



**SECTION 342 DODD-FRANK WALL STREET
REFORM AND CONSUMER PROTECTION ACT**
2023 REPORT TO CONGRESS



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DIRECTOR'S MESSAGE

Brian Guy, Acting Director **Office of Minority and Women** **Inclusion**

I am pleased to present the Federal Deposit Insurance Corporation's (FDIC) Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act Annual Report to Congress for 2023.

This report delves into the multifaceted initiatives undertaken by the FDIC in 2023 in support of diversity, equity, inclusion, and accessibility (DEIA) in our own workplace, at the financial institutions we supervise, and in communities across the nation. In the following pages, you will find a detailed account of the strategic actions, programs, and policies we have implemented to create a safe, fair and inclusive work environment, dismantle barriers, promote equity, and celebrate the richness that diversity brings to our agency. As you will see, these efforts touch all areas of our operations.

Despite the challenges of the past year, we have continued to make progress through our 2023 accomplishments, particularly with respect to outreach and recruitment of Hispanic/Latino employees, partnerships with youth programs and Historically Black Colleges and Universities (HBCUs), and enhancements to our communications and training on DEIA, empathy, and equal employment opportunity (EEO).

At the same time, there is still much to be done to ensure that the FDIC is a place where every individual can thrive, contribute their unique skills, and chart a path for personal and professional growth. This journey is not without challenges and we are actively engaged in implementing an Action Plan for a Safe, Fair and Inclusive Work Environment to address matters raised in recent news reports. Implementation includes identifying and addressing these challenges through targeted initiatives, employee engagement, and strategic interventions.

As this report illustrates, our commitment to DEIA extends beyond our own workforce. We continue to:

- assess the diversity and inclusion policies and practices of our supervised financial institutions,
- encourage the fair inclusion of minority- and women-owned businesses (MWOBs) in our contracting opportunities, and
- facilitate financial inclusion for minority and low- and moderate-income communities.

This report is more than a reflection of the FDIC's efforts over the past year; it is a testament to our belief that fostering a diverse and inclusive environment is fundamental to the success of our employees and the ability to fulfill our vital mission – to maintain stability and public confidence in the U.S. financial system.

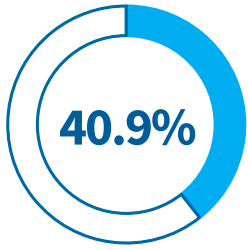
EXECUTIVE SUMMARY:

2021-2023 DEI Accomplishments

The FDIC released the 2021-2023 Diversity, Equity, and Inclusion (DEI) Strategic Plan with a bold new vision and mission to transform the agency’s culture and workforce, and to help make the banking system safer, fairer, and more inclusive. The strategic plan was data-driven, incorporated broad-based support across the FDIC, and held leaders at all levels of the organization accountable for DEI results. For the first time, the plan also detailed efforts to improve DEI among our regulated entities and the communities they serve.

Over the last three years, the FDIC made significant progress towards achieving the goals outlined in our strategic plan. As of December 31, 2023, we implemented the majority of the planned strategic actions toward building a more diverse and inclusive workplace. We will continue to make progress on remaining items in the coming years. We expanded our career development programs to increase opportunities for all employees to reach their full potential; increased outreach to minority, veterans, and persons with disabilities; and promoted greater employee engagement. (See Appendix D for Complete List of DEI Strategic Plan Accomplishments.)





Increased minority representation among entry-level examination hires from 31.7 percent to 40.9 percent.



Paid more than \$4.9 million to law firms for work by diverse attorneys.

2023 KEY ACCOMPLISHMENTS AND INITIATIVES

The following information highlights key accomplishments from 2023. The workforce data is in comparison to 2022.

In Our Workforce

- Increased female representation at the executive management (EM) level from 35.0 percent to 39.4 percent.
- Increased minority and female representation across the corporate management (CM) level from 24.8 percent to 26.5 percent and 40.2 percent to 42.5 percent, respectively.
- Increased female representation in the pool of entry-level examination hires from 35.4 percent to 37.3 percent.
- Increased minority representation among entry-level examination hires from 31.7 percent to 40.9 percent.
- Increased female hires from 42.0 percent to 45.5 percent of all hires.
- Increased the percentage of female employees in the economist occupational group by 7.6 points, from 33.3 percent to 40.9 percent.

In Our Operations

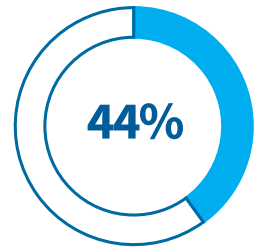
- Increased awards to Black American-owned businesses from 1.3 percent in 2022 to 2.9 percent, and increased awards to Hispanic American-owned businesses from 1.5 percent in 2022 to 4.3 percent in 2023.¹
- Paid more than \$960,000 in legal fees to minority and women-owned law firms (MWOLFs), and more than \$4.9 million to law firms for work by diverse attorneys in 2023, an increase of \$2.7 million in payments to MWOLFs and Diverse Attorneys from 2022.

¹Black American-owned and Hispanic American-owned corresponds to terms in the government procurement system (SAM.gov).

Among Supervised Institutions and Communities

- Increased voluntary participation in the Financial Institution Diversity Self-Assessment (FIDSA) by FDIC-supervised financial institutions with fewer than 100 employees to the highest number ever, 26 institutions.
- Enhanced technical assistance available to financial institutions completing the FIDSA through Office Hours sessions.
- Increased #GetBanked webpage views by 44 percent through an inaugural collaboration with the U.S. Department of the Treasury to include program inserts with checks mailed to approximately 6.2 million recipients of federal government payments. The inserts included content accessible to Spanish speakers.
- Secured collaborative partnerships with two national Hispanic-Serving Organizations (HSOs) with affiliated networks of 200+ Hispanic serving community-based organizations.
- Established economic inclusion partnerships with 15 HBCUs, which reached 1,200 faculty, staff, and students.

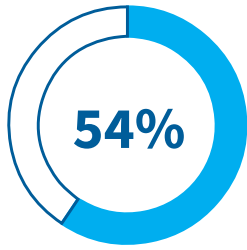
The following information summarizes key accomplishments over the three year period of the DEI Strategic Plan between 2021 and 2023 by goal area – culture, career, communication, consistency, and community.



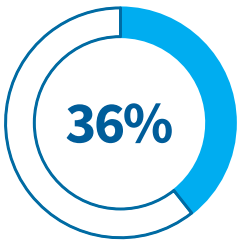
Increased #GetBanked webpage views by 44 percent through an inaugural collaboration with the U.S. Department of the Treasury.



Established economic inclusion partnerships with 15 HBCUs, which reached 1,200 faculty, staff, and students.



Of the eligible employees, 54% applied for the Pay Adjustment Program.



Of the pay adjustment applicants, 36% received a pay increase between 2021 and 2022.

CULTURE

- Conducted a barrier analysis to identify any policies, procedures, or practices that may potentially affect equal employment opportunities.
- Completed a pay adjustment review to ensure non-management employees are paid in accordance with the principles underlying the new pay system. Among 4,900 eligible employees, 2,650 (54 percent) applied. Among applicants, 960 (36 percent) received a pay increase between 2021 and 2022.
- Established the FDIC's first performance review standards for all executives, managers, and supervisors specifically focusing on career development and cultivation of an inclusive culture.

CAREER

- Reformed the agency's Expression of Interest Program to ensure access to opportunities. As a result, supervisory approval is no longer required to apply which increases access.
- Broadened the leadership development pipeline by implementing the Leadership Excellence Acceleration Program (LEAP) and Special Assistant Rotational Program (SARP) for aspiring leaders. Since the programs' inception, 10 out of 27 LEAP participants (37 percent) and 11 out of 46 SARP participants (24 percent) have successfully applied and competed for promotion opportunities.
- Launched a program for first generation professionals with programming that provides resources to promote employees' access and available opportunities.
- Strengthened engagement with diverse groups to improve the effectiveness of our recruitment strategies.
- Brought together Chairman's Diversity Advisory Councils' (CDACs') and employee resource groups' (ERGs') board members from across the country virtually and in-person for specialized training to enhance their programmatic effectiveness as advocates, advisors, and role models.

COMMUNICATION

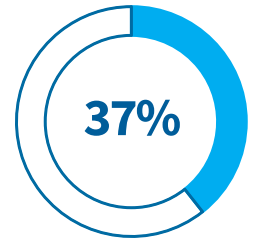
- Shared EEO and DEI public reports with all employees through global messaging that highlighted key points about agency accomplishments and challenges.
- Launched social media campaigns that promoted inclusion and highlighted diverse groups of employees, including an organization that promotes accessibility for employees with disabilities and graduates of Historically Black Colleges and Universities and Hispanic-Serving Institutions.
- Held meetings between the Office of Minority and Women Inclusion (OMWI) and division/office leadership to discuss DEI best practices and identify gaps in performance.

CONSISTENCY

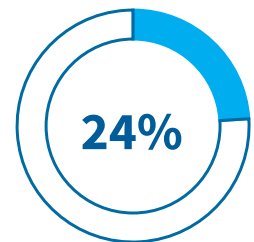
- Provided training to all employees on skills to support empathy in the workplace to advance the FDIC mission.
- Developed and implemented a comprehensive portal for employees to request Information Technology (IT) reasonable accommodations, IT assistive services, and information communication technology.

COMMUNITY

- Launched Pitch Days that allow MWOBs to share capabilities and increase visibility with program and procurement personnel.
- Developed and implemented the MWOB Relationship Management (MRM) Tool, a portal that supports FDIC's vendor outreach activities.
- Completed a review of the referral process for outside counsel services to MWOLFs, Diverse Attorneys, and legal support services providers.
- Streamlined the FIDSA process to increase and improve submissions.



Ten out of 27 LEAP participants (37 percent) successfully applied and competed for promotions.



Eleven out of 46 SARP participants (24 percent) successfully applied and competed for promotions.

DEIA Vision, Mission, Values, and Goals

The FDIC's DEI strategic 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's DEI mission is to foster a culture that exemplifies teamwork, embrace innovation, and values DEI to achieve mission excellence.

Accessibility is not specifically called out in the DEI Strategic Plan; however, it is a core principle and organizational priority to ensure that employees have access to systems and resources that will allow them to be fully successful.

Values:

The agency's DEI 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.

- We take the broadest possible view of diversity, including seen and unseen qualities.
- We acknowledge life experiences that make individuals unique.
- We encourage all employees to use their unique perspectives to help advance our mission.
- We require fair treatment, accessibility, and opportunity for advancement for all employees.
- We expect our workplace to be an inclusive environment built on mutual trust, respect, and dignity.
- We incorporate diversity, equity, and inclusion in our daily work.
- We commit to building a workplace where all employees feel safe bringing their authentic selves to work.
- We pledge to identify and eliminate barriers to equal opportunity in the workplace.
- We will foster diversity, equity, and inclusion in the banking system consistent with our mandate.



Goals:

Below is a summary of the five overarching strategic goals outlined in the 2021-2023 DEI Strategic Plan, followed by a description of our DEI program efforts and accomplishments for 2023 organized by each strategic goal.

- **Culture**

Ensure leaders at all levels promote the vision and business case for DEI 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 DEI 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 DEI in FDIC business activities and at regulated financial institutions and foster financial inclusion in the banking system.

The following pages lay out our challenges, actions taken, the results, and future plans aligned with the five overarching DEI strategic goals.



CULTURE: Build and Maintain an Inclusive Workplace



To foster a more inclusive culture, the FDIC pursued strategies to recruit, develop and retain a talented, diverse workforce that is fully engaged to meet our mission to maintain stability and public confidence in the nation's financial system. While we have taken meaningful steps over the last three years in bolstering the agency's culture, much work is still needed.

Since November 2023, following news reports about sexual harassment at the FDIC, we have developed and begun to implement an Action Plan for a Safe, Fair, and Inclusive Work Environment (Action Plan) that describes how the FDIC will support victims of sexual harassment and discrimination. The agency has no higher priority than ensuring that every person at the FDIC feels safe, valued, and respected.

During the year, the FDIC:

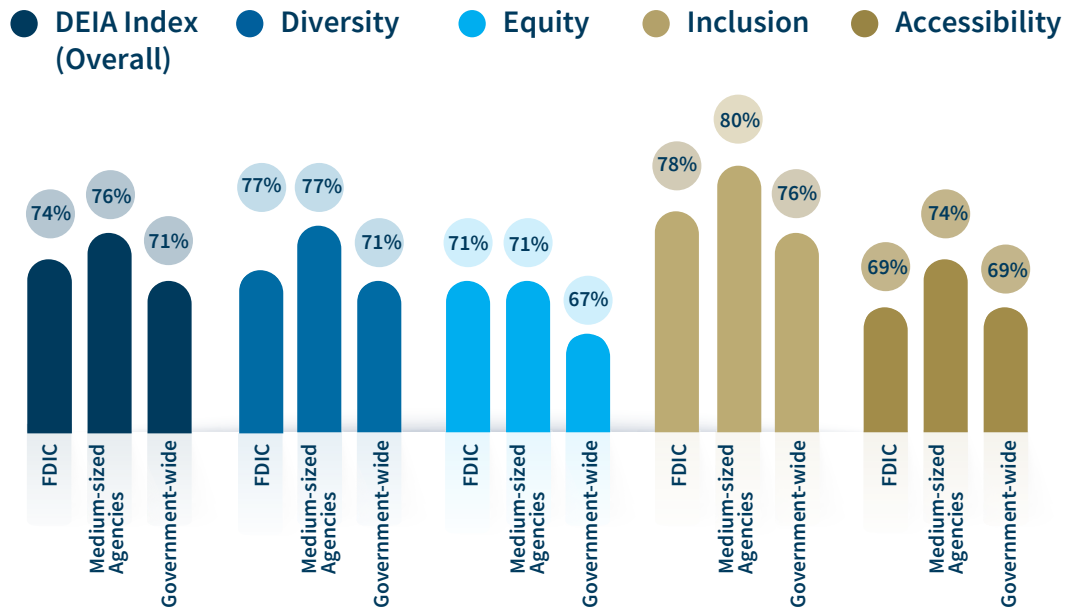
- **Developed a comprehensive action plan to address sexual harassment and misconduct in the workplace.** The FDIC senior leadership developed a plan of action to support to address harassment and discrimination in the workplace and support for FDIC employees.
- **Promoted increased participation in the informal Equal Employment Opportunity Alternative Dispute Resolution (ADR) Program.** In Fiscal Year 2023, the FDIC achieved the Equal Employment Opportunity Commission goal of a 50 percent ADR participation rate for the first time in more than five years. We attribute the increased voluntary participation to efforts that educate employees about ADR, provide a diverse pool of mediators, and survey participants about their experience.
- **Analyzed applicant flow data to identify outreach and recruitment process improvements.** The FDIC uses the Applicant Flow dashboard, which provides metrics and insights into the diversity of FDIC job applicants at each hiring stage to help develop outreach and recruitment initiatives.

The Federal Employee Viewpoint Survey

DEIA index results revealed that 74 percent of FDIC respondents report positive perceptions of agency practices related to DEIA. In comparison, the government-wide DEIA index average was 71 percent, and 76 percent for medium-sized agencies (1,000–9,999 employees) in 2023.

According to the DEIA index, scores below 65 percent are regarded as areas of challenge. We use this data to inform existing strategies that support the development of culture in Offices and Divisions.

FIGURE 1: 2023 FDIC Comparison to Government-wide and Medium-sized on the DEIA Index



The FDIC in partnership with the National Treasury Employees Union relaunched the Workplace Excellence (WE) program. The WE councils promote the active participation and engagement of employees in all FDIC divisions and offices, to establish an ongoing commitment to workplace excellence. The WE councils analyze data from the annual Federal Employee Viewpoint Survey, and develop action plans to address issues identified in consultation with stakeholders. The councils provide a diverse forum focusing on maintaining, enhancing and institutionalizing positive workplace and cultural change within the divisions and offices.

