater career experience.

These changes are intended to encourage more employees to participate in the EOI program, allowing them to explore opportunities across the organization, learn new skills, expand their FDIC network, learn more about how the different Divisions and Offices contribute to the FDIC mission, and ultimately, to build a strong and inclusive FDIC workforce.

### Rotational Special Assistant Program

In 2021, the FDIC launched a new annual Special Assistant Rotational program. Program participants serve as Special Assistants to executives, specifically, Division Directors, Deputy Directors, and Regional Directors across the Corporation. The program is designed to increase diversity in the agency's leadership by providing general exposure to Division and Office operations at the senior level and cross-functional experience, encouraging a

culture of excellence that supports and sustains high performance, and promoting career development and succession management at the FDIC. Twenty-three Special Assistants were placed through the program. Throughout the year, the Special Assistants will participate as cohorts in quarterly training events, and individual and specific courses which will culminate with a capstone activity.

### Leadership Excellence Acceleration Program

In 2021, the FDIC established the Leadership Excellence Acceleration Program (LEAP) to develop the next generation of leaders with a corporate-succession management focus to increase DEIA in the FDIC's leadership. LEAP prepares non-supervisors to be "day-one ready" when entering first-line management ranks, through participation in management training courses and developmental assignments. Participants are provided the training in preparation for future promotion opportunities. In 2021, there were 15 LEAP program selectees, with minorities representing 60 percent and women representing 67 percent.

### Executive Management Shadowing Rotational Program

The FDIC's Legal Division faces a potential retirement wave. To address this, the Legal Division is implementing a process to transfer knowledge in a sustainable way by offering opportunities for employees to cross-train and increase their visibility in the organization through supporting management on high-profile projects.

In 2021, the Legal Division piloted the Executive Management Shadowing Rotational Program, a 60-day detail assignment.

The program's first pilot cycle ran from April through June 2021, and featured two partnership teams each comprised of a "guest" and a "host." The program gave participants full-scale exposure to and inclusion in the work of executive management through meetings with the General Counsel, Deputy General Counsels, managers and senior staff of the Legal Division, and members of the FDIC management team outside the Legal Division. In addition, the partnership teams were able to work through legal matters together, collaborate to clarify and devise management and personnel strategies, and gain new perspectives from each other's viewpoints. The program participants also took part in training and coaching sessions geared toward leadership and management styles, time management, executive communication, and shadowing best practices. There was a second cycle of participants in the fall of 2021, and the program's third cycle is running from March through June 2022 with an expanded 90-day detail assignment for three participants.

## Mentoring Programs

The Corporation-wide Mentoring Programs support the agency's succession-planning efforts by providing networking opportunities, allowing employees to explore and learn of available career paths, and facilitating the transfer of organizational knowledge from one employee to another. The FDIC took a number of steps to promote further diversity and inclusion in the workplace in 2021, by re-evaluating and implementing changes to the eligibility criteria for the FDIC and Leadership Mentoring Programs. Previously, employees had to wait five years before they were eligible to re-apply as a mentee in the FDIC Mentoring Program. We decreased that period to three years, with the additional ability to re-apply earlier than three years if participants had a permanent change to their grade level or job series since the last time they participated. To simplify the

application process and remove a potential barrier, for the first time, supervisor approval is no longer required on the applications of non-supervisory employees. The capacity of the FDIC Mentoring Program has been increased by 50 pairs of participants, now allowing 125 partnerships (or 250 participants) per year. In 2021, the representation of women mentees was 47.1 percent, which is above the representation rate of female FDIC employees. In addition, 23.5 percent of mentees were minorities.

DRR launched an informal mentoring program in 2020. It is open to all DRR employees, with the targeted DEIA goals of open discussion and relationship building between managers and employees, providing access to managers through informal networking, promoting diversity in the DRR culture, furthering DRR strategic efforts to recruit and retain employees from diverse groups, and strengthening succession-planning efforts. Participation grew in 2021 to 48 participants from across the Division of different grade levels, backgrounds, and expertise.

Feedback indicated that 93 percent of participants rated the quality of their experience as good or excellent. Ninety-seven percent of participants rate the usefulness of the program as good or excellent, and 100 percent of participants indicated they had achieved personal gain by participating.

## Employee Engagement

The FDIC believes that an inclusive culture and an appreciation of work/life balance leads to a positive work environment that provides an equitable opportunity for all employees to reach their full potential. For these reasons, throughout 2021, the FDIC continued to engage employees through programming and initiatives designed to promote an inclusive culture.

## Employee-Led Councils and Groups

The Chairman's Diversity Advisory Councils (CDACs) and ERGs provide employees' perspectives on DEIA issues and help foster a culture of inclusion. They give voice to broad-based employee views on DEIA issues, and provide a supportive environment that allows employees to network and collaborate on career and personal development goals. There are seven CDACs: one in each of the FDIC regions and one at headquarters in Washington, DC.

During 2021, the CDACs partnered with OMWI and several ERGs on monthly observance events for Black History Month; Women's History Month; Lesbian, Gay, Bisexual, Transgender, and Queer+ (LGBTQ+) Pride Month; Native American Heritage Month; and Hispanic Heritage Month.

In addition, organizations partnered with OMWI to address issues affecting employees during mandatory telework, including mental health awareness, social isolation, and stress management. The groups also held events based on such topics as allyship, understanding differences (e.g., gender identities), the importance of pronouns in the workplace, and embracing emotional intelligence.

The OMWI Director communicates to all new employees about the CDACs and ERGs to raise visibility and encourage participation, and the FDIC's Regional Directors also encourage employee participation in these organizations and actively promote group events.



## The FDIC Has Nine Employee Resource Groups (ERGs):

**Association of African American Professionals (A3P)**

**Corporate Advocacy Network for Disability Opportunities (CAN DO)**

**Heritage of Asian American Pacific Islanders (HAAPI)**

**Hispanic Organization for Leadership and Advancement (HOLA)**

**Innovation Meetup (IM)**

**Networking Inclusion and Advancement for African American Women: African American Women with a Purpose (NIA Women)**

**Partnership of Women in the Workplace (POWW)**

**PRIDE**

**Veterans Employee Resource Group (VERG)**

OMWI partnered with employee-led groups on diversity events and programs throughout the year. Further, CDACs are invited to participate in annual DEIA discussions with the Diversity Executive Advisory Council, which includes the FDIC Chairman.

FDIC ERGs are an invaluable resource for the workforce. Through their activities, employees benefit by increased cultural competency, enhanced collaboration in the workplace, and heightened awareness of issues affecting employees.

The ERGs also provide opportunities for employees to better understand unique challenges which diverse groups may face.

During 2021, FDIC leadership met with ERG representatives to discuss FDIC activities with regard to DEIA issues. For instance, with the rise in violence against the Asian American and Pacific Islander (AAPI) community, the FDIC has taken significant steps to create a safe place for its AAPI employees through increased engagement with the Heritage for Asian American and Pacific Islander (HAAPI) ERG leadership. Members of the senior executive team hosted a listening session with a group of HAAPI members to share personal stories about workplace issues faced by AAPIs and potential solutions to address these issues.

This session opened up further dialogue opportunities with FDIC senior management about the workplace dynamics and treatment of its AAPI employees. It has also led to the development of several initiatives suggested by HAAPI members and ongoing efforts to address the remaining suggestions.

The ERGs also hosted agency-wide events throughout the year to help promote cultural competency among the larger FDIC community. A3P collaborated with HAAPI, HOLA, NIA Women, and POWW to host two DEIA events on “Challenges Faced by Ethnic Minorities in the Workplace: A Dialogue on Breaking Down Barriers.”

The events aimed to educate and share diverse perspectives about the life experiences of those who are not members of the majority group. Creating a safe environment to share these stories is important to maintaining an environment where everyone can feel welcome and able to contribute to the agency’s success.

## **FDIC Cookbook**

This year for the first time, we celebrated the rich diversity of our workforce and our community spirit through a collaborative cookbook, entitled **FDIC Community Table: United We Cook**—a compilation of our employees’ treasured family recipes. It is the story of the FDIC, of the individuals and their unique backgrounds, experiences, and perspectives that collectively make this organization great. The COVID-19 pandemic has given us all a renewed appreciation for family, friends, and co-workers. At the FDIC, a unique collective diversity makes our workforce strong, effective, and vibrant.

## **Worklife Program**

The Worklife Program offers webinars that aim to help employees achieve a healthy work/life balance. The webinars support employees at different stages of their lives and careers, with topics including mental health, stress, parenting, elder care, retirement planning, financial wellness, estate planning, organization, and time-management skills. In 2021, Worklife delivered 56 webinars with an average attendance of 140 people. Additional webinars provided support for employees and their family members coping with COVID-19.

The FDIC also hosted a Self-Care Conference focused on employee needs and overall wellness. Because of the increased screen time for many employees, the conference featured a session on healthy eye care and setting up your home office to reduce ergonomic-related injuries. More than 500 employees participated in the Self-Care Conference. In addition, clinical counselors are available on a weekly basis for virtual sessions. The sessions are for employees, their loved ones and family members. Employees can also receive a referral to seek external clinical counseling up to six sessions per issue in their local area.





FDIC  
COMMUNITY  
TABLE

# Cookbook

UNITED WE COOK

**FDIC** FEDERAL DEPOSIT  
INSURANCE CORPORATION



# COMMUNICATION

**A**s we have worked to implement our DEIA strategies we have identified opportunities to more effectively communicate the intent and rationale for DEIA as a mission enabler. We must be transparent about our efforts, the importance of DEIA, and how employees contribute to achieving DEIA goals. Also, it is important that we create an opportunity for employees to share their stories and experiences as we foster an inclusive work environment.



**To accomplish our 2021 Communication Goals, we focused on three areas:**

### **Trust through Transparency**

Provide clear, consistent, and regular messaging of the DEIA vision and actions being taken to achieve desired outcomes.

### **Branding**

Use meaningful context to turn DEIA data into compelling narratives that make messaging more impactful and demonstrate the necessity for continued efforts in DEIA.

### **Reinforcement**

Integrate DEIA into communications.

The following details the communication goals achieved during 2021.

## **National Listening Tour: Celebrating Our Uniqueness**

We all have unique experiences, backgrounds, and characteristics—both seen and unseen—that influence how we engage with one another in the workplace. In 2021, OMWI launched a discussion series during which employees shared their life experiences and discussed how these perspectives affect them in the workplace. The sessions covered topics on: Rural Communities, LGBTQ+, Economically Disadvantaged, First Generation Professionals, Persons with Disabilities, Veterans, Generations in the Workforce, Religious Beliefs, and Caregivers. Nearly 1,000 employees participated in nine sessions.

