



FEDERAL RESERVE BANK *of* ST. LOUIS  
CENTRAL TO AMERICA'S ECONOMY®

# Office of Minority and Women Inclusion

2019 ANNUAL REPORT TO CONGRESS



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**On the cover:** The St. Louis Fed again earned the Human Rights Campaign Corporate Equality Index Best Places to Work distinction in 2019. The Bank uses the logo on Eighth District job postings.

# 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 efforts.

Our 2019 Office of Minority and Women Inclusion (OMWI) Congressional Report 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 2019.

A handwritten signature in black ink, appearing to read "J. Bullard". The signature is written in a cursive, professional style.

James Bullard  
President and CEO



## Executive Summary

Established pursuant the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 (the Dodd-Frank Act), the Bank's 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.

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 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 St. Louis Fed staff and vendors reflect the environment in which the Bank does business.

This annual report details specific work and progress made during the reporting period. Assessment of inclusion programs in entities regulated by the Federal Reserve System is the responsibility of the Board of Governors of the Federal Reserve System and therefore is not addressed in this report.

# Overview of the Bank

Since its establishment by an act of Congress in 1913, the Federal Reserve System has made it a primary goal to foster a sound financial system and a healthy economy. To advance this goal, the Federal Reserve Bank of St. Louis (the St. Louis Fed or the Bank) and the other regional Federal Reserve banks help formulate monetary policy; supervise banks, bank holding companies and certain other entities; 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.

## The Eighth District

The mission of the St. Louis Fed is to promote a healthy economy and financial stability through:

- pursuing maximum employment, stable prices and moderate long-term interest rates;
- ensuring the safety and soundness of the nation's banking and financial system and protecting the credit rights of consumers;
- maintaining the 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 Eighth Federal Reserve District includes all of Arkansas as well as eastern Missouri, southern Illinois, southern Indiana, western Kentucky, western Tennessee and northern Mississippi. Branch offices are located in Little Rock, Louisville and Memphis.

The St. Louis Fed is committed to improving workforce diversity at all levels of the organization because having a diverse staff strengthens the Bank and the communities it serves. The Bank continues to strengthen its workforce diversity outreach, focusing efforts on its recruitment program as well as enhancing onboarding and professional development offerings. The Bank continues to attend and support national diversity recruiting fairs, provide internship opportunities, strengthen relationships with Historically Black Colleges and Universities (HBCUs), incorporate diversity and inclusion training for new employees and leaders, and encourage participation in employee resource groups (ERGs). Diversity efforts include ensuring that the membership of the District's boards of directors are diverse and representative of their region. The Bank's current Board of Directors began its term on Jan. 1, 2020. Of the nine members at the head office, four are white females and two are minority females. The St. Louis Fed also has three branch boards that consist of 21 directors. Of these, four are white females, two are minority females, and three are minority males.

## Regional Geography

**The Eighth District covers a portion of the Midwest and Mid-south regions. The Bank has offices in St. Louis (headquarters), Memphis, Little Rock and Louisville. 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.**



**Douglas Scarboro**  
Regional Executive  
Senior Vice President  
Memphis Branch



**Robert A. Hopkins**  
Regional Executive  
Senior Vice President  
Little Rock Branch



**Nikki R. Lanier**  
Regional Executive  
Senior Vice President  
Louisville Branch

## Unique District Activities and System Responsibilities

The St. Louis Fed is an international leader in providing online economic and financial information. The Bank's Federal Reserve Economic Data service, or FRED®, was created and is maintained by the Bank's Research Division. FRED 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 Federal Reserve System initiatives.

## **2019 ACTIVITIES AND ACCOMPLISHMENTS**

- The St. Louis Fed received a perfect score on the Human Rights Campaign Equality Index for the fourth consecutive year.
- The Banks' Supplier Diversity coordinator received two awards, Diversity Hero and Advocate of the Year, for going above and beyond to spread awareness and assist minority- and women-owned businesses.
- Two employee resource groups (ERGs) were newly formed in 2019, Mi Gente (Hispanic/Latino employees) and a Disability ERG.
- The second Women in Economics Symposium drew more than 150 women from 19 universities across nine states.
- A total of 80 students from OMWI-defined schools attended the personal finance program with the St. Louis Internship Program.
- Nearly 100 professors from more than 70 colleges and universities nationwide attended the St. Louis Fed's annual Professor's Conference, which is aimed to improve economics in college classrooms.
- Partnerships with Native Tribes in coordination with other Reserve banks have reached educators and other representatives in 10 tribes.
- For the fifth consecutive year, the St. Louis Fed participated in St. Louis PrideFest.
- Supplier Diversity demonstrated to small businesses the importance of having EEO statements visible to their employees and the public, assisted with policy and handbook updates to use more inclusive language, and provided tips on recruiting diverse candidates.
- Video vignettes on resume writing tips and techniques were produced in English and Spanish for the Hispanic Chamber of Commerce and were shared with a local school district.
- The Human Resources department and other Bank staff attended training about mental illness and disabilities in the workplace.

# Workforce Diversity and Inclusion

## Workforce Diversity

The Bank is committed to building a diverse and inclusive work environment. In 2019, the Bank continued efforts to attract and recruit potential employees from a diverse candidate pool while developing current employees and enriching their career experience. In support of this commitment, the Bank's strategic direction, core values and workforce planning are designed to provide opportunities for minorities and women. Building a diverse leadership pipeline is a critical component of the Bank's OMWI strategy.

The St. Louis Fed's staff reflects a diverse employee population when compared to relevant job groups (e.g., professionals, mid-level managers and senior executives) in the St. Louis Metropolitan Statistical Area (MSA). In 2019, the St. Louis Fed workforce was 26% minority and 42% women. A comparison of the majority of the Bank's workforce (i.e., professionals, mid-level managers and senior executives) revealed that the overall representation of women is similar to MSA levels and that representation of minorities exceeds MSA levels (as reported in the 2010 U.S. Census EEO data for the MSA).

Of the 125 employees hired externally by the Bank in 2019, minorities accounted for 34% and women 32%. Of the 31 employees promoted within the official ranks, 40% were minority and/or women, and of the 154 promotions

Bank-wide, 60% were minority and/or women. Minority and women representation in officer positions remained generally steady at 20% and 40%, respectively.

## Recruiting

The St. Louis Fed executes a comprehensive diversity and inclusion recruiting strategy in support of building an inclusive workplace, where differences—in gender, race, age and ethnicity, as well as in cultural traditions, religion, life experiences, education, sexual orientation, gender identity and expression, and socioeconomic backgrounds—are recognized as strengths. This strategy focuses on building strategic relationships through internal and external avenues, training managers and recruiters on minimizing unconscious bias, and growing talent within the organization.

