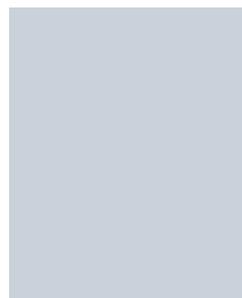
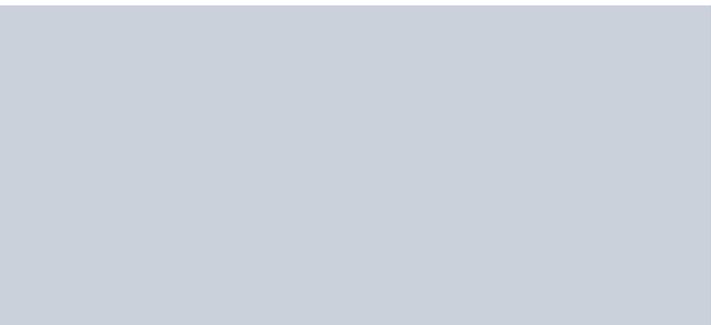


FEDERAL RESERVE BANK OF ST. LOUIS

# Office of Minority and Women Inclusion

2016 ANNUAL REPORT TO CONGRESS



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# Message from the President

**James Bullard**  
President and CEO



At the Federal Reserve Bank of St. Louis, we continue to believe that we better serve the American public by building a more diverse and inclusive organization. Our commitment to diversity and inclusion, at all levels of the organization, has been one of our core values for many years and remains strong as we work to continue enhancing our OMWI efforts.

The 2016 Office of Minority and Women Inclusion (OMWI) Congressional Report from the Federal Reserve Bank of St. Louis outlines many of the diversity and inclusion activities undertaken by the Bank. We implemented these actions not only to comply with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010, but also to enhance the effectiveness and strength of our organization. This report describes some of the successes and challenges that we encountered during 2016.

A handwritten signature in black ink, appearing to read "J. Bullard". The signature is fluid and cursive, with a large initial "J" and "B".

James Bullard  
President and CEO

# Executive Summary

**T**he mission of the Federal Reserve Bank of St. Louis (the Bank) is to promote a healthy economy and financial stability through:

- Pursuing maximum employment, stable prices and moderate long-term interest rates,
- Ensuring safety and soundness of the nation's banking and financial system and protecting the credit rights of consumers,
- Maintaining stability of the financial system and containing systemic risk, and,
- Providing financial services to depository institutions, the U.S. government and foreign official institutions.

The core values that guide the St. Louis Fed's organizational decisions and employees' actions are:

- **Commitment to the Public Interest:** Our work is centered around the benefits our mission brings to the public.
- **Constituent Focus:** We proactively seek input from our constituents and provide value-added services to them consistent with our mission.
- **Diversity and Inclusion:** We value the diversity of one another and the benefits derived from collaboration, teamwork and open communications.
- **Independence of Views:** We value professional judgment and seek input from a variety of sources to improve decision-making.
- **Innovation:** We promote and support the pursuit of creative ideas for improvement.

- **Integrity and Respect:** We operate in a transparent manner and adhere to the highest standards of honesty, fairness and discretion in our dealings with the public, business partners and our colleagues.
- **Ownership:** We value personal ownership and accountability as a key to fostering high levels of performance.

Established by the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 (the Dodd-Frank Act), the Federal Reserve Bank of St. Louis' Office of Minority and Women Inclusion (OMWI) is responsible for developing standards and procedures to ensure the inclusion of minorities, women, and minority- and women-owned business enterprises (MWBE) in all activities of the Bank, including procurement and workforce diversity. The St. Louis Fed's diversity program predates the passage of the Dodd-Frank Act and remains focused on developing strategies to enhance the culture of diversity and inclusion (D&I) within the organization. By supporting the Bank's core values, the OMWI is a key component of that culture.

Similar to the Offices of Minority and Women Inclusion at the 11 other regional Federal Reserve banks and the Federal Reserve's Board of Governors, the OMWI at the St. Louis Fed is responsible for matters relating to diversity and inclusion. Under the guidance and direction of St. Louis Fed President and Chief Executive Officer James Bullard and Group Vice President of Human Resources and OMWI Director Anna Hart, the OMWI works to ensure that employment, supplier and outreach opportunities are available to broadly diverse populations and that our staff and vendors reflect the environment in which we do business. The OMWI

## Internships Offer Insights

In 2016, St. Louis Fed interns concluded their summer program with a capstone project designed to create interdisciplinary project teams to work on real business challenges. Interns made formal presentations to management regarding their recommendations, which provided them a venue to showcase their skills in teamwork, problem solving and time management. Since the summer of 2015, 10 interns have been hired as full-time employees.



achieves this by partnering with resources throughout the Bank such as talent acquisition, talent development, the Diversity and Inclusion Council, the Diversity Advisory Group (consisting of group vice presidents and vice presidents representing the Bank's business areas), Procurement and Economic Education to ensure that these objectives are top of mind and consistently executed.

The St. Louis Fed is committed to improving workforce diversity at all levels because having a diverse staff strengthens both the Bank and the communities it serves. We continue to strengthen our workforce diversity outreach, focusing efforts on our recruitment program as well as enhancing onboarding and professional development offerings. As in the past, the Bank continues to attend and support national diversity recruiting fairs, provide internship opportunities, enhance its onboarding program for new employees and new leaders, and encourage participation in employee-led groups like employee resource groups (ERGs) and the Diversity and Inclusion Council. Partnerships with diverse community organizations that serve minorities and women continue to provide avenues through which we attract top talent to the organization. Our commitment to a diverse and inclusive workplace was one of the main reasons why the Bank was named the No.1 Top Workplace in St. Louis by the St. Louis Post-Dispatch in 2016. The Bank was also recognized by the Human Rights Campaign for scoring 100 percent on its Equality Index, known as the national benchmarking tool on corporate policies and practices pertinent to LGBTQ employees.

The St. Louis Fed seeks to do business with a diverse range of suppliers for a variety of goods and services. We encourage the participation of MWBEs to compete for procurement

contracts. The Bank continued to focus on educating suppliers on its competitive bidding process and procurement structure in 2016 and refined the process to improve the supplier experience. In addition, a supplier diversity coordinator position is being leveraged to interface between Procurement and external constituents.

The St. Louis Fed has been actively involved in developing and delivering economic education and financial literacy programs to schools and educators throughout the Eighth District and nationwide for years. We continue to provide financial literacy education programs to students and teachers of inner-city and majority-minority high schools as well as HBCUs within our district. The Bank has hosted training events for teachers, soon-to-be teachers and students, covering such topics as AP macroeconomics, personal finance and professional development while showcasing the educational resources available online.

This annual report, as stipulated by Section 342 of the Dodd-Frank Act, details specific work and progress made during the reporting period. Assessment of inclusion programs in regulated entities is the responsibility of the Board of Governors of the Federal Reserve System and therefore is not addressed in this report.

### Bank Named the No. 1 Top Workplace in St. Louis



The St. Louis Fed in 2016 was named the No. 1 Top Workplace in St. Louis in a competition sponsored by the St. Louis Post-Dispatch. The Bank scored higher than 25 other local employers to take home the honor in the Large Companies category (500 or more employees). An article in the Post-Dispatch highlighted the Bank's employee resource groups and recognized the Bank for having "Clued-in Senior Management," defined as having senior managers who "understand what is really happening."