## **Division and Office Listening Sessions**

Throughout the year, Divisions and Offices continued to host their own listening sessions to encourage employees to share their experiences and perspectives. For example, DRR sponsored two new initiatives to increase avenues for employees to connect across differences. First, the “DRR Let’s Connect!” pilot was launched. DRR employees were invited to participate in conversations in an inclusive environment where they were encouraged to talk about themselves, their experiences, careers, or background. The conversations led to discovering commonalities,

which helps promote inclusion in the workplace. DRR employees from across the organization and management were randomly grouped to participate in discussions. A second initiative, Small Diversity Dialogue Groups, promoted engagement and inclusion in DRR through open dialogue around DEIA. Each session consisted of approximately 10 employees, with one designated as facilitator and discussion leader, creating a safe space for employees to share and exchange ideas with the purpose of building greater understanding.

The Legal Division senior leadership instituted “virtual drop-in” hours. These are hours when employees may reach out to management to chat about issues, ask questions, or catch up. Senior leadership encourages managers to set aside designated hours to meet with their direct reports. Particularly when operating in a virtual environment, these sessions can help maintain employee engagement. Division and Office leaders plan to continue these efforts in 2022.

## Leveraging Social Media

The FDIC engaged in several efforts to raise awareness of both internal and external audiences about the agency’s commitment to DEIA efforts. For the HBCU Week and the HSI Week Town Hall events, we developed a series of marketing materials featuring important HBCU and HSI statistics and the FDIC’s involvement with DEIA initiatives in both English and Spanish. These materials were shared on social media platforms, including Facebook, Twitter, Instagram, and LinkedIn with the #teamfdic hashtag. We also developed two videos featuring FDIC employees who attended HBCUs and HSIs to increase visibility and awareness of the impact HBCUs and HSIs have had on FDIC employee achievement. The FDIC’s social media posts feature a diverse group of FDIC employees and many posts are also published in Spanish.

## Promoting Equal Access for People with Disabilities

The year of 2021 proved to be an exciting year for the FDIC’s Section 508 program. Named for Section 508 of the Rehabilitation Act of 1973, the program works to make electronic and information technology accessible to people with disabilities. As the agency pivoted towards 100 percent telework, the need for accessible technology became more imperative. The Section 508 Compliance team and the Disability Program worked with the Chief Information Officer Organization (CIOO) to prioritize and deliver necessary Microsoft Teams features to employees with disabilities.

Accessibility features made available included: automated captioning, meeting conference bridge phone numbers to allow for contracted American Sign Language interpreters to phone in, the ability to “pin” the video feeds of interpreters, and participant spotlighting. These features were added to the MS Teams meeting platform for all FDIC employees to utilize in their virtual work environments.

In addition, the FDIC Section 508 Compliance team hosted a series of educational events open to all employees, as part of an awareness campaign called “Mission Accessible.” The campaign emphasized the need to provide equal access to information for people with disabilities. These events were conducted between September 28 and October 21 to coincide with observing National Disability Employment Awareness Month in October. The Mission Accessible campaign included sessions on Awareness of Section 508 of the Rehabilitation Act, Document Accessibility, Section 508 Testing Tools, Accessibility for Adobe Experience Manager, and Ask Us Anything.



The FDIC Section 508 Compliance team leveraged third-party technology to create and implement a portal for its customers to submit requests for Section 508-related service, Section 508 training, document remediation assistance, Section 508 testing, and Voluntary Product Accessibility Template reviews.

Throughout 2021, the Section 508 Compliance team continued to compile Section 508 Program Maturity Assessment evaluations submitted to the Office of Management and Budget through the General Services Administration. During the most recent reporting period, the

conformance levels of FDIC intranet pages increased 3 percentage points, from 91 percent to 94 percent, and the conformance level of the FDIC's external internet pages remained above 90 percent. The Section 508 Compliance team shared instructions on how to further improve the conformance levels.

To continue to increase the maturity of the FDIC's Section 508 program, the 508 Compliance team is collaborating with the CIOO to improve the inclusion of Section 508 in the areas of acquisition, information, and communications technology life cycle, testing, and training.

# CONSISTENCY

**W**e are working to mature our DEIA model to enhance the consistency of our outcomes by strengthening our policies and procedures, utilizing technology, and enhancing our training. In 2021, we focused on two areas.



### **Inclusive Environment.**

Foster a work environment without barriers to opportunity, where all employees feel welcomed, valued, respected, and engaged and can effectively participate and bring their unique talents, skills, and perspectives.



### **Training Plan**

Promote training and workshops designed to increase cultural competencies and skills in promoting equal opportunity.

Provided below are initiatives implemented in 2021 to address these areas.

## **Telework Flexibilities**

Telework flexibilities have been identified as an enabler to achieving DEIA goals. For example, travel was identified as a potential barrier for recruiting women and minorities in the examiner workforce. Our experience in mandatory telework and our effective

incorporation of new technology and processes have provided the FDIC with an opportunity to explore additional operating models. At the same time, we are mindful of the need to maintain our culture and promote continued collaboration so that we effectively fulfill our mission.

## **Training**

The FDIC continued to provide DEIA-related training for FDIC supervisors and the entire workforce, including:

- **Diversity 101:** This course features thought-provoking video vignettes that tackle deep diversity, inclusion, and respect topics. It also addresses how employees can engage and work through differences to support productivity and teamwork.
- **EEO and Diversity Training for Supervisors:** This course provides relevant and practical information that help supervisors, managers, and executives increase their knowledge and skills in the EEO-complaint process and diversity and inclusion.
- **Anti-Harassment Program Briefing:** This briefing, new for 2021, describes the FDIC's Anti-Harassment Program and its policy on harassment and behaviors that constitute harassment. The briefing provides an overview of the procedures for reporting and processing harassment allegations.

# COMMUNITY

The work of the FDIC not only impacts the banking system; we have opportunities to positively influence consumers, families, households, small businesses, entrepreneurs, and communities across the country. The FDIC's DEI Strategic Plan community goal encourages DEIA, as well as fostering financial inclusion, in our business activities and at our supervised financial institutions. To accomplish this goal, in 2021 we focused on the following activities.

- **Economic Opportunity.** Identify barriers that underserved communities and individuals may face in taking advantage of FDIC procurement and contracting opportunities and ensure the inclusion, to the maximum extent possible, of minorities and women, and entities owned by minorities and women, including financial institutions, investors, underwriters, accountants, and providers of legal services, in contracts entered into by the FDIC.
- **Technology Solutions.** Implement automated tools to improve the FDIC's ability to assess diversity policies and practices at regulated entities and within the contractor workforce.



## Inclusive Prosperity

At the FDIC, we ensure economic opportunity for MWOBs in our contracting by identifying and removing barriers that MWOBs may face in pursuing FDIC contracting opportunities.

## Maximizing MWOB Contracting Opportunities

The agency's Acquisition Services Branch (ASB), together with OMWI, continued to maximize procurement strategies that have increased MWOB participation. We continued to monitor our procurements for possible MWOB opportunities. As contracting needs have evolved, ASB continued to encourage soliciting MWOBs in every competitive acquisition. OMWI review is required for all Acquisition Plans valued at more than \$100,000 to ensure OMWI can include MWOB sources in the solicitation.

We also used multiple award vehicles in information technology services and bank resolution work, allowing pre-qualification of multiple firms under a single award. Since adopting this strategy, we have had increased participation by small businesses, many of whom are minority- and women-owned. This multiple-award strategy paid big dividends as \$358 million in new task orders were awarded to MWOBs. In addition, new Basic Ordering Agreement contracts were awarded for:

- Information Security Support Services: \$9.4 million, all three awardees are MWOBs.
- Infrastructure Support Services: \$488 million, one of three firms is an MWOB.
- Strategic Business Support Services: \$386 million, nine of 13 firms are MWOBs.
- Information Technology Application Services—Next Generation: \$425 million, nine of 17 firms are MWOBs.



In our second area of success, we continued to use the Section 8(a) program, which resulted in \$6.1 million in contracts to MWOBs for critical interior construction projects of FDIC facilities, assessment of human resources systems, and outreach and economic inclusion services. Eighty-eight such contracts with a combined value of \$29.6 million were awarded in 2021.

OMWI continued to serve as a voting member on Technical Evaluation Panels (TEPs) that ensure all contract proposals receive fair consideration. During the year, OMWI staff participated in 27 TEPs and responded to 62 requests from ASB and program offices for MWOB referrals in 2021.

In addition, ASB continued to host virtual Industry Days for solicitations. ASB conducts Industry Days to ensure businesses understand the FDIC's requirements before a solicitation is issued and to give smaller businesses opportunities to find partners and develop teams before submitting bids. Subsequently, a participating MWOB firm met applicable requirements, competed, and received an award to provide critical on-site Physical Security Services at bank closings.

## Enhancing Outreach to MWOBs

During the year, OMWI applied a more holistic approach toward our Minority and Women Outreach Program and the procurement process and actively promoted contracting with MWOBs. We proactively conducted market research and collaborated with program offices to host Pitch Days. This level of engagement supports the Minority and Women Outreach Program to meet the evolving contracting environment and ensure equitable economic opportunity for MWOBs.

OMWI also continued to focus on identifying procurement needs earlier in the procurement process. Throughout the year, OMWI met

regularly with program personnel to discuss the status of contract awards, requirements, and contracting strategies. During the sessions, OMWI shared information on the benefits of contracting with MWOBs.

As a result, OMWI personnel gained a deeper understanding of contracting needs from the customer viewpoint. This exposure has enhanced OMWI staff's capacity to have deeper, more meaningful conversations with MWOB contractors at matchmaking procurement events and during one-on-one technical assistance meetings.

“ The FDIC relies on contractors to assist in the resolution of failed financial institutions across the country. Since no two banks are alike, we often require the support of contractors with different specialties and an understanding of the communities affected. Developing and maintaining a diverse pool of contractors helps us ensure that we are prepared to pay insured depositors quickly, and to effectively manage the resolution of failed financial institutions and disposition of their assets.

**Andrew Stirling**  
**Assistant Director**  
**Division of Resolutions**  
**and Receiverships**

Technical Assistance events provide resources and educate contractors for opportunities with the FDIC and provide knowledge that may help them succeed with other agencies as well. In 2021, OMWI completed a three-part technical assistance series that focused on “Getting to Success: Marketing Your Business,” “Collaborating with a Mission,” and “Proposal Writing: Things Unsaid.” Two hundred and fifty attendees participated in the three events.

