



2020

**Section 342  
Dodd-Frank Wall Street Reform  
and Consumer Protection Act  
REPORT TO CONGRESS**

**FEDERAL DEPOSIT INSURANCE CORPORATION**  
Office of Minority and Women Inclusion

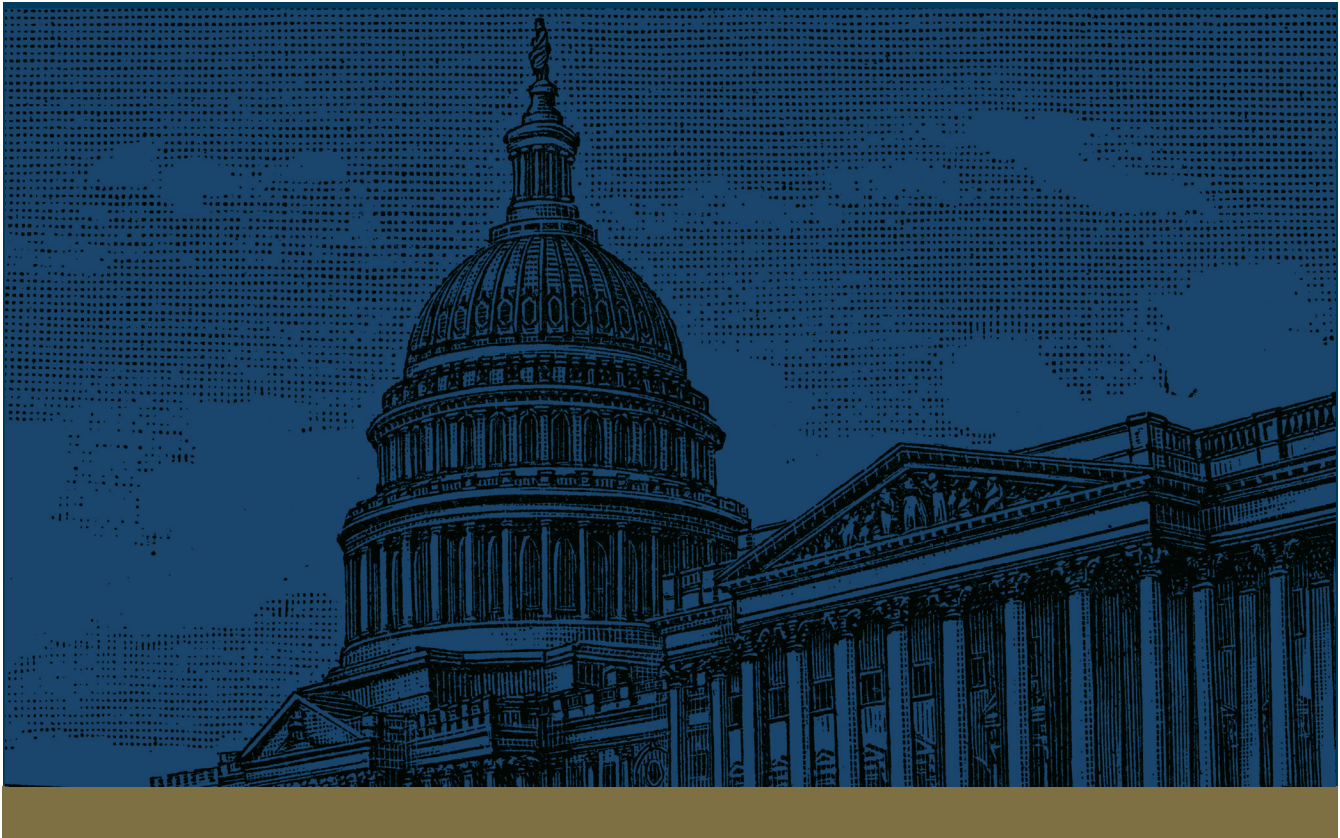






## Table of Contents

<b>AN INTRODUCTION FROM NIKITA PEARSON, DIRECTOR, OFFICE OF MINORITY AND WOMEN INCLUSION</b>	2
<b>KEY INITIATIVES AND ACCOMPLISHMENTS IN 2020</b>	4
<b>DEVELOPING AND SUPPORTING A DIVERSE, HIGH-PERFORMING WORKFORCE</b>	8
<b>PROMOTING INCLUSIVE PROSPERITY THROUGH FDIC CONTRACTING</b>	20
<b>PROMOTING DIVERSITY, EQUITY, AND INCLUSION IN THE FINANCIAL SYSTEM</b>	32
<b>PROMOTING DIVERSITY, EQUITY, AND INCLUSION IN THE COMMUNITIES WE SERVE</b>	34
<b>CONCLUSION</b>	39
<b>APPENDICES</b>	41



## An Introduction from Nikita Pearson, Director, Office of Minority and Women Inclusion

---

For many, 2020 was a year unlike any other. The global pandemic and widespread lockdowns reverberated throughout the banking system; upended many Americans' lives, their health, and their finances; and had a disproportionate impact on communities of color and women.<sup>1</sup> At the same time, the tragic deaths of George Floyd, Breonna Taylor, Ahmaud Arbery, and other Black Americans prompted a long-overdue national conversation about race in America.

Against this backdrop, and at the behest of Chairman Jelena McWilliams, the Federal Deposit Insurance Corporation (FDIC) embarked on a broad and deep look into the agency's efforts to promote diversity, equity, and inclusion (DEI)—not only by looking at our

workforce and contracting, but also by supporting diversity at financial institutions and financial inclusion in underserved communities.

Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (Dodd-Frank Act) requires that we provide an annual report to Congress on our efforts with respect to contracting with qualified minority- and women-owned businesses (MWOBs) and hiring qualified minority and women employees. And this report does so. But we have learned over the past year that DEI is woven much more fully throughout the FDIC's operations, so we have broadened the scope of this report to include more of our important initiatives, plans, and achievements in this crucial area.

---

<sup>1</sup>Federal Reserve Board of Governors. Consumer & Community Context, Vol. 2, No. 2 (November 2020), available at <https://www.federalreserve.gov/publications/files/consumer-community-context-20201118.pdf>.

# Developing a Strategy for Diversity, Equity, and Inclusion

## ORGANIZATIONAL PRIORITIES

**True equity and inclusion cannot be achieved until all Americans can access the benefits of the U.S. banking system. And the FDIC is driving meaningful progress towards this goal.**

DEI are fundamental to the FDIC's ability to fulfill our mission: to maintain stability and public confidence in the nation's financial system. As such, DEI must be managed as an organizational priority.

Earlier this month, we published our *Diversity, Equity, and Inclusion Strategic Plan, 2021–23*<sup>2</sup>, and though we have published diversity and inclusion strategic plans in the past, this plan is unlike any strategy we have developed before. It is broad and ambitious—a call to action. Where our previous strategic plans focused on efforts to improve diversity and inclusion among the FDIC workforce, our new *DEI Strategic Plan* recognizes that the FDIC is uniquely positioned to make positive, lasting changes that will impact not only our workplace and the banking system, but also our communities and our country.

Over the next three years, the FDIC will implement and pursue DEI initiatives built around five strategic goals—**culture, career, communication, consistency, and community**. Internally, we will further integrate DEI into our hiring, training, and career development programs. We will support each member of our

workforce to help them reach their full potential and to bring their authentic selves to the workplace. Externally, we will promote inclusive prosperity by incorporating MWOBs, including law firms, and investors in our business activities. We will enhance our ability to assess diversity policies and practices at financial institutions, and will partner with our supervised institutions to identify and promote DEI policies and practices to make their communities more financially inclusive. And we will redouble our efforts to support Minority Depository Institutions.

The *DEI Strategic Plan* is the culmination of a year's work—examining data, meeting with employees and other stakeholders, and taking a deep dive into root causes of our culture, ethics, and history. We were brutally honest in our assessment of our successes and past failures. And we acknowledge that there will be growing pains as we address longstanding challenges, but the FDIC is ready and willing to embrace change. We are very proud of this ambitious plan and look forward to updating you on our progress.

### BUILDING ON THE PAST AND

### LOOKING TO THE FUTURE

The FDIC has made diversity and inclusion a priority since long before the Dodd-Frank Act. The remainder of this report outlines our accomplishments over the past year. We have accomplished much, but we recognize that there is much more we can do.

<sup>2</sup>FDIC. Diversity, Equity, and Inclusion Strategic Plan, 2021–23 (March 2021), available at <https://www.fdic.gov/about/diversity/pdf/dei2021.pdf>.



## Key Initiatives and Accomplishments in 2020: Workforce, Operations, and Supervised Institutions

In 2020, we implemented a number of new initiatives to strengthen DEI within the FDIC workforce, in our core business activities, and among our regulated entities.



Implemented a new performance standard aimed at holding management accountable for supporting DEI.



Engaged an independent consultant to conduct a barrier analysis to identify root causes of inequity and to develop strategies to address retention and promotion disparities.



Became one of the first federal agencies to implement a paid parental leave program for employees several months before passage of the Federal Employee Paid Leave Act.

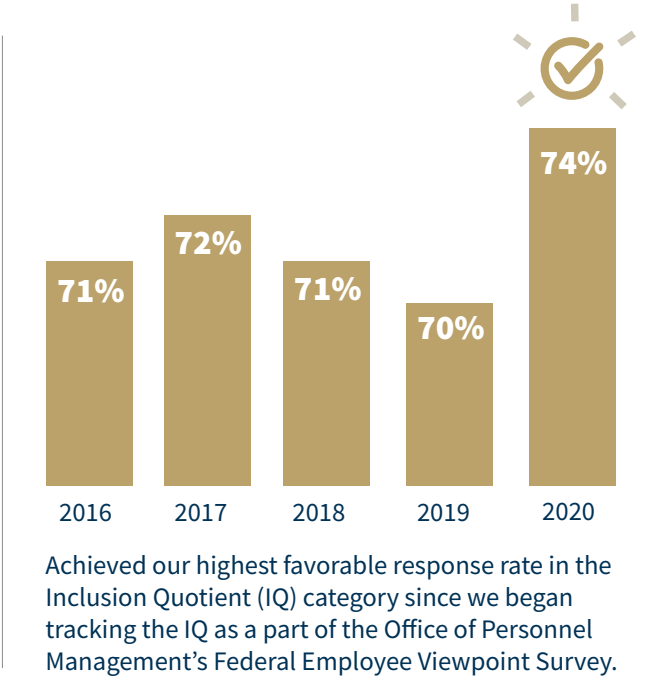
**Launched a pilot student loan repayment program that provides up to 100 commissioned examiners with up to \$18,000 to repay outstanding student loan debt.**


# In our Workforce of 2020


## BY THE NUMBERS


20%	Increased minority representation at the executive level to almost 20 percent, significantly outpacing the prior period's growth.
14%	Increased our percentage of new hires that are veterans to 14 percent (from 8 percent in 2019).
13%	Increased representation of individuals with disabilities in the FDIC workforce to 13 percent, above the federal government-wide goal of 12 percent.
58%	Hosted formal mentoring programs that included approximately 32 percent minority participants and 58 percent women participants.
44%	Encouraged minorities and women to participate in external leadership development programs; approximately 44 percent were minorities and 44 percent were women.


**Hired minorities at a rate above the civilian labor force (CLF) for entry-level examiners, the agency's largest occupational group.**



- 

Announced improvements to our Expression of Interest program, a valuable career development tool, to empower employees and expand opportunities to a broader pool of candidates.
- 

Instituted mandatory DEI training for all corporate recruiters and all employees in the bank examination workforce.
- 

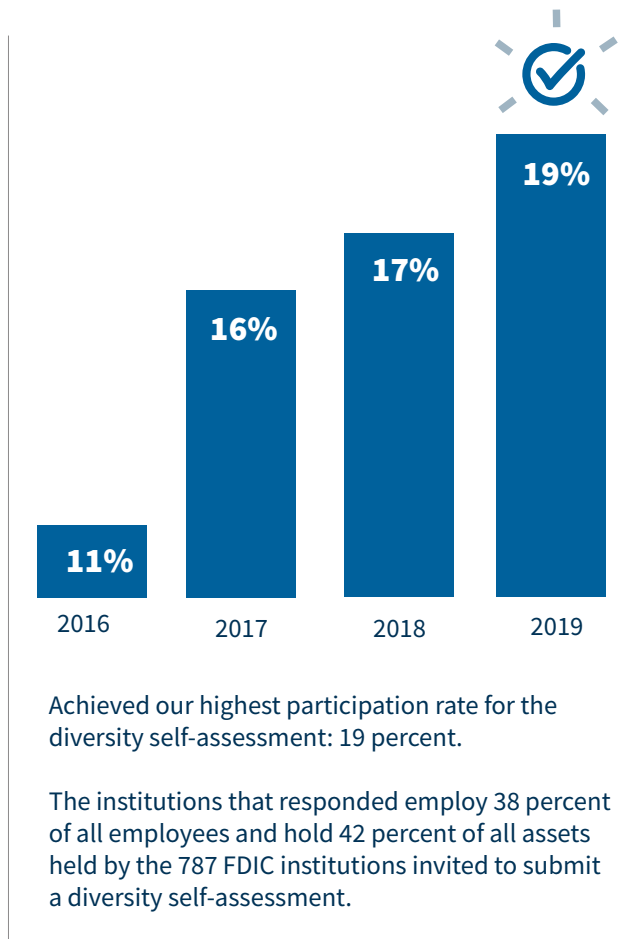
Conducted a review of our pay system to help promote equity among incoming and current employees.
- 

Hosted listening sessions to provide employees a forum to discuss current events and workplace DEI issues.

## In our Operations and among Financial Institutions

### BY THE NUMBERS

<b>\$90M</b>	Awarded \$90 million, or 21 percent, of new awards to MWOBs.
<b>\$107M</b>	Made payments of approximately \$107 million to MWOBs.
<b>\$4M</b>	Made payments of approximately \$4 million, or 22 percent, to minority- and women-owned law firms (MWOLFs) and diverse attorneys.
<b>24%</b>	Recognized our tenth consecutive year with 24 percent of new contract actions awarded to MWOBs.



Hosted a “Pitch Day” event, providing an opportunity for four MWOB firms to market their capabilities to the FDIC.

### DIGITAL ENGAGEMENT

Launched an online portal to host our Financial Institution Diversity Self-Assessment (FID-SA), making the process of completing the assessment easier, more efficient, and more secure for financial institutions. Also conducted ongoing communications with financial institutions via email and phone encouraging participation.

Launched a topical, virtual Technical Assistance series that included a session on Getting to Success: Marketing Your Business, that highlighted best practices for digital and traditional marketing generally.



# In our Workforce of the Future

The vision of the FDIC is to build and maintain a workforce that is talented and diverse, reflecting the communities we serve. To achieve this vision, in 2020, we established a goal to recruit, hire, and develop a high-performing workforce and committed to promoting this vision through leaders at all levels of the organization.

We identified three key objectives to support this goal:

### KEY OBJECTIVES



#### TALENT ACQUISITION

Promote talent acquisition practices that consistently provide equal opportunity and strive to close representation gaps at all levels.



#### CAREER DEVELOPMENT

Maintain a diverse leadership pipeline. Hold managers accountable for actively promoting career development and advancement opportunities for employees.



#### CULTURE OF EXCELLENCE

Allow every employee to have the opportunity to develop and excel in their career and recognize and reward high performers.

## A VISION LOOKING AHEAD

**Read next how FDIC has developed an aggressive agenda to leverage the power of diversity by focusing on talent sources, retention efforts, and training activities. Our agenda includes building accountability into our system, as well as identifying and eliminating barriers to opportunities.**

- 1 RECRUITMENT INITIATIVES**
- 2 RETENTION EFFORTS**
- 3 CAREER DEVELOPMENT AND SUCCESSION PLANNING EFFORTS**
- 4 INCLUSION EFFORTS**
- 5 MEASURING OUR SUCCESS**



## Developing and Supporting a Diverse, High-Performing FDIC Workforce

---

### IDENTIFYING CHALLENGES

A key challenge for the FDIC in promoting diversity at all levels of our workforce continues to be the ability to attract, retain, and advance minorities and women in our bank examiner workforce. The examiner occupation is the largest occupational group at the FDIC, accounting for almost half of the FDIC's total workforce. Individuals who began their careers as entry-level examiners tend to occupy a significant percentage of executive and managerial positions in the agency, as well as other non-examiner leadership positions. Thus, representation rates within the examiner workforce are key to achieving satisfactory representation across the broader FDIC workforce.

Our ability to attract and retain examiners is affected by a number of factors, including the amount of travel, field office structure (i.e., 81 office locations in smaller cities with frequent travel to institutions in rural areas), and low turnover. The FDIC has taken, and will continue to take, steps to mitigate these factors as a way to expand diversity among this segment of the workforce.

In addition, the FDIC continues to face challenges in attracting and recruiting minorities and women in non-examiner occupations: economists, financial administration, attorneys, accountants and auditors, and general business and industry. This is primarily due

# Recruiting for Non-Examiners and Engagement with FDIC’s Minority Recruitment Task Force (MRTF)

to low labor force representation rates for these groups in these occupations. In 2020, OMWI worked with the FDIC’s Division of Insurance and Research (DIR) and Division of Resolutions and Receiverships (DRR) to address this underrepresentation in mission critical non-examiner positions, as discussed in “Recruiting for Non-Examiner Occupations” below.

## IMPLEMENTING STRATEGIES

The FDIC has developed an aggressive agenda to address these challenges and leverage the power of diversity by focusing on talent sources, retention efforts, and training activities. Our agenda includes building accountability into our system, as well as identifying and eliminating barriers to opportunities. Below are a number of actions OMWI has taken in support of these efforts.

### 1 RECRUITMENT INITIATIVES

Building a diverse workforce starts with attracting a diverse pool of candidates and developing a diverse pipeline of current employees to move into leadership positions. Throughout 2020, the FDIC took a number of actions in pursuit of these goals.

