



REPORT TO THE CONGRESS ON THE OFFICE OF MINORITY AND WOMEN INCLUSION

April 1, 2020
Federal Reserve Bank of Minneapolis

SUBMITTED BY

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This document contains an annual summary of the actions of the Office of Minority and Women Inclusion with regard to the requirements under Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010.



FEDERAL RESERVE BANK OF MINNEAPOLIS

Pursuing an economy that works for all of us

April 1, 2020

Members of Congress:

In accordance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010, please find enclosed the Federal Reserve Bank of Minneapolis (Bank) 2019 Annual Congressional Report of the Office of Minority and Women Inclusion (OMWI).

This is the ninth annual report submitted to Congress. The Bank continues to develop and refine its policies and practices to ensure inclusion of minorities, women, and minority-owned and women-owned businesses in all activities. This report outlines the actions taken by the Bank and the OMWI in 2019, including continued implementation of the Bankwide Diversity and Inclusion Strategic Plan.

We have placed our focus on key initiatives in this critical area as we move ahead. Our commitment is to ensure that the Bank is an environment where inclusion is embraced at every level and that all employees are respected and valued.

Sincerely,

Neel Kashkari
President

Michael Garrett
Senior Vice President and Director,
Office of Minority and Women Inclusion



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EVERY SINGLE DAY IS DIFFERENT —

one day I can perform regulatory analysis to help ensure the financial health of the nation, the next I can work with local and diverse artists to help them share perspectives about their communities at the Bank. Not many organizations allow their employees to contribute to their mission in so many different ways. These opportunities have resulted in the Bank feeling more open and inclusive.

—BUN CHHUN

Executive Summary

EXECUTIVE SUMMARY

Pursuant to Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 (DFA), the Federal Reserve Bank of Minneapolis (Bank) established an Office of Minority and Women Inclusion (OMWI) in January 2011. The OMWI reports annually to Congress on the actions taken by the Bank. This 2019 report provides current status, including achievements and challenges; describes the Bank's approach and activities related to the OMWI; and presents a plan for next steps.

The Bank remains committed to the inclusion of minorities and women in employment, the participation of minority- and women-owned businesses in procurement, and the provision of financial education and outreach activities. The Bank has elevated its attention to all aspects of diversity and inclusion over the last few years to aid in our pursuit of an economy that works for all. The Bank's OMWI is a catalyst to reinforce and strengthen this commitment. The office is staffed by a director, a deputy director, an associate director, and two professional staff members. In addition, staff from all functions contribute to the Bank's commitment to business practices that promote opportunity and diversity and inclusion in employment and procurement activities. The OMWI's work is supported by the Bank's executive leadership team; the Inclusion Task Force (ITF), which is a cross-functional working group composed of managing officers; employee resource networks (ERNs); and employees who plan and implement inclusion activities.

MINORITY AND WOMEN EMPLOYMENT

The Bank's ongoing commitment to diversity and inclusion is rooted in equal opportunity for all candidates to become employees and for all employees to develop within the organization.

The Bank's progress with diversity and inclusion is evident throughout the organization and across all levels. Approximately two-thirds of employees report to a senior vice president who is a minority, a woman, or both. The Bank's overall employment demographic profile is more diverse than the Minneapolis-St. Paul Metropolitan Statistical Area (MSA). In other words, the share of Bank employees self-identified as minorities is higher than the percentage of minorities in the Minneapolis-St. Paul area. The Bank's gender composition has remained balanced over time, while its share of minority employees has steadily increased. For example, women currently hold more than half of all positions in the Bank, and 47 percent of mid-level management roles. The overall share of minority employees increased from 21 percent in 2016 to 26 percent in 2019, while racial diversity in the mid-level management role rose from 13 percent in 2016 to 19 percent in 2019. The Bank's hiring processes also yielded diverse new employees as 39 percent of external hires were women, and 39 percent were minority.

Beyond fostering demographic changes, the Bank launched a revised strategic direction and mission, and values to guide leadership in setting priorities. Accordingly, Bank leadership aligned key success criteria to this revised strategic direction in order to better measure our progress in creating an inclusive and diverse environment. The resulting criteria focus more intently on the Bank's success with workforce diversity and inclusion and direct greater attention to supplier diversity:

¹ Here and elsewhere in this report, MSA or Minneapolis-St. Paul refers to the 16-county Minneapolis-St. Paul Metropolitan Statistical Area, an area defined by the U.S. Census Bureau to include a common economic zone composed of the central cities and surrounding suburbs. Demographics reflect those of the total population of this area. Data are as of the 2013–2018 American Community Survey of the U.S. Census Bureau.

1. Bank employee demographics (as a whole and by role) reflect the community we serve.
2. Active and effective measures are taken to ensure employees continue to feel included (i.e., they belong and contribute to the Bank's work).
3. The Bank conducts business with vendors whose diversity corresponds to the region's business community.

The Bank updated its progress against these measures quarterly. The Bank's Management Committee monitored progress against these measures on an ongoing basis. To make this information more user-friendly and actionable for leadership, the Bank created dashboards to track demographic information related to hiring, promotions, turnover, supplier diversity, and other data points.

In addition, the Bank completed redesigning its external website to improve how it communicates its work with and impact on the public, as well as to highlight its diversity and inclusion groups and activities—both key components of the Bank's revised strategic direction. In 2020, the Bank will focus attention on updating and aligning its internal websites to its new brand and strategic direction.

Particular areas of emphasis in 2019 included measuring progress against the Bank's core metrics to assess the Bank's success, fostering the development and expansion of the Bank's ERN program, and promoting the Bank's diversity- and inclusion-related efforts. The Bank continued focusing on diversifying its workforce by adding a recruiter position to help source and recruit diverse candidates for staff and leadership openings.

MINORITY- AND WOMEN-OWNED BUSINESS INCLUSION

The Bank had \$25.4 million in total reportable spend in 2019. Of this spend, the Bank purchased over 19 percent from minority- and women-owned businesses. In so doing, the Bank met a new internal supplier diversity benchmark of 19 percent it set for the year. Minority-owned firms represented 17 percent of the Bank's overall spend.

The Bank devoted significant attention to refreshing its supplier diversity program. This included implementing recommendations from a cross-departmental work group to identify strategies to hire and support more minority- and women-owned businesses.

FINANCIAL LITERACY

The Bank supported financial literacy activities directed toward young people who are minority, female, or from low- and moderate-income households. Pursuant to the DFA, the goal of these programs is to introduce high school and college students to careers in the financial services industry and improve the financial literacy of underserved communities. Overall, the Bank directly reached over 330 high school students through presentations and career exposure activities. The Bank maintained its successful partnerships with urban high schools, corporate partners, and organizations to support financial literacy throughout the community.

