TO: Sheila Clark, Director, Office of Diversity & Inclusion
FROM: Kathryn Medina, Senior Vice President and OMWI Director
SUBJECT: Federal Reserve Bank of Chicago’s 2020 EEO Performance Report

Enclosed please find the Federal Reserve Bank of Chicago’s ("Bank" or “FRBC”) 2020 EEO Performance Report, including a narrative component, a statistical data section, and copies of presentations and council agendas that depict our organizational commitment to D&I.

The narrative component of the report contains the Bank’s highlights of performance in the EEO and D&I areas during this past year, with a focus on the Bank’s ongoing D&I initiatives, accomplishments and challenges in light of the COVID-19 pandemic and subsequent actions undertaken.

The statistical data section of the report includes detailed information about the diversity of the Bank’s workforce, including headcount representation, workforce analysis, and relevant EEO reports.

Should you have any questions regarding this year’s submission, please feel free to contact me.

Enclosure

Copy: Charlie Evans
      Ellen Bromagen
      Kathy Schrepfer
      Andre Reynolds
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Executive Summary

The events of 2020 have impacted the Federal Reserve Bank of Chicago (FRBC) and its workforce in a myriad of ways. In March, Bank leadership took swift action to enact our modified essential services status, placing the majority of staff on remote work status, while our Cash, Law Enforcement Unit (LEU), and other essential personnel remained onsite. Since that time, our employees have faced innumerable hardships as the impact of the pandemic has been magnified by the economic, social and political upheaval experienced across our country.

Despite these challenges, our workforce has remained resilient and committed to fulfilling our mission to support the nation’s economic stability and recovery. Our commitment to diversity and inclusion (D&I) - embedded in our vision, core values and policies – has been reaffirmed in light of this year’s events. Our D&I team has stepped up to help us navigate the layers of emotion, energy and outrage felt by all of us, and in particular, our Black community, in the wake of the killings of Ahmaud Arbery, George Floyd, Breonna Taylor and others and the subsequent unrest that has followed.

The Bank experienced significant growth in culture and inclusion efforts with the launch of two new event series, an internal online diversity, equity and inclusion (DEI) resource center and the development of new training content for both staff and people leaders. With the addition of a seasoned D&I Consultant to the team, D&I has worked closely with our Employee Support Network Groups (ESNGs) and our Bank leaders to reaffirm our commitment to racial equality and inclusion for all.

Both Supplier Diversity and Strategic Partnership efforts have made crucial pivots to adapt to our virtual environment. Business Smart Week, our signature Supplier Diversity initiative, was held virtually to provide crucial technical assistance to minority- and women-owned businesses as they navigate the pandemic. In maintaining our commitment to cultivate diverse talent within the community, the Bank played key roles in various Financial Services Pipeline (FSP) initiatives and virtual events, including this year’s FSP Annual Summit and Intern Career Conference.

At the Executive Committee (EC) level, we’ve invested in a new governance structure to broaden leadership development opportunities and reaffirm our organizational commitment to D&I. The three committees, D&I, Talent, and Operating – are tasked with working together to ensure we are strengthening the diversity of our talent pipeline, and improving the equity in our promotions and retention for minority and female talent.

Over the next year, we will refine our 2021 strategic plan to focus on the continued integration of D&I across the Bank as we onboard a new Assistant Vice President (AVP) of D&I to bring strong leadership, efficiency and direction to the D&I team. Bank stakeholders will continue to play a significant role in defining that path forward, as well as moving us along our D&I maturity toward complete integration.
Leadership Engagement & Accountability

Leadership amidst Civil Unrest
As the nation grappled with the tragic losses of Black men and women, our Bank leadership and the D&I team took steps to raise awareness, support our Black colleagues, and educate allies. In early June, all Bank employees observed a moment of silence, pausing our work day to collectively express unity and support in the wake of ongoing acts of violence against Black people across the country. Shortly thereafter we held an Empower Hour discussion, our quarterly event series designed to create a safe space to dialogue, with over 800 employees joining to discuss the topic of racism and equality. Our Black Impact Group (BIG), which is dedicated to enhancing the experience of Black employees and our community, held a Campaign for Justice in honor of Juneteenth, which included a Bank sponsored Day of Action (day off from work), a virtual “Run for Justice,” and resources for employees to get educated and get involved. A subsequent Bank sponsored event allowed colleagues to share reflections of their involvement in the Juneteenth Day of Action.

