



OFFICE OF MINORITY AND WOMEN INCLUSION

Annual Report to Congress 2017

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2017

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FEDERAL RESERVE BANK *of* CLEVELAND

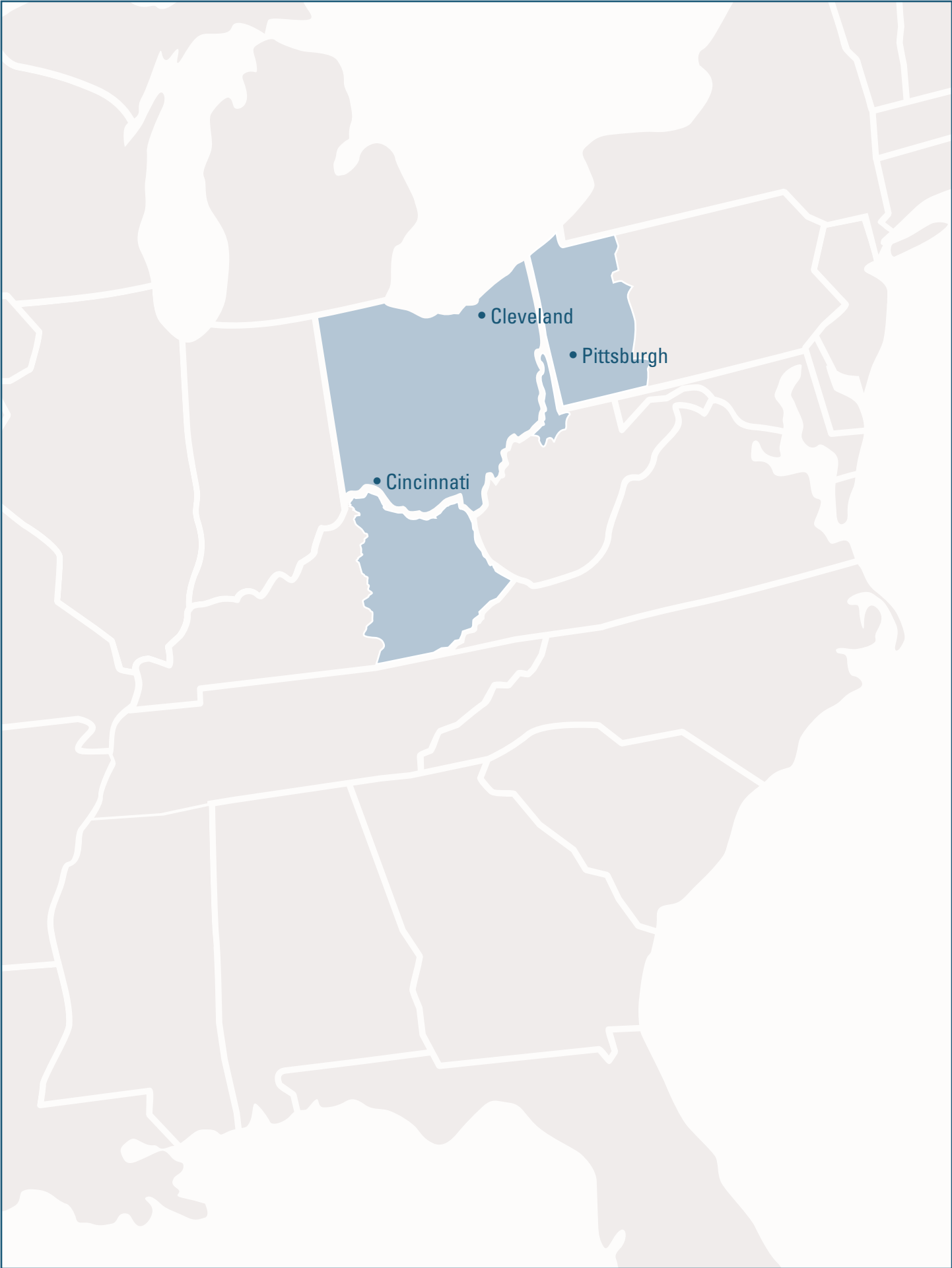
Margie Wright-McGowan, Senior Vice President of Human Resources and OMWI Director

This document contains an organization-wide account of the actions of the Federal Reserve Bank of Cleveland's Office of Minority and Women Inclusion with regard to the requirements under Section 342 of the Dodd–Frank Wall Street Reform and Consumer Protection Act of 2010.



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LETTER FROM THE OMWI DIRECTOR

On behalf of the Federal Reserve Bank of Cleveland (“the Bank”), I present the 2017 *Annual Report to Congress*, which provides an overview of the Bank’s successes, challenges, and next steps in fulfilling the expectations of Section 342 of the Dodd–Frank Wall Street Reform and Consumer Protection Act of 2010.

Throughout 2017, the Bank promoted its diversity and inclusion (D&I) vision by continuing with the execution of strategic objectives. These objectives included expanding our capacity with respect to talent acquisition and minority retention and taking a more proactive approach with learning and development initiatives, particularly around building awareness regarding inclusiveness.