Other tactics include nurturing partnerships with diverse professional organizations, expanding relationships with HBCUs, and encouraging alumni participation in college recruiting.

In support of the diversity recruiting strategy, candidate pools are monitored for the inclusion of women and minorities. Recruiters continue to ensure a wide variety of diversity in their candidate pools through proactive sourcing techniques. To decrease unconscious bias, candidate

## St. Louis Fed Workforce Representation

EEO Category	Total	% Minority	Availability: STL MSA 2010 Census	% Female	Availability: STL MSA 2010 Census
<b>Executive/Senior-level Officials</b>					
Officer: Senior Vice President to President	14	14.30%	10.60%	28.60%	36.80%
<b>First/Mid-level Officials and Managers</b>					
Officer: Officer to Vice President	76	15.80%	10.60%	46.10%	36.80%
Management: Senior Manager & Manager	135	18.50%	12.00%	40.00%	43.00%
Management: Assistant Manager & Supervisor	29	34.50%	12.00%	34.50%	43.00%
<b>Professional Staff</b>					
Accountant, Auditor, Attorney & Examiner	138	20.30%	13.10%	41.30%	51.80%
Economist	42	38.10%	26.80%	31.00%	33.40%
Professional Generalist	305	21.00%	13.00%	63.60%	51.90%
Automation Professional	385	27.50%	20.10%	26.80%	24.40%
<b>Administrative Support Workers and Craft Workers</b>					
Administrative Support Worker	88	35.20%	21.30%	81.80%	79.90%
Craft Worker	15	26.70%	17.60%	0.00%	4.80%
<b>Service Workers</b>					
Service Worker – Guard	42	19.00%	42.50%	11.90%	22.60%
Service Worker	8	50.00%	38.60%	50.00%	33.90%

## Memphis Branch Workforce Representation

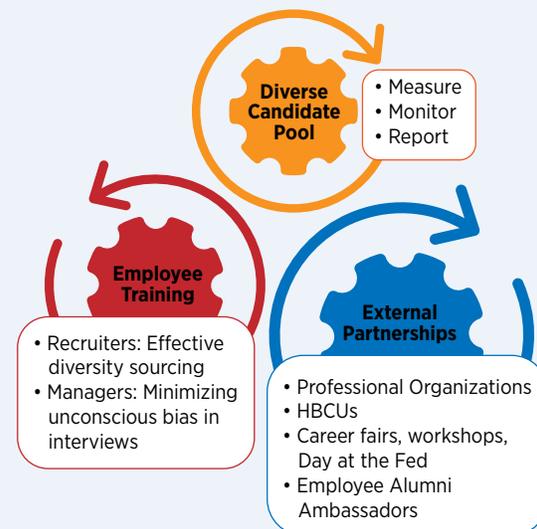
EEO Category	Total	% Minority	Availability: Memphis MSA 2010 Census	% Female	Availability: Memphis MSA 2010 Census
<b>Executive/Senior-level Officials</b>					
Officer: Senior Vice President to President	1	100.00%	12.80%	0.00%	22.40%
<b>First/Mid-level Officials and Managers</b>					
Officer: Officer to Vice President	2	0.00%	17.20%	0.00%	23.90%
Management: Supervisor-Manager	11	72.70%	21.30%	27.30%	24.80%
<b>Professional Staff</b>					
Professional Generalist	17	29.40%	18.40%	47.10%	33.20%
<b>Administrative Support Workers and Craft Workers</b>					
Administrative Support Worker	23	78.30%	39.50%	52.20%	92.90%
Craft Worker	3	33.30%	48.40%	0.00%	5.40%
<b>Service Workers</b>					
Service Worker – Guard	20	75.00%	72.20%	10.00%	29.50%
Service Worker	2	100.00%	74.80%	100.00%	39.90%

identifiers such as name and address are removed from resumes before being presented to a hiring manager. Managers make selections for interviews based solely on experience and skills. Recruiters also present salary offers to hiring managers, and withhold previous salary for candidates, to counteract the potential of historical pay disparity for women and minorities.

Final candidates for pipeline positions are interviewed by a panel of Bank employees who have been trained on behavioral interview techniques. The panelists are selected by both the hiring manager and Human Resources to ensure that the panel is diverse and well-rounded. This allows for a more consistent interviewing experience for candidates and the opportunity to assess for leadership potential across the District while enhancing overall hiring recommendations.

Some of these recruiting tactics result from the Bank's Talent Acquisition team's efforts to seek out and participate in educational opportunities to increase the number of diverse candidates. At the conclusion of 2019, 100% of recruiters had completed the AIRS Diversity Recruiter certification program. 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. Additionally, a member of the Talent Acquisition team obtained the Society for Human Resource Management (SHRM) Foundation's Veterans at Work Certificate.

## Recruiting Strategy



### **External Partnerships**

In 2019, the Bank invited multiple local professional networks to informational events and workshops, offered use of Bank facilities for meetings, and facilitated mock interviews to demonstrate the mutual value of the partnership. Employee resource group (ERG) members networked with these diverse organizations and other partners through monthly meetings, receptions, and employment or potential vendor referrals to solidify the connection with these external networking groups.

In partnership with these groups, job opportunities are posted to their respective job boards, which broadens the potential for reaching specialized and diverse talent.

### **Outreach Programs**

During 2019, the Bank continued its partnership with the Hispanic Chamber of Commerce (HCC), Women in Economics, Black Data Processing Associates (BDPA), the National Black MBA Association (NMBBAA), the Independence Center, Paraquad, Prospanica, RecruitMilitary, Scott Air Force Base and LaunchCode, among others. The Bank continues its membership with the St. Louis Business Diversity Initiative and the Missouri Business Leadership Network (MOBLN), which is dedicated to fostering relationships between employers and candidates with disabilities.

The Bank has produced video vignettes in both English and Spanish for the HCC and included resume writing tips and techniques. Bank recruiters also provided interview training workshops in Spanish to Hispanic Chamber members and students of the Rockwood School District. The workshop provided an overview of behavioral-based interviewing and an opportunity for Hispanic Chamber members and Rockwood students to practice with Bank recruiters.

ERG members have helped reinforce relationships with diverse organizations, promote career fairs and network with external partners for referrals. The Asian ERG conducted an outreach event to promote St. Louis Fed careers to the St. Louis Asian community. In June, Bank employees participated and marched in St. Louis PrideFest. This partnered approach with Talent Acquisition, Public Affairs and Central Pride, the Bank's LGBTQ+ ERG, is designed to build public outreach, branding and recruiting. More than 100 Bank employees also participated in the creation of a Human Pride flag, which was featured on the Bank's Instagram account and was subsequently picked up by the local Human Rights Campaign on its Instagram account.