In a joint memo to employees, St. Louis Fed President James Bullard and First Vice President Dave Sapenaro said the award "reflects the success of our continuing efforts to be a preferred employer and is a tremendous tribute to the Bank's culture of learning, development, communications, innovation, constituent focus, diversity and inclusion, and work/life balance."



# Overview of the Bank

## Background

The Federal Reserve Bank of St. Louis is one of 12 regional Reserve banks in the United States that, together with the Board of Governors in Washington, D.C., and the Federal Open Market Committee (FOMC), make up the Federal Reserve System—the nation’s central bank. Since its establishment by an act of Congress in 1913, the Federal Reserve System’s primary goal has been to foster a sound financial system and a healthy economy. To advance this goal, the St. Louis Fed and the other regional Reserve banks help formulate monetary policy, supervise banks and bank holding companies, and provide financial services to depository institutions and the federal government. Each Federal Reserve Bank is separately incorporated, and each has a president and a board of nine directors.

In accordance with Section 342 of the Dodd-Frank Act, each Reserve Bank, along with the Board, established an OMWI that is responsible for matters relating to diversity in management, employment and business activities. The St. Louis Fed established its OMWI in November 2010. Anna Hart, group vice president of Human Resources and OMWI director, reports directly to the Bank’s president regarding the OMWI. A team of strategic advisers, business partners, the Diversity and Inclusion Council and the Diversity Advisory Group also support the OMWI to bring diverse business, geographic and staff perspectives that influence the Bank’s diversity and inclusion direction and decisions. The Bank’s commitment to diversity and inclusion is reflected at all levels of the organization.

## Geography Covered

The Federal Reserve Bank of St. Louis territory covers the Eighth Federal Reserve District, which includes all of Arkansas, eastern Missouri, southern Illinois, southern Indiana, western Kentucky, western Tennessee and northern Mississippi. Branch offices are located in Little Rock, Louisville and Memphis.

## Unique District Activities and System Responsibilities

The Bank is an international leader in providing online economic and financial information. The Bank’s Federal Reserve Economic Data, or FRED®, was created and is maintained by the Bank’s Research Division and goes far beyond simply providing data. It combines data with a powerful mix of tools that help the user understand, interact with, display and disseminate the data. In essence, FRED helps users tell their data stories.

The Bank’s Treasury Relations and Support Office (TRSO) coordinates and manages the relationship between the Department of the Treasury and the Federal Reserve System, serving as the central point of contact for policy issues, new initiatives and problem resolution. The TRSO assists the Treasury with identifying and pursuing strategic initiatives benefiting both the Treasury and the Federal Reserve System, while supporting the successful completion of all Treasury-related Fed System initiatives.

## Regional Geography

The Eighth District covers a portion of the Midwest and Midsouth regions. The Bank has offices in St. Louis (headquarters); Memphis, Tenn.; Louisville, Ky.; and Little Rock, Ark. The Memphis Branch duties include cash processing, supervision of financial institutions, and community development activities. The duties at the Little Rock and Louisville branches include supervision of financial institutions, and community development activities. All offices provide economic education outreach programs to the communities they serve. The outreach activities and programs at each branch are led by a regional executive.



**Robert A. Hopkins**  
Regional Executive  
Little Rock Branch



**Nikki R. Jackson**  
Regional Executive  
Louisville Branch



**Douglas Scarboro**  
Regional Executive  
Memphis Branch



# Employment of Minorities and Women

**T**he Bank is committed to building a work environment as diverse as the public it serves. In 2016, the Bank continued efforts to attract and recruit potential employees from a diverse candidate pool while developing and retaining its employees. In support of this commitment, the Bank's policies and procedures are designed to provide opportunities for minorities and women at all levels. In addition, building a diverse leadership pipeline is a critical component of the Bank's OMWI strategy.

## Successes

In 2016, the St. Louis Fed experienced success in the following key areas with regard to workforce diversity initiatives:

### Recruitment and Retention of a Diverse Workforce

In 2016, the St. Louis Fed's staff reflected a diverse employee population when compared to relevant job groups (e.g., professionals, mid-level managers, senior executives) in the St. Louis Metropolitan Statistical Area (MSA). Broadly speaking, the St. Louis Fed workforce is 26 percent minority and 43 percent women. A comparison of the majority of the Bank's workforce (i.e., professionals, mid-level managers, senior executives) revealed that the overall representation of women is similar to MSA levels and that minorities exceed MSA levels (as reported in the 2010 U.S. Census EEO data for the MSA).

Of the 190 employees hired externally by the Bank in 2016, minorities accounted for 32 percent and women 45 percent. In 2016, four of the five officers hired were diverse. Of the 10 employees promoted within the official ranks, 40 percent were minority or female promotions. In 2016, we were able to increase our minority representation in officer positions to 19 percent, an increase of 3.5 percent.

### Enhanced Diversity Recruiting Strategy

The St. Louis Fed implemented a comprehensive diversity and inclusion recruiting strategy in support of building an inclusive workplace, where our differences—in gender, race, age and ethnicity, as well as in cultural traditions, religion, life experiences, education, sexual orientation, gender identity and socioeconomic backgrounds—are recognized as our strength. The diversity recruiting strategy focuses on continuing to build strategic relationships through internal and external avenues, positioning the Bank to have an available network of candidates, in addition to growing talent within the organization. Diversity recruiting tactics include: training for hiring managers on minimizing unconscious bias during interviews, continued outreach and partnerships with diverse organizations, and broadening our alumni participation in college recruiting efforts.

In support of the diversity recruiting strategy, candidate pools are monitored for the inclusion of women and minorities. In order to decrease unconscious bias, candidate identifiers such as name and address are removed from resumes before being presented to a hiring manager. In 2016, we continued to pursue the Bank's recruiters receiving the AIRS Certified Diversity Recruiter designation. The AIRS program introduces participants to a host of free sourcing tools and techniques with the goal of boosting recruiter effectiveness. Through this certification, recruiters gain the information, tools, resources and strategies to help them create or improve upon diversity recruiting efforts. We also implemented additional talent acquisition and diversity metrics that will help bring greater awareness to diversity of hires, declinations and turnover.

To generate a broad pool of candidates, leadership positions are generally posted internally and externally, a process implemented in 2012. Final candidates are interviewed by a panel of Bank employees who have been trained on behavioral interviewing processes. The panelists are selected by both the hiring manager and Human Resources to ensure the panel is diverse and well-rounded. This allows for a more consistent interviewing experience for candidates and helps to enhance candidate recommendations.

### Fairs, Promotions and Partnerships

Outreach activities were conducted with various diverse groups. In addition to our ongoing partnerships with INROADS, the St. Louis Internship Program (SLIP), the St. Louis Diversity Initiative and the Missouri Business Leadership Network, the Bank also participated in national and Fed System-level diversity recruiting events, including: Black Data Processing Associates (BDPA), National Black MBA Association (NBMBAA), Prospanica, the Hispanic Chamber of Commerce (HCC), the 2016 Ferguson 1000 Hiring Event and the Thurgood Marshall College Fund. The Bank also hosted events for the Missouri Collegiate Fellows, Highland Business Education Alliance and the St. Louis NBMBAA chapter. The events were intended to explain the Bank's purpose, showcase outreach opportunities and provide information about employment at the Bank.