The Bank’s D&I progress was once again recognized by industry leaders in 2017, beginning with landing atop *DiversityInc’s* Top Regional Companies list for the fourth consecutive year. Additionally, the Bank’s work earned three awards from *Diversity MBA Magazine*: as one of the magazine’s 50 Out Front Companies for Diversity Leadership, Best Companies for Women & Diverse Managers to Work, and Top 10 Best in Class organizations for recruitment and board diversity. Receiving such recognition is a powerful statement to the marketplace about the Bank’s commitment to inclusion. The Bank also earned a score of 100 percent on the Human Rights Campaign Foundation’s 2018 Corporate Equality Index (CEI) for LGBTQ Workplace Equality for the third consecutive year. The Human Rights Campaign Foundation’s CEI is a national benchmarking tool for corporate policies and practices pertinent to lesbian, gay, bisexual, and transgender employees. Finally, for the eighteenth consecutive year, the Bank was honored by NorthCoast99 as one of Northeast Ohio’s best places to work for top-performing talent.

Although we are very proud of the awards mentioned, we do not lose focus on continuous improvement. To that end, the Bank continues to benchmark our efforts to incorporate best practices that enhance the strategic focus of minority and women employment, supplier diversity, and financial education for underrepresented communities. It is my sincere hope that as you review this report, you find that the content illustrates the Bank’s continued commitment to diversity and inclusion, along with our sustained commitment to the communities we serve within the Fourth Federal Reserve District.

A handwritten signature in black ink, appearing to read 'MW', with a long horizontal line extending to the right.

Margie Wright-McGowan
Senior Vice President of Human Resources and OMWI Director

EXECUTIVE SUMMARY

The Federal Reserve Bank of Cleveland made tremendous progress toward the achievement of its diversity and inclusion goals for 2017 pursuant to Section 342 of the Dodd–Frank Wall Street Reform and Consumer Protection Act of 2010. The following report provides a detailed explanation of programs, successes, challenges, and future plans with respect to minority and women employment, minority-owned business enterprise (MBE) and women-owned business enterprise (WBE) inclusion, and financial education in underrepresented communities.

Diversity and inclusion are strategic business imperatives for the Bank and remain principal to the achievement of the Bank’s mission. Therefore, our strategy is multifaceted. We seek to attract and retain a talented workforce, and we encourage a working environment that fosters innovation through employee participation and diversity of thought, experience, and ideology. Furthermore, retaining public confidence and trust remains a top priority; therefore, we seek to retain this confidence and trust by reflecting the diversity of the communities we serve, in which we do business, and from which we draw our talent pool. We accomplish our mission by the inclusion of minority- and women-owned business enterprises into the economic success of the Bank and with our community outreach endeavors.

The Bank fosters an inclusive environment, and we believe that diversity and inclusion, and the creative energy that they cultivate, will lead to functional success, intellectual rigor, and the perpetuation of a welcoming climate that elevates the Bank to premier status within the Federal Reserve System (“the System”).

Last year employees sought opportunities to empower themselves personally and professionally. One example is our resource network group (RNG) program. The mission of the RNG program is to educate the Bank about the diverse interests of our employees and communities so that we can be more inclusive in our business practices. The program’s vision is one that incorporates the strengths of each of the groups, and group members, in order to build a climate of inclusion and promote cultural competencies. Last year, the RNG program had a strong presence and led the development of many remarkable programs. In May, the RNG hosted an RNG symposium at which the Bank showcased the work of individual groups and hosted a nationally known diversity thought leader; the ROOTS RNG, focused on parents, and COOL RNG, focused on caregivers, partnered to host a session that highlighted a local family whose children have different abilities; and the STRIVE RNG, focused on professional development, and the STAAR RNG, focused on African Americans, partnered with other administrative functions to launch a Bankwide mentoring program.

The Bank’s priorities for the coming year include increased focus on visibility, accountability, and collaboration in our efforts toward inclusive excellence.

Measuring our progress through a variety of key indicators, benchmarks, and metrics is a hallmark of our ongoing commitment to continuous improvement and, ultimately, of our success. We share the Bank’s Office of Minority and Women Inclusion (OMWI) core metrics in Appendix A.

FEDERAL RESERVE SYSTEM OVERVIEW

Diversity Recruiting

The Federal Reserve Bank of Cleveland continued to be an ardent participant and supporter of the System's national strategy for diversity recruiting, including engagement with national conferences and advertising with regional and national publications. Key to these efforts is active participation with a variety of organizations such as the Thurgood Marshall College Fund, Prospanica (formerly the National Society of Hispanic MBAs), the National Black MBA Association, and the Association of Latino Professionals for America. Locally, we continue to steward our relationship with entities such as *Diversity MBA Magazine*, *DiversityInc*, and Equal Opportunity Publications, Inc.

Realizing the tremendous competition for diverse talent, participation in these endeavors has allowed the Bank to leverage its local reputation, to cultivate relationships among our Reserve Bank colleagues and external organizations, and to affect recruiting results.

Talent Management

The Bank's talent management efforts in 2017 focused on aligning employees' learning with the strategic plan and high-priority initiatives while building on the Bank's core values and competencies. In addition to participating in Systemwide efforts, we have maintained successful programs at the local level. For example, the Bank hosted a regional minority-business enterprise consultant for a series of sessions on building a culture of inclusion and trust, sessions which focused on increasing emotional intelligence, engaging employees, and recognizing unconscious bias.