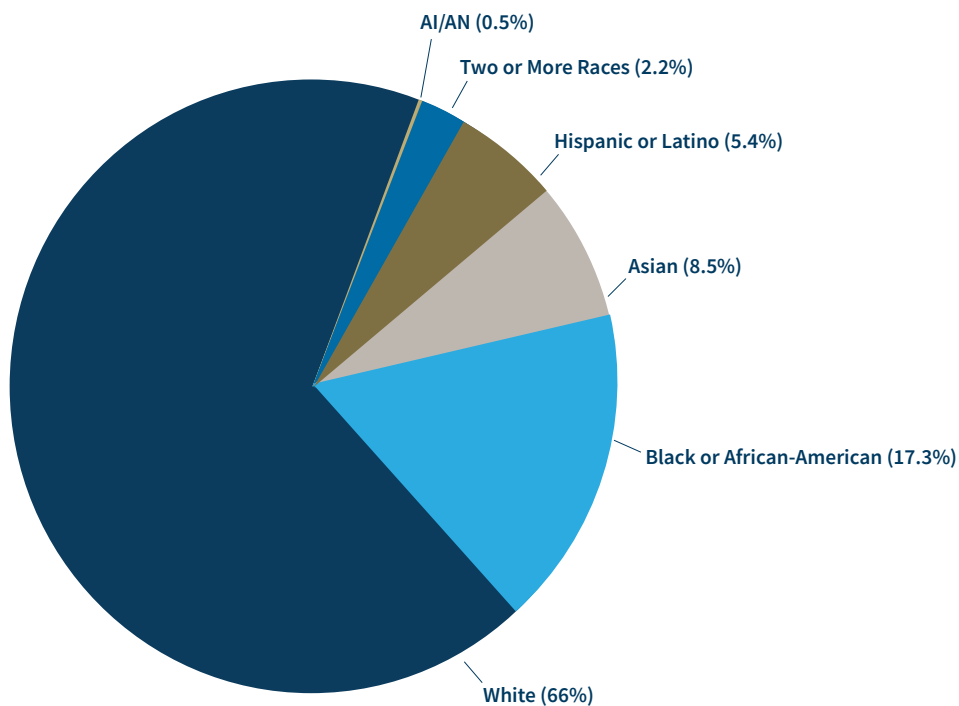
Build and Maintain Inclusive Culture 2024 Plans

The agency’s top priority for 2024 is implementing the specific initiatives in the Action Plan. We will continue work toward creating a work environment that is supportive, inclusive, and promptly addresses discrimination and harassment of any kind, including sexual harassment.

CAREER: Optimize Career Opportunities

We are committed to recruiting, hiring, and developing a high-performing workforce that reflects the communities we serve by optimizing experiences throughout an employee's career. In 2023, the FDIC's initiatives focused on mitigating workforce representation gaps reflected in our data. During the year, the FDIC workforce grew by 6.5 percent, from 5,827 to 6,204 total employees.² Female hires increased overall from 42.0 percent to 45.5 percent. Among bank examiners, the largest FDIC occupational group, minority entry-level hires increased to 40.9 percent, significantly outpacing the prior year's growth (31.7 percent), and female entry-level hires increased from 35.4 percent to 37.3 percent.

FIGURE 2: 2023 FDIC Workforce by Race/National Origin



Note: AI/AN refers to American Indian/Alaska Native. NH/PI (Native Hawaiian or other Pacific Islander) is not displayed because the representation of this group is less than 0.4 percent of the total FDIC workforce.

²In our ongoing commitment to transparency and accuracy, we are providing notice of a change in our data analysis methodology for analyzing workforce data. We are transitioning from analyzing workforce data on a calendar year basis to a fiscal year basis. This proposed change aligns with other EEO workforce reporting requirements to support consistency and accuracy.

Despite the recent progress in minority and female hires, the FDIC continued to experience challenges recruiting and retaining Hispanics and White females, recruiting and retaining females and minorities as bank examiners, and increasing the participation of females and minorities in our senior management ranks.

Enhancing the Talent Acquisition Pipeline

The FDIC continued to use strategies and initiatives to expand diversity among applicants with an emphasis on those groups whose participation rate is lower than expected in the workforce. During 2023, over 250 FDIC collateral-duty corporate recruiters connected with targeted colleges or universities and focused on building long-term relationships with professors, deans, school contacts, and student groups. Corporate recruiters attended over 400 recruiting events, 160 of which were held at schools designated as Minority-Serving Institutions (MSIs), including 104 Hispanic-Serving Institutions (HSIs) and 26 HBCUs.

Our outreach and recruitment efforts have led to a significant increase in minority and female applicants for the Financial Institution Specialist (FIS) entry-level program. This is important because the FISs serve as the feeder pool for bank examiners, the largest occupational group within the agency. Individuals who began their careers as entry-level examiners tend to occupy a significant percentage of executive and managerial positions in the agency, as well as other non-examiner leadership positions.

Recruiting and Retaining Hispanics

The representation of Hispanic employees in the FDIC is an area of focus. Although the FDIC has made progress in the past five years, the FDIC's Hispanic workforce participation rate of 5.4 percent is 7.6 percentage points below Hispanic participation in the civilian labor force (CLF) (13 percent). During the year, the FDIC Chairman met with representatives of the Hispanic Organization for Leadership and Advancement (HOLA), an ERG, to discuss members' experiences in and recommendations for the workplace. These discussions informed the work of the Hispanic/Latino Recruitment and Retention Task Force, which includes an HOLA representative.



Key strategies and activities in 2023 included:

- Co-hosted a webinar with the Hispanic Association of Colleges and Universities (HACU) about a career as a FIS.
- Participated in speaking engagements at eight national outreach events for Hispanic and Latino professionals and students that focused on federal resume writing and FDIC employment benefits.
- Launched a social media campaign featuring employees who graduated from HSIs to observe HSI Week and another campaign honoring National Hispanic Heritage Month for increased engagement.
- Conducted career fairs and information sessions on HSI campuses with representatives from HOLA.

Our expanded recruitment efforts in 2023 play a vital role in workforce representation and are a strategic way to maintain stability in Hispanic male applicants, who accounted for 7.2 percent of total applicants. This representation rate carried through to the hiring phase, reaching 6.9 percent and surpassing the CLF rate of 6.8 percent. While Hispanic female applicant rates showed some downward movement during the hiring process, at 5.3 percent of total applicants, the 4.4 percent Hispanic female hiring rate exceeded the FDIC workforce benchmark of 2.1 percent. In addition, Hispanic representation increased among bank examiners, with Hispanic female employees representing 1.8 percent of the bank examiner employees (an increase of 0.2 percentage points since 2022) and Hispanic men representing 3.3 percent (an increase of 0.5 percentage points over the same period). Hispanic promotion rates in 2023 improved to 5.6 percent, an increase from 5.2 percent the previous year. Although Hispanic male attrition rose from 1.6 percent in 2021 to 3.9 percent in 2023, Hispanic female attrition held steady at 1.9 percent over the same period. (Please refer to Appendix A for details.) Overall, our recruitment programs are making progress in Hispanic/Latino representation, with stability and slight gains in multiple areas.

Recruiting and Retaining White Females

In 2023, representation of White females improved compared to 2022 in some areas. White females made up 11.7 percent of total job applicants in 2023. As these candidates advanced through the various stages within the hiring process, White female representation reflected an upward trend, with a notable increase from 14.8 percent at the referral stage to 22.9 percent at the selection stage. The 2023 White female hiring rate reached 22.6 percent, continuing positive momentum from 21.8 percent in 2022 and 22.1 percent in 2021. Additionally, White female promotion rates remained stable at 26.0 percent in 2023, exceeding the FDIC benchmark of 24.8 percent.

White female employee separation rates have shown marked improvement, declining to their lowest point in five years at 22.2 percent in 2023. As these metrics demonstrate, the FDIC is making progress in this area. (Please refer to Appendix A for details.)

The FDIC has faced ongoing challenges with the recruitment and retention of White female employees, a segment that comprises 24.8 percent of the existing workforce. Among other groups with lower-than-expected participation rates, participation among White females has experienced the sharpest decrease over the past five years.

To address the decreased representation, the FDIC has spearheaded several broad initiatives that also support recruitment:

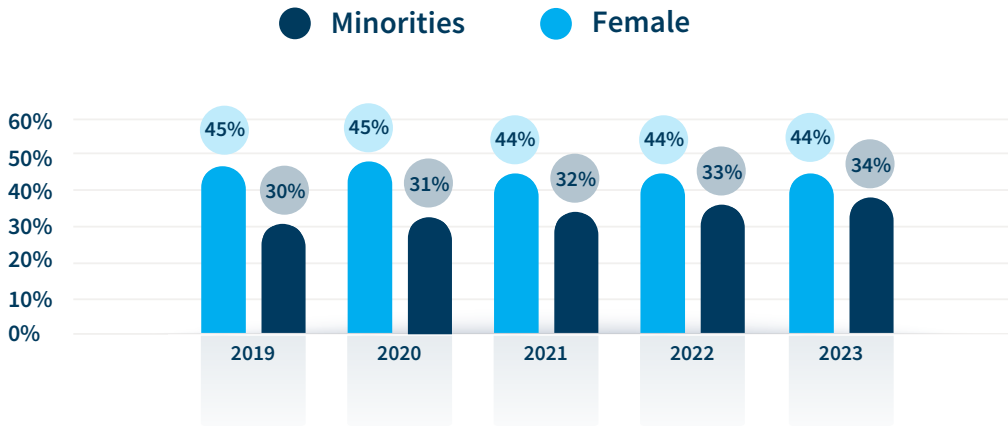
- Deployed a Recruiter Dashboard that provides statistics or data on the rate of applicants and hires from the schools at which the FDIC recruits, to help measure the effectiveness of recruiter efforts with each school. This dashboard is also made available to Corporate Recruiters to determine if they are reaching and making an impact with students.
- Hosted a three-day training program for corporate recruiters to learn about various entry-level and internship opportunities. The training also identified effective ways to engage with underrepresented groups at on-campus and recruiting events.
- Initiated efforts to expand networking with females by participating in a financial literacy panel session at a women’s conference.
- Enhanced access to the recruitment functionality of LinkedIn, providing opportunities to increase marketing of FDIC careers.

TABLE 1: The FDIC’s 2022–2023 Workforce Demographic Data, by Sex and Race/ Ethnicity

Year	Total	Female	Male	Hispanic or Latino	White	Black or African American	Asian	NH/PI	AI/AN	Two or More Races
2023	6,204	43.8%	56.2%	5.4%	66.0%	17.3%	8.5%	0.2%	0.5%	2.2%
2022	5,827	43.6%	56.4%	4.7%	67.0%	17.2%	8.3%	0.1%	0.6%	2.1%
% Change	377	0.2%	-0.2%	0.7%	-1.0%	0.1%	0.2%	0.1%	-0.1%	0.1%
CLF (2014-2018)	-	48.2%	51.8%	13.0%	67.5%	12.3%	4.4%	0.2%	0.6%	2.1%

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

FIGURE 3: FDIC’s Minority and Female Representation — Total Workforce



Recruiting Veterans with Disabilities

The representation of veterans varied for the year. In 2023, veterans represented 6.0 percent of new hires, a 2.8 percent decrease compared to 2022. Between 2022 and 2023, the FDIC saw an increase in veteran promotions from 9.0 percent to 9.5 percent, but the separation rate for veterans increased from 8.6 percent to 9.3 percent.

Corporate recruiters placed additional emphasis on recruiting veterans with disabilities who had the education and experience required to qualify for employment as a FIS, a career track that includes a three-and-a-half year training program with the potential to lead to permanent commissioned financial institution risk and compliance examiner positions. Key outreach and recruitment initiatives included the following:

- Engaged with more than 300 veterans at 15 events targeting veterans, transitioning military members, and their spouses to provide information on education and experience required to qualify for FDIC opportunities.
- Increased outreach efforts from seven diversity events in 2022 to 23 events in 2023, through participation in events with American Public University, RecruitMilitary, MBA Veterans Network, and Corporate Gray.
- Attended the Department of Veterans Affairs 2023 Veterans Career Fair in Houston, Texas.
- Advertised positions with RecruitMilitary, including targeted email campaigns for FIS positions.

Recruiting and Retaining Persons with Disabilities

While representation of employees with disabilities at the FDIC decreased from 13.9 percent in 2022 to 13.6 percent in 2023, it continues to exceed the federal government’s hiring goal of 12.0 percent. Similarly, workforce representation of those reporting targeted disabilities remains above the 2 percent government-wide target, though it declined from 2.4 percent to 2.3 percent during the same period. Despite small reductions in workforce, the FDIC maintained disability representation relative to wider federal benchmarks. During the year, recruiters connected with Little People of America (LPA) and attended the LPA National Conference for the first time.

Outreach and Engagement with HSIs and HBCUs

In 2023, the FDIC focused engagement with diverse groups on three long-term goals: develop and promote free, high-quality financial education to strengthen consumer financial capability and sustainable banking relationships; inform students and graduates about career opportunities within our workforce, including paid internships and leadership positions; and build and strengthen positive connections between insured financial institutions and diverse groups. In addition, the FDIC continued to supplement outreach and recruitment activities with participation in the White House Initiatives (WHI) on Advancing Educational Equity, Excellence, and Economic Opportunity for [Hispanics](#); [Historically Black Colleges and Universities](#) (WHI-HBCUs); [Asian Americans, Native Hawaiians, and Pacific Islanders](#).

To recognize HSI Week, the FDIC supplemented regular recruitment at HSIs in four regions. For example, in the Dallas region, examiners piloted an interactive recruitment workshop that let students at an HSI in San Antonio, Texas simulate conducting a consumer compliance examination. Serving as an “Examiner-in-Charge” for a fictional bank provided a hands-on way for students to gain practical insight about FDIC examination careers. By leveraging resources in multiple divisions and offices, the FDIC was able to enhance its outreach to potential job applicants who are HSI students and alumni.

At the 2023 National HBCU Week Conference, the FDIC engaged with HBCU students, alumni, and administrators to promote FDIC financial education resources, provide information about career opportunities, and build and strengthen positive connections to encourage economic opportunity. The FDIC Deputy to the Chairman for External Affairs and OMWI Director, three other OMWI directors, and a representative from the Small Business Administration hosted a panel discussion to provide resources and highlight key information that organizations should consider when developing proposals for contracts with government agencies. Also, OMWI personnel provided one-on-one technical assistance to representatives of minority- and women-owned businesses.

As part of the HBCU Week Conference, the FDIC also conducted special outreach to HBCU Scholars selected by the WHI-HBCUs for their academic achievement, civic and campus engagement, and entrepreneurial ethos. The Deputy to the Chairman for External Affairs and OMWI Director provided each HBCU Scholar a signed congratulatory message and traditional recruitment items. The FDIC also participated in a federal agency networking event that gave students, university officials, and other conference attendees an opportunity to meet agency representatives and discuss current initiatives, programs, and career opportunities. In addition, the FDIC participated in a career and recruitment fair, which welcomed more than 500 attendees. Corporate recruiters provided information about available internship and permanent positions across various FDIC divisions and offices.



Reaching the Next Wave of Talent through Internship Programs

During 2023, the FDIC continued using the Diversity Outreach Student Intern Program, Pathways Student Intern Program, Financial Management Scholars (FMS) program, and Summer Scholars Student Internship Programs to raise awareness and visibility of the agency as an employer of choice. Between 2019 and 2023, FMS minority applicant rates increased from 19.0 percent to 44.0 percent. In 2023, the FDIC onboarded 81 FMS interns, 30.6 percent were minority participants and 27.2 percent were female; and 45 students successfully completed the program and accepted a job offer to convert to a FIS role. Of the 45 interns, 31.1 percent were minorities and 26.7 percent were females. The FIS position leads to designation as a commissioned financial institution examiner after completing required training and passing the commissioning examination.

Talent Acquisition for Mission-Critical Occupations

Bank Examiner

The bank examiner series is the principal occupation at the FDIC and accounts for 44.5 percent of the agency's workforce (2,759 employees). The FDIC continues efforts to recruit and retain minorities and females as bank examiners consistent with the relevant CLF. Representation rates within the examiner workforce are key to achieving diverse representation across the broader FDIC workforce and in management positions.

The Minority Recruitment Task Force (MRTF) continues its work to recruit a diverse pool of applicants to FDIC job postings. MRTF recruiters attended events at 41 MSIs as part of ongoing efforts to strengthen relationships between students and faculty at these schools. The MRTF established a Data Working Group to identify meaningful patterns in data for the Entry-level Examiner Hiring Program to support decision-making related to recruitment and onboarding processes, activities, and outcomes.