### **Diversity Talent Partners**

The Bank's HR Talent Acquisition team sponsored a Bank-wide lunch and learn to explore strategies for engaging LaunchCode in various business areas across the Bank. LaunchCode creates pathways for driven people who are seeking careers in technology. It assists job seekers entering the tech field by providing accessible education, training and paid apprenticeship job placement. Since the program's inception in 2015, the Bank has hired 17 LaunchCode candidates, of which 24% are minority, 35% are female and 18% are female minority.

In 2019, the St. Louis Fed partnered with the Independence Center, a rehabilitation program for adults in the St. Louis area with mental illnesses, to educate the HR department as well as Bank staff about mental illness in the workplace. The Independence Center has a Transitional Employment program, which provides a meaningful path to employment by placing members in part-time jobs, lasting approximately six months, with partnering organizations. Last year, Human Resources hired two temporary employees through this program.

## **External Partnerships with Professional Organizations, Diverse Networks and Talent Suppliers**

1. Asian Chamber of Commerce
2. Black Data Processing Associates (BDPA)
3. Diversity Awareness Partnership (DAP)
4. Focus St. Louis
5. Hispanic Chamber of Commerce (HCC)
6. Independence Center
7. INROADS
8. International Institute/St. Louis Mosaic Project
9. LaunchCode
10. Lean in
11. Mid-States Minority Development Council (MSMDC)
12. Missouri Business Leadership Network (MOBLN)
13. National Black MBA Association (NMBBAA)
14. National Association of Women's Business Owners
15. National Minority Supplier Development Council (NMSDC)
16. NPower
17. Out and Equal
18. Paraquad
19. Pride STL
20. Prospanica
21. Recruit Military
22. St. Louis Business Diversity Initiative
23. St. Louis Chamber of Commerce
24. St. Louis D&I Consortium
25. St. Louis Internship Program (SLIP)
26. Urban League of Metropolitan St. Louis
27. Women's Business Enterprise National Council (WBENC)
28. Women in Insurance and Financial Services

A collaborative partnership with NPower Inc. was successfully established, which resulted in placement of an intern in the Bank's ITS department. NPower Inc. is a national 501(c)3 organization that provides training to veterans and young adults from underserved communities for careers in information technology. NPower is piloting St. Louis Fed financial literacy resources in its St. Louis-area programs and is considering expanding the pilot to programs across the country.

Finally, Paraquad conducted department-wide training for HR staff and other Bank employees. Paraquad promotes inclusion for people with disabilities in St. Louis and around the world. During the training, HR staff participated in guided discussions such as Overview of the Americans with Disabilities Act, person-first language, disability etiquette and service animal awareness, along with technological and physical accessibility considerations. Person-first language emphasizes the person first, not the disability.

As a result of these partnerships, the Bank hired 10 employees from its Diverse Talent Partners—seven from LaunchCode, two from the Independence Center and one from NPower.

### **Colleges and Universities**

Campus outreach efforts continue to build upon relationships with colleges and universities, including HBCUs. For example, recruiters targeted career fairs and offered expert sessions at Jackson State University, Harris-Stowe State University, the University of Arkansas at Pine Bluff and Florida A&M University, among others. Recruiters conducted mock interviews and resume-writing workshops, career-development workshops and Bank informational Q&A sessions. These additional offerings help strengthen the Bank's relationships with colleges and universities while providing value to student participants.

During the fall of 2019, the Bank's College Ambassador Program provided support to recruiting efforts with educational institutions as well as student organizations. Campus ambassadors are Bank employees who travel to campus job fairs, information sessions and workshops to spread the message about internships and entry-level roles at the Bank. These employees are often alumni of the universities where the job fairs and workshops are held. This year, campus ambassadors were on site for 65% of the Bank's college recruiting events.

Campus ambassadors also provided direct support for the Bank's annual Day at the Fed by delivering presentations and networking with those in attendance. The Bank's annual Day at the Fed workshop was attended by 56 students (34% minority, 39% female), representing 12 different universities, including two HBCUs. The workshop allows students to envision themselves in a professional work environment while working alongside active Bank interns. Nearly 40 Bank staff supported the event by conducting educational sessions and networking with attendees. Six students were offered internships at the close of the event, a testament to its success.

### **Intern Program**

The Bank's summer intern program is designed to deliver career development workshops and professional experience for students while building an entry-level pipeline of talent for the Bank. In 2019, the Bank hired 35 college interns, of whom 66% were female and 34% were minority students. In addition, five interns returned to build on their previous experiences with the Bank's intern program, and three interns were hired into permanent roles at the end of the program.

The 2019 program provided interns with job training opportunities and professional development workshops that showcased topics that included: interviewing and resume writing, presentation skills, stages of team development, and virtual meeting etiquette. For the third consecutive year, the Dynamic Vocational Autobiographies series (Dynamic VOCab) was offered in which Bank leaders shared their life stories.

In 2019, the intern mentoring program was refreshed using a group-based approach to help interns navigate the culture of the Bank while building relationships. In addition, interns attended weekly educational and networking sessions with key business areas. Employees and leaders from each business area presented an overview of their department's role and responsibilities within the Bank, followed by a networking opportunity with other employees from the business area.

### **The Bank Partners with These Colleges and Universities**

- Florida A&M University (HBCU)
- Harris-Stowe State University (HBCU)
- Jackson State University (HBCU)
- Kentucky State University (HBCU)
- LeMoyne-Owen College (HBCU)
- Morehouse College (HBCU)
- Southern Illinois University
- Saint Louis University
- Tennessee State University (HBCU)
- University of Arkansas-Pine Bluff (HBCU)
- University of Missouri
- Washington University in St. Louis
- Webster University

### **Talent Strategy**

The Bank continues to refine and strengthen its key programs such as strategic workforce planning, workforce analytics, talent management and total rewards strategy to align its practices with the market and support its vision for the workforce of the future. The ability to attract, develop, engage and retain a committed, knowledgeable and diverse workforce is critical to the Bank's ability to successfully execute on its strategic plan. HR's Talent Strategy team has continued to leverage human capital analytics and forecasting while

partnering with business areas and other HR functions to develop strategic workforce plans, talent management training and insights, and create recommendations from feedback such as engagement surveys. For example, the Talent Acquisition team was able to conduct a foundational needs analysis with departments using forecasting trends to determine hiring needs for the upcoming year, and the team plans to revisit department needs annually.