To continue to attract top diverse talent, we leveraged social media to engage external markets as well as utilized the eQuest Advantage Network, a recruiting tool that posts openings to 50 diverse recruiting sites nationwide. Additionally, the Bank has showcased awards and the unique contributions of employee resource groups on the Bank's Careers website as well as various print and other digital mediums.

# 2016 Career Fair Events

HBCU	Non-HBCU
Harris-Stowe State University	University of Missouri-Columbia
University of Arkansas at Pine Bluff	Washington University
LeMoyne-Owen College	Truman State University
Philander Smith College	Saint Louis University
Florida A&M University	University of Notre Dame
Kentucky State University	Indiana University
Lincoln University	University of Arkansas Fayetteville

Finally, the Bank hosted two onsite career fairs in 2016, and 600 potential candidates attended. The fair was advertised via press release, a radio appearance and print ads, including in The St. Louis American newspaper.

## Eighth District 2016 Intern Program

### Our Interns

The Bank completed another successful Intern Program in 2016. The diverse group of nearly 40 students represented both regional and national Historically Black Colleges and Universities (HBCUs) as well as INROADS. Graduating seniors were considered for full-time positions upon completion of their internship. Several internships were extended through the fall while other interns returned over winter break. Since the summer of 2015, 10 interns have been hired as full-time employees. We continue to seek opportunities to hire interns as they graduate and as entry-level opportunities present themselves.

Additionally, efforts were made in 2016 to enhance the Intern Program by offering learning opportunities to students, such as an intern workshop entitled Demographics of Wealth, a capstone project provided through the Bank Interdisciplinary Experience and East Side Works diversity programming.

### Peer Diversity Experience

As part of last summer’s intern program, the Bank developed a new session around diversity and inclusion. In collaboration with East Side Works (a partnership between East St. Louis School District 189, local businesses and organizations throughout the region that allows employers to provide meaningful work-related experiences), we conducted a Day at the Fed workshop that allowed East Side Works students to envision themselves in a professional work environment alongside Bank interns.

This experience presented an opportunity for the Bank to demonstrate the value our organization places on diversity and community involvement. It gave our interns the opportunity to demonstrate some of the Bank’s core competencies, including collaborating, building networks, valuing differences and communicating effectively as they presented to the East Side Works students and co-facilitated the event. Area youth were provided an opportunity to experience the workplace.

High school students from East St. Louis were afforded the opportunity to connect with the Bank early in their career development to begin to gain an understanding of real-world career needs, the importance of graduation, and how they might work toward their ultimate career goal. The event was met with high enthusiasm and engagement.

## HBCU Outreach

### Eighth District and Beyond

The Bank continues to develop and strengthen relationships at target HBCUs as we engage with them beyond career fairs in order to deepen our outreach and expand our programs. Our outreach efforts will assist us in strengthening these relationships and help guide us in identifying talent for our Intern Program and more broadly our Bank’s talent pipeline.

We expanded our HBCU outreach over the past couple of years to include HBCUs having a national reach, including Florida A&M University. FAMU’s School of Business, with its strong academic curriculum and recognized professional development program, was a good match for Supervision’s Consumer Affairs assistant examiner hiring objectives. As part of outreach efforts at FAMU, the Bank held information sessions in the fall and spring semesters. Supervision Division staff visited the campus and conducted interviews. Outreach at this institution, as well as other HBCUs with similarly strong business and professional development programs, will continue for the foreseeable future.

In addition to expanding our outreach footprint with HBCUs, we have also begun to diversify offerings for students. Mock interviews and resume writing workshops are two examples of just-in-time training for students preparing for internships or full-time employment. In addition to Bank branding and community outreach through career fair activities, these additional offerings help to strengthen campus relationships while providing value to student participants.

### Ask the Fed Expert

Since 2014, the Eighth District’s Information Technology Services department has been collaborating with Human Resources and the Diversity and Inclusion Council on an important outreach program with the University of Arkansas at Pine Bluff (UAPB), an HBCU within the Eighth District,

with the objective to increase our pipeline of diverse, technical talent. The program offers students a chance to ask technical and career-based questions of Bank employees.

In 2016, the program was expanded beyond information technology to include the university's business school, advancing the Bank's reach with students and faculty. The expansion also increased the list of potential subjects for our Ask the Fed Expert sessions, such as cost accounting, business communications, human resources management, auditing, risk management and economics. Adding these additional topics to the program allowed even more District employees to share their expertise while advancing visibility for UAPB's students within the Bank.

These sessions have been instrumental in cementing our relationship with UAPB students and faculty. This unique engagement not only helps us strengthen our relationship with the school but also furthers the cause for diversity and inclusion. It increases awareness of our outreach efforts across the Bank, allows for a variety of employees to get involved and helps to attract talent from the university.

## Training and Development

The Bank continued its commitment to providing diversity and inclusion education to all new employees. New employees participated in a half-day workshop, and managers who are new to the Bank or were promoted to the position of manager participated in a full-day workshop. An unconscious bias component was integrated into the manager workshop and addressed the business impact of managing, addressing and changing unconscious bias.

Programs attended by all Human Resources and Diversity and Inclusion staff included three Diversity and Inclusion Change Agent workshops facilitated by an external vendor. The workshops included Employee Relations – Having Tough Conversations, Talent Acquisition – Attracting, Recruiting, Interviewing and Selecting Best Talent, and Building a Diverse Pipeline. The Women's Foundation of St. Louis sponsored an event titled Stronger Women for a Better Community: A Bold Vision for the Economic Empowerment of Women, which was attended by Human Resources and Diversity and Inclusion staff. During the event, Dr. Barbara Gault, Ph.D. of the Institute for Women's Policy Research (IWPR), presented her findings on the status of women in St. Louis as well as the Student Parent Success Initiative (SPSI). Her presentation was followed by a panel discussion featuring Dr. Gault, Carissa Figgins of The Sparrow's Nest Maternity Home and Sheila Burkett of Spry Digital.

Finally, in 2016, the Bank launched a new competency model identifying four core competencies for all employees in order to help emphasize the Bank's commitment to its values. These competencies include: Valuing Differences, Cultivating Innovation, Quality of Decision Making and Strong Constituent Focus. We continue to offer wide-ranging opportunities for employees to focus on skill-building and competency awareness, including strengthening in-house offerings for Bank leaders.

## Bank Leaders Development

In 2016, the New Manager Development Program received significant course and leadership content enhancements focused on seven competency-based disciplines to provide participants with a fundamental grounding as well as practical knowledge and understanding of leadership expectations at the Bank. Program curriculum has also been expanded to support high potential development courses, workshops and enhanced leadership learning experiences, as well as integration of diversity and inclusion content and concepts.