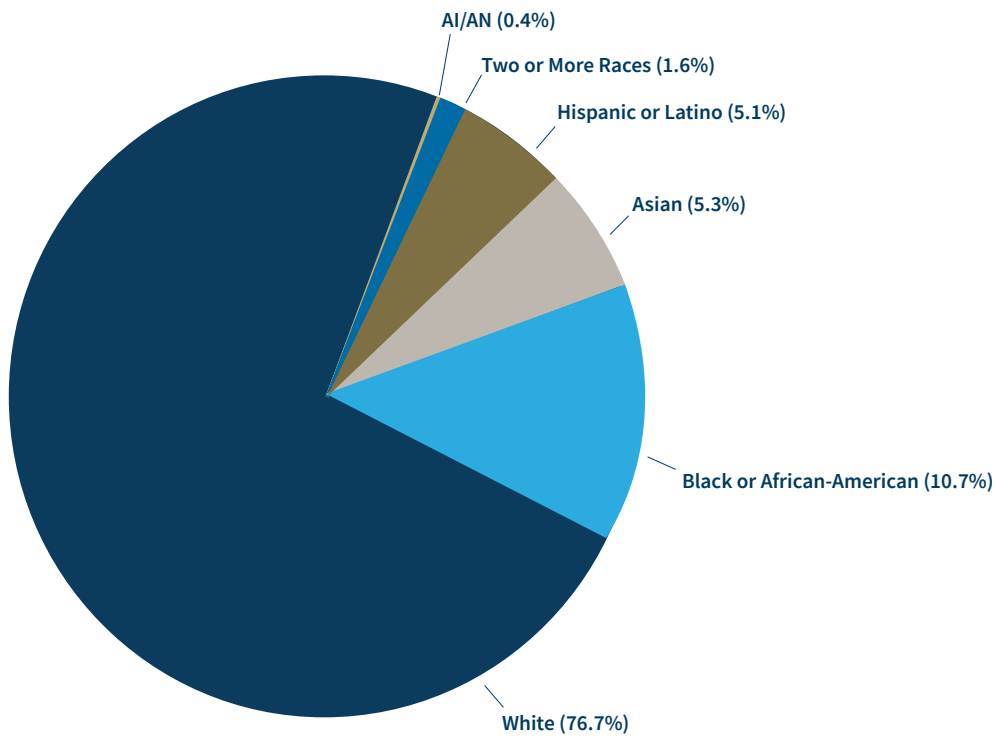
New for 2023, the FDIC established an Examiner Recruitment Advisory Committee to review divisional recruitment efforts, identify related challenges and opportunities, and recommend viable solutions. As a result, the FDIC deployed the New Employee Touchpoint and Communication Strategy. This effort aims to begin engaging with new employees within two weeks after they accept an employment offer, in order to build professional relationships and facilitate the onboarding process. In addition, for the 2022-2023 entry-level examiner hiring season, the FDIC:

- Revamped its Financial Institution Specialist Informational Sessions to ensure more opportunities for discussions between FDIC staff and candidates about the FIS role, compensation, and benefits.
- Automated internal processes to improve the accuracy of candidate data used for entry-level examiner hiring events.
- Expanded the number of attendees for orientation sessions, reducing a candidate's time to onboard from a hiring event to an average of three weeks.

As a result, the FDIC conducted more interviews, which meant more candidates qualifying to move forward, and ultimately, more selections made in 2023.

The FDIC continues to make progress toward increasing diversity in entry-level bank examiner hiring. The number of entry-level examiner hires grew substantially in 2023 to 303, an increase from 184 the prior year. Minority entry-level hiring demonstrated notable gains, rising 9.2 percent year-over-year and exceeding the CLF benchmarks across Hispanic males and Black and Asian males and females. Female entry-level examiner hiring also increased to 37.3 percent, continuing positive momentum from 35.4 percent in 2022. While overall female representation remains below the occupational CLF (OCLF) rate for financial institution examiners (0570) of 45.8 percent, due in part to lower-than-expected entry-level hiring of White females, current trends show noteworthy progress. (Please refer to Appendix A for details.)

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



Note: AI/AN refers to American Indian/Alaska Native. NH/PI (Native Hawaiian or other Pacific Islander) is not displayed because the representation of this group is less than 0.4 percent of Financial Examiners.

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

Examiner (0570)	% Minority (OCLF: 23.1%)				
Region	2019	2020	2021	2022	2023
All Regions	558 (21%)	596 (21%)	583 (22%)	564 (22%)	641 (23%)
Atlanta	126 (36%)	135 (34%)	128 (33%)	119 (32%)	141 (36%)
Chicago	39 (10%)	43 (10%)	38 (10%)	37 (10%)	48 (12%)
Dallas	129 (30%)	149 (32%)	142 (31%)	143 (32%)	160 (34%)
Kansas City	20 (5%)	22 (5%)	24 (6%)	21 (5%)	24 (6%)
New York	78 (18%)	99 (20%)	96 (20%)	86 (20%)	94 (20%)
San Francisco	76 (20%)	107 (25%)	110 (28%)	113 (28%)	123 (30%)
Washington	90 (29%)	41 (27%)	45 (24%)	45 (24%)	51 (26%)

Examiner (0570)	% Female (OCLF: 45.8%)				
Region	2019	2020	2021	2022	2023
All Regions	1,064 (39%)	1,100 (40%)	1,075 (40%)	1,037 (40%)	1091 (40%)
Atlanta	139 (39%)	166 (42%)	156 (41%)	140 (38%)	160 (40%)
Chicago	163 (41%)	166 (39%)	150 (39%)	152 (41%)	156 (40%)
Dallas	166 (39%)	189 (40%)	189 (42%)	179 (40%)	191 (40%)
Kansas City	134 (33%)	153 (36%)	155 (37%)	148 (37%)	150 (36%)
New York	195 (44%)	212 (44%)	204 (43%)	188 (43%)	190 (41%)
San Francisco	130 (35%)	149 (35%)	142 (36%)	141 (35%)	151 (36%)
Washington	137 (43%)	65 (43%)	79 (43%)	89 (48%)	96 (49%)



Students from Howard University, North Carolina Agricultural & Technical State University, and Spelman College attend the FDIC's Careers and Networking Event for students in the American Economic Association Summer Program.

Economist

To highlight economics career pathways, the FDIC regularly engaged with HBCU students at career and recruitment fairs hosted by individual HBCUs. Additionally, the FDIC hosted a Careers and Networking Event for students in the American Economic Association Summer Program that is hosted by Howard University. Attendees included students from Howard University, North Carolina Agricultural & Technical State University, and Spelman College.

Samantha Borkhoche, a Ph.D. candidate entering her fourth year of the program who was recruited through the American Economic Association Summer Economics Fellows Program commented: "As a Ph.D. Summer Research Fellow at the FDIC, I got hands on research experience and learned about all things banking. I progressed on my dissertation while getting great feedback from the CFR Staff. I met with staff weekly to discuss general research topics and careers in the public sector. Now, I am working on a few projects related to the small business lending survey, bank stock returns, and corporate cash holdings. Working at the FDIC has turned me into an even more talented economist and researcher."

A panel of FDIC leaders shared insights on the mission of their respective economics-related section, available career opportunities, and desirable skills. A networking lunch provided a forum for students to engage with FDIC personnel who are in the early stages of their careers.

At least one student attending the event ended up successfully completing the hiring process and accepted a job at the FDIC, and multiple other participants established contacts with FDIC professionals to discuss possible future employment opportunities.

Female representation among economists at the FDIC increased from 33.3 percent in 2022 to 40.9 percent in 2023. This positive change is partly attributable to the 5.8 percentage point increase in White female economists in 2023. Minority economist representation continued to exceed the OCLF for economists and remained steady at 31.0 percent from 2022 to 2023. (See Appendix A for historical trend data.)

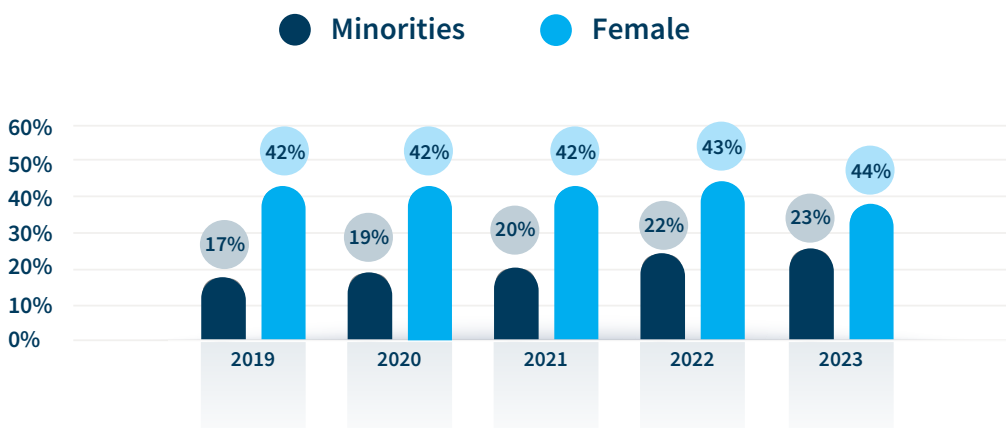
Attorney

New for 2023, the Legal Division Recruitment Program (LDRP) collaborated with the Division of Administration's Corporate Talent Sourcing Team to expand corporate recruitment efforts of the attorney occupation. The LDRP worked with Talent Sourcing to develop a training module to enhance recruiting efforts to attract and retain diverse pools of applicants for all FDIC career opportunities.

In the summer of 2023, the Legal Division hired nine interns, and four remained through the fall semester. Of all the summer legal interns, 55.4 percent were females and 33.3 percent were minorities.

In the attorney (0905) occupational series, female attorneys represented 44.3 percent of the workforce, which is 7.2 percentage points above the OCLF rate for attorneys (37.1 percent). Minority representation among the FDIC's attorney workforce increased by 0.8 percentage points from 22.2 percent in 2022 to 23 percent in 2023. (See Appendix A for historical trend data.)

FIGURE 5: Increased Minority and Female Representation in the Attorney Workforce



Increasing the Talent Pipeline 2024 Plans

The FDIC is committed to increasing diversity among applicants, with an emphasis on those groups with lower-than-expected participation rates, specifically increasing Hispanic and female representation within the agency. This can be done through focused outreach with HSIs and on-campus female groups and affinity organizations. We will monitor our outreach efforts to see if they continue to increase in minority and female applicants in our FIS entry-level hiring program and FMS internship program.

Moving forward, the FDIC will continue collaborating with ERGs to enhance recruitment efforts at career fairs. In addition, we will continue to analyze the Recruiter Dashboard to identify successes and opportunities for improvement related to college and university recruitment. Recruiters assigned to schools with demonstrated recruitment access will be sought to share best practices with recruiters assigned to other schools.

Enhancing the Leadership Pipeline: Career Development and Mentoring Programs

In 2023, the FDIC continued to take steps to enhance the participation of the female and minority population in senior management ranks. Historically, the representation of women and minorities in corporate management level positions has been below their representation within the FDIC total workforce.

Leadership Connect

The FDIC continued to enhance the agency's leadership development framework and diversify the pipeline of future leaders by increasing employees' accessibility to educational opportunities to acquire and apply management skills. In 2023, the FDIC launched a new developmental program called Leadership Connect (LC). LC is a structured program designed to connect permanent corporate grade and CM employees with FDIC senior executives through informational interviewing and job shadowing experiences. The purpose of the program is to: provide employees with opportunities to learn more about the FDIC and different career paths; foster the engagement and development of potential future leaders and managers; and allow employees to establish new professional contacts and networks with senior leadership. The program was inspired by the Networking Inclusion and Advancement for African-American Women: African-American Women with a Purpose (NIA Women) ERG to promote opportunities for employees to connect with leadership who could provide exposure, visibility, and experience through career sponsorship, particularly for African-American women. The representation of program participants was 33.0 percent minority and 43.0 percent women.

Corporate and Leadership Mentoring

Our employees benefited from participation in the Corporate Mentoring and Leadership Mentoring Programs. In 2023, 184 employees participated in the FDIC’s Mentoring Programs. The goals of the programs include supporting the agency’s succession planning efforts by providing networking opportunities, allowing employees to explore and become aware of available career paths, and facilitating the transfer of organizational knowledge from one employee to another. Since 1999, the Mentoring Programs have sponsored over 1,700 partnerships, with more than 2,800 employees participating in the programs. Post-event surveys have consistently been positive, with a majority of participants responding that their experience in the Mentoring Programs met or exceeded their expectations, allowed them to gain new knowledge, develop new skills, expand their network, and accomplish their professional goals.

By making a variety of leadership programs available to employees, the FDIC continued to expand the diversity pipeline for leadership talent in 2023. As of December 31, 2023, females held 42.5 percent of corporate manager positions, a 2.3 percentage point increase compared to the prior year, and 39.4 percent of executive manager positions, up 1.9 percentage points from 2022 executive participation rates. Minorities held 26.5 percent of supervisor positions and 25.4 percent of executive manager positions, reflecting a 0.4 percentage point increase and a 1.7 percentage point increase over last year’s rates, respectively. While progress was made in further diversifying leadership in 2023, there remains an opportunity to continue progress towards mirroring the strong workforce diversity seen across the FDIC. (Please refer to Appendix A for details.)

Increasing Diversity in Leadership Ranks

FIGURE 6: Increased Female Representation Among Executive Managers

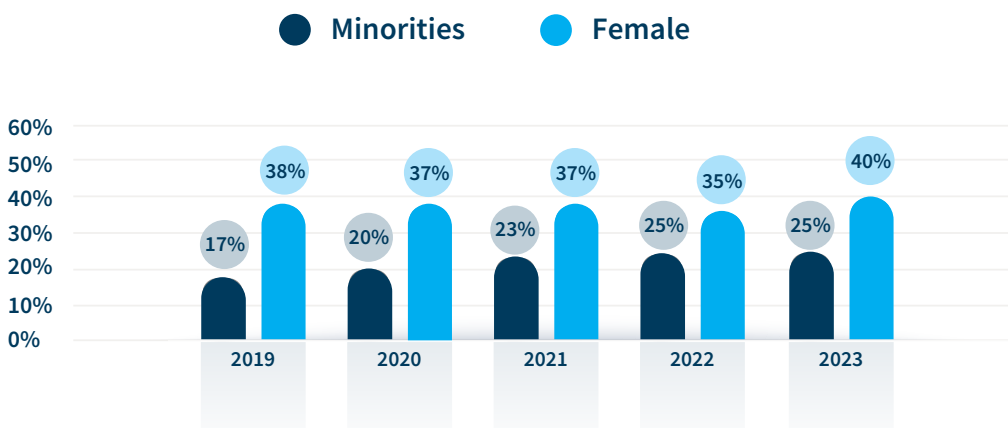
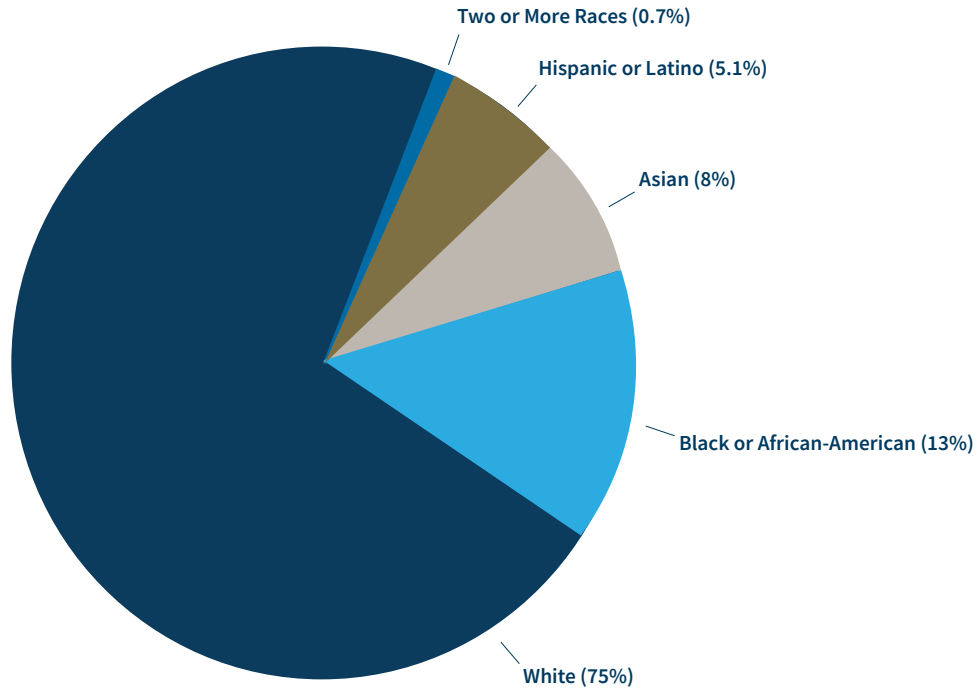


FIGURE 7: Minority Representation at Executive Level



Note: American Indian/Alaska Native (AI/AN) and Native Hawaiian or other Pacific Islander (NH/PI) are not displayed because the representation of these groups is less than 0.4 percent of the Executive Management.

