



Federal Reserve Bank of Kansas City
Office of Minority and Women Inclusion



COMMITMENT TO DIVERSITY AND INCLUSION

Report to Congress



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Esther L. George

President and Chief Executive Officer
Federal Reserve Bank of Kansas City



MARCH 31, 2020

At the Federal Reserve Bank of Kansas City, we work across diverse communities throughout our region and the nation to understand and to foster confidence in the economy, the payments system and financial institutions for people from all walks of life.

Understanding and valuing diverse perspectives and backgrounds is essential to carrying out our responsibilities to the public we serve. To that end, we are proud to provide to Congress our 2019 Report of the Office of Minority and Women Inclusion (OMWI).

This report highlights the key role that diversity and inclusion has played throughout 2019 in our workforce, suppliers, financial education and community partnerships and programs.

During the year, I was pleased to announce that Tammy Edwards expanded her responsibilities as OMWI director and vice president of Community Development. She now leads a new Community Engagement and Inclusion Division as senior vice president and a member of the Bank's Management Committee, which directs overall strategy for our organization. Tammy has long been an adviser to me on community engagement and issues ranging from programming to diverse hiring practices. We welcome her continued insight, leadership and experience.

To learn more about our diversity and inclusion efforts, please visit www.kansascityfed.org/aboutus/kcfedinformation/diversity.

Esther L. George
President and Chief Executive Officer
Federal Reserve Bank of Kansas City

EXECUTIVE SUMMARY



Employees Sirisha Manchella, left, Nabou Dieng-Strife and Tatiana Smith shared their stories of growing up in different parts of the world during Women's History Month.

EXECUTIVE SUMMARY

The Federal Reserve Bank of Kansas City recognizes that delivering on its mission and business objectives requires diversity that reflects the communities it serves and the people it represents across its large, varied region.

While the Bank has had a rich history of diversity and inclusion long before the Dodd-Frank Act of 2010, the Act led to more formal standards and procedures through OMWI for the following:

- Equal Employment Opportunity and racial, ethnic and gender diversity of the workforce and all management.
- Fair inclusion in the workforce of contractors.
- Participation of minority-owned and women-owned businesses in the Bank's programs and contracts.
- Technical assistance for minority-owned and women-owned businesses.

PEOPLE, PROCUREMENT AND PARTNERSHIPS

Working with business functions across the Bank, OMWI continued to drive and champion inclusive and diverse practices and programs in the areas of People, Procurement and Partnerships in 2019.

PEOPLE

To attract diverse talent, the Bank pursued qualified applicants through recruiting events and programs at majority-minority serving colleges and universities and community collaborative partner events. Bank employees recruited talent at 53 colleges across eight states, including 14 majority-minority and women-serving colleges and universities.

The pace of hiring slowed in 2019, resulting in fewer new hires as compared with 2018. Despite this, the percentage of minority and women hiring as compared with total hires remained steady. The minority hiring rate was 27 percent in 2019, totaling 65 minority new hires. The female hiring rate was 42 percent, totaling 100 female new hires.

Minority participation in the Management Leadership Development Program continued to rise, reaching 20 percent. Female participation was 26 percent. Both participation rates were record highs.

In 2019, participation in the Bank's formal mentoring program reached about 35 percent of the workforce. A total of 701 employees participated, including 35 percent of minorities and 42 percent of the women in the workforce.

PROCUREMENT

The Bank spent \$7.3 million with diverse suppliers, a \$1.4 million increase over 2018.

The Bank identified and included diverse suppliers in 78 percent of all requests for proposals in 2019.

The Bank awarded 20 percent of all contracts to minority-owned and women-owned businesses in 2019.

PARTNERSHIPS

The Bank's annual Diversity and Inclusion Summit expanded to include in-depth training for nearly 140 participants from the community.

More than 10,000 students attended a financial education program hosted by the Bank.



Tammy Edwards

OFFICE OF MINORITY AND WOMEN INCLUSION

Tammy Edwards is senior vice president of the Community Engagement and Inclusion Division and director of the Office of Minority and Women Inclusion for the seven states of the Tenth Federal Reserve District. She leads engagement initiatives for strategic stakeholders and directs programs that address challenging community and economic development issues that affect underserved individuals and communities.

Appointed OMWI director in 2018, Tammy provides strategic leadership for the development and implementation of diversity and inclusion strategies.

Tammy joined the Bank in July 2008 after holding various leadership positions at Sprint Corporation. She regularly presents on a range of leadership, community and economic development topics and co-edited the 2015 book, "Transforming U.S. Workforce Development Policies for the 21st Century."

OVERVIEW



The Bank's culture is shaped by employee-led groups and inclusive habits are reinforced in its programs and practices. Shown here from left, employees Christina Jenkins and Victor Rodriguez.

Founded in 1914, the Federal Reserve Bank of Kansas City is one of 12 regional Reserve Banks, which, along with the Board of Governors in Washington, D.C., make up the Federal Reserve System.

As the central bank for the United States, the Federal Reserve System is responsible for three mission areas: setting the nation's monetary policy, providing financial services to depository institutions and supervising and regulating financial institutions. The System's decentralized structure, which includes local boards of directors and advisory councils at each Reserve Bank, ensures that a broad spectrum of views from the public at the regional level is used in national policy deliberations.

The Kansas City Fed employs more than 2,000 people at its head office in Kansas City and in Branch offices in Denver, Oklahoma City and Omaha. The Bank is responsible for the Tenth Federal Reserve District, an area that includes Colorado, Kansas, Nebraska, Oklahoma, Wyoming, northern New Mexico and western Missouri. The Tenth District economy represents a wide and diverse range of industries, including agriculture, banking, energy, manufacturing, aerospace, hospitality/tourism and the military.

In accordance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010, each Reserve Bank, along with the Board of Governors, established an Office of Minority and Women Inclusion (OMWI) that is responsible for matters relating to diversity in management, employment and business activities.

The Kansas City Fed's OMWI oversees the Bank's workforce diversity, procurement, financial education and community partnerships. Diversity strengthens the Bank and enriches its work.



The Kansas City Fed and its branches are guided by a 13-member senior management team, four boards of directors and four advisory councils. The Bank's senior management guides the organization's mission, values, strategy and diversity and inclusion objectives. Women and minorities represent 69 percent and 15 percent of senior management, respectively.



Rose Washington, chief executive officer of the Tulsa Economic Development Corporation, was chair of the Kansas City Fed's Board of Directors during 2017-19. She started her service to the Bank in 2010 on the Oklahoma City Branch Board of Directors and was appointed to the Kansas City board in 2013, serving as deputy chair during 2015-16. She also served as chair of the Federal Reserve System's Conference of Chairs in 2018.