From a System perspective, we have sustained support from partnerships with the National Black MBA Association (NMBBAA), the Grace Hopper Celebration of Women in Computing, and the Women of Color STEM (science, technology, engineering, and math) Conference. Locally, the Bank continued to implement myriad effective programs to support the career matriculation of its workforce. One example is the Strategic Leadership Experience (SLE) for which we redesigned the curriculum to include a session focusing on inclusive leadership. In addition, we implemented the Fierce Conversations curriculum, developed a mentoring pilot in partnership with the STAAR RNG and rolled out TRACOM SOCIAL STYLES® programming, among other initiatives. Finally, we accelerated our talent review and succession frameworks to enable earlier identification of higher-potential minority employees and to focus on their professional development.

Supplier Diversity

The Bank partners with other Reserve Banks and the National Procurement Office (NPO) to advance supplier diversity efforts for the System. The NPO manages national contracts and national memberships with strategic partner organizations such as the National Minority Supplier Development Council (NMSDC) and the Women's Business Enterprise National Council (WBENC). In 2017, the Federal Reserve System participated in national conferences and trade fairs. The first conference was the WBENC conference held in Las Vegas, Nevada. WBENC is the largest certifier of businesses owned, controlled by, and operated by women in the United States, and the conference had more than 300 exhibit booths and more than 3,500 registered attendees. The second conference was the NMSDC conference held in Detroit, Michigan. NMSDC is the largest certifier of Asian, African American, Hispanic, and Native American businesses, and the conference had more than 700 exhibit booths, 20 targeted workshops and sessions, and more than 6,000 registered attendees. The System had 85 vendor registrations to its booth at WBENC and 81 vendor registrations to its booth at NMSDC.

Financial Literacy

The Bank's work continues to extend beyond the walls of the organization with our strong presence in the community, particularly through our many collaborations with community-based organizations, education institutions, and other nonprofits.

Financial education in underserved communities is a core part of the Bank's outreach mission. In 2017, we sustained outreach efforts that were primarily geared toward young audiences through programming and free educational resources. Our programs focused on financial literacy, financial capability, and individual financial well-being.

The Learning Center and Money Museum (LCMM) serves as the cornerstone for our community engagement. In addition to our financial education programs, we provided specialized programming, including our Girls Make IT Better program that promotes the opportunities of careers in science, technology, engineering, and math (STEM) and the Fed Scholars summer internship program.

Regulated Entities

Information pertaining to regulated entities is included in the Board of Governors' *Annual Report to Congress*, as the Board of Governors is the primary regulator.

Minority and Women Employment

Successes

Workforce diversity continues to be a Bank priority and remains essential to the overall D&I strategy of the organization. This commitment is demonstrated in a variety of tangible ways, many of which have effected successes.

In 2017, the Bank sustained, and in some cases improved, internal metrics and reporting capabilities to demonstrate the results of our aggressive diversity strategies, including improved processes around employee referrals, diverse interview panels and candidate slates, and other initiatives. The Bank's senior leadership worked with Human Resources to provide recommendations toward diversifying the workforce in terms of high-potential employees who are developing toward leadership roles and to encourage greater diversity in functional areas in which we have observed opportunities such as highly technical roles. Subsequent to the implementation of these recommendations, the Bank put into place mechanisms to monitor progress in accomplishing its D&I goals throughout the year.

Employee engagement remained integral to the Bank's D&I efforts. The Bank annually conducts an employee engagement survey, and results for this year are positive. First, the Bank had a participation rate of 86 percent, a strong indicator of employees' engagement and their commitment to helping keep the Bank a great place to work. The survey revealed a strong foundation on which to build, with an overall engagement score of 81. The survey vendor compared the Bank's scores against its performance from the prior year, the average of other companies it serves across the nation, other Reserve Banks, and the Cleveland Reserve Bank's 2016 results. The Bank's engagement score for 2017 was higher than all three of the benchmarks noted above. Furthermore, the results revealed that employees are inspired by the overall direction of the Bank, a situation which motivates them to do their best work. Many employees also shared that they feel supported in finding work-life balance and that their functional areas encourage innovation.

We continue to make strides with the advancement of women within the organization. This year, in particular, we announced the appointment of Margie Wright-McGowan as the new senior vice president to oversee human resources and OMWI. Additionally, we saw several women promoted into key assistant vice president roles, including those in audit and supervision. Furthermore, we have been remarkably intentional about leadership development opportunities for women, encouraging the participation in Systemwide initiatives such as Thrive and in local programs such as the SLE.