Amidst the pandemic and the shift to virtual work, the Bank’s President and CEO, Charlie Evans, participated in small group coffee chats with ESNGs to engage directly with group leaders to learn about their unique experiences, challenges and fears during this time. The topics discussed included the perception of Asians in leadership and the lack of Black and Latinx leaders in Officer positions. The visible leadership of our Bank President and First Vice-President were instrumental in helping our organization, and particularly our Black and minority populations feel heard and supported.

In August, several Bank leaders, including the President and the Senior Vice-President of People & Culture took part in a CEO roundtable event, hosted by the FSP initiative, with approximately 50 CEOs and executives at FSP firms. The event was led by the Kaleidoscope Group LLC, a full-service diversity and inclusion consulting firm, and it challenged executives to create more concrete courses of actions and solutions for the inequities in the financial sector. The current societal landscape, keys to D&I success, the role of the C-Suite, and personal commitment were the areas of focus.

Executive Committee D&I Plan
The Bank’s senior leaders continued to deepen their commitment to D&I by establishing a comprehensive action plan for 2020-2021. In an effort to strengthen their practice and accountability to leading inclusively, the EC committed to devoting time during every monthly committee meeting to advance conversations around current events and challenges related to DEI. The EC also connects bimonthly with the D&I team to understand the progress and challenges in advancing our D&I strategy. These sessions also serve to expand their awareness of our workforce metrics by leveraging dashboards created internally that capture hiring, promotion and turnover data at the Bank and business unit level, as well as supplier diversity spend data. Lastly, the EC continues to advance their high priority initiative to develop diverse talent pipelines in partnership with the new oversight committees and has raised awareness across the Bank to increase the diversity of participants in the 2021 summer internship program.

New Oversight Committees
Under the leadership of the EC, the Bank made significant changes to its governance structure with the creation of three oversight committees, including its first ever D&I Committee. The D&I committee is a demographically diverse body with staff of varying titles and tenure and is responsible for supporting
D&I initiatives, aligning stakeholders to those initiatives and identifying systemic barriers to equity in our talent practices. These D&I advocates are empowered to advance progress in the D&I space in close alignment with the new Talent Committee, while reporting directly to the EC.

The Talent Committee was also established to advance talent practices across the Bank that promote a strong and diverse leadership pipeline and leverage workforce metrics to address potential gaps in access to opportunities and representation. Two of their key initiatives are to (1) establish a common language around leadership potential in the context of ongoing talent reviews that assess leadership pipeline readiness; and (2) stand up the Diversity Rotational Program, which focuses on growing the pipeline of female and minority senior leaders (see D&I Learning and Leadership Development section).

The third committee, the Bank Operating Committee, provides Bank-wide operational support in the areas of strategy, financial planning, Bank performance, risk practices and people practices. This committee has senior level representation of the key bank areas, and serve as a partner to implementing the D&I initiatives led by the Talent and D&I Committees.

D&I Learning & Leadership Development

Advancing an Inclusive Culture
At the start of 2020, the Bank launched the Empower Hour event series in an effort to increase collaboration and advance an inclusive culture. Our 2020 sessions included:

- The first Empower Hour (February) unpacked professionalism and the tendency for work standards to center the white, male, cisgender and Western experience.
- April’s session centered on the implications of bias related to the COVID-19 pandemic, specific to the rise of xenophobia against Asian communities and the disproportionate impact of the virus on African Americans.
- In June, a timely Empower Hour deepened the Bank’s understanding around systemic racism in the wake of continued violence towards the Black community. Following the Bank-wide Empower Hour, the Kaleidoscope Group LLC hosted a special Empower Hour for people leaders, designed to share the experience of Black employees and focus on concrete steps to move toward equitable action in our organization. Following this session, 90% of survey respondents strongly agree or agree that the session expanded their awareness of workplace challenges faced by Black colleagues.

In June we also launched the first event in our new D&I Action Series with a moderated conversation on racism and policing. Where Empower Hour creates a safe space for a larger number of staff to engage in discussion, these action-oriented sessions are designed for small groups (30-40 employees) and center on a specific D&I topic to engage in deeper skill building.

In response to an increasing demand for self-guided learning, the D&I Team launched the DEI Resource Center on the Bank’s intranet (Inside7). The DEI Resource Center was designed to sustain learning around foundational concepts and current events, specifically racial equity, for both individual learning and conversations among teams.