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

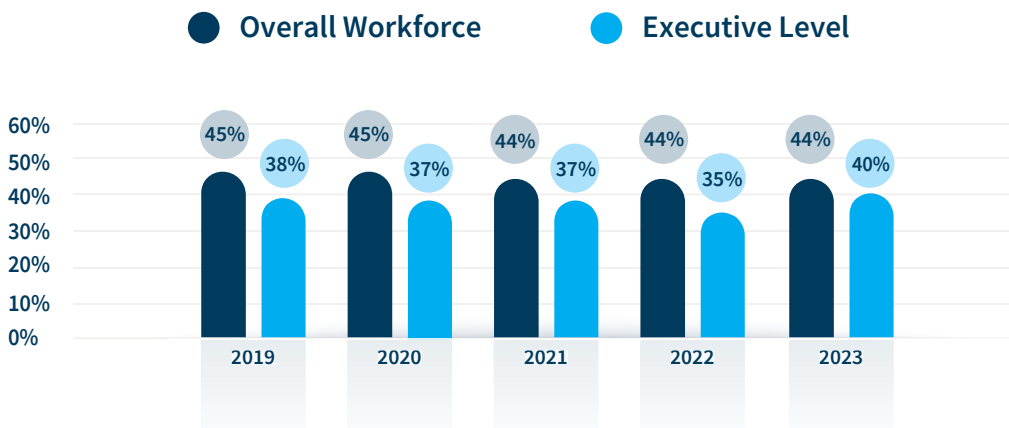


FIGURE 9: Minority Representation in Overall Workforce vs. Executive Level

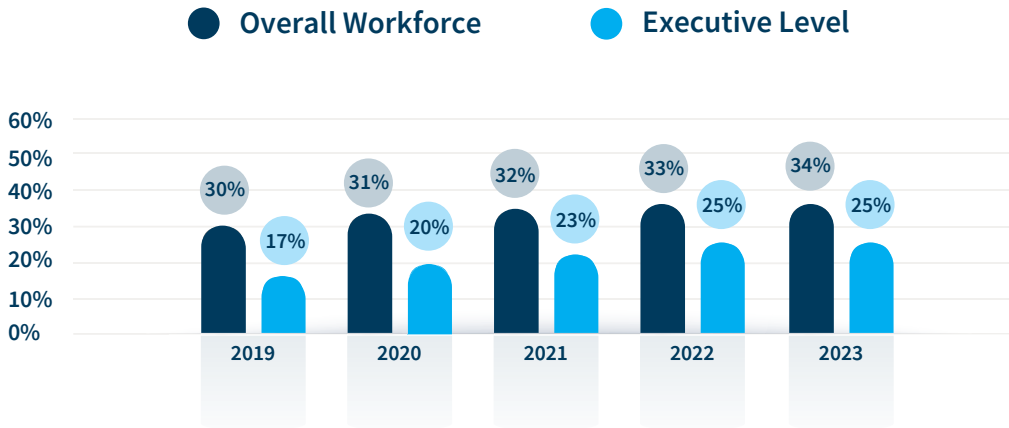
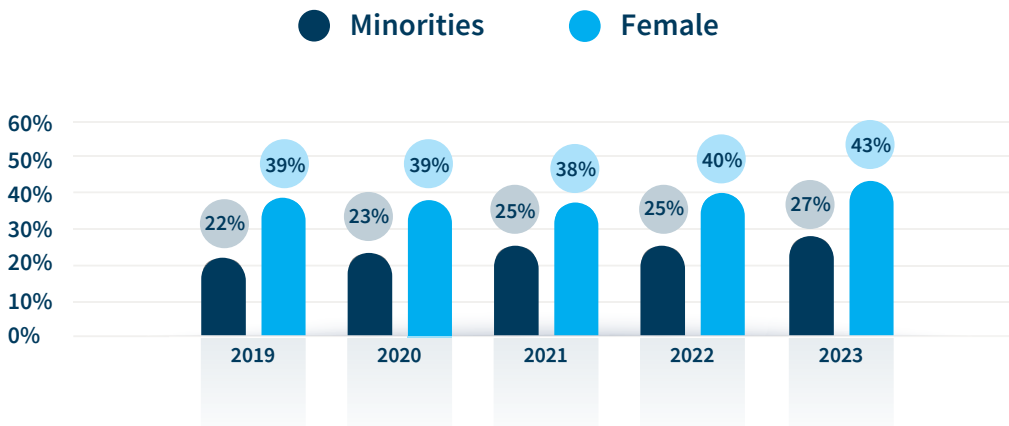


FIGURE 10: Increased Minority and Female Representation Among Corporate Managers



Facilitating Employee Engagement

In addition to the WE Councils, the CDACs and ERGs continued to be essential to the FDIC’s employee engagement strategy. The CDACs are groups of FDIC employees who voluntarily assist in developing programs and activities reflective of the diversity of the FDIC’s workforce and promoting workplace inclusion. The CDACs are also a means through which employees nationwide may communicate to management, and provide advice to the FDIC Chairman, on broad-based DEIA issues.

EMPLOYEE RESOURCE GROUPS (ERGs)

- A³P** **ASSOCIATION OF AFRICAN AMERICAN PROFESSIONALS**
Supports the career growth and development for FDIC African American employees, their recruitment, hiring and advancement in the FDIC. Supports the public image and presence of the FDIC through participation in outreach activities to educational institutions and organizations that support equal opportunity for African Americans.
- NIA WOMEN** **NETWORKING INCLUSION AND ADVANCEMENT FOR AFRICAN AMERICAN WOMEN**
Supports opportunities to educate and provide activities to attract, retain, empower, and inspire African American women. Helps African American women employees achieve their fullest potential across the spectrum of professional development.
- CAN DO** **CORPORATE ADVOCACY NETWORK FOR DISABILITY OPPORTUNITIES**
Provides a forum and space for any and all FDIC employees who have an interest in issues affecting employees with disabilities. Supports FDIC efforts to recruit and retain employees with disabilities.
- POWW** **PARTNERSHIP OF WOMEN IN THE WORKPLACE**
Provides support to women to facilitate a more inclusive workplace and understanding among genders by providing an arena for discussion, encouragement, support, education, serving broader communities, and empowerment.
- HAAPI** **HERITAGE OF ASIAN AMERICAN PACIFIC ISLANDERS**
Promotes dialogues on issues affecting Asian American and Pacific Islanders (AAPI) issues and raises awareness about AAPI culture and history. Provides members with resources to develop and advance their careers through training, mentorship, and information on various opportunities and assignments.
- PRIDE** **PRIDE**
Conducts programs and activities to educate FDIC employees about sexual orientation and gender identity including LGBT employee issues and concerns. Serves as a resource to management to identify potential strategies to eliminate barriers and disadvantages faced by any employees and/or their families, regardless of sexual orientation or gender identity.
- HOLA** **HISPANIC ORGANIZATION FOR LEADERSHIP AND ADVANCEMENT**
Supports and assists in the recruitment, retention, and advancement of Hispanics and encourages professional mentorship. Supports regional and national diversity equity, and inclusion initiatives.
- VERG** **VETERANS EMPLOYEE RESOURCE GROUP**
Provides a forum and space for education and discussion to any and all FDIC employees who have an interest in issues affecting veterans of the United States Armed Forces, to include the Army, Marine Corps, Navy, Air Force, Coast Guard, and National Guard, including veterans, their families, friends, and allies. Operates as a support community and network among FDIC veterans and their families, friends, and allies as well as a liaison with other veteran resource groups in the federal government.
- IM** **INNOVATION MEETUP**
Encourages employees to discover, share, and deploy creative practices that increase the efficiency and effectiveness of the FDIC. Shares information about best practices across sectors.

Scan the QR code for more information about the FDIC’s employee resource groups.

FDIC FEDERAL DEPOSIT INSURANCE CORPORATION

New in 2023, a six-month pilot program was established to provide organizational support to members of all recognized ERGs for the implementation of objectives aligned with the FDIC’s DEI strategic plan goals. The pilot provided support in the forms of funding and official time to ERGs.

Flowing from the 2021-2023 DEI Strategic Plan, OMWI hosted three DEIA training sessions for CDAC and ERG board members on inclusion strategies, recruitment initiatives, briefing skills, anti-harassment, and EEO rights and responsibilities. The goal of the training sessions was to enhance ERGs programmatic effectiveness as DEIA advocates, advisors, and role models. Specifically, the training session for CDACs and ERGs showed them how to implement programming and initiatives linked to fulfilling corporate DEIA strategic goals.

Throughout the year, employee-led councils and groups continued to meet with the FDIC’s Chairman and OMWI to share employee perspectives and concerns. During 2023, the CDACs and ERGs continued to participate in the Diversity and Inclusion Education series hosted by OMWI to recognize national observances in ways that educate and inspire employees to make change in the workplace. (See Appendix C for a list of National Observance events.)

Other key initiatives included:

- Innovation Meetup ERG supported the FDIC in developing an automated survey solution for matching bankers at the 2023 Interagency Minority Depository Institution and Community Development Financial Institutions Bank Conference.
- ERGs helped provide employees with a supportive work environment that encourages networking and collaborating on career management and personal development issues. For example:
 - The NIA Women ERG helped to promote the success of African-American women by facilitating opportunities for professional development.
 - The Partnership of Women in the Workplace ERG, participated in the inaugural Cross-Agency Panel celebrating women that focused on changing the landscape of employment through their experiences.
- CDACs and ERGs represented the FDIC's diverse workforce at career fairs and outreach events.
- CDACs helped promote the Schedule A Hiring, Reasonable Accommodations, and Recruitment of Persons with Disabilities seminar for FDIC employees.

The Career Management Program, Benefits Center, and Worklife Program in collaboration with OMWI hosted a virtual Family Benefits and Support Day event with over 100 attendees for FDIC family members (i.e. spouse, domestic partner, and children/dependents) of employees. The purpose of the event was to spotlight information and raise awareness to eligible family members of all FDIC benefits that are available to them.

Expanding Leadership Pipeline 2024 Plans

In 2024, the FDIC will continue to support employee-led councils' and groups' initiatives that align with implementation of the Action Plan and accomplishment of the DEI strategic goals.

In addition, the many leadership programs at the FDIC are pivotal to the agency's succession planning efforts and those employees with an interest in advancing to management roles. The FDIC will continue to encourage employees to participate in leadership programs as a way to seek career development opportunities and set high goals while maintaining a work-life balance. In addition, the FDIC will monitor participation in development programs to ensure equitable opportunities for all employees.

COMMUNICATION: Develop Compelling DEIA Messages



The FDIC's communication goal promotes clear and consistent messaging that demonstrates the importance of our DEIA efforts for employees' success and the success of the FDIC mission.

During the year, the FDIC pursued strategies to promote better cross-cultural communications and understanding among colleagues, and increase accessibility to FDIC information and resources by employees with disabilities and the public. The initiatives included employee surveys on the DEI Strategic Plan vision and actions, newsletters, and division and region meetings on DEIA topics.

- **Accessibility to FDIC Information and Resources.** The FDIC's Section 508 Compliance Program continued to expand capabilities and services to ensure documents published by the agency are accessible to all employees and the public. The team coordinated with the Division of Administration's Reasonable Accommodation Program Manager to enhance the customer service experience within the new IT Reasonable Accommodation ServiceNow module.

The FDIC created an automated employee request process for reasonable accommodations. Employees can select from a pre-approved list of available resources or submit specific requests for processing requests for reasonable accommodations, thus reducing the response time.

- **DEIA Division and Office Communications.** Divisions and offices enhanced and expanded DEIA communications through diversity dialogues and interactive workshops that provided a safe space for employees to freely engage in discussion about the relevance and role of DEIA and how it affects the workplace. The events facilitated knowledge-sharing and networking to support DEIA operational plan initiatives. In the regions, divisions collaborated to develop and implement communication initiatives across the six regions; for example, the New York region created a Regional Review Program to facilitate conversation about the state of DEIA.

- **Expanding Social Media for Employee Councils and Groups.** During the year, the FDIC continued to highlight CDACs' and ERGs' programming on the FDIC's social media channels. The social media posts brought awareness and shared how the agency supports CDACs, ERGs, and diversity. The social media images were posted across the FDIC's social channels, especially on the FDIC's LinkedIn profile page, and provided testimonies on the critical role CDACs and ERGs play in the workforce and how CDACs and ERGs support and advance DEIA.

- In November, the FDIC hosted the 10th Annual Interagency Accessibility Forum, a venue for federal accessibility professionals, developers, designers, project managers, leadership, and others to exchange best practices in managing and implementing digital accessibility imperatives, including Section 508 of the Rehabilitation Act. There were 250 in-person attendees and over 700 virtual registrants.

Promoting DEIA Communication 2024 Plans

The FDIC will continue to involve CDACs and ERGs in social media campaigns about national observances to personalize engagement with the broader FDIC community. In addition, the FDIC will assemble a stronger and more robust Section 508 program based on the Office of Management and Budget memo 24-08 “Strengthening Digital Accessibility and the Management of Section 508 of the Rehabilitation Act.”



10th Annual Interagency Accessibility Forum
(Pictured Above) Brooke Aiken, FDIC Section 508
Program Manager; (Top Right) panel speakers;
(Bottom Right) forum attendees.

CONSISTENCY: Strengthen DEIA Policies and Practices



The Consistency goal focuses on the FDIC's initiatives to further DEIA efforts by strengthening our policies and procedures, utilizing technology and enhancing training. During the year, the FDIC continued to provide training that supports supervisors and employees in developing cultural competencies and skills that promote workforce equity.

Empathy in the Workplace. This online course was designed to provide FDIC employees with practical strategies and tools to build trust and improve relationships. This required awareness training supports ongoing efforts to strengthen DEIA in the FDIC's workforce. The training featured common examples of bias in the workplace and outlined a process to apply empathy to an array of workplace situations.

Early Empathy course feedback found that over 70 percent of employees who had completed the course either agreed or strongly agreed that the training would improve their job performance. An even higher percentage felt the training was relevant to their job.

EEO and Diversity for Supervisors. The FDIC provides supervisors with training in developing cultural competencies and skills to promote equitable opportunity for applicants and employees on a 3-year refresh cycle. The topics below reflect the contemporary challenges of FDIC supervisors in promoting a safe, fair, and inclusive work environment. Topics from this training cycle include:

- FDIC Disability Employment Program Strategic Plan and special authority to hire persons with disabilities and mediation services.
- Workplace Harassment and supervisory responsibilities and the Anti-Harassment Program.
- Generational and cultural diversity in the workplace.

Strengthening DEIA Policies and Procedures 2024 Plans

In 2024, as part of the Action Plan, the FDIC will implement a plan to review field, regional, and headquarters operations to identify EEO program deficiencies and evaluate efforts to eliminate identified barriers. The FDIC will also review the EEO and Diversity Training for Supervisors and revise the course content to address any noted EEO trends and provide DEIA information.

Finally, the FDIC will conduct mandatory, in-person training on preventing and addressing sexual harassment for all employees, managers, and executives.

COMMUNITY: Promote Inclusive Prosperity

The FDIC's commitment to DEIA extends to promoting equitable opportunities for MWOBs and MWOLFs in business activities with the agency; assessing DEIA among our regulated entities for a safer, fairer, and more inclusive banking system; and supporting greater economic inclusion of historically underserved and marginalized populations.

In 2023, the FDIC focused on:

- Maximizing MWOB contracting opportunities and legal referral work to MWOLFs and Diverse Attorneys around the country.
- Enhancing technical assistance and communications to address misconceptions about, and promote voluntary submission of, the FIDSA.
- Increasing access to safe affordable checking and savings accounts, improving financial literacy, and promoting economic development, especially within the Hispanic and Black communities.



Minority and Women Outreach Program

The Minority and Women Outreach Program (MWOP) promotes economic inclusion through identifying and mitigating barriers related to FDIC business and procurement opportunities. The MWOP supports outreach activities to educate MWOBs, minority- and women-owned investors (MWOIs), and MWOLFs about doing business with the FDIC.

Minority- and Women-Owned Businesses

During 2023, OMWI continued to partner with the FDIC Acquisition Services Branch (ASB) and program offices to target outreach based on procurement requirements, and conducted technical assistance to educate MWOBs about the FDIC's contracting policies and procedures.

In addition, to support IT and bank resolution work, the FDIC continued to use multiple-award vehicles which allowed pre-qualification of multiple firms. This multiple-award strategy resulted in \$216.5 million of the \$376.0 million MWOB award dollars being awarded to MWOBs to support IT and bank resolution work.

New this year, the FDIC added HBCUs to the agency's vendor resource list (MRM), a first-of-its-kind initiative for the agency. As an active participant with the WHI-HBCUs and MSIs, OMWI added more than 700 educational institutions to the FDIC's vendor resource list to acquire potential entrepreneurial talent and to provide acquisition opportunities to MSIs. OMWI utilizes the MRM Tool to refer technically qualified MWOBs for inclusion on ASB's solicitation source lists during market research for procurements.

Also, ASB began a major initiative to stand up a new Strategy, Governance, and Integration section that includes an industry liaison function. ASB's Industry Liaison lead will coordinate with OMWI to enhance FDIC's awareness and knowledge of vendors interested in doing business with the FDIC, and drive practices to improve communication with vendors including MWOBs.

Key outreach strategies/initiatives employed throughout the year included:

- Hosting a Minority- and Women-Owned Investor Technical Assistance event to minority- and women-owned investors (MWOIs) on navigating the FDIC's website to submit their application forms as MWOBs. The conference objective was to educate MWOIs on the application process to participate in sales.
- Hosting two Pitch Days for MWOBs to share capabilities and increase visibility with program and procurement personnel, with a total of 21 MWOB participants. MWOB vendors that participated were asked to respond to two solicitations.
- Hosting an Authority To Operate (ATO) Technical Assistance event to educate MWOBs about the process, documentation, and certification requirements. The conference objective was to provide information on how MWOBs can submit their ATO documentation to the FDIC during the procurement process. This event was attended by 80 firms. (See Appendix B for a list of 2023 MWOB outreach events.)