## Employee Resource Groups (ERGs)

In 2015, the St. Louis Fed supported employees by establishing employee resource groups (ERGs). The ERGs are employee-driven, Bank-sponsored groups that support particular dimensions of diversity and inclusion and are open to all Bank employees. ERG members participate in annual strategic planning sessions to determine how to increase their impact on Bank inclusion efforts. Approximately 15 percent of Bank employees are currently members of ERGs. A senior officer serves each ERG as its executive sponsor to help sustain and support the business impact of each group. Each sponsor works closely with ERG leaders to assist them in developing and implementing their strategic plans and ensure alignment with the Bank's strategic goals.

In addition to promoting an inclusive work environment, ERGs enhance employee engagement. ERG programming and initiatives, in alignment with the Bank's strategic business objectives, fall into four broad areas: recruitment and retention of diverse talent, professional development, education and innovation, and community involvement. ERGs also partner with the Diversity and Inclusion Council to host expert speakers on a range of topics. The groups participate in community volunteer opportunities and have been recognized by external organizations for their advocacy and support of equality.

In conjunction with Veterans Day 2016, the Bank announced the addition of a fifth ERG. SERVE (Serving, Educating, Resources for Veteran Employees) aims to educate, support and provide resources benefiting veterans by promoting mentorship, outreach and professional development.

In addition to SERVE, the Bank has four other ERGs: AAC-TIVE (African American Council of Talented, Innovative Employees), Asian, Central Pride and VIEW (Valuing, Inspiring, Empowering Women). All employees can also participate in the Bank's Diversity and Inclusion Council.

## Diversity and Inclusion Council

The Diversity and Inclusion Council continued its efforts to act as an extension of the Diversity and Inclusion Office, serving as change agents to help create and support a culture that values diversity and promotes inclusion.

The influence of the council extended beyond the Bank as it worked with the St. Louis Diversity Awareness Partnership (DAP) to co-create a program about children and diversity.

## Notable 2016 Employee Resource Group Events

AACTIVE	<p>Elephant in the Room: Ethnicity, Diversity, Gender and Culture, by The Black Rep, the largest professional African-American theater company in the country</p> <p>A Conversation: Dr. Martin Luther King Jr. and Malcolm X, a presentation by the National Civil Rights Museum about civil rights history: the people, culture and issues of the civil rights era</p> <p>A Juneteenth Celebration, an event to commemorate the end of slavery in the United States. Stefan M. Bradley, director of the African American Studies Program and associate professor of history at Saint Louis University, discussed Juneteenth and the economic impact of African-Americans in the U.S.</p> <p>Buffalo Soldier Lunch and Learn, a presentation on the history of the African-American Calvary Regiment and how it helped shape and protect the United States</p>
Asian	<p>The History and Health Benefits of Tai Chi, presented by the Chinese Language Immersion School</p> <p>Get to Know The Chinese School: Students and teachers of the school gave a presentation on the benefits and history of the St. Louis Language Immersion school as well as a performance from The Chinese School Choir.</p>
VIEW	<p>The Role of Confidence, a panel discussion featuring Bank leaders on how they worked to build confidence through various life experiences</p> <p>Transforming Ideas into Innovative Solutions: Women Impacting Change, a panel discussion with female bank leaders and the president of a local innovation center for technology startups</p>
Central Pride	<p>PrideFest: For the second year in a row, Central Pride partnered with Human Resources to staff a booth at St. Louis PrideFest and distributed information about Fed Careers.</p> <p>The Human Rights Commission recognized the Bank as Best Place to Work for LGBT Equality for scoring 100 percent on its corporate equality index.</p>



St. Louis Fed President James Bullard meets with the Bank's Asian employee resource group, one of five ERGs that support particular dimensions of diversity and inclusion.

The program not only received high ratings from employees, it has been incorporated into DAP's program offerings.

In 2016, the council developed a Bank-wide book club scheduled to launch in early 2017 to assist in building cultural competence and promote a better understanding of diverse cultures.

### Partnerships

The Diversity and Inclusion Office, in partnership with members of the Bank's Innovation group, coordinated a half-day program with the International Institute of St. Louis (IISTL). Programming consisted of a Bank-wide address entitled *Immigration in Our District: The Intersection of Innovation and Diversity*, presented by the CEO of IISTL, Anna Crosslin, followed by two break-out sessions. The first was with Bank diversity and innovation groups and the second was with business areas that have potential partnership opportunities with the IISTL. The morning program wrapped up with a lunch that included IISTL staff, executive sponsors of the Bank's ERGs and OMWI Director Anna Hart. Several employees are working with IISTL staff to organize a follow-up event in 2017.

Staff from the IISTL also conducted a half-day cultural competency training that demonstrated how cultural differences can profoundly impact people in an organization.

Finally, several Bank staff are engaged in Diversity Awareness Partnership activities. The Bank is a corporate partner of the IISTL. Programming includes a quarterly diversity inclusion seminar series, an annual diversity summit and Listen.Talk. Learn Dialogue Across Differences facilitation sessions.

## Challenges

The Bank achieved success during 2016 but also faced some challenges, including:

- Attracting top women and minority candidates from national recruiting conferences is particularly challenging when the applicant has no personal ties to cities in the Eighth District.
- Specialized and leadership positions have significant competition for minority and female talent within the Eighth District. While still a challenge, results are trending upward.

## Next Steps

In an effort to continue making progress in the employment of minorities and women, the St. Louis Fed will:

- Continue to enhance and execute the Bank's diversity recruiting strategy to ensure that the applicant pool is well represented by women and minorities.
- Enhance our relationships with technical and professional organizations that focus on women, minorities, LGBT and disabled communities as members.
- Continue to educate hiring managers on their role in supporting diversity recruiting efforts.
- Implement strategic workforce planning across the organization.
- Further leverage our ERGs, Diversity and Inclusion Council and Diversity Advisory Group to drive a culture of inclusion.



The Diversity and Inclusion Council, made up of employees from throughout the Bank, works to help make employees more aware of the value of diversity. The council executes diversity-related efforts that support the Bank's strategies by coordinating presentations by outside speakers, community service opportunities and cultural events that celebrate diversity.



# Procurement: Inclusion of Minority and Women Business Enterprises

**T**he OMWI, District Procurement and Supplier Diversity continue to support the development and achievement of the Bank's strategic objectives relating to diversity and inclusion by continually working to identify minority- and women-owned suppliers that can provide value-added services and products to the Bank.

In 2016, the Bank continued to focus its supplier diversity and outreach efforts on educating suppliers about the Federal Reserve's procurement structure, its common acquisitions, and how to successfully respond to competitive bidding events. District Procurement and Supplier Diversity pursued suppliers who aligned with the Bank's fulfillment needs to create the best opportunities for partnership. In addition, throughout these engagements, the Bank provided educational outreach to minority- and women-owned businesses.

This focus required not only applying comprehensive sourcing efforts across a number of resources and directories, but also proactively creating and fostering productive relationships with new and existing suppliers. To cultivate these relationships, District Procurement and Supplier Diversity participated in various advocacy groups and chambers of commerce to identify suppliers whose expertise match the St. Louis Fed's procurement needs. Additional support has been provided by the National Procurement Office (NPO) based at the Federal Reserve Bank of Richmond, which is responsible for managing and facilitating contracts that may be used by any of the Federal Reserve banks.