The Bank also focuses on diversity among the members of its boards of directors and advisory councils. To reflect the diversity of the region and ensure broad and diverse views are a part of the central bank's monetary policy deliberations, the Bank monitors the demographic representation of its boards and councils. The Bank works to ensure that the boards and advisory councils are racially and gender diverse, and inclusive of a diverse range of industry sectors, geographic locations and perspectives. To learn more about our boards and councils, see the About Us link at www.KansasCityFed.org.

PEOPLE

MINORITY AND WOMEN EMPLOYMENT



Employees Wan Chin Ng, left, and A'Yanna Webster connect during a gathering of the Bank's employee-led groups.

The Federal Reserve Bank of Kansas City is best positioned to fulfill its mission of supporting economic and financial stability when employees at all levels reflect the makeup of the region. Guided by this belief, the Bank makes a meaningful commitment to cultivate diverse and inclusive perspectives and people.

Diversity and inclusion are embedded in the Bank's values, strategic plan and expectations of leaders, who set the tone for an inclusive culture where all employees can have the same opportunity to contribute and succeed. A sense of belonging and opportunities for involvement are fostered by employee-led groups and reinforced in employee engagement and communications efforts. Campus, collaborative partner and recruitment marketing efforts contribute to building a diverse workforce.

In 2019, the Bank achieved progress in numerous areas toward its minority and women employment goals.

RECRUITMENT

The Bank worked to ensure a steady pipeline of diverse talent through on-campus recruiting, professional networks and community partnerships. It engaged diverse audiences through online platforms and social media channels.

EXPERIENCED PROFESSIONAL RECRUITING

The Bank pursued experienced professionals through targeted collaborative partner events and programs. During the year, Bank representatives attended a variety of urban career fairs including the Women of Color Leadership Conference at the University of Missouri-Kansas City and the Leadership Africa Summit in Omaha.

In 2019, the Kansas City Fed sponsored or participated in the following diverse career fairs:

- Asian American Chamber of Commerce of Kansas City Career Fair
- Hispanic Association of Colleges and Universities
- India Fest, India Association of Kansas City
- Leadership Africa Summit, Omaha
- Leadership Convention, National Association of Asian American Professionals
- Urban League of Nebraska, Omaha
- Women of Color Leadership Conference, University of Missouri-Kansas City

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CAMPUS RECRUITING

Bank employees recruited at 14 majority-minority and women-serving colleges and universities spanning an eight-state region and attended or sponsored 11 events, which included career fairs, classroom presentations and signature networking events. Campus recruiting materials were updated to target specific diverse groups more effectively.

In 2019, Bank employees recruited at the following campuses:

- Clark Atlanta University
- Colorado State University at Pueblo
- Cottey College
- Langston University
- Lincoln University
- Morehouse College
- Prairie View A&M University
- College of Saint Mary
- Spelman College
- Stephens College
- Texas Southern University
- Texas Women's University
- University of Arkansas at Pine Bluff
- University of New Mexico at Albuquerque



The Bank participated in events with the Asian American Chamber of Commerce Kansas City, including its Career Fair and Procurement Panel.

TALENT ACQUISITION STRATEGIES

The Bank uses job boards, websites and social media to share career content and hot jobs, and attracts talent through employee referrals via social media shares.

Recruiting efforts were enhanced by the addition of a sourcing specialist with a focus on diverse talent to engage with professional and diverse organizations and market the Bank's hiring needs across the District.

EMPLOYEE ENGAGEMENT

The Bank uses a wide array of initiatives to educate employees about its commitment to diversity and inclusion and expectations of staff. Employee education efforts focus on the importance of diversity to the Bank's business results and the link between inclusive behaviors and organizational success.

TRAINING AND COMMUNICATIONS

Diversity and inclusion education is included in new employee orientation, professional development courses, management training and diversity summits.

In early 2019, an inclusive habits tip sheet was distributed to all employees as part of the communications launch of the Bank's strategic direction. A Bank-wide diversity and inclusion objective was embedded in performance plans for all managers and supervisors and announced in a message from Kelly Dubbert, the Bank's first vice president and chief operating officer.

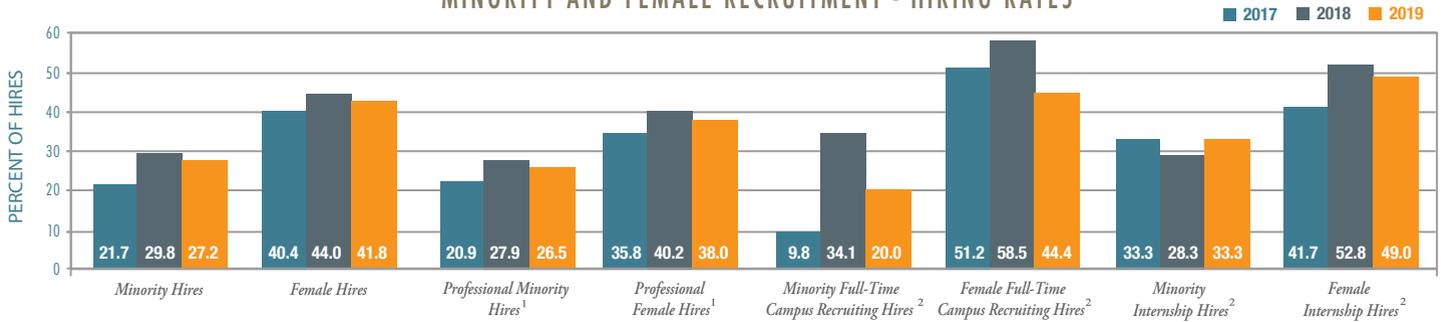
The Bank's biennial Officers Conference included training on Consciously Inclusive Leadership, which was then required training for all management as a model for building a diverse team, leveraging differences and leading inclusively.

To assist employees in developing specific skills and enhancing professional growth, the Bank offers a formal one-on-one mentoring program to assist employees in developing targeted skills and enhancing professional growth. In 2019, participation included 35 percent of minorities and 42 percent of the women in the workforce.



Bank employees Jason Bellchamber, left, and Victor Tran were on hand to talk about their careers in software development during a diversity event with the Mizzou Alumni Association.

MINORITY AND FEMALE RECRUITMENT - HIRING RATES



¹Data reflects official, management and professional staff.

²Data reflects employees who started in the represented year.