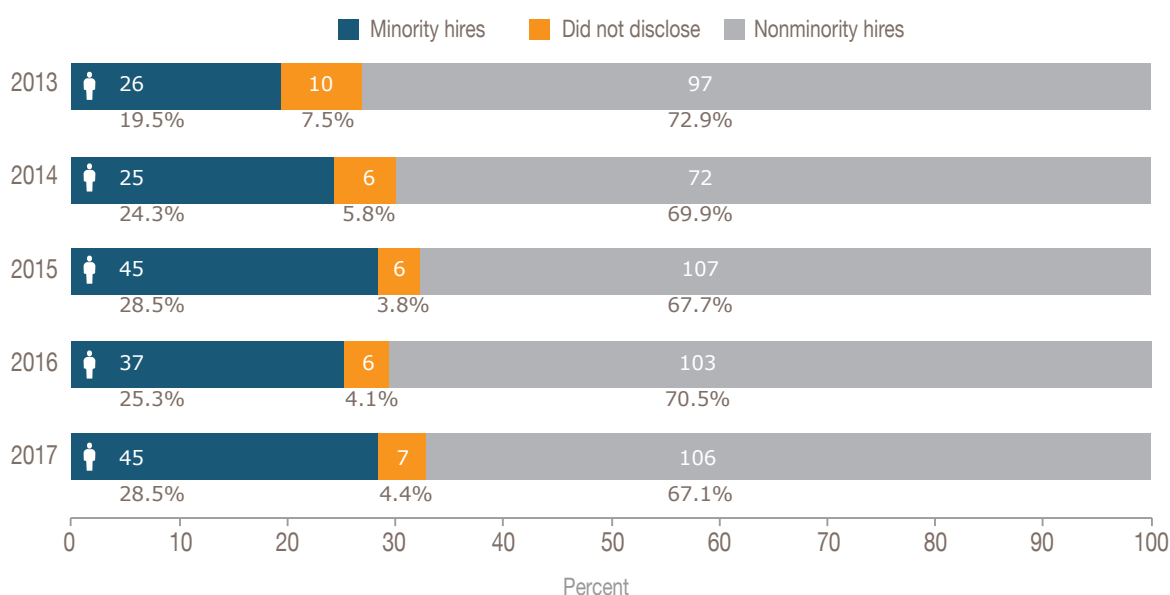
As one of our largest employee engagement initiatives, the RNG program remained an integral part of the Bank's workforce diversity strategy from both acquisition and retention vantage points. This past year saw demonstrable successes for these groups, most notably in their acting as resources for candidate referrals, their members' participating on interview panels, and their providing consultation with respect to the Bank's D&I learning and development programs. In an effort to mobilize the RNGs around the Bank's business objectives, two of the groups—STAAR and STRIVE—worked in partnership with Human Resources to launch a signature mentoring pilot program aimed at millennials and minority employees. Human Resources is evaluating the pilot currently, and plans

are underway to launch the full program in 2018. Additionally, a Toastmasters chapter was launched as part of the Bank's RNG program. As a whole, RNGs continued to add significant value to overall diverse-talent acquisition and retention efforts.

In summary, last year the Bank executed an aggressive, proactive workforce-diversity strategy that leveraged many local and Systemwide resources, all of which sought to complement traditional recruitment sources such as job boards, employee referrals, publications, and career fairs. Key to these efforts was a distinctive focus on talent acquisition, namely, refining our inclusive interview panel program, diverse candidate slates, and a more active use of social media and internet-based initiatives on LinkedIn, the Muse, and Glassdoor.

Aggregate Talent Acquisition and Internal Movement

(Excludes interns and hourly job positions)



Source: Human Resources Information System (Taleo)

Last year, the Bank intensified its focus on and collaboration with historically black colleges and universities (HBCUs) including those located in the Fourth District: Central State University (CSU) and Wilberforce University (WU). We did so by piloting a handful of programs. For example, during the summer of 2017, the Bank initiated a partnership with CSU's Banking Institute, which is housed within CSU's business school. The innovative partnership combines classroom instruction with hands-on experience at a local bank.

To address diverse pipeline development, the internship program continued to play a paramount role in the Bank's talent acquisition strategy. The 2017 program welcomed 33 students, the largest cohort in four years, and included 36 percent women and 36 percent minorities.

Involvement with college career fairs remained essential to our pipeline development efforts. To this end, we once again attended and participated in a variety of career fairs and sought various opportunities to leverage these relationships for our diversity goals. A few examples include our participation in Case Western Reserve University’s diversity in engineering program and Miami University’s minority business student’s organization.

To maximize our diverse pipeline development efforts, we are in the midst of reexamining the Bank’s internship program as it relates to converting interns to full-time employees, particularly for minority students.

Internship Hiring

Year	Total	Minority	Female
2013	25	7 (28%)	9 (36%)
2014	24	8 (33%)	10 (42%)
2015	27	10 (37%)	8 (30%)
2016	26	12 (46%)	17 (65%)
2017	33	12 (36%)	12 (36%)

Source: Human Resources Information System (Taleo)

Note: Women of color are included in both the Minority and Female categories

Challenges

Ensuring the ongoing presence of a diverse workforce in the Bank is an area of acute focus. Therefore, developing more ambitious pipeline and minority development initiatives to enhance our performance in this area is of fundamental interest for the Bank’s talent management efforts.

The challenge of identifying diverse talent for highly technical roles persists. To address this challenge, the Bank is effecting strategic collaborations with national and local professional organizations. This strategy continues to pay significant dividends, and sustaining this strategy will remain one of the Bank’s top priorities.

Next Steps

While advancing minority representation at all levels of the Bank’s workforce continues to be a strategic area of focus, there is a particular focus on retaining minority employees and preparing those minority employees at the professional and exempt levels for broader responsibilities, including managerial and leadership roles. In recognition of this effort, the Bank has named a diversity lead for recruiting, developed additional training in the areas of bias and inclusive leadership, and increased efforts in talent management and development.