In 2021, OMWI conducted three Pitch Day sessions. At each session, MWOBs “pitch” their business capabilities to the FDIC for potential contracting opportunities of their goods and services. The program offices viewed the events as enriching opportunities to learn and interact with the contractors. After attending one Pitch Day session, an MWOB firm competed and won a \$14.3 million nationwide Administrative Support Services contract. At the request of program offices, OMWI will continue Pitch Day sessions in 2022. The FDIC also hosted two other events that positioned companies for potential opportunities, the virtual Technical Assistance Events. These events highlighted resources to enhance networking connections.

OMWI also conducted extensive outreach to MWOBs about agency procurements. Subsequently, four MWOBs met applicable requirements, competed and won contracts for new procurements in the Division of Administration and DRR. OMWI added 100 new MWOB firms to the resource list from one-on-one meetings, exhibits, matchmaking procurement events, and inquiries to the MWOB Mailbox after vetting for possible opportunities.

A key objective under the DEI Strategic Plan community goal is implementing the use of automated tools to improve the efficiency and effectiveness of programs.

In 2020, OMWI identified the need for automation to support our outreach program. The existing tools consisted of a combination of disconnected automated and manual processes. In 2021, OMWI developed and deployed the Minority- and Women-Owned Business Relationship Management (MRM) tool. The MRM tool provides technology support for customer relationship management, internal workload management, program measurement activities, and reporting for accountability. The significant value of the MRM tool is improved technical assistance to MWOBs and improved quality of contract referrals to procurement.

Also, OMWI deployed the Contractors’ Workforces Dashboard in 2021. This electronic application supports review of our contractors’ good faith efforts. Under Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, OMWI must assess our contractors’ good faith efforts to ensure the fair inclusion of minorities and women in their workforces. Before implementing the Contractors’ Workforces Dashboard, the reviews were very labor-intensive. We have streamlined the reviews with the introduction of a questionnaire and application of technology.

## **Measures of MWOB Success**

Our contracting awards in 2021 demonstrate the strong participation of MWOBs in contracting opportunities with the FDIC. For the year, \$416.4 million in new awards (representing 49.2 percent of all new awards) went to MWOBs, marking the FDIC’s most successful year ever. This is an increase of \$326.4 million and 28.1 percent, over 2020. And, over the last five years, on average, 29.6 percent of new contracts were awarded to MWOBs.

Despite an overall downward trend in contract awards between 2015 and 2020, the FDIC has worked hard to maximize opportunities for MWOBs through innovative contracting strategies and outreach.

The FDIC strives to increase participation by MWOBs in all of its program areas. As demonstrated in the table below, the agency awarded contracts to MWOBs for a wide variety of goods and services in 2021.

## 2021 MWOB Awards by Category

Type of Goods and/or Service	Combined Award Value
IT Services	\$288,694,555
Strategy and Business Support Services	\$70,591,698
Hardware/Software & Maintenance	\$29,641,153
Facilities Management Services and Renovations	\$19,887,362
Bank Resolution Services	\$1,833,106
Risk Modeling Services	\$1,350,000
Furniture	\$999,202
Document Prep/Transcription/Scanning Services	\$835,153
Digital Marketing	\$605,500
Moving Services	\$478,787
OMWI Support Services	\$412,450
Financial Research Services	\$491,400
HR Services	\$290,615
Corporate University Services	\$203,143
Tax Compliance Services	\$34,475
Facilitator Services	\$25,000
<b>Total of 2021 Awards</b>	<b>\$416,373,599</b>

In 2022, the FDIC will continue to monitor contracting policies and practices to promote economic opportunity for MWOBs. OMWI will continue to build upon partnerships with program offices and contracting on procurement strategies for solicitations. OMWI will continue to educate MWOBs about doing business with the FDIC through procurement events, partnerships with professional trade associations, technical assistance, and Pitch Day sessions.

## **Strengthening Outreach to MWOLFs and Diverse Attorneys**

Similar to the Minority and Women Outreach Program, our Legal Division promotes DEIA in legal referrals for outside counsel services to MWOLFs and Diverse Attorneys at majority firms. Despite a decline in overall legal referral work, the Legal Division continues to expand the pool of MWOLFs and Diverse Attorneys around the country.

The Legal Division provides ongoing technical assistance that prepares Diverse Legal Service Providers (DLSPs) to participate in any outside counsel services work to offset the declining resolution activity. In 2021, the FDIC's in-house counsel met regularly with DLSPs and strengthened relationships with firms working with the agency.

The FDIC's engagement with Diverse Attorneys resulted in several majority firms naming four diverse relationship partners. Relationship partners serve as the primary liaisons between the client (i.e., the FDIC as receiver) and the law firm. Diverse relationship partners receive credit for developing the FDIC as a client.

The Legal Division also engaged in a major advertising campaign and participated in seven minority bar association virtual conferences and

three stakeholder events in 2021. At a National Association of Minority and Women-Owned Law Firms (NAMWOLF) webinar, the FDIC and the U.S. Securities and Exchange Commission presented jointly about opportunities for receivership work. The Legal Division collaborated with NAMWOLF to recruit nine new MWOLFs in various geographic areas out of a total of 20 firms added to the List of Counsel Available.

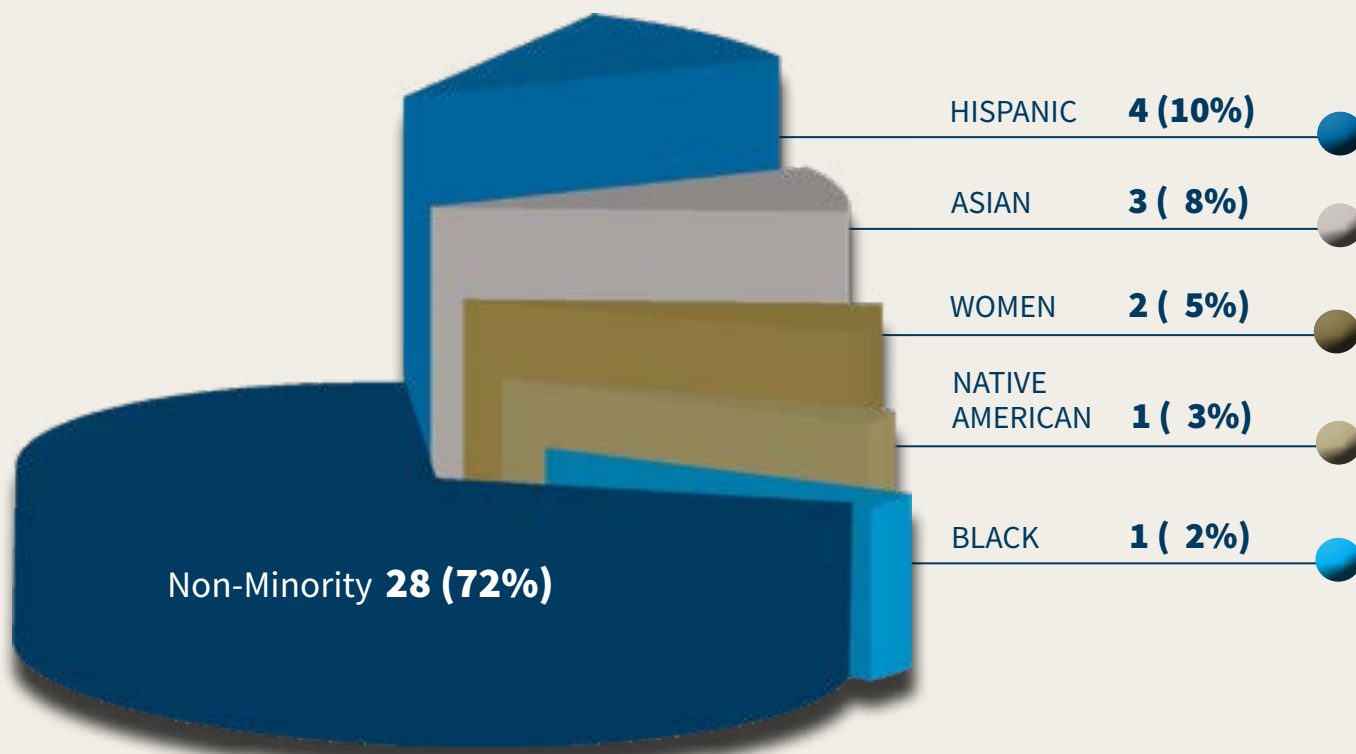
The Legal Division also collaborated with the National Bar Association Commercial Law Section to recruit several Diverse Attorneys. For the year, the Legal Division increased the percentage of MWOLFs on the List of Counsel Available from 30 percent to 41 percent.

This year, the Legal Division collaborated with OMWI on a Pitch Day event that provided a dozen MWOLFs and Diverse Attorneys a platform to present their firm's legal expertise to in-house FDIC attorneys. The event resulted in robust discussions between the firms and FDIC in-house counsel that are primarily responsible for assigning legal work.

## **Measures of MWOLF and Diverse Attorneys Success**

Notwithstanding the decline in bank resolution activity, the FDIC paid \$385,000 in legal fees to MWOLFs and \$3.2 million to Diverse Attorneys in 2021. Taken together, the FDIC paid \$3.5 million to MWOLFs and Diverse Attorneys out of a total of \$19.5 million spent on outside counsel services, for an aggregate 18.3 percent diversity and inclusion participation rate in outside legal contracting in 2021. The FDIC made 11 referrals to MWOLFs, which accounted for 29.0 percent of all legal referrals.

## 2021 Referrals to MWOLFs and Diverse Attorneys



In 2022, the Legal Division will complete a review of the referral process to determine if there are opportunities to enhance the MWOLF selection process, within existing guidelines for legal referral services, according to the DEI Strategic Plan.

The review results will be used to draft an action plan to strengthen outreach and technical assistance to MWOLFs and Diverse Attorneys. Meanwhile, the Legal Division will continue to provide technical assistance to current law firm partners and professional associations.

“ FDIC legal matters provide minority- and women-owned law firms and Diverse Attorneys at majority firms with opportunities for learning and client development that is vital to professional success. Several diverse lawyers have ascended to partnership within their respective firms as a result of working on our legal issues. We realized long ago that when diverse legal services providers succeed, they become more valuable partners to the FDIC.

**Mona Diaz**  
**Counsel, Legal Division**

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## Financial Institution Diversity

Our DEI Strategic Plan community goal incorporates the important roles the FDIC and supervised financial institutions have in maintaining a banking system that works for all members of the community. In many communities, supervised financial institutions are the bedrock of the local economy.

These institutions provide jobs, deposit account services, access to credit, and capital for small businesses. The workforce at these institutions should reflect the unique diversity in those communities to foster trusting relationships with all customers.