The 2023 program results include:

- Awarding 634 contracts valued at \$1,331.2 million, of which 197 contracts (31.1 percent) and \$376.0 million (28.2 percent) were awarded to MWOBs. Over the last five years, an average of 32.6 percent of new contracts were awarded to MWOBs.
- Increasing new awards to Black American-owned businesses from 1.3 percent in 2022 to 2.9 percent in 2023, and Hispanic American-owned business award dollars increased from 1.5 percent in 2022 to 4.3 percent in 2023.
- Attending procurement conferences and events, conducting market research, and hosting Pitch Days to build and maintain a pool of competitive MWOB vendors. The agency added 122 percent more MWOBs to the MRM Tool in 2023 compared to 2022. Having a broad pool of competitive vendors to meet possible requirements is a critical component of our strategy to maximize opportunities for MWOBs.

TABLE 3: MWOBs Added to the MRM Tool by Ethnicity

Minority Owned Participation by Ethnicity		
Ethnicity	2022	2023
Asian American	19	41
Black American	20	44
Hispanic American	6	11
Native American	1	4
Other	0	4
Total	46	102

Maximizing MWOB and MWOI Participation 2024 Plans

In 2024, the FDIC will focus on implementing outreach strategies and initiatives to attract MWOIs to participate in FDIC loan sales; continue work on an online portal for MWOBs and MWOIs to self-register in the MRM Tool from the FDIC’s MWOP webpages; and continue implementing ASB’s Strategy, Governance, and Integration section to improve communications with contractors.



National Association of Minority and Women Owned Law Firms Annual Meeting | September 10 -13, 2023
Baltimore, Maryland | General Counsel Roundtable: The State of Diversity in the Legal Profession
(Pictured left to right: B. Delano Jordan, Jordan IP Law; Dorothy Capers, Senior Vice President/General Counsel, Xylem; Kim Cuccia, Senior Vice President/General Counsel/Corporate Secretary, NiSource Inc.; David Dardis, Executive Vice President/General Counsel, Constellation Brands; Harrel M. Pettway, General Counsel/Chief Legal Officer/Legal Division Director, FDIC; Mehri Shadman, Chief Legal Officer/Corporate Secretary, Under Armour, Inc.; Kim Metrick, Vice President, Employment Law, Legal Operations and Investigations, Walgreens Boots Alliance, Inc.)

Minority- and Women-Owned Law Firms and Diverse Attorneys

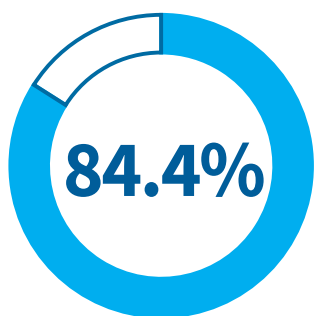
The Legal Division's contracting program promotes referrals for outside counsel services to MWOLFs and minority and women partners and associates employed at majority-owned firms (Diverse Attorneys).

Before 2023, the FDIC experienced a steady decline in legal referral work. As the bank resolution workload decreased, more legal matters were handled by in-house FDIC attorneys. This contributed to the reduction in legal referral work and contracting opportunities.

To address the challenge, the FDIC increased legal referral opportunities for MWOLFs and Diverse Attorneys. The Legal Division continued to conduct outreach by:

- Increasing involvement of in-house FDIC oversight attorneys in outreach events, Pitch Days, and post-event follow-up interviews to increase understanding of the importance of DEIA in the legal profession and the benefits to the FDIC of expanding the pool of diverse law firms and attorneys. (See Appendix C for a list of 2023 MWOLF outreach events.)

- Partnering with the National Association of Minority and Women-Owned Law Firms (NAMWOLF) to reach out to prospective MWOLFs to match those firms to the FDIC's anticipated need for outside legal services.
- Promoting the use of Diverse Attorneys with majority firms on FDIC matters to enhance DEIA in the legal profession by providing opportunities for drafting legal documents, entering court appearances, and developing client relationships.
- Providing a reference list of newly available legal service providers highlighting MWOLFs and MWOBs for Legal Division personnel.
- Publishing an internal newsletter, In the Spotlight, featuring the expertise of diverse legal service providers to encourage referrals of legal contracting opportunities to MWOLFs and other diverse legal service providers.



growth from the previous year in payments to MWOLFs and Diverse Attorneys

The 2023 program results include:

- Recruited and interviewed nine MWOLF firms in geographic or subject matter areas with limited representation on the List of Counsel available to meet anticipated needs for outside counsel.
- Made 21 referrals to MWOLFs, which accounted for almost 7 percent of all legal referrals in 2023.
- Paid more than \$960,000 in legal fees to MWOLFs and paid more than \$4.9 million to Diverse Attorneys, for total payments of more than \$5.9 million out of a total of \$24.3 million spent on outside counsel services. Although the Legal Division does not pay Diverse Attorneys directly, they are credited with the amount they bill on behalf of their firms. In the aggregate, there was a 24.3 percent diversity participation rate in outside legal contracting.
- The payments to MWOLFs and Diverse Attorneys in 2023 indicates an increase of \$2.7 million from 2022. The increase in payments represents 84.4 percent growth from the prior year.

Enhancing MWOLF Opportunities 2024 Plan

In 2024, the Legal Division will continue to identify opportunities for networking between MWOLFs, Diverse Attorneys, and in-house attorneys responsible for engaging outside counsel through participation in events that allow MWOLFs to share information about their capabilities.

Financial Institution Diversity

The Financial Institution Diversity program assesses the diversity policies and practices of FDIC supervised financial institutions in support of a safer, fairer, and more inclusive banking system. The FDIC reviews the assessment results that institutions voluntarily submit to identify DEIA practices that foster innovation, improve decision-making, and achieve better financial performance.

In 2023, the FDIC continued to work to increase voluntary submission of the FIDSA, including by addressing questions about how the FDIC will use submitted FIDSAs and enhancing technical assistance and outreach to encourage submissions.

New for 2023, the FDIC held four Office Hours sessions that provided technical assistance to address questions about the process. The FDIC provided a live demonstration of the FIDSA application to show institutions how to complete the form. A total of 33 financial institutions participated. We received anecdotal feedback that some institutions decided to submit the FIDSA as a result of the demonstrations.

The Deputy to the Chairman for External Affairs and OMWI Director participated in nine banker conferences and events where attendees could discuss their diversity efforts, articulate the benefits of submitting a diversity self-assessment, and address any questions about participating. (See Appendix C for a list of 2023 FIDSA outreach events.)

The FDIC continued to increase program visibility by encouraging participation in the FIDSA through personalized direct communications with bank Presidents/Chief Executive Officers, Diversity and Supplier Diversity Officers, and Human Resources Managers. We sent communications to each state bank trade association about the opening of the assessment period and encouraged member participation.

The 2023 FIDSA results include:

- For the 2022 reporting period, 157 financial institutions voluntarily conducted a self-assessment and shared the results with the FDIC.³ This is equivalent to 20.4 percent of financial institutions with more than 100 employees, which are the focus of the Interagency Policy Statement Establishing Joint Standards for Assessing the Diversity Policies and Practices of Entities Regulated by the Agencies.⁴
- Notably, 26 financial institutions with less than 100 employees submitted a FIDSA, the highest number of such small banks to ever participate.

³The FDIC received 157 diversity self-assessment submissions. In December 2023, two of the responding financial institutions changed their primary regulator.

⁴The *Interagency Policy Statement* focuses on regulated entities with 100 or more employees. Financial institutions with 100 or more employees have been the basis of calculating the response rate. In 2024, the FDIC may revisit the calculation given the steady increase in small bank participation.

- The FDIC received 31 submissions from first-time filers for the 2022 reporting period, and 18 (58.1 percent) were from banks with fewer than 100 employees.
- Of the financial institutions that attended an Office Hours session, approximately 54.5 percent completed and submitted a FIDSA.
- The reporting financial institutions represented 36.0 percent of the total workforce (381,924) and 35.0 percent of the total assets (\$3.8 trillion) managed by FDIC-supervised financial institutions with 100 or more employees.
- Six states had an increase in the number of submissions between 2021 and 2022.

Financial Institution Diversity 2024 Plan

In 2024, the FDIC plans to explore opportunities to collaborate with other Federal agencies to assess diversity and inclusion policies and practices in the financial institutions we supervise, and further explore other opportunities to raise FIDSA program visibility and increase trust with regulated entities.

Financial Inclusion

In 2023, the FDIC efforts increased partnerships, initiatives, and outreach promoting economic inclusion for underserved minority and low-to-moderate income (LMI) communities aligned with its multi-year Economic Inclusion Strategic Plan. The agency continued to conduct 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.

The FDIC is principally focused on facilitating economic inclusion for underserved minority and LMI communities by:

- Expanding access to relationships between U.S. households and insured financial institutions.
- Promoting financial capability and economic empowerment within the Hispanic community.
- Helping to mitigate barriers for HBCUs to access partnerships with financial institutions.

The FDIC conducted targeted outreach efforts to unbanked and underbanked populations to promote establishing a banking relationship, to partner with HSOs to provide financial education and increase awareness of FDIC resources in Spanish to the Hispanic/Latino communities, and to expand economic inclusion opportunities to HBCUs and surrounding communities, aligned with the agency's multi-year economic inclusion strategic plan. (See Appendix C for a list of 2023 outreach events.)

Bankable Moments

The FDIC remained committed to increasing economic inclusion in the mainstream banking system by ensuring that all have access to affordable products and services from insured depository institutions. The 2021 FDIC National Survey of Unbanked and Underbanked Households identified a promising economic inclusion strategy to reach the unbanked: “nearly half of the newly banked households that received government payments said these payments contributed to their decision to open an insured bank or credit union account, a bankable moment.” Bankable moments are those instances that present the consumer an opportunity to open a safe and affordable bank account – such as getting a tax refund or a paycheck from a first job.

Building on the success of the FDIC #GetBanked initiative, the FDIC designed its first #GetBanked insert to increase outreach efforts to unbanked and underbanked individuals. The FDIC collaborated with the U.S. Department of the Treasury to include the #GetBanked insert (in English and Spanish) in checks mailed to approximately 6.2 million recipients of federal government payments.⁵ The message on the #GetBanked insert noted the importance of opening a bank account, highlighted that direct deposit into an account is the fastest and safest way to receive payments from the government, and directed recipients to visit the #GetBanked website at FDIC.gov/GetBanked or FDIC.gov/AbreUnaCuenta to find an account and learn more.

In a related initiative to increase participation in the U.S. banking system, particularly during tax time, the FDIC developed the Survey of Volunteer Income Tax Assistance (VITA) Providers.⁶ The FDIC worked in cooperation with the Office of Stakeholder Partnerships, Education, and Communication at the Internal Revenue Service to develop a survey. The survey was fielded to 500 VITA sites to understand better opportunities and efforts in place to help unbanked VITA clients open checking or savings accounts to deposit their tax refunds directly. The survey responses will be used to explore specific ways to leverage bankable moments. A publicly available report will be released in 2024.



⁵Through its #GetBanked webpage, at 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.

⁶VITA sites provide free tax assistance to lower-income households, often for the purpose of assisting these households to prepare their tax returns and maximize potential tax refund.

As a result of the #GetBanked insert distribution, the average number of GetBanked web page views was approximately 44.0 percent higher when compared to the average monthly web page views for the first half of 2023. Early findings indicated that VITA providers could be valuable partners in our mission by helping to build and strengthen connections between federally insured depository institutions and consumers.



Juntos FDIC (Together FDIC) Pilot

The Juntos FDIC (Together FDIC) Pilot is the FDIC’s first national financial capability and economic initiative using the Money Smart program and FDIC professional staff as volunteer “Train the Trainer” instructors to bring financial education to more HSOs. The pilot was developed in response to stakeholder feedback, which indicated that FDIC resources in Spanish were underutilized due to a lack of awareness among the Hispanic community. FDIC employee volunteers, several of whom were Hispanic, cited their primary reason for applying to participate was to give back to their communities in Spanish. The FDIC offered nine “Train-the-Trainer” sessions, including the first “Money Smart for Small Business” and “How Money Smart Are you?” training sessions in Spanish. The FDIC Spanish Language site landing page (www.fdic.gov/espanol), a complement to Juntos FDIC, was updated to reflect new Spanish language content, including the FDIC “Know Your Risk” Deposit Insurance public awareness campaign and by ensuring FDIC communications were released in English and Spanish simultaneously.



Juntos FDIC secured collaborative partnerships with two national HSOs with affiliate networks of 200+ Hispanic-serving community-based organizations. Through these partnerships, Juntos FDIC has:

- Connected with over 80 organizations dedicated to strengthening and advancing economic mobility in Hispanic communities.
- Forged new relationships with 40 HSOs and provided 26 of these organizations with technical support to implement financial education programs and tools.
- Delivered Money Smart “Train the Trainer” sessions to 23 of the 26 HSO organizations. Approximately 217 prospective Money Smart instructors benefited from the sessions, reaching an estimated 130 Spanish-speaking households.

- Deployed financial capability-building programs in Puerto Rico, Maryland, Pennsylvania, Florida, Illinois, New York, Colorado, Texas, New Jersey, Connecticut, South Carolina, Georgia, Delaware, Massachusetts, Tennessee, Kansas, and California.
- Continued to update its dedicated Spanish-language landing site to complement expanded outreach efforts to the Hispanic community.

Engagement with HBCUs

In 2023, the FDIC expanded economic inclusion and community development opportunities to HBCUs and their surrounding communities. The FDIC continued to implement initiatives in accordance with the White House Initiative on HBCUs and expanded HBCU engagement at the regional level. The FDIC spearheaded collaborations, nationally and regionally, with community organizations, banks, and federal agencies to expand economic development opportunities for HBCUs. The agency hosted roundtables, community development forums, and financial education sessions using the FDIC Money Smart financial education curriculum. FDIC community affairs specialists provided one-on-one technical assistance to increase HBCUs' participation in FDIC programs and engagement with financial institutions.

At one FDIC-sponsored event that focused on workforce development, the agency partnered with Lincoln University in Missouri to support the economic mobility of HBCU students through internships and career opportunities. Participating federal agencies and financial institutions highlighted job opportunities and workforce development programs. As a result, federal agencies committed to participating in future career fairs at the HBCU and to hosting professional etiquette and attire workshops to increase job opportunities. Likewise, the FDIC fostered collaborations with state bank trade associations to create an internship program with banks, community-based organizations (CBOs), and local businesses for participating HBCUs.

The HBCU engagement efforts established collaborations with 15 HBCUs and reached over 1,200 faculty, staff, and students at HBCUs to share FDIC resources; facilitated connections to approximately 50 CBOs and HBCUs; fostered nearly 60 introductions to financial institutions and bank trade associations; and sponsored HBCUs participation in two AEI coalitions.

Financial Inclusion 2024 Plan

The FDIC will continue to identify and promote initiatives and community outreach opportunities to unbanked and underbanked households, expand financial education, and increase economic inclusion opportunities for LMI and minority communities consistent with the agency's updated Economic Inclusion Strategic Plan.

A Look Ahead

The FDIC has made important progress over the last three years, guided by the 2021-2023 DEI Strategic Plan and the work of all Divisions and Offices to implement Operational DEIA Plans.

For 2024, the FDIC will continue implementing the Action Plan for a Safe, Fair, and Inclusive Work Environment. The Action Plan was developed by the FDIC's senior leadership team and incorporates input from a range of stakeholders, including the Diversity and Inclusion Executive Advisory Council, OMWI personnel, and several ERGs. The FDIC has collaborated with the National Treasury Employees Union to ensure their active participation while executing the Action Plan.

The Action Plan encompasses eight action areas and over 30 initiatives, and goes beyond agency compliance efforts. The Action Plan is intended to be a living document that will evolve and improve as we assess our efforts and make progress in the eight action areas:

- Provide support for victims and survivors
- Identify and correct current problems
- Repercussions for those engaged in sexual harassment or other serious misconduct
- Leadership accountability
- Review of policies and procedures
- Training programs
- Communication and outreach strategies
- Cultural transformation

The FDIC is fully committed to making a meaningful difference in the agency's workplace environment and culture. The agency has no higher priority than ensuring that every person at the FDIC feels safe, valued, and respected.