These efforts collectively reflect the Bank's total diverse spend and moreover show the Bank's commitment to reaching diverse suppliers. Minority spend since 2012 has increased in all categories. However, in 2016, we had a decrease in diversity spend when compared with 2015. This is correlated to an \$8.5 million decrease in the Bank's overall reportable spend. We were able to increase bidding events that included at least one diverse supplier by 39 percent, from 36 in 2015 to 50 in 2016. We also increased the number of contracts awarded to diverse suppliers due to bidding events from 10 in 2015 to 29 in 2016.

## Successes

The Bank recognizes key areas of success regarding its diverse procurement initiatives. These areas are as follows, with success highlights:

### **Assessed opportunities for improvements that will allow for a more effective and efficient Good Faith Effort (GFE) process**

The Bank continues to enhance its existing Good Faith Effort assessment process to identify commonalities and create the opportunity for additional outreach. The

streamlined process provides the ability to create metrics, report on industry trends and benchmarks, and collect best practices while simplifying the end-user experience. The process changes will allow for greater collaboration between Diversity and Inclusion, Supplier Diversity and District Procurement. In addition, the new process will increase transparency for all participants and continue to strengthen the ongoing outreach goals for educating local constituents on the Bank's diversity and inclusion programs, and the value of the GFE Questionnaire.

### **Provided access and opportunity to a larger, more diverse pool of suppliers that includes minority- and women-owned businesses**

District Procurement and Supplier Diversity remain committed to growing the Bank's diverse supplier base through fair and inclusive competitive-bidding practices while creating new opportunities for minority- and women-owned businesses throughout our District. In August 2016, the Bank created a supplier diversity coordinator role within Procurement to serve as a liaison between the Bank and its external constituents. The supplier diversity coordinator provides consistent messaging and allows for participation in additional outreach and supplier engagement opportunities.

### **Exchanged supplier diversity knowledge and expertise through participation in best practice workgroups**

The Bank continues to identify new strategic partners through affiliations and memberships with local, regional and national organizations. These partnerships have opened channels for advocacy and educational outreach while granting access to new minority- and women-owned business members.

The Bank has members from District Procurement and Supplier Diversity participating on numerous System workgroups in support of diversity and inclusion. Increased District representation has allowed for better visibility of supplier diversity objectives, enhanced alignment with System Procurement goals, and increased influence and support for supplier diversity initiatives.

Locally and through System engagement, the Bank continues to focus on improving its supplier management processes and adding value through each constituent engagement. In addition to building a local database to track new supplier contacts and to maintain an open dialogue with these businesses, we have created supplier diversity metrics resulting in a management dashboard, which identifies minority- and women-owned business inclusion and participation data for bidding events and contracts. Through

in-house face-to-face match-making sessions, the supplier diversity coordinator is currently showcasing local and minority-owned talent to senior business leaders to create opportunities and strengthen relationships.

### **Conducted supplier outreach**

In 2016, the Bank maintained its presence at national supplier diversity events while continuing to actively engage local affiliates. The focus at the events was to create value; the Bank composed forecasted bidding opportunities and schedules to share with suppliers during match-making opportunities. In addition, the contracting team participated in workshops that provided best-practice guidance for technical assistance and outreach of women and minority suppliers.

The supplier diversity coordinator, along with staff professionals in District Procurement, participated in the following events in 2016:

- The Federal Reserve Board's Supplier Diversity and Inclusion Seminar
- Women's Business Enterprise National Council's (WBENC) National Conference and Business Fair
- Mid-South Minority Business Continuum's Economic Development Forum
- National Minority Supplier Development Conference (NMSDC)
- Procurement/Supplier Diversity Summit
- Financial Services Roundtable for Supplier Diversity (FSRSD) 2016 Meeting and Symposium

### **Challenges**

The Bank achieved success during 2016 but also faced some challenges. These challenges included:

- Obtaining competitive bids from MWBE suppliers in response to the Bank's request for proposals.
- Identifying appropriate local MWBE suppliers to include in bidding events where there is limited representation in a particular market.

### **Next Steps**

In 2017, to build on its prior success, District Procurement and Supplier Diversity will continue to strive for new ways to engage local councils and organizations to perform outreach and educate minority- and women-owned businesses on contract awareness, financial literacy, requests for proposals and local research offerings. The Bank will also continue its efforts to increase its pool of diverse supplier candidates through innovative solutions implemented by its business areas, such as:

- Exploring additional opportunities to partner with councils and development agencies that focus on MWBEs.
- Actively participating in local, regional and national supplier diversity outreach events.
- Developing relationships with current and new minority- and women-owned suppliers and educating them on how to do business with the Fed.
- Investigating opportunities to expand outside of the Bank's local and regional area to engage and increase MWBE participation and selection.
- Expanding outreach efforts and partnerships to ensure we are moving our supplier diversity efforts to also include additional diverse advocacy groups and chambers of commerce.
- Developing ongoing quarterly minority supplier workshops.
- Enhancing/developing current GFE process into an augmented automated tool.

# Financial Literacy Outreach

The St. Louis Fed remains strongly committed to advancing young people's knowledge of economics and personal finance. Economics is the study of the decisions people make—including personal and societal—when faced with limited resources. The Bank's work in economic education helps develop knowledge and skills that individuals and families can use as they make decisions in their day-to-day lives. As former Fed Chairman Ben Bernanke said, "The recent crisis demonstrated the critical importance of financial literacy and good financial decision making, both for the economic welfare of households and for the soundness and stability of the system as a whole."<sup>[1]</sup> And, as former Federal Reserve Governor Frederick Mishkin suggested, the rationale for economic education is that a "better-informed citizenry makes for better economic policy-making."<sup>[2]</sup>

To meet its commitment, the St. Louis Fed provides educators with an array of award-winning materials to help effectively teach personal finance and economics to nearly 1.5 million students each year. These resources include lesson plans, online courses and videos. Alignment with state personal finance education standards as well as national standards allows easy integration of the Bank's suggested curricula into existing classroom priorities. In addition to providing materials, the St. Louis Fed offers a robust program of professional development to assist teachers in using the Bank's suggested materials effectively in their classrooms. To keep abreast of current trends and maintain awareness of factors impacting implementation of financial literacy within the area we serve, we sponsor Educator Advisory Boards in each of the Eighth District's four zones (defined as the areas in and around St. Louis, Little Rock, Louisville and Memphis). New members in 2016 included

representatives from four OMWI-defined schools\* and one HBCU, bringing OMWI-defined school representation on these boards to 30 percent.

## Successes

The St. Louis Fed's primary focus remains in disseminating quality content and resources to educators, with special attention focused on reaching those from OMWI-defined schools throughout the District. In 2016, the economic education staff worked with teachers and leaders from 86 percent of the 240 OMWI-defined schools in the District through workshops, events, presentations, online programs or information shared via email. Overall, the Bank reached 6,483 educators through face-to-face programming who in turn reached 486,225 students.

We hosted, in cooperation with the Take Charge Today Institute at the University of Arizona, a three-day summer institute for 35 high school personal finance teachers from around the country. Educators from OMWI-defined schools participated in the program and as presenters at the program. In October, we hosted Federal Reserve System Financial Education Day programs for high school teachers in St. Louis, Little Rock and Memphis.

<sup>[1]</sup> Bernanke, Ben. "Statement by Chairman Bernanke on Financial Literacy." Board of Governors of the Federal Reserve System, April 20, 2011.