2019

DIVERSE HIRING HOLDS STEADY

- New hires were 42% women and 27% minorities
- Women are 44% and minorities are 21% of the total workforce

A program highlight was a mentoring enrichment event, “Together: The Power of Workplace Connections to Drive Employee Engagement.” Motivational speaker Paul Long shared approaches to recognizing and valuing the critical importance of workplace relationships and interactions.

EMPLOYEE-LED GROUPS

The Bank supports employee-led groups to enhance cultural awareness and provide professional development programs throughout the year. In



Ty Kreitman, Daisy Price and Laura Gaughan were honored with the 2019 Diversity Change Agent award for their extraordinary contributions during the year.



The Bank's President and Chief Executive Officer Esther George hosted a roundtable with the Minority Members of Management Mentoring Group.

2019, the groups hosted more than 260 programs during the year, published 26 articles to employees with more than 11,500 views, and accounted for more than 85 employee referrals by sharing job postings.

The Employee Diversity Committee, made up of 95 volunteers from across the Bank, hosted a variety of cultural and professional development programs

throughout the year. The committee also launched Real Talk: Conversations That Matter, which encouraged sharing honest perspectives that foster cultural awareness in a safe and confidential setting.

The Minority Members of Management Mentoring Group focuses on developing, retaining and empowering current and aspiring minority people leaders. The group hosted events that promoted interactive discussions and networking.

The Minorities in Technology Taskforce debuted in 2019, focusing on empowering minorities while promoting an inclusive culture in technology and innovation.

The Women in Technology Community of Practice (WITCOP) focuses on empowering current and aspiring women technologists through mentoring, knowledge sharing, community outreach and leadership opportunities.

WITCOP members were involved in community outreach during the year, partnering with the KC STEM Alliance to host a Girls in Tech event. The Bank hosted 100 students from Independence, Missouri, to participate in the national Hour of Code program, where the students built an app and learned computational thinking skills in an approachable way.

More than 120 members of employee-led groups participated in the Bank's fifth annual Diversity Champions Retreat, an increase of 12 percent over the previous year. Focused on putting the "I" in inclusion, the retreat featured a keynote from diversity, equity and inclusion consultant Michael Gonzales; a panel discussion; interactive break-out sessions; and recognition of individual and team accomplishments.



More than 100 students from Independence, Missouri, participated in a National Hour of Code at the Bank.

INTERNAL REPORTING AND ASSESSMENT

The Bank has an established, systematic process to measure progress toward achieving its diversity and inclusion goals. Diversity and Equal Employment Opportunity-related metrics are shared regularly with the Bank's senior leaders. Bank employees have access to Tenth District performance reports that include key workforce representation and hiring metrics.

The Bank produces a quarterly Diversity and Inclusion Report that highlights, by defined categories, workforce representation as compared with Equal Employment Opportunity Commission (EEOC) and Census data. The report also includes information on minority and women hiring and retention rates and participation in the Bank's mentorship program.

"Research shows exposing girls early to computer science increases the likelihood that they will explore more science and tech areas in the future. Events like Girls in Tech show them the creative and fun side of technology." Molly Keim, manager, Tech Business Support and WITCOP member.



MENTORSHIP PROGRAM PARTICIPATION RATES¹



¹Percentage reflects total workforce.

SUCCESSSES

- Implemented the 2019 – 20 Diversity and Inclusion strategic plan.
- Launched a quarterly Diversity and Inclusion performance report for the Bank and each division.
- Evolved campus recruiting strategy and relationships to maximize outreach opportunities at majority-minority schools, historically black colleges and universities, Hispanic-serving institutions and women's colleges within the region.
- Added a talent sourcing specialist with a focus on diverse hiring needs.
- Leveraged employee-led groups to assist with employee referrals.

CHALLENGES

The Bank is committed to its workforce diversity and inclusion strategies and addressing challenges in meeting its goals. Key challenges include:

- Identifying and competing for diverse talent that has highly specialized and technical skills.
- Increasing sourcing capabilities to expand the percent of minorities and women who see and apply for positions.
- Ensuring minority and women employees are fully participating in career planning, development and networking opportunities to further their engagement and career goals.
- Increasing the minority representation at all levels of the workforce.



Employees, from left, Joy Cline, Linda Weinzerl, Dawn Ross and Karen Pennell enjoy the closing of the Employee Diversity Committee's Diversity Awareness Week.

LOOKING AHEAD

As the Bank continues to seek ways to improve its workforce diversity and inclusion efforts, it has identified a number of future goals, including:

- Identify new and creative sourcing channels and implement across business lines.
- Improve job posting process to attract a diverse candidate pool.
- Develop inclusive learning experiences and resources that build awareness, reinforce habits and change behavior.



“Our sourcing strategies serve to attract exceptional and diverse talent to the Bank. The partnerships the Bank has with staffing agencies, of which nearly 30 percent are diverse suppliers, are highly valuable in supporting these critical strategies.” Lakota McCune, assistant manager, Human Resources.

PROCUREMENT

SUPPLIER DIVERSITY



In 2019, the Bank hosted Biz Smart Day to share success stories and to provide diverse suppliers with information on how to do business with the Bank and other large corporations. Over 50 companies attended Biz Smart Day, including representatives from local and regional organizations and networks.

The Bank's supplier diversity strategy encourages the procurement of goods and services from minority- and women-owned businesses. It is the Bank's practice to include, when available, at least one minority- and one woman-owned business in competitive acquisitions. The Bank also includes a provision in its contracts asserting its commitment to equal opportunity in both employment and contracting. This language further requires each supplier to endorse a similar commitment in its own business practices.

To identify diverse suppliers for competitive acquisitions, Bank staff engaged with local, regional and national organizations through outreach activities and hosted events targeted to minority- and women-owned businesses. The Bank also educated suppliers about the Bank's business practices and encouraged their participation in business opportunities. These strategies, along with internal reporting and assessment processes, position the Bank to continue advancing its supplier diversity objectives.

RESULTS

In 2019, the Bank had \$7.3 million of reportable spend with diverse suppliers throughout the year, an increase of 24 percent compared with \$5.9 million in 2018. Of this spend, \$4.8 million was with minority-owned businesses and \$2.5 million with women-owned businesses.

Diverse suppliers were identified for 78 percent of the Bank's sourcing events in 2019. Of these events, 59 percent received bids from diverse suppliers and ultimately 20 percent of all the Bank's contracts were awarded to diverse suppliers. During the year, the Bank executed one of its largest diverse supplier contracts with Tier One Aztec Property Services.

