



FEDERAL RESERVE BANK OF MINNEAPOLIS

**OMWI** OFFICE OF  
MINORITY AND  
WOMEN INCLUSION



**2021**

ANNUAL REPORT  
TO CONGRESS



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

April 1, 2022

Federal Reserve Bank of Minneapolis



### SUBMITTED BY

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Office of Minority and Women Inclusion  
Federal Reserve Bank of Minneapolis

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, 2022

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) 2021 Annual Congressional Report of the Office of Minority and Women Inclusion (OMWI).

This is the eleventh annual report submitted to Congress. The Bank continues to develop and refine its policies and practices to ensure inclusion of minorities, women, and minority- and women-owned businesses in all activities. This report outlines the actions taken by the Bank and the OMWI in 2021, 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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“The real economic potential in Indian Country is vast and untapped, but structural barriers to economic advancement persist. The Minneapolis Fed is leveraging its research and policy expertise to address these barriers to improve economic vitality in tribal communities and ensure the economy works for all, including Indian Country.”

— CASEY LOZAR, VICE PRESIDENT AND DIRECTOR OF THE CENTER FOR INDIAN COUNTRY DEVELOPMENT AND MEMBER OF THE CONFEDERATED SALISH AND KOOTENAI TRIBES

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# 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 2021 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 continued navigating the disruptions and uncertainty caused by the COVID-19 pandemic and its variants. Despite these ongoing challenges, the Minneapolis Fed continued making progress relative to the requirements of Section 342 of the DFA. We view our elevated attention to all aspects of diversity and inclusion as a necessary ingredient in our pursuit of an economy that works for all. 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's OMWI is a catalyst to reinforce and strengthen this commitment. The office is staffed by a director, a deputy director, an associate director, a supervisor, and one professional staff person. However, staff from all functions contribute to the Bank's commitment to business practices that promote opportunity, diversity, and inclusion in employment and procurement activities. The OMWI's work is supported by the Bank's executive leadership team; the Diversity, Equity, and Inclusion Advocacy Council (DEIAC), a cross-functional working group composed of managing officers; employees who plan and implement inclusion activities; and our growing employee resource network (ERN) program, which continued offering staff and leadership support and helped drive the Bank's strategic objectives.

## MINORITY AND WOMEN EMPLOYMENT

The Bank must create and leverage a diverse workforce and inclusive work environment to achieve our mission of pursuing an economy that works for all of us. These factors improve our resiliency, effectiveness, and public engagement. This commitment to diversity and inclusion is evident by our progress throughout the organization and across all levels. Over 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).<sup>1</sup> The Bank's gender composition has remained mostly balanced over time, while its share of minority employees has steadily increased. For example, women currently hold 49 percent of all positions in the Bank and 41 percent of mid-level management roles. Although the percentage of women in mid-level management has decreased since 2019, the rate of women in officer roles increased from 40 percent in 2019 to 42 percent in 2020 and 2021. The overall share of minority employees increased from 24 percent in 2018 to 30 percent in 2021, while racial diversity in the mid-level management role rose from 17 percent in 2018 to 21 percent in 2021. The Bank's hiring efforts also led to diverse new employees, as 43 percent of external hires were women and 48 percent were minorities.

<sup>1</sup> 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 2014–2019 American Community Survey of the U.S. Census Bureau. The U.S. Census Bureau did not have available data for 2015–2020 at the time this report was prepared. This delay was due to the COVID-19 pandemic.

In addition to fostering demographic changes in staffing and leadership, the Bank continued implementing its revised strategic direction, mission, and values to guide leadership in setting priorities. The Bank focused on the following key success criteria measuring workforce diversity and inclusion and supplier diversity:

1. Bank employee demographics (as a whole and by role) reflect the community we serve.
2. Active and effective measures are taken to ensure that employees continue to feel included (that is, that 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’s Management Committee monitors progress quarterly against these measures using dashboards that track demographic information related to hiring, promotions, turnover, supplier diversity, and other data points. Additionally, the Bank leveraged its redesigned external website to communicate its work with, and impact on, the general public, as well as to highlight its diversity and inclusion groups and activities—both key components of the Bank’s revised strategic direction. The Bank is pivoting attention to updating and aligning its internal website to its new brand and strategic direction.

In 2021, the Bank continued its attention on many of the same topics focused on in 2020. These include measuring progress against our core metrics, expanding and developing the ERN program, maintaining an engaged staff during a virtual work environment, and promoting the Bank’s diversity and inclusion-related efforts. These efforts resulted in significant successes. For example, the Bank, building on encouraging results from 2020, participated in the 2021 Hispanic Association of Corporate Responsibility’s Corporate Inclusion Index. This tool measures Hispanic representation in organizations across the country. Led once again by its Latinx ERN (Mi Gente), the Minneapolis Fed’s submission demonstrated meaningful improvement in every category measured, and it earned a five-star rating for its efforts in promoting an inclusive workforce. The Bank also successfully implemented a diversity and inclusion training course for all people leaders and is planning to offer it to all Bank staff throughout 2022.