Minority- and Women-Owned Business Inclusion

Successes

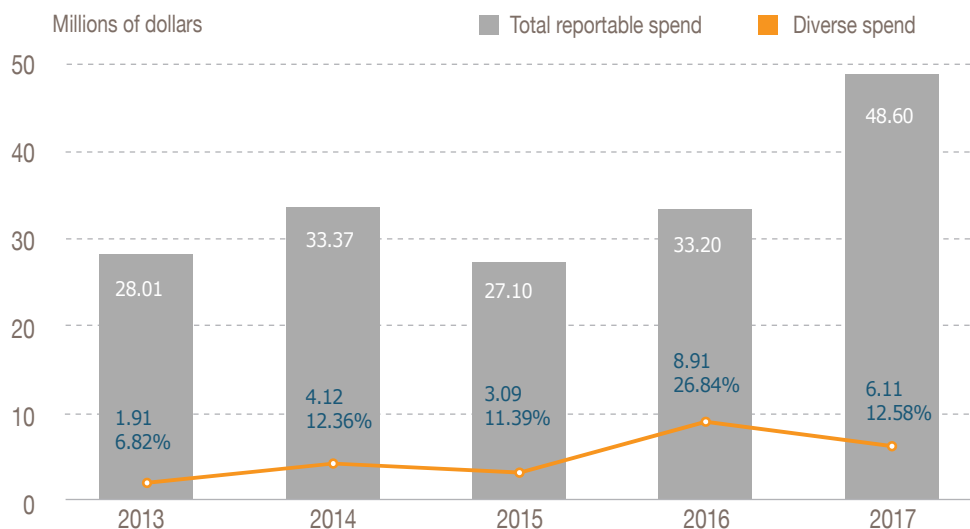
The Bank actively pursues its supplier diversity mission to maximize the overall level of participation by certified MBE and WBE businesses in our purchase of materials and services. We do so by leveraging local resources, as well as participation in national initiatives, such as attendance at the National Minority Supplier Development Council (NMSDC) and the Women's Business Enterprise National Council (WBENC) annual conferences and the Ohio Minority Supplier Development Council (OMSDC) annual business fair. Attendance at these events gives the Bank the opportunity to demonstrate our commitment to supplier diversity and to strengthen relationships with diverse suppliers.

In addition to the NMSDC and WBENC conferences and the OMSDC business fair, the Bank was represented at the quarterly Greater Cleveland Partnership procurement officer meetings, the Federal Reserve Board of Governors Vendor Fair, and a match-making event at Progressive Field. As a result of the Federal Reserve Board of Governors Vendor Fair, the Bank identified two suppliers to participate in 2017 sourcing events, with one vendor's being awarded a contract as of December 2017.

Locally, the Bank continues to be involved in supplier diversity efforts by inviting Minority and Women Owned Business Enterprises (M/WBEs) to participate in business sourcing events and the distribution of requests for proposals. Additionally, the Bank hosts meet-and-greets to introduce diverse suppliers to key internal stakeholders in an effort to market suppliers' capabilities.

In 2017, the Bank had a total reportable spend in the amount of \$48,595,308.30. Of this total, \$6,112,648.23, or 12.58 percent, was spent with M/WBEs. The decrease in this percentage from that of the previous year was driven by the awarding of a contract for a major construction and renovation project to a nondiverse supplier who submitted a bid that was lower than bids from other prospective suppliers.

Total Reportable Spend and Percent of Diverse Spend



Source: Human Resources Information System (Taleo)

During 2017, the Bank had 51 contracting opportunities; of those opportunities, an M/WBE was included in 31 opportunities, or 60.78 percent. From those opportunities, 13 contracts were awarded to either an MBE or a WBE, totaling \$740,130, or 2.82 percent, of the total available contracts.

In 2017, the Bank continued reporting tier II diverse spend for contracts more than \$100,000 to establish a more comprehensive view of the Bank's diverse supplier spend. Tier II spend, defined as a majority company contracting with an M/WBE, serves as an enhancement to the Bank's existing efforts aimed at increasing meaningful opportunities for M/WBEs to promote economic growth in our region. Overall, the Bank's tier II spend has been greater than 25 percent since the inception of our program. Further, language is included in the Bank's Request for Proposals that addresses the integration of tier II suppliers and the responsibility of the tier I supplier in this regard if awarded the contract. In addition, the Bank presented on its tier II program at the Greater Cleveland Partnership to assist in developing other businesses' supplier diversity reporting programs.

Challenges

The identification of diverse suppliers for specialized commodities and services has been an ongoing challenge; however, we continue to strengthen our external partnership to broaden our scope of local suppliers. In 2017 the Bank's focus was on the construction of our conference center and employee amenities floors; therefore, we did not have many large contracts awarded in 2017. However, the Bank awarded the design of our construction project to a WBE that accounted for 2.24 percent of our diverse spend. The expectation for prime contractors to report on tier II spend will position the Bank to drive additional spend and greater economic inclusion in the business community. In situations in which an MBE or a WBE does respond but is not selected, the reason is generally because the bidder is not the lowest-cost provider, the main evaluation factor on larger construction projects. Given that our Bank has fewer opportunities for larger contracts, we will also need to focus on categories wherein diverse suppliers can have greater opportunities.