<sup>[2]</sup> Mishkin, Frederick. "The Importance of Economic Education and Financial Literacy." Board of Governors of the Federal Reserve System, February 27, 2008.

\* OMWI schools are defined as all-girls high schools, majority-minority high schools and/or urban high schools.

## Reaching Out through Education, and Reaching a Milestone

More than 1 million enrollments were attained in 2016 through the St. Louis Fed's Econ Lowdown program, which is used in schools in all 50 states and in several countries. Helping kids understand and apply concepts such as saving, spending, budgeting, decision-making, opportunity cost and more, from early childhood through the teenage years, is an important component of the Bank's role in economic and financial education.

The Econ Lowdown program includes online courses such as "It's Your Paycheck," "Cars, Cards and Currency" and "Credit Cred," which help high school students learn and apply personal finance concepts as they start their first job and earn a paycheck, make decisions such as buying a car, and apply for and build strong credit.

**econlowdown**<sup>®</sup>

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## Student Board of Directors

Year/Class	# of Applications Received	# of Students Selected for the Board	# of OMWI-defined Schools Represented	# of Females	# of Minorities (Including Females)	# Selected for HS Internship	# Converted to College Internships
2012-2013	12	12	5	6	8	4	2
2013-2014	12	12	7	9	10	2	1
2014-2015	14	14	4	7	9	7	2
2015-2016	26	14	3	7	9	8	2
2016-2017	38	16	4	9	11	TBD	TBD

Economic Education staff at the Little Rock Branch worked closely with the South Arkansas Migrant Education Cooperative and the Arkansas Migrant Education Program to provide resources and professional development opportunities for teachers and paraprofessionals, and student programming. Many of the schools in the Migrant Cooperative are designated as OMWI schools. Staff have participated in events at which they demonstrated the use of Bank personal finance resources, made personal finance presentations at regional and state conferences for educators, and most recently, presented at the 2016 Southwest Arkansas Migrant Student Association Annual Conference.

The St. Louis Fed continued working with the St. Louis Public Schools, the largest OMWI-defined school district in the area, to host meetings and to conduct on-site professional development for social studies, business and personal finance teachers. Economic Education staff developed a partnership with the Ferguson-Florissant School District in St. Louis County. We hosted Ferguson-Florissant School District leadership at the Bank, created personal finance presentations to be delivered at district PTO/PTA meetings,

and worked with Bank leadership to start an AP econ project. Three high school teachers interested in teaching AP econ were identified—one from each of the school district's three high schools. Economic Education staff will work closely with these three teachers and staff from the College Board to prepare the teachers to implement AP macroeconomics and personal finance courses in the 2017-2018 school year. This program will offer students in the Ferguson-Florissant district an opportunity to enhance their college applications with enrollment in AP courses. It also affords these students the opportunity to gain college credit while in high school at a much-reduced cost.

In order to reach those who are training to become teachers, Economic Education staff have established relationships with colleges of education at several HBCUs as well as other colleges and universities. In 2016, Memphis Economic Education staff worked with pre-service educators at Mississippi Valley State University, Lane College and LeMoyne-Owen College. St. Louis staff worked with pre-service educators at Harris-Stowe State University and Southern Illinois University-Edwardsville. Staff made presentations and con-

### Student Board of Directors Launches Fifth Year

The St. Louis Fed's Student Board of Directors entered its fifth year. Sixteen new members were selected to serve on the 2016-2017 board. That brings the total number of high school seniors who have served on the board to 68 since the program's inception.

During their monthly meetings, student board members participate in sessions designed to help them more fully understand the economy, the Federal Reserve and personal finance. They participate in online courses prior to meetings and face-to-face discussion with Economic Education staff as well as many others from various divisions in the Bank.

Of the 52 members who served on the first four boards, 21 have returned to the Bank and completed high school internships. In addition, nearly 70 percent are pursuing post-secondary degrees in the fields of economics, business, finance, math or engineering.



ducted workshops for students in the education program by providing personal finance content and activities as well as spotlighting resources available on the Bank's educator portal, econlowdown®, for teaching personal finance. The feedback from faculty and students has been extremely positive. The students learn personal finance content that is valuable for them and also learn how they might teach that content in classrooms when they graduate.

The St. Louis Fed Economic Education staff also engages in other work with colleges and universities, including HBCUs. Each fall, staff at the Louisville Branch provide A Day with the Fed at Kentucky State University (KSU). Louisville staff repeated the event in 2016 at the newly named HBCU, Simmons College of Kentucky. Economic Education staff from Louisville and Little Rock teamed with Jefferson Community and Technical College (JCTC) to help the college make financial literacy and empowerment a central strategic goal by providing financial literacy curriculum and training. Through the partnership with the Bank, and based on the research work of economic education staff, JCTC won the national Community College Financial Empowerment Award (and \$25,000), presented by Achieving the Dream and One Main Financial for its efforts to help students improve their financial literacy skills.

In addition to face-to-face programming, teachers use econlowdown® to enroll students in online courses and videos. In 2016, there were more than 1 million enrollments in online courses and videos through the educator portal, of which 19 percent (191,000) were from OMWI-defined schools and enrolled in personal finance courses and videos. One of our online courses in the portal, Soar to Savings, covers the importance of personal savings to individual savers and to the economy as a whole. Research completed on students from 34 OMWI-defined schools who completed the Soar to Savings course shows that scores increased by 51.6 percent from pretest to post-test.

The St. Louis Fed's Student Board of Directors Program completed its fourth year in May 2016. In August our fifth cohort began the program. Members of the student board serve as liaisons between St. Louis area schools and the St. Louis Fed. During their year on the board, students meet at the Bank to discuss issues related to economics and personal finance and to hear speakers discuss topics ranging from leadership development to career planning and progression. These students also have the opportunity to apply for summer internships at the Bank. The table on Page 15 provides data related to the first five student boards. The St. Louis Fed's influence on former student board members is evidenced by their choice of college majors. A survey conducted of former members revealed that nearly 70 percent are pursuing post-secondary degrees in the fields of economics, business, finance, math or engineering.

## Community Partnerships

The St. Louis Fed's focus on bringing financial literacy to young people extends to the programs and partnerships formed within the communities it serves. During 2016, we

continued partnerships with the UMSL Bridge Program, the St. Louis Internship Program (SLIP) and the YMCA. These community-based, youth-serving organizations provide services to students within the Bank's OMWI-defined schools. The outreach targeted students, principals, teachers and school counselors, as well as organizations that focus on college and career readiness. Our personal finance program with SLIP included 90 students from OMWI-defined schools who attended sessions on responsible use of credit, financing college and budgeting. The staff also taught special sessions in personal finance for 30 students from OMWI-defined schools who attended the Saint Louis University Summer Scholars program. In addition, the St. Louis Fed presented its enhanced YMCA Youth in Government Program to attendees of the Council on Economic Education/National Association of Economic Educators annual meeting.

## Challenges

The St. Louis Fed's economic education initiatives continued to experience two main challenges:

- Schools face tighter budget constraints, which reduce their ability to pay for substitutes. This makes it difficult for teachers to attend professional development programs during the school day.
- Frequent changes in school district leadership make it difficult for Fed staff to maintain cohesive relationships and outreach momentum.