The Bank’s Employee Support Network Groups (ESNGs), eight diversity-oriented affinity and inclusion groups, continue to play a key role in advancing an inclusive culture. About 42% of Bank staff participate
in an ESNG. Recent collaborations include a panel on the *Experiences of LGTBQ People of Color*, focus groups discussing the work from home transition and the impacts of COVID-19 on women’s career advancement. In October, BIG partnered with the Women’s Impact Network (WIN) to host a moderated conversation on intersectionality to explore the intersection of race and gender bias from the lens of being Black and female in today’s America. The ESNGs have also continued to recognize diversity observances, including Celebrate Diversity Month in April, Asian American and Pacific Islander Heritage Month in May and Pride Month in June, which included an *Out at the Fed* Panel. To continue collective action to counteract racial bias, BIG created a SharePoint site to provide resources and actions steps to the Bank. Staff participated in over 2,700 acts of support ranging from visiting a museum to supporting local Black-owned businesses.

**Developing D&I Skills & Acumen**

The D&I team partnered with The Nova Collective, a certified M/WBE D&I consulting group, to implement a series of training sessions for the new D&I Committee to advance their understanding of D&I acumen, skills and concepts. The D&I Committee participated in sessions between August and October focused on exploring aspects of social identity, dominant and marginalized identities, understanding bias and oppression and the concept of multi-partiality. The training audience was expanded to ESNG leaders, HR Business Partners (HRBPs) and the Talent Acquisition team to further raise awareness around these concepts and equip staff with skills to integrate D&I.

Additional offerings this year include an *Introduction to D&I* eLearning course for staff and people leaders, as well as the launch of Blue Ocean Brain, a micro-learning platform that provides on-demand trainings, articles and tools to all employees.

The D&I team is currently developing a cohesive DEI learning strategy and framework, a key pillar of which will be the first Bank-wide D&I curriculum. The goal of the curriculum is to create ongoing learning opportunities to advance skills, acumen and broaden awareness of D&I topics and issues while utilizing unique learning paths for individual contributors and managers. The team is working to procure the Nova Collective’s *Compass Toolkit* - a suite of videos, discussion guide and surveys - as the centerpiece for the curriculum. This learning strategy will be inclusive of all initiatives like Empower Hour and eLearning to support experiential, structured and informal learning opportunities. The curriculum will be introduced over three phases starting in early 2021.

**Diversity Rotational Program for Women & Minorities**

During the reporting period, 17 staff members moved into Officer Roles, of which 59% identified as female and 41% identified as minority. Further breakdown of our officer transitions are provided below.

<table>
<thead>
<tr>
<th>Transition</th>
<th>Total</th>
<th>EEO Category</th>
<th>Percentage Female</th>
<th>Percentage Minority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager to Assistant Vice President (AVP)</td>
<td>9</td>
<td>B</td>
<td>66%</td>
<td>55%</td>
</tr>
<tr>
<td>AVP to AVP</td>
<td>1</td>
<td>B</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>AVP to Vice President (VP)</td>
<td>4</td>
<td>B</td>
<td>75%</td>
<td>25%</td>
</tr>
<tr>
<td>Senior Professional to VP</td>
<td>1</td>
<td>B</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>VP to Senior Vice President (SVP)</td>
<td>1</td>
<td>B</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
The Bank has maintained gender parity at the Officer level from last year. We continue to focus efforts on increasing minority representation at the Officer and Knowledge Leader levels. Minorities make up 40% of the Bank-wide population, but only 23% of Knowledge Leaders (up from 18% last year) and 24% of Officers (up from 21% last year). Similar to last year, the vast majority of minority talent are in the staff job level, leading to the creation of initiatives specifically designed to increase representation in leadership.

In September, a new Diversity Rotational Program was created by the Bank’s Talent Committee and is being piloted by the People & Culture department. The program was created to diversify representation at the Bank’s Officer and Manager levels. This new rotational program will provide minority and women candidates with development opportunities, including participating in talent swaps between business units or projects, rotational opportunities for a specified length of time, opportunities to participate in strategic projects and initiatives, and targeted movements.