Next Steps

To make meaningful progress on the challenges identified previously, the Bank will continue to drive awareness of supplier diversity internally and externally. During the business planning process, the Bank will collaborate with our diversity and inclusion function to determine a supplier diversity sourcing plan for future procurement needs. Additionally, the Bank will implement a preferred supplier list for those commodities for which competition may not be required, and we will focus on purchasing card spend when we have low-dollar, high-volume purchases. The Bank will expand our reporting and communication with key stakeholders to help drive awareness of supplier diversity results. In 2018, the Bank will host an outreach event for diverse suppliers to educate them on doing business with the Bank, current economic conditions, and other pertinent information.

The Bank will continue to execute on its refreshed 2016–2019 Strategic Supplier Diversity Plan by educating suppliers regarding how to do business with the Bank, ensuring effective communication to build internal and external stakeholders' awareness about the value of supplier diversity, and ensuring that effective reporting is in place to monitor the overall participation of MBEs and WBEs in the Bank's purchases of goods and services. The strategic plan will continue to serve as a roadmap in the Bank's efforts to enhance and increase the pool of diverse suppliers and related sourcing opportunities.

Financial Education for Underrepresented Communities

The Bank's work continues to extend into the community, particularly through financial education in underrepresented communities. The Bank's Learning Center and Money Museum (LCMM) offers continued evidence of success in this regard. The LCMM was designed as a free and open-to-the-public learning venue to inspire critical thinking and lifelong learning through the lens of personal finance and economics. The number of visitors increased by 3 percent in 2017, for a total of more than 12,700 visitors for the year. This number includes unscheduled visitors and guests for scheduled programs and tours of the Bank or the LCMM.

A popular feature of the Bank's financial education programming is *Great Minds Think: A Kid's Guide to Money*, a fun, free, self-directed financial-literacy activity book for children. Since April 2007, the Bank has distributed more than 735,000 copies to families, schools, organizations, community groups, businesses, and government agencies around the world. This total includes both the English and Spanish versions.

The Fed Scholars program employs high school students from underserved communities as paid interns and offers them opportunities to learn about career paths, acquire workplace and life skills, and contribute to the education and museum outreach work of the Bank. This year's Fed scholars collectively wrote the book *Somewhere in Cleveland: The Fed Scholars Story Project*. The book contains the scholars' writing about their experiences growing up and living in Cleveland. This publication was highlighted at the Bank's 2017 Policy Summit on Housing, Human Capital, and Inequality, led by the Bank's Community Development Department, and at Esperanza Inc.'s Fiesta of Hope (a recognition program attended by hundreds of community leaders). The student-writers also met with Cleveland mayor Frank Jackson.

Additionally, the Bank hosted several schools within the Cleveland Metropolitan School District (CMSD) for financial literacy education programs. Eight programs were held for 11 schools, with a total of 307 students attending.

Bank employees are often sought out for their thought leadership as part of external organizations' financial education efforts. In 2017, Bank employees were invited to speak at the African American Chamber of Commerce in Pittsburgh, where the Freedman's Bank traveling exhibit was displayed.

Successes

The Bank's publication of *Somewhere in Cleveland: The Fed Scholars Story Project* helped amplify the voices of urban, minority, and female high school students and educate policymakers regarding the challenges they face in their neighborhoods. Tools for starting a storytelling project are available on the Bank's website to encourage community storytelling and listening.

The Bank enhanced its Education Advisory Council to include additional representation from organizations and schools who serve primarily minority audiences.

The Girls Make IT Better program participants (female students from an urban, majority-minority high school) found the program informative and fun. The participants showed a marked increase in awareness of and interest in careers in STEM fields.

The Employability Skills Bootcamp continues to serve as a model for student programming for the national Federal Reserve Financial Education Day. The program is offered at the Bank in partnership with local community organization Youth Opportunities Unlimited. Ninety percent of students participating in the 2017 program reportedly found it helpful and believed other students would find it helpful, too.

In sum, *Great Minds Think: A Kid's Guide to Money* continues to be a popular free resource for learning about personal finance and starting family conversations about money. The number of visitors to the LCMM continues to grow, and visitor feedback is highly positive.

The Bank is a sought-after partner for education programming with community organizations, libraries, primary and secondary schools, and colleges and universities. Productive relationships with these groups have enabled the Bank to expand its capacity for education outreach.

Challenges

The Bank's outreach efforts and financial education programs continue to be resources for thousands of local school children. Future challenges include sustaining relevance and innovation along with meeting current and future levels of demand. Expanding education engagement in other District communities outside of Cleveland is a challenge that we continue to address. We recently hired an education outreach professional at the Bank's Cincinnati Branch to expand our reach within the southern half of Ohio and eastern Kentucky.

Next Steps

The Bank's commitment to provide effective and efficient mentoring and financial education to students remains strong. As part of this commitment, we regularly evaluate the effectiveness of our programming and make adjustments as appropriate. The additional resource at our Cincinnati Branch will increase the regional impact of this programming and reach a broader audience. The Bank's Education Advisory Council will continue to help bring the diverse voices of the audiences we serve in order to inform future strategies for education outreach.