#### 1A. CONTINUED ENGAGEMENT WITH THE FDIC’S MINORITY RECRUITMENT TASK FORCE (MRTF)

Throughout 2020, OMWI supported MRTF’s efforts to develop a diverse pool of candidates for entry-level examiner positions and internships, which included expanded outreach to colleges and universities, affinity groups, and professional organizations that represent diverse candidates. The task force tested strategies to increase the diversity of entry-level examiner and examiner internship applicant pools, in particular among minority students at majority schools. The FDIC also expanded its regional intern direct hiring efforts to

focus on potential applicants who are already located in areas where historically we have had difficulty hiring and retaining employees.

During the 2020 spring and fall recruitment seasons, the MRTF participated in more than a dozen virtual recruitment activities, including panel discussions on diversity, equity, and inclusion; “Day in the Life” podcasts; money management clinics; federal résumé writing workshops; and joint information sessions with university career services offices to help students develop career readiness and navigate the application pipeline.

In the past year we also increased our outreach to historically black colleges and universities (HBCUs), Hispanic-serving institutions, Asian-serving institutions, and other schools with high numbers of minority graduates in key fields of study. Our corporate recruiters pursued opportunities to build relationships with professors and career center staff and to attend events on campus or online. This approach proved to be very successful in increasing awareness of the FDIC as an employer of choice. Our efforts resulted in a 2.4 percent increase in identified minority applicants from targeted schools in 2020 compared to 2019. And, these efforts helped to support the increase in minority entry-level examiners hired in 2020.

#### 1B. RECRUITING FOR NON-EXAMINER OCCUPATIONS

Over the past several years, DIR, which employs the majority of the FDIC’s economists, has experienced elevated attrition levels and numerous vacancies. Traditionally, recruiting women and minorities for economist roles has been challenging because the discipline is typically male-dominated and made up of a large percentage of non-U.S. citizen and non-minority participants.

To address the lack of diversity in the economist occupation, DIR has sought to refine its recruiting efforts to improve hiring results, and recruiters

## Recruiting and Expanding Diversity at the FDIC Executive Level

---

targeted schools with higher numbers of minorities and women in economics and finance majors. In June 2020, DIR worked with the American Economic Association to launch the Summer Research Fellows Program, which is designed to advance the participation of women and underrepresented minorities in the economics profession.

Similarly, the FDIC has worked to expand the representation of women and minorities in DRR. During 2008–13, DRR had greatly expanded its workforce to handle a large number of bank failures, resulting in a majority male, non-minority workforce with larger numbers of women and minorities at lower grade levels. By 2019, DRR was nearing the end of a multi-year process of downsizing its workforce, which had greatly expanded during the nation’s financial crisis. More recently, knowing that a large percentage of DRR’s employees were retirement eligible, the FDIC recognized this as an opportunity to hire new employees as part of our mid- to long-term planning, increase the diversity of the applicant pool and workforce, and put ourselves in a better position to handle any future financial crises.

DRR worked to develop lower-grade employees and prepare them to qualify for higher-level positions, including by encouraging participation in a job rotation program, which provides experience important for advancement. DRR also launched an informal mentoring program within the division to promote a more inclusive work culture and develop and retain diverse talent. Through this program, DRR employees have the opportunity to partner with a DRR manager to develop mentor relationships, advance career goals, gain organizational insight, and broaden skills, knowledge, and perspectives.

To expand diversity among its pool of external candidates, DRR also launched the “Graduates Program,” which enables the division to hire entry-level candidates into career ladder positions. The FDIC welcomed the first group of 14 new employees into the program in June 2020.

### **1C. EXPANDING AWARENESS OF DEI PRINCIPLES**

All FDIC employees in the bank examination workforce, all corporate recruiters, and others involved in entry-level examiner hiring are required to complete mandatory DEI training. This enables the agency's commitment to diversity, equity and inclusion to be reflected to employee candidates and new hires throughout the recruitment, hiring, onboarding, and training process.

### **1D. EXPANDING DIVERSITY AT THE EXECUTIVE LEVEL**

The FDIC’s Chief Human Capital Officer has partnered with the OMWI Director to further integrate DEI benchmarks into the executive hiring process, including in the initial assessment, interview questions, interview panel demographics, interview format, and final selection process. In 2020, the OMWI Director and Human Resources leadership met with FDIC hiring managers to discuss strategies to attract a diverse candidate pool for senior leadership positions. For example, the FDIC now posts executive vacancies to all sources when appropriate, enabling senior leadership to consider a broader pool of candidates. In addition, the FDIC publishes all vacancies on a weekly basis to multiple National Affinity Groups, Veterans Organizations, Federal Executive Boards, State Departments of Vocational Rehabilitation, colleges and universities, and the FDIC-recognized Employee Resource Groups (ERGs). The FDIC also recently entered into a contract with an external consulting firm to assist in creating a new assessment and selection process for our executive positions, building on existing efforts to increase diversity in our most senior positions.

### **1E. GETTING EXECUTIVES INVOLVED IN RECRUITMENT**

In 2020, the FDIC’s Corporate Recruitment Program partnered with the Executive Task Force to promote DEI in the examiner workforce by engaging FDIC

# Implementing Initiatives to Meet Evolving Retention Efforts

executives in national recruitment efforts (e.g., speaking engagements, virtual career fairs, and other outreach initiatives). The goal is to build a connection with job seekers and applicants and stimulate leadership aspiration.

## **1F. FOCUSING ON HISPANIC/LATINX RECRUITMENT**

Like the federal government as a whole, the FDIC has an underrepresentation of Hispanic/Latinx employees in our workforce, including in occupations that are central to our mission (e.g., examiners, economists, and resolution and receivership roles). Recruitment of Hispanic/Latinx employees within the examiner occupation is a key focus of our Minority Recruitment Task Force efforts.

To that end, FDIC recruiters have met with key leaders in Hispanic American organizations (e.g., Prospanica) to create awareness of FDIC careers and identify opportunities to expand outreach to their members. The FDIC participated in the 2020 Virtual Prospanica Conference & Career Expo and continues to consult with the Hispanic Organization for Leadership and Advancement (HOLA) employee resource group in support of DEI initiatives that target Hispanic/Latinx employees and job seekers.

## **1G. REACHING OUT TO INDIVIDUALS WITH DISABILITIES**

The FDIC continues to conduct outreach that aims to bring more individuals with disabilities and disabled veterans into the examiner workforce. We partner with disability affinity groups and veterans' organizations, and posted ads in disability and veterans publications in order to increase awareness among job seekers.

## **1H. FOCUSING ON INTERNSHIPS**

The FDIC continues to make strategic use of internships to develop the next generation of talent for entry-level

examiners. In 2020, we expanded our regional intern hiring, which focuses on potential applicants who are already located in areas where we have difficulties hiring and retaining employees. We also tested strategies to increase the diversity of the examiner internship applicant pools, in particular for minority students at majority schools. Of entry-level examiners hired in 2020, 43 percent were former participants in the FDIC's Financial Management Scholars Interns and Financial Institution Intern programs.

## **2 RETENTION EFFORTS**

As we build a more diverse workforce, we recognize that these individuals will have different needs, in terms of benefits, workplace accommodations, incentives, and more. Throughout 2020, the FDIC implemented several initiatives and programs designed to meet the evolving needs of a more diverse workforce.

### **2A. PILOT STUDENT LOAN REPAYMENT PROGRAM (SLRP)**

In order to attract a more diverse pool of applicants and retain a diverse population among our entry-level examiner workforce, the FDIC instituted a program to appeal to individuals who may have taken on debt to finance their education. Over the next three years, up to 100 commissioned bank examiners will be eligible to have their student loans paid directly, up to \$500 per month for a total of up to \$18,000 per employee. If successful, the FDIC will consider expanding this program to other categories of positions that face recruitment or retention challenges.

### **2B. PAID PARENTAL LEAVE**

The FDIC's Paid Parental Leave (PPL) Program became effective in January 2020, making us one of the first federal agencies to provide paid leave to employees

# Investing in Career Development and Preparing New Leaders at All Levels

---

who are parents to a newborn child, adopt a child, or provide legal foster care to a child. FDIC employees have been eligible to take 12 weeks of paid parental leave since July 2020 (i.e., prior to the effective date of the Federal Employee Paid Leave Act).

## **2C. PAY EQUITY REVIEW**

In 2020, the FDIC conducted a review of our pay system for incoming and current employees with the goal of promoting pay equity among FDIC employees. As a result of this review, we will be implementing a new system for setting incoming employees' pay in 2021. Related to the implementation of the new pay system, current employees will be afforded the opportunity to request a pay adjustment review to ensure that current employees are paid in accordance with the principles underlying the new pay-setting system.

## **2D. REDUCED TRAVEL FOR EXAMINERS**

The amount of travel required for bank supervision efforts has been a challenge to our ability to hire and retain examiners. As a part of our supervision modernization efforts, we plan to implement technology solutions that will reduce the amount of time examiners need to be on-site at financial institutions. We are also negotiating with the National Treasury Employees Union to expand long-term telework flexibilities.

## **2E. IMPROVED TRAINING PROGRAM FOR EXAMINERS**

In 2019, the FDIC announced a number of changes to our examiner training and commissioning program, and the first examiners hired under this new program came on board in 2020. These changes addressed challenges like the time to obtain a commission and the inability to explore other areas of the organization. Under the new program, the time to obtain a commission is reduced by six to 12 months.

This is important because it provides commissioned examiners with opportunities to express an interest, and develop, in other areas earlier in their careers.

## **3 CAREER DEVELOPMENT AND SUCCESSION PLANNING**

DEI must be reflected at all levels of the FDIC organization. To that end, we are undertaking new efforts to develop our staff and prepare them to take on leadership positions.

### **3A. NEW PERFORMANCE STANDARDS FOR MANAGERS**

Starting with the 2020 performance rating period, all FDIC supervisors were assessed on their efforts to promote career development and cultivate an inclusive, constructive, harassment-free work environment built upon transparent communication, mutual trust, and respect. As reflected in our DEI Strategic Plan, accountability will play a larger role in our DEI efforts going forward.

### **3B. EXPRESSION OF INTEREST (EOI) PROGRAM**

EOIs are a valuable career development tool, allowing employees to rotate temporarily to new positions, often with increased responsibility and leadership exposure. The FDIC has made changes to our program to allow employees who are interested to have ample opportunity to participate. For example, employees are no longer required to obtain approval from their supervisor to apply for an EOI. This change empowers employees to identify and pursue the career development opportunities that are the best fit for them. In addition, to expand opportunities to a broader group of employees, selecting officials are expected to prioritize selection of qualified candidates without a detail or temporary promotion over the last 12 months.

# Identify Root Causes of Retention and Promotion Disparities Among Minorities and Women

### 3C. LEADERSHIP, MENTORING, AND EXTERNAL DEVELOPMENT PROGRAMS

The FDIC has refocused its efforts to develop rising leaders in the agency by encouraging participation in internal and external leadership development and mentoring programs.

In 2020, 31.8 percent of the 88 mentees in the FDIC Mentoring and Leadership Mentoring programs were minorities, including 18.2 percent Black or African American, 6.8 percent Asian, 3.4 percent Hispanic/Latinx, and 3.4 percent employees of two or more races. Fifty-eight percent of the mentees in the programs were women.

We also encourage employees to participate in external leadership development programs that support the FDIC's leadership development values (e.g., programs conducted by the Graduate School USA, Georgetown University; the Kennedy School at Harvard; and the University of Massachusetts - Isenberg School of Business). In 2020, 43.8 percent of the individuals selected for external leadership development programs were minorities, including 31.3 percent Black or African American, 6.3 percent Asian, and 6.3 percent two or more races. Forty-four percent of the selectees were women.

### 3D. VOLUNTARY SEPARATION INCENTIVE AND EARLY RETIREMENT PROGRAM

In early 2020 the FDIC announced a targeted voluntary separation incentive (VSIP) and early retirement (VERA) program to proactively reshape our workforce. The program was intended to facilitate orderly succession management by providing us with an opportunity to accelerate the transition to the new skills, tools, and leadership that will be needed in the future to fulfill the FDIC's mission responsibilities. This program also would have created opportunities to further diversity within the workforce, particularly among the leadership

ranks. The average tenure of employees at the FDIC is 25 years, and low turnover has challenged our ability to make meaningful changes quickly. Unfortunately, we were forced to suspend this initiative soon after it was announced to allow us to assess the economic impact of the global pandemic on the banking industry and maintain our readiness to respond to any issues that emerge.<sup>3</sup>

## 4 INCLUSION EFFORTS

### 4A. BARRIER ANALYSIS

To improve our ability to recruit, retain, and develop employees, the FDIC engaged an independent consultant to help us identify root causes of retention and promotion disparities among minorities and non-minorities, and develop strategies to address them. Other focus areas included: identifying barriers to the advancement by minorities and women to senior management, determining the root causes of low Hispanic/Latinx representation throughout the agency, and developing effective strategies for hiring individuals with disabilities. The consultant also identified representation gaps by race, ethnicity, gender, disability, and targeted disability within our major occupations and divisions. The consultant analyzed workforce data across the full employment lifecycle at the FDIC, compared it with available labor markets and other appropriate benchmarks, examined employment policies and practices, and conducted focus groups with employees and managers and interviews with various process owners. The final report of the consultant is being finalized, and we will continue to work closely with this consultant in 2021 to develop targeted strategies to eliminate identified barriers.

<sup>3</sup> Recently, following targeted overhiring efforts to provide FDIC operational stability in the event of surge activities and given national progress in the pandemic and economic recovery, a more targeted VERA/VSIP program has been initiated for the Chief Information Officer organization, including the Office of the Chief Information Security Officer.

## Promoting Collaboration, Cultural Awareness, and Inclusive Perspectives

---

### 4B. LISTENING SESSIONS

Employee feedback and perspectives on DEI inform our strategies and initiatives to promote a more inclusive workplace and improve employee engagement and retention. During the summer and fall of 2020, we offered our employees the opportunity to participate in facilitated listening sessions, both FDIC-wide and at the division and office level. These sessions provided employees with a forum to discuss current events and workplace DEI issues and understand personal differences. The FDIC's Diversity and Inclusion Executive Advisory Council reviewed the themes that emerged from the sessions and developed DEI initiatives that were incorporated into our Strategic Plan and corporate goals.

### 4C. CHAIRMAN'S DIVERSITY ADVISORY COUNCILS (CDACS)

Throughout 2020, we continued to engage with CDACs to help us break down barriers, increase awareness of cultural differences, and promote inclusion and collaboration among all employees. We asked the CDACs to be ambassadors of change and concentrate their efforts on workplace DEI to help us advance our efforts. The councils sponsored numerous events, which were held virtually due to the pandemic. One very successful effort, held in conjunction with our recognized Employee Resource Groups, was a "Coffee & Convo" series that covered various DEI topics, including the importance of allyship. Participants had the opportunity to learn about important aspects of DEI, review our FEVS results, and discuss what is working well and what additional steps can be taken to improve inclusion in the workplace. These sessions also served to keep employees connected with each other during mandatory telework.

### 4D. EMPLOYEE RESOURCE GROUPS (ERGS)

The FDIC's ERGs were very active during 2020, engaging the workforce and promoting DEI in many ways, including:

- Lunch-and-learn session on "Black Banks – A Historical Presentation" during Black History Month. (Association of African American Professionals)
- Program on "Creating Awareness: Breaking the Concrete Ceiling," which addressed the unique challenges that hinder the advancement of women of color in their professional lives, during Black History Month. (Networking Inclusion and Advancement for African American-Women: African American Women with a Purpose)
- Program celebrating the 30th Anniversary of the Americans with Disabilities Act, during which ERG members of the Corporate Advocacy Network for Disability Opportunities (CAN DO) Board of Directors participated in the event and shared their pre-ADA work experiences.
- Event to explain Spanish language dialects, which aimed to help non-Hispanic/Latinx employees better understand coworkers, bank employees, and bank customers with a Hispanic heritage. (Hispanic Organization for Leadership and Advancement)
- Four events targeted to women: "Stress and Time Management;" "Can I Have It All;" "Navigating the New Normal, Leadership Skills, and Mentorship;" and "Navigating Conflict Successfully." (Partnership of Women in the Workplace)



# Reflecting on the Past to Inform Progress and Plan for the Future of FDIC’s Workforce

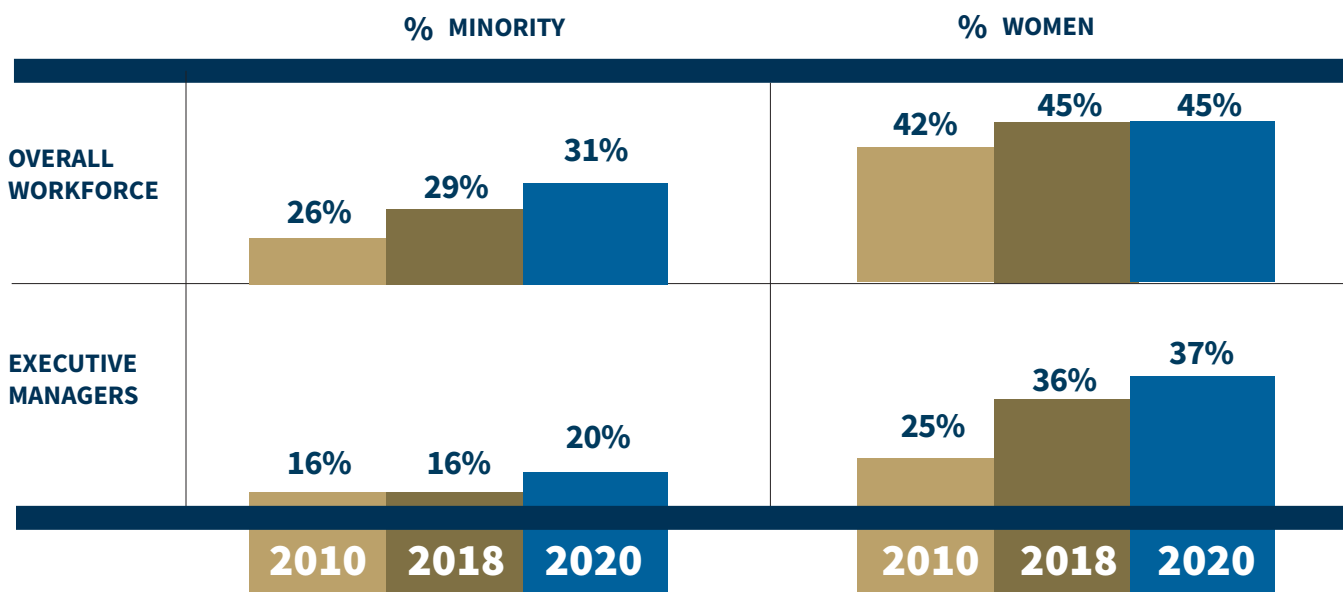
## 5 MEASURING OUR SUCCESS

Between July 31, 2010 and May 31, 2018, the percentage of minorities in the FDIC workforce increased by 2.4 percent, from 26.3 percent to 28.7 percent. By December 31, 2020, just two and half years later, minority representation in our overall workforce increased another 2.6 percent to 31.3 percent, exceeding the combined total of the prior seven and a half years.