CHALLENGES

The Bank continues to make progress on its supplier diversity objectives, but faces challenges identifying qualified diverse suppliers for certain goods and services such as specialized training and non-IT equipment purchases. Additionally, the Bank continues to be

challenged with improving the responsiveness of diverse suppliers to sourcing opportunities.

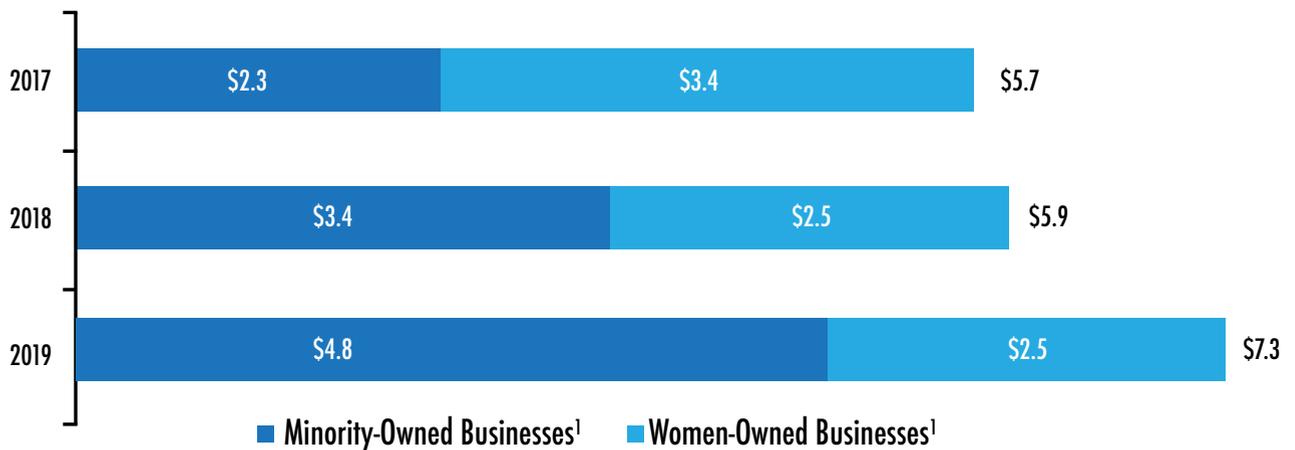
LOOKING AHEAD

In 2020, the Bank will begin a new process for requesting and gathering feedback from diverse suppliers that did not respond to an invitation to bid. The goal is to gain insight into the suppliers' perspective and to help establish improved bidding processes. The Bank also will focus on the development of supplier diversity learning experiences and resources that build awareness, create habits and change behavior.



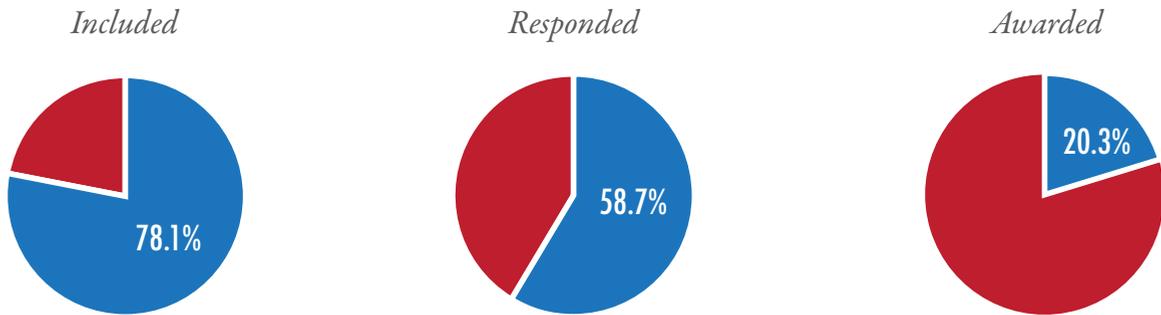
"From meeting with prospective contractors one-on-one, to ensuring we have a wide diversity of suppliers to choose from, the Tenth District is committed to ensuring we meet our supplier diversity inclusion objectives." Diana Serrano, senior supervisor, Procurement.

2017-19 Spend with Diverse Suppliers (Dollars in Millions)

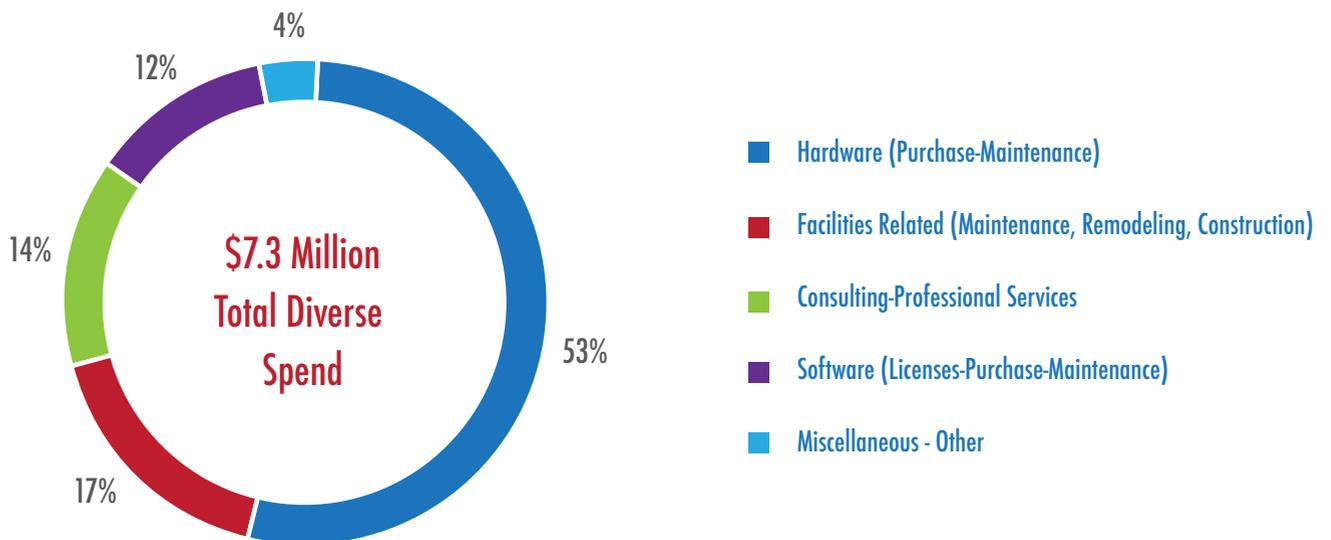


¹Minority women-owned business spend is captured in spend for minority-owned businesses and is not double counted in women-owned business spend.