Federal Reserve Bank of Cleveland Conclusion and Next Steps

Minority and Women Employment

Advancing minority representation at all levels of the Bank's workforce will continue to be a strategic area of focus, with a particular emphasis on the retention of minority employees and the advancement of minority employees at the exempt professional level toward expanded responsibilities and leadership roles. To accomplish this, we have added a quantitative recruitment objective for senior officers, along with the inclusion of diversity-related learning and leading objectives into the performance requirements of all managers. Other initiatives include increasing staff resources in the form of a diversity lead in recruiting, implementing additional training modules in bias and inclusive leadership, increasing efforts in learning and development, and assigning mentors and sponsors to high-potential minority employees.

Minority- and Women-Owned Business Inclusion

To make meaningful progress on the challenges identified previously, management will continue to drive awareness of supplier diversity internally and externally. During the business-planning process, management will develop a supplier diversity sourcing plan for future procurement needs. Additionally, management will implement a preferred-supplier list for those commodities for which competition may not be required and will focus on purchasing card spend where there are low-dollar, high-volume purchases. Management will expand its reporting and communication with key stakeholders to help drive awareness of supplier diversity results. In 2018, management plans to host an outreach event for diverse suppliers to educate them about doing business with the Bank, current economic conditions, and other pertinent information.

The Bank's refreshed 2016–2019 Strategic Supplier Diversity Plan will be accomplished by continuing to educate suppliers on how to do business with the Bank, continuing to ensure effective communication to build internal and external stakeholder awareness about the value of supplier diversity, and continuing to ensure that effective reporting is in place to monitor the overall participation of MBEs and WBEs in the Bank's purchases of goods and services. The plan will continue to serve as a roadmap for enhancing and increasing the pool of diverse suppliers and related sourcing opportunities.

Financial Education and Outreach

The Bank's commitment to provide effective and efficient mentoring and financial education to students remains strong. As part of this commitment, we regularly evaluate the effectiveness of our programming and make adjustments as appropriate. The additional resource at our Cincinnati Branch will increase the regional impact of this programming and reach a broader audience. The Bank's Education Advisory Council will continue to help bring the diverse voices of the audiences we serve in order to inform future strategies for education outreach.

Summary

The road to inclusive excellence is strategic and intentional. As the Bank moves forward, it will continue to demonstrate visibility, accountability, and collaboration in its efforts. The level of inclusive excellence the Bank strives to achieve is dependent on its ability to embrace diversity and inclusion in all of their forms and to maintain a strong equal employment opportunity program.

ABBREVIATIONS USED IN THIS REPORT

Bank	Federal Reserve Bank of Cleveland
Board	Board of Governors of the Federal Reserve System
CMSD	Cleveland Metropolitan School District
D&I	Diversity and Inclusion
LCMM	Learning Center and Money Museum
MBE	Minority-owned business enterprise
M/WBE	Minority- or women-owned business enterprise
NBMBA	National Black MBA Association
NMSDC	National Minority Supplier Development Council
NPO	National Procurement Office
OMSDC	Ohio Minority Supplier Development Council
OMWI	Office of Minority and Women Inclusion
RNG	Resource network group
SLE	Strategic Leadership Experience
STEM	Science, technology, engineering, and math
System	Federal Reserve System
WBE	Women-owned business enterprise
WBENC	Women’s Business Enterprise National Council

APPENDIX A: 2017 Federal Reserve Bank of Cleveland Core OMWI Metrics

Workforce Diversity, 2013–2017

Description	Measure	2013	2014	2015	2016	2017	Comments/Notes
Senior executives	Total	# 13	# 13	# 13	# 13	# 16	The data incorporated within this section of the template are based on payroll periods submitted to the EEOC for compliance mandated by federal statute and regulations.
	Minorities	% 8	% 8	% 8	% 8	% 6	
	Women	% 31	% 38	% 38	% 38	% 31	
Midlevel managers	Total	# 169	# 164	# 169	# 163	# 175	
	Minorities	% 13	% 13	% 15	% 15	% 17	
	Women	% 37	% 41	% 41	% 42	% 42	
Professionals	Total	# 513	# 526	# 553	# 553	# 577	Excludes contract workers, hourly workers, and interns.
	Minorities	% 19	% 18	% 18	% 19	% 20	
	Women	% 42	% 41	% 42	% 43	% 42	
Total external hires	Total	# 92	# 71	# 92	# 101	# 109	
	Minorities	% 28	% 25	% 30	% 32	% 33	
	Women	% 33	% 38	% 35	% 45	% 43	
Total interns	Total	# 25	# 24	# 27	# 26	# 33	Restructuring of specific functional areas occurred during the 2016 calendar year.
	Minorities	% 28	% 33	% 37	% 46	% 36	
	Women	% 36	% 42	% 30	% 65	% 36	
Overall bank turnover rate		% 7.7	% 5.6	% 7.7	% 12.2	% 7.8	

Supplier Diversity Spend, 2013–2017

Total reportable spend	\$	28,009,551	33,366,788	27,104,363	33,197,444	48,595,308	Dollars and percent figures by demographics are provided by the National Procurement Office Spend Model for 2017.
Total diverse spend¹	\$	1,911,339	4,124,847	3,086,756	8,908,754	6,112,648	
	%	6.82	12.36	11.39	26.84	12.58	
Minority-owned	\$	551,987	1,733,137	1,075,772	5,280,786	3,542,659	
	%	1.97	5.19	3.97	15.91	7.29	
Minority-owned Men	\$	406,280	1,519,698	819,938	4,982,936	3,253,181	
	%	1.45	4.55	3.03	15.01	6.69	
Minority-owned Women	\$	145,707	213,439	255,834	297,850	289,478	
	%	0.52	0.64	0.94	0.90	0.60	
Women-owned (nonminority)²	\$	1,359,352	2,391,710	2,010,984	3,627,968	2,569,989	
	%	4.85	7.17	7.42	10.93	5.29	

¹ Total Diverse Spend = Minority-owned + Women-owned.

