

SECTION 342

DODD-FRANK WALL STREET REFORM
AND CONSUMER PROTECTION ACT
2022 REPORT TO CONGRESS



FDIC

Federal Deposit Insurance Corporation
Office of Minority and Women Inclusion

TABLE OF CONTENTS

1	MESSAGE FROM THE DIRECTOR
2	2022 KEY ACCOMPLISHMENTS AND INITIATIVES
5	DEIA VISION, MISSION AND GOALS
6	CULTURE: BUILD AND MAINTAIN INCLUSIVE WORKPLACE
6	Data Excellence
7	DEIA Promising Practices
10	CAREER: OPTIMIZE CAREER OPPORTUNITIES
13	Talent Acquisition
24	Career Development
30	Employee Engagement
34	COMMUNICATION: DEIA MESSAGES
34	Social Media Campaign
35	Section 508 Accessibility for People with Disabilities
35	Division- and Office-Based DEIA Communications
38	CONSISTENCY: STRENGTHEN DEIA POLICIES AND PROCEDURES
38	Expanding Self-Reported Demographic Data
39	Enhancing DEIA Training
40	COMMUNITY: PROMOTE INCLUSIVE PROSPERITY
40	Maximizing Opportunities for MWOBs and MWOLFs
44	Financial Institution Diversity
46	Financial Inclusion
53	Minority Depository Institution Activities
57	CONCLUSION
58	APPENDIX A: Workforce Demographic and Trend Data
64	APPENDIX B: Contracting and Trend Data
68	APPENDIX C: Recruiting Events and National Observances
71	APPENDIX D: Acronyms and Terms



Message from The Director

Nikita Pearson

Deputy to the Chairman for External Affairs and Director of the Office of Minority and Women Inclusion

I am pleased to present the 2022 Federal Deposit Insurance Corporation's Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act Annual Report to Congress. Diversity, equity, inclusion, and accessibility (DEIA) is fundamentally important to the work of the FDIC. To meet our mission of maintaining stability and public confidence in the U.S. financial system we must maintain a high-performing workforce reflective of the diversity of the nation, support diversity at financial institutions, foster economic inclusion in underserved communities, and promote the fair inclusion of minority- and women-owned businesses (MWOB) in our operations.

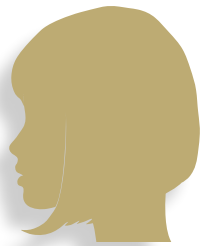
Promoting DEIA within the FDIC workforce and the broader financial industry was established as one of the seven FDIC Performance Goals in 2022. FDIC divisions and offices began executing their specific DEIA operational plans, which align with the agency's strategic plan and address their particular needs and circumstances. The FDIC worked to engage employees at all levels across the agency in strategic initiatives. The Diversity and Inclusion Executive Advisory Council (EAC), comprised of the FDIC's most senior leaders, meets monthly to discuss DEIA matters. Regional Directors discuss DEIA strategies with regional and field office employees. To hear perspectives directly from employees, Chairman Gruenberg meets regularly with employee resource groups. These efforts establish DEIA as a shared responsibility and support agency-wide accountability. To promote financial inclusion, we conducted outreach to MWOBs on contracting opportunities and provided technical assistance to educate prospective vendors on FDIC programs, policies, and procedures. Where we have influence, we collaborated with external entities to promote DEIA among our supervised financial institutions and remove barriers to financial inclusion for minority and low- and moderate-income communities.

The FDIC's strategies to implement these efforts are outlined in the 2021-2023 Diversity, Equity, and Inclusion Strategic Plan (DEI Strategic Plan). This report covers the second year of the DEI Strategic Plan and our work to embed DEIA into every aspect of our operations. It describes how the FDIC has taken steps to promote DEIA by challenging long held assumptions and processes, and demonstrating a willingness to try new approaches to yield results. I am grateful for my FDIC colleagues for their continued commitment to making meaningful progress.

2022 Key Accomplishments and Initiatives

In 2021, the FDIC worked to build foundational capacity by beginning to implement its 2021-2023 DEI Strategic Plan. For the second year of implementation of the plan during 2022, the agency focused on initiatives to improve outcomes by embedding DEIA priorities across the organization. The following information highlights key accomplishments from 2022.

IN OUR WORKFORCE



3.5%

Increased the percentage of female employees in general business and industry, a major occupational group, by 3.5 percent.



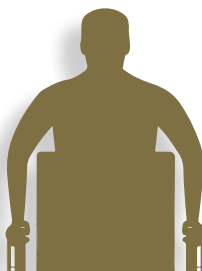
6%

Exceeded female attorney representation in the occupational civilian labor force (OCLF) by 6 percent (43 percent vs. 37 percent).



7.9%

Increased minority hiring among entry level examiners, the FDIC's largest occupational group, by 7.9 percent.



14%

Increased representation of employees with disabilities to 14 percent, exceeding the federal government's goal of 12 percent and current federal government average of 9 percent.



25%

Increased minority representation among executive managers to 25 percent.



33%

Increased minority representation in total workforce to 33 percent.



Adjusted pay of **260 FDIC employees, or 30 percent** of those employees who applied to participate, through the agency’s pay adjustment process to ensure pay was set in alignment with current agency policy.



Reduced average Equal Employment Opportunity (EEO) complaint processing time for issuing Final Agency Decisions **from 43 days to 39 days.**



Reduced separations among veterans from **almost 13 percent to 9 percent.**



Hosted 32 diversity dialogue sessions to provide a safe space for employees to discuss DEIA topics.

IN OUR OPERATIONS



- **Awarded \$281 million**, or 46 percent, in new contracts to minority- and women-owned businesses (MWOBs).
- **Awarded 32 percent** of new contracts to MWOBs over the last five years.
- Made payments of \$177 million to MWOBs, \$47 million more than in 2021.
- Increased diverse participation rate in legal contracting to almost **23 percent with \$3.52 million** paid to minority- and women-owned law firms (MWOLFs) and diverse attorneys.

AMONG SUPERVISED INSTITUTIONS AND COMMUNITIES



- Increased voluntary participation in the diversity self-assessment by **16 percent.**
- Received almost **2 million** visits to the #GetBanked webpage page, a resource to help those looking to open a bank account.
- Launched an inaugural event, attended by **1000 participants**, for the Path to Prosperity webinar series to encourage small businesses to connect with the financial mainstream.
- Provided **148** individual technical assistance sessions on approximately **49** risk management, consumer compliance, and resolution topics to Minority Depository Institutions.

The highlighted accomplishments reflect the strong FDIC investment in tangible actions that will bring about sustained internal and external change. A diverse workforce, reflecting a variety of experiences and perspectives, is central to accomplishing the FDIC’s mission to safeguard the financial system.

DEIA Vision, Mission and Goals

The FDIC's DEIA vision is to have a workforce that is talented, diverse, and committed to fostering a safe, fair, and inclusive workplace and banking system. The FDIC remains committed to fostering a culture that exemplifies teamwork, embraces innovation, and values DEIA to achieve mission excellence. The agency's DEIA values hold true to the vision and shape how we are expected to treat one another as colleagues and guide our interactions with vendors, financial institutions, and communities served. This year's report discusses tangible actions to embed DEIA into the FDIC's operations aligned with the five overarching strategic goals outlined in the DEI Strategic Plan.

Culture

Ensure leaders at all levels promote the vision and business case for DEIA by taking actions that increase diversity and equity in the workforce and maintain an inclusive workplace.

Career

Recruit, hire, and develop a high-performing workforce that reflects and is as diverse as the communities we serve by optimizing experiences throughout an employee's career.

Communication

Develop compelling messages, including opportunities for dialogue, that encourage all employees to see the importance of DEIA to their personal success and the success of the FDIC.

Consistency

Improve desired outcomes by strengthening policies and procedures, utilizing technology, and enhancing training.

Community

Encourage DEIA in FDIC business activities and at regulated financial institutions, and foster financial inclusion in the banking system.

The following pages describe our DEIA program efforts and accomplishments for 2022.

Culture:

Build and Maintain an Inclusive Workplace

The FDIC is committed to ensuring that leaders promote the vision and business case for DEIA by taking action to increase workforce diversity, maintaining equitable practices and fostering an inclusive workplace.

Our culture informs every aspect of the FDIC's operations. An inclusive culture is critical to achieving our agency mission and we continue to seek opportunities to embed DEIA into every aspect of our operations. FDIC employees continued to rate inclusion and engagement highly on the Federal Employee Viewpoint Survey (FEVS), but the results show more work is needed to improve upon the inclusive workplace culture that currently exists. In 2022, the FDIC leadership continued promoting the vision and importance of DEIA by focusing on data excellence and implementing DEIA best practices.

Data Excellence

Building and Sharing Actionable Data

FDIC utilizes a data-driven approach to DEIA by making strategic decisions based on data analysis and interpretation. This data-driven approach allows OMWI to examine and organize our data with the goal of better serving our employees and customers. The use of our Diversity and Inclusion Analytics Dashboard to analyze workforce demographics allows leaders to make evidence-based decisions from identified patterns and trends to improve diversity, equity, and inclusion practices in FDIC.

OMWI took several important steps to position the agency leaders to use this data for evidence-based decision-making in support of agency wide goals. These steps include efforts to increase access, awareness, and utility of the dashboard. Senior leaders in each FDIC division and office may access the dashboard at any time to assess the level of representation within their workforce, identify any gaps, and determine next steps. FDIC added support by increasing authorized staffing for DEIA analysts from one to two. These analysts are responsible for analyzing workforce demographics, identifying trends, and sharing relevant information with all levels of employees across the organization. To improve the collection of voluntarily self-reported demographic data, employees are periodically asked to review and update their information. Gathering and analyzing timely, accurate, and relevant DEIA data will continue to drive targeted actions and promote accountability.

DEIA Promising Practices

Promoting Consistent Pay Practices

Non-supervisory employees who were not included in a 2021 pay adjustment program were provided the opportunity to apply for a pay review under the same program in 2022. The goal was to confirm pay levels were set in accordance with the current FDIC pay-setting system implemented in 2021 to promote fair and consistent pay-setting. Of approximately 2,700 employees eligible for the 2022 review, 857 employees applied, and 30 percent of applicants (267 employees) received a pay adjustment.

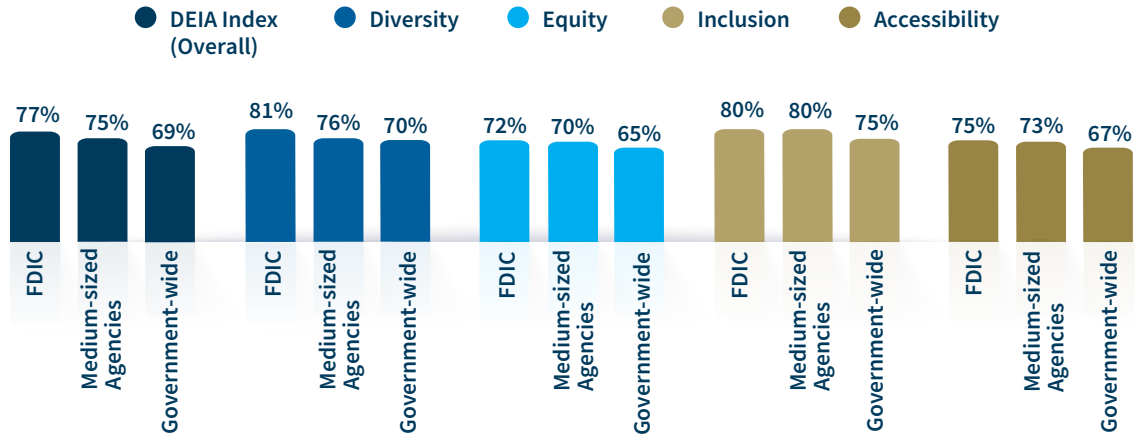
Improving Employee Satisfaction

The 2022 FEVS included a new DEIA Index. The index features four elements: Diversity, Equity, Inclusion, and Accessibility. The government-wide results will serve as a baseline to assess future changes as well as benchmark comparisons for agency DEIA initiatives. In 2022, the FDIC results exceeded the government-wide results by at least five percentage points for each of the four elements.

Equal Employment Opportunity (EEO) Practices

The FDIC continued to see a positive trend in the processing of EEO complaints and the reduction of complaint activity. During the year, the number of filed complaints decreased from 29 in 2021 to 27, there were no findings of discrimination issued against the FDIC, all EEO counselings, investigations, Final Agency Decisions and Orders were completed within the regulatory timeframes, the processing time for issuing Final Agency Decisions on the merits of a complaint decreased from 43 days in 2021 to 39 days in 2022, and the processing time for complaint closures decreased from 631 days in 2021 to 562 days in 2022.

FIGURE 1: FDIC Outranks Government and Peer Agencies in Inaugural DEIA Index



Note: Percentages reflect workforce favorability of agency performance on each element

Benchmarking EEO Practices

The agency continued to benchmark the FDIC complaint activity against government-wide activity and that of agencies most similar to the FDIC to ensure a positive trend in the processing of EEO complaints and the reduction of complaint activity.

Improving Alternative Dispute Resolution Mediation

The FDIC continued to review its informal EEO Alternative Dispute Resolution (ADR) process to identify ways to improve program participation. For the past three years, the FDIC ADR participation rate has ranged between 40 and 46 percent, lower than the EEOC goal of 50 percent participation. Increased ADR participation could lead to increased settlements at the informal stage rather than the formal stage. To improve the ADR participation rate, the FDIC EEO Counselor will proactively encourage ADR participation to management and employees during the informal process and inform them of the benefits of an earlier resolution of the issues.

As part of its benchmarking review of the informal EEO ADR process, FDIC surveyed fifteen other federal agencies about their ADR programs, processes and best practices. To determine why more FDIC employees do not opt to participate in mediation, OMWI surveyed employees who participated. Although few employees responded, those that did expressed they found the mediation process stressful. They also expressed a fear of retaliation and concern that the 90 calendar days allotted for mediation is not enough time. FDIC is exploring ways to address those concerns and increase EEO ADR participation.

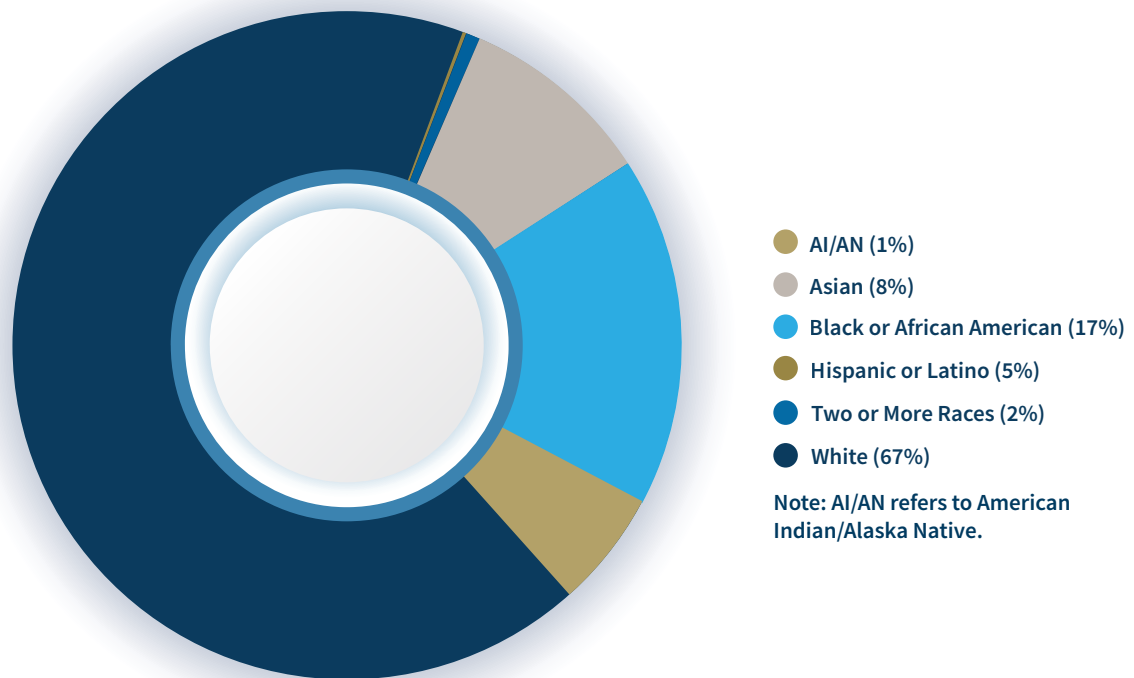
The FDIC will continue to review and modify procedures in accordance with EEOC regulations, monitor complaint activity, and promote the benefits of ADR as a viable and cost saving alternative to traditional EEO discrimination complaint processing. While we have had success over the last two years in bolstering the agency's culture, much work is still needed to build a workplace in which everyone can feel accepted and valued, show up as themselves, and do their best work. Fostering this inclusive culture better positions FDIC to attract and retain a talented diverse workforce to meet its mission.

Career:

Optimize Career Opportunities

We are committed to recruit, hire, and develop a high-performing workforce that reflects the communities we serve by optimizing experiences throughout an employee's career.