APPENDICES

- **Appendix A:** Workforce Demographic and Trend Data
- **Appendix B:** Contracting and Trend Data
- **Appendix C:** Outreach, Recruiting Events, and National Observances
 - Workforce and Recruitment Events
 - National Observances
 - MWOB Outreach
 - MWOLF Outreach
 - Financial Institution Diversity Outreach
 - Consumer and Community Affairs Outreach
- **Appendix D:** 2021-2023 DEI Strategic Plan Completed Actions
- **Appendix E:** Other Diversity, Equity, Inclusion, and Accessibility Reports
- **Appendix F:** Acronyms and Terms



APPENDIX A: Workforce Demographic and Trend Data

Total Workforce (Permanent and Non-Permanent)						
	2019	2020	2021	2022	2023	Change
Minority	1768 (30.4%)	1886 (31.3%)	1896 (32.2%)	1921 (33.0%)	2109 (34.0%)	1
Non-Minority	4053 (69.6%)	4148 (68.7%)	3996 (67.8%)	3906 (67.0%)	4095 (66.0%)	-1
Male	3208 (55.1%)	3348 (55.5%)	3302 (56.0%)	3287 (56.4%)	3488 (56.2%)	-0.2
Female	2613 (44.9%)	2539 (44.5%)	2590 (44.0%)	2540 (43.6%)	2716 (43.8%)	0.2
Individuals w/ Disabilities	708 (12.2%)	786 (13.0%)	791 (13.4%)	808 (13.9%)	842 (13.6%)	-0.3
Veterans	508 (8.7%)	555 (9.2%)	530 (9.0%)	535 (9.2%)	557 (9.0%)	-0.2

Permanent Workforce						
	2019	2020	2021	2022	2023	Change
Minority	1671 (30.4%)	1788 (31.6%)	1795 (32.6%)	1826 (33.5%)	1983 (34.3%)	0.8
Non-Minority	3831 (69.6%)	3869 (68.4%)	3719 (67.4%)	3627 (66.5%)	3800 (65.7%)	-0.8
Male	3037 (55.2%)	3148 (55.6%)	3091 (56.0%)	3061 (56.1%)	3232 (55.9%)	-0.2
Female	2465 (44.8%)	2509 (44.4%)	2423 (44.0%)	2392 (43.9%)	2551 (44.1%)	0.2
Individuals w/ Disabilities	676 (12.3%)	748 (13.2%)	753 (13.7%)	763 (14.0%)	803 (13.9%)	-0.1
Veterans	491 (8.9%)	541 (9.6%)	521 (9.4%)	518 (9.5%)	534 (9.2%)	-0.3

*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.

APPENDIX A: Workforce Demographic and Trend Data

Total Workforce - Executive Managers (Permanent and Non-Permanent)						
	2019	2020	2021	2022	2023	Change
Minority	23 (16.7%)	25 (19.7%)	28 (22.6%)	32 (25.0%)	36 (25.4%)	0.4
Non-Minority	115 (83.3%)	102 (80.3%)	96 (77.4%)	96 (75.0%)	106 (74.6%)	-0.4
Male	84 (62.3%)	80 (63.0%)	78 (62.9%)	83 (65.0%)	86 (60.6%)	-4.4
Female	51 (37.7%)	47 (37.0%)	46 (37.1%)	45 (35.0%)	56 (39.4%)	4.4
Individuals w/ Disabilities	37 (12.3%)	39 (12.3%)	33 (13.7%)	25 (12.2%)	14 (9.9%)	-2.3
Veterans	10 (6.6%)	10 (6.8%)	10 (6.3%)	11 (6.9%)	9 (6.3%)	-0.6

Total Workforce - Corporate Managers (Permanent and Non-Permanent)						
	2019	2020	2021	2022	2023	Change
Minority	140 (22.0%)	146 (22.6%)	163 (24.6%)	167 (24.8%)	202 (26.5%)	1.7
Non-Minority	491 (78.0%)	500 (77.4%)	500 (75.4%)	507 (75.2%)	561 (73.5%)	-1.7
Male	387 (61.0%)	397 (61.5%)	412 (62.1%)	403 (59.8%)	439 (57.5%)	-2.3
Female	244 (39.0%)	249 (38.5%)	251 (37.9%)	271 (40.2%)	324 (42.5%)	2.3
Individuals w/ Disabilities	65 (10.3%)	72 (11.1%)	78 (11.8%)	85 (12.6%)	103 (13.5%)	0.9
Veterans	35 (5.5%)	34 (5.3%)	45 (6.8%)	44 (6.5%)	57 (7.5%)	1

APPENDIX A: Workforce Demographic and Trend Data

Total Workforce - Hires (Permanent and Non-Permanent)						
	2019	2020	2021	2022	2023	Change
Minority	147 (29.9%)	275 (40.7%)	200 (36.8%)	233 (40.2%)	381 (41.2%)	1
Non-Minority	344 (70.1%)	401 (59.3%)	343 (63.2%)	346 (59.8%)	543 (58.8%)	-1
Male	246 (50.1%)	383 (56.7%)	310 (57.1%)	336 (58.0%)	504 (54.5%)	-3.5
Female	245 (49.9%)	293 (43.3%)	233 (42.9%)	243 (42.0%)	420 (45.5%)	3.5
Individuals w/ Disabilities	18 (3.7%)	63 (9.3%)	48 (8.8%)	48 (8.3%)	61 (6.6%)	-1.7
Veterans	32 (6.5%)	97 (14.4%)	58 (10.7%)	51 (8.8%)	55 (6.0%)	-2.8

Total Workforce - Advancement (Permanent and Non-Permanent)						
	2019	2020	2021	2022	2023	Change
Minority	226 (29.3%)	262 (30.9%)	364 (33.1%)	315 (31.7%)	398 (33.9%)	2.2
Non-Minority	545 (70.7%)	585 (69.1%)	736 (66.9%)	680 (68.3%)	775 (66.1%)	-2.2
Male	434 (56.3%)	487 (57.5%)	622 (56.5%)	538 (54.1%)	631 (53.8%)	-0.3
Female	337 (43.7%)	360 (42.5%)	478 (43.5%)	457 (45.9%)	542 (46.2%)	0.3
Individuals w/ Disabilities	83 (10.8%)	96 (11.3%)	147 (13.4%)	115 (11.6%)	164 (14.0%)	2.4
Veterans	89 (11.3%)	90 (10.1%)	124 (10.8%)	91 (9.0%)	113 (9.5%)	0.5

APPENDIX A: Workforce Demographic and Trend Data

Total Workforce - Attrition (Permanent and Non-Permanent)						
	2019	2020	2021	2022	2023	Change
Minority	177 (30.5%)	149 (32.2%)	196 (28.5%)	208 (32.0%)	175 (32.6%)	0.6
Non-Minority	404 (69.5%)	314 (67.8%)	492 (71.5%)	442 (68.0%)	362 (67.4%)	-0.6
Male	318 (54.7%)	253 (54.6%)	367 (53.3)	363 (55.8%)	335 (62.4%)	6.6
Female	263 (45.3%)	210 (45.4%)	321 (46.7)	287 (44.2%)	202 (37.6%)	-6.6
Individuals w/ Disabilities	73 (12.6%)	78 (16.8%)	97 (14.1%)	91 (14.0%)	71 (13.2%)	-0.8
Veterans	54 (9.3%)	51 (11.1%)	86 (12.6%)	55 (8.6%)	50 (9.3%)	0.7

APPENDIX A: Workforce Demographic and Trend Data

2023 Entry-Level Examiner Hires by Race/National Origin and Gender															
Female (F) or Male (M)	Two or More Races		AI/AN		NH/PI		Asian		Black or African American		Hispanic or Latino		White		Total
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	
Entry-Level Examiner Hires	1	6	0	0	0	0	11	17	30	19	13	27	58	121	303
%	0.3%	2.0%	0.0%	0.0%	0.0%	0.0%	3.6%	5.6%	9.9%	6.3%	4.3%	8.9%	19.1%	39.9%	100%
Civilian Labor Force (CLF)	1.1%	1.1%	0.3%	0.3%	0.1%	0.1%	2.2%	2.2%	6.6%	5.7%	6.2%	6.8%	31.8%	35.7%	100%

*Highlighted data show underrepresentation compared to the CLF.

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

***EEOC uses 2014-2018 ACS total federal CLF data demographic estimates as the primary benchmarks.

Percentages may not equal 100% due to rounding

APPENDIX A: Workforce Demographic and Trend Data

Female Entry-Level Examiner Hires 2019-2023						
	2019	2020	2021	2022	2023	Change
Entry Level Examiner Hires #	64	74	60	67	113	
Entry Level Examiner Hires %	40.8%	38.1%	40.8%	35.4%	37.3%	1.9%

Minority Entry-Level Examiner Hires 2019-2023						
	2019	2020	2021	2022	2023	Change
Entry Level Examiner Hires #	47	65	35	60	124	
Entry Level Examiner Hires %	29.9%	33.5%	23.8%	31.7%	40.9%	9.2%

Examiner (Total Workforce)						
Category	Female					
	2019	2020	2021	2022	2023	
Examiner (0570) #	1064	1100	1075	1037	1094	
Examiner (0570) %	39%	40%	40%	40%	40%	

Category	Minority				
	2019	2020	2021	2022	2023
Examiner (0570) #	558	596	583	564	641
Examiner (0570) %	21%	21%	22%	22%	23%

APPENDIX A: Workforce Demographic and Trend Data

Economist (Total Workforce)					
Category	Female				
	2019	2020	2021	2022	2023
Economist (0110) #	23	26	27	25	36
Economist (0110) %	29%	33%	33%	33%	41%

Category	Minority				
	2019	2020	2021	2022	2023
Economist (0110) #	23	27	27	23	27
Economist (0110) %	29%	34%	33%	31%	31%

General Business And Industry (Total Workforce)					
Category	Female				
	2019	2020	2021	2022	2023
General Business & Industry (1101) #	91	97	99	120	140
General Business & Industry (1101) %	34%	35%	35%	38%	38%

Category	Minority				
	2019	2020	2021	2022	2023
General Business & Industry (1101) #	69	80	88	105	121
General Business & Industry (1101) %	26%	29%	31%	33%	33%

APPENDIX A: Workforce Demographic and Trend Data

Attorney (Total Workforce)					
Category	Female				
	2019	2020	2021	2022	2023
Attorney (0905) #	130	134	135	137	158
Attorney (0905) %	42%	42%	42%	43%	44%

Category	Minority				
	2019	2020	2021	2022	2023
Attorney (0905) #	54	60	63	71	82
Attorney (0905) %	17%	19%	20%	22%	23%

APPENDIX A: Workforce Demographic and Trend Data

FDIC Mission Critical Occupations, Total Workforce, 2023*																	
	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	A/AN Males	A/AN Females	Two or More Races Males	Two or More Races Females
CLF 2018	%	51.8	48.2	6.8	6.2	35.7	31.8	5.7	6.6	2.2	2.2	0.1	0.1	0.3	0.3	1.1	1.1
	#	3488	2716	202	130	2556	1539	357	715	272	256	7	3	17	12	77	61
Workforce	%	56.2%	43.8%	3.3%	2.1%	41.2%	24.8%	5.8%	11.5%	4.4%	4.1%	0.1%	0.0%	0.3%	0.2%	1.2%	1.0%
General Business and Industry (1101)	#	230	140	18	4	161	88	21	33	23	12	0	0	0	0	7	3
	%	62.2%	37.8%	4.9%	1.1%	43.5%	23.8%	5.7%	8.9%	6.2%	3.2%	0.0	0.0	0.0	0.0	1.9%	0.8%
Occupational CLF (1101)	%	100%	45.7	4.4	5.5	32.5	36.4	4.0	7.2	3.5	3.5	0.1	0.1	0.2	0.3	0.9	1.3
	#	357	199	6	6	166	109	14	22	9	17	1	0	1	1	2	3
Attorney (0905)	%	100%	55.7%	1.7%	1.7%	46.5%	30.5%	3.9%	6.2%	2.5%	4.8%	0.3%	0.0	0.3%	0.3%	0.6%	0.8%
Occupational CLF (0905)	%	100%	62.9	3.1	2.5	54.7	28.5	2.2	3.0	1.9	2.1	0.0	0.0	0.1	0.1	0.9	0.8
	#	88	52	1	3	43	18	0	4	7	10	0	0	0	0	1	1
Economist (0110)	%	100%	59.1%	1.1%	3.4%	48.9%	20.5%	0.0	4.5%	8.0%	11.4%	0.0	0.0	0.0	0.0	1.1%	1.1%
Occupational CLF (0110)	%	100%	68.0	5.3	2.0	52.3	24.1	3.9	1.7	5.1	3.0	0.1	0.0	0.1	0.3	1.2	0.9
	#	148	79	2	1	51	23	15	32	9	12	0	0	0	0	2	1
Financial Administration and Program (0501)	%	100%	53.4%	1.4%	0.7%	34.5%	15.5%	10.1%	21.6%	6.1%	8.1%	0.0	0.0	0.0	0.0	1.4%	0.7%
Occupational CLF (0501)	%	100%	54.2	3.9	4.6	44.1	32.8	3.0	4.9	2.3	2.3	0.0	0.1	0.1	0.2	0.8	0.9
	#	2759	1665	92	50	1345	773	115	179	75	70	3	2	9	2	26	18
Financial Institution Examining (0570)	%	100%	60.3%	3.3%	1.8%	48.7%	28.0%	4.2%	6.5%	2.7%	2.5%	0.1%	0.1%	0.3%	0.1%	0.9%	0.7%
Occupational CLF (0570)	%	100%	54.2	3.9	4.6	44.1	32.8	3.0	4.9	2.3	2.3	0.0	0.1	0.1	0.2	0.8	0.9
	#	469	335	21	6	198	46	40	39	66	36	2	1	1	3	7	3
Information Technology Management (2210)	%	100%	71.4%	4.5%	1.3%	42.2%	9.8%	8.5%	8.3%	14.1%	7.7%	0.4%	0.2%	0.2%	0.6%	1.5%	0.6%
Occupational CLF (2210)	%	100%	70.9	4.5	1.6	54.3	21.6	3.6	2.5	7.0	2.6	0.1	0.0	0.1	0.1	1.3	0.7

*According to EEOC, mission critical occupations are those the FDIC would need to fulfill its mission. **Highlighted data show underrepresentation. ***A/AN refers to American Indian or Alaska Native and NH/PI refers to Native Hawaiian or Other Pacific Islander. ****EEOC uses 2014-2018 ACS total federal CLF data demographic estimates as the primary benchmarks. Percentages may not equal 100% due to rounding.

APPENDIX A: Workforce Demographic and Trend Data

Applicant Flow Data, 2023																			
	Total	Total Males	Total Females	Minority	Hispanic or Latino		White		Black or African American		Asian		NH/PI		AI/AN		Two or More Races		
					M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
CLF 2018	100.0%	51.8%	48.2%	32.5%	6.8%	6.2%	35.7%	31.8%	5.7%	6.6%	2.2%	2.2%	0.1%	0.1%	0.3%	0.3%	1.0%	1.1%	
Applied																			
#	56237	31189	25048	37051	4062	2961	12622	6564	8258	11559	5501	3209	77	49	298	209	371	497	
%	100.0%	55.5%	44.5%	65.9%	7.2%	5.3%	22.4%	11.7%	14.7%	20.6%	9.8%	5.7%	0.1%	0.1%	0.5%	0.4%	0.7%	0.9%	
Referred																			
#	6462	3486	2976	3872	512	361	1631	959	722	1200	539	362	10	6	31	32	41	56	
%	100.0%	53.9%	46.1%	59.9%	7.9%	5.6%	25.2%	14.8%	11.2%	18.6%	8.3%	5.6%	0.2%	0.1%	0.5%	0.5%	0.6%	0.9%	
Selected																			
#	1127	594	533	481	70	50	388	258	65	141	64	70	0	0	4	6	3	8	
%	100.0%	52.7%	47.3%	42.7%	6.2%	4.4%	34.4%	22.9%	5.8%	12.5%	5.7%	6.2%	0.00%	0.00%	0.4%	0.5%	0.3%	0.7%	
Hired																			
#	924	504	420	381	62	45	334	209	55	114	43	40	0	0	0	2	10	10	
%	100.0%	54.5%	45.5%	41.2%	6.7%	4.9%	36.1%	22.6%	6.0%	12.3%	4.7%	4.3%	0.0%	0.0%	0.0%	0.5%	1.1%	1.1%	

*Based on applicants who self-identified their race/ethnicity and gender. **Highlighted data show underrepresentation compared to the CLF. ***AI/AN refers to American Indian or Alaska Native and NH/PI refers to Native Hawaiian or Other Pacific Islander. ****EEOC uses 2014-2018 ACS total federal CLF data demographic estimates as the primary benchmarks.