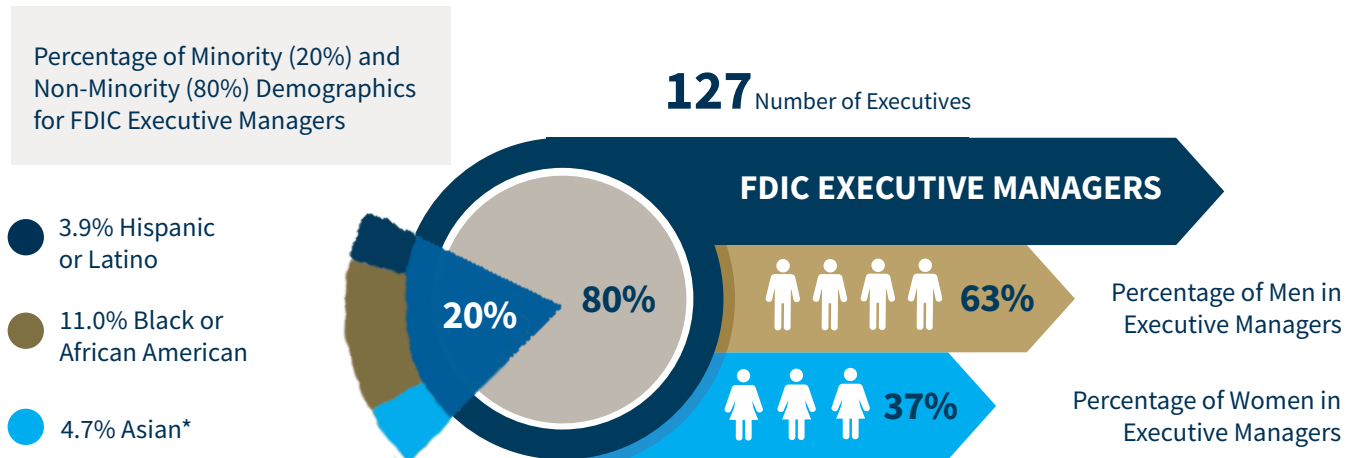
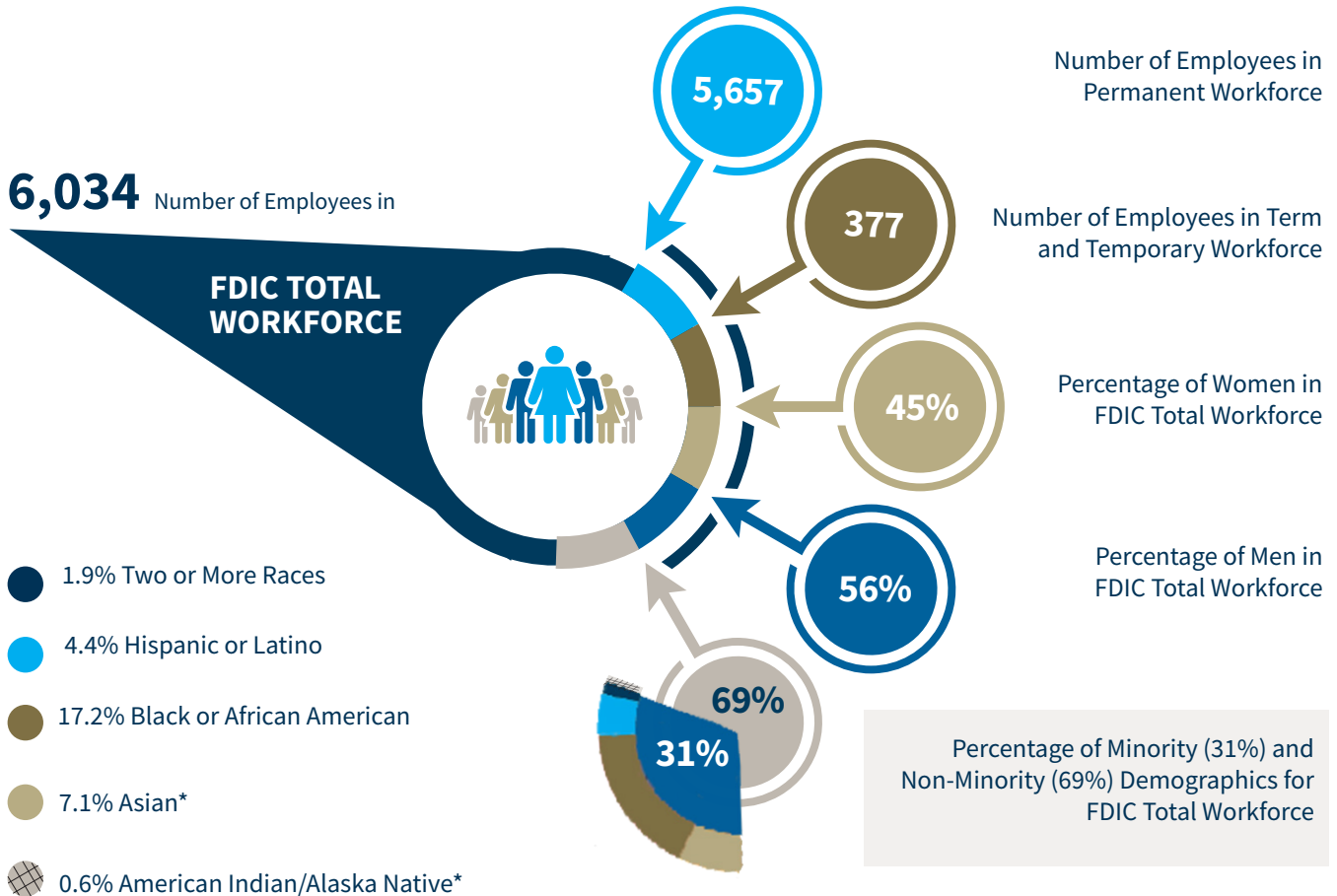
Between July 31, 2010 and May 31, 2018, minority representation at our most senior level, Executive Manager (EM), slightly improved from 15.7 percent to 15.9 percent. By December 31, 2020, minority representation at the EM level had increased 3.8 percent to 19.7 percent, significantly outpacing growth in the prior eight years. Representation of women at the EM level has increased from 25.0 percent as of July 31, 2010 to 37.0 as reflecting in data from December 31, 2020.

The racial and ethnic diversity of the FDIC’s workforce overall has improved since the passage of the Dodd-Frank Act, and even more so under the leadership of Chairman Jelena McWilliams in the past two and a half years.

While we have made measurable progress, we recognize that we can do more—and we will.



# FDIC Demographics for Total Workforce and Executive Managers as of December 2020



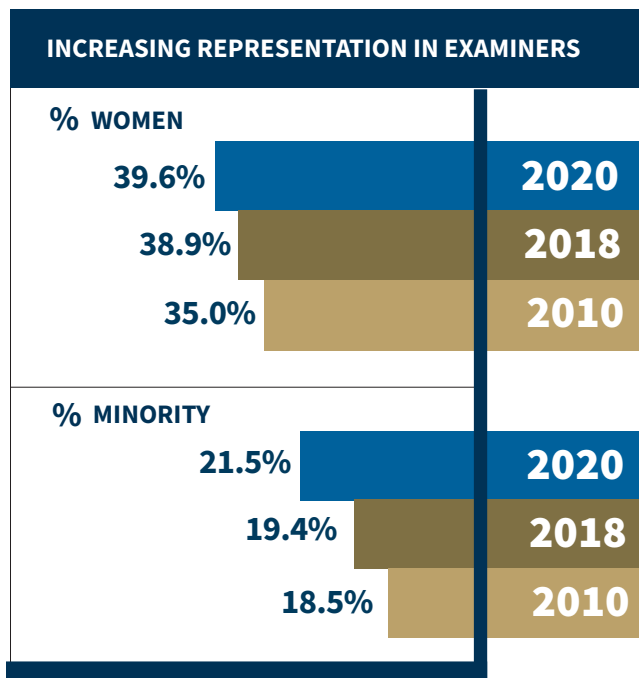
\*Asian includes Native Hawaiian or Other Pacific Islander; percentages of individual racial/ethnic categories do not exactly sum to minority percentages due to rounding

# Hiring Trends in FDIC Mission-Critical Occupations between July 2010 and December 2020

During 2020, we hired minority applicants into the examiner workforce at a rate several points above the CLF for the examiner occupational series, as approximately 33.8 percent of entry-level examiners hired in 2020 were minorities. That is an approximately 9 percentage point increase in the minority hiring rate for entry-level examiners since we first started reporting these statistics to Congress for 2012. Women comprised 40.0 percent of entry-level examiners hired in 2020, a decrease from 2019, but a 5 percent increase compared to 2012.

The chart below illustrates similar trends in mission-critical job categories across the agency.

See Appendix B for the 2020 racial/ethnic and gender breakdown for these occupations.



## TREND DATA OF FDIC MISSION-CRITICAL POSITIONS

GENERAL BUSINESS & INDUSTRY		ECONOMIST		EXAMINER		BY YEAR
% WOMEN	% MINORITY	% WOMEN	% MINORITY	% WOMEN	% MINORITY	
35.3%	29.1%	32.5%	33.8%	39.6%	21.5%	2020
36.1%	22.5%	32.9%	19.7%	38.9%	19.4%	2018
33.2%	16.0%	26.6%	21.9%	35.0%	18.5%	2010

# Minority Representation in FDIC Mission-Critical Occupations

## EXAMINER

Minority representation in the examiner workforce increased 3.0 percent between July 2010 and December 2020. We have also been able to increase the representation of women in the overall examiner workforce by 4.6 percent during the same period.

Despite improvements in hiring, we still must work to improve the representation of women and minorities in our examiner workforce. Representation remains below the CLF for Hispanic/Latinx men and women, Asian men and women, Black or African American women, and women of two or more races. Additionally, we are committed to addressing vital issues related to examiner retention (see Appendix B).

## ECONOMIST

As a result of our concerted efforts to expand the applicant pool, the percentage of minorities in our economist positions increased 11.9 percent between July 2010 and December 2020. We have also been able to increase the representation of women in the FDIC’s economist workforce by 5.9 percent during the same period.

## GENERAL BUSINESS AND INDUSTRY

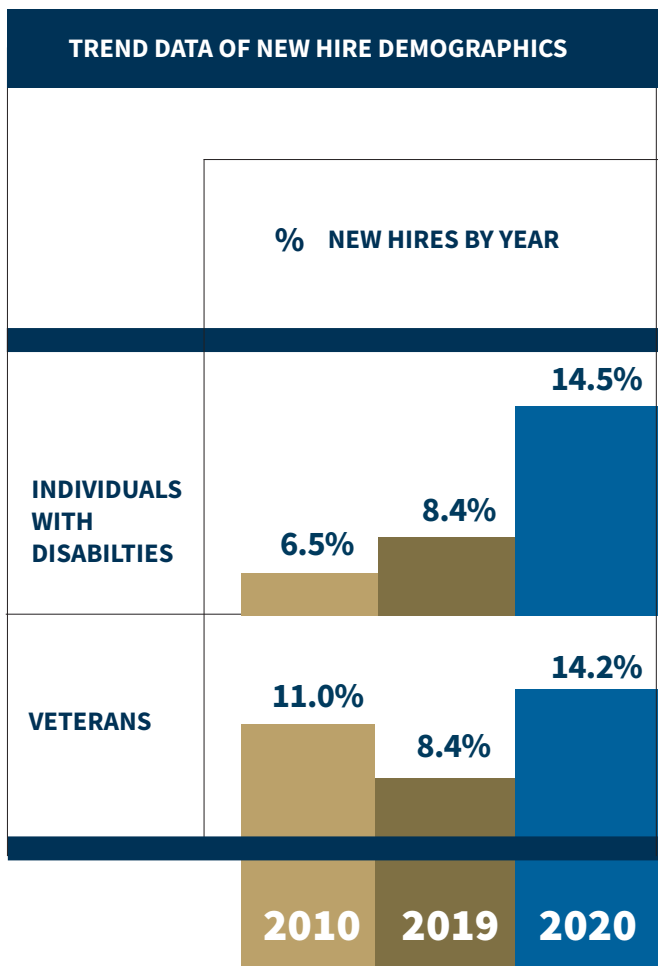
In the general business and industry occupation, we concentrated on the permanent workforce, since the term/temp workforce expanded greatly during the financial crisis and then contracted once the crisis resolved. Since the Dodd-Frank Act was signed into law, we have increased the minority representation rate by 13.1 percent (as of December 2020). While there is still work to do, the percentage of women increased by 2.1 percent from July 2010 through the end of 2020.

## HISPANIC/LATINX

The representation of Hispanic/Latinx employees in the FDIC workforce has remained low since the passage of Section 342. As previously mentioned, this is an area for more emphasis and targeted strategies.

## INDIVIDUALS WITH DISABILITIES AND VETERANS

As of December 31, 2020, the percentage of individuals with disabilities in the FDIC workforce was 13.0 percent, which is above the federal government-wide goal of 12 percent. Likewise, the percentage of individuals with targeted disabilities was 2.3 percent, which is above the federal government-wide goal of 2 percent. The percentage of veterans in the FDIC workforce was 9.2 percent as of December 31, 2020. Additionally, new hires of individuals with disabilities and veterans has improved since 2010.



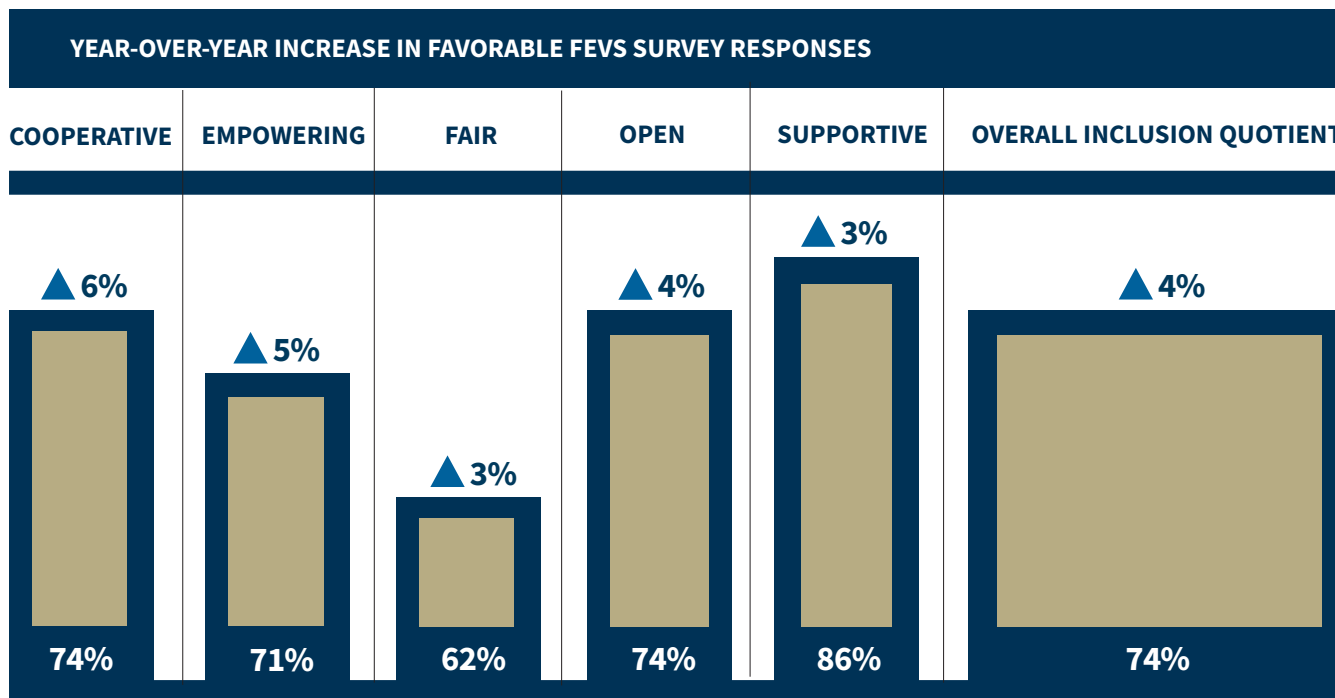
# Inclusion Trends in FDIC Mission-Critical Occupations between July 2010 and December 2020

## INCLUSION

The FEVS offers useful information to help us measure our success in the area of inclusion. For the 2020 FEVS, the FDIC achieved its highest favorable response rate in the IQ category since we began tracking the aggregate score. Our overall IQ favorable response rate was 74 percent in 2020, an increase of 4 percent over our 2019 results. Of note, our scores for each of the five IQ behaviors—cooperative, empowering, fair, open, and supportive—increased anywhere from 3 percent to 6 percent. We are encouraged by these results, and will continue our efforts to move our scores even higher.