### Fostering a More Inclusive Banking System

Throughout 2021, the FDIC engaged in discussions with other federal agencies, DEIA practitioners, state and banker trade associations, and community-based organizations. We were transparent about our desire to make meaningful changes. By being open and honest about our DEIA journey, we model the behaviors we want our financial institutions to adopt. With greater visibility on DEIA issues, the FDIC seeks to promote greater diversity in the financial services industry.

The FDIC's goal is to be a resource partner with our supervised financial institutions in their diversity journey. In 2021, financial institutions reached out to OMWI to discuss their diversity programs and learn more about what FDIC is doing on DEIA. This is the first step in our long term plan to provide DEIA technical assistance to our regulated entities.

### Expanding Outreach with DEIA Community

OMWI continued to expand our outreach with banker trade associations and professional organizations to educate and increase awareness about the FDIC's Financial Institution Diversity Self-Assessment (DSA). We increased the visibility of the Financial Institution Diversity program by providing technical assistance and supporting industry events. In 2021, we participated in:

- American Banker Association Forum on Diversity, Equity, and Inclusion
- American Banker Association "Diversity Data and Self-Reporting" webinar
- OMWI Forum Webinar "Financial Institution Diversity Self-Assessment"
- Conference of State Bank Supervisors State Federal Supervisory Forum
- Virginia Bankers Association Diversity, Equity, and Inclusion Summit
- Alliance of Black Businesswomen and Entrepreneurs: 2021 Rise to Wealth Conference
- 2021 Operation Hope Forum "Meeting the Moment"
- Ohio Bankers League Prospective Diversity Director's Symposium

During summer 2020, the lack of diversity on bank boards became a focus in the financial services industry. Bank board diversity is important because the board influences the organization's culture, and can impact economic inclusion more broadly. Having a diverse board brings a valuable range of perspectives that positively impact decision making by

considering the interests of all community members. Despite efforts to increase the representation of women and minorities on boards, data indicates low levels of diversity at the management and board level.

In June 2021, the FDIC cohosted an informational session with the Ohio Bankers League. The event focused on educating diverse, prospective candidates interested in becoming bank directors about the roles and responsibilities of serving on a bank board. More than 80 participants attended, including prospective and current bank board members, proposed board members from a Chicago de novo minority depository institution, and other regulatory agencies. The hope is to continue to host this type of event and include a panel of minority individuals who became board members as a result of knowledge obtained through this symposium. As of November 30, 2021, three individuals who attended the session have joined bank boards, and an additional eight attendees were in the process of joining boards.

In November, OMWI Director Nikita Pearson participated in a discussion on “Increasing Diversity in Banking” with the President and CEO of the National Bankers Association at the 2021 Rise to Wealth Conference. The purpose of the event was to support expanding the talent pool for bank boards by sharing information with women of color who are seeking these opportunities.

## Promoting Increased DEIA Transparency

Throughout 2021, we continued to encourage our supervised financial institutions to incorporate the principles of DEIA in their workplace by participating in the FDIC’s voluntary DSA. The DSA instrument helps financial institutions collect data on their diversity profile and programs; identify opportunities, strengths, and gaps in their programs; and learn about leading diversity practices.



**“Women, minorities, and other marginalized communities can face barriers in accessing credit and other financial services they need to fully participate in the economy and prosper. Improving diversity in the banking industry can bring unique perspectives that foster financial inclusion for those on the outskirts of the financial mainstream.”**

**Nikita Pearson**  
Deputy to the Chairman  
for External Affairs and  
Director of the Office of  
Minority and Women Inclusion

We have gained a number of insights through the DSA program, including:

- Financial institution responses indicate strong support for organizational commitment to diversity and inclusion and workforce diversity leading practices.
- Financial institutions are reluctant to publish information about the organization’s diversity practices and performance.
- Most financial institutions have not adopted supplier diversity leading practices.
- Financial institutions are still wary of sharing diversity and inclusion information with their federal regulators.
- The location and size of FDIC-regulated financial institutions may limit their resources to grow a diversity program.
- Financial institutions are at different stages in their diversity and inclusion maturity journey.
- Financial institutions may not be aware of the benefits of completing a diversity self-assessment.

Going forward, we seek to increase financial institution participation in the DSA. For the 2020 reporting period, 148 out of 773 financial institutions, with 100 or more employees, shared their DSA with the FDIC.

OMWI provides technical assistance to help financial institutions build and grow their DEIA programs. Similar to our existing FDIC technical assistance initiatives in other programs, we will look to build partnerships with banks and state bank trade associations to cohost events that spotlight DEIA topics, and raise the program visibility through articles and ads in publications. In addition, we will continue to respond to questions from supervised institutions about their diversity programs.



## **Financial Inclusion**

In our DEI Strategic Plan, the FDIC reaffirmed our commitment to foster greater financial inclusion in the development and implementation of FDIC policies, including those that promote diversity and inclusion of historically underserved and marginalized populations.

While we have made progress, minority and low- and moderate-income (LMI) communities continue to face barriers in accessing banking and financial services. Lack of access to these resources reduces the ability of community members to obtain affordable credit, mortgages, and much-needed capital to start and grow small businesses.

This lack of access to credit and capital has contributed to the wealth gap in America, which has grown steadily over the last 30 years. It is estimated that the top 10 percent of the population has 79 percent of the wealth in America. Exacerbated by a disproportionate distribution of economic disparities created by the COVID-19 pandemic, these communities continue to struggle to participate in the mainstream economy.

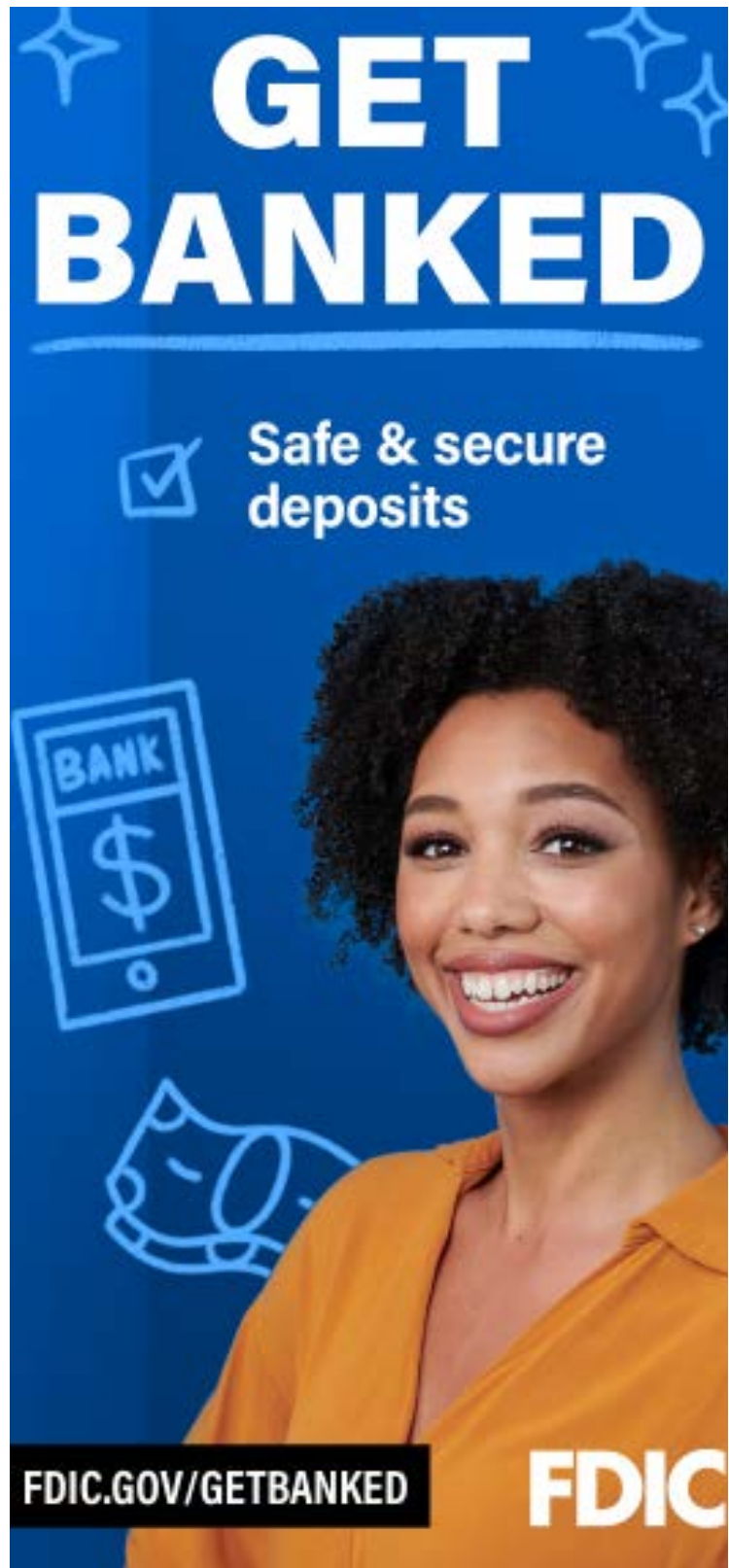
Our efforts in 2021 included an increase in partnerships, initiatives, and outreach promoting economic inclusion for historically underserved minority and LMI communities. These efforts focused on increasing economic inclusion in the areas of account access, sustainable credit, affordable housing, resources for small businesses, and financial education. The following section highlights our successes in promoting these areas of economic inclusion in LMI communities across the country.

## Bringing Unbanked Consumers Into the Financial Mainstream

Seven million Americans remain unbanked and lack affordable access to deposit and saving accounts. We saw during the COVID-19 pandemic the real-world impact on the well-being of individuals and families who do not have bank accounts. These consumers experienced delays and incurred higher costs accessing their stimulus payments, for example. The most recent study found that 13.8 percent of Black and 12.2 percent of Hispanic households are unbanked.<sup>1</sup> Most unbanked rely on check-cashing and payday lending businesses, often at a much higher cost. To reduce the number of unbanked Americans, the FDIC launched the #GetBanked initiative to promote access to secure, affordable, insured bank accounts for all Americans.

Through its #GetBanked webpage, the FDIC provides consumers with information on finding a bank, opening an account online, and accessing other resources regarding the importance of establishing a banking relationship. The webpage is available in English and Spanish. We also encourage more banks to offer low-cost sustainable accounts to consumers. By year-end, the FDIC's resource pages on bank account access had received more than 599,000 page views.

In Spring 2021, in the Atlanta and Houston metropolitan areas, the FDIC launched a three-month #GetBanked public awareness campaign.