The COVID-19 pandemic required that the Bank reimagine how it conducts outreach efforts safely and effectively. In particular, our networking activities with prospective candidates and professional organizations changed as we pivoted to leveraging virtual platforms. As we shift to a hybrid work environment, our approach to outreach will adapt as we explore different strategies for connecting with the public.

#### MINORITY- AND WOMEN-OWNED BUSINESS INCLUSION

The Bank had \$39.3 million in total reportable spend in 2021. Of this spend, the Bank purchased 22.5 percent from minority- and women-owned businesses. In so doing, the Bank again exceeded an internal supplier diversity benchmark of 20 percent. Minority-owned firms represented 20.8 percent of the Bank’s overall spend.

The COVID-19 pandemic complicated certain types of outreach and engagement. To offset these challenges, we adopted additional strategies to promote supplier diversity. Strategies included expanding networks and awareness of potential diverse suppliers and focusing efforts to include diverse suppliers in procurement opportunities.

## FINANCIAL LITERACY

Pursuant to the DFA, the Bank has historically supported financial literacy activities directed toward high school and college students who are minority, female, or from low- and moderate-income households. These programs provide an introduction to careers in the financial services industry while improving the financial literacy of underserved communities. Most of this programming has historically relied on in-person interactions.

Due to the uncertainty and disruption caused by the COVID-19 pandemic and its variants, the Bank did not participate in financial literacy and education activities with any high schools in the District in 2021. The Bank is exploring how its financial literacy efforts should evolve and be delivered. We anticipate increased input and involvement from the Bank's ERNs and its reorganized employee-led volunteerism governing body.

## 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



“Advancing Neurodiversity and Disability Inclusion is a brand new ERN that I am proud to help lead. Employees with visible and invisible disabilities are the largest minority group in the nation because we are represented across race and gender, and because anybody can acquire a disability at any time. “Working for all” means that our mission must be accessible and inclusive, and this work can be exhausting. But I am proud that we are intersectional and diverse, and our members are energized to do this work for our employees and the community.”

—KEENAN GAO, VALIDATOR, SYSTEM MODEL VALIDATION, SRC

## 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 approximately 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

Ethnicity	Percentages
White	76%
Black or African American	8%
Asian	7%
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: U.S. Census Bureau, American Community Survey 5-Year Estimates for 2014 - 2019, Minneapolis-St. Paul MSA  
\*AIAN includes alone or in combination, excluded from Two or More Races.

regulation, operations and internal support, and monetary policy and public outreach. The Supervision, Regulation, and Credit division monitors and examines financial institutions for safety and soundness and consumer compliance and provides credit to all financial institutions within the Ninth District to support financial and economic stability. 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 and Inclusion (HRI), Financial Management/Accounting, and Information Technology.

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 child care, poverty, and the economy.

In 2021, the Regional Outreach group continued collecting economic information from two historically underrepresented groups. The Bank's Beige Book includes information collected specifically and intentionally from minority- and women-owned business enterprises (MWBs), as well as on the labor market experience of workers, particularly those dislocated, marginally attached, and historically

disenfranchised. These changes are an outgrowth of the maximum employment mandate which compels us to understand barriers to labor force participation and our long-running emphasis on diversity and inclusion.

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 U.S. Treasury Bureau of the 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 division has a legacy of applying expertise to a broad range of economic issues, seeking to help analyze current economic challenges and their policy implications. The Bank has similarly emphasized thought leadership in the research

and analysis of the Opportunity & Inclusive Growth Institute (Institute). In 2021, The Institute provided content leadership and planning support to an event focused on diversity in the economics profession. The Institute led the creation and dissemination of a report synthesizing recommendations from the event's panelists and analyzing new data to assess the importance of inclusion to the economics profession. The report spurred new research from the U.S. Census Bureau to fill in gaps on representation from public data sources. It has been shared with the American Economic Association's Task Force on Best Practices for Conduct in Economics, as well as with many individual academic departments. Building on its work to support diversity and inclusion in economics, the Institute developed a mentoring workshop to accompany its new annual research conference. One-third of mentoring event presenters were from underrepresented minority groups in economics, another one-third were from other minority groups, and about one-third were women.

The Bank's Center for Indian Country Development (CICD) is a national research and policy center committed to actionable research and community collaboration to advance economic prosperity in Indian Country. CICD staff participated with the Board of Governors (BOG) to modernize the Community Reinvestment Act to improve outcomes for Indian Country, including hosting listening sessions, summarizing public comments, and assisting the BOG with drafting revised language. The CICD also hosted a variety of webinars exploring ways to promote tribal economic development during the pandemic, exploring diversification as a critical strategy for tribal economic resilience and stability, and addressing economic disparities in Indian Country. In addition, the CICD organized a research summit covering a wide range of subjects, from the tribal digital divide to how tribally owned business enterprises are faring when pursuing federal procurement opportunities. The program format facilitated a series of conversations that engaged all attendees.