REGULATED ENTITIES

The Federal Reserve Board of Governors' annual report to Congress addresses the OMWI provisions for regulated entities.

The report that follows further explains the Bank's implementation of the OMWI responsibilities.



Overview

NINTH FEDERAL RESERVE DISTRICT

The purpose of this overview is to provide background on the Ninth Federal Reserve District (District), the demographics of the Minneapolis-St. Paul area, and the Bank’s core and centralized responsibilities as context for discussion of its OMWI activities.

The Bank, including its Branch in Helena, Montana, serves the six states of the District: Minnesota, North Dakota, South Dakota, Montana, 26 counties in northwestern Wisconsin, and the Upper Peninsula of Michigan. The District stretches 1,800 miles from east to west and is home to 9.4 million people, including 3.6 million in the Minneapolis-St. Paul area.

Although 12 percent of the nation’s land is in the District, only 3 percent of the nation’s population resides here. In the Minneapolis-St. Paul area, where the Bank’s head office is located, the minority population is 24 percent. As shown in Table 1, the population is 76 percent White, with most of the minority population reflected across Black or African American, Asian, and Hispanic ethnicities.

FEDERAL RESERVE BANK OF MINNEAPOLIS

The Bank’s core functions are supervision and regulation, monetary policy and public outreach, and operations and internal support.

TABLE 1

2019 Minneapolis-St. Paul Population by Ethnicity

Ethnicity	Percentages
White	76%
Black or African American	8%
Asian	6%
Hispanic	6%
American Indian or Alaska Native*	1%
Two or More Races	2%
Some Other Race	0%
Native Hawaiian or Other Pacific Islander	0%

Source: US Census Bureau, American Community Survey
5-Year Estimates for 2013 - 2018, Minneapolis-St Paul MSA
* AIAN includes alone or in combination, excluded from Two or More Races.

- Supervision and Regulation:** The Supervision, Regulation, and Credit Division monitors and examines financial institutions for safety and soundness and consumer compliance.
- Monetary Policy and Public Outreach:** As a rotating voting member of the Federal Open Market Committee, the Bank’s president serves an important role in establishing the nation’s monetary policy. In this role, the president and his economic team closely monitor regional economic conditions and gain valuable insight into the

state of the economy from its board of directors, advisory councils, local business leaders, bankers, farmers and ranchers, community and nonprofit groups, labor leaders, and other community members. In addition to these economic research efforts, the Bank's outreach strategy includes frequent speeches throughout the District, as well as meetings with various constituencies on issues such as housing, economic development, early childhood education and childcare, poverty, and the economy.

- **Operations and Internal Support:** Operations represent the products and services contracted by financial institutions, such as Cash Services. Internal support represents the department activities that support all other Bank functions and activities, such as those under Human Resources, Financial Management/Accounting, and Information Technology.

The Bank also has responsibility for several Federal Reserve System (System) centralized functions, including Treasury Retail Securities (TRS) and customer call center operations. TRS provides savings bonds and marketable securities services to the public on behalf of the United States Treasury Bureau of Fiscal Service (BFS). These functions include call center operations that assist individuals with replacement and redemption of savings bonds and access to online accounts associated with TRS. These functions also include a working partnership with the BFS to develop the technology necessary to provide enhanced customer support for electronic-based retail securities. Centralized call centers support internal and external customers with access to Federal Reserve services, members of the public with communication channels for concerns and complaints regarding financial institutions, and System employees with help desk support for computer hardware and software applications.

The Bank's Research department has a legacy of applying expertise to a broad range of economic issues, seeking to help analyze current economic challenges and their policy implications. In 2019, Bank economists focused attention on Minnesota's

education achievement gaps and found deep, wide, and persistent disparities across multiple factors, including race and income. The report found that Minnesota schools are increasingly graduating students who are unprepared for college. This research formed the basis for initiatives to address these disparities, including proposals the Bank will explore in 2020.

The Bank has similarly emphasized thought leadership in the work of the Opportunity & Inclusive Growth Institute (Institute). This year the Institute hosted two conferences that explored a variety of topics related to poverty and housing policy topics such as access, regulation, and zoning issues. More locally, the Research department and Institute are collaborating to complete a multi-year study for the City of Minneapolis that examines the short- and long-run effects of the city's minimum wage increase on workers and firms. This study promises results that are meaningful locally and relevant nationally.

The Bank's Center for Indian Country Development (CICD) is a national research and policy center committed to blending actionable research and community collaboration to advance economic prosperity in Indian Country. CICD's focus includes education and economic development access to credit and tribal homeownership. The Center's director exemplified this work in 2019 by providing testimony to the U.S. Senate's Indian Affairs Committee advocating for greater access to housing and affordable lending on reservations.

EMPLOYMENT

The Bank employs 1,060 people, primarily located in Minneapolis. The professional and management group comprises 67 percent (48 percent are professionals and 19 percent are management) of all Bank employees. This group includes bank examiners and automation professionals, together totaling 23 percent of all employees. The remaining employees in the Bank are in the operations and administrative group. This group includes call center staff, representing 18 percent of the employee population, which reflects the Bank's niche within the System as a call center provider.

PROCUREMENT

The Bank purchases goods and services from external suppliers. In 2019, the total reportable spend was \$25.4 million, with about 50 percent supporting building expenditures, technical services, and hardware and software products.

FINANCIAL EDUCATION

The Bank maintains its support of financial literacy and education. These efforts include programs

focused on inner-city, all female, majority-minority, or low- and moderate-income high schools and organizations in the Ninth District. The Bank provides financial education programs and resources to help these high school students effectively manage money and make informed financial decisions and to encourage them to pursue careers in the financial services industry.

Minority and Women Employment



“ERNS ARE INCREDIBLY BENEFICIAL.

They give employees the opportunity to problem solve, to innovate, and to develop leadership and communication skills. Perhaps the most important benefit (to me at least) is that it provides people with a sense of belonging.”

—SOFIA RODRIGUEZ SCHMELING, CO-CHAIR MI GENTE ERN

The Bank is committed to equal opportunity for minorities and women, and strives for an inclusive work environment, where diversity is embraced and employees are respected and valued. It seeks to attract and retain a diverse workforce within all levels of the organization. The Bank demonstrates its commitment by reinforcing the actions that are consistent with this goal through the practices of equal opportunity and access for employment and advancement.

CURRENT STATUS

Table 2 presents a demographic summary of the Bank’s workforce in 2019. Consistent with its commitment to openness and transparency, the Bank submitted the Equal Employment Opportunity Report (EEO-1) to the Equal Employment Opportunity Commission and published it on the Bank’s public website.