2019 Diverse Supplier Participation



Percent of Total Diverse Spend by Commodity



Of the Bank's total diverse spend in 2019, about 53 percent went toward purchases of hardware. An additional 17 percent was spent on facilities-related purchases and 14 percent on consulting or professional service agreements.

PARTNERSHIPS

FINANCIAL EDUCATION AND COLLABORATIVE PARTNERS



Students from majority-minority high schools in the Kansas City metro area participated in the Math X Economics event hosted by the Bank. Employees Thao Tran, left, and Colton Tousey helped guide this hands-on learning experience that encourages students to consider career paths in economics and data science.

The Federal Reserve Bank of Kansas City is dedicated to outreach to diverse populations within the seven-state region. Programming and resources were focused on promoting financial well-being and helping minorities, women and majority-minority high school students explore career paths such as finance, economics and technology.

FINANCIAL EDUCATION PROGRAMS

Employees in each of the Bank's four offices were dedicated to providing economic education and programming to students in urban school districts in Kansas City, Albuquerque, Denver, Oklahoma City and Omaha.

Math X Economics

Nearly 50 students from Allen Village, Center, Ruskin, and Sumner Academy high schools in the Kansas City area attended the Bank's annual Math X Economics

event in February. The program's intent is to expose talented high school students to the field of economics, with the aim of inspiring them to consider economics as a course of study in college and as a future career.

The 2019 Math X Economics program featured an interactive icebreaker, an overview of the economics field, small group discussions with Bank employees and an hour-long game activity.

During the game, student teams competed while managing limited resources and price fluctuations to buy and barter materials to make play money. The game illustrated economic concepts such as the benefits of trade and the elasticity of demand.

NaAliah Griffith, a senior at Center High School in Kansas City, Missouri, plans to major in finance and enjoyed learning about career possibilities within the world of economics. NaAliah also attended the 2018 Math X Econ and felt the game activity helped her build on what she had learned.



Oklahoma City Student Board members explore the Branch's Money Museum.

2018-19 STUDENT BOARD OF DIRECTORS	
MINORITIES	WOMEN
75.6%	60.3%



Math X is a fun and interactive way for high school students to learn about the field of economics.

"This is more about how to use resources wisely and think strategically — and be aware of other people around us. It's really cool." Math X participant NaAliah Griffith, senior at Center High School in Kansas City, Missouri.

Student Boards of Directors

The Kansas City Fed's Student Board of Directors strives to help mentor and equip students from majority-minority high schools with knowledge, skills and information to help them develop and succeed in the future. For the 2018-19 school year, there were student boards in all four of the Bank's offices as well as Albuquerque, New Mexico, involving 78 students.

In Denver, a networking event brought together the Denver Student Board and its Branch Board of Directors to learn about the board members' roles and companies. In Oklahoma City, Student Board members visited the Oklahoma City Thunder NBA operation to learn about the economic impact a major league sports team can have on the local and regional economy.

In other branches and cities, learning about local companies and industries was facilitated through visits to health-care technology provider Cerner Corporation by the Kansas City Student Board, to insurance company Mutual of Omaha by the Omaha Student Board and restaurant chain Dion's Pizza by the Albuquerque Student Board. For details about the Student Boards of Directors, see the Education link at www.KansasCityFed.org.

Summer @ the Fed

Summer @ the Fed is the Bank's economic education summer camp that encourages financial literacy and teaches economic concepts to fourth through sixth graders from low- to moderate-income households in the Kansas City metro area.



Students in the Kansas City area gain valuable experience and insight through participation in the Student Board of Directors.



The Reminders, a Colorado-based duo, delivered a personal-finance themed message during a Rock the Fed concert in Denver. Aja Black and Big Samir are pictured here with Bank employees from left, Kenji Baker, Erin Davis and Stacey Martin.

Six Student Board of Directors graduates interned with the Bank to plan, oversee and staff the camps, which reached 466 students over the course of six weeks. In addition to managing activities and programs, Summer @ the Fed interns received formal and informal professional development, and networked with local entrepreneurs during offsite visits to a local business and a program which supports and empowers startups.

Rock the Fed

In May, the Bank and Funding the Future, a nonprofit organization focused on teaching financial literacy to students, hosted a Rock the Fed educational concert at the Denver Branch. Colorado-based hip-hop and R&B duo The Reminders performed and delivered personal

finance wisdom to nearly 100 students from Denver's Strive-PREP Rise High School.

The Power of You Student Conference

Blending the Bank's education outreach efforts with its workforce development strategies, The Power of You Student Conference provided a hands-on, interactive career development and exploration experience for 320 students from majority-minority high schools. The one-day conference aligned with existing career pathways within school curricula and featured a simulated business idea pitching competition.

The program's intent was to enhance students' networking and interviewing skills, leverage community

partnerships, provide real-life examples of various career paths and serve as a potential talent pool for the Bank's Student Board of Directors program.

COLLABORATIVE PARTNERSHIPS

Knowing that interconnectedness makes everyone stronger, the Bank cultivates working relationships with community, professional and educational organizations that benefit from the partnership and, in turn, can provide support for the Bank's diversity strategies. Employees from across the Bank are invited to attend multiple professional networking events throughout the year with these diverse organizations.

In addition, these collaborative partners are invited to Diversity and Inclusion Summits hosted by the Bank where they have the opportunity to hear from and connect with Bank leadership.

In partnership with the Diversity and Inclusion Consortium of Kansas City, the Bank hosted a signature Diversity and Inclusion Summit. It convened

more than 140 diversity and inclusion practitioners and champions for professional development dedicated to the exchange of concepts, insights and best practices in the field of diversity, equity and inclusion.

"I enjoyed being in a room of people that all want to make the world a better place and are willing to be on both sides of the difficult conversations that can take place around diversity." Diversity and Inclusion Summit participant Tracy Gallery, Grantham University

The Bank hosted collaborative partner events including:

- Asian American Chamber of Commerce Procurement Panel
- Black Achievers Society Awards Dinner
- Disability:IN Greater Kansas City Thought Leaders Luncheon
- Urban Financial Services Coalition Scholarship and Awards Reception
- Urban League of Greater Kansas City Newcomers Reception



Brenda Perkins, left, and Darla Wilkerson of Disability:IN Greater Kansas City and Michael Gonzales of Diversity and Inclusion Consortium discuss professional development and disability inclusion at the Disability Thought Leaders Luncheon hosted by the Bank.