The Community Development and Engagement

division works to advance the economic well-being of low- to moderate-income people and communities across the Ninth Federal Reserve District. During 2021, Community Development and Engagement continued its emphasis on early childhood development and published many articles on the challenges day care centers and child care providers are facing due to the COVID-19 pandemic.

#### EMPLOYMENT

The Bank employs 1,068 people, primarily located in Minneapolis. The professional and management group comprises 71 percent (50 percent are professionals and 21 percent are management) of all Bank employees. This group includes bank examiners and automation professionals, together totaling 24 percent of all employees. The remaining employees in the Bank are in the operations and administrative group. This group includes call center staff, representing 15 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 2021, the total reportable spend was \$39.3 million; 22.5 percent of this spend was with vendors certified as minority- and/or women-owned businesses.

# Minority and Women Employment



“Over the past two years Minneapolis has been ground zero in the fight for racial justice, and I’m proud that the Minneapolis Fed has committed to supporting staff along their respective journeys in creating a more inclusive and welcoming environment. This has happened through the work we’ve done with leaders and staff on representing the communities we serve while developing them through training and special programs which aligns with our values of inclusion, integrity, and accountability.”

—JAMICA QUILLIN, AVP, HUMAN RESOURCES AND INCLUSION,  
OFFICE OF MINORITY AND WOMEN INCLUSION

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 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 2020. Consistent with its commitment to openness and transparency, the Bank submitted the

	Black	Asian	Hispanic	American Indian	Two or More Races	Native Hawaiian Pacific Islander	Subtotal Minority	White	Male	Female	Total
Executive/Sr Level Officials	18%	27%	0%	0%	0%	0%	45%	55%	55%	45%	11
First/Mid Level Officials	8%	6%	4%	1%	2%	0%	21%	79%	59%	41%	212
Professionals	8%	15%	7%	1%	3%	0%	34%	66%	47%	53%	531
<b>Total Management &amp; Professional</b>	<b>8%</b>	<b>13%</b>	<b>6%</b>	<b>1%</b>	<b>2%</b>	<b>0%</b>	<b>30%</b>	<b>70%</b>	<b>51%</b>	<b>49%</b>	<b>754</b>
Administrative Support Workers	13%	9%	4%	1%	2%	0%	29%	71%	31%	69%	170
Technicians	15%	7%	3%	1%	1%	0%	28%	72%	74%	26%	68
Service Workers	0%	8%	8%	3%	0%	5%	23%	77%	77%	23%	39
All Other	19%	8%	3%	3%	0%	3%	35%	65%	68%	32%	37
<b>Total Operations and Administrative</b>	<b>12%</b>	<b>8%</b>	<b>4%</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>29%</b>	<b>71%</b>	<b>50%</b>	<b>50%</b>	<b>314</b>
<b>Bank</b>	<b>10%</b>	<b>11%</b>	<b>5%</b>	<b>1%</b>	<b>2%</b>	<b>0%</b>	<b>30%</b>	<b>70%</b>	<b>51%</b>	<b>49%</b>	<b>1,068</b>
<b>MSA</b>	<b>8%</b>	<b>7%</b>	<b>6%</b>	<b>1%</b>	<b>2%</b>	<b>0%</b>	<b>24%</b>	<b>76%</b>	<b>50%</b>	<b>50%</b>	

\*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 3.

Equal Employment Opportunity Report (EEO-1) to the Equal Employment Opportunity Commission and published it on the Bank’s public website.

The Bank had a workforce of 1,068 employees in 2021. 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, 30 percent of Bank employees self-identified as such. Bank staffing was 49 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 in which 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 21 percent and women representation 41 percent. In the professional role, minority representation was 34 percent and women representation 53 percent.

Table 3 presents percentages of minorities and women in the pipeline and leadership roles from 2018 through 2021. The Bank’s overall minority employment increased from 24 percent to 30 percent during this period. The percentage of women decreased from 51 percent in 2018 to 49 percent in 2021. The Bank’s executive role was 44 percent minority and 22 percent women in 2018, increasing to 45 percent minority and 45 percent women in 2021. In the officer role, comprising executive management and the most senior of mid-level management, minority representation was 31 percent in 2020 and 30 percent in 2021. Women representation in the officer role was 42 percent in both 2021 and 2020. The percentage of minorities in the mid-level manager category increased from 17 percent in 2018 to 21 percent in 2021. Women were 47 percent of the mid-level manager role in 2018 and 41 percent in 2021. Minorities were 26 percent of the professional role in 2018 but 34 percent in 2021; the rate of professionals identifying as women remained stable at 53 percent from 2018 to 2021.