Overall, the Bank had a workforce of 1,060

TABLE 2

2019 Bank Employment by Ethnicity & Gender

	Black or Af/Amer	Asian	Hispanic	American Indian	Two or More Races	Subtotal Minority	White	Men	Women	Total
Executive/Sr Level Officials	27%	18%	0%	0%	0%	45%	55%	73%	27%	11
First/Mid-Level Officials	8%	6%	2%	1%	2%	19%	81%	53%	47%	187
Professionals	7%	14%	6%	1%	1%	28%	72%	48%	52%	507
Total Management & Professional	7%	12%	5%	1%	1%	26%	74%	50%	50%	705
Administrative Support Workers	13%	8%	4%	2%	1%	29%	71%	28%	72%	205
Technicians	9%	6%	2%	2%	0%	19%	81%	75%	25%	53
Service Workers	5%	10%	2%	3%	0%	20%	83%	81%	19%	59
All Other	11%	5%	3%	3%	5%	26%	74%	71%	29%	38
Total Operations & Administrative	11%	8%	3%	2%	1%	26%	74%	48%	52%	355
Bank	9%	10%	4%	1%	1%	26%	74%	49%	51%	1,060
MSA	8%	6%	6%	1%	2%	24%	76%	50%	50%	

All Other includes Craft Workers, Laborers and Helpers, Operatives, and Sales Workers. Totals may not add due to rounding. Full EEO-1 demographic breakdown available in Appendix 2. Data as of December 31, 2019.

employees in 2019. Bank minority staffing was at a higher rate than the demographics of the Twin Cities area (the MSA). While 24 percent of the MSA was minority, 26 percent of Bank employees self-identified as such. Bank staffing was 51 percent women.

First and mid-level managers and professionals are two internal roles that are considered the primary pipeline to executive leadership. The first and mid-level manager role (mid-level manager) includes the progression from supervisor to managing officer and is also the role where staff members build and demonstrate the skills required to be part of the Bank’s leadership group. In the mid-level manager role, minority representation was 19 percent and women representation 47 percent. In the professional role, minority representation was 28 percent and women representation 52 percent.

Table 3 presents percentages of minorities and women in the pipeline and leadership roles from 2016 through 2019. The Bank’s overall minority employment increased from 21 percent to 26 percent during this period. The percentage of women remained stable at 51 percent from 2016 through 2019—reaching 52 percent in 2017. The Bank’s executive role was 33 percent minority and 22 percent women in 2016, increasing to 45 percent minority and 27 percent women in 2019. In the officer role, comprising executive management and the most senior of mid-level management, minority representation increased from 27 percent in 2018 to 29 percent in 2019, which included the hiring of a minority to the chief financial officer role. The percentage of minorities in the mid-level manager category increased from 13 percent in 2016 to 19 percent in 2019. Women were 48 percent of the mid-level manager role in 2016 and 47 percent in 2019. Minorities were 21 percent of the professional role in 2016 but 28 percent in 2019; women were 55 percent of this role in 2016 and 52 percent in 2019.

In 2019, the percentage of external hires were more racially diverse than the percentage of minorities in the Twin Cities MSA. Generally, the Bank draws employees within commuting distance of its head office and its Branch and assesses its success in

TABLE 3

Bank Employment Demographics in Selected Roles & Total Bank 2016-2019

	2016	2017	2018	2019
Executive				
Minority	33%	44%	44%	45%
Women	22%	22%	22%	27%
First/Mid-Level				
Minority	13%	14%	17%	19%
Women	48%	49%	47%	47%
Professionals				
Minority	21%	24%	26%	28%
Women	55%	54%	53%	52%
Total Bank				
Minority	21%	23%	24%	26%
Women	51%	52%	51%	51%

Source: EEO-1 reported data

diversity, in part, by comparison with the diversity of the community. The Bank also attracts and seeks to attract employees from across the country, particularly for specialized and senior positions, and looks to match minority representation of the United States for this narrower range of positions. Table 4 shows results in external recruiting at the Bank and in the pipeline and leadership roles. In 2019, the Bank made 140 external hires: 71 percent of these hires were in the roles of professional and mid-level manager. Overall, 39 percent of the Bank’s external hires were minority, and 39 percent were women. Women were 42 percent of all external hires in 2018 and 39 percent in 2019. Hires of minority staff were 40 percent in 2018 and 39 percent in 2019. Hires of minorities in the professional role were 45 percent in 2018 and 38 percent in 2019. In the mid-level manager role, minority hires were 46 percent in 2018 compared with 55 percent in 2019. The Bank made no external hires in the executive role during 2019; however, this group added a minority female as an internal hire during that time. In addition, the racial and gender composition of the executive role has changed as the Bank appointed additional diverse staff to senior vice president roles in early 2020.

TABLE 4

2019 Bank External Hires in Professional, Leadership & All Roles

	Professional				Mid-Level Management				Executive				All Roles			
	Women	Men	Total	Percent of Total	Women	Men	Total	Percent of Total	Women	Men	Total	Percent of Total	Women	Men	Total	Percent of Total
Minority	17	17	34	38%	2	4	6	55%	0	0	0	0%	22	32	54	39%
Non-Minority	19	36	55	62%	2	3	5	45%	0	0	0	0%	33	53	86	61%
Total	36	53	89		4	7	11		0	0	0		55	85	140	
Percent of Total	40%	60%			36%	64%			0%	0%			39%	61%		

Totals may not equal 100 due to rounding.

SUPPORT OF INCLUSION IN EMPLOYMENT

The Bank’s commitment to equal opportunity for employment and advancement is based on supporting diversity and securing sources of diverse candidates. A key component of these efforts is to assess the efficacy of the tactics used to help the Bank achieve its diversity and inclusion goals and augment as needed.

The Bank continued to use a variety of strategies to collect feedback from staff and leadership, including an employee engagement survey. This survey revealed high levels of engagement among staff and improvements with diversity and inclusion compared with the previous survey in 2017. Importantly, the survey revealed virtually no difference in engagement measures between minority and non-minority employees. Though the survey revealed that the Bank’s diversity and inclusion efforts are still developing, 80 percent of staff reported a “favorable” view of these activities. Staff provided similarly high ratings on questions asking if they felt treated with respect and dignity by peers and management, and whether the Bank welcomed different perspectives. The Bank will continue to focus on diversity and inclusion, as well as the key opportunity areas of career development, innovation, collaboration and cooperation, decision-making, and risk orientation.

The Bank fostered multiple opportunities to maximize employee engagement throughout the year. In order to encourage a culture of continuous improvement at the Bank, leadership launched a Call for Ideas program. Staff submitted hundreds of ideas throughout the year to promote more

efficient and effective Bankwide operations. The Bank implemented dozens of these staff ideas and recognized contributors through the Bank’s weekly newsletter and with prizes for participation.

In addition, the Bank leveraged staff expertise and experience through cross-functional work groups to address areas of emphasis or concern. For example, staff participated in separate workgroups to improve the Bank’s supplier diversity program and to provide feedback on the Bank’s rebranding and website redesign efforts. These activities helped supplement the Bank’s overall diversity and inclusion efforts.

