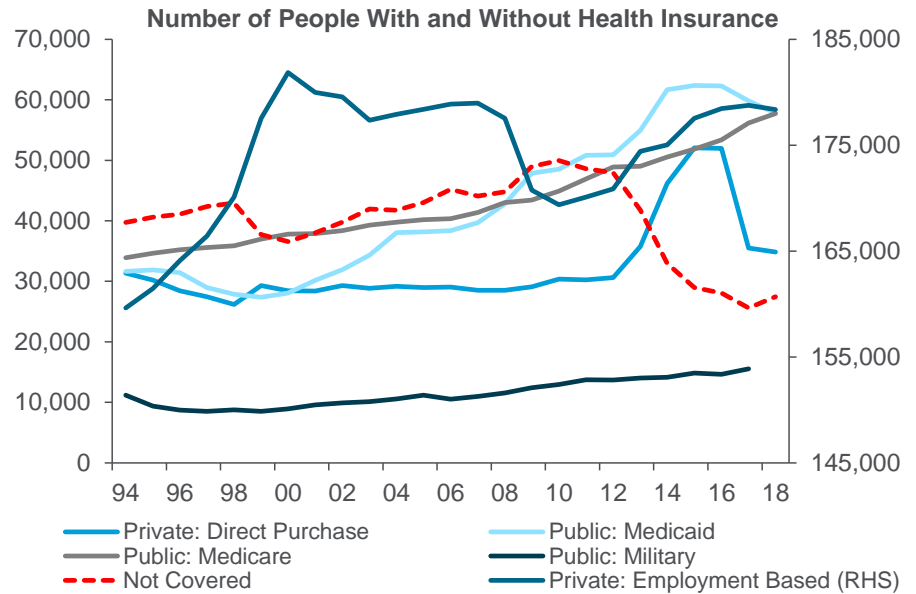**Figure 122. The Majority of U.S. Persons Are Covered by Private-Employed Based Insurance; The Number of Persons in the Private-Direct Purchase Option Has Declined in Recent Years**

Number of People With and Without Health Insurance

Legend:
— Private: Direct Purchase — Public: Medicaid
— Public: Medicare — Public: Military
- - - Not Covered — Private: Employment Based (RHS)

Note: Some persons may have more than one type of insurance.
Source: Census Bureau, Citi Research

Implement Housing Incentives

Public policy should focus upon housing as a pathway to wealth

Two suggestions proposed for providing affordable housing include: (1) expansion of tax incentives encouraging low-income housing in affluent areas; and (2) low-income community revitalization policies encouraging residential and commercial development in poor and primarily communities of color.[50] A third avenue for facilitating the path to homeownership for Black families is to close gaps enabling higher earnings and wealth accumulation necessary for home ownership.

*Encouraging homeownership is a potential path to intergenerational wealth*

Policy reform of established programs to benefit minority groups, might be instrumental in closing equity gaps. One candidate for reform is the Mortgage Interest Deduction program which currently only benefits 6% of Black families. Enhancing the benefit to Black households requires increased homeownership, but the gap in homeownership rates between white and Black families is significant: the Black homeownership rate is at 44 percent vs. white at 70 percent. Affordable also housing remains a challenge in many local regions with large Black populations (Figure 123). Increasing incentives and access to affordable housing is an avenue towards greater homeownership. With a stark deficiency in affordable housing — in no state can a full time employee on $7.25 afford a two bedroom apartment — progress in this area is of desperate necessity.[51] The American Housing and Economic Mobility Act provides an initial framework with provisions for down payment assistance for first time buyers living in formerly redlined or officially segregated areas.[52]

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[50] Fulwok III, S., "The United States' History of Segregated Housing Continues to Limit Affordable Housing," Center for American Progress, December 15, 2016.
[51] National Low-Income Housing Coalition. "Out of Reach 2018: The High Cost of Housing." 2018.
[52] "Warren Unveils Historic Legislation to Confront America's Housing Crisis." Press release. September 26, 2018.

Figure 123. Many Highly Populated Regions of the U.S. Are Unaffordable Even For Median-Income Households
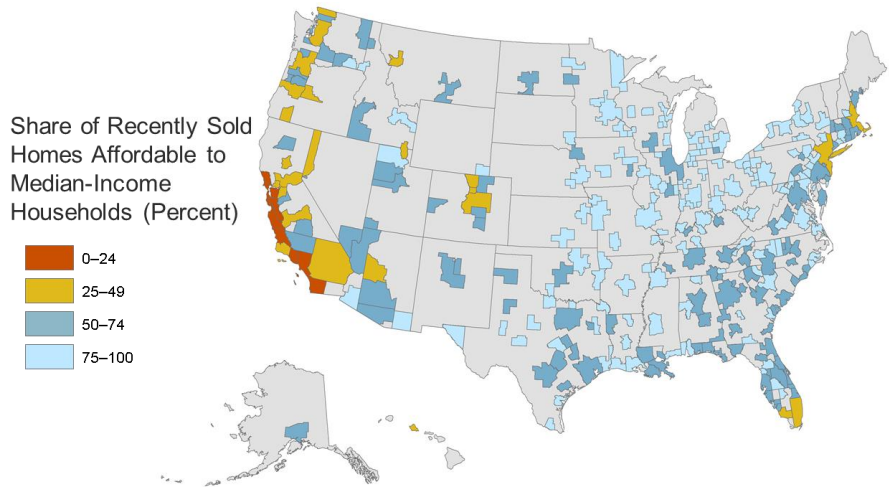
Notes: Median incomes are estimated at the core-based statistical area (CBSA) level. Recently sold homes are defined as homes with owners that moved within the 12 months prior to the survey date. Monthly payments assume a 3.5% down payment and property taxes of 1.15%, property insurance of 0.35%, and mortgage insurance of 0.85%. Affordable payments are defined as requiring less than 31% of monthly household income. Only CBSAs with at least 30 home sales in the past year are shown.
Source: JCHS tabulations of US Census Bureau, 2017 American Community Survey 1-Year Estimates, and Freddie Mac, PMMS