FIGURE 2: 2022 FDIC Workforce by Race/National Origin



Promoting DEIA within the FDIC workforce was a key priority for 2022 and was made one of the seven FDIC Performance Goals. By tracking the selections and promotions of racial-ethnic minorities, females, people with disabilities, and veterans, the FDIC strengthens its commitment to building an inclusive workplace that is representative of the communities it serves.

The FDIC has made progress toward improving the racial and ethnic diversity of its workforce to better reflect the demographics of the civilian labor force (CLF)¹. As illustrated by the chart below, since 2021, representation of every tracked minority group either increased or remained the same despite a small decrease in total staffing. In fact, minority representation increased each year since 2018 in both the total workforce and in executive management.

Minority representation among entry level bank examiners, the FDIC's largest occupational group, also increased. Further, the percentage of employees in the agency's workforce who identify as American Indian/Alaska Native, Asian, Black/African American, or Native Hawaiian/Pacific Islander exceeds the percentage of such employees in the CLF. The Hispanic representation continues to lag behind the CLF. While minority representation has seen incremental progress, minority representation in senior level and leadership positions lags behind the workforce demographics. (Please refer to Appendix A for details.)

Compared to the benchmark, female employees remain underrepresented in the FDIC's workforce and their representation has seen small reductions every year since 2018. Representation of females at the executive level also decreased to 35 percent in 2022, which is 9 percent below their representation within the workforce. Despite these gender diversity trends among the workforce, two occupational groups within the FDIC have demonstrated some success. At almost 43 percent, the representation rate for female attorneys exceeded the OCLF of 37.1 percent. Although still lagging the OCLF of 63 percent, female employees in the general business and industry occupational group increased to 38 percent. (Please refer to Appendix A for details.)

The representation of veterans with disabilities varied for the year. In 2022, veterans with disabilities in the FDIC workforce remained unchanged at 9 percent. During the year, veterans with disabilities represented 9 percent of new hires. Between 2021 and 2022, the FDIC saw a decline in veteran separations from approximately 13 percent to 9 percent, but the promotion rate for veterans declined slightly from 11 percent in 2021 to 7 percent in 2022.

Like those strategies used for veterans, FDIC held similar targeted events to recruit and retain employees with disabilities (see Employee Engagement section for more information). Such efforts correlate with incremental increases in workforce representation of employees with disabilities. The FDIC's representation of employees with disabilities (13.9 percent) is above both that of the federal government's goal (12 percent) and current federal government average (9.4 percent). With 2.4 percent of its workforce reporting targeted disabilities, the FDIC also outperformed the government-wide goal of 2 percent representation for the group.

¹As required by the EEOC, the EEO Tabulation 2014-2018 (5-year American Community Survey (ACS) data) serves as the primary external benchmark (CLF) for conducting comparisons between the racial, ethnic, and sex composition of each employer's workforce to its available labor market.

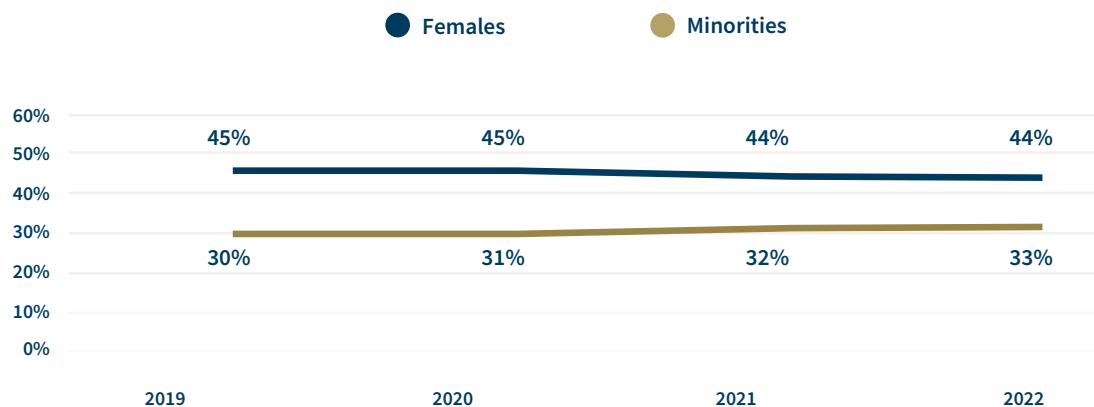
Specific workforce representation opportunities still exist based on representation gaps when compared to the CLF. The biggest diversity workforce challenge is the underrepresentation of individuals who identify as Hispanic/Latino and White Females. At less than five percent, Hispanic/Latino representation is well below the CLF percentage of 13 percent based on 2014-2018 American Community Survey data.² Workforce representation of White females is almost seven percent below their representation in the corresponding benchmark. While the agency is focusing its efforts to reach individuals that identify as Hispanic/Latino, the FDIC will continue recruiting strategically to reach all available talent in the labor market, providing upward mobility opportunities options to current employees, and supporting employee engagement at all levels.

TABLE 1: The FDIC’s 2022 Workforce Demographic Data, by Sex and Race/Ethnicity

Year	Total	Female	Male	Hispanic/Latino	White	Black/African American	Asian	NH/PI	AI/AN	Two or More
2022	5,827	43.60%	56.40%	4.69%	67.03%	17.22%	8.26%	0.14%	0.57%	2.10%
2021	5,892	43.96%	56.04%	4.53%	67.82%	17.16%	7.64%	0.14%	0.64%	2.07%
% change	- 72	-0.36%	+0.36%	+0.16%	-0.65%	+0.06%	+0.62%	-	-0.07%	0.30%
CLF (2014-2018)	-	48.21%	51.79%	12.98%	67.47%	12.31%	4.37%	0.16%	0.62%	2.10%

*AI/AN refers to American Indian or Alaska Native. NH/PI refers to Native Hawaiian or Other Pacific Islander.
 ** Highlighted data show less than expected participation rate.

FIGURE 3: FDIC’S MINORITY AND FEMALE REPRESENTATION:TOTAL WORKFORCE



² See footnote 1.

Talent Acquisition

The FDIC implemented several strategic initiatives to address recruitment and retention challenges.

Hispanic/Latino Recruitment and Retention

In 2022, the FDIC established an interdivisional, executive level taskforce to begin developing an agency-wide Hispanic/Latino recruitment strategy. A Senior Special Advisor is leading the effort to implement Hispanic/Latino outreach and recruitment initiatives. Representatives from the Employee Resource Group (ERG) Hispanic/Latino Organization for Leadership Advancement (HOLA) are members of the taskforce. They provide insight into the Hispanic/Latino culture in the country and at the FDIC. In 2023, FDIC will finalize the strategy and begin implementation of initiatives. More details regarding 2022 recruitment initiatives are shared later in this Report.

Minority Recruitment Task Force

The Minority Recruitment Task Force (MRTF) works to increase the number of individuals from diverse backgrounds that apply to FDIC job postings. MRTF includes 46 recruiters from divisions and offices across the organization in various offices across the country. An additional ten new recruiters joined the MRTF in 2022 to strengthen outreach at schools with extensive minority talent. Recruiters help build meaningful relationships with targeted schools and their students. Targeted schools include majority institutions with at least 50 graduates eligible for hire as a Financial Institution Specialist or minority-serving institutions with significant minority populations from one of the underrepresented groups within the examiner workforce.

In 2022, MRTF recruiters participated in information sessions, and panel discussions featuring ERG members at targeted schools. They established relationships with student groups and school personnel, sharing internship and job opportunities.

Implementing Division and Office DEIA Plans

Managers and supervisors in the program offices play a critical role in attracting and retaining talent. In 2021, FDIC required divisions and offices to develop DEIA operational plans. The completed division and office plans outlined strategies toward addressing representation gaps in the workforce, embedding DEIA into operations, and holding leaders accountable for ensuring they accomplish the goals of the FDIC DEI Strategic Plan. These plans were informed by a barrier analysis conducted to identify policies, procedures, or practices that may potentially affect EEO at the FDIC. Divisions and Offices began implementing these plans in 2022 and will continue through 2023.

Recruiting for Key Occupations

During 2022, the FDIC focused on recruiting and hiring efforts on four mission-critical occupations: Bank Examiner, Economist, General Business and Industry, and Attorney. Appendix A presents historical trend data for each occupation.

Bank Examiner

Examiners carry out the FDIC's bank supervision responsibilities and primarily include staff in the Division of Risk Management Supervision (RMS), Division of Depositor and Consumer Protection (DCP), and Division of Complex Institution Supervision and Resolution (CISR).

FDIC employees who began as entry-level examiners occupy a significant portion of executive and managerial positions across the agency. Thus, diverse representation within the examiner workforce continues to be key to expanding leadership representation across the broader workforce. A challenge for the FDIC is the ability to attract and retain minorities and females as bank examiners, the largest FDIC occupational group. The agency has seen some success, as minority representation for entry level bank examiner hiring increased by almost 8 percent from 2021 (23.8 percent) to 2022 (31.7 percent). However, the representation of female employees among entry-level examiners hired by the FDIC fell from 40.8 percent in 2021 to 35.4 percent in 2022. This is a direct result of the less than expected representation in the OCLF for Hispanics and White females in the entry level examiner hiring in 2022.

In the past, our ability to attract and retain examiners has been impacted by factors such as job-related travel requirements and low turnover. However, over time, travel requirements have generally decreased nationwide and more telework flexibilities are offered. During the pandemic, turnover increased, presenting opportunities to implement a broad, diverse recruitment strategy to fill mission-critical positions.

For the 2022 to 2023 hiring cycle, the FDIC continued implementing strategies to increase the diversity of applicants for entry-level examiner job postings. First, the agency extended the number of days job postings are open to provide more opportunities for individuals to apply. Second, the FDIC increased the interview capacity to accommodate more candidates at hiring events. Finally, the agency increased the number of hiring event candidates referred for selection.

FIGURE 4: Financial Examiners (0570 Series) by Race/National Origin

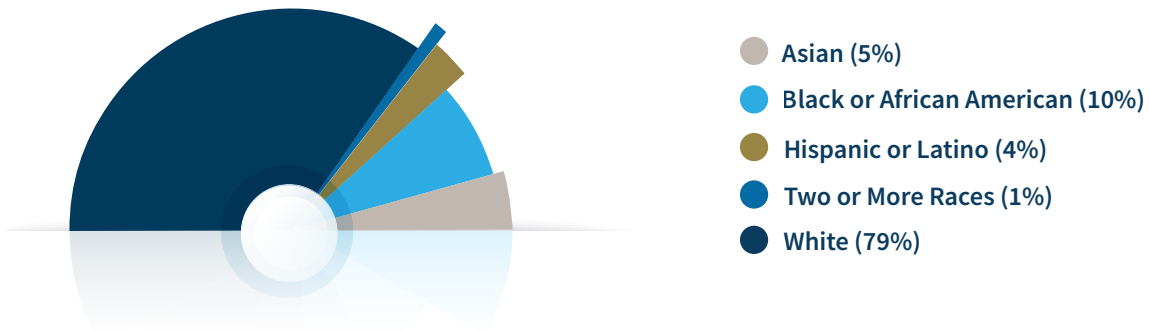


TABLE 2: Examiners Over Time, by Race/National Origin and Gender

Examiner (0570) Region	% Minority			
	2019	2020	2021	2022
All Regions	558 (21%)	596 (21%)	583 (22%)	564 (22%)
Atlanta	126 (36%)	135 (34%)	128 (33%)	119 (32%)
Chicago	39 (10%)	43 (10%)	38 (10%)	37 (10%)
Dallas	129 (30%)	149 (32%)	142 (31%)	143 (32%)
Kansas City	20 (5%)	22 (5%)	24 (6%)	21 (5%)
New York	78 (18%)	99 (20%)	96 (20%)	86 (20%)
San Francisco	76 (20%)	107 (25%)	110 (28%)	113 (28%)
Washington	90 (29%)	41 (27%)	45 (24%)	45 (24%)

Examiner (0570) Region	% Female			
	2019	2020	2021	2022
All Regions	1,064 (39%)	1,100 (40%)	1,075 (40%)	1,037 (40%)
Atlanta	139 (39%)	166 (42%)	156 (41%)	140 (38%)
Chicago	163 (41%)	166 (39%)	150 (39%)	152 (41%)
Dallas	166 (39%)	189 (40%)	189 (42%)	179 (40%)
Kansas City	134 (33%)	153 (36%)	155 (37%)	148 (37%)
New York	195 (44%)	212 (44%)	204 (43%)	188 (43%)
San Francisco	130 (35%)	149 (35%)	142 (36%)	141 (35%)
Washington	137 (43%)	65 (43%)	79 (43%)	89 (48%)

Economist

The Division of Insurance and Research (DIR) employs most of the agency economists that focus on various analysis for rulemaking, research, and assessing the adequacy of the Deposit Insurance Fund. Minority representation among economists at the FDIC has declined over the past couple of years to 31 percent in 2022. Representation among Black/African American employees and employees belonging to two or more races saw reductions of more than 3 percent and 2 percent respectively. Female representation among economists at the FDIC is above the CLF and remained unchanged from 2021 to 2022, at 33 percent. (See Appendix A for historical trend data.)

The FDIC has focused on proactively building career pathways between students and the profession. The agency targeted schools with higher numbers of minorities and female employees in economics and finance. In 2022, FDIC's Center for Financial Research (CFR) hosted students from two programs designed to advance the participation of women and minorities in economics: the American Economic Association (AEA) Summer Training and Scholarship Program (AEASP) and the FDIC Summer Research Fellows Program. In addition, the FDIC expanded outreach to minority-serving institutions for the FDIC Academic Challenge, an annual competition for college students.

American Economic Association Summer Training and Scholarship Program

Howard University, a historically black university in Washington, D.C., hosted the 2022 AEASP, which since 1974 has increased diversity in economics by preparing undergraduate students for doctoral programs. AEA involved experiential learning partners in the program, allowing students to complete a research project under the mentorship of professional economists and providing experiences unique to the nation's capital. The FDIC was one of 13 organizations that collaborated with AEASP in 2022 as part of the experiential learning program. Participants commended the program. A rising sophomore at North Carolina Agricultural and Technical State University commented:

I was a part of the American Economic Association Summer Program where I had the opportunity to meet a multitude of Ph.D. economists along with other people doing work in the field from diverse backgrounds. I did research with the FDIC. We did research on bank openings and demographics in North Carolina, which was very exciting and completely new for me! I learned STATA and truly put my statistical analysis skills to the test. I really appreciated the experience with the FDIC!

**–Sophomore
North Carolina Agricultural and
Technical State University**

Summer Research Fellows Program

The CFR Summer Research Fellows Program targets Ph.D. candidates who have completed their qualifying exams and have well-developed research toward their doctorates. These emerging scholars learn about the work of the agency's economists while continuing their research. The program recruits heavily through the AEA Summer Economics Fellows Program (SEFP), designed to advance the participation of women and minorities in economics. Four students joined the program in 2022. Two of four 2022 CFR summer fellows were recruited through AEA SEFP. Further, in 2022, a former CFR fellow was selected to present her work at a poster session of the 2022 Bank Research Conference the FDIC hosted.

Academic Challenge

The FDIC Academic Challenge is a team competition for undergraduate students in economics, finance, and related fields. It is designed to bring real-world banking policy into the classroom. The FDIC expanded outreach to 135 minority-serving institutions, including 44 historically black colleges and universities (HBCUs). Over 9 percent of the institutions with submissions to the 2021-2022 Academic Challenge were HBCUs, relative to 3 percent of institutions nationally.

General Business and Industry

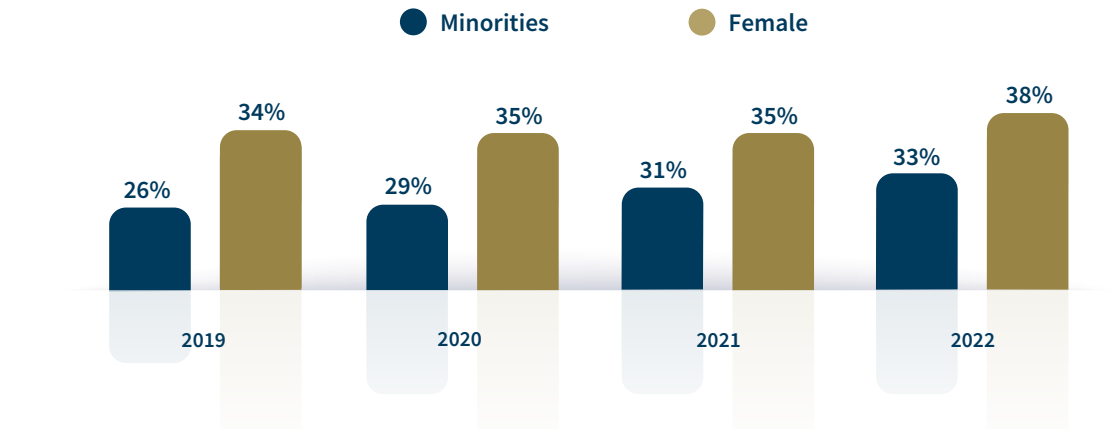
The General Business and Industry occupation includes staff that carries out bank resolution and receivership activities. The majority of these employees work in the FDIC's Division of Resolutions and Receiverships (DRR). Historically, females and minorities have been underrepresented in this segment of the FDIC's workforce.