## Next Steps

The St. Louis Fed's Financial Literacy Plan focuses on maintaining the breadth of its outreach while increasing the depth of its financial education outreach by:

- Implementing an AP economics plan in the Ferguson-Florissant School District so that a year-long AP macroeconomics and personal finance course is available in Ferguson-Florissant high schools for the 2017-2018 school year.
- Continuing to offer the Student Board of Directors program and increasing the number of applications received with emphasis on applications from OMWI-defined schools.
- Expanding financial literacy to serve OMWI students with community-based programs (e.g., YMCA, SLIP, UMSL Bridge Program).
- Participating in Federal Reserve System Financial Education Day—a System-wide program on Federal Reserve financial education resources in October.
- Engaging members of the Bank's employee resource groups in delivery of financial education programs.
- Expanding outreach to OMWI-defined schools via our econlowdown® teacher portal, which allows us to provide student instruction via online courses and videos.



## Empowering through Education

Knowledge about economics, money, banking and personal finance fosters a stronger economy. The St. Louis Fed's economic education staff seeks to make a difference by reaching out to K-16 educators and their students with a variety of economic and financial education resources and programs, including videos, podcasts, online courses, lesson plans, interactive whiteboard applications, conferences and websites. Many materials are also available in Spanish.

**?** **Did you know?**  
 In 2016, enrollment for Econ Lowdown's online courses and videos topped 1 million for the first time in a calendar year.

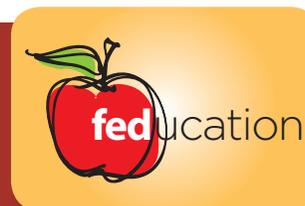
See what you can find at [stlouisfed.org/education](http://stlouisfed.org/education)

- Econ Lowdown, the St. Louis Fed's **FREE** source for award-winning, pre-K to college economic and personal finance education resources.
- NEW Kiddynamics: An Economics Curriculum for Young Learners uses children's books, songs and school readiness activities to introduce basic concepts such as saving and spending.



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**PAGE ONE**  
**Economics**  
 Classroom Edition Newsletter



# Conclusion

The culture at the St. Louis Fed continues to focus on diversity and inclusion with the understanding that there are inherent strategic advantages to building a rich collection of diverse backgrounds and points of view. We promote respect and integrity in everything we do and strive to achieve a fully inclusive and equitable environment where employees are able to learn, grow and succeed.

The Bank's commitment to diversity and inclusion is ongoing and continues to evolve. The OMWI works with leaders and staff throughout the Bank to embed diversity and inclusion into everything we do. Our emphasis on diversity and inclusion fosters an environment where a variety of experiences, perspectives and ideas are valued as our core strategic advantage. These efforts help influence policies and practices in management, employment and business activities.

As we reflect on our sixth year since implementing the OMWI, we see the results of our focused efforts to become a more diverse and inclusive workplace. We will continue to examine ways we can enhance our existing programs while considering new ways to support this commitment. The Bank, with the full support of its senior leadership, will continue to place a high priority on achieving more diversity and inclusion by implementing the following steps:

- Enhance and execute the Bank's diversity recruiting strategy to ensure that women and minorities are well represented in the applicant pool.
- Partner with technical and professional organizations that focus on women and minorities as members.
- Educate hiring managers on their role in supporting diversity recruiting efforts.
- Focus on strategic workforce planning across the organization.
- Further leverage our ERGs, Diversity and Inclusion Council and Diversity Advisory Group to drive a culture of inclusion.
- Explore additional opportunities to partner with councils and development agencies that focus on MWBEs.
- Actively participate in local, regional and national supplier diversity outreach events.
- Develop relationships with current and new minority- and women-owned suppliers and educate them on how to do business with the Fed.
- Investigate opportunities to expand outside of the local and regional area to engage and increase MWBE participation and selection.
- Expand outreach efforts and partnerships to ensure we are moving our supplier diversity efforts to also include additional diverse advocacy groups and chambers of commerce.
- Develop ongoing quarterly minority supplier workshops.
- Enhance/develop current GFE process into an augmented automated tool.
- Implement the AP economics plan in the Ferguson-Florissant School District so that a year-long AP macroeconomics and personal finance course is available in Ferguson-Florissant high schools for the 2017-2018 school year.
- Offer the Student Board of Directors program and increase the number of applications received with emphasis on applications from OMWI-defined schools.
- Expand financial literacy to serve OMWI students with community-based programs (e.g., YMCA, SLIP, UMSL Bridge Program).
- Participate in Federal Reserve System Financial Education Day—a System-wide program on Federal Reserve financial education resources in October.
- Engage members of the Bank's employee resource groups in delivery of financial education programs.
- Expand outreach to OMWI-defined schools via our econlowdown® teacher portal, which allows us to provide student instruction via online courses and videos.



## Human Rights Campaign: Best Places to Work Corporate Equality Index Award

The St. Louis Fed has received another honor to recognize the organization's strong culture. The Human Rights Campaign has honored the Bank with the 2017 Best Places to Work Corporate Equality Index Award. The Bank received a perfect score of 100 in the Corporate Equality Index, known as the national benchmarking tool on corporate policies and practices pertinent to LGBTQ employees.

## Appendix A

# EEO-1 Job Groups

The seven EEO classifications used by the Bank are described below. These groups are based upon the guidance provided by the Equal Employment Opportunity Commission (EEOC).

### **Executive/Senior-Level Officials and Managers**

Individuals who plan, direct and formulate policies, set strategy and provide the overall direction of enterprises/ organizations for the development and delivery of products or services, within the parameters approved by boards of directors or other governing bodies. Residing in the highest levels of organizations, executives plan, direct or coordinate activities with the support of subordinate executives and staff managers. They include, in larger organizations, those individuals within two reporting levels of the CEO, whose responsibilities require frequent interaction with the CEO. In the Bank, this group includes the president, first vice president, executive vice presidents, senior vice presidents and the OMWI director.

### **First/Mid-Level Officials and Managers**

Individuals who serve as managers, other than those who serve as executive/senior level officials and managers, including those who oversee and direct the delivery of products, services or functions at group, regional or divisional levels of organizations. These managers receive directions from the executive/senior level management and typically lead major business units. They implement policies, programs and directives of executive/senior management through subordinate managers and within the parameters set by executive/senior-level management.

The first/mid-level officials and managers subcategory also includes those who report directly to middle managers. These individuals serve at functional, line-of-business segment or branch levels and are responsible for directing and executing the day-to-day operational objectives of an organization, conveying the directions of higher-level officials and managers to subordinate personnel and, in some instances, directly supervising the activities of exempt and nonexempt personnel.

Examples of these positions in the Bank include group vice presidents, vice presidents, assistant vice presidents, senior managers, managers, assistant managers, coordinators with direct reports and supervisors.

### **Professionals**

Most jobs in this category require bachelor or graduate degrees and/or professional certification. In some instances, comparable experience may establish a person's qualifica-

tions. Due to the large number of professional positions in the Bank, this group has been broken down for further analysis into the following groups:

Accountants, Auditors, Attorneys and Examiners

Economists (including research analysts, associates and support coordinators)

Professional Generalists (examples include analysts, coordinators, editors, graphic designers, instructional staff, librarians and specialists not otherwise classified)

Automation Professionals (examples include automation specialists, data professionals, programmers, systems consultants, technical architects and web designers)

### **Administrative Support Workers**

These jobs involve nonmanagerial tasks providing administrative and support assistance, primarily in office settings. In the Bank, examples of positions in this group include administrative assistants, group leaders, production clerks and technicians.

