



OFFICE OF
**DIVERSITY
EQUITY &
INCLUSION**

FEDERAL RESERVE BANK OF RICHMOND

2021 Office of Minority and Women Inclusion Annual Report to Congress

On the implementation of Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010



Federal Reserve Bank of Richmond

OUR MISSION

As a regional Reserve Bank, we serve the public by fostering the stability, integrity and efficiency of our nation's monetary, financial and payments systems.

OUR CULTURE

We act as one team to serve the Federal Reserve System, our customers, our communities and each other to:

- Do the right thing
- Lead from where we are to make things better
- Embrace differences and opportunities to grow

OUR DIVERSITY, EQUITY & INCLUSION VISION

We excel at our public service mission by actively cultivating an inclusive culture and leveraging the skills and perspectives of our diverse workforce.

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This annual report, as stipulated by Section 342 of the Dodd-Frank Act, details specific work and progress made during the reporting period. Information pertaining to Regulated Entities is included in the Board of Governor's Report as the primary regulator.

Executive Summary

The Federal Reserve Bank of Richmond (our Bank or the Richmond Fed) is committed to building and maintaining a strong workforce to deliver on our public service mission, while strengthening the economy and our communities. Diversity, Equity and Inclusion (DEI) is an integral part of who we are and how we operate. From our strategic plan to our mission and goals, DEI is incorporated in every part of our organization, including our culture, people practices, and community and supplier engagement. Fostering a diverse, equitable and inclusive culture is imperative — both to the success of the Richmond Fed, and to our employees' experience as a work environment where they can be their authentic selves, share their unique perspectives and feel a sense of belonging. We are intentional about building a pipeline of diverse talent through recruitment, development and succession. We work to leverage differences among our employees to find the best solutions and ensure the best outcomes. Our philosophy and commitment to diversity, equity and inclusion strengthens our workplace culture and informs our internal and external practices, like increasing the diversity of our Bank's workforce at all levels, expanding the number of minority- and women-owned businesses that participate in procurement efforts, and enhancing our efforts to provide targeted economic and financial education resources and programs to students, teachers and the broader community.

OUR WORKFORCE

As of December 31, 2021, the Richmond Fed had a workforce of 2,903 employees. Our Bank includes two divisions — the Fifth District, or District (1,484 employees), is responsible for the primary functions of the Bank, and National IT (1,419 employees), is responsible for information technology for all Reserve Banks within the Federal Reserve System (the System). While our overall representation of minorities and women is above labor market availability at 38% for minorities and 37% for women, we continue to strive for aspirations of meeting overall community representation. As of year-end, Black/African American employees represented 19% of the total workforce, Asian employees represented 13% and Hispanic/Latino employees represented 5%.

Female senior executive representation remained at 42% in the District and increased to 67% in National IT, a 24 percentage point change since the previous reporting period. Minority officer representation increased by two percentage points for the District and by seven

percentage points for National IT. This increase is reflected in an upward three-year trend for minority officer representation. Minorities represented 16% of the total officer population in 2018, and 25% in 2021. Early career employees now represent 25% of our workforce.

HIGH PRIORITY OBJECTIVES

Our Bank remains intentional in our efforts to embed diversity, equity and inclusion into our culture and strategic planning. A key focus area of the Fifth District's 2019–2021 Strategic Plan was making the Bank a "Top Place for Top Talent," which includes four High Priority Objectives (HPOs): Increasing Bank Diversity; Promoting Talent Mobility; Delivering a Superior Workplace Experience; and Strengthening Leaders' Ability to Develop Others. Similar goals are reflected in the 2021-2023 System IT Strategic Plan.

In the area of Supplier Diversity, our strategic plan HPO remained Leading System Procurement Strategy, which we supported through efforts to expand diverse spend, influence the diverse supplier pipeline and opportunities, and enhance engagement with diverse suppliers in local communities. For Financial Education, we continued to focus on two key objectives: help students make informed decisions about post-secondary education and careers, and help students understand how the Federal Reserve System connects to the economic and financial decisions they make every day.

2021 IN ACTION

Through our workforce diversity, equity and inclusion efforts, we strengthened our internal pipeline using experience-based development, talent mobility and growth opportunities. We also retained current employees by providing challenging business assignments, supporting an inclusive culture and offering opportunities to develop, grow and connect with each other. Externally, we maintained a deeper pipeline with a focused sourcing strategy and more concentrated efforts on our external networks, including expanded partnerships with diverse professional organizations and universities.

While we maintained a primarily remote workforce due to the COVID-19 pandemic, technology and innovation allowed us to keep our employees connected and engaged. We continued to effectively hire and onboard new employees and provided regular all-employee virtual

sessions facilitated by senior leaders to promote inclusion, transparency and information sharing.

Over the last two years, we have taken an end-to-end engagement approach in Supplier Diversity. Internally, we focused on leveraging internal partnerships, establishing Supplier Diversity Champions within our business lines, and implementing an education and communication plan to increase understanding and ownership of supplier diversity goals. Externally, we expanded and refined our approach to engaging with the community about supplier diversity. While our community outreach function has remained in a virtual posture, we have been able to maintain and establish new partnerships to enhance diverse supplier engagement and economic inclusion.

In Financial Education, we continued to focus on the unequal economic impact of the pandemic, especially on education, and diversifying the pipeline into economics and related career fields. In 2021, despite the challenges created by COVID-19, we provided targeted resources and programs to students, educators and the broader community. Most of our programming remained virtual, but we hosted and/or supported a variety of events at the high school and college levels, meeting the financial education needs of our traditional and new audiences.

Despite a fluid and challenging environment, our Bank remained agile and determined and we are proud of our accomplishments. Moving forward, we have a solid foundation to continue achieving our DEI goals and building a workforce equipped to fulfill our public service mission in the diverse communities we serve.

SUCCESSES

Workforce Diversity

Increasing Bank Diversity

- Our 389 external hires included 48% minorities and 39% women, which exceeded our workforce representation of 38% minorities and 37% women. This success is the beginning of our aspirational goal to meet overall community representation.
- Our minority officer representation increased from 21% in 2020 to 25% in 2021, an increase from 38 to 44 minority officers.
- We employed 77 interns in 2021, of whom 56% are minorities and 47% are women.

- Of the 54 analysts participating in Discover (our two-year, entry-level rotational program), 57% are women and 46% are minorities.

Promoting Talent Mobility

- We achieved nearly 14% talent mobility participation to support development of our current workforce.
- In 2021, 218 employees participated in 120 mobility opportunities, of whom 59% are women and 39% are minorities.
- More than 650 mobility opportunities occurred over the course of our three-year strategic plan, and 92% of participants reported having a positive experience.
- Twenty-four employees took advantage of national leadership exchange opportunities across the Federal Reserve System; participants included 50% women and 33% minorities.
- Our Peer Accountability and Transformation Huddles and Partners in Professional Development programs resumed in 2021 in a remote format; 81 employees participated (53% women and 43% minorities).
- We implemented a sponsorship program to help diversify our leadership pipeline. The 27 participants who were sponsored by executive leadership in the pilot program included 73% minorities and 50% women.
- We identified succession talent for critical roles, including 47 in the Fifth District (49% women, 40% minorities) and 139 in National IT (32% women, 28% minorities).
- Our learning tools are being enhanced to include a toolkit aimed at mitigating bias in talent management processes and the overall employee lifecycle.

Delivering a Superior Workplace Experience

- We conducted organization-wide engagement surveys for the Fifth District and National IT and closed the gap in survey responses between minorities and non-minorities across our Bank.
- Survey results found that employees agree the Fifth District and National IT value a diverse workforce, with a 91% and 85% favorability rating respectively.
- To champion our workplace culture efforts, we trained 32 Culture Ambassadors — employees from various backgrounds, business and management areas — of whom 63% are women and 47% are minorities.
- We launched two new employee resource networks in 2021: Evolving Professionals (early career professionals) and Global Connections (employees who grew up outside

the U.S., who are from immigrant families and/or whose first language is not English).

- In 2021, we provided regular virtual Employee and Leader Connect meetings facilitated by senior leaders to promote transparency and information sharing. We also held virtual Let's Connect sessions that created a safe space for employees to discuss timely and emotionally charged topics.
- Once again, our Bank was nationally certified as a Great Place to Work® and was awarded three 2021 Fortune Best Workplaces designations as well: for Women, for Millennials and in Financial Services & Insurance.
- For the sixth straight year, we received a 100 score and were nationally recognized as a "Best Place to Work" on the Human Rights Campaign Corporate Equality Index Survey (based on work and accomplishments in 2021).
- We were ranked the #1 central bank globally on the Official Monetary and Financial Institutions Forum Gender Balance Index.

Strengthening Leaders' Ability to Develop Others

- To underscore the importance of DEI and its link to our culture and strategic plan, in 2021 all people leaders were assigned two shared performance objectives focused on People and Culture and Operating with Excellence.
- We continued promoting Feed Forward, a program that encourages ongoing, solution-oriented conversations between leaders and employees, as well as peer-to-peer feedback. In 2021, we offered workshops and began developing a Feed Forward leadership playbook.
- Our Diversity and iNclusion Alliance (DNA) continued to provide a unique leadership opportunity for employees, serving as a powerful resource for those who want to serve as crucial allies in creating an inclusive culture. In 2021, our DNA membership was comprised of 56% women and 50% minorities.
- We designed and launched a Leadership in Action intranet page with playbooks, podcasts and other resources to support the development and application of key leadership skills, concepts and tools, with such topics as cultivating inclusive conversations, promoting psychological safety, leading hybrid teams and navigating tough conversations.
- We continued to provide employees with information, educational opportunities and tools to help them gain a better understanding of allyship and act as DEI allies.

Supplier Diversity

Grow Organizational Commitment

- During the reporting period, we increased our spend with diverse suppliers from \$63.9 million to \$111 million; and from nearly 15% to 20% diverse spend of total Bank expenditures.
- We awarded a software reseller agreement, totaling around \$10 million, to a woman-owned business. This helped increase our women business enterprise spend from 5% to 9%.
- Our supplier inclusion rate (total diverse suppliers vs. total suppliers in competitively bid contracts) increased from 32% to 50%; the response rate increased from 66% to 84%; and an additional 11 contracts, or 56% of the total competitively bid contracts, were awarded to diverse suppliers, compared to 35% in 2020.
- We conducted targeted matchmaking events that contributed to increasing our diverse supplier pipeline. Two new vendors who attended our February 2020 matchmaking event were awarded multiple contracts that resulted in approximately \$3 million of diverse spend in 2021.
- After launching in 2020, we expanded the Supplier Diversity Champions program to 15 champions and leveraged two executive sponsors to drive organizational metrics and goals through monthly tracking and monitoring.
- We increased internal education and communication awareness of our supplier diversity commitment by 50% through new channels such as partnering with our employee resource network VITAL, Valuing the Inclusion of Talented African Americans and Latinos.

Expanding Community Engagement & Outreach

- We participated in four virtual matchmaker events across our District with local business and supplier organizations.
- We conducted 140 matchmaking conversations with diverse suppliers; 25 of those diverse suppliers were included in sourcing events.
- With leadership from our Bank president, we implemented the Richmond Management Roundtable supplier diversity initiative, collaborating with other organizations to grow a more inclusive ecosystem for local minority-owned businesses.

Equipping and Supporting Diverse Suppliers

- We developed a multiyear, end-to-end engagement strategy with initial focus on a pilot mentorship program kicking off in Q1 2022.
- In June 2021, we hosted a virtual Supplier Diversity Exchange event with over 80 diverse suppliers in attendance; 95% of attendees were vetted for upcoming procurement opportunities.
- We hosted the Mid-Atlantic and Southeast Regional Supplier Diversity Summit in October 2021 with the Atlanta and Philadelphia Reserve Banks. Over 180 attendees participated in the virtual event, which included a procurement panel, an economic outlook panel and 13 matchmaking sessions.
- We implemented a systemwide procurement technology platform that will provide data and information to assist with the inclusion of diverse suppliers.

Financial Education

- Our online course for high school students, "Invest in What's Next: Life After High School," enrolled 6,850 students, including 2,810 from OMWI-designated high schools.
- In North Carolina, 345 teachers, including 135 from OMWI-designated high schools, participated in professional development programs preparing them to teach a new economics and personal finance course from the NC Department of Instruction. How to integrate "Invest in What's Next" into the classroom is part of the course.
- We restarted a professional development program, "Life After High School," in Virginia, sharing "Invest in What's Next" and other financial literacy resources with 528 educators, including 139 from OMWI-designated high schools.
- We've shared over 100,000 copies of My Money, a workbook for early elementary-aged students, in the last three years. In 2021, we released Mi Dinero, a Spanish version of the publication, to make this resource accessible to more students.
- In 2021, 125 people attended the virtual Diverse Economics: People, Perspectives, Careers Conference to explore career options for undergraduate students majoring in economics.
- We continued our "Richmond Fed on Campus" webinar series; 150 students and professors attended to hear Richmond Fed economists speak on topics of interest to undergraduate economics students.