Succession management continues to evolve and mature from talent awareness to an emphasis on strategic planning. Along with ensuring female and minority representation, critical succession needs are met by evaluating leadership recommendations from talent retention and pipeline development perspectives. The Talent Strategy team partnered with Talent Development to pilot a talent management program with one of the Bank's divisions to coordinate staff and leadership training, as well as provide metrics and analysis on topics including diversity, turnover and retirement eligibility rates, and succession and development to support talent management efforts across the division.

## **Talent Development**

The Talent Development team provides opportunities designed to improve employees' skills and increase their knowledge in support of the Bank's core competencies. Course offerings focused on innovation, communication, conflict management, analytical skills, and diversity and inclusion are offered to all employees. The Bank also provided quarterly Connecting Outside the Cube sessions to support participants' capacity to network across the Bank, while also engaging in skill-building exercises designed to strengthen their understanding and knowledge of the Bank.

A new development program, called Managing Your Own Career, was created initially by and for members of the African American ERG (AACTIVE) and has now been implemented Bank-wide. The program originated as a Q&A session with the Bank's first vice president. Due to the favorable response, the Talent Development team provided competency-based job aids to further encourage employees' engagement in their own development and advancement.

### **Leadership Development (LEAD)**

The Bank's leadership development program, Leadership Essentials and Development (LEAD), provides new managers with foundational and practical knowledge of what it means to be a leader at the Bank. In addition to the diversity and inclusion training for new managers, leaders must attend courses that build leadership skills and expand their Bank acumen and peer network. These programs are designed to provide managers with the tools and resources they need to be successful, to support the development of their direct reports, and to provide a foundation for implementing principles of diversity and inclusion as they lead their staff.

## **Diversity and Inclusion Training**

The Bank continues to offer diversity and inclusion education to all employees and has added training to reinforce inclusion and how to advocate for others appropriately. These courses are as follows:

### **New Employees**

New employees participate in a half-day workshop in which they explore their own cultural beliefs while recognizing the value of others with different backgrounds and perspectives.

### **New Managers**

Newly promoted and hired managers participate in a full-day workshop that focuses on the value of others with different backgrounds as well as the manager's leadership role in cultivating an inclusive work environment.

### **Ally Training**

Ally Training is designed to deepen and broaden employees' understanding of diversity and inclusion by teaching them how to turn conceptual principles into action through advocacy and accountability. To date, approximately 60% of the Bank's employees have participated in the voluntary training.

### **Skillful Advocacy**

Employees can apply what they learned in Ally training through Skillful Advocacy sessions. These courses are offered in partnership with the Bank's ERGs. Members share scenarios they personally experienced, and attendees discuss their thoughts and reactions to those scenarios in a group setting.

## **Employee Resource Groups (ERGs)**

The Bank's ERGs are voluntary, employee-driven, Bank-sponsored groups made up of employees with shared characteristics or life experiences, along with their allies. Each ERG is sponsored by a Bank leader who is at the senior vice president level or higher, and membership is open to all Bank employees. Sponsors work closely with ERG leaders to assist with developing and implementing the ERGs' annual strategic plans and ensuring alignment with the Bank's strategic goals. Sponsors provide ERG members an opportunity to work with senior leadership to develop their strategic thinking and interpersonal skills. This relationship provides a direct channel of communication to the Bank's leadership team.

More than 20% of Bank employees are currently members of at least one of the seven ERGs. Two of the ERGs, Mi Gente (Hispanic/Latino employees) and the Disability Employee Resource Group, were formed in 2019, while the other five have continued to mature in their value to the Bank and its employees.

ERGs have delivered a number of learning opportunities designed to expose employees to issues facing their members, thereby enhancing allyship and understanding at the Bank. The Asian ERG conducted programs to evaluate Asian representation in leadership positions at the Bank and

sponsored a System-wide Asian ERG network to share best practices. The Valuing, Inspiring, Empowering Women (VIEW) ERG conducted a Coffee and Conversations networking event

**46% of Bank officers are members of an ERG.**

with female Bank leaders that allowed participants to have 20-minute conversations in small groups about career paths and suggestions for advancement. Central Pride sponsored an LGBTQ+ affirming library exhibit to share published works describing LGBTQ+ history and current issues as part of National Coming Out Day. The Serving, Educating, Reaching Veteran Employees (SERVE) ERG hosted a Memorial Day commemoration to reinforce the purpose of the holiday and acknowledge the service and sacrifice of veterans and current military personnel.

As the ERGs continue to grow and mature, events and discussions have moved beyond awareness and education to encompass advocacy and research. This has driven some groups to call out parallels between their own interests and ongoing Bank economic research.

AACTIVE hosted an event with a researcher from the Bank's Research Division entitled Exploring the Racial Wealth Divide. The discussion focused on racial demographics of wealth in the U.S., whether attainment of a college degree helped level the playing field regardless of race, and highlighted the lasting effects of inherited wealth.

Finally, ERGs are promoting an inclusive environment through Bank policies. As an example, Central Pride assisted with the development of gender-transitioning guidelines for employees.

## Areas of Additional Focus

In the areas of diversity and inclusion, the Bank achieved many successes during 2019. However, the Bank also faced some challenges, including:

- Specialized, highly technical and leadership positions have significant competition for minority and female talent within the Eighth District.
- National unemployment rates remained low, making applicant sourcing more difficult with even lower-than-national-average unemployment rates in the Eighth District.
- Developing an inclusive culture for those working remotely can be challenging due to few opportunities for in-person interactions.

## Looking Forward

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.
- Continue to leverage human capital data to better understand the hiring and talent management processes and identify opportunities to increase diverse representation.
- Further mature strategic workforce planning within the organization to highlight diversity opportunities to business areas.
- Further leverage employee diversity to drive a culture of inclusion.
- Continue to enhance accessibility of training programs as well as technological applications for employees with disabilities.
- Provide transparency and context to Bank employees regarding the Bank's demographic composition and external market availability.

## St. Louis Employee Resource Groups



2019 Employee Resource Group Events



To commemorate Pride Month, St. Louis Fed employees created a human Pride flag on the Bank's plaza.



Bank President James Bullard (front row, center) attended a Q&A session with the Bank's Asian ERG.



Gabriela Cornelius, co-chair of the Bank's Hispanic and Latino ERG, Mi Gente, and her partners demonstrated traditional Mexican dance at the group's kickoff event.



Senior Bank leaders participated in a panel discussion on The Untold Stories of Black Excellence, sponsored by the AACTIVE ERG.



Anna Corbitt, a community relations and events coordinator at Paraquid, shared personal experiences related to her education, job search and career during a Disability ERG meeting.



Historian and U.S. Air Force retiree Dennis Moore discussed the Buffalo Soldiers and their contributions to westward expansion at an event sponsored by SERVE, the Veterans ERG.