As active and visible members of the community, the Bank and employees were recognized in 2019:

President's Award for Corporate Partnership was presented to the Bank by the National Urban Financial Services Coalition for demonstrating diverse organization values.

Mattie Brown, manager, Information Technology and Customer Support, was inducted into the Black Achiever's Society of Greater Kansas City for her career accomplishments, educational achievements and community impact.

SYSTEM-WIDE PARTNERSHIPS

The Bank hosted the fourth annual series of Banking and the Economy Forums, including Women in Banking and Minorities in Banking.

The Forum for Women in Banking was in Denver and was attended by 105 women bank leaders from Colorado, Missouri, Nebraska, New Mexico, Oklahoma and Wyoming representing 41 organizations. The Forum for Minorities in Banking, a nationwide initiative of the Federal Reserve System, was in St. Louis and was attended by 169 diverse bank leaders from 27 states and 64 organizations.



"The Bank has a longstanding history of building mutually beneficial relationships with key strategic stakeholders in the Tenth District and throughout the Federal Reserve System. These mutually beneficial relationships assist the Bank in providing unique programs and initiatives that enhance awareness of the Bank's mission while promoting cultural awareness; providing high-quality professional development and networking; and supporting diverse talent and supplier sourcing." – Chantell Garrett, manager, Diversity and Inclusion.



Diversity and Inclusion specialist Trina Duncan, left, directs programs focused on diversity and inclusion at the Bank, shown here with employee Buck Sommerkamp.

They featured insights from a number of national leaders and offered sessions on the economy, the U.S. payments system and career and leadership strategies.

CHALLENGES

The Bank faces ongoing challenges related to its outreach and education efforts. Among them:

- Stretched public school budgets limit the Bank's ability to reach students and teachers through traditional programming avenues or visits to the Bank's museums.
- Educators are challenged by competing priorities in their school districts and classrooms.
- Lack of comfort with economic or financial topics can be a barrier to entry for teachers and students.

LOOKING AHEAD

The Bank is committed to innovative and continual improvement in its outreach and educational efforts. In 2020, the Bank will focus on ways to:

- Evaluate new opportunities for the Bank's five Student Boards of Directors to expand their personal finance knowledge, career and college preparation.
- Strengthen relationships with our Student Boards of Directors alumni to deepen our networks, share career opportunities, and provide education on economic and financial issues.
- Leverage research and expertise on higher-paying occupations that do not require a four-year degree.
- Leverage collaborative partners to be of greater assistance in sourcing talent, suppliers and candidates for the Bank's boards and councils.



TELLING THE STORY OF THE NATION'S FIRST BLACK-OWNED BANKS

A new book published by the Federal Reserve Bank of Kansas City, written by Executive Writer and Historian Tim Todd generated discussion with local, regional and national partners about the role of the nation's first African-American banks as an important source of credit as well as training and jobs.

One of the Bank's most-requested books, it takes its title from the words of the nation's first female minority banker, Maggie Lena Walker:

"Let us put our moneys together. Let us use our moneys; let us put our moneys out at usury among ourselves and reap the benefits ourselves. Let us have a bank that will take the nickels and turn them into dollars."

To order a complimentary copy, go to the Publications link at www.KansasCityFed.org.



New Orleans banker Alden J. McDonald Jr., left, and the Bank's Tim Todd visit the Richmond, Virginia, home of Maggie Lena Walker, the nation's first female minority banker.

DIRECTOR CATEGORIES

	CURRENT DIRECTORS			HISPANIC OR LATINO		WHITE		BLACK OR AFRICAN AMERICAN	
	ALL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
RESERVE BANK DIRECTORS									
CLASS A (TOTAL POSITIONS 3)									
By total	3	2	1	0	0	2	1	0	0
By percent	100%	67%	33%	0%	0%	67%	33%	0%	0%
CLASS B (TOTAL POSITIONS 3)									
By total	3	2	1	0	0	1	1	1	0
By percent	100%	67%	33%	0%	0%	33%	33%	33%	0%
CLASS C (TOTAL POSITIONS 3)									
By total	3	3	0	0	0	2	0	1	0
By percent	100%	100%	0%	0%	0%	67%	0%	33%	0%
BRANCH DIRECTORS									
BRANCH DIRECTORS, APPOINTED BY RESERVE BANK (TOTAL POSITIONS 12)									
By total	12	8	3	0	0	7	1	1	0
By percent	100%	67%	25%	0%	0%	58%	8%	8%	0%
BRANCH DIRECTORS, APPOINTED BY BOARD OF GOVERNORS (TOTAL POSITIONS 9)									
By total	9	3	6	1	1	0	3	1	1
By percent	100%	33%	67%	11%	11%	0%	33%	11%	11%
TOTALS									
ALL RESERVE BANK DIRECTORS (TOTAL POSITIONS 9)									
By total	9	7	2	0	0	5	2	2	0
By percent	100%	78%	22%	0%	0%	56%	22%	22%	0%
ALL BRANCH DIRECTORS (TOTAL POSITIONS 21)									
By total	20	11	9	1	1	7	4	2	1
By percent	100%	52%	43%	5%	5%	33%	19%	10%	5%
ALL RESERVE BANK AND BRANCH DIRECTORS (TOTAL POSITIONS 30)									
By total	30	18	11	1	1	12	6	4	1
By percent	100%	60%	37%	3%	3%	40%	20%	13%	3%

RACE/ETHNICITY

NON-HISPANIC OR LATINO

ASIAN		NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER		AMERICAN INDIAN ALASKA NATIVE		TWO OR MORE OR OTHER PACIFIC	
MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0
0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
0 0%	0 0%	0 0%	0 0%	0 0%	2 17%	0 0%	0 0%
1 11%	1 11%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
1 5%	1 5%	0 0%	0 0%	0 0%	2 10%	0 0%	0 0%
1 3%	1 3%	0 0%	0 0%	0 0%	2 7%	0 0%	0 0%

Note: Reserve Bank directors are elected or appointed to three-year, staggered terms (see <https://www.federalreserve.gov/aboutthefed/directors/about.htm> for more information). This report includes directors who were appointed or elected in 2019 to terms that began on January 1, 2020, as well as directors who are currently serving in existing terms. Directors are given the option to self-identify their race/ethnicity and gender. Totals reflect a director who has chosen not to self-identify.