In 2021, the percentage of external hires was more racially diverse than the percentage of minorities

**TABLE 3**

### 2018–2021 Bank Employment Demographics in Selected Roles & Total Bank

	2018	2019	2020	2021
<b>Executive</b>				
Minority	44%	45%	45%	45%
Women	22%	27%	45%	45%
<b>First/Mid-Level</b>				
Minority	17%	19%	21%	21%
Women	47%	47%	45%	41%
<b>Professionals</b>				
Minority	26%	28%	31%	34%
Women	53%	52%	52%	53%
<b>Total Bank</b>				
<b>Minority</b>	<b>24%</b>	<b>26%</b>	<b>28%</b>	<b>30%</b>
<b>Women</b>	<b>51%</b>	<b>51%</b>	<b>50%</b>	<b>49%</b>

Source: EEO-1 reported data

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 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 of external recruiting at the Bank and in the pipeline and leadership roles. In 2021, the Bank made 120 external hires: 77 percent of these hires were in the roles of professional and mid-level manager. Overall, 48 percent of the Bank’s external hires were minority, and 43 percent were women. This was an increase compared with 2020, when women were 42 percent of all external hires. Hires of minority staff were 49 percent in 2020 and 48 percent in 2021. Hires of minorities in the professional role were 50 percent in 2020 and 54 percent in 2021. In the mid-level manager role, minority hires were 53 percent in 2020 compared with 19 percent in 2021. The Bank made no external hires in the executive role during 2021.

#### SUPPORT OF INCLUSION IN EMPLOYMENT

The Bank’s commitment to equal opportunity for

TABLE 4

### 2021 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	20	21	41	54%	1	2	3	19%	0	0	0	0%	25	32	57	48%
Non-Minority	12	23	35	46%	9	4	13	81%	0	0	0	0%	26	37	63	53%
Total	32	44	76		10	6	16		0	0	0		51	69	120	
<b>Percent of Total</b>	<b>42%</b>	<b>58%</b>			<b>63%</b>	<b>38%</b>			<b>0%</b>	<b>0%</b>			<b>43%</b>	<b>58%</b>		

Totals may not equal 100 due to rounding.

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 used a variety of strategies to collect feedback from staff and leadership, including an employee engagement survey. This survey featured a strong response rate from staff and once again revealed high levels of engagement among employees: 80 percent of responses rated the Bank as “favorable” in this dimension. Importantly, the survey revealed no significant gaps by race/ethnicity or gender: 79 percent of minorities and 82 percent of women rated the Bank “favorable.” Staff continued to rate the Bank’s efforts with diversity and inclusion strongly, as they did in the 2019 employee engagement survey (80 percent favorable). The survey revealed staff development as one area in need of improvement. The Bank is developing action plans to address this issue.

In order to maintain a culture of continuous improvement at the Bank, leadership continued its Call for Ideas program. Staff submitted over 500 ideas in 2021 to promote more efficient and effective Bankwide operations. The Bank selected over 280 of these ideas for implementation and completed implementation on over 230 of them.

The Bank adjusted to the challenges raised by the COVID-19 pandemic by leveraging virtual platforms to promote participation and engagement from staff and the public. For example, hiring managers, HRI staff, and ERN members participated in virtual career

and job fairs to recruit minorities and women for open positions. In 2021, the Bank participated in three local career fairs and virtually attended three national career fairs: the Sadie Collective 2021 Conference and Career Fair twice and the Western Governors University (WGU) Virtual Business Career Fair (see Appendix 4). Networking events traditionally served as tools to recruit diverse candidate pools, and the Bank participated in one in-person event during 2021.

The Bank implemented a fully remote college internship program to introduce students to the financial services industry and potentially engage them in employment at the Bank. For the last two years, the Minneapolis Fed partnered with the Tazel Institute, which is a non-profit entity working to expose African-American male high school and college students to various career paths, including those in the financial services sector. Our engagement has included speed networking, overviews of the Minneapolis Fed and Federal Reserve System, and summer internships. Table 5 summarizes the participation of women and minorities in the internship program. In 2021, the Bank provided

TABLE 5

### 2021 Bank Interns

	Women	Men	Total	Percent of Total
Minority	7	11	18	<b>64%</b>
Non-Minority	5	5	10	<b>36%</b>
Total	12	16	28	
<b>Percent of Total</b>	<b>43%</b>	<b>57%</b>		

opportunities for 28 interns, 23 of whom were women, minorities, or both. The Bank extended the summer internship experience of three interns, thereby helping these students gain additional work experience. The Bank hired as full-time employees four students who were interns in 2021.