- We hosted a six-part series, "District Dialogues: Educational Disparities and COVID-19," about the causes of educational disparities and possible solutions to help address the inequity in access and outcomes. In total, 681 people tuned in for the series as it launched, and nearly 2,000 people have watched it online since.

CHALLENGES

Workforce Diversity

- In this competitive and dynamic labor market, we are beginning to see an uptick in turnover in certain hot jobs, thus retention, attrition and competitiveness in the labor market may likely pose challenges moving forward.
- The ongoing pandemic, which has impacted women and minorities in the workforce, continues to put a strain on our workforce and critical operations. Nonetheless, our Bank remains committed to employee health, well-being and safety.
- As we transition to a hybrid work model for most employees, we will face new challenges as our workforce and leaders learn new ways to work together. We have a team dedicated to facilitating a smooth transition and keeping inclusion and employee engagement front and center.

Supplier Diversity

- We are collaborating across the System on solutions to address diverse spend concentration among a limited number of large suppliers.
- We also are focused on increasing our total number of diverse suppliers, with accountability and intentionality in targeted matchmaking and business line-specific supplier diversity goals.
- Throughout 2021, we had to monitor and bolster risk mitigation strategies to manage the impacts of COVID-19 related to supply chain delays, potential labor shortages and rising prices. Despite these and other impacts, we were able to increase diverse spend.

Financial Education

- The pandemic continued to highlight the disparities in education in diverse and rural communities, as we found it difficult to reach students and teachers who could benefit the most from our educational resources and programs.
- With the shift to virtual programming, we faced challenges reaching underserved areas of our District, targeting programming to each region's unique needs, and building new relationships.

NEXT STEPS

Workforce Diversity

In 2022, the Fifth District will begin a new three-year strategic plan continuing its key focus of making the Bank a “Top Place for Top Talent,” which includes three HPOs: Increasing Bank Diversity, Equity and Inclusion; Delivering a Superior Workplace Experience; and Strengthening Ability to Develop Self and Others.

We will focus on building our pipeline of women in technology and minorities in leadership. We will continue to equip our leaders and employees with the skills and knowledge that support a diverse, equitable and inclusive work environment — and hold all team members accountable for putting them into practice. We will continue to engage Culture Ambassadors and organization leaders to help engrain culture-initiative tools and practices into everyday behaviors.

As we move into a hybrid work model, we will promote practices that foster inclusion and connectivity, relationship building, collaboration and innovation. Survey results, including our 2021 Engagement Survey, will help inform development of new initiatives and opportunities to improve our workplace and our employees’ overall experience.

We will work to increase the availability and effectiveness of cross-functional talent mobility opportunities, develop pipeline depth for our critical roles, and achieve strong utilization rates and satisfaction scores for our development programs. We will expand our leadership tools and resources as well as our enhanced talent framework that provides employees with structured career and leadership development programming and opportunities. We will establish a career office to provide resources to support employees at all stages of their careers achieve their goals and develop strong career pathways.

Supplier Diversity

In 2022, we will continue our multiyear, end-to-end supplier engagement strategy, including implementing a pilot mentorship program to help increase the capacity and development of diverse suppliers. We also will implement our revised community engagement strategy with a hybrid model of engagement (in-person and virtual), focusing on local impact and expanding to more regions in the Fifth District. Throughout the year, we will continue hosting supplier events and match-making sessions for our Bank

and the System, as well as collaborate with our community partners to support diverse suppliers across the District.

As we continue to establish supplier diversity spend and inclusion goals, we will expand our metrics to include community outreach and business line performance metrics. We will leverage our procurement technology to expand reporting of additional diversity metrics (LGBTQ+ and veteran-owned businesses) and to report subcontractor or Tier 2 diverse spend, helping to tell a more robust supplier diversity story.

Financial Education

In 2022, as part of our Bank’s high priority objectives, we are going to dive deeper into the successes and challenges of rural and OMWI-designated high schools in our District. The share of our District’s rural population that is Black/ African American is larger than for most other regions. Our goal is to use these insights to tailor our programs to their unique needs and make a positive impact on their students. We also hope to resume in-person programming to teachers, students and the general public. However, we plan to offer more programs in a hybrid format to reach our audiences virtually and in-person simultaneously.

BOARD DIVERSITY

The Richmond Fed’s Boards of Directors are comprised of 23 directors: nine in Richmond, Virginia; seven in Baltimore, Maryland; and seven in Charlotte, North Carolina. As of January 1, 2022, we have one vacancy in Charlotte. Directors include those appointed or elected in 2021 to terms that began on January 1, 2022, as well as directors who are currently serving in existing terms. All Richmond Fed directors are expected to participate in the formulation of monetary policy and act as a link between the System and the public.

In terms of diversity, our boards have representation of women and minorities of 39% and 35%, respectively, and one of our three board chairs is a minority. The boards’ geographic diversity encompasses all states in the Fifth District, as well as Washington, D.C. Our board members represent significant diversity across industries, which allows our senior leaders to have a better understanding of our differing communities and local economies. Industry diversity in 2022 for the Fifth District includes representatives from banking (26%), commerce/industry (22%), services (30%) and consumer/community (22%). The services sector is comprised of industries such as health care, higher education, hospitality, science and technology, public utilities and telecommunications.

Additionally, our 2022 directors also include the presidents of a historically Black college or university (HBCU) and a leading national children and youth foundation.

Diversity is a priority across our organization, including on our boards of directors. Recruiting directors is a continuous process, and we consider many factors when looking for potential members. Individuals with diversity of background, career experiences, industry representation, race, ethnicity, gender and geography bring a variety of perspectives that benefit the boards’ work, provide valuable insights and are representative of the communities we serve in our District. Detailed metrics for our boards of directors are located in Appendix 3.

Overview & Introduction

THE RICHMOND FED

As one of 12 regional Reserve Banks across the country, the Federal Reserve Bank of Richmond represents the Fifth District, which is comprised of the Carolinas, Maryland, Virginia, Washington, D.C., and most of West Virginia. Our Bank works together with the other regional Reserve Banks and the Board of Governors to achieve our public service mission by promoting stable prices, employment and moderate interest rates through monetary policy; ensuring the nation's financial system is safe and sound; providing a secure and efficient way to transfer funds; and connecting with Fifth District community and business leaders to better understand local economic conditions and address issues facing Fifth District communities.

The Richmond Fed is headquartered in Richmond, Virginia, with branch offices in Baltimore, Maryland, and Charlotte, North Carolina. Our Bank has 2,903 employees, including two divisions — the Fifth District, also referred to as District (1,484 employees), with responsibility for the primary functions of the Bank, and National IT (1,419 employees), with responsibility for information technology for all Reserve Banks within the Federal Reserve System. Bank employees are located across the U.S. and within offices of each of the 12 Federal Reserve Districts across the System.

OMWI OFFICE AND OVERSIGHT

The Office of Minority & Women Inclusion (OMWI), known at the Richmond Fed as the Office of Diversity, Equity & Inclusion (referred to here as the Office), works to support informed decision-making by increasing the diversity of our Bank's workforce at all levels in the organization, expanding the number of minority- and women-owned businesses that participate in procurement efforts, and enhancing financial education efforts — with a focus on majority-minority schools.

Senior Vice President and Chief Human Resources Officer Brielle Stanley serves as OMWI Director and head of our People, Culture + Wellness function. She reports to President Thomas Barkin on OMWI matters and to First Vice President and Chief Operating Officer Becky Bareford on other people and culture initiatives. Stanley also oversees the workforce diversity outreach efforts of the Richmond Fed. Beth Panilaitis serves as the deputy OMWI director and Equal Employment Opportunity (EEO) officer. Panilaitis reports to the OMWI Director and oversees our workforce diversity, equity and inclusion (DEI) efforts, including supporting DEI business line needs, advancing a culture of inclusion and embedding DEI into business practices.

In addition to the deputy OMWI Director, the Office includes one full-time DEI business advisor, one full-time DEI program coordinator and an early career analyst from our Bank's Discover rotational program. In 2021, the Office also benefitted from an individual participating in an experience-based development job rotation to assist with DEI work. The Office also partners with individuals across the People, Culture + Wellness function and throughout business lines to carry out our Bank's DEI mission.

Workforce Diversity, Equity & Inclusion

Diversity, equity and inclusion (DEI) is a top priority at the Richmond Fed. In 2021, we updated our Office name and how we describe our efforts by adding "equity," which aligns with our focus and actions to foster a culture that is equitable as well as diverse and inclusive. We've intentionally integrated DEI into our Bank's strategic plan, mission, goals and day-to-day business model — and our performance and progress are a testimony to our success. Over the past three years, our strategic plan incorporated quantifiable measures to help our organization build stronger representation of minorities and women, especially in leadership roles. Our diligence produced tangible outcomes, such as improved representation across the organization, a notable increase in minority officers, and strong employee satisfaction, as evidenced by our 2021 employee engagement survey and several local and national workplace awards.

Everyone in our Bank plays a role in DEI, and while accountability for modeling our commitment starts with our senior leaders, it's clearly visible across all sectors of the organization. From the employee who networks and builds community with colleagues at DEI events, to the hiring manager who works to create a diverse and inclusive experience for candidates, new hires and existing team members, our people have made DEI a top priority.

DEI also was critical to our 2019–2021 Strategic Plan, which focused on our Bank being a top place for top talent. The plan identified four High Priority Objectives (HPOs) created to inspire a high-performing workforce through selection, training, and development of diverse and talented employees. These HPOs included Increasing Bank Diversity; Promoting Talent Mobility; Delivering a Superior Workplace Experience; and Strengthening the Ability to Develop Others. These key focus areas also were reflected in the 2021-2023 System IT Strategic Plan.

To help achieve our HPOs, we used a multipronged approach to DEI that incorporates both an internal and external strategy. During the reporting period, we strengthened our internal pipeline through experience-based development, talent mobility and growth opportunities. We also maintained a deeper external pipeline with a focused sourcing strategy and more concentrated efforts on our external networks and partnerships with universities and professional organizations. Not only have we worked to attract and recruit diverse candidates, we also retained our dynamic employees by offering challenging business assignments

through opportunities to develop, grow and connect with each other and by supporting an inclusive culture.

As of December 31, 2021, the Richmond Fed had a workforce of 2,903 employees. Our work to build a pipeline of diverse talent has helped us achieve an overall representation of minorities and women that is above labor market availability, at 38% for minorities and 37% for women. This success is the beginning of our aspirational goal to meet overall community representation. As of year-end, Black/African American employees represented 19% of the total workforce, Asian employees represented 13%, and Hispanic/Latino employees represented 5%.

In a year-over-year change, female senior executive representation increased to 67% in National IT, a 24-percentage-point increase, and female senior executive representation remained at 42% at the Fifth District, both of which are above labor market availability. Since the previous reporting period, minority officer representation increased by two percentage points for the District and by seven percentage points for National IT. This increase is reflected in an upward three-year trend for minority officer representation. Minorities represented 25% of the officer population in 2021, up from 16% in 2018. Early career employees now represent 25% of our total workforce.

While there is still room for improvement, Bank leaders are proud of the progress to date and will continue to make minority and women representation a priority. A workforce metrics dashboard — available quarterly to all leaders — keeps our DEI goals top of mind and calls out specific measurements around women in technology, minority officer representation and early career hires — three specific areas of focus for our Bank. Additional information on workforce trends and minority and women representation can be found in Appendix 1.

We continually focus on our commitment to attain and inspire a workforce as diverse as the communities we serve and to cultivate an inclusive culture in which all employees can bring their unique perspectives to the table. We believe that a diverse and inclusive workforce allows us to build stronger and more effective teams and fulfill our mission and strategic goals. The following report highlights our accomplishments in our workforce during the reporting period, with insights on how we will continue our forward momentum.

SUCSESSES

Throughout the reporting period, we continued to meet the challenges of the COVID-19 pandemic and work to offset its effects on our workforce, communities and nation. The strong foundation we have built over the past several years, coupled with an agile workforce, allowed us to sustain momentum and progress on our HPOs and meet our strategic goals.