We are also encouraged by our FEVS results in the Global Satisfaction and Employee Engagement areas. Global Satisfaction measures an employee’s satisfaction

with their work, their job, their pay, and whether they would recommend their organization as a good place to work. In 2020, the FDIC’s favorable response rate for Global Satisfaction increased by 2 percent, from 78 percent to 80 percent. Employee Engagement examines employee’s feelings of motivation and competency in the workplace; perceptions of leadership’s integrity, communication, and motivation; and perceptions of worker and supervisor relationship. For 2020, our Employee Engagement score increased by 4 percent, from 75 percent to 79 percent. These scores are signs that our employees, in general, are feeling included, satisfied, and engaged, and we will continue to monitor these metrics and aim for sustained improvement.



<b>KEY</b>		<b>2019</b> Percentage of Global Satisfaction and Employee Engagement Responses in 2019
		<b>2020</b> Percentage of Global Satisfaction and Employee Engagement Responses in 2020
		<b>PERCENTAGE DIFFERENCE BETWEEN YEARS</b>



## Promoting Inclusive Prosperity through FDIC Contracting for MWOBs

When the Dodd-Frank Act was signed into law in 2010 the U.S. economy was still in the midst of a financial crisis. High numbers of bank closures had significantly increased the agency’s workload and, as a result, we heavily relied on contract support to carry out our mission. The increase in contract activity provided more opportunities to include MWOBs in our operations. In recent years, as the number of bank closures has declined, so has our need for related contract work. In addition, the COVID-19 pandemic has taken an enormous toll on small businesses, including MWOBs, across the country. Against this backdrop, the FDIC is working to include MWOBs in our business activities to the maximum extent possible.

### KEY FOCUS AREAS IN 2020

#### 1 INFORMATION SHARING

MWOBs were invited to share their companies’ capabilities and learn about the FDIC’s procurement process.

#### 2 EDUCATION

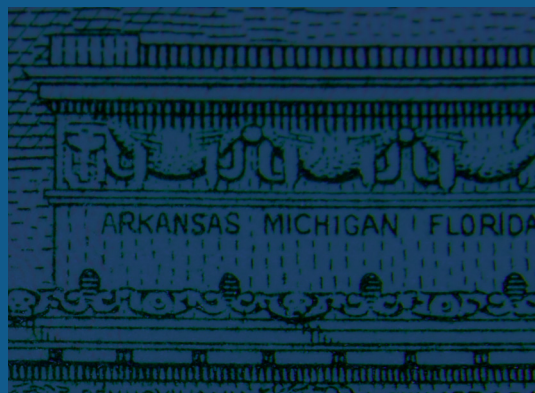
The FDIC developed and hosted a series of technical assistance events to educate and equip MWOBs with the tools they need to compete for FDIC and other government procurements and contracts.

# Strategies to Identify Qualified MWOBs through Market Research and Collaboration

Going forward, the FDIC will look at a number of different initiatives to promote inclusive prosperity, including how we identify qualified MWOBs through market research. In addition, OMWI is collaborating with different program areas within the FDIC to better understand their procurement needs well in advance of the start of the procurement process. This allows for extra time to perform market research and outreach to qualified MWOBs. It also allows for opportunities to develop procurement strategies that enable MWOBs to be competitive.

In addition, over the next several years we will:

- Explore programs used by other agencies to determine if there are any best practices appropriate for implementation at the FDIC;
- Determine whether new policies, regulations, or guidance documents may be necessary to advance equity in agency actions and programs and procurement and contracting opportunities;
- Host a joint ventures virtual conference to provide technical assistance to minority- and women-owned investors (MWOIs);
- Implement and enhance our tool for performing good faith reviews of our contractor workforce;
- Develop and implement a portal to support OMWI's vendor outreach activities; and
- Review the selection process for historically marginalized attorneys and MWOLFs to determine if there are opportunities to enhance the selection process, within existing guidelines, for legal referral services.



**These new initiatives, combined with our current practices, will expand the pool of available vendors, thereby increasing competition and competitive pricing and bringing new innovative solutions to support our mission.**

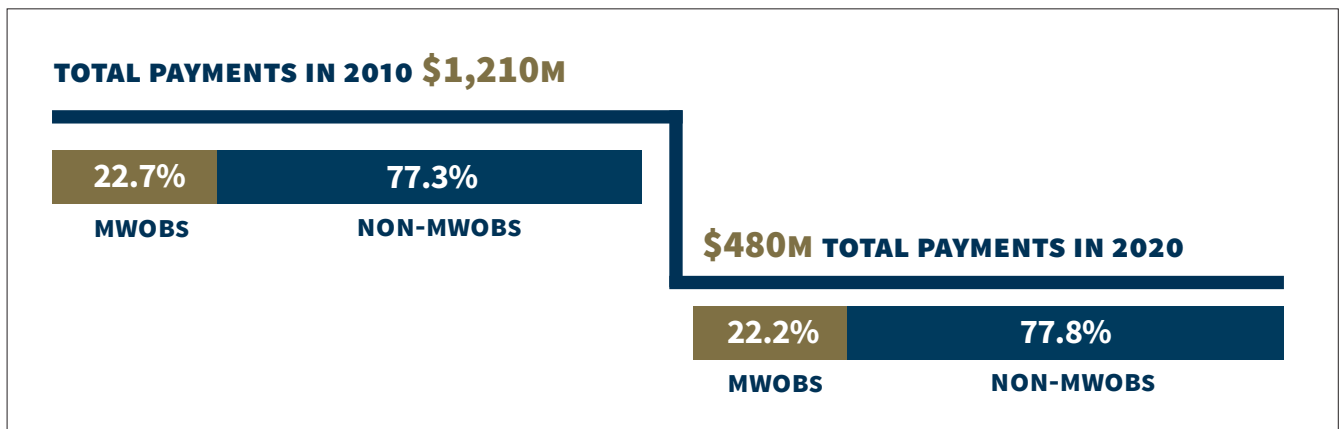
## IDENTIFYING CHALLENGES

As previously mentioned, our contract needs and awards have declined over the past 10 years. During this period, total contract awards have declined from \$2.6 billion in 2010 to \$426.7 million in 2020. In addition, the majority of contract actions (85 percent) have shifted from resolution and receivership work to contracts for nonfinancial services, such as Information Technology (IT) goods and services. The charts and tables that follow illustrate this trend.

# Total **Payments** to MWOBs and Declining Trend Data by Year

<b>TOTAL CONTRACTING PAYMENTS to MWOBs, 2016-20 (in millions)</b>			<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>A</b>	<b>TOTAL ACTIONS BY YEAR</b>		1,181	737	565	518	409
<b>B</b>	<b>TOTAL PAYMENTS BY YEAR</b>		\$415.2	\$414.0	\$429.6	\$466.6	\$479.7
	<b>MINORITY-OWNED</b>	\$	\$56.0	\$54.6	\$49.5	\$54.0	\$62.1
		%	13.5%	13.2%	11.5%	11.6%	12.9%
	<b>WOMEN-OWNED</b>	\$	\$66.8	\$66.9	\$59.5	\$52.0	\$53.9
		%	16.1%	16.2%	13.9%	11.2%	11.2%
	<b>BOTH MINORITY-OWNED AND WOMEN-OWNED</b>	\$	\$11.3	\$11.9	\$11.1	\$7.7	\$9.5
		%	2.8%	2.9%	2.6%	1.7%	1.9%
<b>C</b>	<b>TOTAL AWARDS BY YEAR</b>		\$508.8	\$523.7	\$499.5	\$554.0	\$426.7

**TREND DATA OF 10-YEAR DECLINE (2010-2020)**

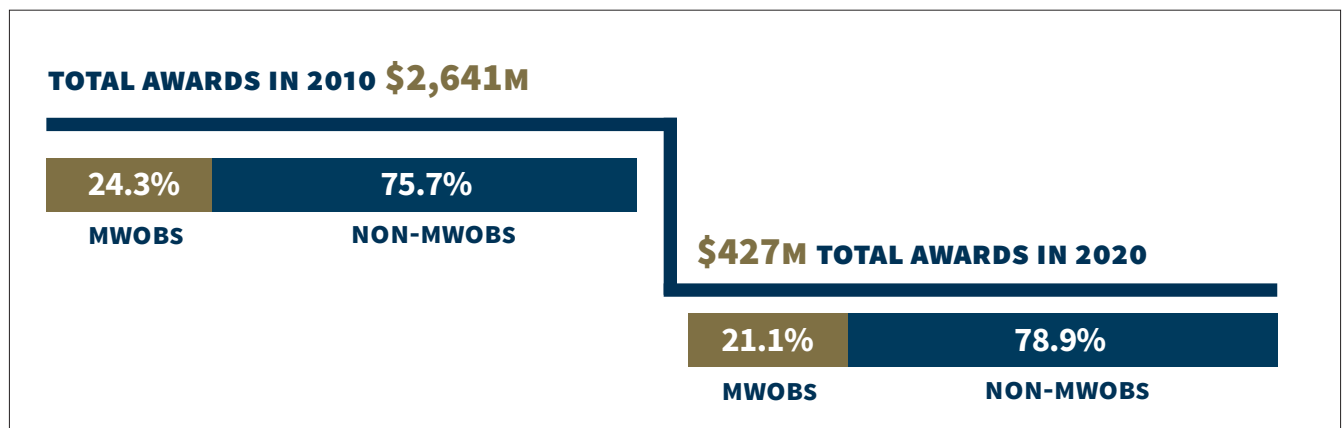




## Total **Awards** to MWOBs and Declining Trend Data by Year

<b>TOTAL CONTRACTING AWARDS to MWOBs, 2016–20 (in millions)</b>		<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
<b>A</b>	<b>TOTAL ACTIONS BY YEAR</b>	1,181	737	565	518	409	
<b>B</b>	<b>TOTAL PAYMENTS BY YEAR</b>	\$415.2	\$414.0	\$429.6	\$466.6	\$479.7	
<b>C</b>	<b>TOTAL AWARDS BY YEAR</b>	\$508.8	\$523.7	\$499.5	\$554.0	\$426.7	
	<b>MINORITY-OWNED</b>	\$	\$56.5	\$66.7	\$45.8	\$106.0	\$58.9
		%	11.1%	12.7%	9.2%	19.1%	13.8%
	<b>WOMEN-OWNED</b>	\$	\$47.4	\$46.2	\$83.0	\$75.8	\$50.1
		%	9.3%	8.8%	16.6%	13.7%	11.7%
	<b>BOTH MINORITY-OWNED AND WOMEN-OWNED</b>	\$	\$10.0	\$16.2	\$6.3	\$8.3	\$19.0
		%	1.9%	3.0%	1.3%	1.5%	4.4%

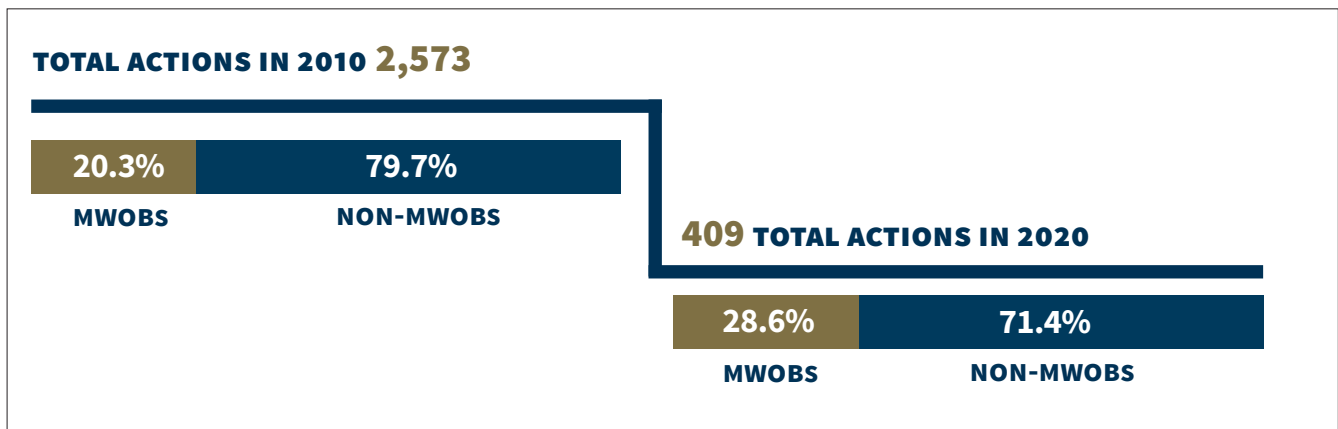
### TREND DATA OF 10-YEAR DECLINE (2010-2020)



# Total **Actions** to MWOBs and Declining Trend Data by Year

<b>TOTAL CONTRACTING ACTIONS to MWOBs, 2016–20</b>			<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>A</b>	<b>TOTAL ACTIONS BY YEAR</b>		<b>1,181</b>	<b>737</b>	<b>565</b>	<b>518</b>	<b>409</b>
	<b>MINORITY-OWNED</b>	#	142	100	87	68	53
		%	12.0%	13.6%	15.4%	13.1%	13.0%
	<b>WOMEN-OWNED</b>	#	187	151	119	112	89
		%	15.8%	20.5%	21.1%	21.6%	21.8%
	<b>BOTH MINORITY-OWNED AND WOMEN-OWNED</b>	#	42	41	40	28	25
		%	3.5%	5.6%	7.1%	5.4%	6.2%
<b>B</b>	<b>TOTAL PAYMENTS BY YEAR</b>		<b>\$415.2</b>	<b>\$414.0</b>	<b>\$429.6</b>	<b>\$466.6</b>	<b>\$479.7</b>
<b>C</b>	<b>TOTAL AWARDS BY YEAR</b>		<b>\$508.8</b>	<b>\$523.7</b>	<b>\$499.5</b>	<b>\$554.0</b>	<b>\$426.7</b>

**TREND DATA OF 10-YEAR DECLINE (2010-2020)**



# Implementing Strategies to Create a More Equitable and Inclusive Contracting Environment

---

## IMPLEMENTING STRATEGIES

The FDIC has increased its efforts to create a more diverse, equitable, and inclusive contracting environment.

The FDIC's acquisition policy, procedures, and guidance promote diversity in solicitations.

- For solicitations valued over \$100,000, OMWI requires that MWOB recommendations be included on source lists. OMWI must be given the opportunity to submit sources to be included, and OMWI reviews of the acquisition plans are required.
- An OMWI representative participates as a voting member on Technical Evaluation Panels that review and make source selection recommendations.
- In addition, contractors with awards over \$100,000 must certify their commitment to the fair inclusion of minorities and women in their workforce and the workforces of their subcontractors.

The FDIC has developed strategies to increase MWOB participation in contracting opportunities.

- The agency participates in the U.S. Small Business Administration's 8(a) Program to help small and disadvantaged businesses gain access to contracting opportunities with the FDIC.
- The FDIC assesses whether it can restructure large contract requirements to expand MWOB contracting opportunities, where it makes good business sense.
- The FDIC identifies and contracts with MWOB resellers of IT hardware and software rather than placing the orders directly with the manufacturers.

The FDIC Legal Division encourages referrals to MWOLFs and Diverse Attorneys.

- We have expanded our training for in-house counsel on the importance of diversity in legal matter staffing.
- We present at minority bar association meetings to help prepare MWOLFs for opportunities to work with the FDIC.
- We encourage co-counsel arrangements between large majority law firms and smaller MWOLFs, as well as between other MWOLFs, so that there are adequate resources and expertise to handle larger complex matters.
- Our Legal Division has promoted the use of Diverse Attorneys at majority firms when working on FDIC projects.

In 2020, due to the global pandemic, the FDIC quickly transitioned to virtual outreach activities, webinars, and matchmaking events to support diversity in our contracting activities. OMWI successfully participated in 10 procurement events: one virtual business expo, six business matchmaking events, and three panel presentations. In December, OMWI launched a virtual MWOB Technical Assistance series. These technical assistance events educate small businesses on how to do business with the FDIC, while also offering opportunities for firms to network and build relationships with OMWI and other FDIC personnel. As a result of these events, some MWOB firms have been invited to submit a bid or proposal for FDIC solicitations.

In addition, the FDIC successfully hosted a half-day pilot marketing event called "Pitch Day," which provided a virtual forum for MWOBs to market their capabilities directly to the FDIC. These events increase our awareness of competitive vendors and give potential vendors the opportunity to establish relationships with our program offices. Based on positive participant feedback, OMWI plans to host more of these events in the future.

# Expanding Inclusive Prosperity through our Contracting Activities

## MEASURING OUR SUCCESS

Our efforts to expand inclusive prosperity through our contracting activities have been successful, and we want to build on these successes. One significant example is the FDIC’s multiple-award Information Technology Application Services Contract, which was awarded in 2013 and is still active today. Seven of the 14 firms awarded the contract are MWOBs, and more than half of the resulting task orders have been awarded to MWOBs. The combined value of these task orders is \$296.0 million, or 53.4 percent of the total award amount.

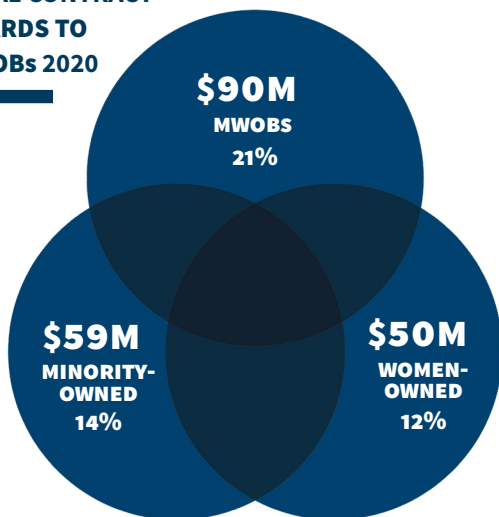
In 2020, we awarded 117 new contracts to MWOBs, totaling \$90 million, or 21.1 percent of the total new awards for the year. In addition, we made payments totaling \$106.5 million to MWOB contractors.