APPENDIX B: Contracting and Trend Data

FDIC Contracting Awards to MWOBs, 2019–2023 (in millions)					
	2019	2020	2021	2022	2023
Total Awards	\$554.0	\$426.7	\$845.5	\$608.0	\$1,331.2
	100.0%	100.0%	100.0%	100.0%	100.0%
Minority-Owned or Women-Owned Businesses Totals	\$173.5	\$90.0	\$416.4	\$281.1	\$376.0
	31.3%	21.1%	49.2%	46.2%	28.2%
Minority-Owned	\$106.0	\$58.9	342.8	\$104.3	\$152.1
	19.1%	13.8%	40.5 %	17.1%	11.4%
Women-Owned	\$75.8	\$50.1	\$105.7	\$197.6	\$242.1
	13.7%	11.7%	12.5 %	32.5%	18.2%
Both Minority-Owned and Women-Owned	\$8.3	\$19.0	\$32.1	\$20.8	\$18.2
	1.5%	4.4%	3.8 %	3.4%	1.4%
Asian American	\$83.1	\$25.6	\$288.5	\$72.0	\$53.8
	15.0%	6.0%	34.1 %	11.8%	4.0%
Black/African American	\$5.8	\$3.3	\$43.8	\$7.8	\$38.3
	1.0%	0.8%	5.2 %	1.3%	2.9%
Hispanic American	\$13.3	\$28.8	\$7.0	\$9.4	\$57.2
	2.4%	6.8%	0.8 %	1.5%	4.3%
Native American	\$3.5	\$0.6	\$2.4	\$13.8	\$2.8
	0.6%	0.1%	0.3 %	2.3%	0.2%
Other Minority	\$0.3	\$0.5	\$1.1	\$1.3	\$0
	0.1%	0.1%	0.1%	0.2%	0%

APPENDIX B: Contracting and Trend Data

FDIC Payments to MWOBs, 2019–2023 (in millions)					
	2019	2020	2021	2022	2023
Total Contract Payment	\$466.6	\$479.7	\$479.9	\$487.4	\$698.8
	100.0%	100.0%	100.0%	100.0%	100.0%
Minority-Owned or Women-Owned Business Totals	\$98.3	\$106.5	\$130.0	\$177.4	\$171.4
	21.1%	22.2%	27.1 %	36.4%	24.5%
Minority-Owned	\$54.0	\$62.1	\$87.4	\$121.1	\$79.2
	11.6%	12.9%	18.2 %	24.8%	11.3%
Women-Owned	\$52.0	\$53.9	\$54.2	\$76.5	\$122.8
	11.2%	11.2%	11.3 %	15.7%	17.6%
Both Minority-Owned and Women-Owned	\$7.7	\$9.5	\$11.6	\$20.2	\$30.6
	1.7%	1.9%	2.4%	4.2%	4.4%
Asian American	\$31.5	\$37.7	\$59.2	\$83.1	\$43.1
	6.8%	7.9%	12.3 %	17.1%	6.1%
Black/African American	\$6.2	\$6.9	\$9.5	\$18.9	\$16.2
	1.3%	1.4%	2.0 %	3.9%	2.3%
Hispanic American	\$12.0	\$15.0	\$16.7	\$18.1	\$15.9
	2.6%	3.1%	3.5 %	3.7%	2.3%
Native American	\$3.9	\$1.8	\$1.9	\$0.7	\$3.5
	0.8%	0.4%	0.4 %	0.1%	0.5%
Other	\$0.4	\$0.7	\$0.1	\$0.3	\$0.5
	0.1%	0.1%	0.0%	0.1%	0.1%

APPENDIX B: Contracting and Trend Data

FDIC Contracting Actions to MWOBs, 2019–2023					
	2019	2020	2021	2022	2023
Total Actions	518	409	404	403	634
	100.0%	100.0%	100.0%	100.0%	100%
Minority-Owned or Women-Owned Businesses Totals	152	117	135	170	197
	29.3%	28.6%	33.4 %	42.2%	31.1%
Minority-Owned	68	53	55	59	80
	13.1%	13.0%	13.6%	14.6%	12.6%
Women-Owned	112	89	95	145	157
	21.6%	21.8%	23.5 %	36.0%	24.8%
Both Minority-Owned and Women-Owned	28	25	15	34	40
	5.4%	6.2%	3.7 %	8.4%	6.3%
Asian American	33	26	27	30	44
	6.4%	6.4%	6.7 %	7.4%	6.9%
Black/African American	15	14	11	16	21
	2.9%	3.5%	2.7 %	4.0%	3.3%
Hispanic American	9	7	10	9	10
	1.7%	1.7%	2.5 %	2.2%	1.6%
Native American	5	3	4	2	4
	1.0%	0.7%	1.0 %	0.5%	0.6%
Other Minority	6	3	3	2	1
	1.1%	0.7%	0.7 %	0.5%	0.2%

MWOB Awards by Type of Goods and Service	
Type of Goods and/or Service	Combined Award Value
IT Services	\$122,391,961
Bank Resolution Services	\$115,072,833
Software/Hardware & Maintenance	\$51,914,419
Janitorial Services	\$31,500,000
Facilities Management Services and Renovations	\$22,692,377
Warehousing Services	\$18,686,645
Strategy and Business Solutions Support	\$10,192,499
Furniture	\$1,987,672
Moving Services	\$1,030,270
OMWI Services	\$276,013
Other Various Goods/Services	\$231,582
Total	\$375,976,271

APPENDIX B: Contracting and Trend Data

FDIC Contract Awards by Top 10 NAICS Codes, 2023			
NAICS	NAICS Description	Dollar Amount of Awards	Dollar Amount of MWOB Awards
541611	Administrative Management and General Management Consulting Services	\$ 307,017,879.16	\$ 93,324,780.16
541519	Other Computer Related Services	\$ 276,722,005.04	\$ 126,609,129.55
523110	Investment Banking and Securities Dealing	\$ 140,172,140.00	\$ 937,140.00
513210	Software Publishers (includes NAICS 511210)	\$ 85,626,676.20	\$ 36,484,030.10
531320	Offices of Real Estate Appraisers	\$ 42,842,312.18	\$ 1,140,000.00
523930	Investment Advice	\$ 39,979,999.00	\$0.0
524292	Pharmacy Benefit Management and Other Third Party Administration of Insurance and Pension Funds	\$ 33,478,947.59	\$0.0
518210	Computing Infrastructure Providers, Data Processing, Web Hosting, and Related Services	\$ 32,276,500.77	\$0.0
561720	Janitorial Services	\$ 31,505,850.00	\$ 31,500,000.00
561110	Office Administrative Services	\$ 27,533,772.24	\$0.0
Total of top 10		\$1,017,156,082.18	\$289,995,079.81
	MWOB	\$289,995,079.81	28.5%
	Non-MWOB	727,161,002.37	71.5%
	Total	1,017,156,082.18	100.0%

APPENDIX C: Outreach, Recruiting Events, and National Observances

Workforce Outreach and Recruitment Events		
Event	Purpose	Information
United States Hispanic Leadership Institute (USHLI) National Conference	Outreach/recruitment	5,000 + conference attendees
Bender Disability Virtual Career Fair	Outreach/recruitment	140+ booth participants across two events
Hispanic Serving Institution FIS Webinar	Outreach/recruitment	100+ webinar attendees
Recruit Military Spouse Virtual Career Fair	Outreach/recruitment	200+ event attendees
Careers & the Disabled Virtual Career Fair	Outreach/recruitment	54 booth interactions
City Career Fair Diversity Employment Day	Outreach/recruitment	876+ conference attendees
American Association for University Women Conference	Outreach/recruitment	450+ conference attendees
US Department of Veterans Affairs Veteran Readiness & Employment Career Fair	Outreach/recruitment	220 event attendees
Recruit Military Greater Washington DC Area Veterans Job Fair	Outreach/recruitment	400+ event attendees
National Association of Black Accountants (NABA) National Convention & Expo	Outreach/recruitment	800 conference and job fair attendees
Institute of Management Accountants (IMA) 23 Accounting & Finance Conference	Outreach/recruitment	1,000+ conference attendees
Little People of America National Conference	Outreach/recruitment	100 conference attendees interacted with the booth
League of United Latin American Citizens (LULAC) National Convention & Exposition	Outreach/recruitment	10,000 conference attendees
EOP STEM Diversity Career Expo	Outreach/recruitment	120+ booth interactions across two events
Association of Latin Professionals for America (ALPFA) Annual Convention	Outreach/recruitment	3500+ Conference attendees.
National Association of Asian American Professionals (NAAAP) Leadership Convention	Outreach/recruitment	700+ Conference attendees
Association of Latino Professionals for America (ALPFA) Student Symposiums	Outreach/recruitment ⁷	250+ attendees at the NY & Houston regional events
Thurgood Marshall College Fund Career Fair	Outreach/recruitment	Students from 47 HBCUs attended
Congressional Black Caucus	Outreach/recruitment	10,000+ conference attendees
White House Council on HBCU – HBCU Week	Outreach/recruitment	500+ conference attendees
Annual MBA Veteran Career Conference & Expo	Outreach/recruitment	500+ conference attendees

⁷ALPFA held multiple similar events around the country.

APPENDIX C: Outreach, Recruiting Events, and National Observances

Workforce Outreach and Recruitment Events		
Event	Purpose	Information
Prospanica Annual Conference & Exposition	Outreach/recruitment	1500+ conference attendees
Hispanic Association of Colleges & Universities	Outreach/recruitment	2,500+ conference attendees
IMA Student Leadership Conference	Outreach/recruitment	300+ conference attendees
Annual HBCU Career Development Marketplace	Outreach/recruitment	300+ attendees
Conference on Asian Pacific American Leadership (CAPAL) Roundtable Series	Outreach/recruitment	10 + Informational interviews
Recruit Military Transitioning Army & Spouse Virtual Career Fair	Outreach/recruitment	400+ event attendees
Georgetown Law Public Sector Recruiting Program	Outreach/recruitment	10-20 students on average interact with at events.
DC/Baltimore Public Service Recruitment Fair	Outreach/recruitment	10-20 students on average interact with at events.
2023 Public Interest Legal Career Fair (NYU)	Outreach/recruitment	10-20 students on average interact with at events.
Northwest Public Service Career Fair	Outreach/recruitment	10-20 students on average interact with at events.
Midwest Public Interest Law Career Conference	Outreach/recruitment	10-20 students on average interact with at events.
Hispanic National Bar Association Corporate Counsel Conference	Outreach/recruitment	10-20 students on average interact with at events.
Minority Corp Counsel Pathways	Outreach/recruitment	10-20 students on average interact with at events.
FDIC Legal Division Information Session	Information session on the FDIC Legal Honors Attorney Program. The session provides an opportunity to engage with current program participants and Legal Division employees and ask questions about our current programs for law students and graduates.	10-20 students on average interact with at events.

APPENDIX C: Outreach, Recruiting Events, and National Observances

Workforce Outreach and Recruitment Events	
Event	Purpose
From Dirt Roads to Board Rooms	Deputy to the Chairman for External Affairs and OMWI Director shares career journey with students at Syracuse University and discussed how banks serve their customers and their communities
Social media campaigns featuring FDIC employees who are alumni of HSIs or HBCUs, respectively <ul style="list-style-type: none"> Hispanic-Serving Institutions Week, October 11-17, 2023 National Historically Black Colleges and University Week, Sept. 24-27, 2023 	Highlight successful FDIC employees who are proud graduates of HBCUs and HSIs. Align with programming by the White House Initiative on Educational Equity, Excellence, and Economic Opportunity (1) for Hispanics and (2) through Historically Black Colleges and Universities in support of HSIs and HBCUs.

National Observances	
Event	Theme
Celebration of Dr. Martin Luther King, Jr.	It Starts with Me: Cultivating a Beloved Community Mindset to Transform Unjust Systems
Black History Month Observance	Black Resistance: "A Journey to Equality"
Women's History Month	Celebrating Women Who Tell Our Stories
Jewish American Heritage Month	Allyship: How Can You Be the Best Ally with the Rise in Antisemitism?
Asian American and Pacific Islander Heritage Month	Advancing Leaders Through Opportunity
Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+)	Pride Month: "Peace, Love, and Revolution"
Hispanic Heritage Month	Latinos Driving Prosperity, Power, and Progress in America
National Disability Employment Awareness Month	Advancing Access and Equity: Then, Now and Next
Veterans Day	Service
Native American Heritage Month	Indigenous Resilience and Cultural Revitalization

APPENDIX C: Outreach, Recruiting Events, and National Observances

FDIC participation at procurement outreach events consisted of facilitating three panels at conferences held by national organizations to discuss tools for vendors to develop successful proposals; conducting matchmaking sessions where OMWI staff met one-on-one with vendors to discuss the FDIC's contracting policies and practices; and exhibiting at procurement events to share and meet one-on-one with vendors about doing business with the FDIC.

Minority- and Women-Owned Business Outreach		
Event	Purpose	Information
2 nd Annual Black Owner and Women's (BOW) Collective Annual Conference	FDIC participants provided technical assistance to potential vendors describing the FDIC's competitive contracting and procurement process.	100 Black- and Women-owned businesses represented with estimated earnings between \$2M - \$25M
2 nd Annual BOW Collective Annual Conference	FDIC representatives provided technical assistance to potential vendors describing the agency's procurement process.	Met with 25 vendors.
National Association of Black Accountants (NABA)	The FDIC, CFPB, and SEC hosted a session for minority-and women-owned businesses on how to write winning proposals for federal contracts and provided one on one technical assistance.	40 Session Attendees
National Association of Black Accountants	FDIC representatives provided technical assistance to potential vendors describing the agency's procurement process.	40 Session Attendees
Annual Government Procurement Conference	FDIC representatives provided technical assistance to potential vendors describing the agency's procurement process.	Met with 18 vendors.
CelebrAsian	FDIC representatives provided technical assistance to potential vendors describing the agency's procurement process.	Met with 17 vendors.
National Small Business Federal Contracting Summit	FDIC representatives provided technical assistance to potential vendors describing the agency's procurement process.	Met with 12 vendors.
LGBT Chamber of Commerce	FDIC representatives provided technical assistance to potential vendors describing the agency's procurement process.	Met with 12 vendors.
White House Initiative on HBCUs - HBCU Week	FDIC representatives provided technical assistance to potential vendors describing the agency's procurement process.	71 Session Attendees

APPENDIX C: Outreach, Recruiting Events, and National Observances

Minority- and Women-Owned Business Outreach		
Event	Purpose	Information
National Minority Supplier Development Council	FDIC representatives provided technical assistance to vendors describing the agency's procurement process.	Met with approx. 80 vendors
HOPE Global Forum	FDIC representatives provide technical assistance to potential vendors describing the agency's procurement process.	Met with 16 vendors.
Pitch Day Event	FDIC hosted 30- minute marketing sessions for DEIA Services.	9 MWOB vendors pitched their business capabilities
Pitch Day Event	FDIC hosted 30-minute marketing sessions for MWOLF Services.	5 MWOLFs pitched their law firm's capabilities
Pitch Day Event	FDIC hosted 30-minute marketing sessions for Division of Resolution and Receivership Services (ORE M&M).	7 MWOBs pitched their business capabilities. The firms were added to the solicitation list.
ATO Technical Assistance – virtual	FDIC held an information session on the impacts of ATO process during the procurement process.	80 attendees
Minority and Women-owned Investors Technical Assistance Webinar	The FDIC provided educational resources to minority and women-owned investors about loan sales.	19 attendees

Minority- and Women-Owned Law Firms		
Event	Purpose	Information
National Bar Association Commercial Law Section Corporate Counsel Conference	Conference Attendee/ Networking/ Increasing awareness of FDIC legal service provider opportunities	450 attendees
National Association of Minority and Women Owned Law Firms (NAMWOLF) 2023 Driving Diversity & Leadership Conference	Conference Presenter & Attendee/ Networking/ Increasing awareness of FDIC legal service provider opportunities	367 attendees
The National LGBTQ+ Bar Association 2023 Lavender Law Conference	Conference Attendee/Networking/ Increasing awareness of FDIC legal service provider opportunities	2,000 attendees

APPENDIX C: Outreach, Recruiting Events, and National Observances

Minority- and Women-Owned Law Firms		
Event	Purpose	Information
Hispanic National Bar Association Corporate Counsel Conference	Conference Attendee/Networking/ Increasing awareness of FDIC legal service provider opportunities	755 attendees
NAMWOLF 2023 Annual Meeting	Conference Presenter & Attendee/ Networking/ Increasing awareness of FDIC legal service provider opportunities	668 attendees
Corporate Counsel Women of Color 19 th Annual Career Strategies Conference	Conference Attendee/Networking/ Increasing awareness of FDIC legal service provider opportunities	1,650 attendees
National Asian Pacific American Bar Association 2023 Convention	Conference Exhibitor & Attendee/ Networking/ Increasing awareness of FDIC legal service provider opportunities	2,000 attendees
Federal Bar Association 2023 Indian Law Conference	Conference Attendee/ Networking/ Increasing awareness of FDIC legal service provider opportunities	760 attendees
National Bar Association 98 th Annual Convention	Conference Attendee/ Networking/ Increasing awareness of FDIC legal service provider opportunities	500+ attendees
American Bar Association Annual Meeting	Conference Attendee/Networking/ Increasing awareness of FDIC legal service provider opportunities	2,900 attendees
Hispanic National Bar Association Annual Convention	Conference Exhibitor & Attendee/ Networking/ Increasing awareness of FDIC legal service provider opportunities	715 attendees