Technology and innovation allowed for a substantially remote workforce, while continuing to keep our employees connected and engaged with their work and each other. For our essential employees who were required to be onsite to support the critical operations in our buildings, we maintained strong engineering protocols to protect their health and safety, and we focused on ensuring acknowledgement and appreciation through recognition from senior leaders to continuing with some free benefits. We continued to effectively hire and onboard new employees and provided regular Employee Connect sessions facilitated by senior leaders to promote inclusion, transparency and information sharing. As decisions are being made about our future work posture, consideration is given regarding how we can provide flexibility to a diverse and inclusive workforce and enhance our ability to attract, retain and develop top talent.

Through our defined goals and measurements, as well as increased leader accountability, we have continued to make headway with diversifying our workforce at all levels by focusing on external hires and internal promotions, hiring early career talent and promoting a culture of talent mobility.

During the reporting period, we made 389 external hires. This included 48% minorities and 39% women, which exceeded our workforce representation of 38% minorities and 37% women and will launch us on our path to achieve overall community representation. Our workforce promotions included 48% women and 37% minorities. Additionally, minority officer representation increased by 4 percentage points, from 21% in 2020 to 25% in 2021, an increase from 38 to 44 minority officers.

We strive to provide even more opportunities and expand diversity across all levels of our Bank. The Next Steps section later in this document outlines future opportunities currently underway that will allow for more successes and an even greater impact in our organization.

High Priority Objective: Increasing Bank Diversity *Hiring and Sourcing Highlights*

In 2021, the number of positions filled at the Richmond Fed increased by 137% over the previous year. This is attributed to an increase in demand for talent in National IT and increased overall turnover in comparison to last year. This increase in recruitment, coupled with the transition to a new applicant tracking system (Workday), placed unique demands on our talent acquisition team. Despite these unique challenges, we were able to maintain our focus on creating diverse pipelines and hiring diverse candidates – 39% of our external hires were women and 48% were minorities, up from 36% and 42%, respectively, in 2020.

Of our 389 external hires, 47% were hired into entry-level (associate- and intermediate-level) roles. Our efforts to increase the number of qualified interns who are converted into full-time roles upon graduation continues, including through Discover, our two-year, entry-level program. Discover provides recent graduates the opportunity to gain knowledge, skills and experience through a two-year rotation in various departments, culminating in being offered a role at the Richmond Fed. The program, now in its second year, has 54 analysts participating, of which 57% are women and 46% are minorities.

Despite operating in a remote work environment through the entire reporting period, our Bank also employed 77 interns in 2021, which were 56% minorities and 47% women. These interns will provide a rich pool of candidates for our 2022 Discover cohort, as we continue to expand program participation and leverage it as a pipeline to fill job openings.

During the reporting period, we also enhanced our existing practices to improve the sourcing and selection of diverse candidates. These practices included continuing our use of diverse and inclusive recruiting principles; utilizing technology to screen our postings for potentially biased language; proactive sourcing; assembling diverse panels for interviews; and self-monitoring during the evaluation process to challenge assumptions and help mitigate hidden bias. We also expanded our relationship with major job boards Indeed and LinkedIn to increase visibility of our job postings and serve an additional tool for proactive sourcing of diverse talent.

We continued to recruit from diverse colleges, universities and professional organizations and leveraged existing employee networks to broaden candidate pools to increase organizational diversity. As demand for talent increases, we

A New Community for Women in Technology Across the System



The Richmond Fed's Women in Technology community is focused on System and external outreach, development and advancement of talent, and the engagement of all women either currently in or interested in technology-related roles across the Federal Reserve System.

Open to all Federal Reserve employees, Women in Technology champions an inclusive environment and fosters a broad network; its goals include increasing the representation of women in IT, advancing their careers and developing a strong ecosystem for succession planning. To achieve these goals, the team is building a pipeline of diverse talent, equipping women with the knowledge and skills for technology-focused careers, partnering with external organizations and creating mentorship opportunities. Tammy Hornsby-Fink, interim chief operating officer in National IT, and Will Robinson, vice president

for information technology services in the Fifth District, serve as the group's executive sponsors and reinforce our Bank's commitment to increasing diversity and the number of women in IT.

Women in Technology is making great strides toward its goals through collaboration, information sharing and promoting the Federal Reserve System as a great place for women to grow their careers. For example, to help equip women for technology-focused roles, it hosted a series of knowledge sharing sessions throughout 2021 and featured a variety of technology topics, including traditional and non-traditional IT roles, artificial intelligence, and quantum computing. Additionally, the group held a workshop and provided resources to women interested in finding mentors; participated in our Bank's Future of the Fifth strategic plan podcast; contributed to our internal news series, Career Compass, which explores the diverse career paths of people currently working or interested in technology roles throughout the System; and hosted a career development event featuring Sunayna Tuteja, the System's inaugural Chief Innovation Officer. Finally, the group worked across the Fifth District with Human Resources and the Generating Recognition of Women (GROW) employee resource network and similarly-focused communities across the System, including the Chicago Fed, to enhance the experience of women in technology-related roles across the System.

will increase the size of our talent acquisition team while maintaining a focus on diversity and inclusion through the recruiting process.

Building Relationships and Partnerships

We also grew our relationships with external professional organizations for underrepresented demographic groups. During the reporting period, we launched a new initiative where teams of employees from across the Bank connect with 20 diverse professional organizations to engage and recruit career professionals within three areas: women in technology; minorities in technology; and women and minorities in business and leadership. These employee teams, representing diverse business areas, build relationships with these professional organizations in a myriad of ways, including attending virtual career events,

networking events and conferences; joining councils and sub-groups within their organizations; and speaking/presenting at member meetings to promote the Federal Reserve. These relationships enhance understanding of the Federal Reserve System as an employer of choice and create pathways to hiring additional diverse talent.

Through senior leader engagement and employee resource networks (ERNs), we have created and nurtured strategic partnerships with professional organizations and universities whose constituencies align with our Bank's business needs, especially in information technology, finance and economics. These relationships allow us to intentionally target candidates in certain areas of expertise and build pipelines of talent from a much more diverse and qualified talent pool. We also implemented metrics to help

us better understand sourcing pipelines and outcomes as we target and align our efforts on a continuous basis.

For campus recruiting, we made additional efforts to prioritize hiring from HBCUs. We continued to utilize our internal Career Champions program, in which employees liaise with colleges and universities in our District, meeting several times with our HBCU Career Champion leads to develop new ways to target, engage and convert HBCU talent. As of the timing of this report, we have extended nine offers to interns from HBCUs for summer 2022. This is equivalent to the number of offers extended in 2021. With roughly half of our positions left to fill, we are on track to significantly increase our HBCU representation for our 2022 intern class. We have also already surpassed our 2021 HBCU representation for Discover, with some positions still left to fill.

Acting as ambassadors to the Richmond Fed, our own employees have networks and connections that can serve as a rich source of diverse talent as well. We tap into these networks in a variety of ways, such as collaborating with ERNs, encouraging and incentivizing employees to refer top talent through our Employee Referral program, leveraging Career Champions, and expanding and deepening relationships with external professional organizations to share job opportunities and source for officer roles. This also allows us to expand the diversity of our leadership pipeline by identifying the next generation of leaders earlier and encouraging their mobility and experience-based learning in preparation for leadership roles as they become available.

External Outreach

We've continued expanding our use of social media channels to reach a broad audience of prospective talent. With each post we tell more about our story, showing our diverse and inclusive culture, sharing employee experiences, and providing information about who we are and what we do — all to help the public better understand our Bank and the System. In 2021, we grew and enhanced our social media presence across four major platforms: Twitter, LinkedIn, Facebook and Instagram. While Twitter is our largest audience, with over 44,000 followers, LinkedIn is a linchpin in our employee-focused social strategy. On LinkedIn, we reached 17,400 followers during the year, a 16% increase for 2021 alone.

Our top-performing content is about our people. In 2021, we created new opportunities to “hand over” our social media accounts to employees, allowing them

to tell their own stories. For Juneteenth, members of our Valuing the Inclusion of Talented African Americans and Latinos (VITAL) ERN recorded short videos to highlight the significance of the day and share how they honor the holiday. Similarly, during Hispanic Heritage Month, we posted weekly videos of employees sharing how they celebrate their heritage. We also encouraged employees to share personal experiences of our Bank's culture, benefits, talent mobility and more on their personal social media accounts through the hashtag #MyRichmondFed, which allows us to locate their posts and amplify their voices through our Bank social media channels.

In addition to leveraging the Richmond Fed's social media platforms, we took the lead in reviving the Federal Reserve System's social media pages on LinkedIn, Twitter and Facebook, which had been dormant for over two years. Working closely with System Talent Acquisition leaders, Richmond was able to update the pages and establish a process for sharing System content to further broaden our reach to national audiences relevant to many of our System services. By September, we shared 76 LinkedIn posts that garnered a cumulative 181,573 impressions for existing System content.

In 2021, the Richmond Fed won local and national awards recognizing our Bank as a top place to work and our employees as critical allies in creating an inclusive culture, further elevating our profile as an employer of choice. For example, we were nationally certified as a 2021/2022 Great Place to Work® thanks to positive survey responses from our employees, including the overwhelming 92% of respondents who said they are proud to work at the Richmond Fed. We also were awarded three 2021 Fortune Best Workplaces designations: for Women, for Millennials and in Financial Services & Insurance.

The recognition did not end there. With support from the PRISM (LGBTQ) ERN, the Richmond Fed again was named a “Best Place to Work for LGBTQ Equality” for the sixth consecutive year, receiving a perfect 100 on the Human Rights Campaign Corporate Equality Index Survey for 2022 (based on work and accomplishments in 2021). We were ranked the #1 central bank globally on the Official Monetary and Financial Institutions Forum (OMFIF) Gender Balance Index and are Active RVA Certified for 2020/2021, demonstrating our commitment to employee health and wellness. Additionally, for the 2021 Women in IT awards, we were shortlisted for Male Ally of the Year (Reginal Bryant, SVP, ITS Operations Management), Data Leader of the Year (Cathryne Doss, VP, Data Office) and Employer of the Year for organizations with more than 250 employees.

High Priority Objective: Promoting Talent Mobility

Our Bank continued to prioritize the growth and development of employees through leadership accountability, formal programs, experiential learning and targeted leadership development. Despite our remote work environment, we maintained our forward momentum through the reporting period, placing significant effort on workforce planning, identifying versatile talent deeper within the organization, and assessing opportunities to increase alignment and share talent across the Fifth District and National IT.

Creating Opportunities: Development and Training

Talent mobility and career development for current employees remains a prominent focus area within our overarching goal to be a top place for top talent. Fostering employee mobility provides broader experiences and exposure within and across functional areas, prepares employees to move faster within the organization, allows for talent identification for succession planning and creates deeper talent pipelines. For example, our experience-based development (EBD) program allows employees to work in different areas of our Bank, broadening their organizational understanding. The program ultimately supports their growth, builds skills and expands their career possibilities across our Bank and the System.

The EBD program expanded its experiential learning opportunities during the reporting period and saw increased enthusiasm as 218 employees participated in 120 mobility opportunities. Of the participants, 59% were women and 39% were minorities. The EBD program has been mutually beneficial for the Richmond Fed and our employees: our Bank has seen positive gains from an agile, cross-trained workforce that better meets business needs, and employees have been able to pursue desired developmental opportunities that help prepare them for future roles. In addition, 24 employees took advantage of System Leadership Exchange opportunities with other Reserve Banks, National IT and the Board of Governors, of which 50% were women and 33% were minorities.

As a continuation of our strong momentum from 2020, we increased the number of targeted, experience-based and ongoing development opportunities, and achieved nearly 14% talent mobility participation by the end of 2021. Over the course of our three-year strategic plan, which included this reporting period, over 650 mobility opportunities occurred, and 92% of participants reported having a positive experience. As our EBD program continues, we'll monitor the impact of these opportunities to determine if

they are leading to longer-term career growth and mobility prospects for employees across the organization.

COVID-19 and our shift to a primarily remote work posture created challenges for our internal learning programs in 2020, including The Peer Accountability and Transformation Huddles (PATH) program and our Partners in Professional Development (PPD) program. These programs are built around in-person training, collaboration and development, so we suspended them in 2020 until we could resume under conditions where they could be implemented successfully. In 2021, the programs resumed with 81 employees (53% women, 43% minorities) participating in a remote format that provided a similar experience to previous in-person sessions. The updated content of the sessions supported the shift to a virtual/hybrid workplace, with an emphasis on recognizing employee connections, team cohesiveness, engagement, and diversity and inclusion.

Workforce Planning

During the reporting period, a cross-functional team of Human Resources, Corporate Planning and business leaders assembled to address the opportunities and gaps in our talent management strategy and processes. The team focused on solutions for finding people with the right talent, skills and competency levels to execute against our Bank's current and future operational, financial and strategic goals. These goals guide us to focus on three primary areas that are aligned with our workforce planning, all while keeping DEI at the forefront of our efforts: Our People (Diversity), Our Culture (Inclusion) and Our Practices (Equity).