To bolster hiring efforts there was intentional outreach to recent graduates at women- and minority- serving institutions. The goal was to hire entry level candidates into career ladder positions. Graduates participated in 30-day rotations within different areas of DRR to receive a well-rounded perspective. The program allows candidates to use their skills to improve existing business processes. Candidates in 2022 had different ethnic backgrounds, genders, and statuses as veterans. DRR welcomed a group of new employees into this program in 2022 and plans to welcome two more classes in 2023. By the end of 2023, DRR anticipates it will have converted 25 recent graduates to permanent employment through the Recent Graduate Program.

The division also uses the Diversity Outreach Student Internship Program (DOSIP) to further increase its minority representation. DOSIP provides a career exploration opportunity for current undergraduate and graduate students from diverse socioeconomic and cultural backgrounds. The FDIC recruits DOSIP interns through third-party sponsoring organizations that conduct outreach recruitment activities to diverse student populations.

In late 2022, DRR developed a new training policy that provides division-wide opportunities for development in 17 key bank-closing processes. This training provides employees equal opportunities to develop and enhance their careers, which in turn will increase diverse representation at all levels within DRR.

FIGURE 5: Increased Minority and Female Representation in the General Business and Industry



Attorney

Attorneys in the Legal Division ensure the FDIC’s adherence to laws and regulations, provide legal advice to divisions and offices, assess risks, and represent the FDIC in judicial and administrative proceedings. In 2022, female attorneys represented 43 percent of the Legal Division workforce and 34 percent of its executive level management. Minorities showed a 10-percent increase in representation among the division’s workforce (22 percent) when compared to 2021 (20 percent), with a notable increase among Hispanic/Latino men. Minorities represent 23 percent of the division’s executive management.

The Legal Division, in partnership with the Corporate Recruitment Program (CRP), established the Legal Division Recruitment Program. When announced, 22 permanent division employees volunteered to serve on a collateral duty two-year assignment to recruit qualified, diverse applicants. In 2022, these volunteer recruiters participated in 12 outreach events. See Appendix C for list of events.

The division also hosted 11 law school-specific information sessions. Other actions from 2022 are participation in virtual and in-person national outreach events and sharing intern and Honors Attorney Program opportunities. The Honors Attorney Program is a competitive two-year, entry-level professional development program. It is available to law school students in their final year, law school graduates in a post-graduate program, and recently graduated judicial clerks to learn and work in support of the FDIC’s mission. In 2022, 20 percent of the program participants self-identified as belonging to a minority racial or national origin group, 20 percent self-identified as LGBTQ+, and 10 percent self-identified as having a disability. In 2022, the Legal Division established relationships with 199 American Bar Association-accredited law school placement offices and student groups.

Enhancing External Partnerships

Reaching Professional Affinity Groups

Each year, the CRP works with professional affinity groups. In 2022, CRP coordinated 32 events with organizations such as Prospanica – The Association of Hispanic MBAs & Business Professionals, the Thurgood Marshall College Fund, and Women in Insurance & Financial Services. The CRP co-hosted eight speaking engagements with support from the FDIC’s National Outreach Executive Task Force Subcommittee. The subcommittee connects FDIC leaders at corporate grade 13 through corporate manager 02 levels with opportunities to communicate with these audiences. See Appendix C for a list of events.

Refining the Key Schools List

For more than a decade, the FDIC has established and developed relationships with schools across the country to build a talent pipeline of entry-level examiners. Every three years, CRP reviews the list of targeted colleges and universities, known as the Key Schools List, to ensure that the recruitment sources are appropriate to support evolving corporate recruiting and hiring priorities.

In 2022, the CRP made several changes. Historically, the CRP has recruited from this list almost exclusively for examiner positions. However, the CRP expanded recruitment to include entry-level positions within the Chief Information Officer Organization (CIOO), DIR, DRR, and the Legal Division, as well as non-examiner entry-level positions within RMS.

CRP concentrated on schools known for academic excellence in targeted areas and a greater emphasis on diversity. In making these changes, CRP collaborated with the FDIC Executive Examiner Steering Committee, the Diversity and Inclusion Executive Advisory Council (D&I EAC), the FDIC Legal Division, and OMWI.

The new list has schools that meet criteria in four categories: top performing schools, top ranked schools, diversity schools, and Executive Examiner Steering Committee additions. Minority-serving institutions represent 50 percent of the list; previously, they accounted for a little over 12 percent. More than 30 percent of schools have at least 30 percent female undergraduate students; over 18 percent have been recognized for programs for persons with disabilities; and 20 percent are ranked best for veterans. In the next two years, the FDIC will assess the changes to ensure the continuation of a strong talent pipeline.

The FDIC assigns over 250 collateral-duty recruiters to maintain contact with assigned colleges or universities for three years. In that time, recruiters build relationships with professors, deans, key school contacts, and student groups and attend events on campus or online.

Expanding Hispanic/Latino Outreach and Recruitment

Representation increased among Hispanic/Latino female attorneys (1.2 percent in 2022 versus 0.6 percent in 2021). In addition, Hispanic/Latino representation increased among general business and industry employees overall, with Hispanic/Latino female employees representing 1.3 percent of the employees (an increase of 0.6 percent since 2021) and Hispanic/Latino men representing 4.8 percent (an increase of 1.3 percent). Despite these incremental increases, the FDIC continues to have persistent underrepresentation of Hispanic/Latino employees. In 2022, the FDIC began development of an agency-wide Hispanic/Latino Recruitment Strategy. The CRP, OMWI, and the Hispanic Organization for Leadership and Advancement (HOLA) Board of Directors collaborated on initiatives to:

- Increase the pipeline of Hispanic/Latino students from high school and college
- Create new and strengthen existing partnerships with Hispanic/Latino organizations
- Increase retention rates and engagement of Hispanic/Latino employees

As part of this strategy, the FDIC established an interdivisional, executive-level task force to address challenges for Hispanic/Latino recruitment and retention. Along with the co-chairs – Deputy to the Chairman for External Affairs and Director of OMWI and the Director of the Office of Legislative Affairs – the task force includes representation from the Chief Human Capital Officer, the General Counsel, and Regional Directors. Along with these executives, task force members include the president and vice president of HOLA to provide insight into the Hispanic/Latino culture in the country and at the FDIC. In April, the agency designated a Senior Special Advisor to focus on the implementation of the Hispanic/Latino outreach and recruitment initiatives.

Other efforts include the FDIC’s annual Hispanic Heritage Month program. Also, the FDIC partnered with the Hispanic Association of Colleges and Universities (HACU) for the inaugural Hispanic-Serving Institutions Week in September 2022. Throughout the week, panelists shared ways to hire from underrepresented communities, and discussed the importance of DEIA initiatives and the role of allyship in achieving an inclusive work environment.

The FDIC is expanding its relationship with HACU on a Black, indigenous, and people of color (BIPOC) initiative that seeks to build financial capability, focusing on Hispanic-serving institutions and organizations. The FDIC also participated in HACU’s National Internship Program and provided financial education to its students, using the FDIC Money Smart financial education curriculum as part of a professional development series. Additional BIPOC initiative information is found in the Financial Inclusion section on page 44.

The Legal Division, with the DOSIP, partnered with HACU to recruit Hispanic/Latino law students for legal internships.

In partnership with DOA, OMWI authored a Hispanic marketing proposal to engage with the Hispanic/Latino community to continue relationship building and federal government career exploration. For many students and young professionals of color, building a long-term perspective on careers can be difficult.

To address these obstacles, the FDIC hosted three sessions to teach students to strengthen their interview skills, build their core professional network, and extend their professional reach:

- The Association of Latino Professionals for America offered an opportunity to connect with students and new graduates through the Boston Regional Student Symposium. The FDIC’s session featured two Hispanic/Latino employees from DOA and RMS who taught about ways to avoid common interview mistakes. Following the session, the FDIC recruiters participated in a career fair, where they shared information on FDIC culture and career opportunities.
- At the HACU Annual Conference, representatives from OMWI and DOA delivered a presentation on networking. Students received tips on informational interviews and building an elevator pitch. The speakers also suggested ways to use social media to supplement in-person networking and engagement.
- During the Prospanica Conference & Career Expo, an FDIC executive led a discussion that provided ideas to address challenges of networking, such as getting started, maintaining relationships, and having purposeful conversations.

Strengthening Engagement with Historically Black Colleges and Universities

The FDIC has a partnership with the White House Initiative on Advancing Educational Equity, Excellence and Economic Opportunity through Historically Black Colleges and Universities (WHI-HBCUs). The FDIC participated in the 2022 National HBCU Week conference, engaged with HBCU Scholars, and worked with the WHI-HBCU’s Economic Development Cluster, co-chaired by the FDIC’s Deputy to the Chairman for External Affairs and Director of the Office of Minority and Women Inclusion. During and after the conference, the FDIC presented two classes for HBCU Scholars selected for their academic achievement, civic engagement, and entrepreneurial spirit. The first, “Boss Up and Boss Well,” presented information about using the FDIC Money Smart resources to promote economic inclusion and entrepreneurship. The second, “The Key to Understanding Your Communication Style for Greater Success,” taught how understanding communication styles helps build relationships and achieve goals.

Also, the FDIC supported the Economic Development Cluster’s HBCU Week session on Leveraging Your Past to Plan Your Future: HBCU Economic Development Profiles. The session included the release of the EDC’s new HBCU Economic Development Profiles Tool and presentations by HBCU presidents and others on how HBCUs can leverage their assets and work with economic development programs to engage community leaders, the private sector, and regional stakeholders on local economic development. In addition, HBCU graduates from the FDIC discussed FDIC careers and paid internships with students in accounting, business, finance, economics, law, information technology, and related fields.

To reach and attract diverse applicants, the FDIC's Legal Division Recruitment Program collaborated with Racing Toward Diversity Magazine's College Diversity Network/HBCU Division. Using the magazine's connections with six HBCU law schools, the Legal Division hosted two virtual information sessions in August for HBCU law students and career professionals to strengthen engagements with the institutions and broaden the applicant pool. Recruiters spoke about the Legal Division's practice areas and shared personal experiences, information about internships, and the 2023 Honors Attorney Program vacancy announcement. As a result, HBCU law schools contacted their Legal Division recruiters for additional information sessions.

In November 2022, the FDIC participated in the 15th Annual HBCU Career Development Marketplace. Over 400 HBCU students attended, representing more than 40 HBCUs. Recruiters conducted resume critiques and held one-to-three sessions with students. Members of the FDIC's Association of African American Professionals (A3P) presented on "Money Management: Wealth Creation for College and Beyond" to over 130 students.

Bolstering Efforts to Attract Veterans and Persons with Disabilities

The FDIC enhanced outreach to veterans and persons with disabilities. Through American Public University, Recruit Military, MBA Veterans Network, and Corporate Gray, which helps transitioning military personnel and their spouses connect with employers, the FDIC interacted with more than 100 veterans, transitioning military members, and spouses to provide information on education and experience required to qualify for FDIC opportunities. In 2022, FDIC recruiters attended six diversity events targeting veterans, veterans with disabilities, and spouses, and provided information on education and experience requirements. Recruiters also participated in eight events targeting persons with disabilities, including veterans. These events were hosted by Bender Consulting Services, LLC and Equal Opportunity Publications.

The Legal Division participated in a "Virtual Conversation with the Washington and Lee Law School Chapter of the Disabled Law Students Association" which included discussions of the FDIC Honors Attorney Program and the Student Intern Program. The Legal Division is continuing outreach with the National Disabled Law Student Association and 47 member law schools. On a bi-weekly basis, the CRP distributed email with links to FDIC vacancy announcements to organizations on our diversity affiliate directory, which includes national affinity groups, veteran organizations, federal executive boards, state departments of vocational rehabilitation, and the FDIC's internal ERGs. Throughout the calendar year, all jobs advertised in USAJobs were also posted on Corporate Gray's job board. In addition, the FDIC advertised jobs and distributed email to the American GI Forum, Operation Warfighter, Recruit Military, and VetJobs.

On the Key Schools List, 202 schools, or 80.8 percent, offer programs for persons with disabilities, and 46, or 18.4 percent, have been recognized for programs for persons with disabilities. Also, 50 schools, or 20 percent, have been identified as best for veterans, based on yellow ribbon status, GI funding, and overall rankings, which use data from the Department of Veterans Affairs and the Department of Education to identify colleges that have many students studying under the GI Bill and offer tuition relief for military members.

Strategic Human Capital Management Approach

In 2022, the FDIC emphasized the need for succession management to reduce the risk of vacancies in key positions and ensure the agency has a capable talent pipeline. The FDIC faces a high projected stream of retirements over the next five to 10 years. At the same time, rapid and significant change within the banking industry impacts the knowledge and skills needed for the FDIC's future workforce.

The FDIC formally established the Human Capital Strategic Planning and Analysis unit within the DOA to design an agency-wide approach to address talent pipeline challenges. The FDIC defined leadership competencies and began developing leadership role profiles as the basis for selection, assessment, and development of the pipeline. These efforts will define career paths and developmental options for career growth among the workforce. This strategic approach to workforce planning will help increase transparency and better prepare employees to map their careers. Over time, enhancements to assessments, development, and selection criteria should result in higher quality candidate pools and more objective hiring practices for leadership positions.

In addition, the FDIC conducted an agency-wide Career Aspirations Survey to understand employee aspiration levels and the factors that influence pursuit of leadership roles. Approximately 56 percent of the targeted survey population who held grade levels eligible for current and future leader roles completed the survey. The survey results reinforce FDIC's focus on promoting from within, so that the FDIC continues to be a place where people can grow and develop throughout their career. Among those who responded, almost 60 percent aspire to build their career with FDIC, either in a management role (27 percent) or a higher-level non-supervisory role (30 percent). The results are being used to inform responsive succession strategies.

To gain deeper insight into employee retention, the FDIC established a Retention Management Working Group, with leadership representation from across the agency. During 2022, the working group launched a self-service retention dashboard and implemented an improved FDIC Exit Survey. The revised exit survey incorporates self-identified disability status and reports on requests for reasonable accommodation responsive to prior EEOC technical assistance. The retention dashboard and exit survey enable leaders to explore and use data-driven strategies to prepare for employee turnover, internal transfer, and retirement risk. Going forward, this group will expand its focus on employee groups, inclusive of demographic subgroups, where evidence-based preventive tactics and strategies are or may be necessary to improve workforce retention and prepare for anticipated or intended departures.

The FDIC's data-driven, research-based approach to succession management is designed to give leaders a more accurate understanding of the internal talent pool.

Career Development

Building and maintaining a framework to promote a diverse leadership pipeline continues to be a priority. It is essential to provide opportunities for candidates and employees to optimize their career experiences through internships, and professional and leadership development programs. In addition, offer both formal and informal career development opportunities for employees, and continue agency-wide mentoring programs.

Expanding the Talent Pipeline through Internship Programs

Financial Management Scholar Interns

Financial Management Scholar (FMS) Interns serve as a pipeline for the Entry-Level Examiner Hiring Program. In 2022, corporate recruiters participated in more than 200 campus recruiting events and discussed educational requirements and federal application processes. As a result of these recruiting events, the FDIC hired 38 FMS, 14 percent from a minority racial/national origin group and 25 percent female.

Student Intern Program

Students gain valuable work experience through on-the-job training, virtual workshops and training sessions, online courses, networking opportunities, and mentoring in the Student Intern Program (SIP). In 2022, students enhanced their skillsets by attending events on networking in a virtual environment, balancing work and personal life, evaluating job opportunities, maintaining financial wellness, understanding business writing, building professional relationships, and planning for retirement. Through the SIP, interns had opportunities to meet and speak with FDIC executives and senior staff.

Chief Financial Officer Organization Intern Program

The Chief Financial Officer Organization (CFOO) Intern Program allows the FDIC to use the Office of Personnel Management's Pathways program to recruit and hire diverse interns below the corporate grade 13. Since 2015, the CFOO converted 21 interns to permanent positions, 62 percent minorities and 57 percent female. In 2022, the CFOO hired 14 interns, 50 percent minorities and 29 percent female.

Legal Interns

The Legal Division's internship programs play a vital role in career development. These programs include the Pathways Program, the DOSIP, and the Workforce Recruitment Program. In summer 2022, the Legal Division hired eight interns, including one from DOSIP. From this cohort, four remained onboard through the fall semester.

All legal interns participated in "The Student Intern Program: Passport to Legal Excellence." The developmental program features the "Tour of the Legal Division," an educational series in which each subdivision discusses its mission and initiatives. The interns also take part in a "Legal Perspectives Speaker Series," featuring senior staff across the organization who have legal backgrounds, and they are provided training in practical application of leadership skills and emotional intelligence.

Summer Scholars Student Internship Program

In 2022, the FDIC hired 21 high school students (11 juniors and 10 seniors) as a part of the second Summer Scholars Student Internship Program (SSSIP). The 21 students represented a significant increase from the six students hired in the inaugural program.

The SSSIP partnered with the District of Columbia (DC) Department of Employment Services Marion S. Barry Summer Youth Employment Program. This partnership provides DC high school students the opportunity to gain practical work experience, increase knowledge about careers in the financial sector and the federal government, and explore different career paths.