<sup>2</sup> Federal Deposit Insurance Corporation (FDIC), “How America Banks: Household Use of Banking and Financial Services,” 2019 FDIC Survey (October 2020), available at <http://www.fdic.gov/analysis/household-survey/2019technotes.pdf>.



The campaign, which included radio and television advertisements, featured the theme “There’s a Better Way,” and focused on breaking down consumers’ misconceptions about banks and highlighting how banks can help them meet financial needs. During the campaign, the #GetBanked webpage received more than 163,000 visits.

We also conducted virtual outreach events around the country, fostering community partnerships that support the financial well-being of the unbanked, including a webinar co-sponsored with the Internal Revenue Service to increase the number of Volunteer Income Tax Assistance (VITA) sites, account access, and economic inclusion in South Dakota. Six new VITA sites were created in South Dakota to prepare for the 2022 tax season in counties with no VITA presence. In addition, Four Bands Community Fund Inc., a Native American Community Development Financial Institution, educated about 200 unbanked tax filers on the benefits of having a bank account, and at least 25 percent of those established a bank account with direct deposit.

While much effort has been made to target adult consumers, the FDIC also recognizes the importance of teaching young people about safe and affordable banking services. In particular, youth employment programs have a unique opportunity to help young people build financial capacity and develop banking relationships. In 2021, the FDIC continued its efforts with federal partners and other organizations to foster collaborations between banks and youth workforce providers, resulting in young people receiving financial education and an opportunity to easily open a bank account. We collaborated with banks and the City of Philadelphia to deliver six financial empowerment sessions to more than 2,000 young people. The banks also offered accounts to the participants.

In California, the FDIC also worked with a bank in an Orange County workforce program to conduct a financial education series in which bankers discussed the importance of opening bank accounts and demonstrated how to do so.

Besides efforts to bring unbanked consumers into the financial mainstream, the FDIC continued supporting savings initiatives, including the America Saves program. This year we participated by leading the Los Angeles Saves initiative and serving on the America Saves Week advisory group. As a result, more than 285,000 consumers set up or increased automated savings plans (based on responses from six percent of the participating organizations). From their survey of participating financial institutions, America Saves estimated that \$158,592,265 was deposited into new or existing savings accounts during the week.

“Economic inclusion is important to me because it presents a significant opportunity for all people to achieve financial growth. I am passionate about reducing barriers to the financial system, which many underserved and minority communities face. The #GetBanked initiative provides resources for consumers to learn about the benefits of having an affordable bank account and how to open one. I enjoy promoting resources which can lead individuals and families to the path of financial well-being or wealth.

**Mia Sowell, Sr. Community Affairs Specialist, Division of Depositor and Consumer Protection**



## Promoting Access to Sustainable Credit

The FDIC promotes access to sustainable credit by establishing partnerships among banks and community stakeholders who provide resources to help LMI consumers build and sustain a strong credit history. Our vision is to give every bank the tools and strategies to make an informed decision about responsible lending to LMI communities and consumers. In 2021, we hosted outreach events targeting consumer credit challenges around the availability of affordable small dollar loans, targeting specific population segments.

*Our vision is to give every bank the tools and strategies to make an informed decision about responsible lending to LMI communities and consumers.*

One such event targeted the Spanish-speaking populations of Oregon that experienced financial hardship stemming from the pandemic, highlighting trends leading to debt collection and negative implications on credit reporting. Many households impacted by the long-term consequences of heavy debt levels turn to non-bank credit providers to relieve financial burdens. Events such as this provided promising

strategies to develop bank partnerships with organizations who have adopted a community-first framework offering affordable credit options and credit rehabilitation programs, which can help alleviate the financial burdens of these households. The events also helped educate consumers about affordable and safe small dollar lending programs.

We also hosted a discussion series on establishing and maintaining strong credit histories at various HBCUs across Mississippi. For the first time, the FDIC partnered with BIPOC-serving financial institutions (i.e., BankPlus, Hope Credit Union, and Bank of Commerce) to present the importance of understanding the criteria involved in developing and maintaining credit stability.

The event directed many to establish credit and encouraged others to adopt more robust credit rehabilitation strategies.

## Affordable Housing Assistance

We recognize that, for many families, securing affordable housing has a significant impact on their ability to build wealth. Housing is generally the largest single expense for most families. As moratoriums and forbearances expired during the year, more homeowners needed support to help mitigate eviction and foreclosure. For the first time, the FDIC provided information on resources available to assist struggling homeowners in learning about options and assistance.

In July, the Homeownership and Foreclosure Prevention Committee of the Financial Empowerment Network created an outreach video to encourage homeowners and community-based organizations assisting homeowners with forbearance agreements

to call the Washington State Homeownership Hotline and connect with housing counselors to obtain assistance and learn about options. The video was a direct outcome of a San Francisco Region-hosted webinar in February 2021, which encouraged mortgage holders, mortgage servicers, and lenders to minimize foreclosure actions in the state of Washington.

During National Homeownership month, we hosted a national event to discuss strategies on closing the homeownership gap in LMI and minority communities. In partnership with the Department of Housing and Urban Development, the webinar presented a market overview and analysis of the national housing market, followed by a panel of experts within the mortgage industry that discussed research and programs to improve housing equality. As a result, housing counseling agencies and banks obtained strategies to lower barriers and increase homeownership opportunities in LMI and minority communities.

## **Supporting Small Business Lending**

The ability of a small business to grow is often a byproduct of its ability to secure capital. Many minority- and women-owned firms entered the COVID-19 pandemic facing a unique set of obstacles, such as challenged credit histories, low cash liquidity, and limited access to credit opportunities. In addition, many of these businesses lack a formal banking relationship with a financial institution, which keeps them out of the financial mainstream system.

The FDIC encourages financial institutions and their partners to prudently serve the financial needs of emerging entrepreneurs and small businesses. We want to equip every bank with tools and resources that support small business lending, including technical

assistance, education, and access to Community Development Financial Institutions (CDFIs). As part of our 2021 outreach efforts, the FDIC worked with community stakeholders to extend lending and educational resources to minority-owned small businesses.

The FDIC cohosted, along with the U.S. Small Business Administration, Valley Community Small Business Development Center, and San Joaquin Delta College, a webinar to connect technical assistance providers, affordable lenders, and small business development organizations to Spanish-speaking entrepreneurs of the Central Valley and equip them with resources and opportunities.

As a result, Kiva (an affordable micro-lender) collaborated with the Kern County (California) Women's Business Center to provide a credit training for Spanish-speaking female entrepreneurs. Kiva also developed a bilateral referral partnership with Chase Bank throughout California, Georgia, Illinois, Texas, and Michigan, resulting in affordable loans to hundreds of Latino-owned startup businesses previously subject to predatory lending.

The Urban League of Metropolitan St. Louis Women's Business Center adopted the FDIC curriculum for future strategic programming for its "Ready, Set, Launch" Program, a 12-week training and development program to strengthen the financial literacy of minority women entrepreneurs. As of May 2021, 31 aspiring and existing business owners had graduated from the program. Several of those graduates are applying for or have received small business loans as startup capital, and the Women's Business Center launched a second cohort in August 2021.

## Alliances for Economic Inclusion

As part of our community outreach efforts, the FDIC sponsors Alliances for Economic Inclusion (AEIs) in 12 designated metropolitan statistical areas. AEIs are coalitions of local financial institutions, consumers, community, and local government organization leaders. AEI members support the goal of promoting the widespread availability and use of safe, affordable, and sustainable financial products from insured depository institutions that help people achieve financial stability and build wealth. AEIs seek to promote economic inclusion by connecting LMI individuals and emerging small businesses to the mainstream financial system.

For example, the Austin AEI hosted “Empowering Women and Families Through Innovative Financial Solutions,” a discussion of the key issues and building blocks for establishing economic security for women and their families. The event was cosponsored by the Office of the Comptroller of the Currency, which presented information on its Project Roundtable for Economic Access and Change (Project REACH). Because of this effort, two banks have committed to hold discussions with the Texas Women’s Foundation regarding opportunities to advance economic and leadership opportunities for women.

## Advancing Financial Education and Well-Being

Financial education is central to the FDIC’s efforts to expand economic inclusion and promote confidence in the banking system. Through its award-winning Money Smart financial education curriculum, the FDIC offers non-copyrighted, high-quality, free financial education training resources to meet the financial education needs of consumers of all ages and small business owners.

In 2021, Money Smart commemorated its 20th anniversary with the release of “How Money Smart Are You?”—a next generation self-paced, interactive suite of 14 virtual games and related resources about everyday financial topics. We also released an updated version of Money Smart for Older Adults.

The enhanced version includes an updated resource guide and a new section to help people avoid romance scams. We continued to partner with community stakeholders who share our commitment for advancing financial education.

“

Economic Inclusion is important to me because I have seen first-hand the affects that a lack of financial education, access and inclusion has had in my community. This is why I am passionate about our Money Smart products. Money Smart provides relevant, unbiased financial education in language that everyday people can understand. The curriculum has something for all ages and helps people obtain not only the education they need but also the confidence to make sound financial decisions.

**Brittany Burroughs**  
**Community Affairs Specialist**  
**Division of Depositor and**  
**Consumer Protection**

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For example, we continued to collaborate with Operation HOPE, a non-profit for-purpose organization that equips individuals from LMI communities with the financial tools and education to fully participate in the financial system. Our collaboration allows Operation HOPE and the FDIC to leverage each other's resources related to financial education, consumer and small business access to credit, and disaster preparedness and recovery for members of the BIPOC community.

In honor of National Veterans and Military Families Month, we provided banking resources and training on the FDIC's Money Smart for Adults curriculum to Veterans Service Organizations and Department of Veterans Affairs' special Outreach Program Coordinators. The training will enable these organizations to provide financial education to more than 158,000 unbanked U.S. veterans.

## **Expanding Financial Inclusion for Black, Indigenous, and People of Color**

The FDIC continues to improve and strengthen our commitment to the communities we serve by integrating DEIA initiatives for BIPOC communities. Motivated by the importance of increasing financial capability and access to financial services for the U.S. Hispanic population, the FDIC developed a new BIPOC Pilot. The pilot's focus is to increase representation by Hispanic-serving institutions and organizations in FDIC community coalitions and increase utilization of FDIC economic inclusion resources available in Spanish. To support the pilot project, we have engaged key strategic partners such as UnidosUS; the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Hispanics; and the Hispanic Association of Colleges & Universities (HACU).

We continue to amplify our commitment to DEIA and advance our vision. Our work this year included 59 events devoted to positively affecting BIPOC communities:

- Increased partnerships with BIPOC serving organizations,
- Convened stakeholders to highlight best practices for reaching BIPOC,
- Engaged with BIPOC subject matter experts,
- Enhanced collaborations with CDFIs, and
- Developed key performance indicators that measured the success of BIPOC initiatives.