By the end of 2021, the cross-functional team had completed its work, and from these discussions the team began implementing an upgraded talent development and succession process that covers all steps of the employee lifecycle. The team will continue to shepherd and oversee their recommendations as they're implemented in early 2022.

Our learning tools also are being enhanced to include a toolkit aimed at mitigating bias in talent management processes and the overall employee lifecycle. This toolkit will sync with the talent management phases and is intended to guide conversations and increase leaders' abilities to drive accountability and equitable outcomes. This proactive approach will include the introduction of Equity Champions — leaders who play a specific role in identifying potential bias during talent conversations. Our hiring practices also have been enhanced to screen job

postings for bias and to train hiring managers and panels to be aware of unconscious bias in interviews.

Our employees represent the communities we serve and, as such, we strive to have diverse representation that aligns with the available workforce in our communities. To further this aspiration, our focus continues to be on increasing minorities in our talent pipelines and in officer representation. We also utilize quarterly metrics dashboards to increase accountability across our Bank, as talent, succession and diversity are driven by the most senior levels of our organization.

Succession Pipeline

The goals of our succession management efforts, including talent mobility, are to support the business needs of the organization by building a diverse pipeline of versatile employees to fill current and future leadership and critical roles. As part of this process, we review demographics and diversity details of our workforce and pursue opportunities to provide development and visibility, particularly for high-potential talent. In 2021, we maintained our focus on assessing talent deeper within the organization and identifying opportunities for employees across the organization to enhance their knowledge and experience.

During the reporting period, we implemented a sponsorship program with the goal of diversifying our pipeline for leadership positions. The most senior leaders in the Fifth District and National IT serve as sponsors, working with participants on networking and career development opportunities. The sponsorship program was implemented in response to issues highlighted in past engagement surveys, representation gaps and themes from employee listening sessions. The pilot program includes 27 participants, including 73% minorities and 50% women.

Additionally, we implemented formal talent management and workforce/succession planning across functional boundaries, including EBD opportunities, with intentional focus on upskilling our workforce in key strategic areas of IT and talent movement.

Our critical roles with pipeline depth in all three readiness categories (ready now, ready 1–3 years, ready 3+ years) increased from 5% in 2018 to 7% in 2021. We revised and significantly raised the standards for individuals designated as “ready now” to better prepare them as immediate successors for critical roles. As a result, critical roles with an immediate successor declined from 54% in 2018 to 41% in 2021. However, this change should better position

our immediate successors to be successful when they step up to take on critical roles. Early career employees now account for 25% of the overall workforce, so the generational diversity of pipeline individuals shifted. The chart below shares the total number and percentages of women and minorities who were identified as succession talent for critical roles in all readiness categories at the Fifth District and National IT.

District Succession Talent	National IT Succession Talent
47 Total	139 Total
49% Women	32% Women
40% Minority	28% Minority

High Priority Objective: Delivering Superior Workplace Experience

To support our employees in their growth and development, we leveraged several programs, initiatives and networks to deliver a superior workplace experience during the reporting period. We also continued to build a stronger culture where employees have the tools and knowledge necessary to contribute to an inclusive workplace. This was especially important in 2021, as a significant number of our employees worked in remote settings due to COVID-19.

Our Culture Ambassador program (described in greater detail below), includes every business area in the Fifth District and served as a valuable resource for promoting the culture we are working to cultivate. We also offered employee discussion forums, allowing all employees to have a safe space to share stories and experiences around timely and relevant topics. To further support these efforts, we have 10 active ERNs that not only have a strong DEI focus, but also work to keep employees connected and engaged within the organization.

Onboarding Strategies

At the Richmond Fed, we believe employees should experience a superior work environment from the very beginning. We have streamlined our new hire orientation process so that new employees receive coordinated managerial and team support from their first day. We also provide a standard set of tools for hiring managers, which outlines the information needed to help them support a positive and consistent new employee experience. This strong start helps lay a foundation for retention, and at the same time introduces our commitment to DEI, which is

continually cultivated during the employee’s tenure at our Bank.

Culture Ambassadors

As culture is a retention and attraction tool and key differentiator in a competitive labor market, strengthening our positive and inclusive workplace culture remained a key priority for us during the reporting period. Our culture focuses on how we work as one team to deliver on our mission of supporting a healthy economy; it is embedded in everything we do, and every employee is expected to contribute. We emphasize how each individual advances the culture of our Bank through messaging, behaviors and peer-to-peer interactions. During the reporting period, we trained 32 Culture Ambassadors to champion our efforts — employees from various backgrounds, business and management areas, comprised of 63% women and 47% minorities. The Culture Ambassadors led the exploration of innovative ways to continue evolving our culture and reinforce positive behaviors, such as seeking alternative views, engaging those closest to the work and encouraging constructive dialogue and feedback.

Connecting Through Conversations

Throughout 2021, we hosted virtual all Employee and all Leader Connect sessions facilitated by senior leaders to promote transparency and information sharing. Ongoing discussions included topics around our “next normal,”

strategic plan initiatives, health concerns, operational updates, economic overviews and general discussions to help employees remain connected and engaged with our Bank and our senior leaders.

We believe open and honest dialogue leads to the best outcomes and reinforces our culture, so we foster and provide opportunities where employees can openly and safely come together and learn from each other. Regular Let’s Connect sessions are open to all employees and are designed to cultivate an open environment by building relationships and trust, creating awareness of different experiences that exist between individuals and supporting employees in bringing their whole selves to work. Facilitated by senior leaders and DEI team members, employees are encouraged to have candid discussions during the sessions both with each other and with leaders on topics they care about related to our culture and workplace environment, as well as their own personal experiences. These sessions promote a safe and inclusive environment for employees and are viewed as a leading DEI practice.

In 2021, we hosted five virtual Let’s Connect sessions in our remote work environment, which nine senior leaders each moderated/co-moderated. These sessions prioritized creating a safe space for employees as we discussed timely and emotionally-charged topics, including checking in on

Two New Employee Resource Networks Launched

In 2021, our Bank launched two new employee resource networks (ERNs): Global Connections and Evolving Professionals. Global Connections focuses on understanding and reducing barriers for employees who were born or raised outside of the United States, those who come from immigrant families and those whose first language is not English. Another key component of Global Connections’ mission is to understand and raise awareness of the challenges their members face in the work environment and support members’ career advancement.

Formerly known as the Evolving Professionals Program, which was a subgroup of our Generations United ERN, Evolving Professionals is our Bank’s 10th employee resource network. Evolving Professionals provides development opportunities for early career professionals across our District and National IT, helping to unite employees in a welcoming space, bridging generational gaps and promoting a healthy culture.

The two networks have contributed to our Bank’s culture initiatives and strategic goals through programming focused on professional and personal development and their participation in our Allyship Lunch and Learn series, sponsored by our Diversity and iNclusion Alliance (DNA), where our 10 ERNs shared their communities’ experiences and highlighted examples of authentic ally support.



one another, events affecting the Asian American Pacific Islander community and standing together during difficult times. One session featured the use of Feed Forward, a Richmond Fed initiative that encourages feedback and ongoing, solutions-oriented conversations between leaders and employees, as well as peer-to-peer feedback.

Employee Resource Networks

ERNs continued to serve as important tools of inclusion and support for Bank employees throughout the reporting period, adapting and expanding offerings based on employee and organizational interests and needs. After moving to a remote work posture, our ERNs successfully shifted their approach and advanced their work in an unprecedented way, providing virtual informational and educational forums, cultural displays, health-focused messages, and touch points to check in with their members to support their well-being. As evidenced by strong participation and attendance at ERN events, our ERNs served as necessary connection points for many of our employees.

Additionally, participating in ERNs provided members with strong on-the-job development and leadership opportunities, including strategy development, budget management and improved communication. Our ERN program continued to engage our team members, including women and minorities, and provide cross-functional growth opportunities with support and sponsorship from Bank officers. During the reporting period, 19 officers served as ERN sponsors; 63% were women and 42% were minorities. Seventy non-officer level employees were engaged in day-to-day ERN leadership, of which 56% were women and 44% minorities. See descriptions of these DEI champions in Appendix 4.

Engagement Survey

During the reporting period, we conducted organization-wide engagement surveys with both Fifth District and National IT employees to measure our success in delivering a superior workplace experience and to identify opportunities for improvement. One notable marker of success was our ability to close the gap in survey responses between minorities and non-minorities across our Bank.

Based on Fifth District survey results, employees continue to express high levels of pride in our Bank and its mission. We believe our large focus on DEI, career development and innovation contributed to this result. Since our 2018 survey, our DEI-related survey scores reached a new high

with an 86% favorability rating, and employee favorability in “treating employees with respect and dignity as individuals” increased to 92%.

In addition, strong progress was made in rating our leaders’ effectiveness in creating an environment of openness and trust, showing an increase of 21 points since our 2018 survey to 75% favorable. We attribute the increase to our recurrent Employee Connect calls, Feed Forward efforts, and leadership’s willingness to listen and serve as allies. Employees also expressed appreciation for senior management’s actions supporting Bank values and creating environments for individuals to learn from mistakes.

All of this supports our 90% engagement score, which rose 8 points from our last survey and outperforms industry norms by 24%.

Part of our engagement also includes employees’ perspectives about how they’re recognized for their contributions and accomplishments. In our recent survey, recognition efforts received a 63% favorable rating, which is 8 points higher than in 2018. While employees expressed a need for more consistent behaviors across leadership, they also felt more confident about career advancement than they did in 2018, progressing 13 points to an overall 54% favorable rating.

Our 2021 National IT survey shows steady and positively trending results; team members expressed pride in working for National IT. In fact, 76% of employees believe National IT inspires them to do their best, an increase of 8 points since the 2019 survey.

Additionally, diversity emerged as a strength, as 85% of respondents believe National IT values a diverse workforce. Survey results reveal 80% of employees feel they are treated with dignity and respect, and 82% believe they are treated with fairness regardless of their gender, age, national origin, disability, beliefs or sexual orientation. Employee engagement remains steady at 77%, with a consistent portion of employees who identify as highly-engaged champions (58%). Team members also rated us as an ethical organization and appreciated the encouragement from leadership to raise risks, which shows our work to drive a “See It, Say It, Fix It” culture of identifying, sharing and addressing operational concerns is paying off.

The need for more consistency and visibility of career development and advancement opportunities, along with a decline in employees’ intent to stay with National IT, emerged as focus areas for future action planning.

High Priority Objective: Strengthening Leaders’ Ability to Develop Others

Our Bank continued to prioritize the growth and development of employees through leader accountability, experiential learning and targeted leadership development. Our goal is to equip employees to lead from where they are and provide additional opportunities for leaders to improve how they lead teams, develop others, and give and receive feedback. As always, it is an expectation that our leaders champion DEI and contribute building a more diverse and inclusive workplace.

Enabling Leaders

To support our culture of feedback and coaching in the remote environment, we promoted continued adoption of a Feed Forward mindset in 2021. This approach uses feedback as a development tool with a focus on looking forward and using input for future opportunities — whether it’s a change in our behavior or continuing certain positive behaviors. In doing so, we build stronger relationships, trust and transparency within our teams and our organization while continuing to advance our culture in a positive way. During the reporting period, we offered workshops for our employees and began developing a Feed Forward leadership playbook.

We also continued to provide employees with information, educational opportunities and tools to help them gain a better understanding of allyship and to act as allies. Our leaders have been visible and active, participating in ongoing conversations with team members through Let’s Connect sessions as well as department-level conversations. To support the various learning styles across our Bank, and in response to increased employee interest, self-paced and on-demand learning tools and resources were introduced to help employees take ownership of their development. During the reporting period, we designed and launched a Leadership in Action intranet page, which provides playbooks, podcasts and other resources designed to support the development and application of key leadership skills, concepts and tools — such as holding inclusive conversations and creating an environment of psychological safety.

Our employees have been a powerful force for demonstrating leadership, and serving as indispensable

supporters of an inclusive culture. Many employees have taken an active DEI role by participating in our Diversity and Inclusion Alliance (DNA) and/or ERNs. Not only do these roles provide a different style of leadership experience, but they also provide a broader overview of DEI and Bank culture, which allows participants to make connections and expand perspectives. The DNA and our ERN leaders have representation from all employee levels and multiple business lines across our Bank, with strong engagement from women and minorities. During the reporting period, DNA membership was comprised of 56% women and 50% minorities.