One of the most significant awards in 2020 was the FDIC’s multiple award IT Security Contract. Four of the 10 firms awarded the contract were MWOBs and will be able to compete for task orders under this \$364 million

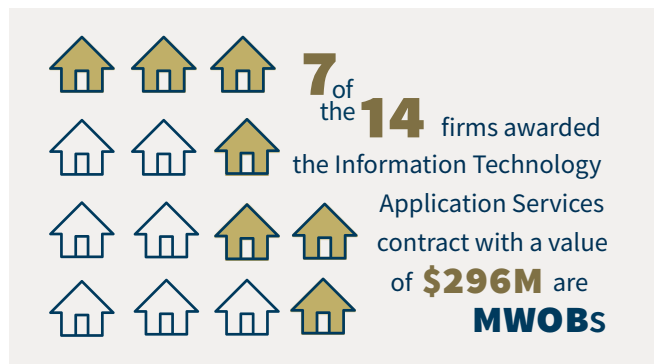
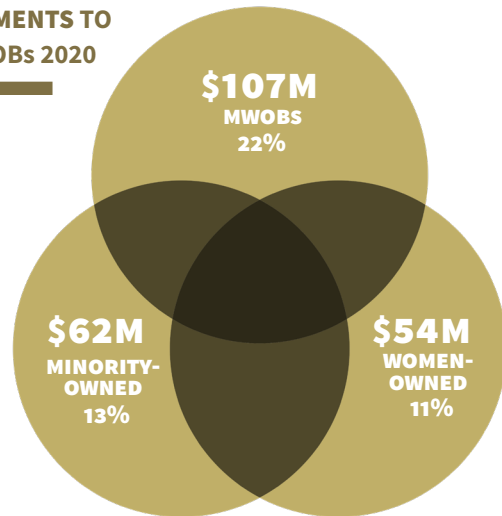
contract. This multiple-award strategy was a significant change for the FDIC, as the prior contract was a single-award contract.

Although our contract dollars to MWOBs were lower in 2020 than in previous years, MWOBs were awarded 28.6 percent of all new contract actions. The tables and figures that follow provide additional detail on our contracting awards and payments.

**TOTAL CONTRACT AWARDS TO MWOBs 2020**



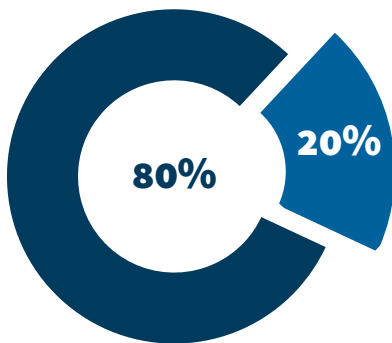
**TOTAL CONTRACT PAYMENTS TO MWOBs 2020**



Note: Minority- owned plus Women-owned Awards and Payments do not total MWOBs due to overlap.

## Awards to Minority- and Women-Owned Businesses in 2020

MINORITY- AND WOMEN-OWNED BUSINESSES	AWARDS	
Software Development/Maintenance/Enhancement Services	\$	<b>41,991,104.00</b>
Career Counseling Services	\$	<b>9,000,000.00</b>
Construction Management Services	\$	<b>3,895,731.00</b>
Bank Resolution Services	\$	<b>3,576,463.00</b>
Training Services	\$	<b>2,151,843.00</b>
Program Support Services	\$	<b>1,995,875.00</b>
Environmental Health and Safety Services	\$	<b>1,566,734.00</b>
Call Center	\$	<b>1,161,956.00</b>
Janitorial Services	\$	<b>906,742.00</b>
Economic Inclusion Public Awareness Campaign	\$	<b>833,379.00</b>
Diversity Services	\$	<b>545,650.00</b>
FDIC's first Rapid Prototype Competition (Bank Data)	\$	<b>500,000.00</b>
Translation/Transcreation Services	\$	<b>275,000.00</b>
Human Resources Benefits Consulting	\$	<b>243,750.00</b>
Auditing Services	\$	<b>244,402.00</b>

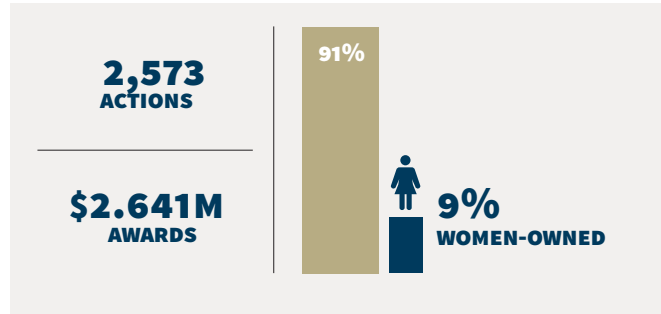
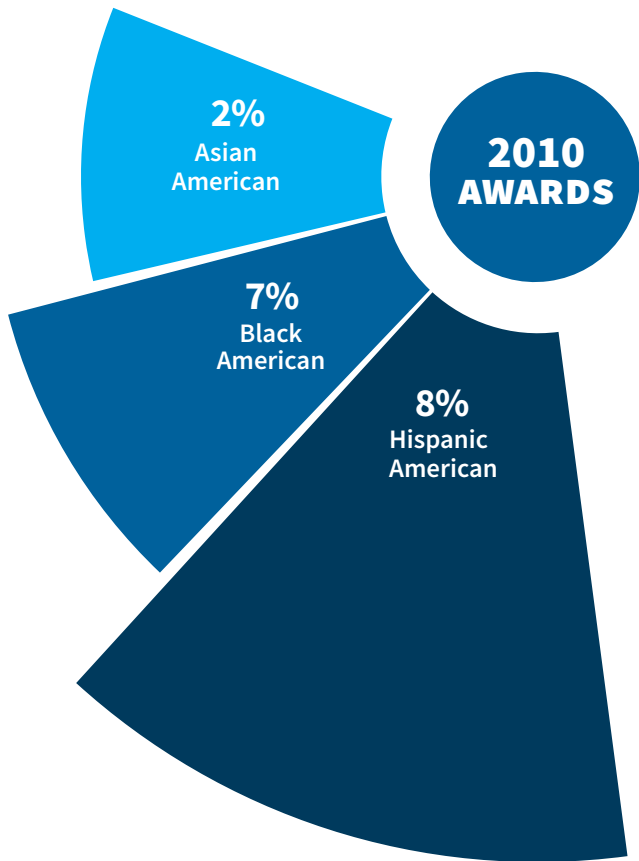


### FDIC AWARDS TO TOP 10 NAICS MWOB, 2020

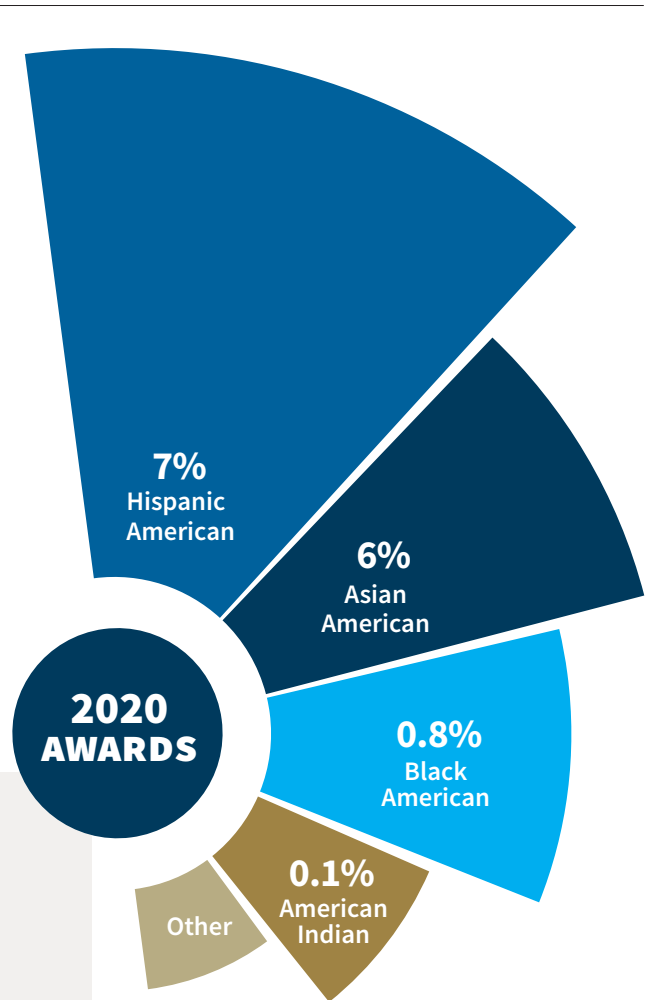
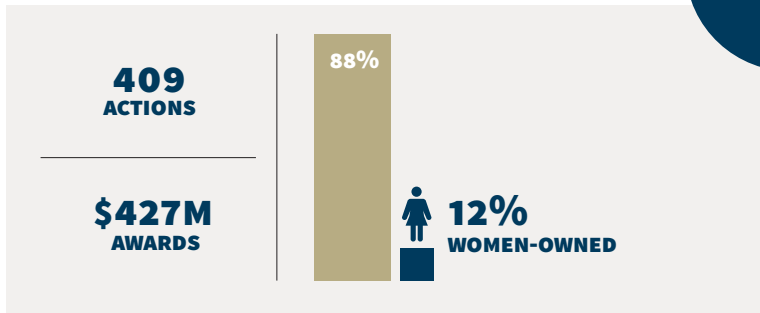
Collectively, 20.1 percent of the total award dollars for contracts containing FDIC's top ten categories of North American Industry Classification System (NAICS) codes were awarded to MWOBs. (See Appendix A for FDIC Contract Awards by Top Ten NAICS Codes.)

# Contracting Awards, 2010 and 2020 Demographic Trend Data

## DEMOGRAPHICS FOR 2010 TOTAL AWARDS DOLLARS



## DEMOGRAPHICS FOR 2020 TOTAL AWARDS DOLLARS



# Endeavors to Maximize Diversity in Legal Contracting

The Legal Division's legal contracting program endeavors to maximize the participation of both MWOLFs and minority and women partners and associates employed at majority-owned firms (i.e., Diverse Attorneys) in legal contracting. This approach is consistent with the provisions of Section 342 of the Dodd-Frank Act that encourage diversity and inclusion at all levels. FDIC legal matters provide important learning and professional client development opportunities to MWOLFs and Diverse Attorneys that can be quite meaningful to career advancement. The employment and training of individual attorneys often provides opportunities for drafting legal documents, entering court appearances, and developing client relationships, all of which further the partnership potential of Diverse Attorneys.

## CHALLENGES

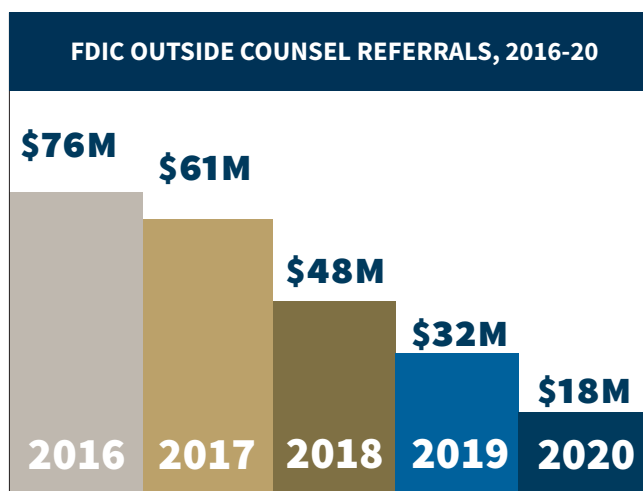
Similar to our business contracting activities, the volume of the FDIC's legal activities—and our need to make referrals for outside counsel—has drastically changed since the enactment of the Dodd-Frank Act.

In 2011, for example, the FDIC paid \$134.0 million to outside counsel, owing in large part to the amount of legal support required for the large number of failed or failing financial institutions. As the number of bank failures has decreased, so has our need for outside counsel support. In 2020, the agency's payments to outside counsel totaled \$18.3 million. The decline in our need for outside legal services over the last 10 years has directly impacted our ability to make legal referrals to MWOLFs; however, the FDIC remains committed to inclusion of MWOLFs in our outside legal services referrals.

## ACTIVITIES AND SUCCESSES

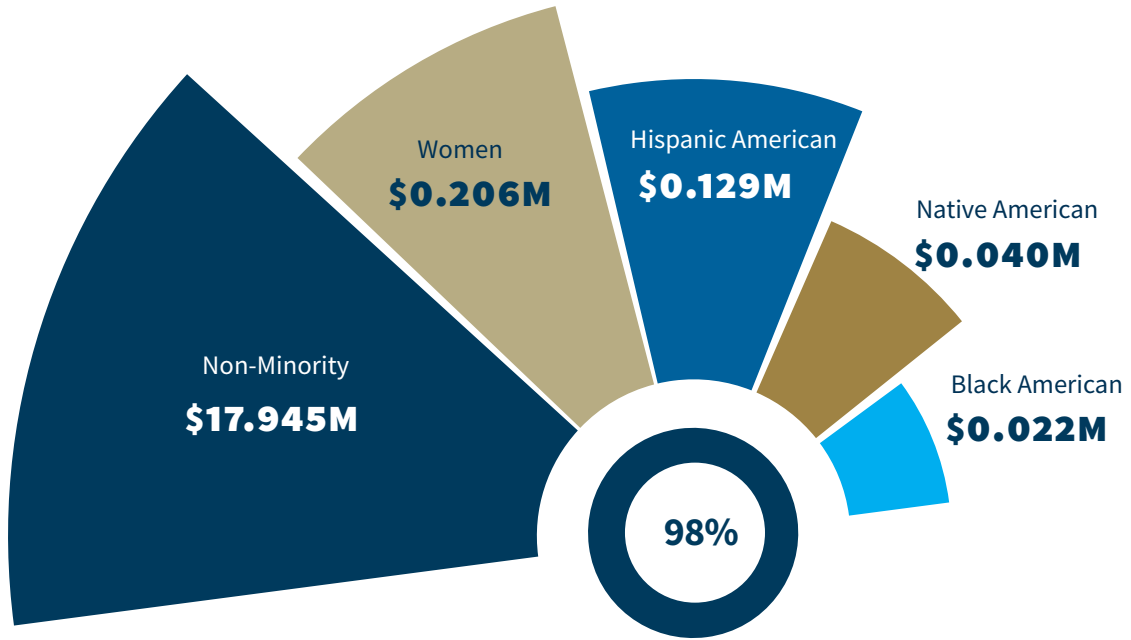
In 2020, the FDIC paid \$397,000 in legal fees to MWOLFs and \$3.61 million to Diverse Attorneys. Taken together, the FDIC paid \$4.0 million to MWOLF firms and Diverse Attorneys out of a total of \$18.3 million dollars spent on outside counsel services. This represents an aggregate participation rate of 22 percent. (This figure represents a decline from 2019, when the agency had a 34 percent participation rate in the outside counsel legal contracting program.) The FDIC made 17 referrals to MWOLFs in 2020, which accounted for 26.0 percent of all legal referrals.

We continued to expand our pipeline of qualified MWOLFs by engaging in aggressive outreach efforts in 2020. For example, the FDIC Legal Division participated in two minority bar association conferences and three stakeholder events. As a direct result of FDIC's outreach efforts, 15 MWOLF firms from the National Association of Minority- and Women-Owned Law Firms were interviewed and recruited. In addition, the Legal Division has placed greater emphasis on developing and encouraging quality networking and relationships with MWOLFs.