Students work in divisions and offices of interest and participate in weekly enrichment activities with students from the National Credit Union Administration, Securities and Exchange Commission, Federal Housing Finance Agency (FHFA), and Office of the Comptroller of the Currency. These weekly activities are designed to expand their knowledge, develop skills, and encourage critical thinking. At the conclusion of the program, interns give capstone presentations to FDIC senior leaders.

Building the Leadership Talent Pipeline

First Generation Professionals

The First-Generation Professionals Program (FirstGen) hosted a graduation ceremony recognizing 37 participants in its first cohort. During the ceremony, the DCP Director held an open dialogue about his journey as a FirstGen executive. In June 2022, FDIC launched the second cycle of the program. Alumni from the first cycle provided valuable feedback that helped shape the second cycle's curriculum. Each program cycle is six-months and advertised via the FDIC's Expression of Interest System to permanent FDIC employees (first generation and non-first generation).

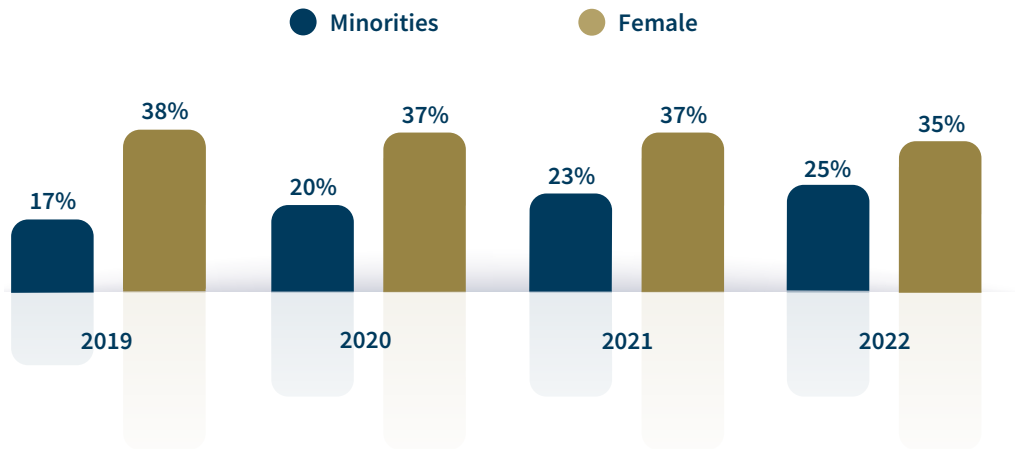
The program is built around four cornerstones:

- Understand and navigate the FDIC's culture
- Access the full range of the FDIC resources
- Set and achieve professional goals
- Recognize and overcome challenges

FirstGen allows participants to share peer-to-peer experiences, tailor goals, and obtain resources from Worklife and Career Management programs and Corporate University.

Increasing Diversity in Leadership Ranks

FIGURE 6: Increasing Minority Representation Among Executive Managers



There are 128 Executive Managers.

FIGURE 7: Minority Representation at Executive Level

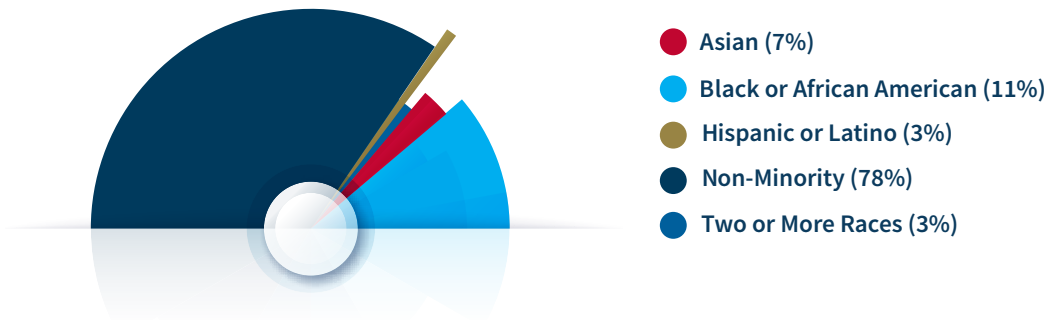


FIGURE 8: Female Representation in Overall Workforce vs. Executive Level

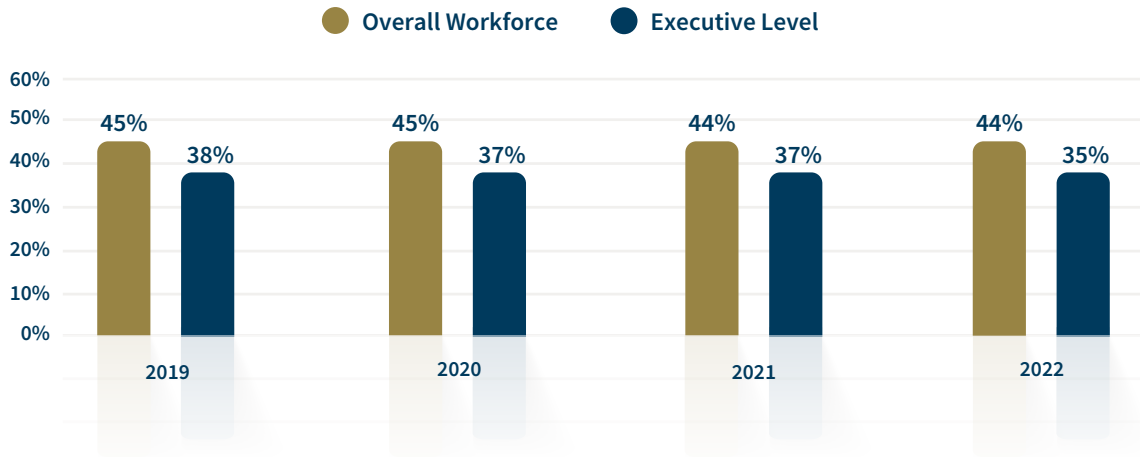
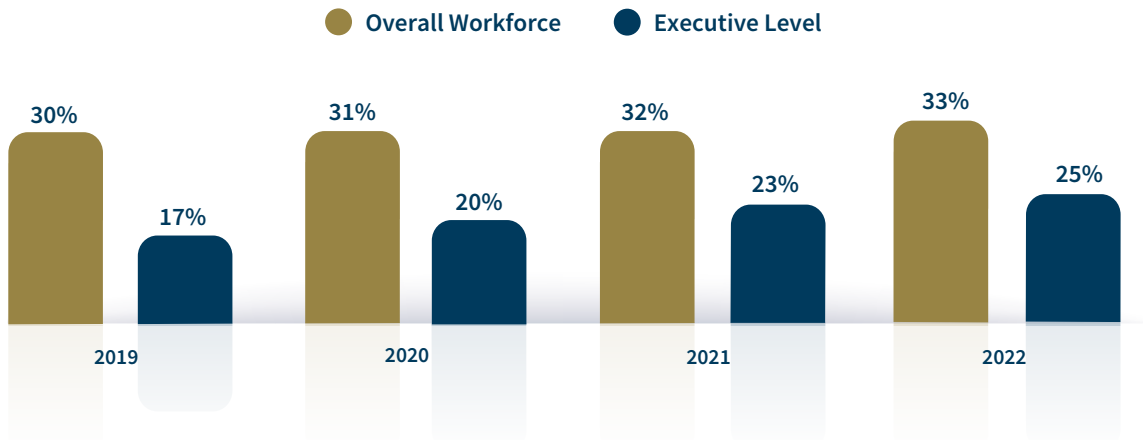


FIGURE 9: Minority Representation in Overall Workforce vs. Executive Level



In 2021, the FDIC implemented two rotational programs to expand developmental opportunities: the Leadership Excellence Acceleration Program (LEAP) and the Special Assistant (SA) Program. Individuals were selected for these yearlong programs in 2021 and completed the requirements in 2022. These programs build a diverse pool of candidates for management positions, enhance succession planning and support employees in advancing to management roles.

LEAP is a leadership development program with a focus on increasing diversity in the FDIC's leadership. LEAP targets corporate grade 12 to corporate grade 15 employees who have not yet had the opportunity to lead at the FDIC. For those interested in developing their careers into manager-level roles, LEAP provides the tools they need to be "day-one ready" when entering first-line management ranks through participation in training courses and developmental assignments. In 2022, there were 15 selectees, with minorities representing 47 percent, female selectees representing 53 percent, and those identifying as having disabilities representing 13 percent.

The inaugural year of the FDIC's SA rotational program was beneficial to the twenty-three participants selected for the one-year program to serve as special assistants to division directors, deputy directors, and regional directors. The program supports the FDIC's diversity goals by providing cross-functional experience to rising FDIC leaders, promoting a culture of excellence that supports and sustains high performance. The program participants have exposure to division and office operations at the senior level outside their permanent division or office. Throughout the year, the special assistants participated in quarterly meetings and training events, worked with coaches and mentors, and participated in self-development courses.

Division-based Career Development Programs

In addition to the agency-wide development programs, divisions and offices offered leadership development programs to address their unique needs.

RMS Journeys

RMS, in collaboration with DOA, announced RMS Journeys, an opportunity for employees to hear leaders discuss career steps they took on their way to their current roles, including what they found surprising, rewarding, enjoyable, useful, and challenging. Based on results of a Career Aspiration Survey conducted earlier in the year, RMS and DOA designed the program to provide RMS employees information about how to progress in their careers. The first RMS Journeys event took place on November 29, 2022, with a panel of field supervisors.

Legal Division Executive Management Shadowing Rotational Program

To mitigate effects of retirements, the Legal Division implemented a knowledge-transfer process by offering employees the opportunity to cross-train and increase visibility working on high-profile projects. The Executive Management Shadowing Rotational Program is a 90-day detail assignment that provides exposure to senior FDIC leaders who share insights into business operations while demonstrating how the division resolves complex issues. In addition to business unit and legal subject matter, the program includes training on leadership, communication, staffing, budgeting, and issues such as labor and employment.

The program's third cycle ran from March through June 2022, and the fourth cycle began in the fall. A notable feature is the "Conversations with Future Leaders" discussion series, which provides an informal platform for participants to gain exposure to diverse perspectives on leadership development. Leaders are invited to one-hour sessions to offer their experience and advice on a management topic.

DRR Executive Leadership Shadowing Program

As part of the DRR's DEIA Strategic Plan, the DEIA team created a program that provides DRR employees at the corporate grades 13 and 14 levels an opportunity to shadow a senior leader for a day. Eight employees applied in 2022. The objectives are to provide:

- Exposure to leadership excellence
- Visibility to leaders
- Opportunity to view various decision-making styles and problem-solving techniques
- Experience communicating with leaders in one-on-one situations

Legal Administrative Support Career Aspirations Program

The Legal Innovation and Transformation Initiative 2025 assessed the future needs of the Legal Division. Based on its assessment, the Legal Division created and designed the Legal Administrative Support Career Aspirations Program (LASCAP) to help administrative support staff. Program participants acquire knowledge, skills, and abilities to prepare for one of three defined career tracks: program analyst, paralegal specialist, and management and program analyst. The program has three stages: selection and intake, development and application, and evaluation & post-program support.

FDIC Mentoring Programs

The Chairman's Diversity Advisory Councils (CDACs) recommended development of the agency-wide FDIC Mentoring Program in 1999. This program allows FDIC employees to be paired in a mentor-mentee partnership for a one-year period. Since its inception, the mentoring program has sponsored over 1,600 partnerships, with more than 2,700 employees participating. The goals of the program are to enhance employee job skills, empower employees, and promote good citizenship.

The program supports succession planning by providing networking opportunities, allowing employees to explore career paths, and facilitating the transfer of organizational knowledge. To promote inclusion of employees with different backgrounds and experiences in the mentoring program, HR's Career Management Program sends materials and information about the program to the chairpersons of each regional CDAC and leaders of every ERG. In 2022, the program selected 161 mentees, of which 27 percent self-identified as female and 22 percent reported belonging to a minority racial-ethnic national origin group (3 percent Asian, 14 percent Black/African American, 3 percent Hispanic/Latino, and 2 percent belonging to two or more races).

The FDIC established the Leadership Mentoring Program (LMP) in 2016 as a part of the Workforce Development Initiative. This program helps prepare employees in management roles to seek more senior leadership positions by providing a formal setting to engage in career planning, discuss leadership strategies, gain new perspectives, share institutional knowledge, and improve understanding of FDIC's culture and operations. The LMP supports the supervisory workforce through one-on-one guidance and coaching. In 2022, 13 employees participated in the program, of which 46 percent were female and 23 percent belonged to a minority racial-ethnic/national origin group (100 percent of which self-identified as Black/African American).

Employee Engagement

At the FDIC, employee-led councils are vital to maintaining a diverse, equitable, inclusive, and accessible workplace. Throughout 2022, employee-led councils and groups transitioned their programming to a hybrid environment as the FDIC offered telework flexibility in which employees returned to the office at various levels. This change allowed for improved participation, collaboration, and networking.

Employee-Led Councils and Groups

CDACs and ERGs provide employee perspectives on DEIA issues. The CDACs give voice to broad-based employee views, drawing upon strengths and differences of all employees. The ERGs are affinity groups that provide employees with a supportive environment for networking and collaborating on career and personal development goals. The FDIC has seven CDACs –one in each region and one at Washington, DC headquarters – and nine agency-recognized ERGs.

During 2022, OMWI partnered with CDACs and ERGs to host the FDIC's Diversity and Inclusion Education series recognizing national observances. Each observance aligned with a national theme or current events or discussion topics among CDACs and ERGs. See Appendix C for the list of national observances.

In addition to the national observances, CDACs and ERGs hosted FDIC's first annual Juneteenth celebration. This event provided the historical background of Juneteenth and featured a panel of diverse professionals. The panel members shared their perspectives on the importance of Juneteenth and its significance within the Black community.

CDACs and ERGs served as diversity partners with FDIC divisions and offices, many of which invited CDACs and ERGs to participate in their all-staff meetings, town halls, lunch and learns, and regional and territory meetings. These relationships increased awareness of ERGs and CDACs, assisted in enhancing employee participation, and broadened resources available to the divisions and offices in achieving their DEIA goals.

Here is a sample list of topics on which the CDACs and ERGs engaged employees:

- Burnout and Work-Life Balance
- Embracing Emotional Intelligence and Empathy
- Navigating Generational Differences
- Allyship
- American Sign Language Culture and Language Lessons
- Coffee and Conversations / Cafecitos
- Facilitating Meetings for all Voices to be Heard
- Disability and Intersectionality
- LGBTQ+ the FDIC Employee Panel Discussions

These events aimed to educate and share diverse perspectives about the life and experiences of members of diverse groups. They were designed to create a safe space to share stories and demonstrate the importance of maintaining an environment where everyone feels welcome and included.

The CDACs raised national DEIA issues and concerns to the D&I EAC, driving the FDIC forward through exploration of issues, practices, and policies that may inhibit or foster the achievement of DEIA goals.

In 2022, all ERGs met with the FDIC's then-Acting Chairman and participated in the D&I EAC monthly meetings to present concerns, raise issues, and share accomplishments.



CELEBRATING LGBTQ+ PRIDE

“Employee Resource Groups, such as PRIDE, have helped shape the FDIC’s diversity, equity, inclusion and accessibility efforts by creating awareness around issues that affect LGBTQ+ employees and by giving them a voice when it comes to the development of related initiatives.”

Matthew Z. Zamora (he/him)
Supervisory Examiner
Division of Depositor and
Consumer Protection

FDIC

PRIDE, an FDIC-recognized ERG, shared member concerns with FDIC executive leaders, including then-Acting Chairman Martin Gruenberg.

The group also launched an informal mentoring pilot program to increase networking, career management and experience-sharing among members and revamped its SharePoint site to improve communication with members and non-members to better promote its activities.

“In June, 12 PRIDE members volunteered to be featured in FDIC social media posts commemorating LGBTQ+ Pride Month,” the president said.

The group also held events with the Chairman’s Diversity Advisory Councils to raise awareness of employee experiences when coming out as LGBTQ+, understanding pronoun usage and the history of LGBTQ+ Pride Month.

“We talked about inequities in federal government family planning programs and health care benefits and improved information-sharing around gender-affirming support for transgendered and transitioning employees,” said the president of PRIDE.

**–President
PRIDE ERG**

Through CDACs and ERGs, employees benefit from increased cultural competency, enhanced collaboration, and heightened awareness of issues affecting employees. In 2023, OMWI will sponsor CDAC/ERG training to further enhance DEIA efforts, collaboration and programming.

ERG-Division Collaboration: DRR DEIA Showcase

In 2022, the FDIC launched an initiative to raise the visibility of the ERGs within the divisions and offices. Throughout the year, organizations sponsored activities for their employees to learn about ERGs. As part of this initiative, DRR collaborated with the ERGs to start the DRR DEIA Showcase to bring awareness of ethnicities, cultures, races, genders, and social backgrounds through presentations promoting inclusivity and respecting and celebrating the diversity of DRR. In addition to highlighting the ERGs, DRR also emphasized the talents and skills of its members. During the DEIA Showcase sessions, the ERGs:

- Provided an overview of their program and initiatives
- Asked and responded to questions from the audience
- Showed videos or slides related to their programs
- Invited participants to share their experiences

Showcases were well attended with numbers ranging from 74 to 126 employees and included live interaction with participants.