The Bank’s hiring processes facilitated recruiting and retaining a diverse and regionally representative workforce. In 2019, the Bank instituted additional recruitment strategies to promote diversity and inclusion. For instance, the Human Resources & Inclusion (HRI) department held informational meetings with other divisions to better understand their diversity and inclusion efforts and plan for projected recruitment and staffing needs. These information gathering sessions provided HRI with actionable information and fostered productive partnerships across the Bank.

The Bank also focused more intently on efforts to diversify candidate pools for leadership positions by expanding its sourcing methods and its interview tactics. In particular, one strategy involved adding an HRI leadership team member to interview panels for all first and mid-level management roles. These initiatives build on other Bank efforts to diversify its leadership staff, including posting leadership

positions externally; utilizing or attending niche job posting sites, job fairs, and networking events; ensuring interview pools represent a diverse cross-section of the labor market; using cross-functional staff as interview panelists; and adding more structure to interviews for leadership positions. As a result of these new approaches, the share of minorities hired into first and mid-level management roles increased from 18 percent in 2014 to 33 percent in 2019.

Hiring managers and HRI staff participated in career and job fairs to recruit minorities and women for open positions. In 2019, the Bank participated in 13 local career fairs, and attended four national career fairs: the Reaching Out LGBTQ MBA & Business Graduate (ROMBA) Conference, the Association of Latino Professionals For America (ALPFA) Convention, the National Prospanica Conference, and the Grace Hopper Celebration of Women in Computing Conference (see Appendix 3). Networking events also serve as tools to recruit diverse candidate pools, and the Bank participated in several during 2019, including the Practice Interview Marathon at the University of Minnesota’s Carlson School of Management. Participation in these fairs and events helps build the Bank’s and the System’s brand with potential applicants and supports broader and more diverse candidate pools.

The Bank’s recruiting process includes minority and women participation in internship programs. The Bank has maintained long-term relationships with INROADS, a national internship program focused on developing and placing talented minority college students in business and industry and preparing them for leadership, and HACU, the Hispanic Association of Colleges and Universities. The Bank has employed summer interns from INROADS for more than three decades and 18 interns from HACU since 2007. These programs introduce interns to the financial services industry and potentially engage them in employment at the Bank. Table 5 summarizes the participation of women and minorities in the internship program. In 2019, the Bank provided opportunities for 39 interns, 28 of whom were women, minorities, or both. The Bank extended the summer internship experience

2019 Bank Interns				
	Women	Men	Total	Percent of Total
Minority	11	11	22	56%
Non-Minority	6	11	17	44%
Total	17	22	39	
Percent of Total	44%	56%		

of nine interns, thereby helping these students gain additional work experience. In addition, the Bank hired as full-time employees four students who were interns in 2019.

Other Bank partnerships focus on exposing inner-city, female, minority, and low- and moderate-income high school students to the financial services industry. These programs are rooted in financial literacy, mentorship by Bank staff, and career exploration, and they include opportunities for internships with the Bank. For instance, the Native American Mentoring program is a collaboration between the Helena Branch and area schools that serve economically disadvantaged students. Since 2014, seven American Indian students have been selected for Bank internships with the Branch. Similarly, the Bank’s Scholars & Cents program is a partnership with Central High School in St. Paul, a majority-minority high school. Since its inception, this program has reached over 300 students and provided over 60 internships. The Financial Literacy section of this report more fully describes the Bank’s financial education efforts.

The Bank continues its involvement in external mentor programs that provide staff with professional development and opportunities to engage with diverse communities in the Twin Cities. The Bank, an employer of sworn law enforcement officers, continued its partnership with a local community college and nine other area law enforcement agencies to increase the diversity of candidates interested in careers in law enforcement. In 2019, three law enforcement officers participated as mentors. In addition to its involvement in the law enforcement mentoring program, the Law Enforcement staff

visited local block parties as part of National Night Out. This annual community building campaign promotes police-community partnerships and neighborhood camaraderie. Finally, law enforcement staff with the Bank and Branch attended recruiting events throughout the region focusing on attracting women and candidates of color.

The Bank offers a variety of programs and groups that play an important role in supporting and promoting diversity at all levels of the organization. The Bank's internal mentor-protégé program establishes working partnerships to provide development opportunities for the protégé through coaching and guidance by the mentor. In so doing, it supports succession planning by developing a pipeline of talented Bank staff with the competencies needed for leadership positions. The program matches an individual contributor or manager with a leader in another area of the Bank. The objective of the program is to assist protégés in clarifying their ambitions and building the necessary skills to achieve their goals. In 2019, the program enrolled 43 mentor-protégé pairs. This protégé cohort is 77 percent women or minority, with 63 percent women and 37 percent minority employees. Since the inception of the mentor program in 2001, the Bank has matched 387 individuals with mentors.

Tuition reimbursement is a benefit offered to employees across the Bank, and one extensively used by minority employees. Though representing 26 percent of the Bank's staffing, minority employees accounted for 42 percent of total tuition reimbursement program participants in 2019. The knowledge and credentials gained through this benefit help position these participants to further their careers and advance in the organization. The Bank continues to host an annual reception and recognition for new and pending graduates from degree programs supported through this resource. Bank officers attend the event, meet graduates from departments, and are encouraged to consider participants as employment opportunities arise.

In addition, the Bank fosters an environment where employees can engage with each other to

pursue personal and professional goals, community involvement, networking, and other interests. Since their creation in 2017, employee resource networks (ERNs) have emerged as an important avenue for promoting employee engagement and development at the Bank. In 2019 the Bank's five ERNs were active and organized several Bankwide events. These ERNs developed and implemented action plans to guide their evolution, future activities, and membership structure. As a result of their success in promoting an inclusive and engaging environment, Bank leadership approved two new ERNs in 2019—Harnessing Young Professional Energy (HYPE) and Asians Cultivating Excellence, Nurturing Diversity (ASCEND). Other Bank sponsored groups, such as the Federal Reserve Club and Fed Employee Action Team, help employees build community through volunteer work, exposure to local communities of color, and participation in external social events.

The Bank continued to participate in workforce-focused corporate and community partnerships to share best practices in inclusion and to exchange ideas. For example, Bank staff are active members of the Twin Cities Diversity and Inclusion Roundtable, a group of diversity and inclusion practitioners from local corporations, educational institutions, government, and nonprofit organizations. In addition, the Bank has participated in the YWCA's "It's Time to Talk: Forums on Race" since 2006. This event convenes over 1,000 attendees and facilitates education, honest conversations, and self-reflection around racism, equity, and inclusion. Similarly, the Bank is active with the Forum on Workplace Inclusion, the largest diversity and inclusion conference in the country. The Forum provides a compelling learning experience fostering business and thought leadership in workplace diversity and inclusion. In 2019, over 40 department leaders, line staff, and other Federal Reserve staff from across the System attended the Forum on Workplace Inclusion.