As part of this rotational program, an AVP of D&I and AVP of Talent Pipeline positions were created within People & Culture to bring Bank leadership to these critical areas in a temporary capacity. The AVP of D&I is set to be filled by January 2020 and the selected staff member will partner closely with the D&I team and Bank leaders to elevate and advance D&I strategic priorities across the Bank, as well as support the professional development of the D&I team.

Talent Acquisition & Management

Workforce Demographics Summary

Overall representation for minority and female talent remained consistent at 40% and 46% respectively. The percentage of women identifying as minority dropped slightly from 20% to 19%. As mentioned previously, we continue to focus closely on increasing minority representation at the Officer and Knowledge Leader job levels through the launch of the new Diversity Rotational Program and aligned efforts between the Talent and D&I Committees. While we have strong minority representation overall, the supplemental EEO1 report shows that minority staff are overrepresented in Administrative Support Workers (72%) and Service Workers (62%) categories. Within those EEO categories, further overrepresentation by gender is present with minority males accounting for nearly half (49%) of minority representation in Administrative Support Workers (as compared to 13% minority female) and minority females accounting for 40% of total minority staff in Service Workers (as compared to 32% minority male).

The majority of minorities Bank-wide fall under the Professionals EEO category, predominately at the staff level. Similar to the last reporting period, non-minority staff represent 63% of all staff within this category with non-minority male representation double that of minority males (32% compared to 16%). Data shows that African Americans are the largest minority group at the Bank (15.5%), followed by and Hispanic/Latino (12.1%), and Asian Americans (11.3%). However, these groups are not equally represented across all business units with the highest levels of representation concentrated in a few areas, specifically within Supervision and Regulation (S&R), the Bank’s largest business unit. The majority of African Americans in the Bank work in S&R (25%), Cash (13.6%) and LEU (14%). The majority of Hispanic/Latinx staff work in S&R (22.6%), Cash (12.3%) and LEU (10.8%). The majority of Asian Americans work in S&R (27.1%), Customer Relations Support Office (CRSO 21.5%) and Information Technology (IT 11.6%).
Diversity Recruiting Strategy

The Talent Acquisition (TA) team pivoted quickly to recruit new employees virtually amid the global pandemic. This year, the Bank participated in 17 virtual recruiting events and continued execution on our multi-year efforts to engage minority applicants. The D&I and TA teams have sought to partner on a variety of outreach and engagement initiatives to enhance our current diversity recruiting strategies to support the goals of (1) increasing minority representation at Officer and Knowledge Leader job levels and (2) to address hiring opportunities for mid-career minorities and promotions into underutilized job groups. To meet these goals moving into 2021, we are focused on standardized hiring processes and training; improved external marketing and branding; enhanced training and development opportunities around bias mitigation and equity for Hiring Managers and interview panelists; and more strategic processes for integrating our strategic community partners. Efforts this year have primarily focused on building more diverse entry-level and mid-level pools (individual contributors and managers) to create a foundation that can improve the pipeline into AVP and other roles, given the number of internal promotions over external hires.

An Intern Diversity Recruiting Taskforce was established to increase the diversity of the Bank’s summer Intern Program. The Taskforce identified 15 universities to target, primarily composed of Illinois universities and national Historically Black Colleges and Universities (HBCUs). Recruiters attended 14 events to recruit for summer 2021 interns, including alumni of HBCUs and targeted schools, leading to 150 intern applicants of which 53% identify as minority. These events included diversity fairs, virtual recruiting events, and an event specific to all Bank community and D&I partners. The taskforce also launched a LinkedIn marketing strategy to broaden the Bank’s reach to potential candidates.

Expanded Partnerships to Address Talent Needs

Partnership efforts have continued to focus on utilizing current and attracting new partnerships that meet critical talent gaps for women and minorities. The D&I team enhanced its diversity recruiting strategy to have a more formalized approach with community partners. To target key talent areas addressed in last year’s report, the Bank added and expanded the following partnerships:

- The Bank became a corporate partner to the Dean’s HBCU Roundtable, a forum for deans of HBCU business schools to address opportunities and challenges associated with enhancing business programs and initiatives. This allowed the Bank to be a sponsor in a large-scale diversity fair hosted by the HBCUs in September 2020. Recruiters met with approximately ten students regarding summer internships and entry-level roles. The Bank also formed a new partnership with the Chicago Urban League and has committed to sending employees through their IMPACT program, a leadership development cohort of African American young professionals.