As part of our HBCU engagement, we also participated in the 2021 Thurgood Marshall Leadership Institute student webinar, engaging in a panel discussion on "The Relationship Between Your Money, Your Decisions and Your Financial Health." Approximately 40 African American undergraduate and graduate students attended to learn how to build financial health strategies and maintain a healthy relationship with money.

## **Promoting Inclusion through Technology Innovation**

Our Office of Innovation, also known as FDITECH, leads the FDIC's efforts to support the adoption of innovative technologies at the FDIC. FDITECH convenes subject matter experts from the banking industry, community organizations, and the technology sector to develop solutions to address financial industry challenges.

In 2021, FDITECH launched its first tech sprint, "Breaking Down Barriers: Reaching the Last Mile of the Unbanked."

The tech sprint brought together a diverse group focused on the significant challenges of financial inclusion for the seven million unbanked households in America. The ideas emerging from the tech sprint ranged from technology applications that can streamline the customer onboarding experience for financial institutions that lack a digital presence, incorporating culturally relevant resources into the design of financial solutions, and different delivery methods for financial education.



FDITECH's approach to innovation is founded on the principles of inclusion and accessibility. We embrace diverse perspectives as we create solutions that address modern banking challenges and strengthen public confidence in the nation's financial system.

**Brian Whittaker, Acting Chief  
Innovation Officer**



## Supporting Minority Depository Institutions

The preservation and promotion of MDIs remains a long-standing, top priority for the FDIC. The FDIC's research study, *Minority Depository Institutions: Structure, Performance, and Social Impact*, published in 2019, found that MDIs play a vital role in providing

mortgage credit, small business lending, and other banking services to minority and LMI communities. MDIs are anchor institutions in their communities and can play a key role in building a more inclusive financial system.

In 2021, significant new sources of private and public funding became available to support FDIC-insured MDIs and CDFIs, collectively known as "mission-driven banks." This includes up to \$9 billion in funding through the U.S. Department of the Treasury (Treasury) through the Emergency Capital Investment Program (ECIP), as well as \$3 billion in new grant funding for CDFIs, including \$1.2 billion set aside for minority lending institutions.

During 2021, the FDIC pursued several strategies to support MDIs, including increasing engagement and representation, facilitating partnerships to provide new capital and other tools and resources, updating policies, and promoting the MDI sector through advocacy, as well as by providing outreach, technical assistance, and education and training for MDIs.

## Engagement and Representation

The FDIC's MDI Subcommittee of the Advisory Committee on Community Banking (CBAC) held three virtual meetings in 2021. The subcommittee is comprised of nine MDI executives representing all types of MDIs and provides a venue for minority bankers to discuss key issues, share feedback on program initiatives, and showcase MDI best practices.

In addition, representatives from three MDIs serve on the 18-member CBAC to further bring MDI perspectives and issues to the table. During 2021, the FDIC also engaged in deeper relationships with mission-driven bank trade groups to facilitate effective implementation of some of the new resources becoming available to mission-driven banks.





## Partnerships

In 2021, the FDIC partnered with the Treasury and the Community Development Financial Institutions Fund (CDFI Fund) to support new sources of funding made available to MDIs and CDFIs. For example, the FDIC developed a Capital Estimator Tool for mission-driven banks and a Regulatory Capital Guide.

These offerings enabled mission-driven banks to approximate the impact of additional capital on regulatory capital ratios through various “what-if” scenarios and inform decisions on the types of capital they sought. The FDIC also co-sponsored an interagency webinar to demonstrate use of the tool and guide.

In addition, the FDIC cosponsored a webinar with the CDFI Fund and MDI and CDFI trade groups to enable institutions to learn about the benefits of CDFI designation, especially given new grant funding for minority lending institutions.

## Policies

In June 2021, the FDIC’s Board of Directors updated and strengthened its Statement of Policy Regarding Minority Depository Institutions. The revised policy includes updates responsive to the public notice-and-comment process conducted in the fourth quarter of 2020. The policy statement reflects the agency’s enduring commitment to fulfilling the five statutory goals to preserve and promote MDIs and outlines the framework for the MDI program across the FDIC. Key changes include emphasis on engagement with MDIs, enhanced technical assistance, and a description of how examiners apply examination standards to the unique business models of MDIs.

The FDIC also developed MDI designation procedures, outlining factors it considers in determining whether an institution meets one of two definitions to qualify as an MDI. Given the substantial increased interest in becoming an MDI, the agency desired to provide greater transparency and clarity for institutions considering the MDI designation.

In 2021, agency staff also developed training modules that will be launched in 2022 to train examiners and other staff supporting the MDI program.

Outreach, Technical Assistance, Education  
It is important to promote the visibility of MDIs, to tell their stories, and showcase the important role they play in their communities. In 2021, the FDIC began planning a 2022 relaunch of its initiative to record and publish videos

of MDI executives sharing their institutions’ “origin stories,” highlighting the reasons their institutions were formed, and describing how they have served their communities over time. In addition, senior agency leaders emphasized the significance of mission-driven banks in numerous external speaking engagements and through posts on a number of FDIC social media channels and websites.

The FDIC cosponsored the biennial interagency Minority Depository Institution and CDFI Bank Conference in September 2021, along with the Office of the Comptroller of the Currency (OCC) and the Federal Reserve Board of Governors (FRB). The conference, “Navigating the Economy with Resilience and Reinvention,” featured agency principals discussing their initiatives to support mission-driven banks, panels led by MDI and CDFI CEOs sharing their perspectives, and senior agency leaders discussing current supervisory and policy issues. The conference also highlighted key points for building business relationships with corporate America, MDIs, and CDFIs; a session on economic inclusion, innovation, and fintech; and breakout sessions during which bankers could speak with their primary federal supervisor.

During the year, the FDIC continuously pursued efforts to improve communication and interaction with MDIs and to respond to the concerns of minority bankers. The agency maintains active outreach with MDI trade groups and offers to arrange annual meetings between FDIC regional management and each MDI’s Board of Directors to discuss issues of interest. The FDIC also conducts an annual survey to obtain feedback from MDIs and to help assess the effectiveness of the MDI program.

At the conclusion of each examination of an MDI supervised by the FDIC, staff is available to return to the institution to provide technical assistance by reviewing areas of concern or

topics of interest to the institution. The purpose of return visits is to assist management in understanding and implementing examination recommendations, not to identify new problems.

Through its public website ([www.fdic.gov](http://www.fdic.gov)), the FDIC invites inquiries and provides contact information for any MDI to request technical assistance.

In 2021, the FDIC provided 137 individual technical assistance sessions on approximately 29 topics related to risk management, consumer compliance, and resolutions, including:

- Accounting,
- Applications for branch openings and closures,
- Bank Secrecy Act (BSA) and Anti-Money Laundering (AML),
- Community Reinvestment Act,
- Compliance management,
- Corporate Planning,
- Current Expected Credit Losses (CECL) accounting methodology,
- Funding and liquidity,
- Information technology risk management and cybersecurity,
- Internal audits, and
- Loan modifications and Troubled Debt Restructuring.

The FDIC also held outreach, training, and educational programs for MDIs through conference calls and regional banker roundtables. In 2021, topics of discussion for these sessions included many of those listed

above, as well as strategic and management succession planning, FDIC economic inclusion initiatives, emerging risks and areas of concern, IT vendor management, and innovation and emerging technology.

## **Emergency Capital Investment Program (ECIP)**

The ECIP was established by the U.S. Department of the Treasury pursuant to the Consolidated Appropriations Act, 2021, which authorizes Treasury to purchase up to \$9 billion of preferred stock and other financial instruments from LMI community financial institutions determined by Treasury to be eligible for the investment. The ECIP is designed to promote lending, grants, and forbearance for small businesses, minority-owned businesses, and consumers, especially in low-income and underserved communities that may be disproportionately impacted by the economic effects of COVID-19, by making capital investments in operating MDIs and CDFIs.

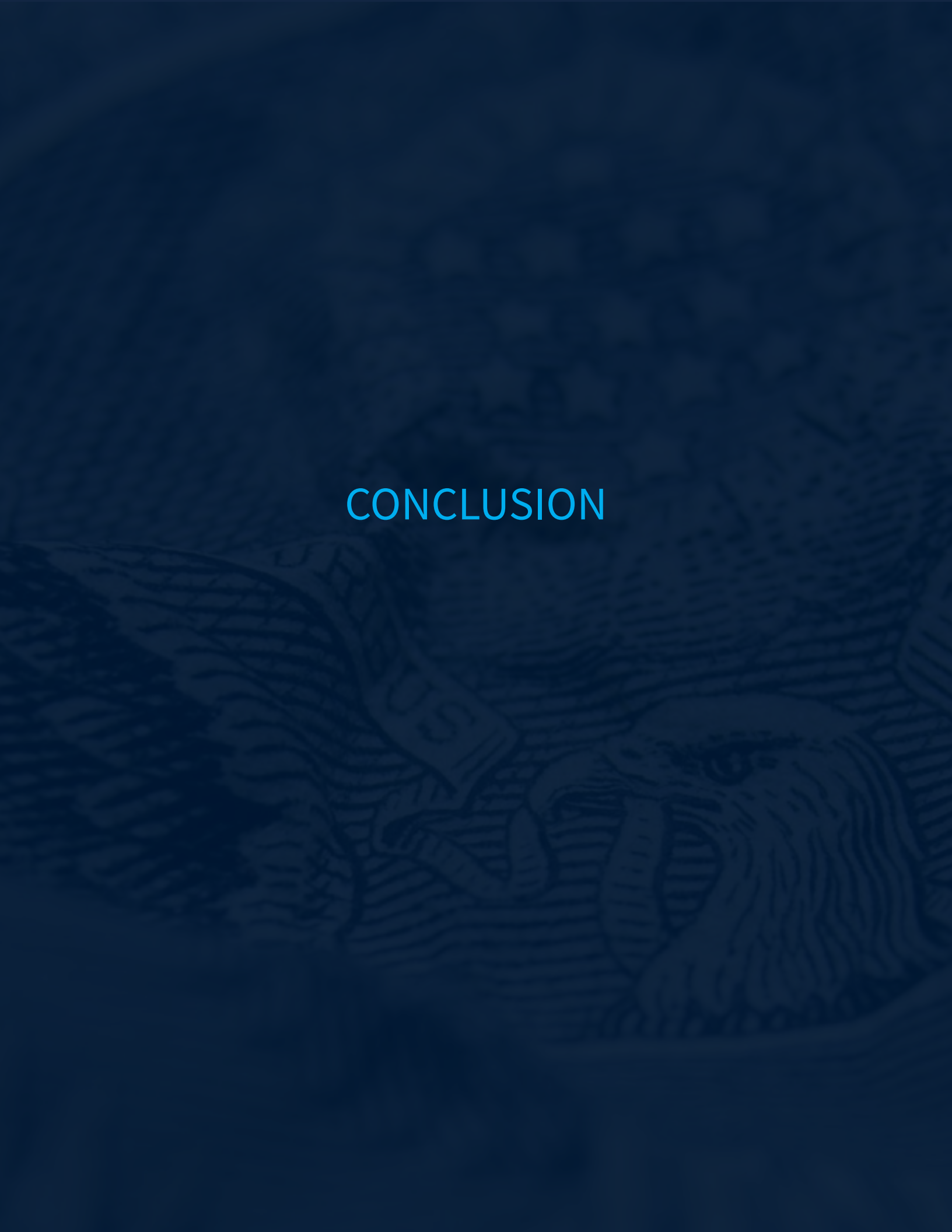
The Act requires Treasury to consult with the appropriate federal banking agency before making a capital investment pursuant to the ECIP. Accordingly, Treasury requested that the FDIC provide specific information for each FDIC-supervised institution that applied to Treasury for an ECIP investment or is a subsidiary of a bank holding company that applied for an ECIP investment. The FDIC provided information to Treasury for 77 institutions for which Treasury requested information. In December 2021, Treasury announced the deployment of more than \$8.7 billion in ECIP investments in 186 MDIs and CDFIs.