CHALLENGES

The Bank's representation of minorities in the mid-level manager role continues to lag behind that of

the community it serves. The Bank will continue to focus on addressing this issue. Though the Bank has had success in recruiting minorities in most roles, turnover of minority employees is an area that bears watching. Turnover rates for minority and non-minority groups were similar at 12 percent and 11 percent, respectively. However, these differences were more pronounced among former employees identifying as Hispanic/Latino and Two or More Races. The Bank will continue to monitor this metric moving forward.

As the Bank continues implementing the Diversity and Inclusion Strategic Plan, OMWI and Bank leadership will give special attention to assessing the Bank's tactics to determine their efficacy. As part of this process, the Bank will also need to determine if its tactics are sufficient or need to be augmented in order to meet its objectives.

MOVING FORWARD

In 2020, the Bank will continue its work in attracting and retaining a diverse workforce at all levels of the organization and implementing the Bankwide Diversity and Inclusion Strategic Plan. Bank staff will continue to operationalize this Plan in tandem with implementing the Bank's strategic direction of promoting a more diverse and inclusive work environment. The Bank will regularly assess its diversity and inclusion tactics and determine if they are sufficient to meet the Plan's objectives and if other strategies are needed.

Minority- and Women-Owned Business Inclusion



PURSuing AN ECONOMY THAT WORKS FOR ALL

of us requires that we be intentional and deliberate as it relates to supplier diversity. Over the past year, we have made a concerted effort to expand our networks and relationships with minority- and women-owned business enterprises. We are proud of our progress in this space but realize we have more work to do.

—MICHAEL GARRETT

The Bank is committed to business practices that promote opportunity and diversity in procurement. The Bank strives to ensure that minority- and women-owned businesses (MWBs) have the maximum practicable opportunity to serve as suppliers. In addition, the Bank assesses the suppliers' and their associated subcontractors' commitment to inclusive employment practices.

The Bank purchases goods and services both

through its local procurement function and through the Federal Reserve System National Procurement Office (NPO). Bank expenditures center on maintaining the Bank's building and acquiring technology-related materials and contract labor services. The Bank's reportable spend is defined as expenditures for goods and services purchased from contractors. This includes all vendor payments except those made to or for association membership dues and fees, intercompany transfers, government payments, legal settlements, payment network fees, rent, and utilities.

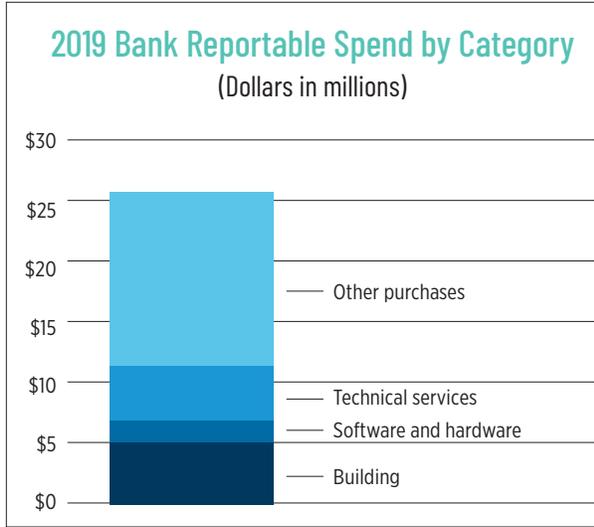
The Bank adopted a more comprehensive approach to supplier diversity in recent years as leadership increased attention on diversity and inclusion. Historically, the Bank succeeded in hiring diverse businesses to meet specific and limited technology-related needs. The current approach focuses on building a sustainable program, emphasizing supplier diversity across a variety of purchasing categories and arrangements. For example, by targeting opportunities for construction services and facility improvements, the Bank spent approximately \$1 million in 2019 with a minority-owned firm hired to design the Bank's future parking ramp. Similarly, the Bank awarded master service agreements to two diverse painting contractors.

TABLE 6

Bank Reportable Spend & Vendor Count 2017-2019
(Dollars in millions)

	2017		2018		2019	
	Spend	Vendors	Spend	Vendors	Spend	Vendors
Minority-Owned						
Men	\$0.2	10	\$1.0	8	\$2.1	7
Women	\$1.7	3	\$0.8	4	\$2.2	1
Women-Owned						
Non-Minority	\$0.4	27	\$0.5	21	\$0.6	31
Minority	\$1.7	3	\$0.8	4	\$2.2	1
Sub Total Diverse	\$2.3	40	\$2.3	33	\$4.9	39
Percent Total Bank	11%	3%	11%	3%	19%	3%
Total Bank	\$21.6	1,227	\$21.7	1,228	\$25.4	1,362

Total vendor counts are approximate.



vendors that identify under two groups—Asian Americans and Black/African American—as shown in Table 7. This spend is associated with technical services, software and hardware purchases, and design of a new parking garage for the Bank.

Technical services and building improvement services account for approximately 46 percent and 24 percent of the Bank’s diverse spend, respectively. An additional 30 percent of diverse spend is found in a variety of other purchases. One quarter of the Bank’s reportable spend is in technical services and software and hardware, with an additional fifth for building-related purchases and the remainder covering a range of other goods and services, as shown in the chart on the left.

CURRENT STATUS

The Bank had \$25.4 million in total reportable spend in 2019. It purchased \$4.9 million or 19 percent of spend from MWBEs. As shown in Table 6, the bulk of this spend is with firms that are certified as minority-owned.

Table 6 shows the trend in Bank spend and Bank diverse spend over the past three years. Overall spend and diverse spend were stable from 2017 to 2018 and increased in 2019. Last year the Bank adopted a more comprehensive approach to supplier diversity. Rather than focusing inclusion on specific types of purchases and services, this approach emphasizes supplier diversity in all procurements. The result will be a more sustainable approach to inclusion that reaches into a variety of purchasing categories and arrangements. Appendix 1 provides additional trend information on Bank spend.

The Bank’s diverse spend is concentrated in

SUPPORT OF INCLUSION IN PROCUREMENT

In 2019, the Bank continued to meet OMWI-related procurement expectations that support its commitment to maximizing inclusion. The Bank’s leadership team remains committed to ensuring that MWBEs have the maximum practicable opportunity to participate in the contracts it awards.

The Bank’s supplier diversity cross-department work group identified multiple strategies, many of which have been implemented. These include focusing efforts to increase diverse spend across a variety of purchasing categories, like construction services, and having OMWI participate in planning meetings with departments to understand how to maximize inclusion on upcoming procurement opportunities. In addition, the Bank’s Facilities department is restructuring its master service agreements in order to expand the number of vendors it uses and create opportunities for the inclusion of MWBE firms.