- The Bank expanded our partnership with the Hispanic Alliance for Career Enhancement (HACE) and participated in a wide-range of virtual events to recruit more Latinx talent to the Bank and provide developmental opportunities to current staff. This included two virtual career fairs, each promoting staff and intern roles at the Bank and engaged over fifty potential candidates to meet one-on-one with a recruiter through video conferencing and a brief presentation. For the third year, FRBC sponsored the National Leadership Career Summit, a three-day leadership event that offered three tracks for leadership development, civic and community engagement, and career advancements to over 400 participants from across the country, including Bank staff. Lastly, the Bank identified two emerging leaders to participate in Mujeres de HACE (MdH),
HACE’s women’s professional and leadership development program geared to empower high-potential Latinas to succeed professionally and thrive personally. The Bank has committed to sending three Latinas to the program in 2021.

- To support and attract Black female economists, the Bank expanded its partnership with the Sadie Collective. In September, the FRBC co-hosted Exploring Career Pathways in Economics and Related Fields, a virtual event that provided Black and other minority college students with an opportunity to learn more about career pathways in economics and related fields. The two-day event included interactive conversations with economists and research assistants and a skills-based workshop on programming and data analysis for research. The event concluded with a Career Fair, where the Bank hosted a virtual booth to meet with event attendees.

**Applicant Tracking Assessment**
The applicant to hire process continues to be evaluated in regard to gender and minority parity by TA leadership. Increased partnership with the People Analytics team has led to more robust reporting capabilities, including an internal dashboard analyzing applicant to hire information. Recruiting practices this year show significant increases in process efficiencies. The total number of applicants has increased significantly (34.9%) since the last reporting period with an increase of 3,015 total applications. Concurrently the number of interviews, which are a time and resource intensive activity have been reduced by 5%, while also achieving a 4.4% increase in the number of hires. Further, current year acceptance rate (difference of total offers to total offers accepted) is 93.2% compared to 89.5% last year.

In general, the gender and minority progression through the recruiting stages remains similar to last year. Specifically, male applicants remained comparable at 58% and female applicants increase slightly from 37% to 39% with 3% of applicants choosing to not disclose gender. The actual number of female applications rose 1,278. Minority applications increased by 1,527, though the ratio of minority to non-minority remained similar this year at 54% as compared to 56% last year. The trend continues that the ratio of females increase through the progression of hiring stages. For instance, this year 39% of initial applicants were female while 41% of qualified candidates were female and 43% of candidates interviewed where female, and finally at total offers accepted females represent 47%. Thus, while there are more applications submitted by males, female representation increases through each level of the recruiting process.

Minority progression through the stages this year shows 54% of applicants, though drops to 48% qualified candidates, before reaching parity at 50% of those interviewed, and finally 47% of total offers accepted. This is an improvement over last year with the stages being 56% of applicants, 46% of candidates, 45% of those interviewed and 41% of total offer accepted. The data does not show overwhelming evidence of bias in the hiring process, but the Bank has identified areas of opportunity in attracting more minority talent as outlined in our diversity recruiting strategy.

**Workforce and Succession Planning**
The D&I team, in close partnership with the EC and D&I Committee, implemented the initial phase of the Bank’s first D&I metrics strategy to support workforce planning. The initial phase of the plan introduced this year was designed to build familiarity around foundational D&I metrics in order to close parity gaps and identify additional talent opportunity areas. As the Bank’s analytics function and
capabilities have matured, the EC and D&I team are seizing on the opportunity to build a stronger data culture to inform our practices and facilitate decision-making within key talent management processes, such as promotion considerations. The committees have convened throughout 2020 to discuss the Bank’s current demographics and trends across hiring, promotion, engagement and retention and will continue to advance this work next year.

The Bank’s succession planning approach and documentation include applying a D&I lens to successor pools for key roles to ensure inclusion of a diverse slate of leaders. Once the pipeline has been identified, departments work to ensure access to leadership development opportunities that prepare leaders for these roles. The Talent Committee, currently involved in these efforts, is tasked with creating a more transparent and consistent way to assess talent to ensure we identify diverse leaders and pair them with development opportunities in preparation for senior leadership roles.