In 2021, the FDIC issued a Financial Institution Letter to alert institutions to the availability of the ECIP and to provide sources of information to potential applicants. In addition, to facilitate the implementation of ECIP, the FDIC, along with OCC and FRB, issued an interim final rule to revise applicable capital rules to provide that Treasury's investments under the ECIP would qualify as regulatory capital for insured depository institutions and holding companies.





# CONCLUSION



## CONCLUSION

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**T**he FDIC made progress toward the accomplishment of our strategic vision through creating a workplace **culture** of excellence and belonging; ensuring equitable **career** opportunities for candidates and employees; improving **communications** on DEIA both internally and externally; implementing policies and practices that support **consistent**

DEIA outcomes; and fostering financial inclusion in underserved **communities**. In 2022, we look forward to continuing these efforts, embarking on new programs and initiatives, and achieving even greater success in embedding DEIA in FDIC operations, throughout our workforce, and with the institutions we supervise.







# APPENDICES

**APPENDIX A: CONTRACTING AND TREND DATA**

## FDIC Contract Awards to MWOBs by Year (in Millions)

		2017	2018	2019	2020	2021
<b>TOTAL AWARDS</b>		<b>\$523.7</b>	<b>\$499.5</b>	<b>\$554.0</b>	<b>\$426.7</b>	<b>\$845.5</b>
<b>MINORITY-OWNED OR WOMEN OWNED BUSINESSES TOTALS</b>	\$	\$96.7	\$122.5	\$173.5	\$90.0	\$416.4
	%	18.5%	24.5%	31.3%	21.1%	49.2%
<b>MINORITY-OWNED</b>	\$	\$66.7	\$45.8	\$106.0	\$58.9	\$342.8
	%	12.7%	9.2%	19.1%	13.8%	40.5%
<b>WOMEN-OWNED</b>	\$	\$46.2	\$83.0	\$75.8	\$50.1	\$105.7
	%	8.8%	16.6%	13.7%	11.7%	12.5%
<b>BOTH MINORITY-OWNED AND WOMEN-OWNED</b>	\$	\$16.2	\$6.3	\$8.3	\$19.0	\$32.1
	%	3.0%	1.3%	1.5%	4.4%	3.8%
<b>ASIAN AMERICAN</b>	\$	\$31.2	\$33.9	\$83.1	\$25.6	\$288.5
	%	6.0%	6.8%	15.0%	6.0%	34.1%
<b>BLACK AMERICAN</b>	\$	\$32.7	\$1.9	\$5.8	\$3.3	\$43.8
	%	6.2%	0.4%	1.0%	0.8%	5.2%
<b>HISPANIC AMERICAN</b>	\$	\$1.6	\$7.0	\$13.3	\$28.8	\$7.0
	%	0.3%	1.4%	2.4%	6.8%	0.8%
<b>NATIVE AMERICAN</b>	\$	\$0.9	\$2.9	\$3.5	\$0.6	\$2.4
	%	0.2%	0.6%	0.6%	0.1%	0.3%
<b>OTHER MINORITY</b>	\$	\$0.3	\$0.1	\$0.3	\$0.5	\$1.1
	%	0.0%	0.0%	0.1%	0.1%	0.1%

Note: Percentages do not total to 100 due to overlap between minority-owned and women-owned businesses.

## APPENDIX A: CONTRACTING AND TREND DATA

## FDIC Contract Payments to MWOBs by Year (in Millions)

		2017	2018	2019	2020	2021
<b>TOTAL PAYMENTS</b>		<b>\$414.0</b>	<b>\$429.6</b>	<b>\$466.6</b>	<b>\$479.7</b>	<b>\$479.9</b>
<b>MINORITY-OWNED OR WOMEN OWNED BUSINESSES TOTALS</b>	\$	\$109.61	\$98.0	\$98.3	\$106.5	\$130.0
	%	26.5%	22.8%	21.1%	22.2%	27.1%
<b>MINORITY-OWNED</b>	\$	\$54.6	\$49.5	\$54.0	\$62.1	\$87.4
	%	13.2%	11.5%	11.6%	12.9%	18.2%
<b>WOMEN-OWNED</b>	\$	\$66.9	\$59.5	\$52.0	\$53.9	\$54.2
	%	16.2%	13.9%	11.2%	11.2%	11.3%
<b>BOTH MINORITY-OWNED AND WOMEN-OWNED</b>	\$	\$11.9	\$11.1	\$7.7	\$9.5	\$11.6
	%	2.9%	2.6%	1.7%	1.9%	2.4%
<b>ASIAN AMERICAN</b>	\$	\$30.1	\$28.8	\$31.5	\$37.7	\$59.2
	%	7.2%	6.7%	6.8%	7.9%	12.3%
<b>BLACK AMERICAN</b>	\$	\$14.2	\$9.5	\$6.2	\$6.9	\$9.5
	%	3.4%	2.2%	1.3%	1.4%	2.0%
<b>HISPANIC AMERICAN</b>	\$	\$9.5	\$8.4	\$12.0	\$15.0	\$16.7
	%	2.3%	2.0%	2.6%	3.1%	3.5%
<b>NATIVE AMERICAN</b>	\$	\$0.2	\$2.2	\$3.9	\$1.8	\$1.9
	%	0.1%	.05%	0.8%	0.4%	0.4%
<b>OTHER MINORITY</b>	\$			\$0.4	\$0.7	\$0.1
	%			0.1%	0.1%	0.0%

Note: Percentages do not total to 100 due to overlap between minority-owned and women-owned businesses.

**APPENDIX A: CONTRACTING AND TREND DATA**

## FDIC Contract Actions to MWOBs by Year (in Millions)

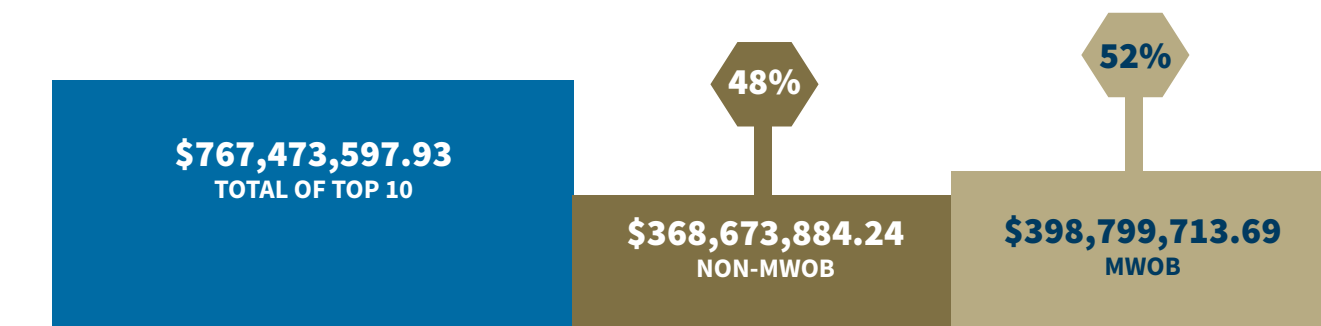
		2017	2018	2019	2020	2021
<b>TOTAL ACTIONS</b>		<b>737</b>	<b>565</b>	<b>518</b>	<b>409</b>	<b>404</b>
<b>MINORITY-OWNED OR WOMEN OWNED BUSINESSES TOTALS</b>	#	210	166	152	117	135
	%	28.5%	29.4%	29.3%	28.6%	33.4%
<b>MINORITY-OWNED</b>	#	100	87	68	53	55
	%	13.6%	15.4%	13.1%	13.0%	13.6%
<b>WOMEN-OWNED</b>	#	151	119	112	89	95
	%	20.5%	21.1%	21.6%	21.8%	23.5%
<b>BOTH MINORITY-OWNED AND WOMEN-OWNED</b>	#	41	40	28	25	15
	%	5.6%	7.1%	5.4%	6.2%	3.7%
<b>ASIAN AMERICAN</b>	#	63	54	33	26	27
	%	8.6%	9.6%	6.4%	6.4%	6.7%
<b>BLACK AMERICAN</b>	#	22	11	15	14	11
	%	3.0%	1.9%	2.9%	3.5%	2.7%
<b>HISPANIC AMERICAN</b>	#	4	11	9	7	10
	%	0.5%	1.9%	1.7%	1.7%	2.5%
<b>NATIVE AMERICAN</b>	#	7	6	5	3	4
	%	1.0%	1.1%	1.0%	0.7%	1.0%
<b>OTHER MINORITY</b>	#	4	5	6	3	3
	%	0.5%	0.9%	1.1%	0.7%	0.7%

Note: Percentages do not total to 100 due to overlap between minority-owned and women-owned businesses.