Communication:

DEIA Messages

We are committed to developing compelling messages, including dialogue that encourages all employees to see the importance of DEIA to their personal success and the success of the FDIC.

As we have implemented DEIA strategies, we have identified opportunities to communicate the rationale for DEIA as part of the FDIC's mission. We recognize the need to be clear about the importance of DEIA and how employees contribute to achieving DEIA goals. It is important to create an opportunity for employees to share their stories and experiences as we foster an inclusive work environment. Although we continued to sponsor agency-wide events, the FDIC divisions and offices contributed significantly to enhancing DEIA communications.

Social Media Campaign

In 2022, the FDIC launched a social media campaign highlighting the agency's CDACs and ERGs on FDIC's official social media channels. Aligned with the Diversity and Inclusion Education monthly observances, employees across the CDACs and ERGs provided personal testimonials on:

- The critical role CDACs and ERGs play in the workforce
- How CDACs and ERGs support and advance DEIA
- Why it's important to celebrate and recognize special observance months

Each participating employee's testimony and photo were featured across the agency's social media platforms. The social posts performed well across FDIC's social channels, with engagement on LinkedIn being especially high. The increased engagement was primarily due to fellow FDIC employees liking, sharing, and commenting to support their colleagues and friends.



Section 508 Accessibility for People with Disabilities

The year proved to be especially productive for the FDIC Section 508 Compliance team, which works to implement the provisions of Section 508 of the Rehabilitation Act of 1973 that requires all information and communication technology (i.e., electronic documents, websites, databases, software, information kiosks, and multimedia) materials be accessible to people with disabilities.

The Section 508 Compliance team developed service offerings within the Service Now platform and continued to enhance 508 requirements for testing and validation. The team also worked with the CIOO to ensure MS Teams features for employees with disabilities were on the forefront for implementation.

In addition, the team hosted a series of educational events as part of 2022 National Disability Employment Awareness Month to promote awareness of the need to provide equal access to information for people with disabilities. These events covered topics of “508 Accessibility Tools” and “508 Common Issues for Documents and Applications.” The team also provided monthly document accessibility training sessions and additional training upon request. Participants around the country watched the Section 508 team present “Establishing a Section 508 Program” during a 2022 conference at California State University, Northridge.

The Section 508 Compliance team played an important role in the successful release of DCP resources to the public. The team reviewed Money Smart program documents to ensure IT accessibility for assistive technology. Also, when DCP launched a foreign language initiative to ensure program materials are available to the broadest audience possible, the team reviewed over 8,000 pages of program documents published in English, Chinese, Korean, Spanish and Vietnamese to ensure they were fully 508 compliant.

Division- and Office-Based DEIA Communications

Throughout the year, divisions and offices continued expanding communications on DEIA initiatives. These initiatives were part of their DEIA operational plans to encourage employees to share their lived experiences and perspectives for better cross-cultural understanding.

DRR Initiatives

The second year of DRR “Let’s Connect!” launched in January 2022. DRR employees were invited to participate in conversations about their experiences, careers, or background. DRR employees were randomly grouped to participate in discussions. The conversations led to discovering commonalities, which helps promote inclusion.

Diversity Dialogue Groups provide a forum for DRR employees to meet monthly and discuss how DEIA affects the workplace. Each group is led by a facilitator and has approximately 10 participants. The topics are derived from videos, podcasts, books and articles. In 2022, DRR hosted 12 sessions attended by a third of the division employees.

In November 2022, DRR employees participated in the first of a series of interactive workshops designed to explore diversity. The first workshop was a two-part series. Part I, DEIA as a Mission Enabler, helped employees build on their foundational understanding of DEIA. They worked in large and small groups to explore what DEIA means and why it matters. This series went beyond awareness-building to focus on personal experiences and collectively define what inclusion looks like.

In 2022, DRR introduced the Inclusion Corner, which highlights the diverse backgrounds, cultures, and interests of employees on its DEIA webpage. Anyone interested in sharing a story can contact the DRR DEIA team.

Allyship Dialogue Sessions

During 2022, the Chief Financial Officer Organization hosted two small-group dialogue sessions that focused on Allyship. Each session began with a 10-minute video titled “Three Ways to be a Better Ally in the Workplace” from OMWI’s Resources for Addressing Diversity, Equity, Inclusion, and Accessibility collection. After watching the video, participants shared reactions and perspectives.

Facilitating Meetings for All Voices to be Heard

The Legal Division’s Alternative Dispute Resolution Counsel, in coordination with the Washington DC CDAC and the Association of African American Professionals (A3P), conducted an agency-wide presentation on “Facilitating Meetings for All Voices to be Heard.” The presentation explored factors that impact participation in meetings and discussed techniques to ensure that as many voices as possible contribute to the conversation.

RMS DEIA Communications

In October 2022, RMS announced the launch of the RMS DEIA webpage, which provides the RMS DEIA Strategic Plan and Implementation Strategy as well as access to other resources. The website includes contact information for the RMS DEIA regional contacts and the RMS DEIA mailbox for submitting suggestions, inquiries, or comments.

In addition to the webpage, RMS created a DEIA Resource Handout that provides FDIC DEIA-related resources. RMS also prepared DEIA recruiting FAQs explaining why DEIA is important, how DEIA is embedded in the FDIC, and how the FDIC fosters a welcoming and inclusive work environment.

In October, the RMS DEIA coordinator discussed implementation of the RMS DEIA Strategic Plan as part of an all-hands call. The coordinator encouraged employees to submit ideas and suggestions to strengthen DEIA efforts through the DEIA mailbox. Further, the DEIA coordinator conducted periodic meetings with RMS DEIA regional contacts, which involved collaboration and promotion of several DEIA initiatives building on a culture of teamwork, innovation, and diversity.

DCP DEIA Communications

During 2022, DCP established a DEIA Team. The team includes a seven-member Steering Committee, five Executive Sponsors, and 11 Strategy Owners. The members of the team include a diverse range of employees representing various grade levels, positions, and all parts of the country. Throughout the year, the team has worked to implement the initiatives outlined in its inaugural DEIA Strategic Plan. DCP's Information Security and Technology Systems staff developed a DEIA dashboard that supports the reporting and tracking of progress on strategies outlined in the Division's DEIA Strategic Plan. This dashboard is now housed on DCP's DEIA internal webpage that launched in November of 2022. The webpage includes links to the Division's DEIA Strategic Plan and the agency's DEIA Strategic Plan and mission statement as well as links to ERGs, DEIA-related highlights, workforce demographic information, and a host of other interesting and noteworthy DEIA-related information.

Throughout 2022, DCP hosted eight DEIA-related virtual lunch and learn sessions and spotlighted DEIA-related articles in recurring employee publications. To end the year, the fourth quarter "Dialogue with the Director" call featured a discussion of DEIA accomplishments.

Consistency:

Strengthen DEIA Policies and Procedures

We are committed to maturing the DEI model to improve the consistency of desired outcomes by strengthening policies and procedures, utilizing technology, and enhancing training.

The FDIC focused on diversity status self-identification and enhanced DEIA training to improve the effectiveness of DEIA efforts.

Expanding Self-Reported Demographic Data

Employee self-identification on the bases of race, sex, veteran status, and disability is paramount to inclusion efforts. When employees self-identify, they help the FDIC identify patterns that can fuel inclusion efforts. FDIC encourages employees to voluntarily and confidentially self-identify diversity status by accessing their personal page through a web-based self-service system. The information is used to analyze DEIA factors internally and for required reporting to the Equal Employment Opportunity Commission, Congress, and U.S. Office of Personnel Management.

Sexual Orientation and Gender Identity Survey

In 2022, the FDIC was among federal agencies that began work to develop a sexual orientation and gender identity workforce survey. FDIC personnel made progress in developing recommendations for collecting sexual orientation and gender identity information that would not be personally identifiable but in the aggregate and over time would help identify trends in the progress of DEIA efforts and inform initiatives to improve employee well-being.

In 2023, the FDIC will assess the preliminary recommendations considering recently released government-wide reports and guidance, including the Federal Evidence Agenda on LGBTQI+ Equity issued by the National Science and Technology Council.

Enhancing DEIA Training

The FDIC regularly reviews DEIA training programs to ensure we are putting in place EEO initiatives, policies, and DEIA-related training to support our workforce.

Diversity and Inclusion for Managers and Employees. This course discusses the importance of cultivating a workplace culture of excellence that is inclusive, supports diversity, and is free from hostility or harassment. Managers can influence change and lay the groundwork for fostering an inclusive workplace.

EEO and Diversity Training for Supervisors. This course provides relevant and practical information that helps managers and executives identify behaviors that enable DEI in the workplace, while increasing their knowledge and skills in the EEO complaint process.

Workplace Diversity, Equity, and Inclusion in Action. This course helps employees become more aware of the behaviors that foster a diverse and inclusive environment.

Notification and Federal Employee Antidiscrimination and Retaliation Act (No FEAR Act). This online training includes EEO information on complaint trends, preventing harassment, and employees' rights and responsibilities within the EEO process.

Empathy Training. This course teaches strategies for demonstrating empathy and building trust to enhance the quality of relationships. The course will be conducted through computer-based instruction and made available in 2023.

This Week in Legal Division Training and Development. The Legal Division provides this weekly newsletter announcing courses and learning opportunities for attorneys and non-attorney staff. The newsletter features the DEIA Training Alert, which highlights internal and external DEIA-specific training aligned with the legal profession. The newsletter provides immediate access to courses as well as a description of subject matter.

Community:

Promote Inclusive Prosperity

We are committed to encouraging DEIA in FDIC business activities and at regulated financial institutions and fostering financial inclusion in the banking system, within our mandate

The FDIC actively promotes economic inclusion through initiatives that benefit the nation's consumers, households, small businesses, and communities. Our 2022 efforts illustrated that DEIA is an agency-wide priority. Guided by the 2021-2023 DEI Strategic Plan, our activities related to the Community goal focused on the following aims.

- Economic Opportunity. Ensure access to agency contracting opportunities and the benefits of the banking system by diverse businesses and communities.
- DEIA Integration. Provide DEIA perspective for public awareness campaigns to meet the FDIC mission and program goals.
- Effective Connection. Collaborate with internal and external stakeholders to implement successful DEIA outreach activities.

Intentionally integrating a DEIA focus into our economic inclusion work produced benefits in our work with MWOBs and MWOLFs, financial institutions, and the unbanked and underbanked.

Maximizing Opportunities for MWOBs and MWOLFs

During 2022, OMWI continued to support increased participation of MWOBs by conducting market research and outreach to identify MWOBs eligible to compete for FDIC contracts. Also, we engaged with program offices and MWOBs early in the process to help include them in competitive pools for contracting opportunities. In 2022, OMWI identified 37 competitive MWOB firms to add to its resource list through such means as one-on-one meetings, matchmaking events, and exhibits at FDIC-sponsored events. A participating MWOB later met applicable requirements, competed and won a Mentoring Services contract.

Leveraging and Strengthening Networks

Throughout the year, OMWI worked with the Acquisition Services Branch (ASB) and program offices to identify MWOBs for source lists and collaborated with ASB throughout the evaluation, negotiation and award phases for multiple contracts. ASB actively tracks and reports MWOB awards and encourages MWOBs in every competitive acquisition. To promote MWOB representation on solicitations, procurement policy calls for OMWI to review acquisition plans valued at more than \$100,000, and an OMWI representative participates on Technical Evaluation Panels that include MWOB proposals. During the year, OMWI participated on 32 panels and responded to 27 requests from ASB and program offices for MWOB referrals.

Pitch Days continue to be a pillar of OMWI's strategic engagement with MWOBs. FDIC hosted two Pitch Days to let MWOBs share their business capabilities related to products and services relevant to the FDIC's needs. The first Pitch Day, cohosted by the Legal Division and OMWI, let MWOLFs discuss the quality legal services they offer. The second Pitch Day allowed MWOBs to discuss real estate title services.

The strategy of using multiple-award vehicles to allow multiple firms to pre-qualify under a single award continued to produce positive results. In 2022, this strategy resulted in \$152 million in new task orders for information technology and bank resolution work being awarded to MWOBs. Other successes included the following:

- A Basic Ordering Agreement contract award for \$9.8 million to an MWOB for financial and management reporting services.
- A total of \$17.7 million in awards to MWOBs through the U.S. Small Business Administration (SBA) Section 8(a) Business Development Program for small disadvantaged businesses, for instructional system design services, building roof membrane replacement, cybersecurity support services, and occupational health services.

Overall in 2022, the FDIC awarded 403 contracts valued at \$608 million; 170 of the 403 contracts (42.2 percent) and \$281.1 million of the \$608 million (46.2 percent) were awarded to MWOBs. This demonstrates the strong participation of MWOBs in contracting opportunities with the FDIC, and marks 2022 as one of the FDIC's most successful years. Over the last five years, on average, FDIC awarded 32.2 percent of new contracts to MWOBs. See Appendix B for contracting historical trend data (2018 – 2022).

As demonstrated in Table 3, the agency awarded contracts to MWOBs for a wide variety of goods and services in 2022.

TABLE 3: MWOB Awards by Type of Goods and Service

Types of Goods and/or Service	Combined Award Value
IT Services	\$118,541,388
Hardware/Software & Maintenance	\$33,690,191
Strategy and Business Support Services	\$30,981,905
Bank Resolution Services	\$24,215,674
Facilities Management Services and Renovations	\$23,164,668
Occupational Health-Safety Services	\$20,215,730
Identity Credential Access Management Support Services	\$14,934,857
Furniture	\$5,954,710
Trade Show Exhibit Services	\$4,555,237
Training Services	\$3,441,716
Other/Various Goods & Services	\$943,556
OMWI Services	\$299,496
Moving Services	\$150,526
Total	\$281,089,654

Expanding Connections

In 2022, the FDIC built on a longstanding relationship with Operation HOPE, Inc. and entered into a Collaboration Arrangement that covers a broader range of activities than prior arrangements. The agency continued to promote financial education to strengthen communities served by Operation HOPE using the respected FDIC Money Smart curriculum, including Money Smart for Small Businesses. The FDIC expanded the scope of the collaboration to include initiatives that support Operation HOPE’s One Million Black Business Initiative (1MBB). The initiative focuses on opening more pathways to entrepreneurship for Black and African American aspiring business owners. This focus aligns closely with the FDIC’s work to promote economic opportunity for MWOBs in its business activities.

The FDIC closed out the year’s Collaboration Arrangement initiatives at the 2022 HOPE Global Forum, “Bridging the Divide,” in December. Through virtual and in-person exhibits, the agency provided resources to help attendees learn practical steps that are key to doing business with the FDIC. DCP and OMWI personnel engaged directly with forum participants, providing information to support financial capability and building relationships with a network of diverse entrepreneurs.

Another strategy the FDIC used to highlight FDIC business opportunities to MWOBs was to publish executive interviews in publications targeted to diverse audiences. Posting about presentations and outreach events on social media also expanded the reach of messaging about assistance to and opportunities for MWOBs. These strategies supplemented more conventional approaches to MWOB outreach.

A willingness to try new ways to improve opportunities is an important element of initiatives to promote inclusive prosperity.

Increasing Diversity in Legal Services

The Legal Division played an important role in executing on Community goals in the second year of the 2021-2023 DEI Strategic Plan. In 2022, the Legal Division completed a review of the referral process to determine if opportunities exist to enhance the MWOLF selection process within applicable guidelines. Moving from assessment to action, the Legal Division drafted a plan to strengthen outreach and technical assistance in 2023.

In 2022, the Legal Division strengthened initiatives to promote DEIA in referrals for outside counsel services to MWOLFs, diverse attorneys based at majority firms, and diverse legal support services providers who assist in e-discovery, court reporting, trial preparation, and expert witnesses, among other areas. Specifically, the Legal Division:

- Provided technical assistance to other financial regulatory agencies that were developing outside legal contracting outreach programs, including conducting a virtual supplier diversity workshop for the FHFA.
- Began publishing an internal monthly newsletter to highlight MWOLFs that have worked with FDIC attorneys that engage outside counsel.
- Implemented a multi-pronged outreach strategy through affinity group publications and participation in four minority bar association virtual conferences, one in-person event and two stakeholder events. Presented a webinar sponsored by the National Association of Minority and Women-Owned Law Firms (NAMWOLF) and served in a leadership position on the NAMWOLF Advisory Council for legal supplier diversity.
- Presented to an audience of Fortune 500 legal departments about the value of supplier diversity, encouraging corporate legal departments to participate in supplier diversity networking events.
- Collaborated with OMWI on a Pitch Day that provided a dozen MWOLFs and diverse attorneys a platform to present their legal expertise to FDIC attorneys.
- Recruited and interviewed 23 MWOLF firms and four diverse legal support services providers in a collaboration between the Dallas Regional Office and Headquarters to meet anticipated needs for outside legal services.
- Identified and addressed geographic and expertise gaps in MWOLF representation on the List of Counsel Available and increased the percentage of MWOLFs on the List of Counsel Available from 41 percent to 43 percent.