17 percent of the gap between Black and white homeownership is unexplained

The Urban Institute found intangible factors are contributing to the widening racial housing gap, highlighting the need for targeted policy solutions. According to the Urban Institute, even after accounting for individual factors including marital status, income distribution, FICO scores, age, median household income, and city segregation, approximately 17 percent of the Black-white family home ownership gap remains unexplained (Figure 100). These intangible factors suggest a combination of policies are necessary to narrow the gap, built on a foundation of fair housing and lending, plus new technologies.

- **Advance policy solutions at the local level:** Expand small-dollar mortgages; remove discriminatory terms in home- and condo-association deeds on single family units; property tax relief for low- and moderate-income taxpayers; strengthen lender networks.

- **Tackle housing supply constraints and affordability:** Reform local land-use, building codes and zoning laws; Federal investments in affordable housing; Government-sponsored enterprise (GSE) and Housing & Urban Development (HUD) collaboration with organizations working to make housing affordable.

- **Promote an equitable and accessible housing finance system:** Increase visibility, access, and types of down payment assistance programs; alternative data for credit histories and diverse sources of income for down payments.

- **Further outreach and counseling for renters and mortgage-ready millennials:** Improve and expand financial education and homeownership preparation; expand programs that automate saving for down payments.

- **Focus on sustainable homeownership and preservation:** Strengthen post-purchase counseling; early-warning displacement metrics; mitigation strategies and interventions for homeowners at high risk for flood and disaster events.

Invest in Training

Government focus on specific skills training with respect to identified occupational availability through either community college courses or named industry training has proven instrumental in combating economic inequality. With over 12 million students enrolling in community colleges each year, and a majority of those enrolled as undergraduates in 2-year public colleges identifying as non-white, funding for these programs is vital in delivering a more equitable workforce. However, without a permanent funding stream, sustainability can be a challenge.[53][54] Though community colleges have been the benefactors of a number of grants, including the Community Based Job Training Grant (CBJTG), which provided $600 million in three years from 2005-2010, and two Federal grant programs under President Obama — Health Profession Opportunity Grant and Trade Adjustment Assistance Community College and Career Training (TAACCT) — there have been calls to reform the workforce system to move away from presumptions based upon skills narratives.[55][56] Skills narratives place an emphasis on skills, which for many workers "fail[s] to recognize the historical and inter-generational way in which multiple systems, including not only workforce, but also education, housing, criminal justice and others, have created an inherent set of disadvantages for people of color."[57] Without proper recognition of individual circumstance, and an understanding that a multidimensional, rather than a 'one-size-fits-all' approach is far more likely to deliver meaningful results, there is a natural restriction to equity progress.

Government investment in training programs can help narrow income and wealth gaps

Public-private partnerships can help narrow training gaps. Notably, white high school dropouts have the same chance of obtaining a job as Black workers who have completed some college or earned an associate degree. In order to address such discrepancies, The Center for American Progress has highlighted four policy features that are essential for developing an equitable design and process for training and job access: (1) expand the share of economic risk by requiring employers of a certain size to pay into the WETF (Workforce Equity Trust Fund); (2) make a suite of wrap-around services (e.g., childcare) and employment benefits standard; (3) improve workforce analytics by creating an accountability dashboard for multiple measures of job quality; and (4) govern the WETF by a multi-stakeholder partnership comprising of business, labor and the public.[58][59] There are a number of programs along such guidelines emerging with community-based organizations designing programs to directly train and connect workers to local opportunities.

Public-private partnerships can help narrow training gaps

[53] Eyster, L., Durham, C., and Theresa Anderson. "Federal Investments in Job Training at Community Colleges," Urban Institute, December 2016

[54] Kilpatrick, S., "A Quick Rundown of Community College Diversity Statistics,", EVERFI

[55] Anderson, T., Loprest, P., Derrick-Mills, T. Eyster, L., Morley, E., and Alan Werner. 2014. Health Profession Opportunity Grants: Year Two Annual Report 2011–2012. Report 2014-03. Washington, DC: Office of Planning, Research, and Evaluation, Administration for Children and Families, US Department of Health and Human Services.

[56] Lam, L. "A Design for Workforce Equity," Center for American Progress, October 16, 2019.