The Bank ordinarily maintains partnerships that focus on exposing inner-city, female, minority, and low- and moderate-income high school students to the financial services industry. These programs have been rooted in financial literacy, mentorship by Bank staff, and career exploration, and often lead to opportunities for internships with the Bank. Due to the COVID-19 pandemic, the Bank suspended its involvement in these programs in 2021, and is assessing future financial literacy programming.

Similarly, the Bank has participated 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, maintained its partnership with a local community college and other area law enforcement agencies to increase the diversity of candidates interested in careers in law enforcement. This program and other outreach events have been suspended since 2020 due to public health concerns stemming from the COVID-19 pandemic. However, this group tentatively plans on resuming its programming in Spring 2022, assuming case counts of COVID-19 continue to decrease.

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 2021, the program

enrolled 29 mentor-protégé pairs. This protégé cohort is 66 percent women or minority, with 55 percent women and 52 percent minority employees. Since the inception of the mentor program in 2001, the Bank has matched 447 individuals with mentors.

Tuition reimbursement is a benefit offered to employees across the Bank, and one extensively used by minority employees. Though representing 30 percent of the Bank's staffing, minority employees accounted for 37 percent of total tuition reimbursement program participants in 2021. 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 foster an inclusive environment where employees can engage to pursue personal and professional goals, community involvement, networking, and other interests. Since their inception in 2017, Employee Resource Networks (ERNs) have emerged as an essential avenue for promoting employee engagement and development. These ERNs prepare and implement individual action plans guiding activities, which include career development workshops, personal and professional panel discussions, cultural celebrations, and community-based activities. In response to the pandemic and work-from-home posture, ERNs continued to engage employees by leveraging remote technologies and serving as resources to staff and Bank leadership. Recognizing the value of, and need for, these groups, the Bank expanded the number of ERNs from eight to ten in 2021.

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 2021, over 30 department leaders, line staff, and other Federal Reserve staff from across the System attended the Forum on Workplace Inclusion.

## CHALLENGES

Understanding and responding to the trends that have impacted turnover and staff demographics remain priorities for the Bank. During 2021, the Bank saw no significant difference by race or gender in staff turnover (14 percent overall). However, when examined more granularly, employees identifying as Black/African American women and Hispanic/Latino men experienced greater turnover. We've also witnessed a continuing decrease in the share of women in mid-level management, a trend that predates the COVID-19 pandemic and has been more pronounced over the last two years. Prior to and during the pandemic, the Bank's rate of minorities in mid-level management grew closer to reflecting the diversity of the communities we serve. We will monitor these and other trends as COVID-19 approaches endemic status and our staff resume working on-site.

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.

Finally, the COVID-19 pandemic continues to present significant challenges for recruitment and outreach efforts, as well as for maintaining an engaged workforce. The Bank has applied innovative approaches to address these challenges and will continue to do so.

## MOVING FORWARD

The Bank will continue its work in attracting and retaining a diverse workforce at all levels of the

organization. In addition, the Bank will revise its Diversity and Inclusion Strategic Plan with new tactics and strategies for promoting a more diverse and inclusive work environment. This process will include opportunities for collecting feedback from various stakeholders, including the DEIAC.



# Minority- and Women-Owned Business Inclusion



“The importance of supplier diversity to the economic well-being and viability of our communities cannot be overstated. It is incumbent upon large organizations with significant external spend to engage with a diverse range of vendors, learn about them, understand their capabilities, and offer ample opportunities to provide their services. The Federal Reserve Bank of Minneapolis has emphasized supplier diversity to be a high priority strategy. As a member of our Facilities Management team, I am pleased that we have been able to realize substantial improvement in this spend category over the past few years.”

—SHERIEF EL-BANNA, DIRECTOR, FACILITIES MANAGEMENT

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 enterprises (MWBES) 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.

TABLE 6

### 2019-2021 Bank Reportable Spend & Vendor Count

(Dollars in millions)

	2019		2020		2021	
	Spend	Vendors	Spend	Vendors	Spend	Vendors
<b>Minority-Owned</b>						
Men	\$2.1	7	\$2.6	10	\$5.1	12
Women	\$2.2	1	\$3.0	6	\$3.0	9
<b>Women-Owned</b>						
Non-Minority	\$0.6	31	\$0.8	31	\$0.7	28
Minority	\$2.2	1	\$3.0	6	\$3.0	9
<b>Subtotal Diverse</b>	<b>\$4.9</b>	<b>39</b>	<b>\$6.5</b>	<b>47</b>	<b>\$8.9</b>	<b>49</b>
% Total Bank	19%	3%	24%	4%	23%	5%
<b>Total Bank</b>	<b>\$25.4</b>	<b>1,362</b>	<b>\$26.6</b>	<b>1,148</b>	<b>\$39.3</b>	<b>991</b>

Total vendor counts are approximate.

The Bank continues its comprehensive approach to supplier diversity in response to increased attention to diversity and inclusion. This approach focuses on applying inclusive practices in sourcing, rating, and selecting diverse vendors across multiple purchasing categories and arrangements.