Appendix

2019 FEDERAL RESERVE BANK of KANSAS CITY WORKFORCE REPRESENTATION DATA

Female Representation

JOB CATEGORIES	WHITE		BLACK OR AFRICAN AMERICAN		HISPANIC OR LATINO	
	Number	Percent	Number	Percent	Number	Percent
Executive/Sr. Officials and Managers	8	88.9	1	11.1	-	-
First/Mid Officials and Managers	117	83.0	13	9.2	2	1.4
Professionals ¹	393	75.3	48	9.2	19	3.6
Technicians	23	59.0	9	23.1	4	10.3
Sales Workers	4	80.0	1	20.0	-	-
Administrative Support	110	70.1	24	15.3	17	10.8
Craft Workers	-	-	-	-	-	-
Service Workers	6	66.7	-	-	2	22.2
FEMALE TOTAL	661	74.9%	96	10.9%	44	5.0%

Male Representation

JOB CATEGORIES	WHITE		BLACK OR AFRICAN AMERICAN		HISPANIC OR LATINO	
	Number	Percent	Number	Percent	Number	Percent
Executive/Sr. Officials and Managers	3	75.0	-	-	1	25.0
First/Mid Officials and Managers	166	90.2	11	6.0	1	0.5
Professionals ¹	543	80.6	41	6.1	32	4.7
Technicians	105	84.7	9	7.3	5	4.0
Sales Workers	1	100.0	-	-	-	-
Administrative Support	38	65.5	5	8.6	8	13.8
Craft Workers	31	86.1	-	-	1	2.8
Service Workers	46	73.0	8	12.7	5	7.9
MALE TOTAL	933	81.6%	74	6.5%	53	4.6%
TENTH DISTRICT TOTAL	1,594	78.7%	170	8.4%	97	4.8%

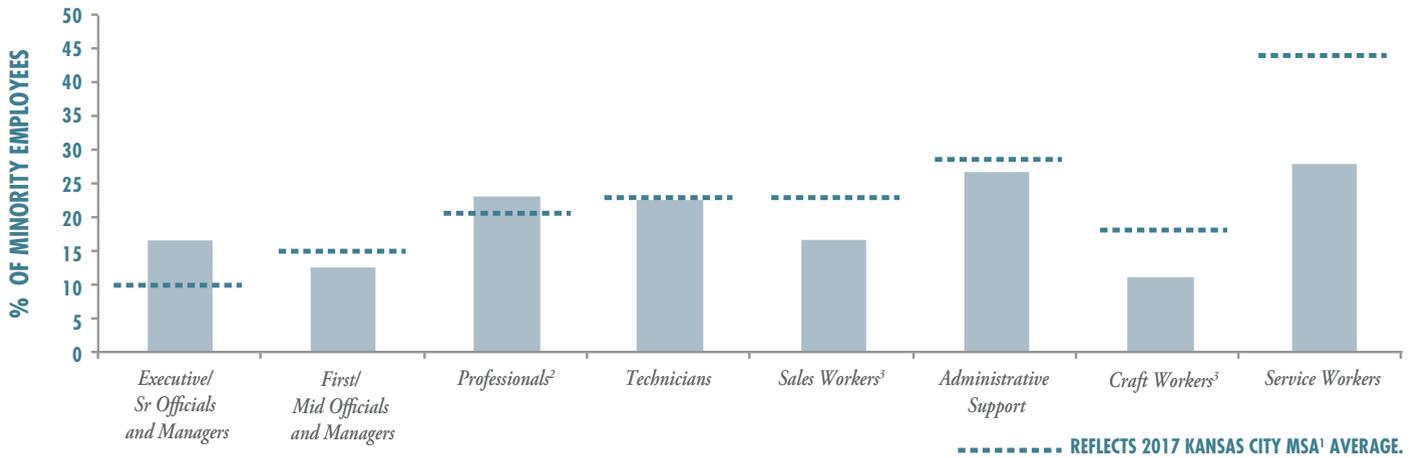
¹Professionals include analysts, economists, examiners and IT professionals.

NATIVE HAWAIIAN OR PACIFIC ISLANDER		ASIAN		AMERICAN INDIAN OR ALASKAN NATIVE		TWO OR MORE RACES		JOB CATEGORY TOTALS	
Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
-	-	-	-	-	-	-	-	9	69.2
-	-	5	3.5	-	-	4	2.8	141	43.4
3	0.6	52	10	1	0.2	6	1.1	522	43.6
-	-	3	7.7	-	-	-	-	39	23.9
-	-	-	-	-	-	-	-	5	83.3
-	-	3	1.9	-	-	3	1.9	157	73.0
-	-	-	-	-	-	-	-	-	-
-	-	1	11.1	-	-	-	-	9	12.5
3	0.3%	64	7.3%	1	0.1%	13	1.5%	882	43.5%

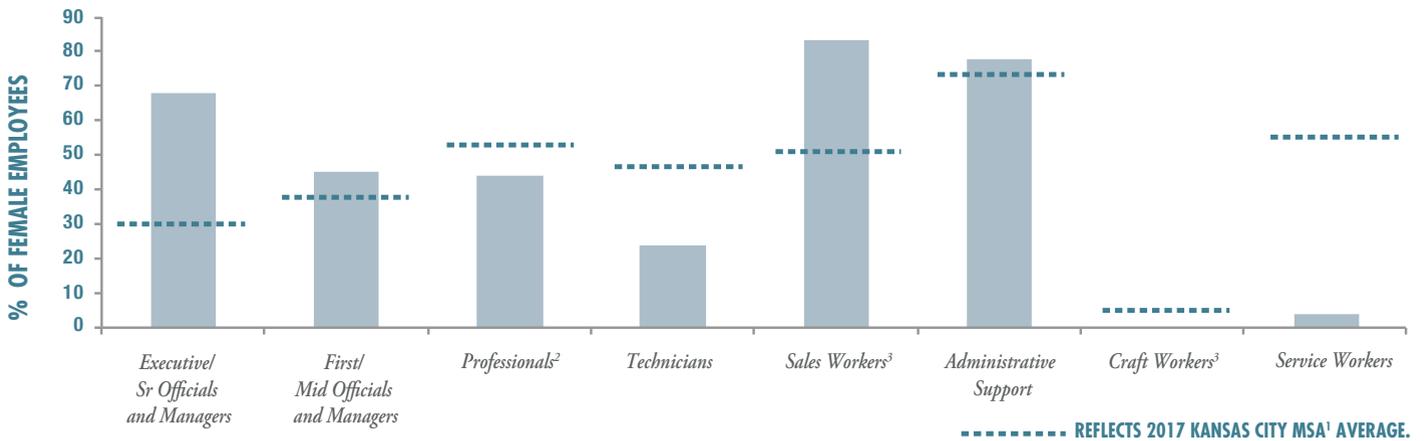
NATIVE HAWAIIAN OR PACIFIC ISLANDER		ASIAN		AMERICAN INDIAN OR ALASKAN NATIVE		TWO OR MORE RACES		JOB CATEGORY TOTALS	
Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
-	-	-	-	-	-	-	-	4	30.8
1	0.5	2	1.1	3	1.6	-	-	184	56.6
1	0.1	48	7.1	1	0.1	8	1.2	674	56.4
-	-	5	4.0	-	-	-	-	124	76.1
-	-	-	-	-	-	-	-	1	16.7
-	-	4	6.9	1	1.7	2	3.4	58	27.0
-	-	2	5.6	-	-	2	5.6	36	100.0
1	2	2	3.2	-	-	1	1.6	63	87.5
3	0.3%	63	5.5%	5	0.4%	13	1.1%	1,144	56.5%
6	0.3%	127	6.3%	6	0.3%	26	1.3%	2,026	100.0%