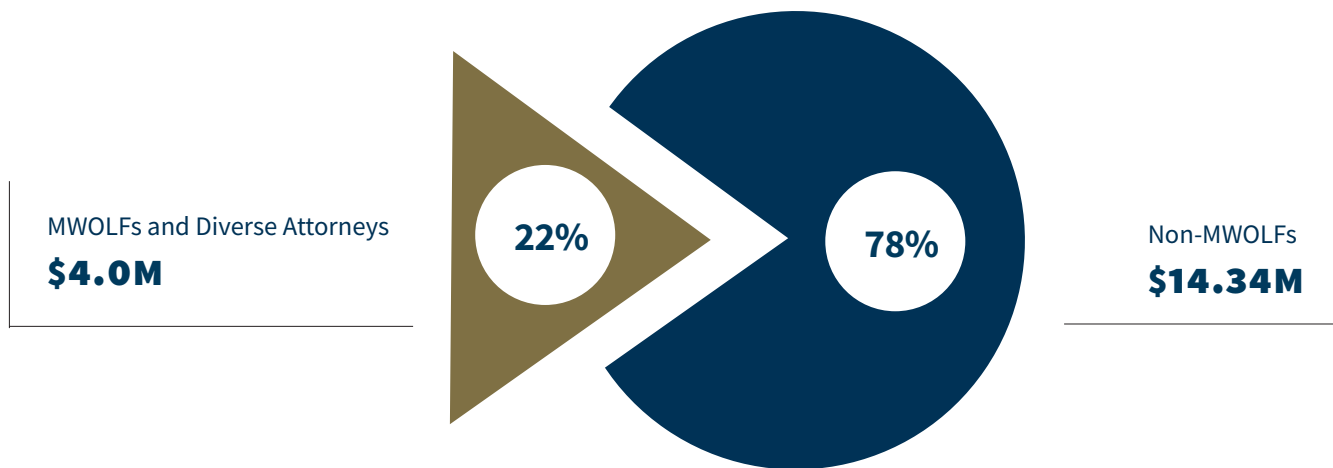


# Referrals and Payments to MWOLFs and Diverse Attorneys, 2020

**PAYMENTS TO MWOLFS, 2020 (IN MILLIONS)**



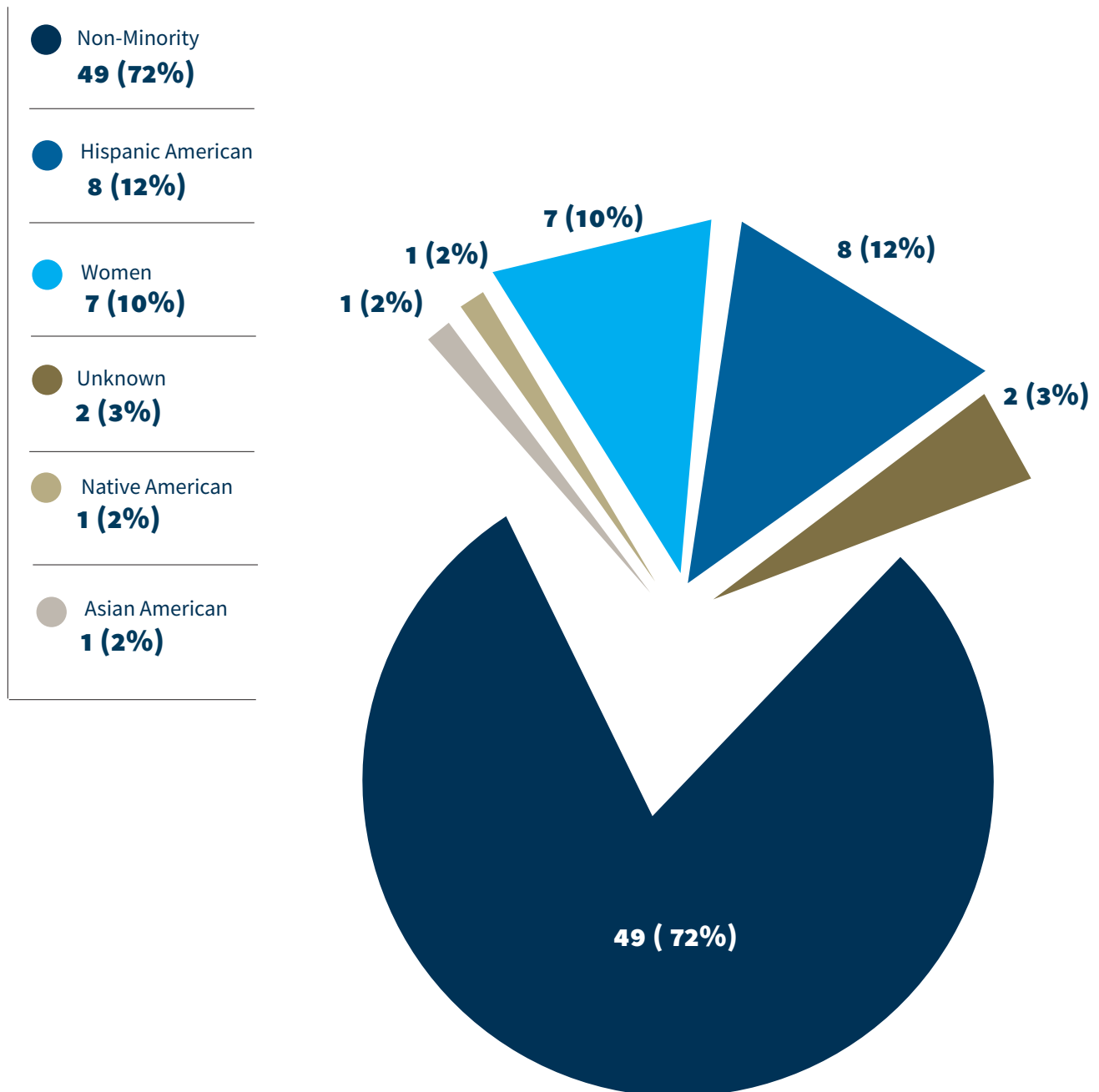
**PAYMENTS TO MWOLFS AND DIVERSE ATTORNEYS, 2020 (IN MILLIONS)**





# Percentage of Referrals to MWOLFs, 2020

## PAYMENTS TO MWOLFS, 2020 (IN MILLIONS)





## Promoting Diversity, Equity, and Inclusion in the Financial System

---

To encourage supervised financial institutions to incorporate the principles of diversity, equity, and inclusion in their own workplaces and operations, the FDIC has developed a voluntary diversity self-assessment. Financial institutions are invited to complete the self-assessment annually, giving them an opportunity to gather and analyze data with respect to their own diversity policies and practices. The FDIC also analyzes this data in order to identify trends and to share exemplary diversity and inclusion practices.

### **OUTREACH ACTIVITIES AND SUCCESSES**

Since we launched the Diversity Self-Assessment instrument in 2016, participation by financial institutions has been low. Through outreach to financial institutions, we learned that they were not

participating because they found the process to be arduous and did not understand the benefits.

To address these issues, the FDIC developed a Strategic Roadmap for the Financial Institution Diversity Program in 2020 to identify a number of goals for the program:

- To develop and strengthen partnerships with financial institutions, trade organizations, and key stakeholders;
- To maximize the use of technology to make submissions easier for financial institutions while improving our ability to analyze the data submitted;
- To emphasize the benefits of conducting voluntary self-assessments; and
- To make diversity information available to the public.

# Streamlining and Improving Outreach Initiatives and Assessments

In support of these goals, OMWI also launched the Financial Institutions Diversity Self-Assessment (FID-SA) online portal in 2020. The online portal streamlines and improves the assessment process, significantly reducing the time and resource burden on financial institutions. Through FID-SA, multiple authorized users can complete the assessment, and users can view previous submissions, attach supporting material, and print and save to a PDF format. For the first time, institutions have the ability to submit their self-assessments electronically. As a result, despite the pandemic and its impact on bank operations, participation for the 2019 reporting period was at the highest rate ever. See “Diversity Self-Assessment Response” below for more information about the self-assessment results.

OMWI also successfully completed the following outreach initiatives in 2020:

- Created a dedicated Resources webpage for Financial Institution Diversity;
- Prepared guidance material and other resources to help financial institutions develop and strengthen their diversity and inclusion practices and policies;
- Presented the Financial Institution Diversity Program to the FDIC’s Advisory Committee on Community Banking in July;
- Participated in the American Bankers Association’s Unconventional Convention in October;
- Presented to the FDIC’s Advisory Committee on Economic Inclusion in October; and
- Attended the American Bankers Association’s Diversity, Equity, and Inclusion conference in November.

The FDIC will continue to increase outreach efforts to raise awareness with the intent of promoting diversity and inclusion throughout the financial industry. More specifically, we will encourage supervised financial institutions to implement diversity policies and practices, and share their completed self-assessments.

## DIVERSITY SELF-ASSESSMENT RESPONSE

For the 2019 reporting period, the FDIC invited 787 supervised financial institutions with 100 or more employees to participate in the Diversity Self-Assessment. More than 150 institutions submitted self-assessments, representing a 19 percent submission rate. These institutions employ 38 percent of all employees and hold 42 percent of the assets held by FDIC invited financial institutions. Overall submissions for the 2019 reporting period represent an increase of 14 percent over the 2018 reporting period and an increase of 60 percent over the 2016 reporting period. The FDIC will continue to identify and implement strategies to improve participation in the coming years.

Through our analysis of the survey responses, we found that supervised financial institutions continue to employ a variety of methods and approaches to identify, attract, recruit, retain, and train a diverse workforce. Although smaller community banks have noted their limited resources, they too have incorporated diversity into their workforce practices. By continuing to share their diversity practices each year, more institutions are recognizing the importance of integrating diversity and inclusion into their corporate culture.

Gathering data on financial institutions’ diversity practices with respect to vendors and suppliers remains a challenge because most reporting institutions do not have programs in place to track diversity in their procurement spending. However, based on the responsive comments we receive each reporting year, financial institutions increasingly understand the competitive advantage of having a broad selection of available suppliers to choose from, including competitive price, quality, attention to detail, and future relationship building.



## Promoting Diversity, Equity, and Inclusion in the Communities We Serve

---

The FDIC remains committed to expanding economic inclusion in rural, minority, and low- and moderate-income (LMI) communities, which often lack access to affordable housing, banking, and financial services.

In 2020, LMI communities were disproportionately impacted by the COVID-19 pandemic, which further highlighted the cultural disparities in terms of access to banking and healthcare. In 2020, the FDIC supported LMI communities through our efforts to preserve affordable housing and partner with community organizations, banks, and other federal agencies to provide access to banking services and products to individuals and small businesses.

### **AFFORDABLE HOUSING**

The need for affordable housing has become critical in many parts of the country, and the FDIC's Affordable Housing Program (AHP) addresses this need by preserving housing and rental opportunities for low-income households. AHP has an inventory of properties where owners are required to set aside a specified number of housing units for occupancy. The housing units were acquired by the Resolution Trust Corporation (RTC) Affordable Housing Program during the Savings and Loan Crisis and transferred to FDIC when the RTC terminated in 1995. Rent limits are set based on the area median income as published annually by the Department of Housing and Urban Development.

# Economic Inclusion in Rural, Minority, and Low- and Moderate-Income Communities (LMI)

---

These properties are located throughout the United States, primarily in markets undergoing gentrification and redevelopment. During 2020, AHP was successful in preserving 214 affordable housing units in an affluent area in Atlanta, Georgia, in one of the area's last remaining properties with dedicated affordable housing units.

## SUPPORT FOR SMALL BUSINESSES

Small businesses are often forced to operate outside of the financial mainstream, and therefore lack access to capital. The FDIC encourages community banks to provide access to banking services and products to small businesses, including women and minorities who operate many of these businesses. During 2020, we worked with financial institutions to foster small business lending through the Small Business Administration's Paycheck Protection Program (PPP). Using virtual formats, we expanded our outreach to help small businesses operating in communities severely impacted by the COVID-19 pandemic. These virtual events provided information on available small business lending resources and other activities that may warrant positive consideration under the Community Reinvestment Act.

## EXPANDING ACCESS TO MAINSTREAM BANKING

The COVID-19 pandemic emphasized the urgent need to help people in LMI communities gain access to affordable and sustainable bank accounts. In March, the FDIC launched a dedicated webpage ([www.fdic.gov/GetBanked](http://www.fdic.gov/GetBanked)) to educate consumers on how to find and open an account remotely in order to receive their Economic Impact Payment (EIP). We partnered with the Internal Revenue Service on two national webinars to assist consumers who had not received their EIPs. Nearly 500 organizations registered for these webinars, representing 39 states, two territories, and a variety of nonprofit community-based organizations.

The FDIC understands the important role that

technology will play in expanding banking services to the unbanked, underbanked, and individuals in underserved communities. In 2019, we launched "FDiTech," a new office dedicated to promoting the adoption of innovative and transformative technologies in the financial services sector that will help us leverage technology in this way. Under the leadership of our new Chief Innovation Officer, FDiTech will engage both public and private sector partners to ensure the financial system of the future is innovative, resilient, and equitable. We have several inclusion-focused innovation programs underway that target consumers' access to modern banking and minority- and women-owned small business banking services.

We also participated in community-based events to promote economic inclusion; one such event was "Pittsburgh Saves." At this event, attendees were informed about:

- The FDIC's initiatives to expand economic inclusion and access to insured bank accounts;
- Unbanked and underbanked data, the reasons why people are unbanked, and why banks can be places for the unbanked to trust; and
- Resources banks can use to encourage lower-income households to save.

## FINANCIAL LITERACY

Financial education is central to the FDIC's efforts to expand economic inclusion. Effective financial education can help people gain the skills and confidence to establish and sustain a banking relationship, achieve their financial goals, and improve their financial well-being. The FDIC's Money Smart curriculum is an award-winning tool we have developed to reach students of all ages, the elderly and their caregivers, small business owners, and others. Through the Money Smart Alliance, we help organizations effectively use the curriculum by facilitating quarterly webinars for the more than 1,500 member organizations.

## Engaging in Partnerships, Research, and Minority Depository Institutions (MDIs)

---

In 2020, the FDIC also worked with the National Disabilities Institute on a webinar regarding actions taken by the federal regulators to respond to the COVID-19 pandemic. The nearly 400 registered attendees were primarily organizations engaging persons with disabilities. We also provided training and technical assistance to Catholic Charities with respect to its recent three-year grant from AmeriCorps for 14 local chapters to teach financial education in their communities. Under the grant, each local chapter can “hire” an AmeriCorps volunteer, who will assist clients with financial issues, including by teaching Money Smart. We developed a suggested training plan for the AmeriCorps volunteers. AmeriCorps expects to help 1,500 people enhance their financial skills and create positive banking relationships through this initiative.

### MINORITY DEPOSITORY INSTITUTION ACTIVITIES

The preservation and promotion of minority depository institutions (MDIs) remains a long-standing, top priority for the FDIC. The FDIC’s research study, *Minority Depository Institutions: Structure, Performance, and Social Impact*, published in 2019, found that MDIs have played an important role in providing mortgage credit, small business lending, and other banking services to minority and LMI communities.

In 2020, the FDIC pursued several strategies intended to support MDIs, including increasing engagement and representation, facilitating partnerships, updating FDIC policies, promoting the MDI sector through advocacy, and providing outreach, technical assistance, education, and training for MDIs.

### ENGAGEMENT AND REPRESENTATION

The FDIC’s MDI Subcommittee of the Advisory Committee on Community Banking (CBAC), was formed in 2019 and held two virtual meetings in 2020. The MDI Subcommittee, comprising nine MDI executives representing all types of MDIs, provides a venue for minority bankers to discuss key issues and share feedback on program initiatives. In 2020, the MDI

Subcommittee provided feedback on several initiatives, including the FDIC’s revised Statement of Policy Regarding MDIs. The MDI Subcommittee members showcase MDI best practices, both operational and in support of the communities they serve. Three MDIs serve on the 18-member CBAC, providing an additional platform to highlight the contributions of these institutions and provide MDI perspectives on topics affecting the banking sector.

### PARTNERSHIPS

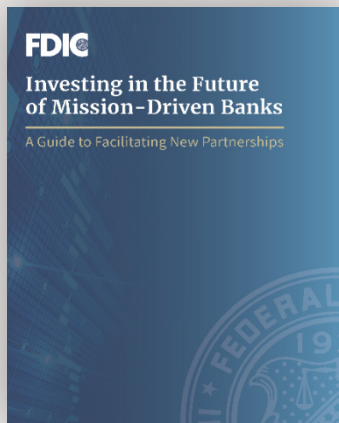
In 2019, the FDIC facilitated a number of networking roundtables to bring together MDIs and large banks, and these networking opportunities continued to bear fruit in 2020 with more than \$10 million in additional deposits into MDIs.

In October 2020, the FDIC published a resource guide, *Investing in Mission-Driven Banks: A Guide to Facilitating New Partnerships*, as well as an MDI and Community Development Financial Institution (CDFI) Bank Locator to help private investors develop partnerships with MDIs and other mission-driven banks. The resource guide outlines the important role FDIC-insured MDIs and CDFIs play in the financial system, describes the business needs of these banks, and outlines strategies for private companies and philanthropic organizations to consider in supporting MDIs and CDFIs through equity investments, grants, deposits, creation of an investment fund, technology support, and other partnership opportunities. These strategies can help MDIs build capacity and scale.

In August 2019, Chairman McWilliams announced an initiative to establish a Mission-Driven Bank Fund, which would provide an investment vehicle for corporations, philanthropic organizations, banks, and others to investment in FDIC-insured MDIs and CDFIs. The fund will provide opportunities for FDIC-insured mission-driven banks to pitch proposals for equity capital, loan participations, and other ways to build capacity and scale. With private sector support, the fund will provide a source of capital and other tools

# Showcasing the Unique Stories and Visibility of MDIs in Local Communities

that can help MDIs and CDFIs grow their operations and expand their impact in minority communities. The FDIC intends to launch the fund in 2021. The FDIC will facilitate creation of the fund and may continue to serve as an observer on the overall activities of the fund. The FDIC will not be an investor, play a role in hiring the independent fund manager, serve on the investment committee, or have any role in individual investment decisions.



The FDIC issued a resource guide in October to help private investors develop partnerships with MDIs and other mission-driven banks.

## MDI Policy

The FDIC's Board of Directors updated and strengthened its Statement of Policy regarding Minority Depository Institutions in August and published it for public notice-and-comment in September 2020. The policy statement reflects the agency's enduring commitment to fulfilling the five statutory goals to preserve and promote MDIs, and outlines the framework for the MDI program across the FDIC. Key changes include emphasis on engagement with MDIs, enhanced technical assistance, and a description of

how examiners apply examination standards to the unique business models of MDIs. The public comment period closed in November 2020, and after reviewing and considering the comments, the FDIC will issue the final Statement of Policy in 2021.

## ADVOCACY

The FDIC is committed to promoting the visibility of MDIs by telling their stories and showcasing the important role they play in their communities. In early 2020, the FDIC began recording and publishing videos of MDI executives sharing their institutions' "origin stories," highlighting the reasons their institutions were formed and describing how they have served their communities over time. In addition, the FDIC recorded and promoted a number of videos and podcasts centered on MDIs, and agency leaders emphasized the significance of MDIs in numerous speaking engagements.

## OUTREACH, EDUCATION, AND TECHNICAL ASSISTANCE

The FDIC also pursued efforts to improve communication and interaction with MDIs and to respond to the concerns of minority bankers in 2020. The agency maintains active outreach with MDI trade groups and offers to arrange annual meetings between FDIC regional management and each MDI's board of directors to discuss issues of interest. The FDIC routinely contacts MDIs to offer return visits and technical assistance following the conclusion of FDIC safety and soundness, consumer compliance, Community Reinvestment Act (CRA), and other specialty examinations to help bank management better understand and implement examination recommendations. These return visits, normally conducted within 90 to 120 days after the examination, are intended to provide useful recommendations or feedback for improving operations, not to identify new issues.

## Enabling Banks to Focus on the Needs of their Local Communities



FDIC Chairman Jelena McWilliams (center), participates in the Freedman’s Bank Forum, an event held at the U.S. Treasury on March 3, 2020, to commemorate the 155th anniversary of the bank’s founding. From left, NCUA Chairman Rodney Hood, Treasury Assistant Secretary Bimal Patel, Comptroller of the Currency Joseph M. Otting, and Federal Reserve Governor Michelle W. Bowman.