**CURRENT STATUS**

The Bank had \$39.3 million in total reportable spend in 2021. It purchased \$8.7 million or 22.5 percent of spend from MWBEs. As shown in Table 6, the bulk of this spend is with firms that are certified as minority-owned businesses.

Table 6 shows the trend in Bank spend and Bank diverse spend over the past three years. Overall spend and diverse spend increased from 2019 through 2021. The Bank’s comprehensive and sustainable approach to supplier diversity led to inclusion in a variety of purchasing categories and arrangements. We anticipate that this inclusion will continue in upcoming years. Appendix 1 provides additional trend information on Bank spend.

The Bank’s diverse spend is concentrated in vendors that identify under two groups—Asian Americans and Black/African Americans—as shown in Table 7. This spend is associated with technical services, and software and hardware purchases.

The Bank’s spend with diverse businesses touched on a variety of areas during 2021. The top five commodities for diverse spend were:

1. General Building Construction (29.9%)
2. Human Resources Services (16.5%)
3. Outside Agency Help Regular (12.5%)
4. Building Construction Management (11.2%)
5. Computer Equipment and Accessories (7.0%)

**SUPPORT OF INCLUSION IN PROCUREMENT**

In 2021, the Bank continued to meet OMWI-related procurement expectations that support its commitment to maximizing inclusion. Our leadership team remains committed to ensuring that MWBEs have the maximum practicable opportunity to participate in the contracts the Bank awards. The Bank continues its efforts of increasing diverse spend across multiple purchasing categories. In 2021, these efforts resulted in increased inclusion from the Bank’s cafeteria services and the hiring of a MWBE audit consultant.

Throughout 2021, 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 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 2022.

2021 Bank Reportable Spend with MBE Firms by Race & Ethnicity							TABLE 7
(Dollars in thousands)							
	Asian American	Black or African American	Hispanic American	Native American	Unknown Ethnicity	Total Minority	Total Bank
Reportable Spend	\$5,380	\$2,728	\$11	\$0	\$78	\$8,197	\$39,339
Vendor Count	7	7	2	0	5	21	991

Table 8 shows the 2021 solicitations coordinated by the Bank’s procurement area and the number of MWBEs included in the process and outcomes. In seven of the 11 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 six instances, one or more MWBEs completed the bidding process. One solicitation ultimately resulted in an MWBE firm being awarded a contract. The Bank also continued its standard procedure of follow-up with individual 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 is working 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. Many of these activities were curtailed in 2021 due to the COVID-19 pandemic. In addition to outreach activities, the System is pursuing improvements in its program related to reporting, spend with subcontractors, and leveraging upcoming purchases to maximize inclusion.

**CHALLENGES**

Historically, specific commodities like technology services have driven diverse spend. The Bank continues 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.

<b>2021 MWBE Participation in Bank Procurement</b>	
Number of solicitations where a contract was awarded	11
Number of solicitations where MWBEs were invited to bid	7
Number of solicitations where MWBEs completed the bidding process	6
Number of solicitations where one or more MWBEs were successful bidders	1
<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>	

The COVID-19 pandemic remains a significant challenge facing the Bank’s supplier diversity outreach and engagement efforts. Participating in virtual meetings, events, and other activities does not fully replicate in-person engagement. However, the Bank has adapted quickly to this new operating environment and will continue to seek opportunities to maintain and increase engagement with vendors.

Finally, 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. In 2022, the Bank will continue efforts to include MWBEs across all procurement categories, such as 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. To facilitate this effort, the Bank will use previously successful tactics, including reconvening the Supplier Diversity Workgroup and engaging in intentional discussions with divisions and units to better understand and forecast upcoming procurement opportunities. These conversations will help the Bank be proactive and strategic in identifying diverse pools of vendors. Beyond these internal efforts, the Bank will encourage the National Procurement

Office to maximize opportunities for MWBEs to procure with the System as a whole. As allowed by health and safety concerns related to the COVID-19 pandemic, the Bank will continue to participate in events with community partners and other financial institutions that serve small, minority-owned, and women-owned businesses.

## Conclusion

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OMWI continues to serve as a catalyst to reinforce the Bank's long-standing commitment to diversity and inclusion. The Bank's response to the COVID-19 pandemic has only amplified the importance of our office's role. The Bank will continue to innovate strategies and tactics for including minorities and women in employment, increasing the participation of minority- and women-owned businesses in procurement, and providing financial education and outreach activities. The Bank's executive leadership will continue to support OMWI and department leaders as they implement our Bankwide Diversity and Inclusion Strategic Plan. The Bank's deep and broad commitment to promoting a more inclusive and diverse work environment will remain a key strategic focus throughout 2022 and beyond.