APPENDIX C: Outreach, Recruiting Events, and National Observances

Financial Institution Diversity/Banker Events			
Event	Purpose	Audience	Information
Mississippi Bankers Association Women in Banking Conference	The FDIC presented on advancing DEIA in the banking industry, “Transforming Commitment to Achievement: DEIA in Banking.”	Mississippi Bankers	
Connecticut Bankers Association Women in Banking Conference	The FDIC presented on the role we all play in fostering diversity, equity, inclusion, and accessibility in the banking system.	Connecticut Bankers	300 attendees
Alabama Bankers Association’s Women in Leadership Conference	The FDIC presented on the important role we all play in making the banking systems safer, fairer, and more inclusive.	Alabama Bankers	Approximately 150 Attendees
American Bankers Association Risk and Compliance Conference	The FDIC presented on Transforming Commitment to Achievement: DEIA in Banking.	Bankers including representatives from community banks, savings associations, mutual savings banks, and trust companies	
Independent Banks of South Carolina Annual Convention	The FDIC led a session entitled, “Using DEIA as a Tool to Build Stronger Banks and Better Communities.” The session focused on promising practices that can create opportunities for everyone.	South Carolina Bankers	150 Attendees
Massachusetts Bankers Association	The FDIC presented on the Diversity Self-Assessment and conducted a demonstration of the Financial Institution Diversity Self-Assessment application.	Massachusetts Bankers	22 registered 16 attended
Advisory Committee on Community Banking	The FDIC presented on the 2022 Financial Institution Diversity Self-Assessment.	Bankers/general public	265 unique online attendees; 100 attendees at peak

APPENDIX C: Outreach, Recruiting Events, and National Observances

Financial Institution Diversity/Banker Events			
Event	Purpose	Audience	Information
Money 20/20	The FDIC participated in a panel, From Opportunity to Equity – Bringing People Together, which addressed the Amplify Cohort leadership program. The program was launched to visibility and cultivate connections for people of color and underrepresented groups in the financial services industry.	Women, minority, and underrepresented leaders	Approximately 100 attendees
ALLRISE DC: Speakers Series	The FDIC participated in panel discussion, the Future of DEI, and the implications of the Supreme Court decision (addressing admission practices in colleges and universities) for the financial industry.	Women and men in financial services, attorneys, and university administrators	Approximately 53 attendees

APPENDIX C: Outreach, Recruiting Events, and National Observances

Consumer and Community Affairs Outreach				
Program/ Initiative	Event	Purpose	Audience	Outcomes
Bankable Moments	Distribution of #GetBanked inserts with federal government paper checks.	Motivate unbanked consumers receiving federal government benefits to join the banking system and learn about the benefits of having an account.	Unbanked/ Underbanked	<ul style="list-style-type: none"> Over 64,000 webpage visits during insert distribution period Average # of monthly webpage visits during insert distribution period = 16,000 44% increase in average monthly webpage visits, when compared to monthly average for other periods during the year.
Bankable Moments	Outreach with California and Idaho state governments	Motivate unbanked consumers receiving state government benefits to join the banking system and learn about the benefits of having an account.	Unbanked/ Underbanked	<ul style="list-style-type: none"> Nearly 5,000 social media toolkit views. 30% increase of webpage visits from California. 72% increase of webpage visits from Idaho.
Bankable Moments	Milwaukee Alliance for Economic Inclusion meeting	Reduce barriers for unbanked populations to start a banking relationship.	Unbanked/ Underbanked	A local bank and credit union announced a partnership adopting the use of Wisconsin Department of Corrections' identification cards within a pre-release program for opening an account.
#GetBanked	Social Media tool kit	For partners and stakeholders to promote the importance of a banking relationship by sharing their own social media posts using the digital assets from the FDIC's #GetBanked campaign.	Unbanked/ Underbanked	Nearly 5,000 social media toolkit views, compared to 487 in 2022.

APPENDIX C: Outreach, Recruiting Events, and National Observances

Consumer and Community Affairs Outreach				
Program/ Initiative	Event	Purpose	Audience	Outcomes
HBCU engagement/ Affordable Mortgages	Louisiana Statewide Homeownership Roundtable at Southern University	The Roundtable brought together financial institutions and potential homebuyers for a day of educational presentations, tools, and resources available to elevate the understanding of the home buying process and highlighting home buying best practices.	Local residents, HBCU students and faculty, affordable housing providers, community leaders, and federal, state, and local agencies.	118 total attendees, including 73 in-person and 45 virtual participants.
HBCU Engagement/ Strategic Partnerships	Developing Strategic Partnerships at Central State University	The focus was to increase financial institution awareness of internships, post-graduation employment, and community development opportunities available when collaborating with HBCUs.	HBCU Administration, local banks, federal and state agencies, non-profits, and community-based organizations.	37 total participants, 25 bankers, 15 banks, 4 Government Federal, State, and Local, 6 FDIC Staff.
HBCU Engagement/ Workforce	Workforce Development Opportunities in Missouri (Webinar)	Highlight job opportunities and workforce development programs to increase career opportunities for HBCU students.	HBCU Administration, local businesses, banks, federal and state agencies, non-profits, and community-based organizations.	55 total participants (7 Banks, 32 CBOs, 9 Federal Government Agencies, 6 FDIC staff and 1 OCC staff).

APPENDIX D: 2021-2023 DEI Strategic Plan Completed Actions (As of December 31, 2023)

Consumer and Community Affairs Outreach				
Program/ Initiative	Event	Purpose	Audience	Outcomes
HBCU Engagement/ Small Business	Path to Prosperity (P2P) Economic Development Series at Jackson State University	Connect HBCU administration to economic development opportunities.	HBCU Administration, local businesses, banks, federal and state agencies, non-profits, and community-based organizations (CBOs).	Number of attendees: More than 150 in person, 400 online Number of matches of small businesses with technical assistance providers and lenders: 30.
Financial Literacy/ Money Smart	Small Business Development Centers Conference FDIC Role: Exhibitor	FDIC representatives provided information the agency's financial education programs and registered attendees for upcoming events such as Money Smart for Small Business Train the Trainer and the Hispanic Heritage Month webinars.	Small Business Owners	Met with over 400 participants. Approximately 1,400 participants attended the conference.

APPENDIX D: 2021-2023 DEI Strategic Plan Completed Actions (As of December 31, 2023)

GOAL AREA	STRATEGIC ACTION
<p>CULTURE - Ensure that leaders at all levels promote the vision and business case for DEI by taking actions to increase diversity and equity in the workforce and maintain an inclusive workplace.</p>	<p>Fully implement a new performance standard for supervisors and managers that focuses on employee career development and the cultivation of an inclusive, constructive work environment that is committed to EEO policies and principles and is built upon transparent communication, mutual trust, and respect.</p>
	<p>Conduct analysis to identify root causes of any barriers to equal employment opportunities, establish timelines to regularly review programs for systemic barriers, and take action to remedy the policies, procedures, or practices that created the barriers.</p>
	<p>Develop and implement a plan to provide all managers access to services to receive employee feedback and coaching for inclusion at work.</p>
	<p>After all appeals have been exhausted, include a notation in the personnel record of an employee who was subject to an adverse action, under 5 U.S.C. §7512, as a result of an act of discrimination and/or retaliation.⁸</p>
<p>Best Practices</p>	<p>Complete the review of applications submitted under the Pay Adjustment Program to assess potential pay inequities and implement approved pay changes.</p>
	<p>Require hiring managers to include at least one interview question to assess management candidates on their ability to foster DEI.</p>
	<p>Benchmark other agencies and the private sector for best practices in preventing and addressing discrimination and retaliation.</p>

⁸ As of December 31, 2023, no measures were taken under this DEI Strategic Plan action item because there were no findings of discrimination and no class actions during this period.

APPENDIX D: 2021-2023 DEI Strategic Plan Completed Actions (As of December 31, 2023)

GOAL AREA	STRATEGIC ACTION
<p>CAREER - Recruit, hire, and develop a high-performing workforce that reflects the communities we serve by optimizing experiences throughout an employee's career.</p>	
Talent Acquisition	<p>Ensure Division/Office Directors develop and implement a plan in 2021, in partnership with the OMWI, to promote increased diversity and improve their 2020 Federal Employee Viewpoint Survey inclusion quotient.</p>
	<p>Assign an OMWI representative to serve as an equal employment opportunity advisor to the Executive Review Panels for FMS Program and Entry-Level Examiner Hiring.</p>
	<p>Implement a First Generation Professionals Initiative as a Special Emphasis Program to include events, workshops, and programming that serve as resources to promote equitable access and opportunities.</p>
	<p>Identify opportunities to strengthen engagement with diverse groups, such as partnering with the White House Initiative on HBCUs, HACU, Council on Legal Education Opportunity, Leadership Education and Development for Life, community-based organizations, and civil rights organizations to improve the effectiveness of our recruitment strategies.</p>
Career Development	<p>Develop and implement a new leadership development framework that includes a corporate wide succession management program focused on the development of a broad, diverse, and talented cadre of future FDIC leaders.</p>
	<p>Improve access to developmental opportunities by reforming the Expression of Interest Program to eliminate the need for supervisor approval.</p>
	<p>Implement a new, rotational Special Assistant Program to provide developmental opportunities for aspiring leaders.</p>
Employee Engagement	<p>Host a training conference for CDACs and ERGs on how to get the most out of programming that results in changed behavior and/or measurable outcomes.</p>
	<p>Pilot an event designed to educate immediate family members of FDIC employees on benefits and services available to support work-life balance and career management to help the family feel more connected and engaged with the FDIC and ultimately improve retention.</p>

APPENDIX D: 2021-2023 DEI Strategic Plan Completed Actions (As of December 31, 2023)

GOAL AREA	STRATEGIC ACTION
Trust through Transparency	<p>COMMUNICATION - Develop compelling messages, including opportunities for dialogue that encourage all employees to see the importance of DEI to their personal success and the success of the FDIC.</p>
	<p>Conduct semiannual meetings between OMWI and Division/Office leadership to discuss DEI best practices and identified gaps in their DEI performance.</p>
	<p>Share key points of DEI public filings (e.g., MD715) with all employees via global messaging.</p>
	<p>After all appeals have been exhausted, provide notice on the public website (www.fdic.gov) of any final finding of discrimination and/or retaliation made against the agency as required by the Elijah E. Cummings Federal Employee Antidiscrimination Act of 2020.⁸</p>
<p>Post data regarding each class-action complaint filed against the agency alleging discrimination and/or retaliation.⁸</p>	
Branding	<p>Develop and implement a social media and marketing campaign to engage a broad and diverse talent pool and communicate key initiatives and programs.</p>

APPENDIX D: 2021-2023 DEI Strategic Plan Completed Actions (As of December 31, 2023)

GOAL AREA	STRATEGIC ACTION
<p>CONSISTENCY - Mature the DEI model to improve the consistency of desired outcomes by strengthening policies and procedures, utilizing technology, and enhancing training.</p>	
<p>Inclusive Environment</p>	<p>Update telework, work-in-place, and remote work policies to better support inclusion by increasing, as appropriate, flexibilities available to meet employee needs.</p>
<p>Inclusive Environment (cont.)</p>	<p>Enhance current assessment tools (e.g., exit surveys) to measure attrition, identify reasons for attrition, and address barriers to equal employment opportunities.</p> <p>Update the Anti-Harassment Program directive to require investigation of harassment complaints to commence within 10 days, and corrective action be taken within 60 days, of receipt of the complaint.</p>
<p>Training Plan</p>	<p>Conduct empathy-based training for all managers and employees.</p>

APPENDIX D: 2021-2023 DEI Strategic Plan Completed Actions (As of December 31, 2023)

GOAL AREA	STRATEGIC ACTION
<p>COMMUNITY - Encourage DEI in FDIC business activities and at regulated financial institutions, and foster financial inclusion in the banking system.</p>	<p>Implement a series of technical assistance events to educate and equip MWOBs with the tools they need to compete for contracts.</p>
	<p>Host “Pitch Days” where MWOBs may share their companies’ capabilities and learn about the FDIC’s procurement process.</p>
	<p>Review the selection process for historically marginalized attorneys and MWOLFs to determine if there are opportunities to enhance the selection process, within existing guidelines, for legal referral services.</p>
	<p>Partner with the Division of Resolutions and Receiverships to host a joint ventures virtual conference and provide technical assistance to MWOIs.</p>
	<p>Determine whether new policies, regulations, or guidance documents may be necessary to advance equity in agency actions and programs and procurement and contracting opportunities.</p>
<p>Technology Solutions</p>	<p>Streamline and enhance the FIDSA Application to increase and improve submissions by regulated entities.</p>
	<p>Develop and implement a portal in support of OMWI vendor outreach activities.</p>
	<p>Implement and enhance the automated tool for performing good faith effort reviews of the contractor workforce.</p>
<p>DEI Advisor</p>	<p>Explore creation of a non-profit to provide technical assistance to minority depository institutions on digital transformation.</p>
	<p>Explore mechanisms to support internships at MDIs, Community Development Financial Institutions, and other interested financial institutions for students from HBCUs and other MSIs with established technology programs.</p>
	<p>Train examiners on examining unique business models of MDIs.</p>
	<p>Provide DEI perspective for public awareness campaigns to ensure goals are met and prevent unintended consequences.</p>

APPENDIX E: Other Diversity, Equity, Inclusion, and Accessibility Related Reports

Annual EEO Program Status Report (MD-715)

<https://www.fdic.gov/about/diversity/pdf/fy2022md715.pdf>

Highlights FDIC activities undertaken in its EEO program under Title VII and its affirmative action obligations under the Rehabilitation Act

Annual Federal EEO Statistical Report of Discrimination Complaints (Form 462)

<https://www.fdic.gov/about/diversity/pdf/2022-462.pdf>

Highlights the processing of FDIC EEO complaints under the various anti-discrimination laws

Disabled Veterans Affirmative Action Program (DVAAP) Annual Report

[Disabled Veterans Affirmative Action Program FY 2023 Accomplishment Report and FY 2024 Plan \(fdic.gov\)](https://www.fdic.gov/about/diversity/pdf/2022-462.pdf)

Provides an accomplishment report, certification, and plan regarding the affirmative program for the recruitment, hiring, placement, and advancement of disabled veterans.

FDIC Community Banking Study December 2020

<https://www.fdic.gov/resources/community-banking/report/2020/2020-cbi-study-full.pdf>

The study covers community bank financial performance, trends in community bank consolidation, community bank lending focus, and demographic changes affecting community banks.

FDIC National Survey of Unbanked and Underbanked Households

<https://www.fdic.gov/analysis/household-survey/>

Collects information on bank account ownership; use of prepaid cards and nonbank online payment services; use of nonbank money orders, check cashing, and money transfer services; and use of bank and nonbank credit.

APPENDIX E: Other Diversity, Equity, Inclusion, and Accessibility Related Reports

Monthly MWOB Activity Reports

<https://www.fdic.gov/about/doing-business/mwob/index.html>

Reports containing information on awards to minority and women-owned businesses.

Minority Depository Institutions Report to Congress

<https://www.fdic.gov/regulations/resources/minority/congress/index.html>

Preservation and Promotion of Minority Depository Institutions.

No FEAR Act Annual Report to Congress

<https://www.fdic.gov/about/diversity/omwireports.html>

Provides data on EEO activity and trends and reports any violations of anti-discrimination and whistle-blower protection laws.

APPENDIX F: Acronyms and Terms

Action Plan	Action Plan for a Safe, Fair, and Inclusive Work Environment
ASB	Acquisition Services Branch
AEI	Alliances for Economic Inclusion
ADR	Alternative Dispute Resolution
ATO	Authority to Operate
BOW	Black Owners and Women’s Collective
CBOs	Community-based Organizations
CDACs	Chairman’s Diversity Advisory Councils
CLF	Civilian Labor Force
CM	Corporate Management
DEI	Diversity, Equity, and Inclusion
DEIA	Diversity, Equity, Inclusion, and Accessibility
EEO	Equal Employment Opportunity
EM	Executive Management
ERGs	Employee Resource Groups
FDIC	Federal Deposit Insurance Corporation
FIS	Financial Institution Specialist
FIDSA	Financial Institution Diversity Self-Assessment
FMS	Financial Management Scholar
HACU	Hispanic Association of Colleges & Universities
HBCUs	Historically Black Colleges and Universities
HOLA	Hispanic Organization for Leadership and Advancement
HSIs	Hispanic-Serving Institutions
HSOs	Hispanic Serving Organizations

APPENDIX F: Acronyms and Terms

IT	Information Technology
LC	Leadership Connect
LDRP	Legal Division Recruitment Program
LEAP	Leadership Excellence Acceleration Program
LMI	Low- and moderate-income
LPA	Little People of America
MRM	Minority and Women-Owned Relationship Management Tool
MRTF	Minority Recruitment Taskforce
MSIs	Minority Serving Institutions
MWOBs	Minority and Women-Owned Businesses
MWOLFs	Minority and Women-Owned Law Firms
MWOP	Minority- and Women-Owned Program
MWOIs	Minority and Women-Owned Investors
NAMWOLF	National Association of Minority and Women-Owned Law Firms
NIA Women	Networking Inclusion and Advancement for African American-Women: African-American Women with a Purpose
OMWI	Office of Minority and Women Inclusion
OCLF	Occupational Civilian Labor Force
SARP	Special Assistant Rotational Program
VITA	Volunteer Income Tax Assistance
WE	Workplace Excellence
WHI-HBCUs	White House Initiative on Advancing Educational Equity, Excellence and Economic Opportunity through Historically Black Colleges and Universities



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