### **Technicians**

Most jobs in this category include activities that require applied scientific skills, usually obtained by post-secondary education of varying lengths, depending on the particular occupation, recognizing that in some instances additional training, certification or comparable experience is required.

Examples of these types of positions include: broadcast and sound engineering technicians, drafters, emergency medical technicians and chemical technicians.

### **Craft Workers**

Most jobs in this category include higher-skilled occupations in construction (building trades craft workers and their formal apprentices) and natural-resource extraction workers. Examples include building technicians, mechanics, operating engineers and painters.

### **Service Workers**

Jobs in this category include food service, cleaning service, personal service and protective service activities. Skills may be acquired through formal training, job-related training or direct experience. In the Bank, this group has been divided into two groups, which are Service Worker-Guards and Service Workers (including building attendants and garage attendants).

## Appendix B

# EEO-1 Consolidated Report

(as of Dec. 31, 2016)

Job Categories	Hispanic or Latino		Not Hispanic or Latino										TOTAL					
	Male	Female	Male					Female										
			White	Black or African-American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races	White	Black or African-American	Native Hawaiian or Pacific Islander	Asian		American Indian or Alaskan Native	Two or More Races			
Executive/Senior Officials & Managers	0	0	7	0	0	0	0	0	0	0	5	1	0	0	0	0	0	13
First/Mid Officials & Managers	4	6	126	15	0	7	0	0	0	75	17	0	0	0	7	0	0	257
Professionals	12	9	386	45	0	37	1	0	0	260	76	0	0	0	19	1	0	846
Technicians	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	2
Administrative Support	0	0	12	9	0	0	0	0	41	34	0	0	0	0	0	1	0	97
Craft Workers	0	0	16	4	0	0	0	0	0	0	0	0	0	0	0	0	0	20
Service Workers	0	0	33	25	0	0	0	0	4	8	0	0	0	1	0	0	0	71
<b>TOTAL</b>	<b>16</b>	<b>15</b>	<b>581</b>	<b>98</b>	<b>0</b>	<b>45</b>	<b>1</b>	<b>0</b>	<b>385</b>	<b>136</b>	<b>0</b>	<b>27</b>	<b>2</b>	<b>0</b>	<b>1306</b>			

The EEO-1 Consolidated Report is generated annually and submitted to the Equal Employment Opportunity Commission in September of each year. The EEO-1 data contained in the chart is a snapshot of the distribution of Bank personnel for the Eighth District within applicable EEO-1 job categories by race and gender. See Appendix A for explanations of the EEO-1 job categories contained within the chart.

Appendix C

# OMWI Core Metrics 2016

## Federal Reserve Bank of St. Louis

Category	Description	Measure	2012	2013	2014	2015	2016
Workforce Diversity	Senior Executives	<b>Total #</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>13</b>
		% Minorities	9%	0%	0%	0%	8%
		% Women	36%	45%	45%	42%	46%
	Mid-Level Managers	<b>Total #</b>	<b>197</b>	<b>201</b>	<b>219</b>	<b>237</b>	<b>257</b>
		% Minorities	19%	18%	20%	22%	22%
		% Women	41%	38%	40%	41%	41%
	Professionals	<b>Total #</b>	<b>563</b>	<b>618</b>	<b>680</b>	<b>775</b>	<b>846</b>
		% Minorities	22%	22%	21%	23%	24%
		% Women	46%	45%	44%	43%	43%
	Total External Hires	<b>Total #</b>	<b>136</b>	<b>135</b>	<b>174</b>	<b>200</b>	<b>190</b>
		% Minorities	30%	24%	26%	37%	32%
		% Women	46%	39%	38%	40%	45%
	Total Interns	<b>Total #</b>	<b>28</b>	<b>27</b>	<b>26</b>	<b>33</b>	<b>36</b>
		% Minorities	54%	59%	46%	48%	44%
		% Women	39%	56%	58%	33%	39%
	Overall Bank Turnover Rate	%	<b>10.5%</b>	<b>9.6%</b>	<b>8.3%</b>	<b>8.4%</b>	<b>7.8%</b>

Category	Description	Measure	2012	2013	2014	2015	2016
Supplier Diversity	Total Reportable Spend	<b>\$ (millions)</b>	<b>\$42.82</b>	<b>\$43.66</b>	<b>\$45.95</b>	<b>\$54.36</b>	<b>\$45.83</b>
	Total Diverse Spend <sup>1</sup>	\$ (millions)	\$5.13	\$8.78	\$13.36	\$13.43	\$7.35
		%	12.0%	20.2%	29.1%	24.7%	16.0%
	Minority-owned <sup>2</sup>	<b>\$ (millions)</b>	<b>\$1.19</b>	<b>\$2.60</b>	<b>\$4.27</b>	<b>\$4.31</b>	<b>\$3.92</b>
		%	2.8%	6.0%	9.3%	7.9%	8.5%
	Minority-owned (men)	<b>\$ (millions)</b>	<b>\$0.81</b>	<b>\$1.85</b>	<b>\$3.29</b>	<b>\$3.16</b>	<b>\$2.23</b>
		%	1.9%	4.2%	7.2%	5.8%	4.9%
	Minority-owned (women)	<b>\$ (millions)</b>	<b>\$0.38</b>	<b>\$0.74</b>	<b>\$0.98</b>	<b>\$1.15</b>	<b>\$1.69</b>
		%	0.9%	1.7%	2.1%	2.1%	3.7%
	Women-owned <sup>2</sup>	<b>\$ (millions)</b>	<b>\$4.32</b>	<b>\$6.92</b>	<b>\$10.07</b>	<b>\$10.27</b>	<b>\$5.12</b>
		%	10.1%	15.8%	21.9%	18.9%	11.2%
	Women-owned (non-minority)	<b>\$ (millions)</b>	<b>\$3.94</b>	<b>\$6.18</b>	<b>\$9.09</b>	<b>\$9.12</b>	<b>\$3.43</b>
		%	9.2%	14.2%	19.8%	16.8%	7.5%
	Women-owned (minority)	<b>\$ (millions)</b>	<b>\$0.38</b>	<b>\$0.74</b>	<b>\$0.98</b>	<b>\$1.15</b>	<b>\$1.69</b>
		%	0.9%	1.7%	2.1%	2.1%	3.7%

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

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

Appendix C (continued)

## OMWI Core Metrics 2016

### Federal Reserve Bank of St. Louis

		2016
<b>Financial Literacy<sup>1</sup></b> Programs: <ul style="list-style-type: none"> <li>• Teacher-centric</li> <li>• Student-centric</li> <li>• Hybrid</li> </ul>	Number of OMWI students reached in-person and on-line <sup>2</sup>	191,807
	Number of OMWI educators reached in-person and on-line <sup>3</sup>	304
	Number of OMWI students reached through educators <sup>4</sup>	22,800

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

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

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

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





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