Continued Commitment and Accountability

The success of our DEI efforts is directly tied to the commitment, engagement and accountability of every employee in our organization, exemplified first and foremost by our executive leadership. President Tom Barkin, First Vice President and Chief Operating Officer Becky Bareford, and System Chief Information Officer (and National IT Leader) Ghada Ijam, focus on embracing DEI and holding leaders accountable. They continue to meet with each senior leader, both individually and as an executive team, to discuss workforce diversity metrics, unlock ways to move the needle and address key challenges. All people leaders have access to quarterly workforce metrics, which allows for accountability deeper within the organization. Additionally, our senior leaders are engaged in establishing short- and long-term goals and strategies to support our efforts to better represent the communities we serve.

To underscore the importance of DEI and its link to our culture and strategic plan, in 2021 all people leaders were assigned two shared performance objectives focused on People and Culture and Operating with Excellence. The People and Culture objective aligns with one of the System Conference of Presidents’ and Conference of First Vice Presidents’ shared priorities, which is driving progress on diversity and inclusion efforts across the System.

Collectively, our Bank leaders continued to participate in DEI efforts during 2021, including serving on the Executive Diversity and Inclusion Council (EDIC) and DNA, sponsoring ERNs, facilitating DEI employee training and discussion sessions, and playing a role in diverse recruiting work. Additionally, we measure the components of Bank talent and culture that are tied to our “Top Place For Top Talent” HPOs through our Bankwide One Team incentive plan for all employees.

This shared focus, paired with increased leadership engagement, defined goals, measurement and intentionality, has enabled the organization to make positive strides over time in embedding DEI more broadly and deeply into all aspects of our work.

CHALLENGES

We've seen meaningful and continued progress in our DEI efforts over the past three years, making notable strides in our minority-officer representation, as well in our overall representation of women and minorities. However, we still have work to do in more accurately reflecting the communities we serve. Our challenge will be sustaining as well as building upon our progress in a very competitive and dynamic labor market.

Historically, our low turnover has impacted the pace of change, especially for women and minorities in our most senior leadership roles. In the current labor market, however, we are beginning to see an uptick in turnover, and the uncertainty around retention, attrition and competitiveness of the labor market may likely pose issues moving forward.

The ongoing pandemic continues to put a strain on our workforce and critical operations while maintaining our commitment to employee health and safety in the workplace. Additionally, we see supporting the mental well-being of our workforce as a challenge and priority as we continue to navigate the pandemic. While we did not formally return to the office during the reporting period, we did allow small pilot groups of employees to return for flexibility and collaboration. As we move into a hybrid work model in 2022, we will face new challenges as our workforce and leaders learn new ways to work together and continue promoting an inclusive environment.

To address these challenges, we have a team dedicated to facilitating a smooth transition to the hybrid work model while keeping inclusion and employee engagement front and center. We also will continue to review and update our talent acquisition processes to identify and eliminate any possible impediments to diverse hiring. Our work to refine our processes and remove barriers to entry for new minority candidates as well as the mobility of minorities already within the organization will continue. We have increased our dedicated recruiters with expertise in these specific areas and are focused on sourcing hard-to-fill roles, as well as pairing our recruitment efforts with ERNs, Career Champions and employee teams that target diverse

professional organizations to get additional perspectives and make connections with diverse talent.

We will sharpen our focus on our employee value proposition and being an employer of choice to increase workforce diversity in all aspects of the employment life cycle. We will do this by implementing a targeted strategy that leverages diverse hiring sources like HBCUs, professional organizations with primarily diverse memberships, and new database capabilities to better forecast needs and market dynamics of internal and external pipelines.

Our aspiration is for our employee population to represent, at all levels, the diversity of the communities we serve, reaching beyond our labor market availability. This is a high bar, but one we continue to strive toward.

NEXT STEPS

The Richmond Fed will build on the progress made toward being a top place for top talent, aligning with the Federal Reserve System DEI efforts, the Fifth District and System IT Strategic Plans, and our Culture Statement (see page 1). This intentional approach will continue our efforts to increase Bank diversity, equity and inclusion, deliver a superior workplace experience and strengthen our ability to develop ourselves and others. Specifically, we will focus on three priority areas: achieving a workforce that represents, at all levels, the diversity of the communities we serve; promoting the Richmond Fed as a "best place to work" and a model for inclusion; and enabling team members to develop new skills and leadership competencies to meet their professional goals and the future needs of the organization. These priorities will enable us to inspire and retain a high-performing, diverse and inclusive workforce.

Increase Bank Diversity, Equity and Inclusion

In recent years, we have seen an upward trend in our workforce diversity. To accelerate this trend, increase our workforce diversity in all aspects of the employment life cycle, and retain our highly engaged workforce, we will focus on building our pipeline of women in technology and minorities in leadership. We will use data and analytics to better forecast needs and market dynamics. Additionally, our work in 2022 toward our efforts to better represent the communities we serve will support further progress toward Bank diversity at the officer level. We also will operationalize a targeted diversity recruitment strategy with a specific focus on sourcing from diverse professional

organizations and universities. We will continue our work to equip leaders and employees with skills and knowledge that support a diverse, equitable and inclusive work environment, as well as hold our team members accountable for putting them into practice.

Deliver Superior Workplace Experience

To enhance our ability to attract and retain an engaged, collaborative and high-performing workforce, we will promote practices that foster inclusion, relationship building, collaboration and innovation as we make the transition to a primarily hybrid work model. We also will remain competitive with the market to attract, develop and retain top talent through compensation, benefits and engagement opportunities, to include our Bankwide conversations and ERNs.

We also will continue to utilize our Culture Ambassadors and organization leaders to help engrain culture initiative tools and practices into everyday behaviors. Through consistent, ongoing execution, we will reinforce specific behaviors, such as leading from where you are, practicing employee recognition, seeking alternative lines of thinking, and giving and receiving feedback. We will also leverage our 2021 Engagement Survey results and planned 2022 pulse surveys to inform development of new initiatives and opportunities to improve our workplace and our employees' overall experience.

Strengthen Ability to Develop Self and Others

In 2022, we will work to increase the availability and effectiveness of cross-functional talent mobility opportunities, develop pipeline depth for our critical roles, and achieve strong utilization rates and satisfaction scores for our development programs. To achieve these goals, we will equip employees to own their careers with personalized learning and career-planning options to encourage future skills, career pathways and job reinvention. We also will leverage lateral mobility opportunities as a development tool to diversify business knowledge, advance leadership skills and strengthen agility.

We will expand our enhanced talent framework that provides structured career and leadership development programming and opportunities, including our Leadership Development Programs, Discover program, EBDs and internships. We also will provide tools and resources for leaders to advance their mentorship capabilities and emotional intelligence. This will help strengthen their

collective ability to cultivate talent and provide the meaningful coaching and talent assessment for which we will hold them accountable.

In addition to these priorities, we will establish a career office to provide resources and support for employees at all stages of their careers to achieve their goals and develop strong career pathways. Advancing these organizational priorities will enable the Richmond Fed to inspire a high-performing and diverse workforce and become a top place for top talent. Success metrics, a shared commitment and an inclusive culture are key assets in our intentional approach to this transformative work.

Minority- and Women-Owned Businesses

INCLUSION & ENGAGEMENT WITH DIVERSE SUPPLIERS

Our commitment to diversity and inclusion extends to all business operations, and our procurement function plays an important role in creating an ecosystem for diverse suppliers in our community to reach their full potential.

Our Bank's 2021 supplier diversity action plan centered around increasing diverse spend, increasing the diverse supplier pipeline and increasing community engagement by:

- Implementing a multichannel, action-oriented, internal and external communication plan.
- Continuing our Supplier Diversity Champions program to drive action with focus on tracking and monitoring organizational metrics and goals in partnership with executive sponsors who have a direct connection to our business lines.
- Identifying potential suppliers to address spend concentration risk, specifically for renewals in large spend areas (National Procurement Office, National IT and Facilities Management).
- Holding targeted matchmaking events based on demand, which can contribute to increasing our number of unique contracts with diverse suppliers.
- Leveraging our System procurement technology platform to identify diverse suppliers and enhance reporting capabilities.
- Developing and executing a multiyear, end-to-end supplier engagement plan to attract, support and enhance our pipeline of diverse suppliers.
- Increasing accountability through defined organizational supplier diversity goals, with a continued focus on our inclusion rate.
- Enhancing community engagement activities and partnerships that will retain relationships with diverse suppliers through technical assistance and support, especially with the effects of COVID-19.
- Implementing a regional supplier diversity event with other Reserve Banks in the second half of 2021, with the goal of increasing the number of diverse suppliers engaged for business opportunities.

DIVERSE SPEND

During the 2021 fiscal year, total Bank expenditures with all suppliers represented \$536.52 million. Payment to minority- and women-owned businesses accounted for a total of \$111.1 million or 20.1%, broken out as follows:

Minority-owned Businesses:
\$77.65 million or 14.5%

Women-owned Businesses:
\$46.28 million or 8.6%

The Bank's top categories in expenditures with minority- and women-owned businesses were:

Computer Equipment and Accessories:
25.7%

Information Technology Consultation Services:
13.3%

Software Maintenance and Support:
9.8%

Computer Equipment and Accessories:
6.1%

Teleconferencing Console:
4.3%

During this reporting period, we've increased our spend with diverse suppliers from \$63.9 million to \$111.1 million; and from nearly 15% to 20% diverse spend of total Bank expenditures. Our total 2021 diverse spend was higher than our original projections due to purchasing critical technology products for the System. As technology spend fluctuates year over year, we will continue to focus on identifying new opportunities to bring diverse suppliers into the pipeline. In 2021, we awarded a software reseller agreement, totaling approximately \$10 million, to a woman-owned business. This award helped increase our women business enterprise (WBE) spend from 5% to 9%.

As System technology spend fluctuates depending on key business needs year over year, we are focused on growing our District diverse spend. We already have increased our District diverse spend from 12% to 19% over the past three years by focusing on maintaining spend with our current

diverse suppliers, while also looking for new opportunities. Due to COVID-19, several large projects in Facilities Management planned for 2020 were delayed and moved to 2021. Projects resumed in 2021, resulting in increased engagement and spend with diverse suppliers. Multiple awards were made to diverse general contractors and architectural design firms. Specifically, these awards in Facilities Management increased our spend by over \$3 million by the end of 2021. We have also maintained our spend with diverse suppliers who support contingent labor and food services.

We also continued to track Tier 2 spend, or the spend of prime suppliers contracting their own diverse partners. During this reporting period, we received information from three prime suppliers, two diverse prime suppliers and one non-diverse prime suppliers. Collectively the three prime suppliers reported \$3.1M in Tier 2 spend. We will continue to focus on identifying diverse suppliers in our highly utilized spend areas — general construction, human resources and training, and IT — to increase our diverse supplier pipeline.

Measuring Inclusion, Access and Opportunity

Our Bank tracks diverse supplier inclusion, response and award rates for competitive bids on a quarterly basis. In 2021, in addition to diverse spend targets, we also established targets for our opportunity pipeline.

The inclusion rate is calculated by the total number of diverse suppliers included in competitively bid contracts in the reporting period divided by the total number of suppliers. In 2021:

- The inclusion rate increased from 32% to 48%
- The response rate increased from 66% to 85%
- An additional 12 contracts, or 57% of the total competitively bid contracts, were awarded to the diverse suppliers, compared to 35% in 2020.

We also conducted targeted matchmaking events that helped increase our diverse supplier pipeline. Specifically, two new vendors who attended our event in February 2020 were awarded multiple contracts that resulted in approximately \$3 million of diverse spend in 2021. Additionally, we raised awareness of the opportunity pipeline, which increased the total number of diverse suppliers included in each sourcing event.

In addition to tracking inclusion, response and award rates, we conduct surveys to measure the overall satisfaction of

suppliers who attend our supplier diversity events. One potential supplier, who attended the Supplier Diversity Exchange in June 2021, commented, "The biggest benefit was putting a face with a name in IT procurement. While it was virtual, it was still very helpful, and it reduced travel and expense costs." Another supplier said, "The best aspect of the event was the matchmaker sessions. I felt them to be very helpful in understanding how best to stay connected and engaged with the supplier diversity team and lines of business."

SUCCESSES

Grow Organizational Commitment

Over the last two years, we have focused our efforts to leverage internal partnerships, establish Supplier Diversity Champions within our business lines, and implement an internal education and communication plan to increase understanding and ownership of supplier diversity goals. This investment in establishing a larger internal community focused on supplier diversity has helped to create more awareness and expand our impact with our external community outreach. We have applied our learnings, updated our strategies and continued to deepen our supplier diversity commitment internally. In 2021, we:

- Expanded our Supplier Diversity Champions to 15 members and leveraged two executive sponsors with a specific focus on driving organizational metrics and goals through monthly tracking and monitoring.
- Established and then exceeded organizational supplier diversity goals to help drive District metrics and support overall System spend; updated metrics monthly to proactively communicate risks and create mitigation plans.
- Partnered with District sourcing specialists to conduct quarterly procurement business reviews to meet established supplier diversity goals. Strategies included increasing awareness of supplier diversity goals by business line leaders, identifying opportunities for matchmaking, and increasing awareness of our Bank's highest priority diverse suppliers and their performance.
- Increased internal education and communication awareness by 50% through new channels, including partnering with our VITAL ERN for Black History Month to educate internal customers on the benefits of using diverse suppliers.