[57] Race Forward, "Race-Explicit Strategies for Workforce Equity in Healthcare and IT" (New York: 2017).

[58] Adams, S. "White High School Drop-Outs Are As Likely To Land Jobs As Black College Students," *Forbes*, June 27, 2014.

[59] Lam, L. "A Design for Workforce Equity," Center for American Progress, October 16, 2019.

For example, in Detroit, HOPE has incorporated robotics training into its technical training; and in San Diego, the International Rescue Committee has included solar panel installation into training options; connecting a high-growth local industry currently facing a skilled labor shortage with job-seekers.[60]

Invest in Wealth Building

Government investment in programs that encourage wealth building can reduce the racial wealth gap

Government investment in building wealth is a radical approach to closing the racial wealth gap. One approach is 'Baby Bonds'.[61] Championed by New Jersey Senator Cory Booker, the bonds would provide every child born with $1,000 in an interest-bearing savings account that would be added to annually (maximum of $2,000 based upon family income) up to the age of 18. Upon reaching adulthood, the funds accrued can be accessed for wealth building activities such as down payments on homes, college tuition, or start-up funding.[62] A study by Columbia University on the effect of instruments such as 'Baby Bonds' estimated that though the racial disparity would persist, it would be substantially narrowed: from a factor of 15.9 to 1.4 at the median, with the median Caucasian adult holding approximately $79,000 versus $58,890 for the median Black adult.[63] The program is expected to cost $60 billion per year, and to be funded by modifying the estate tax and closing the tax break for inherited capital gains.[64] There have also been some successes at the state and local level. In Oklahoma, the Ford Foundation provided over a thousand babies with $1,000 in state-owned 529 college savings account in 2007. There is evidence to suggest these kinds of programs could have significant impact with young people who, with a college fund, are three times as likely to go to college, and four times as likely to graduate, helping to address future racial earnings gaps.[65]

Invest in Protections

Funding and broadening the scope of anti-discrimination agencies can help lessen inequality in the United States

Established in 1965, the U.S. Equal Employment Opportunity Commission (EEOC) is tasked with enforcing Federal laws preventing discrimination against job applicants and employees based upon race, color, religion, sex, national origin, age, disability, or genetic information. However, as the U.S. population has grown by 44 percent in 40 years to roughly 330 million persons, and become even more diverse, Federal funding for the EEOC has not kept pace. Indeed, funding for the EEOC has shrunk by 8 percent over the same period, and the number of employees at the EEOC fielding discrimination complaints has decreased by 42 percent since 1980. Meanwhile, at the state level, funds for employment anti-discrimination programs are modest and in some cases non-existent. A 2015 census of ten states with the largest Black populations revealed that none of them spent more than 70 cents per resident on employment anti-discrimination programs. Indeed, three states — Mississippi, Alabama, and North Carolina — spent zero dollars on such programs.

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[60] Jones, M., and Ed Skyler. "Here's a solution to economic inequity: Invest more in job training," *USA Today*, March 10, 2020.

[61] Zwede, N., "Universal Baby Bonds Reduce Black-White Wealth Inequality, Progressively Raise Net Worth of All Young Adults."

[62] "Interview With Corey Booker: Making real the ideals of our country," The Economist, July 14, 2020.

[63] Zwede, N. "Universal Baby Bonds Reduce Black-White Wealth Inequality, Progressively Raise Net Worth of All Young Adults."

[64] Viebeck, E., "Booker wants a 'baby bond' for every U.S. child. Would it work?," *The Washington Post*, August 19, 2019.

[65] "'Baby bonds' proven to boost aspirations and college savings," *Bangor News*, December 11, 2018.

Figure 124. Congress Has Decreased Resources for the Equal Employment Opportunity Commission (EEOC) Over the Last 40 Years
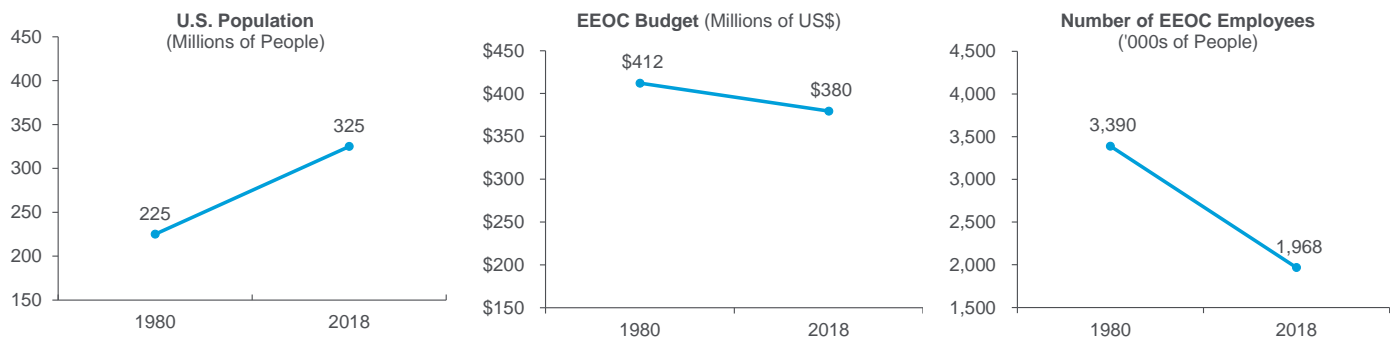
Source: Census Bureau, EEOC, Citi Research