In 2022, the FDIC paid \$317,000 in legal fees to MWOLFs and \$3.2 million to diverse attorneys. Taken together, the FDIC paid \$3.52 million to MWOLFs and diverse attorneys out of a total of \$15.6 million spent on outside counsel services, for a total diversity participation rate in outside legal contracting of 22.6 percent. Although the Legal Division does not pay diverse attorneys directly, they are credited with the amount they bill on behalf of their firms. The FDIC made eight referrals to MWOLFs, which accounted for 26.7 percent of 30 legal referrals.

In 2023, the Legal Division will increase opportunities for networking between outside counsel and in-house attorneys responsible for engaging outside counsel through outreach events. Also, the Legal Division will conduct outreach to local and state affinity bar associations to match MWOLFs to the FDIC's anticipated need for outside legal services.

Financial Institution Diversity

The FDIC's supervised financial institutions play a key role in communities nationwide. These institutions provide jobs, deposit account services, and access to credit for consumers and small businesses. The agency's Financial Institution Diversity (FID) Program supports FDIC-supervised financial institutions as they act to help make the banking system more safe, fair, and inclusive. Through the FID Program, the FDIC helps institutions to further understand the business case for DEIA and use associated strategies to bolster the effectiveness of their workforce, board and management, and contracting activities.

The Community goal in the 2021-2023 DEI Strategic Plan calls for the FDIC to encourage DEIA at our supervised financial institutions and foster financial inclusion in the banking system. Consistent with that goal, in 2022 OMWI worked to increase financial institutions' awareness of the FID Program, addressed misconceptions about submitting diversity self-assessments to the FDIC, and provided valuable technical assistance.

Building Relationships and Gaining Traction

Each year, we encourage financial institutions to conduct and submit a voluntary self-assessment about their diversity programs and practices during the preceding calendar year. The FDIC, together with other federal financial regulators, developed joint standards for diversity self-assessments that financial institutions can use in a manner that reflects their size and unique characteristics. The diversity self-assessments FDIC-supervised financial institutions submit help us to understand financial institutions' challenges and accomplishments, identify noteworthy trends, and provide technical assistance tailored to financial institutions' needs. In 2022, we engaged with bank trade associations throughout the nation to articulate the benefits of submitting a diversity self-assessment and clear up any information gaps that might make financial institutions reluctant to share DEIA information.

To supplement traditional outreach at conferences and other events, OMWI used podcasts to reach a broad audience of financial institution stakeholders. The Deputy to the Chairman for External Affairs and OMWI Director promoted the FID Program and diversity self-assessments in the North Carolina Bankers Association In the Vault Podcast and the Bank Administrators Institute Banking Strategies Podcast. In turn, these podcasts and other outreach spurred requests for presentations at trade association conferences and forums.

During 2022, FDIC senior leadership and OMWI increased the visibility of the FID Program and shared insights on effective financial institution diversity programs in numerous venues, including the following:

- Western Bankers Association 2022 Women in Banking Forum
- Texas Bankers Association 91st Annual Human Resources and Operations Conference
- Jackson, Mississippi Boulé of Sigma Pi Phi Forum on Diversity in Leadership in Banking and Financial Services
- North Carolina Bankers Association 2022 Young Bankers Conference

Increasing Credibility and Capacity

The agency designated a Deputy Director, National Financial Institution Diversity Strategy to lead program enhancements. OMWI convened a FID Workgroup to leverage the perspectives and expertise of leaders from various FDIC divisions and offices. The workgroup met monthly to identify tools and resources useful for financial institutions' DEIA programs and strategies for communicating effectively with representatives of FDIC-supervised institutions. These steps help to advance the FID Program and support measurable, positive outcomes for DEIA in the U.S. banking system.

Sustaining Momentum

There was an upward trend in the number of FDIC-supervised financial institutions that voluntarily submitted a diversity self-assessment in 2022. For the 2021 reporting period (calendar year), the FDIC received diversity self-assessments from 172 financial institutions, a 16 percent increase from 148 for the 2020 reporting period. Still, this is a small portion of the 3,135 FDIC-supervised financial institutions as of December 30, 2021. As in past reporting periods, most of the 2021 responding financial institutions, 92 percent, had over 100 employees, and 70 percent had at least \$1 billion in total assets.

Diversity Self-Assessment Results – Historical Trend

For each reporting period from 2017-2021, more than 80 percent of responding financial institutions affirmed that their leadership demonstrates commitment to diversity and inclusion and the institution promotes fair inclusion of minorities and female employees in their workforce. More than half affirmed being transparent about their diversity and inclusion activities and performance in their self-assessment of their diversity policies and practices. The percentage of respondents that responded affirmatively about supplier diversity programs increased by 35 percent in 2022 but remained below 30 percent.

Table 4: Summary Diversity Self-Assessment Results 2017 – 2021

Assessment of the Financial Institutions' (FIs') Diversity Policies and Practices						
Assessment Areas	2017	2018	2019	2020	2021	2020-2021
	137 FIs	133 FIs	152 FIs	148 FIs	172 FIs	Percent Change
Organizational Commitment to Diversity and Inclusion	87%	88%	84%	89%	88%	-1%
Workforce Profile and Employment Practices	83%	85%	81%	85%	84%	-1%
Procurement and Business Practices – Supplier Diversity	19%	18%	21%	19%	26%	35%
Practice to Promote Transparency of Organizational Diversity and Inclusion	53%	54%	55%	53%	54%	1%
Financial Institutions' Self-Assessment	68%	68%	65%	67%	65%	-3%

To further assist our financial institutions, the FDIC plans to develop new resources and tools that banks, especially community banks, can use to build or strengthen their DEIA programs. In 2023, the FDIC will increase outreach to better understand financial institutions' challenges and strategically support their efforts to increase the diversity of their workforces, board and management, and suppliers.

Financial Inclusion

In the 2021-2023 DEI Strategic Plan, the agency affirmed its commitment to foster greater financial inclusion in the development and implementation of FDIC policies, including those that promote diversity and inclusion to support historically underserved and marginalized populations. While the country has made progress on economic inclusion, minority and low- and moderate-income (LMI) communities continue to face roadblocks in accessing banking and financial services.

In 2022, the FDIC increased partnerships, initiatives, and outreach promoting economic inclusion for underserved minority and LMI communities in these areas:

- Safe and affordable account access
- Access to sustainable credit
- Affordable housing
- Resources for small businesses
- Financial literacy/education
- Consumer protection

The agency conducts community work primarily through a network of local, state, and federal partnerships, community and grassroots organizations, and financial institutions. As part of the FDIC's community outreach, the agency sponsors an Alliance for Economic Inclusion (AEI) in 11 metropolitan statistical areas. AEIs are coalitions of local financial institutions and community and local government leaders. AEI members promote the availability and use of safe, affordable, and sustainable financial products from insured depository institutions that help people achieve financial stability.

Bringing Unbanked Consumers into the Financial Mainstream

According to the 2021 FDIC National Survey of Unbanked and Underbanked Households, approximately 5.9 million Americans remain unbanked, meaning that no one in the household had a checking or savings account at a bank or credit union. The survey noted that the COVID-19 pandemic prompted some individuals and families to open bank accounts, enabling them to receive economic impact payments and other benefits in a secure and timely manner. Nevertheless, the study reported that 11.3 percent of Black and 9.3 percent of Hispanic households remained unbanked, compared to 2.1 percent of white households. Differences in unbanked rates between Black and White households and between Hispanic and White households in 2021 were present at every income level.

To reduce the number of unbanked Americans, the FDIC launched the #GetBanked initiative to promote access to secure, affordable, insured bank accounts. The multi-year effort started in 2020 to motivate unbanked consumers to begin a banking relationship and open an account. Its goals are to: (1) increase consumer awareness of secure and affordable bank accounts, (2) help consumers find information about affordable accounts that banks may offer, and (3) engage with local community partners who work directly with LMI communities and populations, so that they know about resources and can refer their clients to them.

Through its #GetBanked webpage, at [FDIC.gov/GetBanked](https://www.fdic.gov/GetBanked), the FDIC provides consumers with information on finding a bank, opening an account online, and accessing other resources about establishing a banking relationship. The webpage is available in English and [Spanish](#). The agency also encourages more banks to offer low-cost sustainable accounts to consumers. From the time the FDIC posted resource pages on bank account access in 2020 through December 2022, the pages received more than 1.8 million visits.

In February 2022, the FDIC launched the second phase of its #GetBanked public awareness campaign pilot in the Dallas, Detroit, and Los Angeles metropolitan areas. The campaign reached people primarily through digital advertising on digital display banners, mobile video, podcasts and YouTube. During the three-month campaign (February 2-May 8, 2022), the #GetBanked webpage received more than 128,000 visits. The pilot cities drove the most visits to the webpage.

In addition, the FDIC conducted 34 virtual outreach events around the country, fostering community partnerships that support the financial well-being of the unbanked. These outreach events introduced financial institutions and community-based organizations to resources from the FDIC and other federal agencies that encourage bank account access. Twenty-one of the 34 virtual outreach events focused on Volunteer Income Tax Assistance (VITA) or other tax season topics.

To start the tax season, multiple federal agencies hosted a national webinar on “Tax Time Opportunities to #GetBanked” in January 2022. The webinar targeted an audience of financial institutions and community organizations.

- The agencies informed participants about Internal Revenue Service (IRS) programs for free tax preparation services for LMI households, provided resources for encouraging consumers to open a bank account and save a portion of their tax refund, and promoted tax-time partnerships between financial institutions and community groups.
- Guest speakers from the IRS, the Consumer Financial Protection Bureau (CFPB), and community organizations shared information and resources to increase the number of VITA sites, volunteers, account access opportunities, and economic inclusion throughout the country.
- A non-profit VITA organization in Minnesota and a local bank partner discussed their work with LMI households since 2011 to open more than 650 bank accounts, which let customers to receive tax refunds directly into their accounts and save over \$700,000.

This and other tax-focused events helped spur fruitful cooperation among stakeholders. As a result of these events, several VITA organizations collaborated with banks, the FDIC AEs, and other local coalitions to help consumers open bank accounts during tax-filing season.

For example, the April 2022 “Building Sustainable Personal Financial Foundations in South Carolina” webinar targeted an audience of banks, non-profit organizations, and government agencies. The webinar equipped attendees to help Black consumers in their networks obtain affordable bank accounts and other financial products and services using various economic inclusion resources and promoted collaboration between bankers and non-profit organizations to help consumers obtain affordable bank accounts. As a result of the webinar, a local non-profit organization in the Charleston, South Carolina, area collaborated to provide affordable bank account information to VITA clients.

Further, the FDIC orchestrated a volunteer opportunity with members of the Los Angeles Alliance for Economic Inclusion and a nonprofit VITA organization. As a result of this collaboration, 187 clients opened bank accounts to receive tax refunds. In addition, the partnership secured 319 “L.A. Saves” pledges that provided 412 volunteer hours to help VITA clients file their taxes.

Similarly, the FDIC engaged with many other local and state coalitions to help promote the importance of affordable accounts and connect consumers to banks. For example, the FDIC hosted the “Bank On Salt Lake City Launch” webinar in January 2022 for banks, credit unions, non-profit organizations, and government agencies. The event marked the completion of work to create a new Bank On coalition of local influential stakeholders, including financial institutions, community-based organizations, and government agencies.

These stakeholders collaborated to connect unbanked populations with safe and affordable financial services, including bank account, credit, housing, and entrepreneurship resources. The new local coalition has partnered with nine new financial entities providing affordable and sustainable bank accounts that meet the [Bank On National Account Standards](#) and facilitated 25+ community partnerships that resulted in expanded housing options, workforce development, and financial independence for LMI households.

Promoting Access to Sustainable Credit

The FDIC promotes access to sustainable credit by encouraging partnerships between banks and community organizations that provide resources for LMI consumers to build and sustain a strong credit history and access small-dollar consumer credit. In 2022, the FDIC conducted 15 events highlighting solutions to address the lack of affordable credit for LMI households. These events included:

- A national event aimed at achieving credit empowerment featured strategic partners, including the CFPB and national nonprofits to help raise awareness of credit monitoring and credit-building tools.
- A local event to expand access to small-dollar loans for LMI consumers in Fresno, California featuring small-dollar loan solutions for banks by financial institution data service providers and products used by Hispanic- and Asian-nonprofit lenders in collaboration with banks.
- An event held in conjunction with three Minority Depository Institutions (MDIs) to inform HBCU students across Mississippi about the criteria for developing and maintaining credit stability.

Affordable Mortgage Lending

In June 2022, FDIC Community Affairs hosted over 14 events throughout the country to address barriers for homeowners and potential homeowners. These events bore fruit as housing counseling agencies and banks formed collaborations to engage homeowners and lower barriers to homeownership in LMI and minority communities.

For example, the FDIC Chicago Region hosted a foreclosure prevention webinar to increase awareness of and access to the Homeowner Assistance Fund (HAF), down payment assistance, and resources from housing counseling agencies. Speakers from the CFPB, FHFA, NeighborWorks, Michigan State Housing Development Authority, and local housing counseling organizations explained how to use the HAF for mortgage payments, homeowner's insurance, utility payments and other purposes. FDIC examination staff explained how banks may receive positive consideration under the Community Reinvestment Act by offering or supporting foreclosure prevention programs. Motivated by this event, nonprofits and banks in Michigan sought partnerships to develop foreclosure prevention programs serving Michigan homeowners.

Supporting Small Business Lending

Small businesses need capital to grow. Many minority- and women-owned firms entered the COVID-19 pandemic facing obstacles, like challenged credit histories, low cash liquidity, and limited access to credit opportunities. In addition, many of these businesses lacked a formal banking relationship with a financial institution, which keeps them out of the financial mainstream.

The FDIC encourages financial institutions and their partners to serve emerging entrepreneurs and existing small businesses. In 2022, the FDIC worked with community stakeholders to extend lending and educational resources to minority-owned small businesses.

The agency partnered with the SBA and the U.S. Department of Agriculture to launch the Path to Prosperity webinar series to encourage small businesses to connect with the financial mainstream. The focus of this initiative are banks, intermediaries, unbanked small business owners, and the organizations that support them. The initiative's goals are to promote business bank account access, improve the bankability of small business firms, and increase the number of SBA-certified lenders to expand credit for small businesses. The inaugural event reached over 1,000 attendees.

An important project in Los Angeles acted on recommendations based on research by the University of California at Los Angeles (UCLA) Asian American Studies Center. UCLA's center reported on the impacts of the pandemic on Asian American and Pacific Islander (AAPI) business recovery and recommended ways to provide greater access to capital and technical assistance with in-language support. The Los Angeles AEI developed a small business lender workshop that presented bankers with technical assistance resources and small business lending programs that can assist AAPI entrepreneurs in their native languages. The workshop featured sessions that provided useful and readily available information and resources:

- A community development financial institution (CDFI) presented on procurement and technical assistance programs and lending products, including its Minority Business Development Agency (MBDA) programs.
- A collaborative that focuses on AAPI small businesses discussed the technical assistance offered in languages through six agencies serving Japanese, Chinese, Korean, Cambodian, Thai, and Filipino entrepreneurs.
- A panel of bankers presented case studies on how working with the CDFI and small-business collaborative created access to capital and growth for their clients during the pandemic.

As a result, 16 percent of the banks that attended provided community development investments to technical assistance providers. An FDIC Community Affairs Specialist noted that the AAPI event highlighted the need for CDFIs to hire staff to reach out to the AAPI small business community.

“I was surprised to find that in the Los Angeles market only one CDFI had dedicated resources to pursue the AAPI segment. I have been encouraged to learn that since this convening, one additional CDFI has hired staff to pursue the AAPI business community.”

**–FDIC Community
Affairs Specialist**

The FDIC also hosted a webinar to strengthen connections between CDFIs and financial institutions to support minority-owned and Historically Underutilized Businesses (HUBs). Representatives shared innovative approaches and resources to help advance access to affordable capital and credit. The event presented resources to support partnerships between banks, CDFIs, and a Small Business Technology Council serving HUBs. A CDFI in North Carolina and Shaw University (an HBCU) initiated the development of a minority small business hub on Shaw’s campus.

“For over 35 years, the National Institute of Minority Economic Development and Institute Capital have been advocating and building the asset base of diverse populations throughout the southeast. We’re convinced that people aren’t looking for a handout, but a hand up. Our CDFI, along with our bank partners, provide impactful resources to communities in need. Thank you, the FDIC, for connecting us to great partners.”

**–National Institute of Minority
Economic Development**

Advancing Financial Education and Well-Being

Financial education is central to the FDIC’s efforts to expand economic inclusion and promote confidence in the banking system. Through its award-winning Money Smart financial education curriculum, the FDIC offers non-copyrighted, high-quality, free financial training resources for consumers of all ages and small business owners. In 2022, the FDIC continued to promote its newest Money Smart resource “How Money Smart Are You?”—a self-paced, interactive suite of 14 virtual games and related resources about financial topics. The National Institute of Minority Economic Development summarized the services CDFIs provide.