# Appendix 1

## 2021 OMWI Standard Core Metrics, Federal Reserve Bank of Minneapolis

Category	Description	Measure	2016	2017	2018	2019	2020	2021
Workforce Diversity	Senior Executives	Total #	9	9	9	11	11	11
		% Minorities	33%	44%	44%	45%	45%	45%
		% Women	22%	22%	22%	27%	45%	45%
	Mid-Level Managers	Total #	176	180	186	187	192	212
		% Minorities	13%	14%	17%	19%	21%	21%
		% Women	48%	49%	47%	47%	45%	41%
	Professionals	Total #	413	452	467	507	527	531
		% Minorities	21%	24%	26%	28%	31%	34%
		% Women	55%	54%	53%	52%	52%	53%
	Total External Hires	Total #	137	89	111	140	112	120
		% Minorities	39%	44%	40%	39%	49%	48%
		% Women	51%	47%	42%	39%	42%	43%
	Total Interns	Total #	35	35	38	39	26	28
		% Minorities	74%	60%	50%	56%	81%	64%
% Women		57%	66%	55%	44%	35%	43%	
Overall Bank Turnover Rate	%	7.7%	7.9%	8.5%	11.2%	7.0%	14.0%	
Supplier Diversity	Total Reportable Spend	\$ (millions)	\$24.9	\$21.6	\$21.7	\$25.4	\$26.6	\$39.3
	Total Diverse Spend <sup>1</sup>	\$ (millions)	\$4.0	\$2.3	\$2.3	\$4.9	\$6.5	\$8.9
		%	16%	11%	11%	19%	24%	23%
	Minority-Owned <sup>2</sup>	\$ (millions)	\$3.6	\$2.0	\$1.8	\$4.3	\$5.6	\$8.1
		%	14%	9%	8%	17%	21%	21%
	Minority-Owned (Men)	\$ (millions)	\$0.3	\$0.2	\$1.0	\$2.1	\$2.6	\$5.1
		%	1%	1%	5%	8%	10%	13%
	Minority-Owned (Women)	\$ (millions)	\$3.3	\$1.7	\$0.8	\$2.2	\$3.0	\$3.0
		%	13%	8%	4%	9%	11%	8%
	Women-Owned <sup>2</sup>	\$ (millions)	\$3.7	\$2.1	\$1.4	\$2.8	\$3.8	\$3.7
		%	15%	10%	6%	11%	14%	9%
	Women-Owned (Non-Minority)	\$ (millions)	\$0.4	\$0.4	\$0.5	\$0.6	\$0.8	\$0.7
%		2%	2%	2%	2%	3%	2%	
Women-Owned (Minority)	\$ (millions)	\$3.3	\$1.7	\$0.8	\$2.2	\$3.0	\$3.0	
	%	13%	8%	4%	9%	11%	8%	

<sup>1</sup> Total Diverse Spend = Minority-Owned (Men) + Minority-Owned (Women) + Women-Owned (Non-Minority).

<sup>2</sup> Women-Minority numbers are included in both Minority-Owned and Women-Owned totals.

Category	Description	2021
<b>Financial Literacy<sup>1</sup> Programs:</b>	Number of OMWI students reached in-person and online <sup>2</sup>	0
• Teacher-centric	Number of OMWI educators reached in-person and online <sup>3</sup>	0
• Student-centric		
• Hybrid	Number of OMWI students reached through educators <sup>4</sup>	0

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

<sup>2</sup> Students who attended in-person programs and enrolled in online programs.

<sup>3</sup> Educators who attended in-person programs and enrolled in online professional development programs.

<sup>4</sup> Students reached through educators using a common multiplier of 75.

# Appendix 2

## 2022 Board of Directors Demographic Information, Federal Reserve Bank of Minneapolis

Director Categories	Total Directors			Race/Ethnicity													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or other Pacific Islander		American Indian or Alaska Native		Two or More Races	
All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
<b>Class C</b>																	
By total	3	2	1	0	0	1	0	1	0	0	1	0	0	0	0	0	0
By percent	100.00	67%	33%	0%	0%	33%	0%	33%	0%	0%	33%	0%	0%	0%	0%	0%	0%
<b>Class B</b>																	
By total	2	1	1	0	0	0	1	0	0	0	0	0	0	1	0	0	0
By percent	100.00	50%	50%	0%	0%	0%	50%	0%	0%	0%	0%	0%	0%	50%	0%	0%	0%
<b>Class A</b>																	
By total	3	1	2	0	0	1	2	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%
<b>Branch directors, appointed by Board of Governors<sup>1</sup></b>																	
By total	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
By percent	100.00	50%	50%	0%	0%	50%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Branch directors, appointed by Reserve Banks<sup>1</sup></b>																	
By total	3	2	1	0	0	1	1	0	0	0	0	0	0	1	0	0	0
By percent	100.00	67%	33%	0%	0%	33%	33%	0%	0%	0%	0%	0%	0%	33%	0%	0%	0%
<b>Total, all directors</b>																	
By total	13	7	6	0	0	4	5	1	0	0	1	0	0	2	0	0	0
By percent	100.00	54%	46%	0%	0%	31%	38%	8%	0%	0%	8%	0%	0%	15%	0%	0%	0%