Implement Salary History Bans

Banning employers from asking about salary history helps to stop prior wage discrimination from being perpetuated

Salary history bans are a method to stop the perpetuation of racial wage gaps. With the wage gap between white and Black workers having grown at the median between 2000 and 2019, increasing the discrepancy from 20.8 percent to 24.4 percent, addressing this disparity is particularly important.[66] One approach that has proven particularly effective is banning employers from inquiring about historical salaries. A study by Boston University found that, following bans, pay for job switchers increased by 13 percent for Black workers and 8 percent for women workers, respectively.[67] By removing the knowledge of prior salaries, employers are no longer influenced by potential discrimination of previous employers, and hence are less likely to perpetuate the wage gap between white and Black employees by continuing to maintain the difference. Massachusetts, as the first state to impose a ban preventing employers asking candidates their previous salaries in 2016, has been followed by 18 other states, with individual cities nationwide, including Washington DC, also following suit (Figure 126).[68][69]
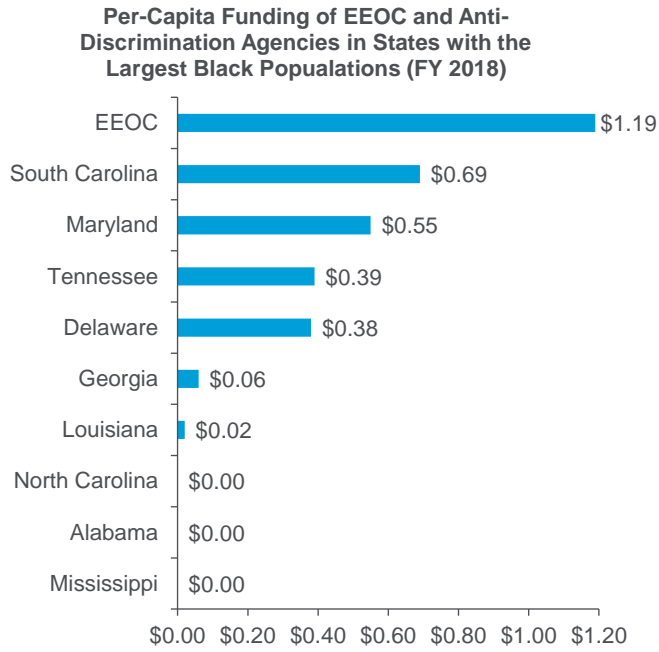
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[66] Gould, E., "State of Working America Wages 2019," Economic Policy Institute, February 20, 2020.

[67] Bessen, J. E., Meng, C., and Erich Denk. "Perpetuating Inequality: What Salary History Bans Reveal About Wages," SSRN, June 24, 2020.

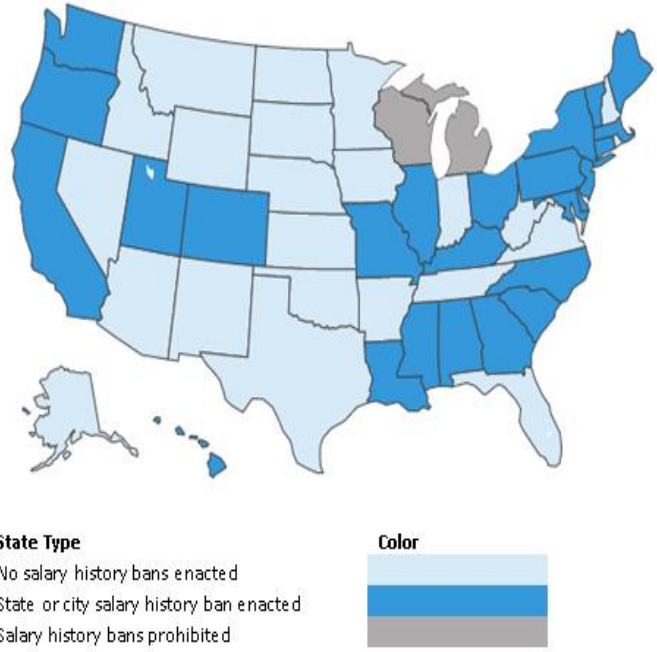[68] "Salary history bans," HRDrive, August 7, 2020.

[69] Ziv, S., "Salary History Bans Reduce Racial and Gender Wage Gaps; Every CEO Should Use Them," *Forbes*, June 23, 2020.