Expanding Community Engagement & Outreach

Building on our internal strategies and messages, we expanded and refined our approach to engaging with the

Supplier Diversity: Engaging in Our Local Communities



In 2021, our Supplier Diversity Program strategically engaged with our local communities in multiple ways. On October 13, 2021, our Bank hosted and led the first regional event with the Atlanta and Philadelphia Reserve Banks – the Mid-Atlantic and Southeast Regional Supplier Diversity (virtual) Summit. Since the three Banks engage with some of the same diverse suppliers, this event helped to reduce barriers for diverse suppliers attending multiple events hosted by Reserve Banks. We plan on hosting the 2nd annual Mid-Atlantic and Southeast Regional Supplier Diversity Summit in Q3 2022.



As part of the supplier diversity initiative with the Richmond Management Roundtable, our Supplier Diversity Program Manager, David LeFebvre, participated in a Lead Virginia panel on November 18, 2021. The panel discussed the critical need to create a more robust ecosystem for diverse suppliers on a regional level. The Richmond Fed is helping to serve as a leader and convener with 11 other companies in the greater Richmond area focusing on diverse supplier development, procurement opportunity matchmaking and growing collective diverse spend in the region.

community about supplier diversity. During the pandemic, our community outreach function has been in a virtual posture, but we have been able to maintain and establish new partnerships to enhance diverse supplier engagement and economic inclusion. During this reporting period, we:

- Developed a marketing strategy to increase public awareness and understanding of our Bank's Supplier Diversity Program, including using social media to promote events.
- Participated in four virtual matchmaker events with Metropolitan Business League, Women's Business Enterprise Council of Greater Washington, D.C., Maryland, and Virginia, and the Carolina Virginia Minority Supplier Development Council.
- Conducted 140 matchmaking conversations with diverse suppliers, 25 of which were included in sourcing events.
- Implemented the Richmond Management Roundtable supplier diversity initiative with leadership from Bank President Tom Barkin, collaborating with 11 other Richmond organizations to focus on growing a more inclusive ecosystem for local minority-owned businesses.

Equipping and Supporting Diverse Suppliers

Through our end-to-end engagement we identified ways to seek out and enhance relationships with diverse suppliers, to strengthen our pipeline and ultimately

drive an increase in our Bank's diverse spend. During this reporting period, we:

- Began developing a multiyear, end-to-end engagement strategy with initial focus on a pilot mentorship program kicking off in Q1 2022. We will focus on mentoring suppliers in highly utilized spend areas, such as general construction, Human Resources, training and IT.
- Focused additional phases of the engagement strategy on providing timely feedback to suppliers who were not awarded contracts to help prepare them for future opportunities.
- Built on the targeted supplier diversity event model by hosting a virtual Supplier Diversity Exchange event in June 2021. Over 80 diverse suppliers attended over three days, and 95% of attendees were vetted for upcoming procurement opportunities. Five Bank senior leaders, including the COO and System CIO, participated via welcome videos for attendees that highlighted our commitment to supplier diversity.
- Hosted the Mid-Atlantic and Southeast Regional Supplier Diversity Summit on October 13, 2021, with the Atlanta and Philadelphia Reserve Banks. Over 180 attendees attended a virtual procurement panel, an economic outlook panel and 13 matchmaking sessions.
- Began implementing a Systemwide procurement technology platform to provide data and information to assist with the inclusion of diverse suppliers.

CHALLENGES

Addressing Concentration Risk

Our Bank is continuing efforts to address the current diverse spend concentration amongst a limited number of large suppliers. In collaboration with the National Procurement Office and National IT, we have identified opportunities to introduce additional diverse suppliers. The software reseller agreement award in Q2 of 2021 is one example of how we have made progress. We'll work with our procurement partners across the System to leverage new System contracts to mitigate this risk. We'll also focus on increasing access to and the number of opportunities for diverse suppliers.

Building the Diverse Supplier Pipeline

While addressing the issue of spend concentration risk, we also will focus on increasing the total number of diverse suppliers doing business with our Bank. We will continue focusing on execution of our multiyear, end-to-end engagement strategy and help eliminate barriers for diverse suppliers. Continued accountability and intentionality will be focused on targeted matchmaking and business line-specific supplier diversity goals. Through our growing business line partnerships across the Bank, we'll focus our Supplier Diversity Exchange events on highly utilized spend areas. We also will conduct mini-matchmaking sessions for business lines with minimal amount of specific business line goals, we will create greater accountability to focus on growth in the number of diverse awards and diverse spend per business line.

Pandemic Impacts

Throughout 2021, we monitored the impact of COVID-19 on supply chain delays, potential labor shortages and rising prices that could impact our project schedules. The changing course of the pandemic made it difficult, at times, to project how it would affect our engagement with diverse suppliers. For example, we were unaware if procurement opportunities would be halted due to shifting priorities and we would not be able to utilize diverse suppliers. Despite pandemic impacts, we were able to increase diverse spend in 2021. We will closely monitor what pandemic-related impact may extend into 2022.

NEXT STEPS

For 2022, our focus will be on increasing diverse spend, the diverse supplier pipeline and community engagement through the following actions:

Increasing Diverse Spend

- Hosting targeted Supplier Diversity Exchange events for highly utilized spend areas with support from executive sponsors, and conducting mini-matchmaking sessions for business lines with the minimal number of diverse contracts.
- Continuing to build a District strategy while collaborating with the Federal Reserve System on a proactive and sustainable supplier diversity program.
- Continuing to establish supplier diversity spend and inclusion goals, and expanding them to include community outreach metrics and business line targets and performance objectives.
- Leveraging new procurement technology to expand reporting of additional diversity metrics (LGBTQ+ and veteran-owned businesses) and to report subcontractor or Tier 2 diverse spend, helping to tell a more robust supplier diversity story.

Increasing Diverse Supplier Pipeline

- Continuing our multiyear, end-to-end supplier engagement strategy, including implementing a pilot mentorship program.
- Continuing our partnership with the Richmond Management Roundtable and ChamberRVA to create a larger, inclusive ecosystem for diverse suppliers in the region.
- Revising our Supplier Diversity Champions program, with business line-specific/spend category supplier diversity goals.

Increasing Community Engagement

- Implementing a strategy for executives' external engagement; leveraging their influence to convene and connect.
- Implementing our revised community engagement strategy with a hybrid model of in-person and virtual opportunities and a focus on local impact and expansion into more regions in the Fifth District.
- Expanding our Mid-Atlantic and Southeast Regional Supplier Diversity Summit, sharing outcomes and learnings with other Reserve Banks in the System.

Financial Education

Despite the ongoing COVID-19 pandemic, in 2021 we advanced our efforts to provide targeted economic and financial education resources and programs to students, teachers and the broader community. While the delivery mechanism of these programs stayed mostly virtual, our focus remained on two primary objectives: helping students make an informed decision about post-secondary education and careers; and helping students understand how the Federal Reserve System connects to the economic and financial decisions they make every day.

In addition to the two primary objectives, we continued to focus on the unequal economic impact of the pandemic, especially on education, and diversifying the pipeline into economics and related career fields.

SUCCESES

During the reporting period, we continued the work of meeting the financial education needs of our traditional and new audiences. We also broadened the audience of our work to highlight educational disparities that have been exacerbated by the pandemic.

Financial Literacy for Spanish-Speaking Youth

One of our most popular financial education resources is My Money, a workbook designed to expose early elementary-aged students to coins and the concepts of opportunity cost, trade, goods and services. We have shared over 100,000 copies with students across the country in the last three years. To reach a broader audience of children, in 2021 we released a Spanish version of the

publication, Mi Dinero. This will make the foundations of financial literacy accessible to more students.

Diversifying the Pipeline into Economics (and Related) Careers

In 2021, we further expanded our educational outreach to college students, with a focus on engaging students at HBCUs. One area of emphasis was on careers in economics.

For the third year, our Diverse Economics: People, Perspectives, Careers Conference explored a range of career options available to undergraduate students who major in economics, including those pursuing a graduate education in economics and employment at the Fed. The virtual 2021 conference, held November 16-18, reached 125 attendees from colleges and universities around the country.

In addition to the “DivEc” conference, we continued hosting “Richmond Fed on Campus,” a webinar series we launched in 2020. This program highlights the expertise of a Richmond Fed economist on a topic of interest and relevance to undergraduate economics students. In 2021, topics included the pandemic’s impact on the economy; the effects of climate change on the economy and financial markets; why inflation matters; and changes to the labor market. As part of each webinar, we also featured a research assistant who shares about our research assistant program and how they support economists in their work. In 2021, 150 students and professors attended the webinar series. Our goal for these programs is to highlight the fascinating questions economists have the tools to answer to spark an interest in pursuing additional courses in economics.

Broadening Awareness of Post-Secondary Pathways

We continued our work to help address educational and economic disparities by providing students access to high-quality information about post-secondary education and career options. Our online course for high school students called “Invest in What’s Next: Life After High School,” enrolled 6,850 students in 2021, including 2,810 from OMWI-designated high schools. We also continued our outreach to educators about “Invest in What’s Next: Life After High School” through virtual professional development programs.

Pandemic-related challenges continued to affect the rollout of the North Carolina Department of Instruction’s economics and personal finance course. The professional development programs that were planned for this year were able to be delivered virtually. Throughout the spring- and summer, 345 teachers, including 135 from OMWI-designated high schools participated week-long professional development programs provided by the North Carolina Council on Economic Education and other partners, including the Richmond Fed, to help prepare them to teach the new course. An important component of the training was how to integrate “Invest in What’s Next: Life After High School” into the class as an instructional tool. As research shows, quality teacher training is important for improving student outcomes. This partnership also allowed our Bank to grow our connections with teachers and organizations throughout North Carolina.

In 2021, we also collaborated with the Virginia Council on Economic Education to restart a teacher professional development program, “Life After High School.” Through those programs and other professional development programs for teachers, we shared “Invest in What’s Next” and other financial literacy resources with an additional 528 educators, including 139 from OMWI-designated high schools.

To further share our expertise on post-secondary education options, we delivered presentations to educators and others about the important role community colleges play in the economy. Community colleges serve many purposes: providing high school students an opportunity to earn dual-enrollment credit; bridging the gap between high school and a four-year degree; and creating an avenue to a certificate or associate’s degree for recent high school graduates as well as for professionals needing to reskill. However, pursuing post-secondary education at a community college is often viewed as an inferior option. We hope to change that perception by emphasizing community colleges’ roles and ability to adjust quickly to the changing economy.

Drawing Attention to Educational Disparities

The pandemic brought additional public attention to disparities in our education system that were exacerbated by the move to virtual learning in 2020. We believe it was important to capture insights from educators, administrators, community leaders, policymakers and researchers about the causes of educational disparities and possible solutions to help address the inequity in access and outcomes.

2021 Diverse Economics: People, Perspectives and Careers Conference



The Richmond Fed’s 2021 Diverse Economics Conference took place virtually November 16-18, with a goal of exposing participating students to the broad range of career opportunities an economics degree can yield.

For the third consecutive year, our Bank partnered with the University of Richmond’s School of Business and Undergraduate Women in Economics to bring together professionals who shared their diverse perspectives on the field today and their career journeys.

Peter Blair, an assistant professor of education at Harvard University, served as the keynote speaker and described his path to a doctorate in applied economics. In his interactive address, he encouraged participating students to share their perceptions of the economics field before laying those notions aside to embrace other potential options.

In addition to Blair’s opening message, other presenters and panelists shared information and engaged the students in conversation around the topics of Economics in Practice, Recent Graduates: Where Are They Now? and the Path of an Economist.

“Through seasoned and early career professionals, the Diverse Economics conference provides a platform for undergraduate college students to learn about the many career paths available to economics majors — including career opportunities at the Richmond Fed,” said Senior Regional Outreach Specialist Yolanda Ferguson.

On the third day of the virtual conference, attendees were given an opportunity to interview for a summer internship in our Research department. This strengthened the connections between the conference and the career paths in economics at the Richmond Fed.

“This special opportunity was a win-win,” said Sarah Gunn, our Bank’s director of Economic Education. “The students who took time to learn more about the internships gained insight into the exciting career tracks at the Bank, and we have an opportunity to potentially hire some of the best and brightest young minds in the field.”