## APPENDIX A: CONTRACTING AND TREND DATA

## FDIC 2021 Contract Awards by Top 10 NAICS Codes

NAICS	NAICS DESCRIPTION	DOLLAR AMOUNT OF AWARDS	DOLLAR AMOUNT OF MWOB AWARDS
541511	Custom Computer Programming Services	\$266,692,710.22	\$256,842,269.00
541519	Other Computer-Related Services	\$227,130,905.15	\$114,357,213.14
524128	Other Direct Insurance Carriers (except Life, Health, and Medical)	\$98,585,385.00	\$0
541611	Administrative Management and General Management Consulting Services	\$42,688,361.50	\$598,914.50
524113	Direct Life Insurance Carriers	\$32,000,000.00	\$0
511210	Software Publishers	\$23,327,596.71	\$10,910,866.31
518210	Data Processing, Hosting, and Related Services	\$22,756,282.74	\$1,015,282.74
541512	Computer Systems Design Services	\$22,509,507.76	\$662,805.80
561110	Office Administrative Services	\$15,962,447.00	\$14,387,362.20
519130	Internet Publishing and Broadcasting and Web Search Portals	\$15,820,401.85	\$25,000.00



















## APPENDIX B: WORKFORCE DEMOGRAPHIC AND TREND DATA



### FDIC Total, Permanent, and Executive Management Workforce

FDIC TOTAL, PERMANENT AND EXECUTIVE MANAGER WORKFORCE		2017	2018	2019	2020	2021	+/- CHANGE
<b>TOTAL WORKFORCE (PERMANENT AND NON-PERMANENT)</b>							
MINORITY	%	28.7%	29.8%	30.4%	31.3%	32.2%	+0.9%
NON-MINORITY	%	71.3%	70.2%	69.6%	68.7%	67.8%	-0.9%
MEN	%	55.2%	55.2%	55.1%	55.5%	56.0%	+0.5%
WOMEN	%	44.8%	44.8%	44.9%	44.5%	44.0%	-0.5%
<b>PERMANENT WORKFORCE</b>							
MINORITY	%	29.0%	29.9%	30.4%	31.6%	32.6%	+1.0%
NON-MINORITY	%	71.0%	70.1%	69.6%	68.4%	67.4%	-1.0%
MEN	%	55.1%	55.3%	55.2%	55.6%	56.1%	+0.5%
WOMEN	%	44.9%	44.7%	44.8%	44.4%	43.9%	-0.5%
<b>TOTAL WORKFORCE - EXECUTIVE MANAGER (PERMANENT AND NON-PERMANENT)</b>							
MINORITY	%	18.3%	17.6%	16.7%	19.7%	22.6%	+2.9%
NON-MINORITY	%	81.7%	82.4%	83.3%	80.3%	77.4%	-2.9%
MEN	%	61.1%	64.0%	62.3%	63.0%	62.9%	-0.1%
WOMEN	%	38.9%	36.0%	37.7%	37.0%	37.1%	+0.1%

## APPENDIX B: WORKFORCE DEMOGRAPHIC AND TREND DATA

## FDIC Total, Permanent, and Executive Management Workforce



PART I MAJOR OCCUPATIONS FDIC TOTAL WORKFORCE		TOTAL GENDER		RACE/ETHNICITY											
				HISPANIC		NON-HISPANIC OR LATINO									
						WHITE		BLACK		ASIAN		AIAN		TWO+ RACES	
															
<b>ECONOMIST (0110)</b>															
<b>TOTAL</b>	83	27	56	1	2	11	45	4	3	9	4	0	0	2	2
%	32.5%	67.5%	1.2%	2.4%	13.3%	54.2%	4.8%	3.6%	10.8%	4.8%	0.0%	0.0%	2.4%	2.4%	
CLF	32.9%	67.1%	1.95	3.3%	25.2%	55.8%	2.7%	2.8%	2.7%	4.4%	0.1%	0.2%	0.4%	0.6%	
<b>FINANCIAL ADMINISTRATION AND PROGRAM (0501)</b>															
<b>TOTAL</b>	130	62	68	1	3	26	47	30	11	4	6	1	0	0	1
%	47.7%	52.3%	0.8%	2.3%	20.0%	36.2%	23.15	8.55	3.1%	4.6%	0.8%	0.0%	0.0%	0.8%	
CLF	56.3%	43.8%	5.8%	4.0%	38.6%	32.5%	23.1%	8.5%	3.1%	4.6%	0.8%	0.0%	0.0%	0.8%	
<b>ACCOUNTANTS AND AUDITORS (0510/0511)</b>															
<b>TOTAL</b>	84	50	34	2	0	24	23	12	4	11	5	0	0	1	2
%	59.5%	40.5%	2.4%	0.0%	28.6%	27.4%	14.3%	4.8%	13.1%	6.0%	0.0%	0.0%	1.2%	2.4%	
CLF	60.1%	39.9%	3.9%	2.2%	44.2%	31.8%	5.6%	2.4%	5.4%	3.0%	0.3%	0.1%	0.7%	0.4%	

KEY			
<b>CLF</b>	Percentage of Civilian Labor Force		Symbol denotes women
<b>AIAN</b>	American Indian/Alaska Native		Symbol denotes men

**APPENDIX B: WORKFORCE DEMOGRAPHIC AND TREND DATA**













FDIC Total, Permanent, and Executive Management Workforce



PART II MAJOR OCCUPATIONS FDIC TOTAL WORKFORCE		TOTAL GENDER		RACE/ETHNICITY												
				HISPANIC		NON-HISPANIC OR LATINO										
						WHITE		BLACK		ASIAN		AIAN		TWO+ RACES		
W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	
<b>FINANCIAL INSTITUTION EXAMINING (0570)</b>																
<b>TOTAL</b>	2,690	1,075	1,615	45	73	779	1,328	169	107	60	70	4	13	18	24	
%	40.0%	60.0%	1.7%	2.7%	29.0%	49.4%	6.3%	4.0%	2.2%	2.6%	0.2%	0.5%	0.7%	0.9%		
<b>CLF</b>	45.2%	54.8%	3.7%	3.1%	28.3%	44.1%	8.4%	3.4%	3.7%	3.5%	0.2%	0.1%	1.0%	0.6%		
<b>ATTORNEY (0905)</b>																
<b>TOTAL</b>	319	135	184	2	7	102	154	16	14	12	5	1	1	2	3	
%	42.3%	57.7%	0.6%	2.2%	32.0%	48.3%	5.0%	4.4%	3.85	1.6%	0.3%	0.3%	0.6%	0.9%		
<b>CLF</b>	33.3%	66.7%	1.9%	2.5%	26.7%	59.7%	2.5%	2.1%	1.6%	1.7%	0.1%	0.1%	0.6%	0.6%		
<b>GENERAL BUSINESS AND INDUSTRY (1101)</b>																
<b>TOTAL</b>	286	99	187	2	10	64	134	24	22	7	16	0	0	2	5	
%	34.6%	65.4%	0.7%	3.5%	22.4%	46.9%	8.4%	7.7%	2.4%	5.6%	0.0%	0.0%	0.7%	1.7%		
<b>CLF</b>	63.3%	36.7%	5.9%	2.9%	43.8%	27.1%	8.8%	3.6%	3.3%	2.4%	0.4%	0.2%	1.1%	0.6%		

KEY			
<b>CLF</b>	Percentage of Civilian Labor Force		Symbol denotes women
<b>AIAN</b>	American Indian/Alaska Native		Symbol denotes men

## APPENDIX B: WORKFORCE DEMOGRAPHIC AND TREND DATA

## Entry-Level Examiner Program Hire Trends

ENTRY-LEVEL EXAMINER TREND DATA BY YEAR	TOTAL	TWO OR MORE		AIAN		ASIAN		BLACK		HISPANIC		WHITE	
													
<b>2005</b>													
ENTRY-LEVEL EXAMINER HIRES SINCE 2005	2,451	23	29	5	16	56	83	212	143	48	66	624	1,146
%	100%	0.9%	1.2%	0.2%	0.7%	2.3%	3.4%	8.6%	5.8%	2.0%	2.7%	25.5%	46.8%
CLF	100%	1.0%	0.6%	0.2%	0.1%	3.7%	3.5%	8.4%	3.4%	3.7%	3.1%	28.3%	44.1%
<b>2021</b>													
ENTRY-LEVEL EXAMINER HIRES IN 2021	147	0	2	1	0	4	6	7	6	3	5	47	66
%	100%	0.0%	1.4%	0.7%	0.0%	2.7%	4.1%	4.8%	4.1%	2.0%	3.4%	32.0%	44.9%
CLF	100%	1.0%	0.6%	0.2%	0.1%	3.7%	3.5%	8.4%	3.4%	3.7%	3.1%	28.3%	44.1%

KEY			
CLF	Percentage of Civilian Labor Force		Symbol denotes women
AIAN	American Indian/Alaska Native		Symbol denotes men

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**APPENDIX C: ACRONYMS AND TERMS**

- Asian American and Pacific Islander (AAPI)
- American Economic Association (AEA)
- AEA Summer Training Program (AEASP)
- Affordable Housing Program (AHP)
- Alliances for Economic Inclusion (AEIs)
- Acquisition Service Branch (ASB)
- Black, Indigenous, and People of Color (BIPOC)
- Center for Financial Research (CFR)
- Chief Information Officer Office (CIOO)
- Chairman’s Diversity Advisory Councils (CDACs)
- Community Development Financial Institutions (CDFIs)
- Civilian Labor Force (CLF)
- Diversity, Equity, and Inclusion (DEI)
- Diversity, Equity, Inclusion, and Accessibility (DEIA)
- Division of Insurance and Research (DIR)
- Diverse Legal Service Providers (DLSPs)
- Division of Resolution and Receiverships (DRR)
- Diversity Self-Assessment (DSA)
- Equal Employment Opportunity (EEO)
- Employee Resource Groups (ERGs)
- Expression of Interest (EOI)
- First Generation Professionals (FirstGen)
- Heritage for Asian American and Pacific Islander (HAAPI)
- Hispanic Association of Colleges & Universities (HACU)
- Historically Black Colleges and Universities (HBCUs)
- Hispanic Organization for Leadership and Advancement (HOLA)
- Hispanic-Serving Institutions (HSI)
- Low- and moderate-income (LMI)
- Minority Depository Institutions (MDIs)
- Minority Recruitment Task Force (MRTF)
- Minority and Women-Owned Businesses (MWOBs)
- Minority and Women-Owned Law Firms (MWOLFs)
- National Association of Minority and Women-Owned Law Firms (NAMWOLF)
- Ohio Bankers League (OBL)
- Roundtable for Economic Access and Change (REACH)
- Technical Evaluation Panels (TEPs)
- Volunteer Income Tax Assistance (VITA)











**FEDERAL DEPOSIT INSURANCE CORPORATION**  
**Office of Minority and Women Inclusion**

**Section 342 Dodd-Frank Wall Street  
Reform and Consumer Protection Act  
Report to Congress 2021**