Figure 125. Anti-Discrimination Agency Spending at the State Level is Significantly Underfunded in States with Large Black Populations

Figure 126. Only 19 of 50 States Plus Washington, DC, and 20 of Thousands of Municipalities, Have Salary History Bans

Per-Capita Funding of EEOC and Anti-Discrimination Agencies in States with the Largest Black Popualations (FY 2018)

State	Amount
EEOC	$1.19
South Carolina	$0.69
Maryland	$0.55
Tennessee	$0.39
Delaware	$0.38
Georgia	$0.06
Louisiana	$0.02
North Carolina	$0.00
Alabama	$0.00
Mississippi	$0.00

$0.00 $0.20 $0.40 $0.60 $0.80 $1.00 $1.20

Source: EEOC, Henry J. Kaiser Family Foundation, Citi Research

State Type — **Color**
No salary history bans enacted
State or city salary history ban enacted
Salary history bans prohibited

Source: AccuSource, HRDrive, Citi Research

What Can Companies Do?

Figure 127. Corporations Play a Tremendous Role in Eliminating Racial Gaps

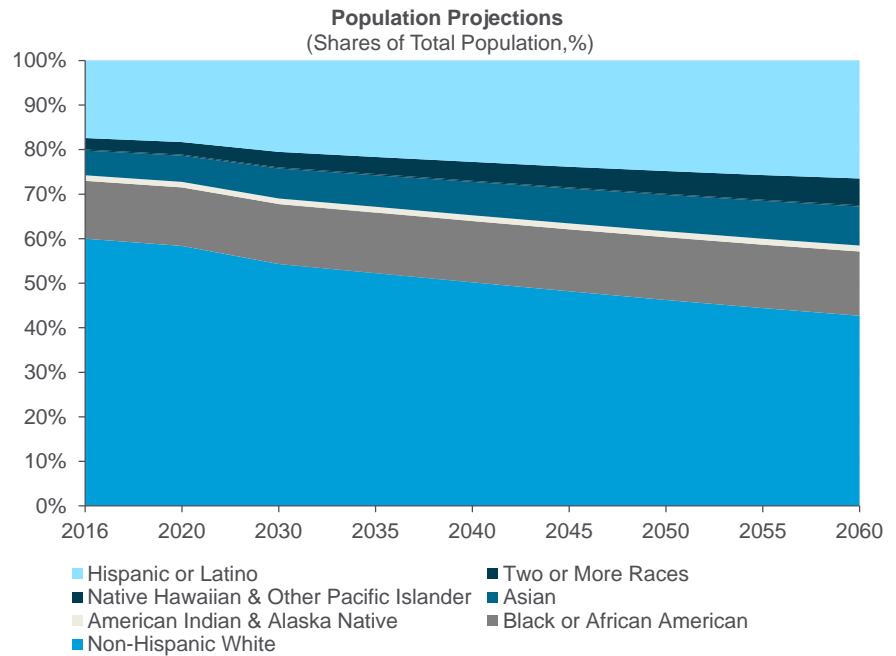Source: Shutterstock

The Business Case

The business case for diversity is multifaceted

While imperfect, there is a business case for diversity that should help motivate firms to act upon closing racial gaps. The body of literature suggests that when executed well, diversity and inclusion in the workplace may lead to increased revenue, reduced costs, greater innovation, and increased employee engagement, productivity, and commitment.[70] The business case is multifaceted:

■ **Changing demographics:** Businesses may desire their workforces to reflect current and future population trends. According to the U.S. Census Bureau, by 2060, the percentage of non-Hispanic white persons will decline to 44 percent from roughly 60 percent currently and there will be a major increase in the number of persons of color.[71] If this is the case, firms should adjust their employee composition to match their future customer base. Even today, when persons of color are still in the minority, many firms still do not reflect the demographics of the nation at every rung on the jobs ladder.

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[70] "The Business Case for D&I: Ask Catalyst Express," Catalyst, October 4, 2019.

[71] Colby, S.L., and Jennifer M. Ortman. "Projections of the Size and Composition of the U.S. Population: 2014 to 2060," US Census Bureau, March 2015.

Figure 128. The Share of Non-White Hispanic Persons Is Poised to Shrink to 44% by 2060

Population Projections
(Shares of Total Population,%)

Legend:
- Hispanic or Latino
- Two or More Races
- Native Hawaiian & Other Pacific Islander
- Asian
- American Indian & Alaska Native
- Black or African American
- Non-Hispanic White

Source: Census Bureau, Citi Research

■ **Diversity of Perspectives:** Persons from diverse backgrounds and experiences will have a multiplicity of ideas and perspectives. Diversity of perspectives may produce better outcomes as diversity can help avoid "group-think."[72] A diversity of opinions can create friction. However, if diverse employees are made to feel included, then outcomes can potentially be positive.[73] A Boston Consulting Group (BCG) international survey, including the U.S., revealed a strong and statistically significant correlation between the diversity of management teams and overall innovation. "Firms reporting above-average diversity on their management teams also reported innovation revenue that was 19 percentage points higher than that of companies with below-average leadership diversity — 45% of total revenue versus just 26%."[74][75]

■ **Bolstering the Bottom Line:** Studies suggest that diverse firms may have stronger financial results more generally. A separate McKinsey & Company international survey found that "companies in the top quartile for racial and ethnic diversity were 35 percent more likely to have financial returns above their respective national industry medians." In the United States, McKinsey found "there is a linear relationship between racial and ethnic diversity and better financial performance: for every 10 percent increase in racial and ethnic diversity on the senior-executive team, earnings before interest and taxes (EBIT) rise 0.8 percent."