Supplier Diversity & Community Initiatives

Supplier Diversity Initiatives & Spend
The integration of the Supplier Diversity function from Finance to the D&I team has continued to strengthen the coordination of our supplier diversity work and engagement efforts. Amidst the challenges of the pandemic and the shift to modified essential services, the Bank continued to pay many vendors as if conducting normal business, including our top three MBEs - Sodexo Magic (hospitality), KIMCO (janitorial) and Agile 1 (staffing). As many corporations were forced to consider ways to reduce costs, the Bank assisted companies and individuals with cash flow by processing all approved invoices immediately, regardless of payment terms and due date.

In response to the restrictions on travel and large gatherings, FRBC launched virtual supplier diversity programming to build awareness around the importance of this work. Starting in May, a series of internal and external webinars were launched to provide insights on how the pandemic is impacting diverse businesses and the role of Bank staff to support utilization of diverse vendors, and externally, providing information and best practices to demonstrate the value of supplier diversity in the economic recovery. Recently, internal programming brought awareness to National Black Business Month (August) and opportunities to support Black-owned businesses throughout the month of August.

In July, our signature Supplier Diversity initiative Business Smart Week (BSW), was held virtually to provide technical assistance to M/WBEs. The Bank sought to continue to provide tools, strategies and virtual networking opportunities to M/WBEs to manage their businesses and maintain the national growth of BSW. The event, attended by about 120 live participants with additional engagement with the recorded sessions post-event, included various webinars, such as Managing through Tough Times and virtual pitch contests that provided the winners with one-on-one matchmaker meetings with representatives from across the Federal Reserve System.

Sustained Commitment to Strategic Partners and Development Opportunities
The Bank continues to cultivate opportunities to enhance the capacity of diverse vendors within the Seventh District through continued virtual participation in national and regional conferences with our strategic partners and sustained conversations with our Board of Directors to help us identify the critical needs of diverse vendors and offer solutions. This year, the Bank joined the Chicago United 5 Forward Program, an initiative that seeks to focus business diversity efforts on creating jobs in communities of color and growing MBEs.
In July, the Bank’s Supplier Diversity Director, Mark Hands, received the Michigan Small Business Administration District Director Award for being a champion for small businesses and entrepreneurs through a broad range of advocacy efforts and actions that created positive credible results for the small business community. Looking ahead, Supplier Diversity will support the Business Leaders of Michigan initiative being developed by the Detroit Board of Directors as they seek to create actionable strategies to help minorities build wealth in the city.

**Continued Growth of M/WBE Spend**
The Bank’s M/WBE spend continued to trend upward for the tenth consecutive year. Through the first nine months of 2020, our total reportable spend was $41.1 million, with diverse spend totaling $9.4 million (23%). For the 2019 fiscal year, the Bank’s total expenditure on goods and services was $67.4 million, with payment to minority- and women-owned businesses accounting for $14.4 million (21.3%). To compare this with previous years, see the below table.

<table>
<thead>
<tr>
<th>Spend Category</th>
<th>2019</th>
<th>%</th>
<th>2018</th>
<th>%</th>
<th>2017</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Spend</td>
<td>$67,425,861</td>
<td>100.0%</td>
<td>$55,401,044</td>
<td>100.0%</td>
<td>$65,501,492</td>
<td>100.0%</td>
</tr>
<tr>
<td>Minority-owned</td>
<td>$12,825,846</td>
<td>19.0%</td>
<td>$11,672,719</td>
<td>21.0%</td>
<td>$7,854,606</td>
<td>12.0%</td>
</tr>
<tr>
<td>Women-owned</td>
<td>$1,564,523</td>
<td>2.3%</td>
<td>$1,147,192</td>
<td>2.0%</td>
<td>$1,295,919</td>
<td>2.0%</td>
</tr>
<tr>
<td>Both Min. &amp; Women-owned</td>
<td>$14,390,370</td>
<td>21.3%</td>
<td>$12,819,912</td>
<td>23.0%</td>
<td>$9,150,525</td>
<td>14.0%</td>
</tr>
<tr>
<td>All Other</td>
<td>$54,035,490</td>
<td>78.7%</td>
<td>$42,581,132</td>
<td>77.0%</td>
<td>$56,350,967</td>
<td>86.0%</td>
</tr>
</tbody>
</table>

The FRBC has intentionally focused on recording and monitoring Tier 2 spend. In 2019, our general contractor spent approximately $9.7 million on 20 projects and generated approximately $1.1 million in Tier 2 spend compared with $267,884 in Tier 2 in 2018. To date in 2020, the Bank has spent approximately $1.6 million on seven projects and captured $524,355 in Tier 2 spend. In 2021, we will launch an expanded Tier 2 Initiative to include more of our prime vendors and discuss subcontracting opportunities for diverse vendors.