	Asian American	Black or African American	Hispanic American	Native American	Unknown Ethnicity	Total Minority	Total Bank
Reportable Spend	\$2,099	\$2,214	\$5	\$28	\$0	\$4,345	\$25,398
Vendor Count	3	3	2	2	0	8	1,362

Throughout 2019, the Bank continued to use language in its procurement contracts that is consistent with the mission and requirements of the DFA. The provisions set the expectations that each firm (and its subcontractors) interested in doing business with the Bank should provide for the fair inclusion of minorities and women in its workforce. Toward this end, the Bank continued to distribute a good-faith assertion questionnaire to assess whether or not vendors are practicing fair inclusion.

The Bank has maintained its community and corporate relationships related to supplier diversity. It continues to actively participate in the local chapter of the Women’s Business Enterprise National Council (WBENC), known as the Women’s Business Development Center (WBDC); the North Central Minority Supplier Diversity Council (NCMSDC); and the Metropolitan Economic Development Association (MEDA), an organization whose mission is to help minority entrepreneurs succeed. These partnerships are an important source of identifying a more diverse base of bidders and help educate staff about the potential and challenges for MWBEs in pursuing business opportunities with large institutional clients. The Bank is committed to maintaining these activities in 2020.

These community partnerships also facilitate the Bank’s role in supporting and addressing American Indian business development and its work with Indian-owned businesses and communities. The Bank remains an ongoing resource for technical assistance and resources regarding commercial and business law development to Indian business alliances across the District, and tribes and American Indian organizations throughout the country.

Table 8 shows the 2019 solicitations coordinated by the Bank’s procurement area and the number of MWBEs included in the process and outcomes. In 11 of the 17 procurements with \$10,000 or more of anticipated spend, the Bank identified and invited one or more MWBEs to provide a bid or quote. In

2019 MWBE Participation in Bank Procurement	
Number of solicitations where a contract was awarded	17
Number of solicitations where MWBEs were invited to bid	11
Number of solicitations where MWBEs completed the bidding process	9
Number of solicitations where one or more MWBEs were successful bidders	5
<small>Includes all solicitations for \$10,000 or more of goods and services that are managed by the Federal Reserve Bank of Minneapolis procurement function.</small>	

nine instances, one or more MWBEs completed the bidding process. Five solicitations ultimately resulted in an MWBE firm being awarded a contract. The Bank also continued its standard procedure of following up individually with invited suppliers who chose not to participate in or did not complete the bidding process.

Procurement staff continued to meet with Bank departments with the highest amount of spend and reviewed processes to ensure openness and inclusivity. These meetings allowed staff to provide a detailed explanation of the requirements set forth in the DFA. The meetings also allowed procurement staff to share best practices from community and corporate partners. These sessions helped to affirm the Bank’s desire to increase the number of minority and women business owners as bidders and vendors.

The Bank will continue to work with other Federal Reserve Banks to identify opportunities to support supplier diversity programs, practices, and actions. In the past, this work included coordinating national outreach efforts as well as participation in national supplier diversity conferences such as the WBENC and National Minority Supplier Diversity Council annual conferences.

CHALLENGES

Compared to other Reserve Banks, the Minneapolis Fed has few procurement opportunities available to suppliers, including minority- and women-owned businesses. This is due in part to having infrequent major capital projects and very specialized needs.

Historically, specific commodities like technology services have driven diverse spend. The Bank is working to ensure that a broader range of procurement opportunities are accessible to MWBEs. This involves better understanding the purchasing needs of all Bank departments, many of which have limited experience identifying or working with diverse vendors.

The System's revised procurement guidelines, which dictate when and which purchases should follow a competitive process, present both an opportunity and a challenge for increasing diverse spend. The Bank will need to educate and equip staff appropriately in order to navigate the new spending thresholds while maximizing spend with MWBE firms.

Identifying diverse suppliers and obtaining competitive bids for certain acquisitions remains challenging. The Bank is finding that relationships with community partners have increasingly helped to mitigate this challenge.

MOVING FORWARD

The Bank recognizes the importance of increasing the number of minority- and women-owned businesses that compete for business opportunities with the Bank. Throughout 2020, the Bank will expand its efforts to include MWBEs across all procurement categories. These efforts will include working to increase the number of MWBEs that receive invitations to bid and following up to understand why some firms declined invitations to compete for Bank projects. The Bank will also encourage the NPO to maximize opportunities for MWBEs to procure with the System as a whole.

The Bank will continue to participate in events with community partners and other financial institutions that help small, minority-owned, women-owned, and disadvantaged businesses navigate the financial stages of the business life cycle. Future events will emphasize networking opportunities and examples of successful business practices.

Financial Literacy



The Bank planned a half-day event to expose a group of African American male high school students to the work of the Fed. The day included one-on-one networking with more than 20 staff members, a tour of the facility, and a keynote by a senior official. All participants agreed that the event was a success.

STUDENTS LEFT WITH A DEEPER UNDERSTANDING
of career options within the Federal Reserve Bank of Minneapolis
and the financial services industry.

—SHANE HUGHLEY

The Bank supports financial literacy and education as a teacher, partner, and convener throughout the District. This support includes efforts directed toward high school students from inner-city, all female, majority-minority, and/or low- and moderate-income schools in the District, defined as OMWI schools. The purpose of the work highlighted in this section is to build high school students' interest in personal finance and economic education and to encourage these students to pursue related careers in the financial services sector. Though the Bank provides financial literacy education to a range of groups in the District, the work listed in this section focuses on OMWI school students.

CURRENT STATUS

In 2019, the Bank reached individuals in the District through participation in a wide variety of financial education activities. These activities ranged from hosting educational programs at the Minneapolis Fed and its Helena Branch to providing tours and career awareness activities. In 2019, the Bank participated in 17 events directly reaching 57 educators and over 330 students from OMWI high schools in the District, or through partnerships with an OMWI focus.

The Bank continues its work introducing young

people to careers in the financial services industry. The Bank maintains its partnership with the STEP-UP Achieve program, which connects businesses with Minneapolis high school students from low- and moderate-income households to provide critical job training. As a founding partner of STEP-UP Achieve's financial services pipeline collaborative (a group of employers from the financial services sector), the Bank annually participates in a career immersion day for students interested in interning at local financial services companies. This partnership helps students, as well as Bank staff, who benefit from professional development through their involvement as panelists, speakers, and mentors.