Through its public website ([www.fdic.gov](http://www.fdic.gov)), the FDIC invites inquiries and provides contact information for any MDI to request technical assistance at any time. In 2020, the FDIC provided 135 individual technical assistance sessions on approximately 40 risk management, consumer compliance, and resolution topics, including:

- Accounting,
- Bank Secrecy Act (BSA) and anti-money laundering,
- Business continuity planning,
- Community Reinvestment Act,
- Compliance management,
- Funding and liquidity,

- Information technology risk management and cybersecurity,
- Internal audit,
- Loan modifications and Troubled Debt Restructuring, and;
- and Pandemic contingency planning.

The FDIC also held outreach, training, and educational programs for MDIs through conference calls and regional banker roundtables. In 2020, topics of discussion for these sessions included many of those listed above, as well as collaboration and partnerships, current expected credit losses (CECL) accounting methodology, IT vendor management, cybersecurity, CRA, innovation, BSA, CDFI Fund Programs, and emerging technology.



**“Our supervisory and regulatory response is focused on enabling banks to best serve their communities during these difficult times.”**

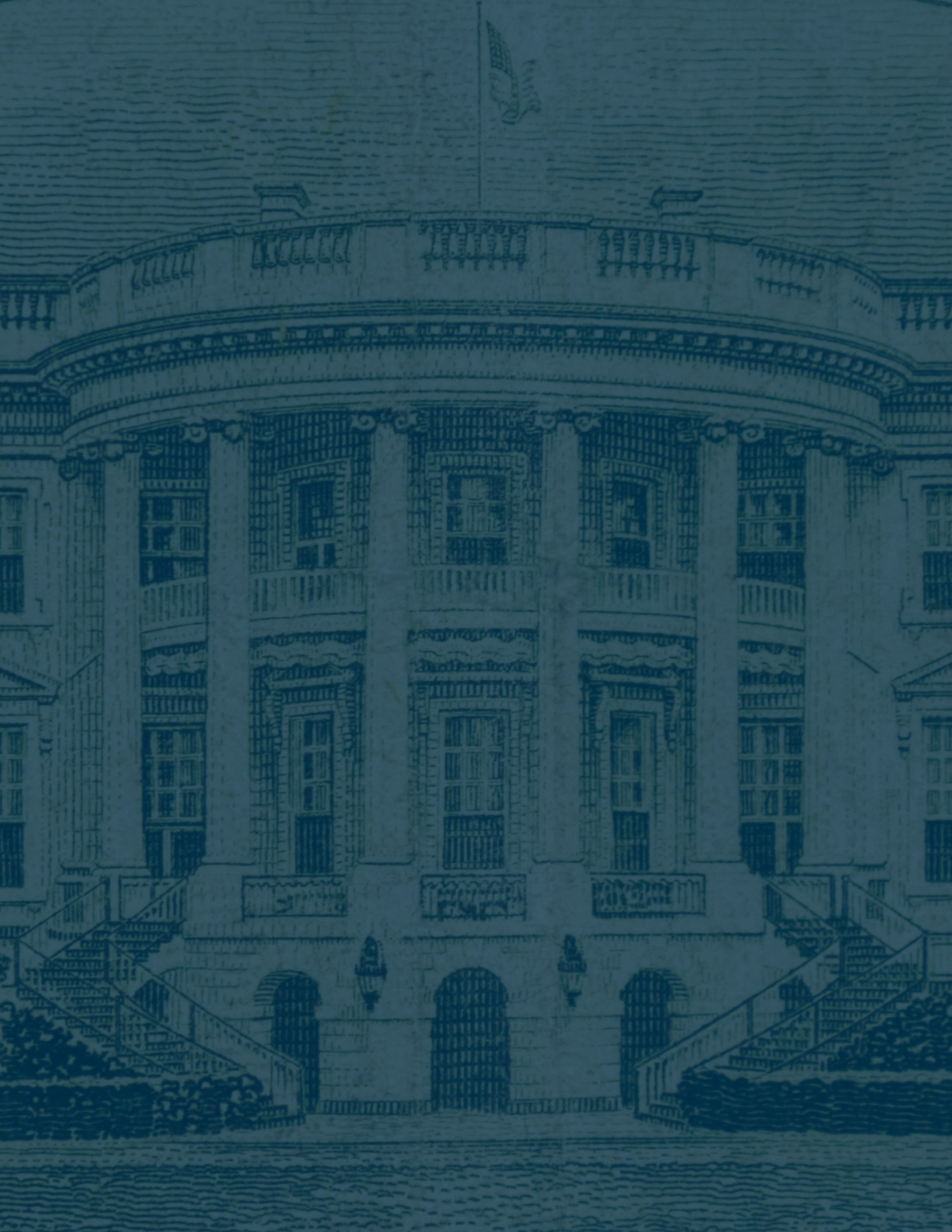
**JELENA MCWILLIAMS**  
CHAIRMAN OF THE FDIC

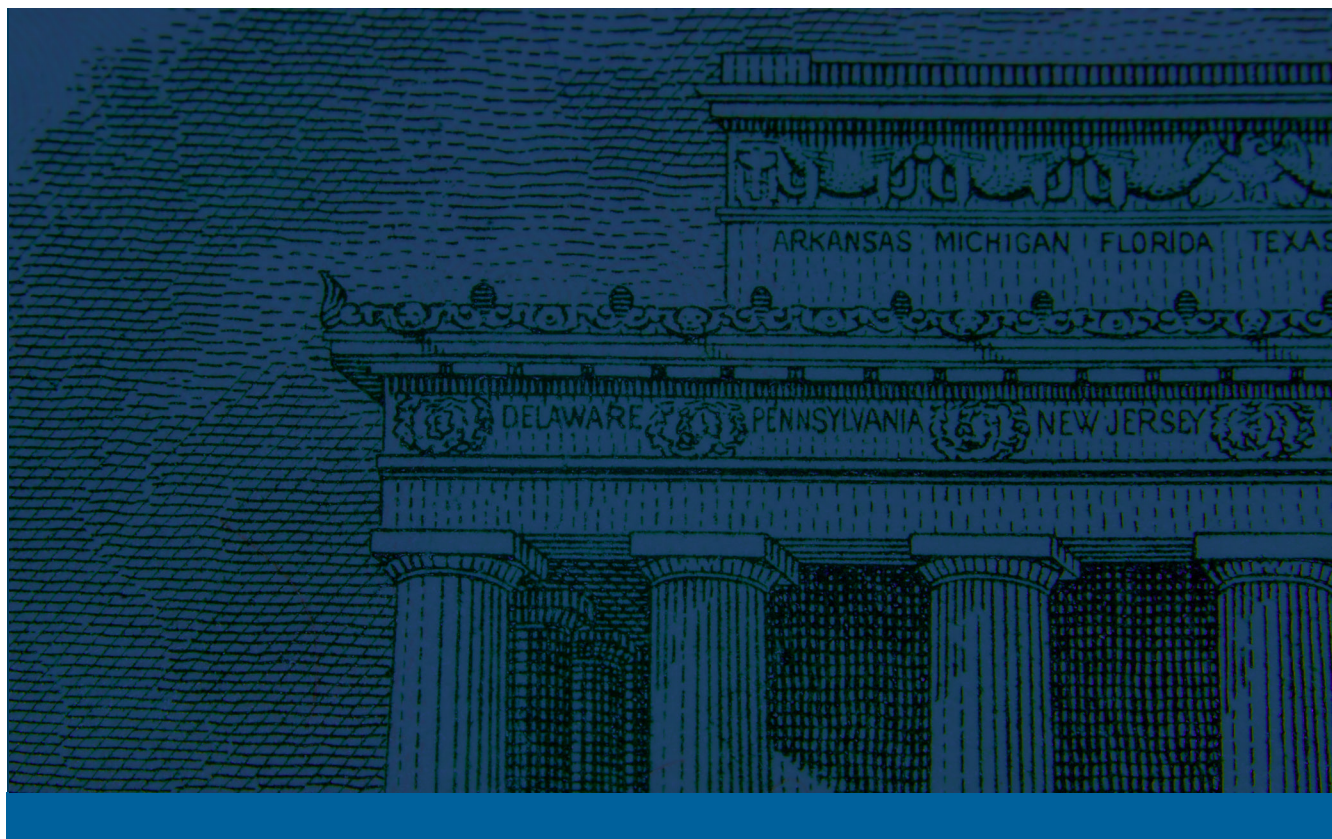
## Conclusion of the 2020 Annual Report

The year 2020 was unlike any other. In spite of the economic uncertainty and widespread shutdowns caused by the pandemic, the FDIC continued to make significant progress to expand diversity, equity, and inclusion in the FDIC workforce and contracting activities, to promote diversity in financial institutions, and to support financial inclusion in minority and LMI communities across the United States.

While we are encouraged by our progress over the last year, we expect even greater results in the years to come. Our Diversity, Equity, and Inclusion Strategic Plan, 2021–23 sets forth a broad and ambitious agenda. The plan will help the FDIC build and maintain a workforce that is talented, diverse, and dedicated, and foster inclusion in the banking system, consistent with our mandate.

**We look forward to describing the accomplishments of FDIC’s Office of Minority and Inclusion in next year’s Annual Report to Congress.**





## Appendices

APPENDIX A: CONTRACTING AND TREND DATA

APPENDIX B: WORKFORCE AND TREND DATA

APPENDIX C: ACRONYMS

## FDIC CONTRACT AWARDS TO MWOBS (IN MILLIONS)

TOTAL AWARDS TO MWOBS BY YEAR		2016	2017	2018	2019	2020
<b>TOTAL AWARDS</b>		<b>\$508.8</b>	<b>\$523.7</b>	<b>\$499.5</b>	<b>\$554.0</b>	<b>\$426.7</b>
<b>MINORITY-OWNED OR AND WOMEN-OWNED BUSINESS TOTALS</b>	<b>\$</b>	<b>\$93.9</b>	<b>\$96.7</b>	<b>\$122.5</b>	<b>\$173.5</b>	<b>\$90.0</b>
	<b>%</b>	<b>18.5%</b>	<b>18.5%</b>	<b>24.5%</b>	<b>31.3%</b>	<b>21.1%</b>
<b>MINORITY-OWNED</b>	<b>\$</b>	<b>\$56.5</b>	<b>\$66.7</b>	<b>\$45.8</b>	<b>\$106.0</b>	<b>\$58.9</b>
	<b>%</b>	<b>11.1%</b>	<b>12.7%</b>	<b>9.2%</b>	<b>19.1%</b>	<b>13.8%</b>
<b>WOMEN-OWNED</b>	<b>\$</b>	<b>\$47.4</b>	<b>\$46.2</b>	<b>\$83.0</b>	<b>\$75.8</b>	<b>\$50.1</b>
	<b>%</b>	<b>9.3%</b>	<b>8.8%</b>	<b>16.6%</b>	<b>13.7%</b>	<b>11.7%</b>
<b>BOTH MINORITY-OWNED AND WOMEN-OWNED</b>	<b>\$</b>	<b>\$10.0</b>	<b>\$16.2</b>	<b>\$6.3</b>	<b>\$8.3</b>	<b>\$19.0</b>
	<b>%</b>	<b>1.9%</b>	<b>3.0%</b>	<b>1.3%</b>	<b>1.5%</b>	<b>4.4%</b>
<b>ASIAN AMERICAN</b>	<b>\$</b>	<b>\$25.0</b>	<b>\$31.2</b>	<b>\$33.9</b>	<b>\$83.1</b>	<b>\$25.6</b>
	<b>%</b>	<b>4.9%</b>	<b>6.0%</b>	<b>6.8%</b>	<b>15.0%</b>	<b>6.0%</b>
<b>BLACK AMERICAN</b>	<b>\$</b>	<b>\$9.4</b>	<b>\$32.7</b>	<b>\$1.9</b>	<b>\$5.8</b>	<b>\$3.3</b>
	<b>%</b>	<b>1.9%</b>	<b>6.2%</b>	<b>0.4%</b>	<b>1.0%</b>	<b>0.8%</b>
<b>HISPANIC AMERICAN</b>	<b>\$</b>	<b>\$20.6</b>	<b>\$1.6</b>	<b>\$7.0</b>	<b>\$13.3</b>	<b>\$28.8</b>
	<b>%</b>	<b>4.0%</b>	<b>0.3%</b>	<b>1.4%</b>	<b>2.4%</b>	<b>6.8%</b>
<b>NATIVE AMERICAN</b>	<b>\$</b>	<b>\$0.1</b>	<b>\$0.9</b>	<b>\$2.9</b>	<b>\$3.5</b>	<b>\$0.6</b>
	<b>%</b>	<b>0.0%</b>	<b>0.2%</b>	<b>0.6%</b>	<b>0.6%</b>	<b>0.1%</b>
<b>OTHER MINORITY</b>	<b>\$</b>	<b>\$1.4</b>	<b>\$0.3</b>	<b>\$0.1</b>	<b>\$0.3</b>	<b>\$0.5</b>
	<b>%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>0.1%</b>

Note: Percentages in chart do not total to 100 due to overlap between minority-owned and women-owned businesses.

## FDIC CONTRACT PAYMENTS TO MWOBS (IN MILLIONS)

TOTAL PAYMENTS TO MWOBS BY YEAR		2016	2017	2018	2019	2020
<b>TOTAL PAYMENTS</b>		<b>\$415.2</b>	<b>\$414.0</b>	<b>\$429.6</b>	<b>\$466.6</b>	<b>\$479.7</b>
<b>MINORITY-OWNED OR AND WOMEN-OWNED BUSINESS TOTALS</b>	<b>\$</b>	<b>\$111.5</b>	<b>\$109.6</b>	<b>\$98.0</b>	<b>\$98.3</b>	<b>\$106.5</b>
	<b>%</b>	<b>26.8%</b>	<b>26.5%</b>	<b>22.8%</b>	<b>21.1%</b>	<b>22.2%</b>
<b>MINORITY-OWNED</b>	<b>\$</b>	<b>\$56.0</b>	<b>\$54.6</b>	<b>\$49.5</b>	<b>\$54.0</b>	<b>\$62.1</b>
	<b>%</b>	<b>13.5%</b>	<b>13.2%</b>	<b>11.5%</b>	<b>11.6%</b>	<b>12.9%</b>
<b>WOMEN-OWNED</b>	<b>\$</b>	<b>\$66.8</b>	<b>\$66.9</b>	<b>\$59.5</b>	<b>\$52.0</b>	<b>\$53.9</b>
	<b>%</b>	<b>16.1%</b>	<b>16.2%</b>	<b>13.9%</b>	<b>11.2%</b>	<b>11.2%</b>
<b>BOTH MINORITY-OWNED AND WOMEN-OWNED</b>	<b>\$</b>	<b>\$11.3</b>	<b>\$11.9</b>	<b>\$11.1</b>	<b>\$7.7</b>	<b>\$9.5</b>
	<b>%</b>	<b>2.8%</b>	<b>2.9%</b>	<b>2.6%</b>	<b>1.7%</b>	<b>1.9%</b>
<b>ASIAN AMERICAN</b>	<b>\$</b>	<b>\$33.5</b>	<b>\$30.1</b>	<b>\$28.8</b>	<b>\$31.5</b>	<b>\$37.7</b>
	<b>%</b>	<b>8.1%</b>	<b>7.2%</b>	<b>6.7%</b>	<b>6.8%</b>	<b>7.9%</b>
<b>BLACK AMERICAN</b>	<b>\$</b>	<b>\$11.5</b>	<b>\$14.2</b>	<b>\$9.5</b>	<b>\$6.2</b>	<b>\$6.9</b>
	<b>%</b>	<b>2.8%</b>	<b>3.4%</b>	<b>2.2%</b>	<b>1.3%</b>	<b>1.4%</b>
<b>HISPANIC AMERICAN</b>	<b>\$</b>	<b>\$10.3</b>	<b>\$9.5</b>	<b>\$8.4</b>	<b>\$12.0</b>	<b>\$15.0</b>
	<b>%</b>	<b>2.5%</b>	<b>2.3%</b>	<b>2.0%</b>	<b>2.6%</b>	<b>3.1%</b>
<b>NATIVE AMERICAN</b>	<b>\$</b>	<b>\$0.1</b>	<b>\$0.2</b>	<b>\$2.2</b>	<b>\$3.9</b>	<b>\$1.8</b>
	<b>%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>.05%</b>	<b>0.8%</b>	<b>0.4%</b>

Note: Percentages in chart do not total to 100 due to overlap between minority-owned and women-owned businesses.

## FDIC CONTRACT ACTIONS TO MWOBS

TOTAL ACTIONS TO MWOBS BY YEAR			2016	2017	2018	2019	2020
<b>TOTAL ACTIONS</b>			<b>1,181</b>	<b>737</b>	<b>565</b>	<b>518</b>	<b>409</b>
<b>MINORITY-OWNED OR AND WOMEN-OWNED BUSINESS TOTALS</b>	#		287	210	166	152	117
	%		24.3%	28.5%	29.4%	29.3%	28.6%
<b>MINORITY-OWNED</b>	#		142	100	87	68	53
	%		12.0%	13.6%	15.4%	13.1%	13.0%
<b>WOMEN-OWNED</b>	#		187	151	119	112	89
	%		15.8%	20.5%	21.1%	21.6%	21.8%
<b>BOTH MINORITY-OWNED AND WOMEN-OWNED</b>	#		42	41	40	28	25
	%		3.5%	5.6%	7.1%	5.4%	6.2%
<b>ASIAN AMERICAN</b>	#		62	63	54	33	26
	%		5.2%	8.6%	9.6%	6.4%	6.4%
<b>BLACK AMERICAN</b>	#		24	22	11	15	14
	%		2.0%	3.0%	1.9%	2.9%	3.5%
<b>HISPANIC AMERICAN</b>	#		48	4	11	9	7
	%		4.1%	0.5%	1.9%	1.7%	1.7%
<b>NATIVE AMERICAN</b>	#		2	7	6	5	3
	%		0.2%	1.0%	1.1%	1.0%	0.7%
<b>OTHER MINORITY</b>	#		6	4	5	6	3
	%		0.5%	0.5%	0.9%	1.1%	0.7%

Note: Percentages in chart do not total to 100 due to overlap between minority-owned and women-owned businesses.