Note: Reserve Bank directors are elected or appointed to three-year terms (see <https://www.federalreserve.gov/aboutthefed/directors/about.htm> for more information), which begin on January 1 of each year. So directors whose terms began January 1, 2022, were appointed or elected in 2021. Also note that this report lists 13 directors as opposed to the typical 14 due to one vacant director role at the time this report was submitted.

<sup>1</sup> The Boston, New York, and Philadelphia Federal Reserve Banks do not have branches.

# Appendix 3

## 2021 Workforce Data Representation, Federal Reserve Bank of Minneapolis

2021 EEO-1 Consolidated Report															
2021 EEO-1 Data 12/31/2021	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	4	1	0	1	0	0	2	1	0	2	0	0	11
First/Mid-level Mgrs	5	3	99	10	0	7	2	2	69	7	0	6	0	2	212
Professionals	20	16	166	22	0	35	2	6	185	23	0	45	3	8	531
Technicians	2	0	34	8	0	4	1	1	15	2	0	1	0	0	68
Sales Workers	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Administrative Support	2	5	33	10	0	5	1	2	88	12	0	10	1	1	170
Craft Workers	0	0	11	0	1	0	1	0	1	0	0	0	0	0	14
Operatives	0	1	7	1	0	3	0	0	4	6	0	0	0	0	22
Laborers & Helpers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Workers	3	0	23	0	1	2	1	0	7	0	1	1	0	0	39
<b>Total</b>	<b>32</b>	<b>25</b>	<b>378</b>	<b>52</b>	<b>2</b>	<b>57</b>	<b>8</b>	<b>11</b>	<b>371</b>	<b>51</b>	<b>1</b>	<b>65</b>	<b>4</b>	<b>11</b>	<b>1068</b>

2021 Percentage Representation within EEO-1 Job Categories															
2021 EEO-1 Data 12/31/2021	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%	36.4%	9.1%	0.0%	9.1%	0.0%	0.0%	18.2%	9.1%	0.0%	18.2%	0.0%	0.0%	11
First/Mid-level Mgrs	2.4%	1.4%	46.7%	4.7%	0.0%	3.3%	0.9%	0.9%	32.5%	3.3%	0.0%	2.8%	0.0%	0.9%	212
Professionals	3.8%	3.0%	31.3%	4.1%	0.0%	6.6%	0.4%	1.1%	34.8%	4.3%	0.0%	8.5%	0.6%	1.5%	531
Technicians	2.9%	0.0%	50.0%	11.8%	0.0%	5.9%	1.5%	1.5%	22.1%	2.9%	0.0%	1.5%	0.0%	0.0%	68
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%	1
Administrative Support	1.2%	2.9%	19.4%	5.9%	0.0%	2.9%	0.6%	1.2%	51.8%	7.1%	0.0%	5.9%	0.6%	0.6%	170
Craft Workers	0.0%	0.0%	78.6%	0.0%	7.1%	0.0%	7.1%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	14
Operatives	0.0%	4.5%	31.8%	4.5%	0.0%	13.6%	0.0%	0.0%	18.2%	27.3%	0.0%	0.0%	0.0%	0.0%	22
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	7.7%	0.0%	59.0%	0.0%	2.6%	5.1%	2.6%	0.0%	17.9%	0.0%	2.6%	2.6%	0.0%	0.0%	39
<b>Total</b>	<b>3.0%</b>	<b>2.3%</b>	<b>35.4%</b>	<b>4.9%</b>	<b>0.2%</b>	<b>5.3%</b>	<b>0.7%</b>	<b>1.0%</b>	<b>34.7%</b>	<b>4.8%</b>	<b>0.1%</b>	<b>6.1%</b>	<b>0.4%</b>	<b>1.0%</b>	<b>1068</b>

Totals may not equal 100 due to rounding. Bank EEO-1 report as of December 31, 2021.



## Appendix 4

### 2021 Local & National Career Fair & Conference Participation, Federal Reserve Bank of Minneapolis

Event (Local)	Location	Date
Mossier Queer Career Fair	Virtual	June 2021
National Black MBA Virtual Career Fair	Virtual	August 2021
Mossier Queer Career Fair	Virtual	October 2021

Event (National)	Location	Date
Sadie Collective 2021 Conference & Career Fair	Virtual	February 2021
Western Governors University (WGU) Virtual Business Career Fair	Virtual	June 2021
Sadie Collective 2021 Conference & Career Fair	Virtual	September 2021

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