Members of the Asian ERG participated in an Allied Voices podcast.



Women from the VIEW ERG discussed their career journeys and the importance of allies for the Bank's first Allied Voices podcast.

# Procurement and Supplier Diversity

The St. Louis Fed's Supplier Diversity Program seeks to identify, educate and assist minority- and women-owned businesses that offer products and services that support the Bank's procurement and corporate objectives. In order to provide an opportunity for all businesses to participate in the procurement process, the Bank's actions include the following: facilitating and building collaborative relationships with business units within the Bank that result in increased use of minority- and women-owned business enterprises for procurements; establishing and maintaining effective communications that heighten awareness and foster participation; and hosting and attending networking events that offer one-on-one vendor matching and technical assistance.

## Strategies

In 2019, the Bank participated in diversity and outreach efforts while integrating supplier diversity best practices into standardized business processes. The Bank continued to focus on communicating and identifying more opportunities for all departments to engage in its supplier diversity efforts through strategic partnerships. The Bank has continued to explore new opportunities to promote an inclusive environment and identify new suppliers to invite into its community outreach and procurement events.



**Supplier Diversity Workshop**

The Bank's Supplier Diversity Workshop has increased outreach activities and made resources such as economic research and market data available for small-, women- and minority-owned businesses, while making them aware of the Bank's community outreach programs. In 2019, additional topics were included in the business programs, including effective use of social media, building personal and business credit, and improving information security.



**Yvonne Sparks, Community Development officer (left), and Monica Buren, Supplier Diversity coordinator, at the 2019 Supplier Diversity Workshop.**

## Outcomes

Supplier Diversity has made positive strides in the region by educating businesses on the benefits of adopting a more inclusive environment. By using the data collected through the Bank's Good Faith Effort Questionnaire (GFE), Supplier Diversity engaged in meaningful dialogue with businesses on how to implement small changes that promote diversity and inclusion within their environment. In some cases, Supplier Diversity demonstrated the importance of having an equal opportunity policy visible to their employees and the public, using inclusive language in their policies and handbooks, and also provided insight on how to better recruit women and minority candidates.

The Supplier Diversity team continues to partner with the Bank's ERGs to educate internal constituents on the goals and strategic objectives of the program while also bringing awareness to current bidding opportunities. Although Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act focuses specifically on the inclusion of minority- and women-owned businesses, the Bank's program has engaged the SERVE and Central Pride ERGs to broaden exposure of bidding opportunities to veteran and LGBTQ+ communities.

The Bank's Supplier Diversity and District Procurement teams will continue to participate in outreach events with local and regional organizations by emphasizing value through education, outreach and targeted contracting opportunities. In addition, the Bank will continue to evaluate memberships in organizations to better connect with relevant minority- and women-owned businesses.



## 2019 Recognitions

**Monica Buren**, Supplier Diversity Program Coordinator

**Diversity Hero:** The St. Louis Small Business Monthly Magazine named Monica a Diversity Hero in January.

**Advocate of the Year:** The Mid-States Minority Supplier Development Council awarded Monica the Advocate of the Year Award in November. This award is presented to an outstanding individual from a council member who has gone above and beyond the call of duty to assist minority-owned business enterprises with procurement opportunities, development opportunities and feedback.

## Areas of Additional Focus

Although the Bank achieved success during 2019, it has identified areas where additional focus is required. These include the following:

- Leverage efficiencies in technology to streamline the competitive bidding process for the Eighth District. Enhancing the bid process will lead to an increase in response rate from all suppliers including minority- and women-owned businesses for Bank procurement opportunities.
- Leverage technology to capture real-time vendor analytics for better monitoring and assessment of the Bank's budget, contracts and spend.
- Improve collaboration between the Bank and the other Reserve banks to improve sharing of supplier information and enhance the categorization of spending.
- Maintain a single repository of current capabilities and contacts for potential suppliers, enabling procurement and key decision makers to quickly identify qualified minority- and women-owned businesses for unique, specialized, nontraditional and/or large-scale acquisitions.

## Looking Forward

To capitalize on the success of the 2019 Supplier Diversity Workshop, the Bank is planning to expand and grow its program offering for 2020. The St. Louis Fed will engage multiple Reserve banks and extend invitations to private companies within the region to participate in the event. This collaboration is intended to increase the number of contracting/bidding opportunities available to attending businesses. Through new constituent involvement, participants will receive additional perspectives and be provided with opportunities to directly communicate with a variety of Reserve bank leaders. To strengthen the value of the workshop and its participant experience, the Supplier Diversity team will continue to monitor and share upcoming contracting opportunities for attendees throughout the year.

The Bank will continue to expand and advance its current pool of diverse suppliers through educating and mentoring leaders and staff. This will be accomplished by recognizing those within the Bank who successfully support the program in a new feature called Supplier Diversity Spotlight. The Supplier Diversity team will also attend business areas' team meetings to highlight objectives and how their areas can support the diversity and inclusion goals.

## Invitation to Supplier Diversity Workshop



You're invited to our biannual **Supplier Diversity Workshop**, where we provide woman- and minority-owned businesses with key tools needed for a successful working relationship with the Federal Reserve Bank of St. Louis and other clients in the community. This outreach initiative aims to build relationships with suppliers and drive positive business results for economic development in our communities by integrating a diverse pool of qualified suppliers.



Vendors will have the opportunity to learn about several upcoming bidding opportunities and meet key personnel from Community Development, Economic education, Facilities, HR and Procurement. We'll serve refreshments at this business casual event.

**WHAT:** Supplier Diversity Workshop

**WHEN:** Tuesday, September 10. 5 to 7:45 p.m.

**WHERE:** The Federal Reserve Bank of St. Louis

# Financial Education

The St. Louis Fed is 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.

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 more than a million students each year. These resources include classroom publications, online courses and videos. In addition to providing teaching materials, the St. Louis Fed offers a robust professional development program to assist teachers in developing content knowledge and in using the Bank’s classroom resources effectively. To keep abreast of current trends and maintain awareness of factors impacting implementation of financial literacy within the area the Bank serves, the Bank sponsors Educator Advisory boards (EAB) in each of the Eighth District’s four zones (defined as the areas in and around St. Louis, Little Rock, Louisville and Memphis). In 2019, 37% of EAB members represented OMWI-defined schools.

Of these active engagements, 25% represent OMWI schools across the country (up from 21% in 2018).