## FDIC CONTRACT AWARDS BY TOP 10 NAICS CODES

PART I			2020	
FDIC CONTRACT AWARDS BY TOP 10 NAICS CODES				
NAICS CODE	DESCRIPTION	DOLLAR AMOUNT OF AWARDS		DOLLARS FOR TOP 10 NAICS
<b>1</b>	NAICS 541512	Computer Systems Design Services		
		\$	<b>97,070,030.26</b>	<b>26,944,188.48</b>
<b>2</b>	NAICS 541519	Other Computer Related Services		
		\$	<b>86,910,739.53</b>	<b>3,092,990.01</b>
<b>3</b>	NAICS 511210	Software Publishers		
		\$	<b>43,307,418.38</b>	<b>14,887,476.42</b>
<b>4</b>	NAICS 519130	Internet Publishing and Broadcasting and Web Search Portals		
		\$	<b>33,362,698.73</b>	-
<b>5</b>	NAICS 541611	Administrative Management and General Management Consulting Services		
		\$	<b>17,939,384.53</b>	<b>3,750,082.50</b>
				<b>PART II CONTINUES ON PAGE 46</b>

## FDIC CONTRACT AWARDS BY TOP 10 NAICS CODES

PART II			2020	
FDIC CONTRACT AWARDS BY TOP 10 NAICS CODES				
NAICS CODE	DESCRIPTION	DOLLAR AMOUNT OF AWARDS		DOLLARS FOR TOP 10 NAICS
<b>6</b>	NAICS 517919	All Other Telecommunications		
		\$	<b>17,934,965.81</b>	-
<b>7</b>	NAICS 236220	Commercial and Institutional Building Construction		
		\$	<b>16,494,146.45</b>	-
<b>8</b>	NAICS 541511	Custom Computer Programming Services		
		\$	<b>14,295,476.30</b>	<b>12,015,055.91</b>
<b>9</b>	NAICS 531311	Residential Property Managers		
		\$	<b>11,863,390.00</b>	-
<b>10</b>	NAICS 541612	Human Resources Consulting Services		
		\$	<b>9,343,625.00</b>	<b>9,243,750.00</b>























## TOTAL, PERMANENT, AND EXECUTIVE MANAGER WORKFORCE

FDIC TOTAL, PERMANENT AND EXECUTIVE MANAGER WORKFORCE		2016	2017	2018	2019	2020	+/- CHANGE
<b>TOTAL WORKFORCE (PERMANENT AND NON-PERMANENT)</b>							
MINORITY	%	28.0%	28.7%	29.8%	30.4%	31.3%	+0.9%
NON-MINORITY	%	72.0%	71.3%	70.2%	69.6%	68.7%	-0.9%
MEN	%	55.2%	55.2%	55.2%	55.1%	55.5%	+0.4%
WOMEN	%	44.8%	44.8%	44.8%	44.9%	44.5%	-0.4%
<b>PERMANENT WORKFORCE</b>							
MINORITY	%	28.2%	29.0%	29.9%	30.4%	31.6%	+1.2%
NON-MINORITY	%	71.8%	71.0%	70.1%	69.6%	68.4%	-1.2%
MEN	%	54.9%	55.1%	55.3%	55.2%	55.6%	+0.4%
WOMEN	%	45.1%	44.9%	44.7%	44.8%	44.4%	-0.4%
<b>TOTAL WORKFORCE - EXECUTIVE MANAGER (PERMANENT AND NON-PERMANENT)</b>							
MINORITY	%	18.8%	18.3%	17.6%	16.7%	19.7%	+3.0%
NON-MINORITY	%	81.2%	81.7%	82.4%	83.3%	80.3%	-3.0%
MEN	%	63.2%	61.1%	64.0%	62.3%	63.0%	+0.7%
WOMEN	%	36.8%	38.9%	36.0%	37.7%	37.0%	-0.7%

# MAJOR OCCUPATIONS, TOTAL WORKFORCE, 2020















PART I MAJOR OCCUPATIONS FDIC TOTAL WORKFORCE		TOTAL GENDER		RACE/ETHNICITY												
				HISPANIC AMERICAN	NON-HISPANIC OR LATINO											
					WHITE	BLACK AMERICAN	ASIAN AMERICAN	AIAN	TWO+ RACES							
JOB TITLE/SERIES																
<b>ECONOMIST (0110)</b>																
<b>TOTAL</b>	<b>80</b>	<b>26</b>	<b>54</b>	<b>0</b>	<b>3</b>	<b>12</b>	<b>41</b>	<b>4</b>	<b>2</b>	<b>9</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	
<b>%</b>		<b>33%</b>	<b>68%</b>	<b>0%</b>	<b>4%</b>	<b>15%</b>	<b>51%</b>	<b>5%</b>	<b>3%</b>	<b>11%</b>	<b>9%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>1%</b>	
<b>CLF</b>		<b>33%</b>	<b>67%</b>	<b>2%</b>	<b>3%</b>	<b>25%</b>	<b>56%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>4%</b>	<b>.1%</b>	<b>.2%</b>	<b>.4%</b>	<b>.6%</b>	
<b>FINANCIAL ADMINISTRATION AND PROGRAM (0501)</b>																
<b>TOTAL</b>	<b>136</b>	<b>66</b>	<b>70</b>	<b>1</b>	<b>2</b>	<b>29</b>	<b>50</b>	<b>30</b>	<b>10</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	
<b>%</b>		<b>49%</b>	<b>52%</b>	<b>.7%</b>	<b>2%</b>	<b>21%</b>	<b>37%</b>	<b>22%</b>	<b>7%</b>	<b>4%</b>	<b>4%</b>	<b>.7%</b>	<b>.7%</b>	<b>0%</b>	<b>.7%</b>	
<b>CLF</b>		<b>56%</b>	<b>44%</b>	<b>6%</b>	<b>4%</b>	<b>39%</b>	<b>33%</b>	<b>8%</b>	<b>5%</b>	<b>3%</b>	<b>2%</b>	<b>.4%</b>	<b>.3%</b>	<b>1%</b>	<b>.6%</b>	
<b>ACCOUNTANTS AND AUDITORS (0510/0511)</b>																
<b>TOTAL</b>	<b>79</b>	<b>44</b>	<b>35</b>	<b>1</b>	<b>0</b>	<b>20</b>	<b>24</b>	<b>13</b>	<b>5</b>	<b>9</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	
<b>%</b>		<b>56%</b>	<b>44%</b>	<b>1%</b>	<b>0%</b>	<b>25%</b>	<b>30%</b>	<b>17%</b>	<b>6%</b>	<b>11%</b>	<b>4%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>4%</b>	
<b>CLF</b>		<b>60%</b>	<b>40%</b>	<b>4%</b>	<b>2%</b>	<b>44%</b>	<b>32%</b>	<b>6%</b>	<b>2%</b>	<b>5%</b>	<b>3%</b>	<b>.3%</b>	<b>.1%</b>	<b>.7%</b>	<b>.4%</b>	



<b>KEY</b>	<b>CLF</b>	Percentage of Civilian Labor Force	 Symbol denotes Women
	<b>AIAN</b>	American Indian/Alaska Native	 Symbol denotes Men

# MAJOR OCCUPATIONS, TOTAL WORKFORCE, 2020













## PART II



### MAJOR OCCUPATIONS FDIC TOTAL WORKFORCE

JOB TITLE/SERIES	TOTAL GENDER		RACE/ETHNICITY												
			HISPANIC AMERICAN	NON-HISPANIC OR LATINO										TWO+ RACES	
				WHITE	BLACK AMERICAN	ASIAN AMERICAN	AIAN								
															
<b>FINANCIAL INSTITUTION EXAMINING (0570)</b>															
<b>TOTAL</b>	2778	1100	1678	45	73	796	1386	171	114	61	68	5	12	22	25
<b>%</b>	40%	60%	2%	2.6%	29%	50%	6%	4%	2%	2%	.2%	.4%	.8%	.9%	
<b>CLF</b>	45%	55%	4%	3.1%	28%	44%	8%	3%	4%	4%	.2%	.1%	1%	.6%	
<b>ATTORNEY (0905)</b>															
<b>TOTAL</b>	316	134	182	2	7	104	152	15	14	11	5	1	1	1	3
<b>%</b>	42%	58%	.6%	2%	33%	48%	5%	4%	4%	2%	.3%	.3%	.3%	.9%	
<b>CLF</b>	33%	67%	2%	3%	27%	60%	3%	2%	2%	2%	.1%	.1%	.6%	.6%	
<b>GENERAL BUSINESS AND INDUSTRY (1101)</b>															
<b>TOTAL</b>	275	97	178	2	11	61	134	25	15	8	13	0	0	1	5
<b>%</b>	35%	65%	.7%	4%	22%	49%	9%	6%	3%	5%	0%	0%	.4%	2%	
<b>CLF</b>	63%	37%	6%	3%	44%	27%	9%	4%	3%	2%	.4%	.2%	1%	.6%	













<b>KEY</b>	<b>CLF</b>	Percentage of Civilian Labor Force		Symbol denotes Women
	<b>AIAN</b>	American Indian/Alaska Native		Symbol denotes Men



## ENTRY-LEVEL EXAMINER PROGRAM HIRES TRENDS

ENTRY-LEVEL EXAMINER TREND DATA BY YEAR		TOTAL	TWO OR MORE		AIAN	ASIAN		BLACK		HISPANIC		WHITE		
														
<b>2005</b>														
ENTRY-LEVEL EXAMINER HIRES SINCE 2005		2,304	23	27	5	15	52	77	205	137	45	61	577	1080
	%	100%	1%	1%	.2%	.7%	2%	3%	9%	6%	2%	3%	25%	47%
	CLF	100%	1%	.6%	.2%	.1%	4%	4%	8%	3%	4%	3%	28%	44%
<b>2020</b>														
ENTRY-LEVEL EXAMINER HIRES IN 2020		195	2	4	0	3	8	10	13	12	6	8	49	80
	%	100%	1%	2%	.0%	2%	4%	5%	7%	6%	3%	4%	25%	41%
	CLF	100%	1%	.6%	.2%	.1%	4%	4%	8%	3%	4%	3%	28%	44%

<b>KEY</b>		Symbol denotes Women
		Symbol denotes Men
	<b>CLF</b>	Percentage of Civilian Labor Force
	<b>AIAN</b>	American Indian/Alaska Native

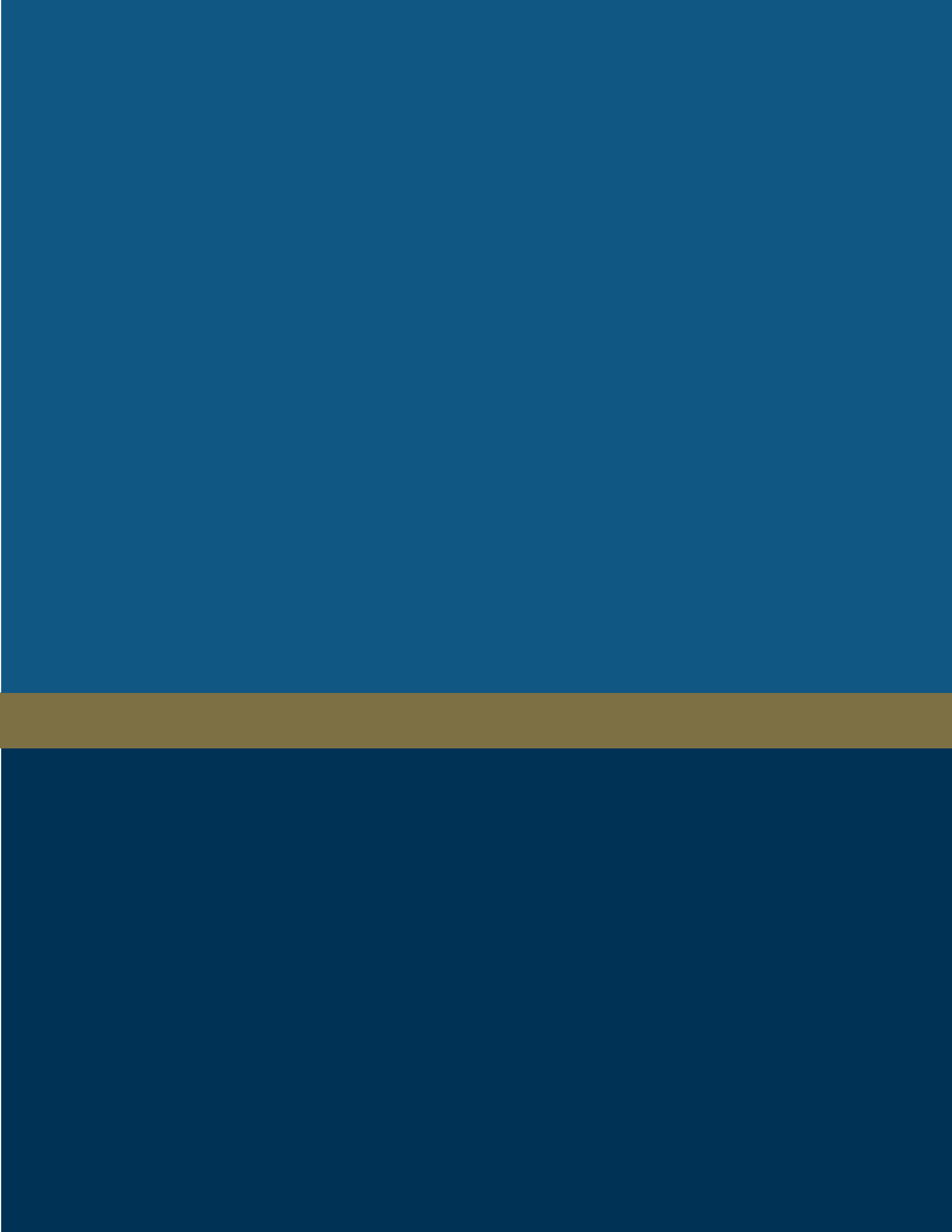
## ENTRY-LEVEL EXAMINER ATTRITION

ENTRY-LEVEL EXAMINER ATTRITION	TOTAL	TWO OR MORE		AIAN		ASIAN		BLACK		HISPANIC		WHITE	
													
HIRES	2,304	23	27	5	15	52	77	205	137	45	61	577	1080
INVOLUNTARY DEPARTURES	42	0	0	0	0	1	1	8	9	1	2	4	16
INVOLUNTARY ATTRITION RATE <sup>+</sup>	2%	0%	0%	0%	0%	2%	1%	4%	7%	2%	3%	.7%	2%
<b>SUBTOTAL</b>	<b>2,262</b>	<b>23</b>	<b>27</b>	<b>5</b>	<b>15</b>	<b>51</b>	<b>76</b>	<b>197</b>	<b>128</b>	<b>44</b>	<b>59</b>	<b>573</b>	<b>1064</b>
CEP TRANSITIONS*	6	0	1	0	0	0	1	0	0	0	0	1	3
VOLUNTARY DEPARTURES	800	5	5	2	5	17	30	78	60	15	19	189	375
VOLUNTARY ATTRITION RATE**	36%	22%	19%	40%	33%	33%	40%	40%	47%	34%	32%	33%	35%
NUMBER RETAINED	1,456	18	21	3	10	34	45	119	68	29	40	383	686

KEY		Symbol denotes Women	<b>AIAN</b> American Indian/Alaska Native
		Symbol denotes Men	
+	*Involuntary Attrition Rate is the percentage of Involuntary Departures compared to Total Hires		
*	*CEP Transitions are employees who transitioned from the former Corporate Employee Program to join the New Entry-Level Examiner Hire Program in 2020		
**	**Voluntary Attrition Rate is the percentage of Voluntary Departures compared to the Subtotal		

## APPENDIX C: ACRONYMS

ACRONYM	DEFINITION
<b>A3P</b>	Association of African American Professionals (ERG)
<b>AHP</b>	Affordable Housing Program
<b>BSA</b>	Bank Secrecy Act
<b>CAN DO</b>	Corporate Advocacy Network for Disability Opportunities (ERG)
<b>CBAC</b>	Community Bankers Advisory Committee
<b>CDACS</b>	Chairman’s Diversity Advisory Councils
<b>CDFI</b>	Community Development Financial Institution
<b>CLF</b>	Civilian Labor Force
<b>COME-IN</b>	Advisory Committee on Economic Inclusion
<b>CRA</b>	Community Reinvestment Act
<b>DEI</b>	Diversity, Equity, and Inclusion
<b>DIR</b>	Division of Insurance and Research
<b>DRR</b>	Division of Resolutions and Receiverships
<b>EIP</b>	Economic Impact Payment
<b>EOI</b>	Expression of Interest
<b>EM</b>	Executive Manager
<b>ERGS</b>	Employee Resource Groups
<b>FDIC</b>	Federal Deposit Insurance Corporation
<b>FEVS</b>	Federal Employee Viewpoints Survey
<b>FID-SA</b>	Financial Institution Diversity Self-Assessment
<b>HBCUS</b>	Historically Black Colleges and Universities
<b>IQ</b>	Inclusion Quotient
<b>LMI</b>	Low- and Moderate-Income
<b>MDIS</b>	Minority Depository Institutions
<b>MWOBS</b>	Minority- and Women-Owned Businesses
<b>MWOIS</b>	Minority- and Women-Owned Investors
<b>MWOLFS</b>	Minority- and Women-Owned Law Firms
<b>OMWI</b>	Office of Minority and Women Inclusion
<b>PPL</b>	Paid Parental Leave
<b>PPP</b>	Paycheck Protection Program





**OFFICE OF MINORITY AND WOMEN INCLUSION**  
**Section 342 Dodd-Frank Wall Street Reform and**  
**Consumer Protection Act 2020**

GRAPHIC DESIGN AND PRINTING UNIT, WASHINGTON, D.C.  
PUBLICATION FDIC-006-2021