The FDIC held seven national train-the-trainer and Money Smart Alliance events online reaching over 800 trainers or potential trainers with an in-depth overview of the Money Smart curricula and resources available. In addition, the FDIC held over 25 one-on-one meetings promoting Money Smart to a range of organizations, including libraries, educators, HUD-certified financial counselors, BIPOC-serving community-based organizations, and veterans. For example, the FDIC collaborated with a national nonprofit organization to use the FDIC’s Money Smart curriculum to help inform minority- and women-owned businesses about topics important to managing a business.

The FDIC also launched an effort to increase awareness of Money Smart among Spanish speakers, including three national events:

- During National Financial Capability month, a webinar called “¡Juntos Adelante! Financial Empowerment for Hispanics Featuring the New FDIC Tool in Spanish: How Money Smart Are You?”
- During National Hispanic Heritage Month, two webinars named “Programs and Tools Offered by the FDIC to Support the Financial Empowerment of the Spanish-Speaking Population,” conducted in Spanish and English.

These webinars included an overview of the FDIC mission, deposit insurance, consumer resources, Money Smart programs in Spanish, and economic inclusion tools available through #GetBanked. After these national webinars, several organizations expressed interest in the Money Smart curricula, #GetBanked, and the Money Smart Alliance.

In addition, for National Hispanic Heritage Month, the FDIC launched a redesigned [FDIC.gov/espanol](https://www.fdic.gov/espanol) website, a hub of information, resources, and tools. Several topics were enhanced in Spanish, such as Deposit Accounts, Credit and Loans, and Fraud and Scams.

Expanding Financial Inclusion for Black, Indigenous, and People of Color

During 2021, the agency hosted over 50 economic inclusion and community development events targeted to issues facing BIPOC communities. During 2022, the FDIC increased the number of such events by 40 percent, expanding outreach, enhancing measures of effectiveness, and strategically using resources. In total, 91 national BIPOC-focused events were held.

Activities included community development forums with the Whole Community Health Initiative at the University of North Carolina, Chapel Hill, to strengthen connections among tribal communities, CDFIs and financial institutions to advance access to affordable capital and credit for Native Americans and tribal organizations. Other events were held to expand access to homeowner assistance funds and foreclosure prevention tools.

As part of its HBCU engagement, the FDIC participated in a financial wellness series hosted by an on-campus fraternity and sorority, providing financial education to over 100 HBCU students and graduates. Also, during the 2022 National HBCU Week Conference, the FDIC presented strategies to start and grow businesses in a session tailored to an audience of more than 200 HBCU Scholars.

The FDIC continued to increase support to Hispanic-serving institutions by expanding Spanish resources and identifying strategies to improve financial inclusion for Hispanics. For instance, the FDIC hosted an Economic Inclusion Roundtable in Puerto Rico with 58 multi-sector participants to discuss local challenges and opportunities. As a result, an organization expanded assistance for local micro-enterprises and a local bank collaborated with a foundation to enhance outreach in rural Puerto Rico.

National Center for Consumer and Depositor Assistance

During 2022, the FDIC's National Center for Consumer and Depositor Assistance (NCDA) promoted DEIA initiatives in the following ways:

- The NCDA continued to educate the public in both English and Spanish on consumer protection matters, deposit insurance, fraud prevention, and resources for those facing foreclosure or housing insecurity issues.
- The NCDA's Consumer Response Unit worked with OMWI and DOA to formalize a reasonable accommodation process for members of the public who cannot file a banking-related complaint or inquiry in writing due to disability or physical impairment.

Minority Depository Institution Activities

The preservation and promotion of 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 a vital role in providing mortgage credit, small business lending, and other banking services to minority and LMI communities. MDIs are anchor institutions in their communities and play a key role in building a more inclusive financial system.

Since 2020, significant new sources of private and public funding have become available to support the FDIC-insured MDIs and CDFIs, collectively known as "mission-driven banks." This includes up to \$9 billion in funding from the U.S. Department of the Treasury (Treasury) through the Emergency Capital Investment Program, as well as \$3 billion in new grant funding for CDFIs, including up to \$1.2 billion set aside for minority lending institutions.

During 2022, the FDIC pursued several strategies to support MDIs. These included increasing engagement and representation, facilitating partnerships to provide new capital and other tools and resources, updating policies, and promoting the MDI sector through advocacy, as well as by providing outreach, technical assistance, and education and training for MDIs.

Engagement and Representation

The FDIC's MDI Subcommittee of the Advisory Committee on Community Banking (CBAC) is composed of nine MDI executives representing all types of MDIs and provides a venue for minority bankers to discuss key issues, share feedback on program initiatives, and showcase MDI best practices. Representatives from four MDIs also serve on the 18-member CBAC to further bring MDI perspectives and issues to the table.

In 2022, the MDI Subcommittee held two meetings—one virtual and one in-person. The MDI Spotlight featured MDI executives sharing best practices for strategic planning and succession management and experiences with forging successful large bank partnerships. In addition, FDIC staff presented a new interactive mapping tool to help bankers identify potential business opportunities for serving minority communities. Bankers provided input that will be used to update the tool for release in 2023.

During 2022, the FDIC also engaged in deeper relationships with mission-driven bank trade groups to facilitate effective implementation of new resources becoming available to mission-driven banks.

At the end of 2021, the FDIC created a new permanent organization, the Office of Minority and Community Development Banking (OMCDB), to support the agency's ongoing strategic and direct engagement with MDIs and CDFIs. In early 2022, OMCDB hired new staff and developed a strategic plan. OMCDB advises the Chairman and other senior leaders on the FDIC activities that support mission-driven banks. It also engages with these institutions to understand their challenges and needs and develop strategies to support them. The FDIC hosted, along with the Office of the Comptroller of the Currency and the Board of Governors of the Federal Reserve System hosted four listening sessions with the FDIC-insured MDIs and CDFIs to identify challenges and opportunities and receive feedback on agency efforts to support mission-driven banks.

Partnerships

The FDIC worked with staff in other Federal agencies that have programs that may be of interest to MDIs. For example, in 2022, the FDIC, OCC, and FRB jointly hosted a series of four listening sessions with FDIC-insured MDIs and CDFIs to identify challenges and opportunities and receive feedback on agency efforts to support mission-driven banks. The FDIC also worked with Treasury to share information with MDIs about opportunities to form partnerships through the Treasury Mentor-Protégé Program, which pairs MDIs with large banks that contract with Treasury. The FDIC also worked with Treasury's State Small Business Credit Initiative (SSBCI) program to inform MDIs and CDFIs of business opportunities through credit enhancements supported with Treasury funding. This provided a combined \$10 billion to states, the District of Columbia, territories, and Tribal governments to empower small businesses to access capital needed to invest in job-creating opportunities as the country emerges from the pandemic.

Another partnership the FDIC initiated in 2022 is with the Department of Transportation's (DOT) Office of Small and Disadvantaged Business Utilization. DOT received significant infrastructure funding from the Infrastructure Investment and Jobs Act enacted in November 2021 and relies on contracts with small businesses, including disadvantaged businesses, to implement the legislation. DOT determined that many small businesses need access to bridge financing either prior to or upon contract award and MDIs and CDFIs may be a possible source of funding.

In December 2022, Microsoft and Truist Financial Corporation, the anchor investors in the Mission-Driven Bank Fund, announced the hiring of a Fund manager to underwrite investments and manage the fund. The Fund was established in 2021 to provide funding and other support for FDIC insured MDIs and CDFIs.

Policies

In May 2022, the FDIC issued Financial Institution Letter 24-2022, Minority Depository Institution Designations, which outlines the process by which the FDIC-supervised institutions or applicants for deposit insurance can make a request to be designated as an MDI. The instructions provide transparency to the public on the procedures to follow and criteria for designating an institution as an MDI. In 2022, one new FDIC-supervised de novo MDI opened for business, three other existing institutions were designated as MDIs, and the FDIC granted conditional approval of an application for deposit insurance for a de novo MDI that is now raising capital.

In December 2022, the FDIC launched training for examiners of MDIs regarding the application of examination standards to the unique business models of MDIs. The training provides information and case studies on many of the new funding sources coming into MDIs and CDFIs as well as information regarding tools to help understand the communities served by MDIs.

Advocacy

It is important to promote the visibility of MDIs, tell their stories, and showcase the important role they play in their communities. In 2022, the FDIC recorded four 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, senior agency leaders emphasized the significance of mission-driven banks in numerous external speaking engagements and through posts on the FDIC social media channels and its website.

Outreach, Technical Assistance, and Education

During the year, the FDIC continued efforts to improve communication and interaction with MDIs and to respond to the concerns of minority bankers. The agency maintains active outreach with MDI trade groups and offers to arrange annual meetings between the FDIC regional management and each MDI's Board of Directors to discuss issues of interest. The FDIC conducts an annual survey to obtain feedback from MDIs and to help assess the effectiveness of the MDI program.

At the conclusion of each examination of an MDI supervised by the FDIC, the staff is available to return to the institution to provide technical assistance by reviewing areas of concern or topics of interest to the institution. The purpose of return visits is to assist management in understanding and implementing examination recommendations, not to identify new problems. Through its public website (www.FDIC.gov), the FDIC invites inquiries and provides contact information for any MDI to request technical assistance at any time.

In 2022, the FDIC provided 148 individual technical assistance sessions on approximately 49 risk management, consumer compliance, and resolution topics, including:

- Accounting,
- Applications for branch openings and closures,
- Anti-Money Laundering/Countering the Financing of Terrorism,
- Community Reinvestment Act,
- Compliance management,
- Capital Planning and Management,
- Current Expected Credit Losses (CECL) accounting methodology,
- Fair Lending,
- Funding and liquidity,
- Information technology risk management and cybersecurity,
- Internal audit, and
- Loan modifications and Troubled Debt Restructuring.

In response to concerns raised by MDIs, the FDIC held a webinar to discuss supervisory expectations for MDIs and CDFI banks awarded funds from the U.S. Treasury Emergency Capital Investment Program. The webinar addressed bank management's questions regarding the FDIC's examination approach for FDIC-supervised MDIs and CDFIs deploying the funds. FDIC staff discussed several risk management practices institutions must consider when anticipating significant asset growth, expanding into new markets, and developing new product offerings. Staff also addressed questions regarding strategic and capital planning associated with the award.

The FDIC also held outreach, training, and educational programs for MDIs through conference calls and regional banker roundtables. In 2022, topics of discussion for these sessions included many of those listed above, as well as strategic and management succession planning, FDIC economic inclusion initiatives, emerging risks and areas of concern, IT vendor management, and innovation and emerging technology. Further, during the regional roundtables, representatives from Treasury and the Department of Transportation presented information on the Mentor-Protégé Program, SSBCI, and small business initiatives discussed above.

Conclusion

In 2022, we made important strides in implementing the 2021-2023 DEI Strategic Plan and initiatives related to our workforce, MWOB contract opportunities, and financial institution self-assessments. In 2023, we will continue to implement the plan and strategies related to our workforce for expanding Hispanic recruitment, increasing MWOB participation, and encouraging DEIA among our supervised financial institutions. Also, we will work to develop a new FDIC DEIA Strategic Plan for 2024-2026. We look forward to progress and success as we promote a culture that embeds DEIA in FDIC operations and workforce; optimizes employees' experiences throughout their career; prioritizes communication that highlights the importance of DEIA to personal and agency success; remains consistent in working towards desired DEIA outcomes; and fosters financial inclusion in the communities across the nation.

APPENDIX A: Workforce Demographic and Trend Data

FDIC Total, Permanent, and Executive Manager Workforce 2018–2022

Total Workforce (Permanent and Non-Permanent)						
	2018	2019	2020	2021	2022	Change
Minority	1760 (29.8%)	1768 (30.4%)	1886 (31.3%)	1896 (32.2%)	1921 (33.0%)	+ 0.8
Non-Minority	4151 (70.2%)	4053 (69.6%)	4148 (68.7%)	3996 (67.8%)	3906 (67.0%)	- 0.8
Male	3263 (55.2%)	3208 (55.1%)	3348 (55.5%)	3302 (56.0%)	3287 (56.4%)	+ 0.4
Female	2648 (44.8%)	2613 (44.9%)	2539 (44.5%)	2590 (44.0%)	2540 (43.6%)	- 0.4
Individuals w/Disabilities	677 (11.5%)	708 (12.2%)	786 (13.0%)	791 (13.4%)	808 (13.9%)	+0.5
Veterans	515 (8.7%)	508 (8.7%)	555 (9.2%)	530 (9.0%)	535 (9.2%)	+0.2

Permanent Workforce						
	2018	2019	2020	2021	2022	Change
Minority	1658 (29.9%)	1671 (30.4%)	1788 (31.6%)	1795 (32.6%)	1826 (33.5%)	+ 0.9
Non-Minority	3892 (70.1%)	3831 (69.6%)	3869 (68.4%)	3719 (67.4%)	3627 (66.5%)	- 0.9
Male	3071 (55.3%)	3037 (55.2%)	3148 (55.6%)	3091 (56.0%)	3061 (56.1%)	+ 0.1
Female	2479 (44.7%)	2465 (44.8%)	2509 (44.4%)	2423 (44.0%)	2392 (43.9%)	- 0.1
Individuals w/Disabilities	635 (11.5%)	676 (12.3%)	748 (13.2%)	753 (13.7%)	763 (14.0%)	+0.3
Veterans	489 (8.8%)	491 (8.9%)	541 (9.6%)	521 (9.4%)	518 (9.5%)	+0.1

*Highlighted data show less than expected representation.
 **Due to fluctuations in workforce and occupation population sizes as a result of hiring and attrition, representational percentages can remain the same across time even if counts vary.

**FDIC Total, Permanent, and Executive Manager
Workforce 2018–2022-Cont'd**

Total Workforce - Executive Manager (Permanent and Non-Permanent)						
	2018	2019	2020	2021	2022	Change
Minority	24 (17.6%)	23 (16.7%)	25 (19.7%)	28 (22.6%)	32 (25.0%)	+2.4
Non-Minority	112 (82.4%)	115 (83.3%)	102 (80.3%)	96 (77.4%)	96 (75.0%)	-2.4
Male	87 (64.0%)	84 (62.3%)	80 (63.0%)	78 (62.9%)	83 (65.0%)	+2.1
Female	49 (36.0%)	51 (37.7%)	47 (37.0%)	46 (37.1%)	45 (35.0%)	-2.1
Individuals w/ Disabilities	42 (13.7%)	37 (12.3%)	39 (12.3%)	33 (13.7%)	25 (12.2%)	-1.5
Veterans	9 (6.1%)	10 (6.6%)	10 (6.8%)	10 (6.3%)	11 (6.9%)	+0.3

Total Workforce – Managers (Permanent and Non-Permanent)						
	2018	2019	2020	2021	2022	Change
Minority	140 (21.5%)	140 (22.0%)	146 (22.6%)	163 (24.6%)	167 (24.8%)	+0.2%
Non-Minority	510 (78.5%)	491 (78.0%)	500 (77.4%)	500 (75.4%)	507 (75.2%)	-0.2%
Male	397 (61.1%)	387 (61.0%)	397 (61.5%)	412 (62.1%)	403 (59.8%)	-2.3%
Female	253 (38.9%)	244 (39.0%)	249 (38.5%)	251 (37.9%)	271 (40.2%)	+2.3%
Individuals w/ Disabilities	56 (8.6%)	65 (10.3%)	72 (11.1%)	78 (11.8%)	85 (12.6%)	+0.8%
Veterans	37 (5.7%)	35 (5.5%)	34 (5.3%)	45 (6.8%)	44 (6.5%)	-0.3%

**FDIC Total, Permanent, and Executive Manager
Workforce 2018–2022-Cont'd**

2022 Entry-Level Examiner Hires by Race/National Origin and Gender													
	Two or More Races		AI/AN		Asian		Black/ African American		Hispanic/		White		TOTAL
	F	M	F	M	F	M	F	M	F	M	F	M	
Female (F) Male (M)	F	M	F	M	F	M	F	M	F	M	F	M	
Entry-Level Examiner Hires	0	1	0	0	7	11	18	10	3	10	39	90	189
%	0.0%	0.5%	0.0%	0.0%	3.7%	5.8%	9.5%	5.3%	1.6%	5.3%	20.6%	47.6%	100%
Civilian Labor Force (CLF) ³	1.1%	1.1%	0.3%	0.3%	2.2%	2.2%	6.6%	5.7%	6.2%	6.8%	31.8%	35.7%	100%

*AI/AN refers to American Indian/Alaska Native.

Female Entry-Level Examiner Hires 2018-2022						
	2018	2019	2020	2021	2022	Change
Entry Level Examiner Hires	56	64	74	60	67	
%	(42.4%)	(40.8%)	(38.1%)	(40.8%)	(35.4%)	-5.4%

Minority Entry-Level Examiner Hires 2018-2022						
	2018	2019	2020	2021	2022	Change
Entry Level Examiner Hires	33	47	65	35	60	
%	(25.0%)	(29.9%)	(33.5%)	(23.8%)	(31.7%)	+7.9%

³ ACS 2014-2018 tables are used for the 2022 CLF. Prior to 2022, 2010 CLF data from Census is used.