In a six-part video series, “District Dialogues: Educational Disparities and COVID-19,” we shared their perspectives. We heard from experts on increasing digital and broadband access, public financing of education, what happens after high school and connecting people to jobs. In addition, the series highlighted the challenge of recovering the learning lost during the pandemic and the challenges parents faced during remote learning. We also spotlighted some benefits of the switch to virtual learning, which allowed the best teachers to reach more students than they could previously and increased access to education for some students who had trouble accessing it before, such as incarcerated students.

In total, 681 people tuned in for the series as it launched, and nearly 2,000 people have watched it online since. We continue to share what we learned on this topic in other ways as well. In presentations to educators and other audiences through our economic and financial literacy partners, we’ve discussed the impact COVID-19 has had, and will continue to have, on education.

CHALLENGES

While the Richmond Fed was able to continue our financial education efforts in 2021, we faced both new and existing challenges.

As mentioned, the pandemic brought renewed attention to persistent educational disparities in access and outcomes, which disproportionately impact communities of color. The pandemic continued to make it difficult for us to reach the teachers and students affected by these disparities and who could benefit most from the educational resources and programs we offer. Even teachers who were able to access the programs faced enormous challenges in carrying out their jobs, and the additional strain of integrating new programs was not always feasible. Students also faced tremendous challenges to their educational success due to the additional stress caused by the pandemic and extension of virtual learning.

Another challenge we faced was reaching underserved areas of our District. While the shift last year to virtual programming allowed us to reach teachers, students and the general public in new geographic areas, it was more challenging to target our programming to the unique needs of people in a particular region because our programs were accessible across broad geographic areas. Some educators faced additional constraints because of limited access to high-speed internet that make attending

virtual programs and using online instructional materials difficult. Also, while we were able to sustain existing relationships with organizations and educators throughout the District, the switch to virtual programming made it more challenging to build new relationships and expand our reach.

As the pandemic subsides, we will work to address these challenges by offering resources and programs to educators throughout our District that help alleviate the burdens teachers have faced.

NEXT STEPS

Our Bank will apply the lessons of 2021 to our work going forward by meeting teachers and students where they are and continuing to shine a light on solutions to educational disparities.

One way we are doing that is by evolving our educator advisory group. While having a committee of teachers who provide us feedback has been incredibly helpful and provided us with valuable insight, it has made clear to us no two teachers, schools or communities face the same challenges. In 2022, we will dive deeper into the successes and challenges of rural and OMWI-designated high schools in our District, with a focus on post-secondary education and career planning. Our District’s rural and small town population has a higher Black share than similar communities in other regions. Our goal is to gain insight that will allow us to tailor our programs to their unique needs and have a positive impact on students.

Additionally, we hope for a return to offering in-person programming to teachers, students and the general public. However, the knowledge we have gained through offering virtual programs will not be lost. In 2022, we plan to offer more programs in a hybrid format to reach our audiences virtually and in-person simultaneously.

Appendix



APPENDIX 1. OMWI STANDARD CORE METRICS REPORT

Category	Description	Measure	2017	2018	2019	2020	2021
	Senior Executives	Total #	25	23	19	21	18
		% Minorities	24%	17%	11%	19%	22%
		% Women	24%	35%	42%	38%	50%
	Mid-Level Managers	Total #	485	498	486	518	501
		% Minorities	22%	23%	23%	25%	27%
		% Women	38%	37%	37%	36%	36%
	Professionals	Total #	1,667	1,723	1,805	1,912	2,017
		% Minorities	32%	34%	36%	37%	39%
		% Women	38%	38%	38%	38%	37%
	Total External Hires	Total #	129	188	258	278	389
		% Minorities	50%	44%	43%	42%	48%
		% Women	43%	40%	43%	36%	39%
	Total Interns	Total #	60	51	75	59	77
		% Minorities	43%	67%	43%	54%	56%
		% Women	48%	53%	51%	44%	47%
Overall Bank Turnover Rate	%	7.9%	8.8%	7.2%	4.4%	10.6%	
Total Reportable Spend	\$ (millions)	\$362.43	\$397.98	\$433.44	\$441.24	\$536.52	
Total Diverse Spend ¹	\$ (millions)	\$38.70	\$51.95	\$64.64	\$63.92	\$111.10	
	%	10.7%	13.1%	14.9%	14.5%	20.7%	
Minority-owned ²	\$ (millions)	\$35.04	\$44.59	\$56.05	\$54.29	\$77.65	
	%	9.7%	11.2%	12.9%	12.3%	14.5%	
Minority-owned (men)	\$ (millions)	\$19.56	\$31.91	\$38.61	\$41.47	\$64.83	
	%	5.4%	8.0%	8.9%	9.4%	12.1%	
Minority-owned (women)	\$ (millions)	\$15.48	\$12.68	\$17.44	\$12.81	\$12.83	
	%	4.3%	3.2%	4.0%	2.9%	2.4%	
Women-owned ²	\$ (millions)	\$19.14	\$20.04	\$26.03	\$22.44	\$46.28	
	%	5.3%	5.0%	6.0%	5.1%	8.6%	
Women-owned (non-minority)	\$ (millions)	\$3.66	\$7.36	\$8.59	\$9.63	\$33.45	
	%	1.0%	1.8%	2.0%	2.2%	6.2%	
Women-owned (minority)	\$ (millions)	\$15.48	\$12.68	\$17.44	\$12.81	\$12.83	
	%	4.3%	3.2%	4.0%	2.9%	2.4%	

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

²Women-minority numbers are included in both Minority-owned and Women-owned totals.

		2021
Financial Literacy ¹	Program Type	Hybrid
	- Teacher centric	
	- Student centric	
	- Hybrid	
Number of Students ²	1,426	
Number of Educators ³	274	
Number of Students Reached ⁴	20,550	

¹Measures report only those OMWI students and teachers who participate in or are reached through programs that have a financial literacy focus. OMWI targeted schools are considered to be inner-city, majority-minority and all-girls high schools.

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

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

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

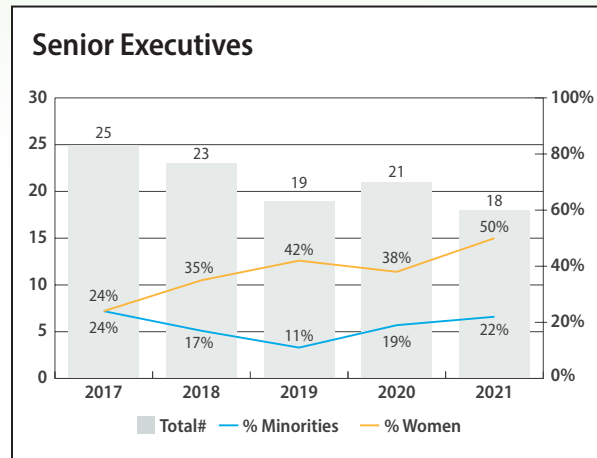
APPENDIX 2. EEO-1 DATA

Federal Reserve Bank of Richmond 2021 Employer Information Report EEO-1																	
Occupational Categories	Total Employees			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	
Male				Female	Male			Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Executive/Sr. Level Officials																	
By total	18	9	9	0	0	6	8	1	0	1	1	0	0	0	0	1	0
By percent	100.00%	50.00%	50.00%	0.00%	0.00%	33.33%	44.44%	5.56%	0.00%	5.56%	5.56%	0.00%	0.00%	0.00%	0.00%	5.56%	0.00%
First/Mid-Level Officials																	
By total	501	322	179	12	5	240	126	33	29	32	19	1	0	2	0	2	0
By percent	100.00%	64.27%	35.73%	2.40%	1.00%	47.90%	25.15%	6.59%	5.79%	6.39%	3.79%	0.20%	0.00%	0.40%	0.00%	0.40%	0.00%
Professionals																	
By total	2,017	1,265	752	69	27	807	432	159	189	211	93	1	0	8	2	10	9
By percent	100.00%	62.72%	37.28%	3.42%	1.34%	40.01%	21.42%	7.88%	9.37%	10.46%	4.61%	0.05%	0.00%	0.40%	0.10%	0.50%	0.45%
Technicians																	
By total	2	2	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0
By percent	100.00%	100.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Sales Workers																	
By total	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
By percent	100.00%	50.00%	50.00%	0.00%	0.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Administrative Support Workers																	
By total	91	10	81	3	8	6	42	1	27	0	3	0	0	0	0	0	1
By percent	100.00%	10.99%	89.01%	3.30%	8.79%	6.59%	46.15%	1.10%	29.67%	0.00%	3.30%	0.00%	0.00%	0.00%	0.00%	0.00%	1.10%
Craft Workers																	
By total	58	57	1	1	0	36	1	17	0	1	0	0	0	2	0	0	0
By percent	100.00%	98.28%	1.72%	1.72%	0.00%	62.07%	1.72%	29.31%	0.00%	1.72%	0.00%	0.00%	0.00%	3.45%	0.00%	0.00%	0.00%
Operatives																	
By total	74	47	27	3	4	22	5	12	14	8	4	1	0	0	0	1	0
By percent	100.00%	63.51%	36.49%	4.05%	5.41%	29.73%	6.76%	16.22%	18.92%	10.81%	5.41%	1.35%	0.00%	0.00%	0.00%	1.35%	0.00%
Laborers and Helpers																	
By total	6	5	1	1	0	2	1	2	0	0	0	0	0	0	0	0	0
By percent	100.00%	83.33%	16.67%	16.67%	0.00%	33.33%	16.67%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Service Workers																	
By total	134	113	21	8	0	55	7	46	13	3	0	0	1	0	0	1	0
By percent	100.00%	84.33%	15.67%	5.97%	0.00%	41.04%	5.22%	34.33%	9.70%	2.24%	0.00%	0.00%	0.75%	0.00%	0.00%	0.75%	0.00%
Total Workers																	
By total	2,903	1,831	1,072	97	44	1,176	623	271	272	257	120	3	1	12	2	15	10
By percent	100.00%	63.07%	36.93%	3.34%	1.52%	40.51%	21.46%	9.34%	9.37%	8.85%	4.13%	0.10%	0.03%	0.41%	0.07%	0.52%	0.34%