Apart from hosting stand-alone events focused on financial literacy, the Bank engaged with high school students through ongoing programming led by staff. These partnerships help the Bank achieve its goal of increasing and supporting a more diverse pipeline of talent for the financial services sector. This, in turn, helps foster more inclusive and thoughtful decision-making. For example, the Bank continued its partnership with Central High School, an urban public school in St. Paul, with a student population that is approximately 60 percent minority. Each year, this partnership gives approximately 25 college-

bound students the opportunity to meaningfully engage with the Bank. The goal of the program is to expose students to careers in finance and economics. The centerpiece is a series of career and financial services industry workshops for students taught by Bank employees. At the end of the school year, students can apply for four paid summer internships at the Bank. Since its inception, this program has reached over 300 students and provided over 60 internships.

Additionally, the Bank continued its Native American Mentoring Program at its Branch in Helena. This program is a result of partnerships with Helena's two public high schools and their American Indian Tutoring Program. Through this partnership, Bank staff presented information on-site at the high schools and hosted 40 students at the Branch for a career development experience. The day included tours of the Branch, presentations on the Bank and the financial services sector, activities, and a panel of speakers. As a result of this partnership, seven American Indian students have received Bank internships since 2014.

In 2019, the Bank initiated a partnership with a local nonprofit, Cookie Cart, which provides teenagers 15–18 years old with employment, and personal and professional leadership skill development. Bank staff volunteered to provide these students with financial literacy and education, as well as mentoring and networking activities over the course of six evening sessions. In its inaugural year, the Bank provided financial literacy to approximately 40 Cookie Cart student workers.

In addition to its financial literacy efforts with high school students, the Bank provided enhanced tours for groups serving college students who are female, minority, or from inner-city or low- and moderate-income backgrounds. These enhanced tours emphasize career pathways and opportunities with the Bank and System. In 2019, a panel of staff members with the Supervision, Regulation, and Credit division discussed their educational and career pathways and shared their experiences working at the Bank with a group of 22 college students interested

in pursuing graduate education in public policy. This programming has been well-received, and the Bank will continue to offer enhanced tour opportunities.

As described above, the Bank has focused on many aspects of financial literacy, including personal finance and economic education. The Bank is intentional about exposing inner-city, female, minority, and/or low- and moderate-income students to mentorship and careers in the financial services industry as outlined in the DFA. Partnerships with schools, financial services firms, and community organizations that share the Bank's desire to introduce more young people to careers in the financial services industry and build mastery in personal financial literacy have been an important part of the Bank's success in this area.

CHALLENGES

Multiple stakeholders at the Bank are engaged in financial literacy and mentoring activities, and new opportunities to participate in this area occur frequently. The Bank must continually assess its financial literacy outreach efforts and their success in reaching intended audiences. This is an ongoing challenge that the Bank addresses by developing effective internal and external partnerships when appropriate.

MOVING FORWARD

The Bank will carry on its work in attracting students to the financial services industry in partnership with other financial firms in the Ninth District. The Bank will strive to serve as both a convener and a resource link for schools and educators throughout the District. Personal finance and economic education efforts will continue to be rooted in the strong partnerships and initiatives already in place at the Bank and will selectively be expanded as appropriate to the OMWI in Section 342 of the DFA.

Conclusion

The Bank's OMWI serves as a catalyst to reinforce the Bank's long-standing commitment to diversity and inclusion, which includes minorities and women in employment, the participation of minority- and women-owned businesses in procurement, and the provision of financial education and outreach activities. This commitment was supported by continued implementation of the Bankwide Diversity and Inclusion Strategic Plan. The Bank's department leaders will direct implementation efforts within their areas and across the Bank in the coming year. The Bank's executive leadership will continue to support them in this work. The Bank's deep and broad commitment to promoting a more inclusive and diverse work environment will remain a key Bank strategic focus throughout 2020 and beyond.

Appendix 1

2019 OMWI Standard Core Metrics, Federal Reserve Bank of Minneapolis

Category	Description	Measure	2014	2015	2016	2017	2018	2019
Workforce Diversity	Senior Executives	Total #	9	9	9	9	9	11
		% Minorities	33%	33%	33%	44%	44%	45%
		% Women	33%	33%	22%	22%	22%	27%
	Mid-Level Managers	Total #	184	188	176	180	186	187
		% Minorities	13%	12%	13%	14%	17%	19%
		% Women	47%	46%	48%	49%	47%	47%
	Professionals	Total #	472	496	413	452	467	507
		% Minorities	21%	24%	21%	24%	26%	28%
		% Women	52%	54%	55%	54%	53%	52%
	Total External Hires	Total #	75	107	137	89	111	140
		% Minorities	35%	35%	39%	44%	40%	39%
		% Women	40%	54%	51%	47%	42%	39%
	Total Interns	Total #	26	26	35	35	38	39
		% Minorities	81%	69%	74%	60%	50%	56%
% Women		65%	65%	57%	66%	55%	44%	
Overall Bank Turnover Rate		%	9.9%	9.8%	7.7%	7.9%	8.5%	11.2%
Total Reportable Spend		\$ (millions)	\$30.2	\$24.2	\$24.9	\$21.6	\$21.7	\$25.4
Total Diverse Spend ¹		\$ (millions)	\$11.1	\$7.0	\$4.0	\$2.3	\$2.3	\$4.9
		%	37%	29%	16%	11%	11%	19%
Supplier Diversity	Minority-owned ²	\$ (millions)	\$10.1	\$6.6	\$3.6	\$2.0	\$1.8	\$4.3
		%	33%	27%	14%	9%	8%	17%
	Minority-owned (men)	\$ (millions)	\$6.9	\$2.6	\$0.3	\$0.2	\$1.0	\$2.1
		%	23%	11%	1%	1%	5%	8%
	Minority-owned (women)	\$ (millions)	\$3.2	\$3.9	\$3.3	\$1.7	\$0.8	\$2.2
		%	11%	16%	13%	8%	4%	9%
	Women-owned ²	\$ (millions)	\$4.2	\$4.4	\$3.7	\$2.1	\$1.4	\$2.8
		%	14%	18%	15%	10%	6%	11%
	Women-owned (non-minority)	\$ (millions)	\$0.9	\$0.4	\$0.4	\$0.4	\$0.5	\$0.6
		%	3%	2%	2%	2%	2%	2%
Women-owned (minority)	\$ (millions)	\$3.2	\$3.9	\$3.3	\$1.7	\$0.8	\$2.2	
	%	11%	16%	13%	8%	4%	9%	

¹ Total Diverse Spend = Minority-Owned (men) + Minority-Owned (women) + Women-Owned (non-minority).

² Women-minority numbers are included in both Minority-Owned and Women-Owned Totals.

Category	Description	2019
Financial Literacy ¹ Programs:	Number of OMWI students reached in-person and online ²	331
	• Teacher-centric	57
	• Student-centric	
	• Hybrid	4,275

¹ Measures report only those OMWI students and teachers who participate in or are reached through programs that have a financial literacy focus.