The Bank’s financial education professional development programs for educators provide attendees with content and tools to help students understand the importance of investment in human capital, the types of careers available in banking, economics and finance, and the basics of money management. Staff in Memphis conducted 13 full-day financial education programs reaching more than 200 OMWI teachers and helping prepare them to teach personal finance to high school students. Staff in Little Rock offered 16 programs focused on financial literacy requirements in Arkansas. Louisville staff began a partnership with Jefferson County Public Schools, providing professional development tied to Kentucky’s new personal finance and social studies standards.

In the St. Louis zone, the Bank provided professional development for educators in St. Louis Public Schools as well as mentors and tutors for students at Vashon High School. The Bank also continued to offer professional development for educators in the Ferguson-Florissant School District and collaborated with the school

## Making an Increasingly Positive Difference to Educators and Students

	2018	2019	Change
Face-to-Face Programming for Teachers	6,000	7,400	23%
Online Engagements (Econ Lowdown® Portal)	502,000	537,000	6.8%
% of OMWI Schools	21%	25%	4%

## Primary and Secondary Education

The St. Louis Fed’s primary focus remains on disseminating quality content and resources to educators, with special attention focused on reaching those from OMWI-defined schools throughout the District. In 2019, the Economic Education staff worked with teachers and leaders from 93% of the more than 300 OMWI-defined schools in the District (90% in 2018) through workshops, events, presentations, online programs, webinars or information shared via email. Overall, the Bank provided programming to more than 7,400 educators attending face-to-face sessions who in turn instructed more than 550,000 students. In addition to face-to-face programming, teachers use the St. Louis Fed’s Econ Lowdown® teacher portal to enroll students in online courses and videos. In 2019, there were more than 537,000 active engagements in online resources, up 6.8% from 2018.

district’s leadership to expand the partnership. In 2019, the Ferguson-Florissant and Jennings school districts agreed to participate in a pilot program, Federal Reserve Education Fellows (FREF), which the Bank is conducting in cooperation with Economic Education staff from the Atlanta and Philadelphia Reserve banks. This program will provide intensive professional development for a cadre of teachers who teach underrepresented minorities. The professional development and curricula will include: economic content, the analytical tools of economics, and classroom content that conveys economics as an area of study that exposes students to various career opportunities. The training model involves more in-depth training and contact with teachers than other programs, and includes an extensive evaluation and assessment protocol. Five school districts have agreed to participate in this pilot. The pilot training will kick off during the summer

of 2020, and teachers will be able to implement the content into their classrooms in the 2020-2021 school year.

## Professional Development for Future Educators

In order to reach those who are training to become teachers, Economic Education staff continued relationships with education departments at several HBCUs as well as other colleges and universities. In 2019, Memphis Economic Education staff worked with pre-service educators at three HBCUs: Mississippi Valley State University, Lane College and LeMoyne-Owen College. St. Louis staff worked with pre-service educators at one HBCU, Harris-Stowe State University, as well as at Lindenwood University, Southern Illinois University Edwardsville, the University of Missouri-St. Louis and Webster University. Little Rock staff worked with pre-service students at one HBCU, the University of Arkansas at Pine Bluff, as well as at the University of Arkansas Fayetteville. The Economic Education staff made presentations and conducted workshops for students in the education programs. Staff provided personal finance content and activities and also spotlighted resources available on the Bank's online teacher portal, Econ Lowdown, for teaching personal finance. The students learned personal finance content that is valuable for them and how they might teach that content in classrooms when they graduate.

## Colleges and Universities

The St. Louis Fed's Economic Education staff also engages in other work with colleges and universities, including

HBCUs. More than 95 professors from 77 colleges and universities throughout the U.S. attended the St. Louis Fed's annual 2019 Professors Conference, which focuses on improving economics instruction in college classrooms. Representatives from three HBCUs attended, and 35 of the participants were women. Participants had the opportunity to network with one another, share best practices, and learn about recent research in teaching and learning economics.

In addition, staff from the Dallas and St. Louis Feds partnered with Jones Academy, a Bureau of Indian Education (BIE) boarding school controlled by the Choctaw Nation. The Bank has also provided training for Anadarko Public Schools (Oklahoma) American Indian Education Program staff.

## Programs for Students

The St. Louis Fed's outreach focuses on teachers because of a multiplier effect—teaching one teacher leads to the instruction of many students. As a result, the Bank offers only a select number of student programs.

Staff in Louisville offered an E-STEM (economics, science, technology, engineering and mathematics) program for 26 female high school students. Staff in Louisville also offered A Day with the Fed for 200 students at Kentucky State University, an HBCU. The program focused on financial education and careers in finance, banking and economics.

The St. Louis Fed's Student Board of Directors program completed its seventh year in May 2019. In August 2019, the Bank's eighth cohort began the program. Members of the student board serve as liaisons between St. Louis-area

## Native Tribe Partnerships

In 2019, in partnership with colleagues from the Atlanta and Dallas Federal Reserve banks, the St. Louis Fed expanded its outreach to Native Americans. Staff conducted more than 10 programs for educators and other representatives of the following Native American tribal nations:

- Absentee Shawnee Tribe
- Cheyenne and Arapaho Tribes
- Choctaw Nation of Oklahoma
- Comanche Nation
- Delaware Nation
- Kiowa Tribe
- Miccosukee Tribe of Indians of Florida
- Muscogee (Creek) Nation
- Osage Nation
- Wichita and Affiliated Tribes



Educators from tribes in Anadarko, Okla., area participate in personal finance workshops in July 2019.

high 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. Of the 20 students selected for the 2019-2020 school year, 11 were under-represented minorities or women. As of June 2019, two former student board members were full-time employees of the St. Louis Fed. The Talent Acquisition team continues to co-manage the Student Board program by facilitating monthly meetings, serving on educational panels, conducting resume reviews and mock interview sessions, and managing the students selected to serve as summer interns.

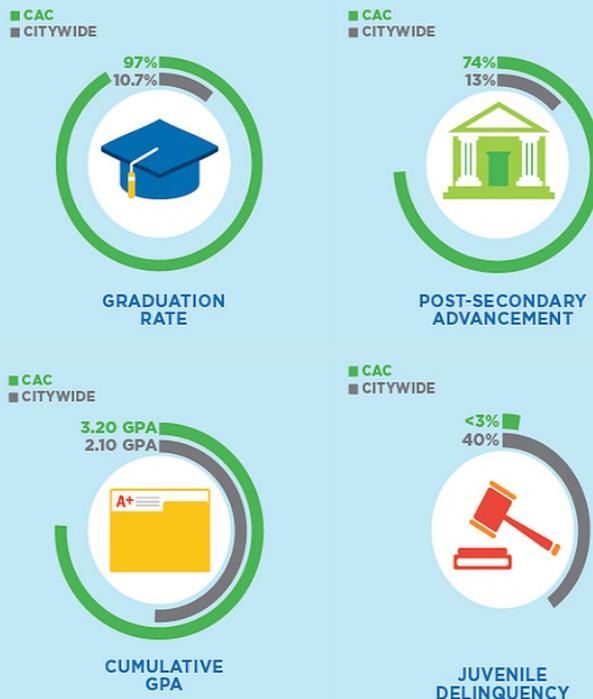
## Community Partnerships

The St. Louis Fed's focus on bringing financial literacy to young people extends to the partnerships formed with community-based, youth-serving organizations. These organizations provide services to students who attend OMWI-defined schools. The St. Louis Fed's outreach efforts targeted students and those who work in after-school or extracurricular activities with students. During 2019, the



Bank continued its partnership with the St. Louis Internship Program (SLIP). The Bank's personal finance program with SLIP included 80 students from OMWI-defined schools who attended sessions on responsible use of credit, financing college and budgeting.