**FDIC Total, Permanent, and Executive Manager
Workforce 2018–2022-Cont'd**

Examiner				
Category	% Minority			
Examiner (0570) (Total Workforce)	558 (21%)	596 (21%)	583 (22%)	564 (22%)
	2019	2020	2021	2022

Category	% Female			
Examiner (0570) (Total Workforce)	1064 (39%)	1100 (40%)	1075 (40%)	1037 (40%)
	2019	2020	2021	2022

Economist				
Category	% Minority			
Economist (0110) (total workforce)	23 (29%)	27 (34%)	27 (33%)	23 (31%)
	2019	2020	2021	2022

Category	% Female			
Economist (total workforce)	23 (29%)	26 (33%)	27 (33%)	25 (33%)
	2019	2020	2021	2022

**FDIC Total, Permanent, and Executive Manager
Workforce 2018–2022-Cont'd**

General Business And Industry				
Category	% Minority			
General Business & Industry (1101) (total workforce)	69 (26%)	80 (29%)	88 (31%)	105 (33%)
	2019	2020	2021	2022

Category	% Female			
General Business & Industry (total workforce)	91 (34%)	97 (35%)	99 (35%)	120 (38%)
	2019	2020	2021	2022

Attorney				
Category	% Minority			
Attorney (0905) (Total Workforce)	54 (17%)	60 (19%)	63 (20%)	71 (22%)
	2019	2020	2021	2022

Category	% Female			
Attorney (0905) (Total Workforce)	130 (42%)	134 (42%)	135 (42%)	39 (43%)
	2019	2020	2021	2022

FDIC Mission Critical Occupations, Total Workforce, 2022*

	Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	NH/PI Males	NH/PI Females	AI/AN Males	AI/AN Females	Two (+) Males	Two (+) Females
CLF 2018	%	100%	51.79	48.21	6.16	35.65	31.82	5.7	6.61	2.19	2.18	0.08	0.08	0.31	0.31	1.05	1.05
Workforce	#	5827	3287	2540	111	2439	1467	665	338	258	231	5	3	20	13	69	53
	%	100%	56.37%	43.63%	1.91%	41.82%	25.21%	5.81%	11.41%	4.35%	3.92%	0.09%	0.05%	0.34%	0.22%	1.19%	0.91%
General Business 1011	#	315	195	120	4	137	73	23	28	15	12	0	0	0	0	5	3
	%	100%	61.90%	38.10%	1.27%	43.49%	23.17%	7.30%	8.89%	4.76%	3.81%	0.00	0.00	0.00	0.00	1.59%	0.95%
Occupational CLF(1101)	%		45.70	54.30	4.40	5.50	36.40	4.00	7.20	3.50	3.50	0.10	0.10	0.20	0.30	0.90	1.30
Attorney 905	#	320	183	137	7	151	98	14	18	7	14	0	0	1	1	3	2
	%	100%	57.19%	42.81%	2.19%	47.19%	30.63%	4.38%	5.63%	2.19%	4.38%	0.00	0.00	0.31%	0.31%	0.94%	0.63%
Occupational CLF(0905)	%		62.90	37.10	3.10	2.50	54.70	2.20	3.00	1.90	2.10	0.00	0.00	0.10	0.10	0.90	0.80
Economist (0110)	#	75	50	25	2	41	11	1	3	5	9	0	0	0	0	1	1
	%	100%	66.67%	33.33%	2.67%	54.67%	14.67%	1.33%	4.00%	6.67%	12.00%	0.00	0.00	0.00	0.00	1.33%	1.33%
Occupational CLF(0110)	%		68.00	32.00	5.30	2.00	52.30	3.90	1.70	5.10	3.00	0.10	0.00	0.10	0.30	1.20	0.90
Financial Administration and Program (0501)	#	133	68	65	3	1	25	13	31	5	7	0	0	0	0	1	1
	%	100%	51.13%	48.87%	2.26%	34.59%	18.80%	9.77%	23.31%	3.76%	5.26%	0.00	0.00	0.00	0.00	0.75%	0.75%
Occupational CLF(0501)	%		54.20	45.80	3.90	44.10	32.80	3.00	4.90	2.30	2.30	0.00	0.00	0.10	0.20	0.80	0.90
Financial Institution Examining (0570)	#	2619	1582	1037	74	1303	752	106	164	65	59	3	2	11	3	20	16
	%	100%	60.40%	39.60%	2.83%	49.75%	28.71%	4.05%	6.26%	2.48%	2.25%	0.11%	0.08%	0.42%	0.11%	0.76%	0.61%
Occupational CLF(0570)	%		54.20	45.80	3.90	44.10	32.80	3.00	4.90	2.30	2.30	0.00	0.10	0.10	0.20	0.80	0.90
Information Technology Management (2210)	#	413	291	122	12	180	43	32	38	59	29	2	1	0	3	6	3
	%	100%	70.46%	29.54%	2.91%	43.58%	10.41%	7.75%	9.20%	14.29%	7.02%	0.48%	0.24%	0.00	0.73%	1.45%	0.73%
Occupational CLF(2210)	%		70.90	29.10	4.50	54.30	21.60	3.60	2.50	7.00	2.60	0.10	0.00	0.10	0.10	1.30	0.70

*Highlighted data show underrepresentation. *AI/AN refers to American Indian or Alaska Native and NH/PI refers to Native Hawaiian or Other Pacific Islander.

**As of January 1, 2022, EEOC uses 2014-2018 ACS total federal civilian labor force (CLF) data demographic estimates as the primary benchmarks. Percentages may not equal 100% due to rounding

APPENDIX B: Contracting and Trend Data

FDIC Contracting Awards to MWOBs, 2018–2022 (in millions)

	2018	2019	2020	2021	2022
Total Awards	\$499.5	\$554.0	\$426.7	\$845.5	\$608.0
	100.0%	100.0%	100.0%	100.0%	100.0%
Minority-Owned or Women-Owned Businesses Totals	\$122.5	\$173.5	\$90.0	\$416.4	\$281.1
	24.5%	31.3%	21.1%	49.2%	46.2%
Minority-Owned	\$45.8	\$106.0	\$58.9	342.8	\$104.3
	9.2%	19.1%	13.8%	40.5 %	17.1%
Women-Owned	\$83.0	\$75.8	\$50.1	\$105.7	\$197.6
	16.6%	13.7%	11.7%	12.5 %	32.5%
Both Minority-Owned and Women-Owned	\$6.3	\$8.3	\$19.0	\$32.1	\$20.8
	1.3%	1.5%	4.4%	3.8 %	3.4%
Asian American	\$33.9	\$83.1	\$25.6	\$288.5	\$72.0
	6.8%	15.0%	6.0%	34.1 %	11.8%
Black/African American	\$1.9	\$5.8	\$3.3	\$43.8	\$7.8
	0.4%	1.0%	0.8%	5.2 %	1.3%
Hispanic/Latino	\$7.0	\$13.3	\$28.8	\$7.0	\$9.4
	1.4%	2.4%	6.8%	0.8 %	1.5%
Native American	\$2.9	\$3.5	\$0.6	\$2.4	\$13.8
	0.6%	0.6%	0.1%	0.3 %	2.3%
Other Minority	\$0.1	\$0.3	\$0.5	\$1.1	\$1.3
	0.0%	0.1%	0.1%	0.1%	0.2%

FDIC Payments to MWOBs, 2018–2022 (in millions)

	2018	2019	2020	2021	2022
Total Contract Payment	\$429.6	\$466.6	\$479.7	\$479.9	\$487.4
	100.0%	100.0%	100.0%	100.0%	100.0%
Minority-Owned or Women -Owned Business Totals	\$98.0	\$98.3	\$106.5	\$130.0	\$177.4
	22.8%	21.1%	22.2%	27.1 %	36.4%
Minority-Owned	\$49.5	\$54.0	\$62.1	\$87.4	\$121.1
	11.5%	11.6%	12.9%	18.2 %	24.8%
Women-Owned	\$59.5	\$52.0	\$53.9	\$54.2	\$76.5
	13.9%	11.2%	11.2%	11.3 %	15.7%
Both Minority-Owned and Women-Owned	\$11.1	\$7.7	\$9.5	\$11.6	\$20.2
	2.6%	1.7%	1.9%	2.4%	4.2%
Asian American	\$28.8	\$31.5	\$37.7	\$59.2	\$83.1
	6.7%	6.8%	7.9%	12.3 %	17.1%
Black/African American	\$9.5	\$6.2	\$6.9	\$9.5	\$18.9
	2.2%	1.3%	1.4%	2.0 %	3.9%
Hispanic/Latino	\$ 8.4	\$12.0	\$15.0	\$16.7	\$18.1
	2.0%	2.6%	3.1%	3.5 %	3.7%
Native American	\$2.2	\$3.9	\$1.8	\$1.9	\$0.7
	.05%	0.8%	0.4%	0.4 %	0.1%
Other	\$0.6	\$0.4	\$0.7	\$0.1	\$0.3
	0.1%	0.1%	0.1%	0.0%	0.1%

FDIC Contracting Actions to MWOBs, 2018–2022

	2018	2019	2020	2021	2022
Total Actions	565	518	409	404	403
	100%	100.0%	100.0%	100.0%	100.0%
Minority-Owned or Women-Owned Business Totals	166	152	117	135	170
	29.4%	29.3%	28.6%	33.4 %	42.2%
Minority-Owned	87	68	53	55	59
	15.4%	13.1%	13.0%	13.6%	14.6%
Women-Owned	119	112	89	95	145
	21.1%	21.6%	21.8%	23.5 %	36.0%
Both Minority-Owned and Women-Owned	40	28	25	15	34
	7.1%	5.4%	6.2%	3.7 %	8.4%
Asian American	54	33	26	27	30
	9.6%	6.4%	6.4%	6.7 %	7.4%
Black/African American	11	15	14	11	16
	1.9%	2.9%	3.5%	2.7 %	4.0%
Hispanic/Latino	11	9	7	10	9
	1.9%	1.7%	1.7%	2.5 %	2.2%
Native American	6	5	3	4	2
	1.1%	1.0%	0.7%	1.0 %	0.5%
Other Minority	5	6	3	3	2
	0.9%	1.1%	0.7%	0.7 %	0.5%

FDIC Contract Awards by Top 10 NAICS Codes, 2022

NAICS	NAICS Description	Dollar Amount of Awards	Dollar Amount of MWOB Awards
541519	Other Computer Related Services	\$236,057,042.68	\$160,682,521.57
561210	Facilities Support Services	\$102,990,839.61	\$7,213,575.61
511210	Software Publishers	\$ 48,818,100.43	\$22,440,308.88
541611	Administrative Management and General Management Consulting Services	\$39,051,427.45	\$7,500,000.00
493190	Other Warehousing and Storage	\$17,900,000.00	\$0.00
541512	Computer Systems Design Services	\$14,837,903.43	\$6,711,904.10
621999	All Other Miscellaneous Ambulatory Health Care Services	\$13,615,688.00	\$13,615,688.00
519130	Internet Publishing and Broadcasting and Web Search Portals	\$10,696,090.27	\$0.00
522110	Commercial Banking	\$ 10,676,500.00	\$10,676,500.00
517311	Wired Telecommunications Carriers	\$ 10,377,497.00	\$0.00
Total of top 10		\$505,021,088.87	\$228,840,498.16

MWOB	\$228,840,498.16	45.3%
Non-MWOB	\$276,180,590.71	54.7%
Total	\$505,021,088.87	100.0%

APPENDIX C: Recruiting Events and National Observances

Legal Outreach

The Legal Division, in partnership with the CRP, established the Legal Division Recruitment Program. In 2022, Legal Division recruiters participated in the following outreach events:

- Public Service Career Fair at Texas Law
- New York University Law Public Interest Legal Career Fair
- DC/Baltimore Public Service Recruitment Fair
- George Washington University/Georgetown Law Public Sector Recruiting Program
- The Georgia Law School Consortium Public Sector Career Fair
- The Northwest Public Service Career Fair
- The Midwest Public Interest Law Career Conference
- National Black Law Student Association Information Session
- Washington and Lee Law Summer Job Search Program
- Emory University School of Law Meet the Firm Event
- Historically Black Colleges and Universities Information Sessions
- Rutgers Law School Areas of Practice Fair

Professional Affinity Groups

In 2022, the CRP co-hosted eight speaking engagements with support from the FDIC's National Outreach Executive Task Force Subcommittee. The subcommittee rallies FDIC leaders at corporate grade 13 through corporate manager 02 levels to participate in the following 2022 events:

- Ascend Pan-Asian Leaders Student Ascend Café: “Effective Job Search Strategies in a Virtual Environment” (July 2022)
- Conference on Asian Pacific American Leadership (CAPAL) Roundtable Series: “Career Pathways” (September 2022)
- Association of Latino Professionals for America (ALPFA) Boston Regional Symposium: “Top 5 Structured Interview Mistakes” (September 2022)
- Hispanic Association of Colleges & Universities (HACU) 36th Annual Conference: “The Importance of Networking” (October 2022)
- National Association of Black Accountants (NABA) Post-Convention Student webinar: “Tactical & Strategic Thinking: Moving with Intention” (October 2022)
- Accounting and Financial Women’s Alliance Women Who Count Conference: “Lessons Learned from Managing People in Public Service” (October 2022)
- 15th Annual HBCU Career Development Marketplace: “Money Management and Wealth Creation for College and Beyond” (November 2022)
- Prospanica Annual Conference & Exposition Professional Development Session: “Leadership networking: Cultivating authentic connections to accelerate your career” (November 2022)

National Observances

During 2022, OMWI partnered with the CDACs and ERGs to host the FDIC's Diversity and Inclusion Education series recognizing national observances. The Diversity and Inclusion Education observances and their themes:

Birthday of Dr. Martin Luther King, Jr.

- It Starts With Me: Shifting Priorities to Create the Beloved Community

African American History Month

- Part I: Effective Leadership through Extraordinary and Challenging Times While Advocating for Innovative Change
- Part II: Leading at the FDIC—Celebrating African American Leaders
- Part III: Making an Impact During Extraordinary Challenging Times

Women's History Month

- Providing Healing, Promoting Hope

Jewish American Heritage Month

- Celebrating Jewish American Heritage Month: Cultural Influence in America

Asian American and Pacific Islander Heritage Month

- Advancing Leaders Through Collaboration

Lesbian, Gay, Bisexual, Transgender and Queer Plus (LGBTQ+) Pride Month

- The Power of Allyship

Hispanic Heritage Month

- Unidos: Inclusivity for a Stronger Nation

Disability Employment Awareness Month

- Disability: Part of the Equity Equation

Veterans Day

- Honor

Native American Heritage Month

- Celebrating Respect, Culture and Education

APPENDIX D: Acronyms and Terms

Acquisition Services Branch (ASB)
Advisory Committee on Community Banking (CBAC)
Alliances for Economic Inclusion (AEIs)
Alternative Dispute Resolution (ADR)
American Community Survey (ACS)
American Economic Association (AEA)
American Economic Association Summer Training Program (AEASP)
Asian American and Pacific Islander (AAPI)
Association of African American Professionals (A3P)
Black, Indigenous, and People of Color (BIPOC)
Center for Financial Research (CFR)
Chairman’s Diversity Advisory Councils (CDACs)
Chief Financial Officer Organization (CFOO)
Civilian Labor Force (CLF)
Community Development Financial Institutions (CDFIs)
Corporate Recruitment Program (CRP)
Department of Transportation’s (DOT)
Diversity and Inclusion Executive Advisory Council (D&I EAC)
Diversity, Equity, and Inclusion (DEI)
Diversity, Equity, Inclusion, and Accessibility (DEIA)
Division of Administration (DOA)
Division of Depositor and Consumer Protection (DCP)
Division of Insurance and Research (DIR)
Division of Resolution and Receiverships (DRR)
Division of Risk Management Supervision (RMS)
Equal Employment Opportunity (EEO)
Employee Resource Groups (ERGs)
Federal Employee Viewpoint Survey (FEVS)
Federal Reserve Board (FRB)
First Generation Professionals (FirstGen)
Financial Management Scholar (FMS)
Hispanic Association of Colleges & Universities (HACU)
Historically Black Colleges and Universities (HBCUs)
Hispanic Organization for Leadership and Advancement (HOLA)
Leadership Excellence Acceleration Program (LEAP)
Low- and moderate-income (LMI)
Minority Depository Institutions (MDIs)
Minority Recruitment Task Force (MRTF)
Minority and Women-Owned Businesses (MWOBs)
Minority and Women-Owned Law Firms (MWOLFs)
National Association of Minority and Women-Owned Law Firms (NAMWOLF)

National Center for Consumer and Depositor Assistance (NCDA)
Office of the Comptroller of the Currency (OCC)
Office of Minority and Community Development Banking (OMCDB)
State Small Business Credit Initiative (SSBCI)
Summer Economics Fellows Program (SEFP)
Summer Scholars Student Internship (SSSIP)
Volunteer Income Tax Assistance (VITA)
University of California at Los Angeles (UCLA)
White House Initiative on Advancing Educational Equity, Excellence and Economic Opportunity through
Historically Black Colleges and Universities (WHI-HBCUs)

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Federal Deposit Insurance Corporation
Office of Minority and Women Inclusion
Virginia Square, L. William Seidman Center
3501 North Fairfax Drive
Arlington, VA 22226