² In the 2016 *Annual Report to Congress* Appendix A, women-minority numbers for 2016 were listed in minority-owned and women-owned totals. In 2017, women-minority numbers are listed only in minority-owned totals. The total supplier diversity spend for 2016 remains the same because all women-owned spend was women-owned (nonminority) spend. No totals for 2016 have been changed.

Financial Literacy¹

Program type	2017	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.
Teacher-centric (4)	19	
Student-centric (0)		
Hybrid (15)		² Students who attended in-person programs and enrolled in online programs.
Number of students²	728	
Number of educators³	136	³ Educators who attended in-person programs and enrolled in online professional development programs.
Number of students reached⁴	10,200	

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

APPENDIX B: 2017 Federal Reserve Bank of Cleveland Employer Information Report

Job categories		White		Black or African American		Asian		Hispanic or Latino		American Indian or Alaska Native		Native Hawaiian or Pacific Islander		Two or more races		GRAND TOTAL
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Executive/senior officials & managers	♂	10	5	1	0	0	0	0	0	0	0	0	0	0	0	16
	%	62.5	31.3	6.3	0	0	0	0	0	0	0	0	0	0	0	100
First/midlevel officials & managers	♂	91	54	3	15	3	4	4	0	0	0	0	0	1	0	175
	%	52	30.9	1.7	8.6	1.7	2.3	2.3	0	0	0	0	0	0.6	0	100
Professionals	♂	278	181	20	36	17	19	8	5	2	0	1	0	6	4	577
	%	48.2	31.4	3.5	6.2	2.9	3.3	1.4	0.9	0.3	0	0.2	0	1.0	0.7	100
Technicians	♂	3	2	1	1	0	0	0	0	0	0	0	0	1	0	8
	%	37.5	25.0	12.5	12.5	0	0	0	0	0	0	0	0	12.5	0	100
Administrative support	♂	7	32	1	14	0	0	0	2	0	0	0	0	0	1	57
	%	12.3	56.1	1.8	24.6	0	0	0	3.5	0	0	0	0	0	1.8	100
Craft workers	♂	22	0	1	0	0	0	0	0	0	0	0	0	0	0	23
	%	95.7	0	4.3	0	0	0	0	0	0	0	0	0	0	0	100
Operatives	♂	17	14	5	12	0	1	1	1	0	0	0	0	0	0	51
	%	33.3	27.5	9.8	23.5	0	2.0	2.0	2.0	0	0	0	0	0	0	100
Laborers and helpers	♂	0	0	6	0	0	0	1	0	0	0	0	0	0	0	7
	%	0	0	85.7	0	0	0	14.3	0	0	0	0	0	0	0	100
Service workers	♂	41	5	7	3	0	0	4	0	1	0	1	0	0	1	63
	%	65.1	7.9	11.1	4.8	0	0	6.3	0	1.6	0	1.6	0	0	1.6	100
GRAND TOTAL	♂	469	293	45	81	20	24	18	8	3	0	2	0	8	6	977
	%	48.0	30.0	4.6	8.3	2.0	2.5	1.8	0.8	0.3	0	0.2	0	0.8	0.6	100

♂ Male representation ♀ Female representation Dates of Payroll Period: 12.16.2017–12.31.2017 | Certification Date: 02.22.2018

APPENDIX C: Procurement Spend, Five-Year Trend

	Fiscal Year/Calendar Year				
	2013	2014	2015	2016	2017
TOTAL SPEND	\$ 28,009,551	\$ 33,366,788	\$ 27,104,363	\$ 33,197,444	\$ 48,595,308
Minority-owned	\$ 551,987 % 1.97	\$ 1,733,137 % 5.19	\$ 1,075,772 % 3.97	\$ 5,280,786 % 15.91	\$ 3,542,659 % 7.29
Women-owned	\$ 1,359,352 % 4.85	\$ 2,391,710 % 7.17	\$ 2,010,984 % 7.42	\$ 3,627,968 % 10.93	\$ 2,569,989 % 5.29
Both minority-owned and women-owned	\$ 1,911,339 % 6.82	\$ 4,124,847 % 12.36	\$ 3,086,756 % 11.39	\$ 8,908,754 % 26.84	\$ 6,112,648 % 12.58

Ethnicity Spend Breakdown for MBE – Reported in Thousands

	Asian American	Black or African American	Hispanic or Latino	Native American Indian	Unknown Ethnicity
2017	\$ 288 % 0.59	\$ 2,974 % 6.12	\$ 2 % 0.00	\$ 2 % 0.00	\$ 397 % 0.82

Inquiries concerning this report should be directed to **OMWI@clev.frb.org**.

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FEDERAL RESERVE BANK *of* CLEVELAND