## The Bank's Partnership with the Christian Activity Center



The Bank expanded its partnership with the Christian Activity Center (CAC) in East St. Louis, Ill. CAC serves more than 450 children and youth ages pre-K through 18 with leadership and financial support from a not-for-profit, Go International. CAC is a “school afterschool” where degreed faculty provide curriculum-based programs in academics—including personal finance and health. Using St. Louis Fed curriculum resources and its Econ Lowdown Teacher Portal, CAC educators have developed classes for their middle school and high school students. The kindergarten through fifth-grade CAC educators are integrating the Bank's curriculum into their math, reading and entrepreneurship classes. Economic Education staff at the St. Louis Fed connected CAC with an Illinois credit union. The credit union staff visited CAC four times from September through December 2019. The credit union staff assists with personal finance instruction and helps students open accounts. As of 2019, 20 CAC students had opened accounts.



## Women in Economics Symposium

The St. Louis Fed continues to encourage women to pursue economics through two programs: the Women in Economics Symposium and the Women in Economics Podcast Series. The Women in Economics Symposium is for college students. The Bank held its second symposium on Feb. 28, 2019. It featured Loretta Mester (president of the Federal Reserve Bank of Cleveland), Amanda Bayer (professor at Swarthmore College) and Kate Warne (investment strategist at Edward Jones). The symposium drew 158 women from 19 universities and nine states. At the event, Mester spoke to the value of programs like the Women in Economics Symposium, saying, “It is important to document and publicize the evidence that women and minorities are under-represented in economics, and to provide information on interventions that have been shown to help level the playing field. Today’s symposium does an excellent job on these scores.”

A frequent request from women outside the Midwest was to expand the program geographically. As such, the St. Louis Fed is working with colleagues from across the Federal Reserve System to host similar events in their respective districts. Currently the Federal Reserve banks of Cleveland, Dallas, Atlanta and San Francisco are in various stages of planning, and the St. Louis Fed is initiating conversations with women in the Research departments at the Boston and Minneapolis Feds.

## Women in Economics Podcast Series

The Bank’s Women in Economics podcast series was initiated as a spinoff of the first Women in Economics Symposium. The podcast series highlights the careers of those women making their mark in the field of economics and has featured leaders working in academia, government, finance, journalism and the Federal Reserve System. As of 2019, the series has 28 episodes. The inaugural podcast’s featured speaker was Mary Daly—then director of research at the San Francisco Fed and now the president of that Reserve Bank. In her podcast, Daly said, “I just want to call out the St. Louis Fed for organizing groups such as Women in Economics [symposium] where ... [female college students] can come and have a day of workshops to learn about being an economist, to learn what the field is like, but then to also interact with female economists. I think that’s really amazing, which is why I got on a plane and flew from San Francisco to St. Louis to participate.” (March 28, 2018)

## 2019 Testimonials

“Thank you for providing this event! I did not know what to expect but enjoyed it so much, and I am so glad I went.”

“I found Amanda Bayer’s presentation to be the most eye-opening and best presented of the entire symposium. Her presentation of data and incredible interest held my interest throughout the presentation. I was simply blown away.”

“The speakers did a great job highlighting the importance of Women in Economics and encouraging our young ladies to get out there.”

“The breakout session on Career Opportunities in the Federal Reserve System was useful to me. I would consider a career change from academia to the Federal Reserve System.”

## 2018 Testimonials

“...last week I had the honor of participating in the St. Louis Fed’s first Women in Economics Symposium. I was blown away by the level of talent and enthusiasm among the dozens of women from across the country that had gathered there who were studying to receive a degree in economics, and I welcomed the opportunity to provide a view as a practitioner from the business side. I’m so glad that the St. Louis Fed stresses the importance of diversity in the field of economics and so generously used the time and efforts of its staff for organizing an important inaugural event.”

“The event was a proud moment for me. At some point in our careers the focus shifts to how much we can guide others rather than how much we can guide our own careers.”

## Additional Considerations

The St. Louis Fed's Economic Education team continues to experience several 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 create challenges for Bank staff to maintain cohesive relationships and outreach momentum.
- Teachers have limited classroom time. Because economic education isn't mandated or tested K-12 in most states, teachers spend their classroom time on subjects that are mandated and tested.
- There are capacity issues for existing Economic Education staff to reach more educators.

## Looking Forward

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:

- Continuing the Bank's partnership with Vashon High School in SLPS.
- Continuing to offer a select set of student programs, including the Student Board of Directors program and the E-STEM program for female high school students.

- Continuing to offer Women in Economics symposia for young women in college, and expanding the program to other Reserve banks.
- Continuing to serve OMWI students through community-based programs (e.g., SLIP and CAC).
- Establishing a Native Indian Outreach Center that will include bringing Native Americans into the pipeline for employment, seeking Native American college students as potential interns and connecting Native American vendors with procurement.
- Providing professional development in economic and financial education for teachers in pre-K through high school.
- Implementing the pilot Federal Reserve Education Fellows program with a cadre of teachers from school districts in Atlanta, Philadelphia and St. Louis, providing intensive professional development for these teachers and curriculum for them to implement with students during the 2020-2021 school year and then assessing the program results.
- Offering a conference for employees of central banks throughout the world who focus their efforts on financial and economic education and financial inclusion to share programs, best practices and research.