Notes: Numbers may not add due to rounding. Information reflects EEO-1 data as defined by the Equal Employment Opportunity Commission (EEOC). Data are pulled from the Dec. 16 - 31, 2019, pay period. The report is primarily based on employee self-identification. Per EEOC guidance, if race or ethnic information is not self-reported, observer identification may be used.

2019 MINORITY WORKFORCE REPRESENTATION(%) KANSAS CITY OFFICE



2019 FEMALE WORKFORCE REPRESENTATION(%) KANSAS CITY OFFICE



¹Kansas City Metropolitan Statistical Area (MSA) is based on 2017 federal statistics provided by the EEOC.

²Professionals include analysts, economists, examiners and IT professionals.

³Sales workers and craft workers represent a small number of the total workforce.

Notes: Numbers may not add due to rounding. Information reflects EEO-1 data as defined by the Equal Employment Opportunity Commission (EEOC). Data are pulled from the Dec. 16 - 31, 2019, pay period. The report is primarily based on employee self-identification. Per EEOC guidance, if race or ethnic information is not self-reported, observer identification may be used. The Federal Reserve Bank of Kansas City follows a practice of reviewing employee representation against the Kansas City MSA data.

CORE METRICS

CATEGORY	DESCRIPTION	MEASURE	2014	2015	2016	2017	2018	2019
Workforce Diversity	Senior Executives ¹	Total #	12	12	12	11	12	13
		% Minorities	16.7%	16.7%	16.7%	18.2%	16.7%	15.4%
		% Women	66.7%	66.7%	66.7%	72.7%	66.7%	69.2%
	Midlevel Managers ¹	Total #	239	251	280	307	316	325
		% Minorities	9.6%	10.4%	10.0%	10.1%	11.4%	12.9%
		% Women	45.2%	45.0%	42.1%	41.4%	42.7%	43.4%
	Professionals ¹	Total #	749	843	1,011	1,069	1,138	1,196
		% Minorities	15.4%	18.7%	21.5%	21.6%	22.1%	21.7%
		% Women	43.8%	44.1%	43.2%	42.9%	43.8%	43.6%
	Total External Hires	Total #	200	319	303	198	275	240
		% Minorities	20.5%	32.3%	26.1%	21.7%	29.8%	27.1%
		% Women	40.0%	38.6%	34.0%	40.4%	44.0%	41.7%
	Total Interns	Total #	25	34	35	48	53	51
		% Minorities	28.0%	23.5%	25.7%	33.3%	28.3%	33.3%
% Women		52.0%	38.2%	45.7%	41.7%	52.8%	49.0%	
Overall Bank Turnover Rate	%	10.2%	9.8%	8.3%	6.1%	8.8%	8.9%	
Supplier Diversity	Total Reportable Spend ²	\$ (millions)	\$42.8	\$47.7	\$49.7	\$43.5	\$46.2	\$59.8
	Total Diverse Spend ³	\$ (millions)	\$8.6	\$7.0	\$5.7	\$5.7	\$5.9	\$7.3
		%	20.1%	14.7%	11.5%	13.1%	12.8%	12.2%
	Minority-owned ⁴	\$ (millions)	\$3.2	\$3.3	\$2.3	\$2.3	\$3.4	\$4.8
		%	7.4%	7.0%	4.7%	5.3%	7.3%	8.1%
	Minority-owned (men)	\$ (millions)	\$2.5	\$2.9	\$1.6	\$1.6	\$2.9	\$3.8
		%	5.8%	6.1%	3.2%	3.7%	6.3%	6.4%
	Minority-owned (women)	\$ (millions)	\$0.7	\$0.4	\$0.7	\$0.7	\$0.5	\$1.0
%		1.6%	0.9%	1.5%	1.6%	1.0%	1.7%	
Women-owned ⁴	\$ (millions)	\$6.1	\$4.1	\$4.1	\$4.1	\$3.0	\$3.5	
	%	14.3%	8.6%	8.3%	9.4%	6.5%	5.8%	
Women-owned (non-minority)	\$ (millions)	\$5.4	\$3.7	\$3.4	\$3.4	\$2.5	\$2.5	
	%	12.7%	7.7%	6.8%	7.8%	5.5%	4.1%	
Women-owned (minority)	\$ (millions)	\$0.7	\$0.4	\$0.7	\$0.7	\$0.5	\$1.0	
	%	1.6%	0.9%	1.5%	1.6%	1.0%	1.7%	

¹ Data for 2014-16 are as of Aug. 31; Data for 2017-19 are as of Dec. 31, EEO-1 report.

² Reportable spend includes all vendor payments except those made for/to association memberships, dues and fees; international banks; intercompany/inter-Fed transfers; government payments; payment network fees; rent; and utilities.

³ Total Diverse Spend = Minority-owned (men) + Minority-owned (women) + Women-owned (non-minority).

⁴ Women-minority numbers are included in both Minority-owned and Women-owned Totals.

Financial Literacy ¹	Program Type	2019
	- Teacher centric - Student centric - Hybrid	Hybrid
	Number of Students ²	10,242
	Number of Educators ³	107
Number of Students Reached ⁴	8,025	

¹ Measures report only those OMWI students and teachers who participate in or are reached through programs that have a financial literacy focus. OMWI targeted schools are considered to be inner-city, majority-minority, and all-girls high schools.

² Students who attended in-person programs and enrolled in online programs.

³ Educators who attended in-person programs and enrolled in online professional development programs.

⁴ Students reached through educators using a common multiplier of 75.



Federal Reserve Bank *of* Kansas City
Office of Minority and Women Inclusion