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[72] Sidorenko, V., "The Business Case For Diversity and Inclusion," TLNT, April 24, 2019.
[73] Kaplan, S., "Why the 'business case' for diversity isn't working," Fast Company, February 12, 2020.
[74] Lorenzo, R., Voigt, N., Tsusaka, M., Krentz, K., and Katie Abouzahr. "How Diverse Leadership Teams Boost Innovation," Boston Consulting Group, January 23, 2018.
[75] Esweraj, V., "The business case for diversity in the workplace is now overwhelming," World Economic Forum (WEF), April 29, 2019.

Moreover, that "racial and ethnic diversity has a stronger impact on financial performance in the United States than gender diversity, perhaps because earlier efforts to increase women's representation in the top levels of business have already yielded positive results."[76]

Figure 129. Businesses with Diverse Leadership Teams May Generate More Revenue
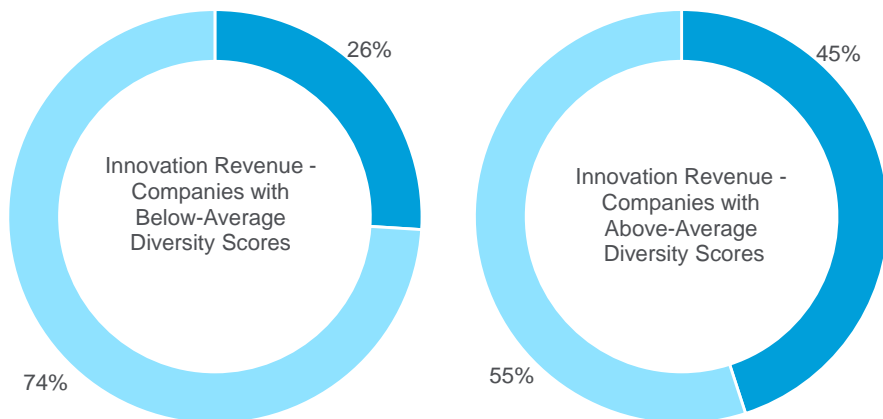
Source: The Boston Consulting Group, Citi Research

Figure 130. Diverse Firms May Perform Better
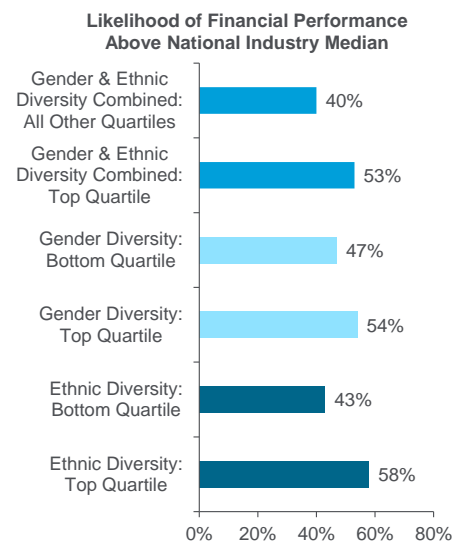
Source: McKinsey & Co, Citi Research

- **A Matter of Talent - Recruiting and Retaining the Best Talent Is Paramount:** By hiring a limited group of people based upon a specific mold (i.e. white and/or male), companies are foregoing significant segments of talent. Hence, firms should consider directing resources and energy towards recruiting and retaining diverse employees, and creating inclusive workplace cultures where everyone has an equal opportunity to contribute and succeed.[77] McKinsey & Company posits that more diverse companies, "are better able to win top talent and improve their customer orientation, employee satisfaction, and decision making, and all that leads to a virtuous cycle of increasing returns."[78]

- **Moral Imperative - It's the Right Thing to Do:** The Society for Human Resource Management defines inclusion as, "the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success." Employees who are made to feel like they belong are potentially better performers and happier people.[79]

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[76] Hunt, V., Layton, D., and Sara Prince. "Why diversity matters," McKinsey & Company, January 1, 2015.

[77] "The Business Case for D&I: Ask Catalyst Express," Catalyst, October 4, 2019.

[78] Hunt, V., Layton, D., and Sara Prince. "Why diversity matters," McKinsey & Company, January 1, 2015.

[79] Sidorenko, V., "The Business Case For Diversity and Inclusion," TLNT, April 24, 2019.
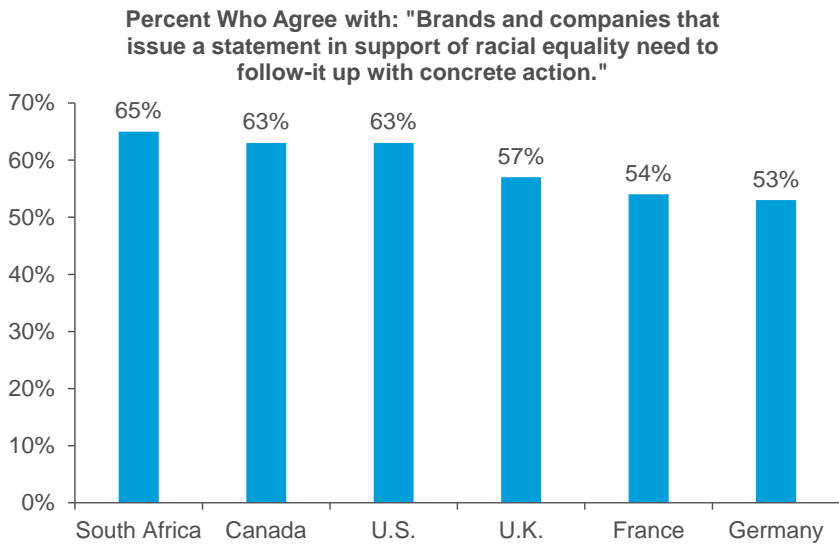
Support Initiatives from the Top