² Students who attended in-person programs and enrolled in online programs.

³ Educators who attended in-person programs and enrolled in online professional development programs.

⁴ Students reached through educators using a common multiplier of 75.

Appendix 2

2019 Board of Directors Demographic Information, Federal Reserve Bank of Minneapolis

Director categories	Total directors			Race/ethnicity														
				Hispanic or Latino		Non-Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or other Pacific Islander		American Indian or Alaska Native		Two or more races		
Male						Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Class C																		
By total	3	2	1	0	0	2	0	0	0	0	1	0	0	0	0	0	0	0
By percent	100.00	67%	33%	0%	0%	67%	0%	0%	0%	0%	33%	0%	0%	0%	0%	0%	0%	0%
Class B																		
By total	3	1	2	0	0	0	2	0	0	0	0	0	0	1	0	0	0	0
By percent	100.00	33%	67%	0%	0%	0%	67%	0%	0%	0%	0%	0%	0%	33%	0%	0%	0%	0%
Class A																		
By total	3	1	2	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0
By percent	100.00	33%	67%	0%	0%	33%	67%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Branch directors, appointed by Board of Governors¹																		
By total	2	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
By percent	100.00	0%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Branch directors, appointed by Reserve Banks¹																		
By total	3	2	1	0	0	1	1	0	0	0	0	0	0	1	0	0	0	0
By percent	100.00	67%	33%	0%	0%	33%	33%	0%	0%	0%	0%	0%	0%	33%	0%	0%	0%	0%
Total, all directors																		
By total	14	6	8	0	0	4	7	0	0	0	1	0	0	2	0	0	0	0
By percent	100.00	43%	57%	0%	0%	29%	50%	0%	0%	0%	7%	0%	0%	14%	0%	0%	0%	0%

Appendix 3

2019 Workforce Data Representation, Federal Reserve Bank of Minneapolis

2019 EEO-1 Consolidated Report															
2019 EEO-1 Data 12/31/2019	Hispanic or Latino		Not Hispanic or Latino											Overall Total	
	Male						Female								
Job Categories	Male	Female	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	
Executives/Senior Mgrs	0	0	5	2	0	1	0	0	1	1	0	1	0	0	11
First/Mid-level Mgrs	2	2	81	9	0	4	2	1	71	6	0	7	0	2	187
Professionals	20	11	173	18	0	31	1	2	191	16	0	38	2	4	507
Technicians	1	0	30	5	0	3	1	0	13	0	0	0	0	0	53
Sales Workers	0	0	3	0	0	0	0	0	0	0	0	0	0	0	3
Administrative Support	3	5	36	10	0	5	2	1	110	17	0	12	2	2	205
Craft Workers	0	0	12	0	0	0	1	0	1	0	0	0	0	0	14
Operatives	1	0	7	0	0	2	0	1	5	4	0	0	0	1	21
Laborers & Helpers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Workers	1	0	38	3	0	4	2	0	9	0	0	2	0	0	59
Total	28	18	385	47	0	50	9	5	401	44	0	60	4	9	1060

2019 Percentage Representation within EEO-1 Job Categories															
2019 EEO-1 Data 12/31/2019	Hispanic or Latino		Not Hispanic or Latino											Overall Total	
	Male						Female								
Job Categories	Male	Female	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	
Executives/Senior Mgrs	0.0%	0.0%	45.5%	18.2%	0.0%	9.1%	0.0%	0.0%	9.1%	9.1%	0.0%	9.1%	0.0%	0.0%	11
First/Mid-level Mgrs	1.1%	1.1%	43.3%	4.8%	0.0%	2.1%	1.1%	0.5%	38.0%	3.2%	0.0%	3.7%	0.0%	1.1%	187
Professionals	3.9%	2.2%	34.1%	3.6%	0.0%	6.1%	0.2%	0.4%	37.7%	3.2%	0.0%	7.5%	0.4%	0.8%	507
Technicians	1.9%	0.0%	56.6%	9.4%	0.0%	5.7%	1.9%	0.0%	24.5%	0.0%	0.0%	0.0%	0.0%	0.0%	53
Sales Workers	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Administrative Support	1.5%	2.4%	17.6%	4.9%	0.0%	2.4%	1.0%	0.5%	53.7%	8.3%	0.0%	5.9%	1.0%	1.0%	205
Craft Workers	0.0%	0.0%	85.7%	0.0%	0.0%	0.0%	7.1%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	14
Operatives	4.8%	0.0%	33.3%	0.0%	0.0%	9.5%	0.0%	4.8%	23.8%	19.0%	0.0%	0.0%	0.0%	4.8%	21
Laborers & Helpers	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0
Service Workers	1.7%	0.0%	64.4%	5.1%	0.0%	6.8%	3.4%	0.0%	15.3%	0.0%	0.0%	3.4%	0.0%	0.0%	59
Total	2.6%	1.7%	36.3%	4.4%	0.0%	4.7%	0.8%	0.5%	37.8%	4.2%	0.0%	5.7%	0.4%	0.8%	1060

Totals may not equal 100 due to rounding. Bank EEO-1 report as of December 31, 2019 as submitted to EEOC.

Appendix 4

2019 Local & National Career Fair & Conference Participation, Federal Reserve Bank of Minneapolis

Event (Local)	Location	Date
University of Minnesota - Duluth College of Science & Engineering Career Fair	Duluth, MN	January 2019
University of Minnesota - Twin Cities College of Science & Engineering Career Fair	Minneapolis, MN	February 2019
Dunwoody College of Technology Construction Expo	Minneapolis, MN	February 2019
University of Minnesota - Duluth College of Science & Engineering Career Fair	Duluth, MN	February 2019
University of Minnesota Carlson School of Management Career & Internship Fair	Minneapolis, MN	February 2019
MN Private Colleges Career Fair	Minneapolis, MN	February 2019
Student360 Fair	Minneapolis, MN	February 2019
Minneapolis Community & Technical College IT Fair	Minneapolis, MN	February 2019
Century College Law Enforcement Education & Employment Fair	White Bear Lake, MN	March 2019
Salish Kootenai Tribal College Job & Internship Fair	Pablo, MT	March 2019
Law Enforcement Opportunities Annual Career Fair	Brooklyn Park, MN	April 2019
Carroll College Career Fair	Helena, MT	September 2019
Accounting & Auditing Student Conference	Minneapolis, MN	October 2019

Event (National)	Location	Date
Association of Latino Professionals For America (ALPFA) Convention	Nashville, TN	August 2019
Grace Hopper Celebration of Women in Computing Conference	Orlando, FL	October 2019
National Prospanica Conference	Orlando, FL	October 2019
Reaching Out LGBTQ MBA & Business Graduate (ROMBA) Conference	Atlanta, GA	October 2019



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