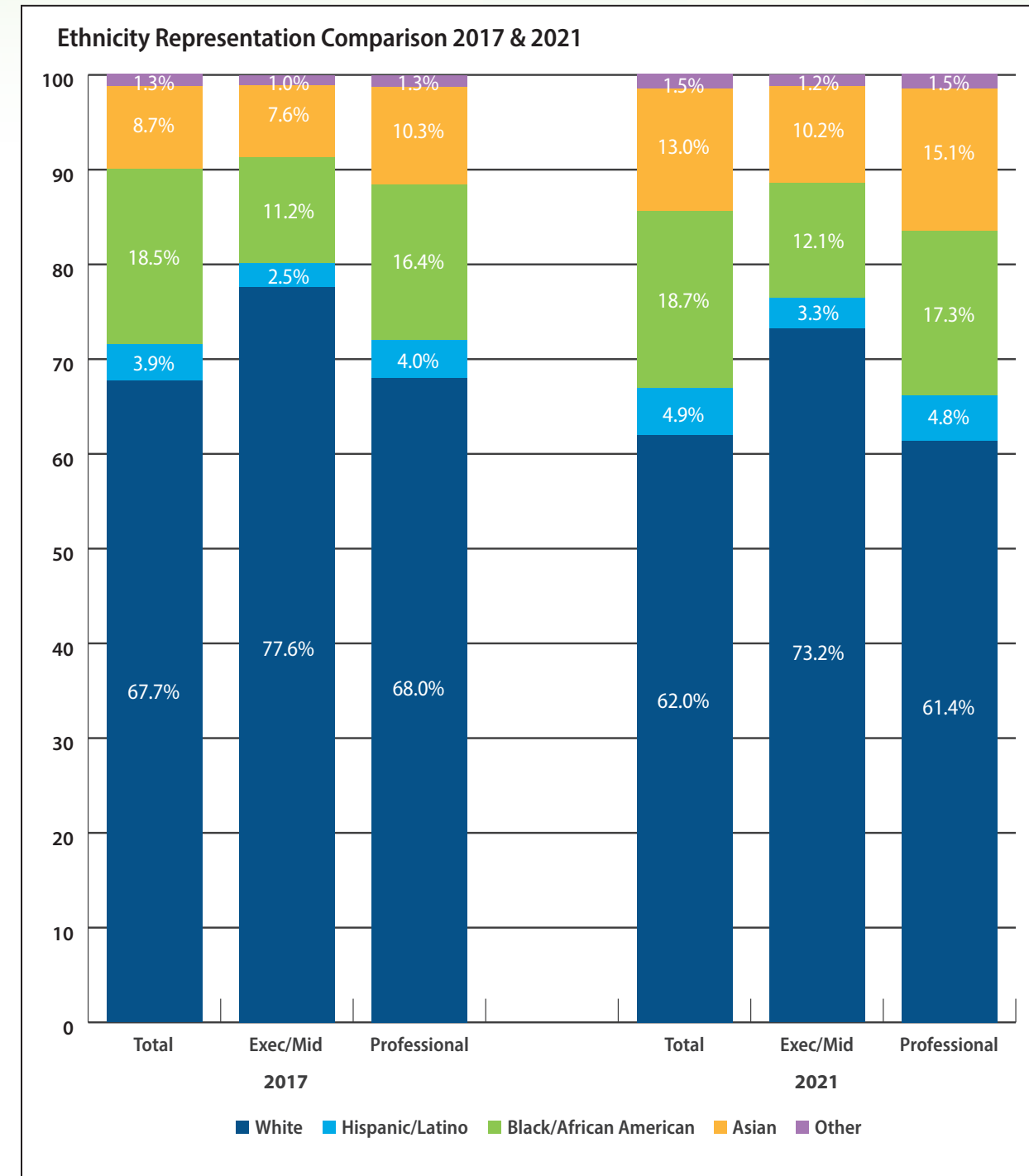
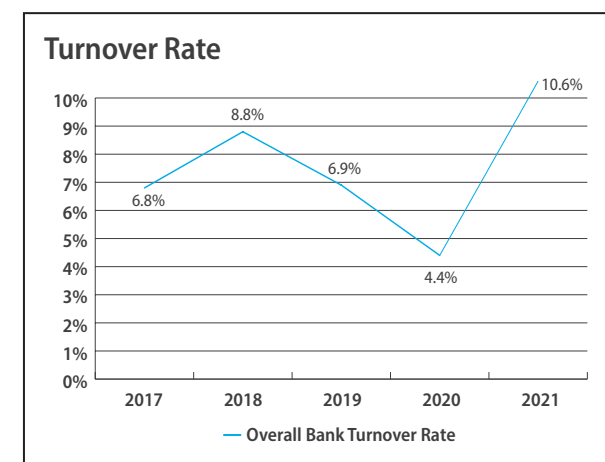
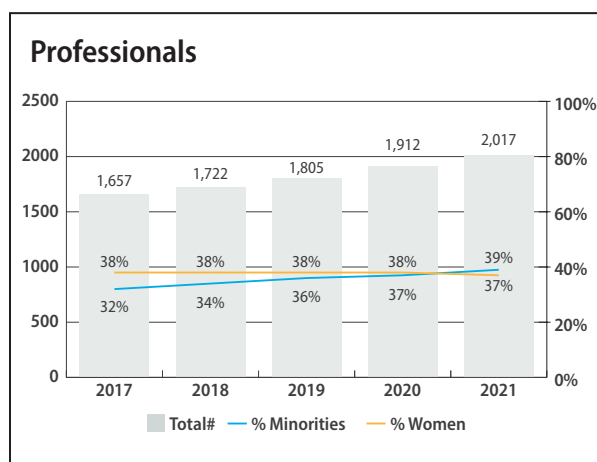
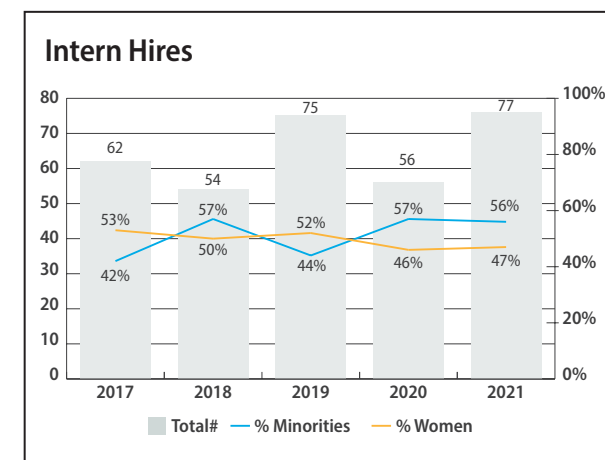
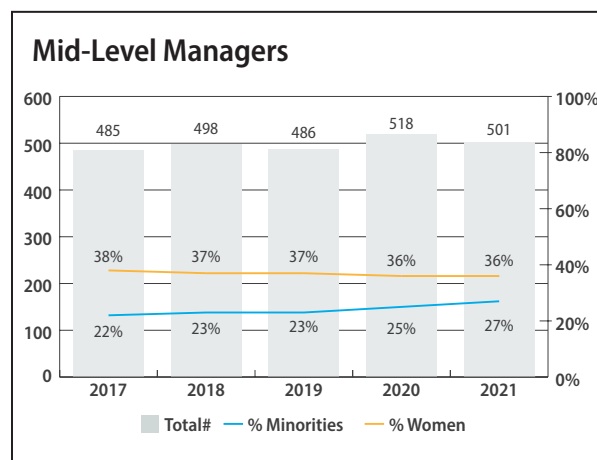
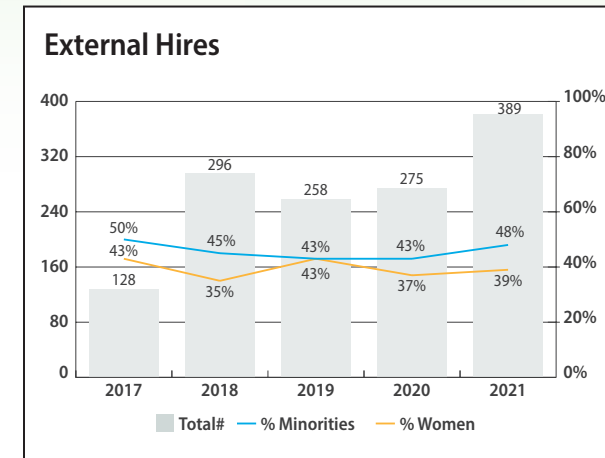
APPENDIX 2. EEO-1 DATA CONTINUED

Workforce Diversity

Representation at Top 3 EEO Categories



Hiring and Turnover



APPENDIX 3. BOARD OF DIRECTORS, DEMOGRAPHICS

Federal Reserve Bank of Richmond Bank and Branch Directors as of January 1, 2022																	
Director Categories	Current 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
Reserve Bank Directors																	
Class A (Total Positions 3)																	
By total	3	2	1	0	0	1	1	1	0	0	0	0	0	0	0	0	0
By percent	100%	67%	33%	0%	0%	33%	33%	33%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Class B (Total Positions 3)																	
By total	3	2	1	0	0	1	1	1	0	0	0	0	0	0	0	0	0
By percent	100%	67%	33%	0%	0%	33%	33%	33%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Class C (Total Positions 3)																	
By total	3	1	2	0	0	0	1	0	1	0	0	0	0	0	0	1	0
By percent	100%	33%	67%	0%	0%	0%	33%	0%	33%	0%	0%	0%	0%	0%	0%	33%	0%
Branch Directors																	
Branch Directors, appointed by Reserve Bank (Total Positions 8)																	
By total	7	3	4	0	0	3	3	0	1	0	0	0	0	0	0	0	0
By percent	88%	38%	50%	0%	0%	38%	38%	0%	13%	0%	0%	0%	0%	0%	0%	0%	0%
Branch Directors, appointed by Board of Governors (Total Positions 6)																	
By total	6	5	1	0	0	3	0	1	1	0	0	0	0	0	0	1	0
By percent	100%	83%	17%	0%	0%	50%	0%	17%	17%	0%	0%	0%	0%	0%	0%	17%	0%
Totals																	
All Reserve Bank Directors (Total Positions 9)																	
By total	9	5	4	0	0	2	3	2	1	0	0	0	0	0	0	1	0
By percent	100%	56%	44%	0%	0%	22%	33%	22%	11%	0%	0%	0%	0%	0%	0%	11%	0%
All Branch Directors (Total Positions 14)																	
By total	13	8	5	0	0	6	3	1	2	0	0	0	0	0	0	1	0
By percent	93%	57%	36%	0%	0%	43%	21%	7%	14%	0%	0%	0%	0%	0%	0%	7%	0%
All Reserve Bank and Branch Directors (Total Positions 23)																	
By total	22	13	9	0	0	8	6	3	3	0	0	0	0	0	0	2	0
By percent	96%	57%	39%	0%	0%	35%	26%	13%	13%	0%	0%	0%	0%	0%	0%	9%	0%

Note: Reserve Bank directors are elected or appointed to three-year, staggered terms (see <https://www.federalreserve.gov/aboutthefed/directors/about/htm> for more information). This report includes directors who were appointed or elected in 2021 to terms that began on January 1, 2022, as well as directors who are currently serving in existing terms. Information in this report reflects one vacant director position. Directors are given the option to self-identify their gender and race/ethnicity. Totals reflect one vacant position.

APPENDIX 4. DIVERSITY AND INCLUSION CHAMPIONS

Executive Diversity & Inclusion Council (EDIC)

The EDIC is comprised of a cross-functional team of Bank senior executives — led by our Bank's chief diversity officer — whose role is to serve as advocates and drivers of our DEI strategies. The EDIC serves as a key partner with the Office and the Diversity and iNclusion Alliance (DNA) to support and advance a diverse and inclusive culture.

Supplier Diversity Champions

Supplier Diversity Champions are advocates representing a cross-section of our Bank's departments who support the Supplier Diversity program throughout the year with the ultimate goal of increasing spend and engagement with diverse suppliers. Fifteen colleagues from the Fifth District and National IT served our Bank as Supplier Diversity Champions in 2021.

Diversity & iNclusion Alliance (DNA)

The DNA is guided by the EDIC and serves as a key partner — with the EDIC and the Office — to support and advance a diverse workplace and inclusive culture. The DNA also provides oversight for our 10 Employee Resource Networks. The DNA is comprised of a cross-functional and diverse group of 14 Bank employees.

2021s Employee Resource Networks (ERNs)

The ERN program is comprised of 10 employee-led groups sanctioned by our Bank, governed by the DNA and formed around shared characteristics, affinities or professional interests for the purpose of supporting our DEI efforts and other strategic initiatives of the organization. Networks are voluntary, aligned with our DEI mission and support the strategic goals of our Bank. Our 10 ERNs are:

ABLE (Ability Beyond the Label)

ABLE works to assist our Bank in achieving its strategic goal of maintaining a diverse work environment by raising awareness of the value differently abled individuals bring to the organization, where all employees can contribute at their maximum potential.

Evolving Professionals (New ERN in 2021)

Evolving Professionals supports our Bank's culture and early career efforts by maintaining a community of District and National IT employees who actively engage in programming focused on personal and professional development, skill building, networking and more.

First to Serve

First to Serve is a resource for harnessing the talents, experiences and interests of those who have or are currently serving in the uniform services and those who support them in our Bank and in the community at large.

Generations United

Generations United is a multigenerational resource network that represents our entire workforce through all "Generations United." They support our Bank's objective of attracting, retaining and developing a world-class, diverse workforce by sponsoring activities that promote the interaction and engagement of today's multigenerational workforce.

Global Connections (New in 2021)

Global Connections supports our Bank's diversity and inclusion efforts by providing a space for employees who grew up outside of the United States, as well as those who come from immigrant families and whose first language is not English, to feel engaged and included within our organization.

GROW (Generating Recognition of Women)

GROW promotes, recognizes and respects the value of women and encourages their professional and personal development.

LiPM (Leading in Project Management)

LiPM supports our Bank's strategic goal of being an employer of choice by encouraging civic engagement, learning from each other and understanding the strengths and needs of project management across all business areas.

PRISM (Pride, Respect, Inclusion, Safe and Mutual support — lesbian, gay, bisexual and transgender employees and allies)

PRISM supports our Bank's organizational objectives by sponsoring activities that assist our Bank in maintaining an inclusive work environment where all employees can fulfill their maximum potential, and by promoting an environment that recognizes strengths, values and differences as well as respect and mutual support.

STAAART (Supporting the Advancement of Asian American Recognition and Talent)

STAAART supports the Federal Reserve Bank of Richmond in maintaining a diverse and inclusive work environment where all employees can fulfill their maximum potential through the promotion of professional development, networking, cultural awareness, recruitment and retention, and knowledge sharing.

VITAL (Valuing the Inclusion of Talented African Americans and Latinos)

VITAL supports the Bank's organizational objectives by sponsoring activities that assist our Bank in maintaining an inclusive work environment where all employees can fulfill their maximum potential, and by promoting an environment that recognizes and values the contribution of diverse talent.



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