Support of Diversity and Inclusion (D&I) initiatives must come from the top. As of 2020, only four CEOs at Fortune 500 companies are Black. This statistic highlights concerns about equity, as management diversity is often reflected at all levels of a company.[80] Literature suggests that corporations must actively engage in D&I initiatives in order to change the composition and complexion of their firms, but focus must start at the top of the corporate ladder. Indeed, the Edelman Trust Barometer indicates that in the U.S., 63 percent of consumer respondents to their poll believed corporations that make statements in support of racial equality must follow it up with concrete actions in order not to be seen as exploitative or opportunistic (Figure 130).

A number of high profile CEOs support D&I initiatives, including former Xerox CEO Ursula Burns (the first Black female CEO of a Fortune 500 company) who stated that "Business leaders have to start to lead, what has happened in the past, they've trailed." Similarly a number of CEOs have pledged hard dollars to address racial gaps. For example, Comcast pledged $100 million over three years to accelerate efforts on diversity and inclusion, and Walmart also pledged $100 million over five years to create a new center on racial equity that would concentrate in four areas: financial, health care, criminal justice and education.[81]

Citi's Response

In direct response to the messages from the #BLM Protests, Citi itself has committed to $10.7 million in donations: $1 million each to two organizations working to close the Black achievement gap in education in the United States: UNCF and Management Leadership of Tomorrow (MLT). This is in addition to the $8 million Citi committed to four leading Black-led organizations addressing voting rights, income and wealth gaps, and housing discrimination (the NAACP Legal Defense Fund, the Lawyers' Committee for Civil Rights, the National Urban League and the National Fair Housing Alliance), for a total of $10,684,000 in charitable contributions, inclusive of employee contributions.

Figure 131. Consumers Expect Firms to Follow up Talk with Action

Percent Who Agree with: "Brands and companies that issue a statement in support of racial equality need to follow-it up with concrete action."

Country	Percent
South Africa	65%
Canada	63%
U.S.	63%
U.K.	57%
France	54%
Germany	53%

Source: Edelman Brand Trust Barometer 2020, Citi Research

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[80] Siripurapu, A., "The US Inequality Debate". Council on Foreign Relations. July 15, 2020.

[81] Stankiewicz, K., "CEOs are offering plans and investments to address racial inequality after George Floyd death". CNBC. June 11, 2020.

Address Racial Gaps in Hiring, Retention, and Firing

Corporations can implement policies that are more conscious of addressing racial gaps in matters of hiring, retention, and firing. There are several recommendations for the corporate setting:

- **Recruitment and Hiring:** Establishing diverse slates and limiting selection bias is paramount at the recruitment and hiring stage. Analysis by NatCen suggests that there is discrimination and 'ethnic filtering' in the recruitment process. Indeed, National Academy of Sciences data reveal the rate of callbacks for Black candidates is generally lower than that of white candidates, and this rate has been little changed over since the 1970s.[82] Moreover, businesses may be inadvertently perpetuating wage inequality by asking for salary histories. To enhance motivation for greater minority employment, companies could be subject to mandatory, randomized public diversity monitoring with the intention that in facing potential obligation to publish minority employment statistics this would translate into material change and diversification of the recruitment process. Additionally, a government supported and fiscally incentivized enhancement of online recruitment as a method to further anonymize the hiring process likely would prove instrumental in improving racial equality in hiring practices.[83]

- **Retention:** With research showing that a professional leaving an organization can cost as much as twice the average associate's salary there is clear economic incentive to improve retention rates, especially among minority employees who are more likely to leave a firm due to mistreatment.[84] Active consideration of minority interests and implementation of specific programs to address minority representation within a firm are proven avenues to greater retention levels. These include mentoring schemes, with defined commitment from employers to provide clear evaluation tools to deliver tangible advancement of their minority employees; active inclusion in high visibility assignments; and proactive endeavors to provide influential sponsors to minority employees within the firm to support the navigation of corporate ascent.[85] Firms should ensure that pay and promotion of Black employees is commensurate with other workers.[86]

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[82] Quillian, L., Pager, D., Midtbøen, A., and Ole Hexel. Hiring Discrimination Against Black Americans Hasn't Declined in 25 Years," Harvard Business Review, October 11, 2017.

[83] Lloyd, J., "Ending Ethnic Discrimination in Recruitment". The Strategic Society Centre. November, 2010.