Despite an uncertain economic environment, the Bank is committed to sourcing and partnering with diverse vendors. Following the COVID-19 pandemic, the Bank will have to be more intentional in our approach to improving access and opportunities for M/WBE beyond inclusion in bid opportunities. It is through these continued knowledge-building and outreach efforts that we aim to promote the significant role diverse small businesses will have in the economic recovery and building wealth in minority communities.

**Financial Services Pipeline (FSP) Initiative**
In 2020, the Bank continued its support of FSP to advance African Americans and Latinx talent within the financial services industry. Accomplishments over the past year include successfully pivoting FSP’s two signature conferences into virtual events and executing the FSP Employee Experience Survey at the Bank. FSP also welcomed a consultant partner, Korn Ferry, to create frameworks, dashboards and other resources for FSP firms in 2021 to help advance, retain, develop and promote mid-career professionals of color.

In the summer of 2020, the Bank, along with 12 other FSP member firms, participated in the FSP Employee Experience Survey. The survey, managed by Mercer, explored the career journeys and challenges of Chicago-based professionals in the financial services industry to help the FSP better support African American and Latinx talent throughout Chicagoland. The total participation rate of FRBC
eligible employees was 65% (865 out of 1,338 eligible employees completed the survey) as compared to the 2015 FRBC participation rate of 63%.

Since 2015, there was no change in representation of Latinx and Black talent in the executive or senior management space and a persistent fairness gap that is most pronounced for Black men and women. Compared to the aggregate results, FRBC fared better in regards to minority representation for Black talent (13% as compared to 6% FSP overall) and Latinx talent (10% compared to 7% overall) which also puts the Bank’s 10-year projections for representation of these minority groups higher than the aggregate. The Bank also scored higher than the aggregate results across eight dimensions, including overall satisfaction, value and respect and career and development experiences. The aggregate data from across all participating firms in Chicago suggested some gains have been made for Black and Latinx employees; however, rates of attrition are still higher for those two groups and promotion rates are lower. The Bank is taking steps to incorporate this crucial data into our diversity recruiting, inclusion and talent management efforts heading into 2021.

The sixth FSP Annual Summit, hosted by the Bank, took place virtually in October. The event’s theme was Advancing Equity: From Ideas to Action. Over 100 decision makers and thought leaders from various firms gathered for a day of discussion and engagement to increase DEI within the financial services sector. The conference featured insights from Mercer on the results of the large scale Employee Experience Survey and small group discussions to dive further into actions steps. Sandra Pesic, an AVP of Information Security at FRBC, was a featured speaker and shared her personal experiences driving change, creating authentic conversations and advancing equity in the industry.

Virtual Internship Program
The Bank completed its first ever virtual internship program in August 2020. Over the course of the summer, 47 undergraduate, graduate, and doctoral students from 33 universities across the country joined the Bank for an enriching work experience inclusive of a professional development educational series, an interactive scavenger hunt, various virtual networking activities, and an intern project competition. The 2020 cohort represented a diverse class across 13 business units.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percent of Total</th>
<th>Headcount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>58.70%</td>
<td>27</td>
</tr>
<tr>
<td>Female</td>
<td>39.13%</td>
<td>18</td>
</tr>
<tr>
<td>Chose not to answer</td>
<td>2.17%</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Percent of Total</th>
<th>Headcount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>10.87%</td>
<td>5</td>
</tr>
<tr>
<td>Black or African American</td>
<td>6.52%</td>
<td>3</td>
</tr>
<tr>
<td>Do Not Wish To Provide</td>
<td>4.35%</td>
<td>2</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>10.87%</td>
<td>5</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>6.52%</td>
<td>3</td>
</tr>
<tr>
<td>White</td>
<td>60.87%</td>
<td>28</td>
</tr>
</tbody>
</table>

A taskforce structured the internship as an inclusive online experience providing similar opportunities as a traditional on-site program. The success of the internship program included over 50 Bank employees volunteering as mentors, project coaches, sponsors, judges, service project coordinators, and event hosts. At the conclusion of the program, seven interns (14%) were converted into full-time contingent workers.