## 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

qualifications. 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, 2019)

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			9	2		1					4	1						17
First/Mid Officials & Managers	3	4	128	14		8				1	73	17			8			257
Professionals	18	13	396	44		48	1				268	72		18	1			879
Technicians	1		17	4		3					8	2		1				36
Sales Workers			1								1							2
Administrative Support		4	17	10							47	34		1				113
Craft Workers	1		13	4														18
Operatives																		0
Laborers & Helpers																		0
Service Workers	1		38	19			1				5	7		1				72
<b>TOTAL</b>	<b>24</b>	<b>21</b>	<b>619</b>	<b>97</b>	<b>0</b>	<b>60</b>	<b>2</b>	<b>1</b>	<b>406</b>	<b>133</b>	<b>0</b>	<b>29</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1,394</b>	

The EEO-1 Consolidated Report is generated annually and submitted to the Equal Employment Opportunity Commission 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

# Federal Reserve Bank of St. Louis Boards of Directors

(demographics as of Jan. 1, 2020)

Director Categories	Race/Ethnicity																	
	Total Directors						Non-Hispanic or Latino								Two or More Races			
	All	Male	Female	Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Male	Female	
<b>Class C</b>																		
By total	3	1	2	0	0	1	1	0	1	0	0	0	0	0	0	0	0	0
By percent	100.00	33%	67%	0%	0%	33%	33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Class B</b>																		
By total	3	1	2	0	0	1	1	0	1	0	0	0	0	0	0	0	0	0
By percent	100.00	33%	67%	0%	0%	33%	33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Class A</b>																		
By total	3	1	2	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0
By percent	100.00	33%	67%	0%	0%	33%	67%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Branch Directors, Appointed by Board of Governors</b>																		
By total	9	5	4	0	0	2	3	2	1	0	0	0	0	0	0	0	0	0
By percent	100.00	56%	44%	0%	0%	22%	33%	22%	11%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Branch Directors, Appointed by Reserve Banks</b>																		
By total*	12	9	3	0	0	7	1	1	1	0	0	0	0	0	0	0	0	0
By percent*	100.00	75%	25%	0%	0%	58%	8%	8%	8%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Total, All Directors</b>																		
By total	30	17	13	0	0	12	8	3	4	0	0	0	0	0	0	0	0	0
By percent	100.00	57%	43%	0%	0%	40%	27%	10%	13%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Note: Reserve Bank directors are elected or appointed to three-year terms (see <https://www.federalreserve.gov/aboutthefed/directors/about.htm> for more information), which begin on Jan. 1 of each year. Per the direction of the Federal Reserve Board of Governors, directors who were appointed or elected in 2019 and whose terms began Jan. 1, 2020, are part of this report.

\*Race/ethnicity statistics do not match totals because two directors did not disclose race/ethnicity.

## Appendix D

# OMWI Core Metrics 2019

## Federal Reserve Bank of St. Louis

Category	Description	Measure	2015	2016	2017	2018	2019
Workforce Diversity	Senior Executives	<b>Total #</b>	<b>12</b>	<b>13</b>	<b>15</b>	<b>18</b>	<b>17</b>
		% Minority	0%	8%	13%	22%	24%
		% Female	42%	46%	33%	28%	29%
	Mid-Level Managers	<b>Total #</b>	<b>237</b>	<b>257</b>	<b>240</b>	<b>253</b>	<b>257</b>
		% Minority	22%	22%	21%	23%	22%
		% Female	41%	41%	42%	42%	40%
	Professionals	<b>Total #</b>	<b>775</b>	<b>846</b>	<b>900</b>	<b>893</b>	<b>879</b>
		% Minority	23%	24%	25%	24%	24%
		% Female	43%	43%	42%	43%	42%
	Total External Hires	<b>Total #</b>	<b>200</b>	<b>190</b>	<b>124</b>	<b>137</b>	<b>125</b>
		% Minority	37%	32%	33%	35%	34%
		% Female	40%	45%	47%	34%	32%
	Total Interns	<b>Total #</b>	<b>33</b>	<b>36</b>	<b>31</b>	<b>31</b>	<b>36</b>
		% Minority	48%	44%	42%	42%	36%
		% Female	33%	39%	45%	45%	64%
Overall Bank Turnover Rate	%	<b>8.4%</b>	<b>7.8%</b>	<b>6.1%</b>	<b>8.1%</b>	<b>7.6%</b>	

Category	Description	Measure	2015	2016	2017	2018	2019
Supplier Diversity	Total Reportable Spend	<b>\$ (millions)</b>	<b>\$54.36</b>	<b>\$45.83</b>	<b>\$39.08</b>	<b>\$34.93</b>	<b>\$33.97</b>
	Total Diverse Spend <sup>1</sup>	<b>\$ (millions)</b>	<b>\$13.43</b>	<b>\$7.35</b>	<b>\$6.63</b>	<b>\$6.47</b>	<b>\$6.23</b>
		%	24.7%	16.0%	17.0%	18.5%	18.33%
	Minority-owned <sup>2</sup>	<b>\$ (millions)</b>	<b>\$4.31</b>	<b>\$3.92</b>	<b>\$3.41</b>	<b>\$4.47</b>	<b>\$4.08</b>
		%	7.9%	8.5%	8.7%	12.8%	12.0%
	Minority-owned (men)	<b>\$ (millions)</b>	<b>\$3.16</b>	<b>\$2.23</b>	<b>\$2.65</b>	<b>\$3.72</b>	<b>\$3.32</b>
		%	5.8%	4.9%	6.8%	10.7%	9.8%
	Minority-owned (women)	<b>\$ (millions)</b>	<b>\$1.15</b>	<b>\$1.69</b>	<b>\$0.76</b>	<b>\$0.75</b>	<b>\$0.76</b>
		%	2.1%	3.7%	1.9%	2.1%	2.2%
	Women-owned <sup>2</sup>	<b>\$ (millions)</b>	<b>\$10.27</b>	<b>\$5.12</b>	<b>\$3.98</b>	<b>\$2.75</b>	<b>\$2.91</b>
		%	18.9%	11.2%	10.2%	7.9%	8.6%
	Women-owned (non-minority)	<b>\$ (millions)</b>	<b>\$9.12</b>	<b>\$3.43</b>	<b>\$3.22</b>	<b>\$2.00</b>	<b>\$2.15</b>
		%	16.8%	7.5%	8.2%	5.7%	6.3%
	Women-owned (minority)	<b>\$ (millions)</b>	<b>\$1.15</b>	<b>\$1.69</b>	<b>\$0.76</b>	<b>\$0.75</b>	<b>\$0.76</b>
		%	2.1%	3.7%	1.9%	2.1%	2.2%

<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 D (continued)

# OMWI Core Metrics 2019

## Federal Reserve Bank of St. Louis

		2019
<b>Financial Literacy<sup>1</sup></b> Programs: • Teacher-centric • Student-centric • Hybrid	Number of OMWI students reached in-person and online <sup>2</sup>	134,250
	Number of OMWI educators reached in-person and online <sup>3</sup>	1,237
	Number of OMWI students reached through educators <sup>4</sup>	92,775

<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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