[84] Kapor Center. 2017 Tech Leavers Study.

[85] Diversity Primer, Diversity Best Practices, September 2009 - https://www.diversitybestpractices.com/sites/diversitybestpractices.com/files/import/embedded/anchors/files/diversity_primer_chapter_08.pdf.

[86] Vieux, S., "What Companies Can Do to Combat Systemic Racism Against Black Colleagues in the Workplace," Just Capital, June 4, 2020.

Figure 132. Callbacks of White Applicants Relative to Black Applicants

Note: Size of plotting symbols proportional to meta-regression weights. Shaded region gives 95% confidence interval.
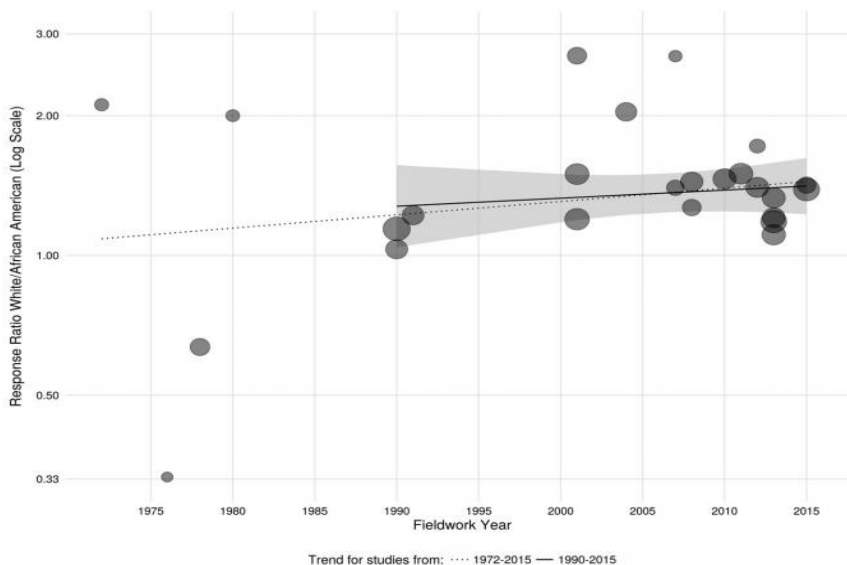
Fig. 1.   No reduction in hiring discrimination facing African Americans over time.

Source: Meta-analysis of field experiments shows no change in racial discrimination in hiring over time. Lincoln Quilliana, Devah Pager, Ole Hexela, and Arnfinn H. Midtbøen,Proceedings of the National Academy of Sciences (PNAS), 2017

■ **Layoffs:** Black and Hispanic workers are more likely to be subject to reductions in force (RIF) actions amid economic downturns due to higher labor market segmentation in lower-level or more discretionary jobs. The Harvard Business Review (HBR) suggests employers can consider performance more than position, and cross-training and upskilling workers to help narrow the numbers of minorities reduced. Companies factoring performance into their decision-making, often are able to retain their best performers, regardless of gender and race. Businesses can redeploy workers with transferable skills to other parts of the firm, and/or cross-train employees for other tasks to avoid major labor cuts. Employers can also cut pay and hours, but continue to retain workers.[87]

■ **Lists:** HBR recommends that firms, when releasing employees, maintain lists of persons being let go to note major disparities and to share those lists with other firms that may have job openings. Businesses can draw from these lists of recently unemployed persons to find a diverse set of talent.[88]

Engage in Corporate Social Responsibility

Businesses can engage in corporate social responsibility (CSR)

Bolstering external communities and supporting minority-owned firms can help close gaps at the societal level. Businesses can engage in corporate social responsibility (CSR). CSR is considered a strategic differentiator for firms, which can aid in brand reputation externally and support employee morale and sense of purpose internally. Moreover, corporations can provide direct investments in minority-owned small businesses.

[87] Kalev, A., "Research: U.S. Unemployment Rising Faster for Women and People of Color," Harvard Business Review, April 20, 2020.

[88] Morgan Roberts, L., McCluney, C.L., Thomas, E.L., and Michelle Kim. "How U.S. Companies Can Support Employees of Color Through the Pandemic," Harvard Business Review, May 22, 2020.

Firms can also consider public actions to accelerate policies and legal measures to protect and support vulnerable populations. This can include public condemnation of events or legislation that target groups of people based upon race.[89]

Studies have shown CSR is not only for attracting and retaining customers, but also for retaining talent. For example, Millennials are willing to forego an average of 14.4 percent of their expected compensation to work at socially responsible companies. Also 88 percent of Millennials believe a business should be proactivity participating in the community. A reported 92 percent of employees involved in CSR programs cite higher rates of emotional and physical health. Moreover, 66 percent of employees report a greater sense of loyalty to their employers as a consequence of participating in CSR programs.[90]

Dismantle Structural Barriers to Hiring Black Talent

Structural barriers to hiring, such as criminal histories, should be addressed to eliminate discrimination

Other structural barriers inhibiting corporations from hiring Black talent must also be dismantled. In a Time Magazine article written by Darren Walker, the President of the Ford Foundation, Walker advocated enforcement of racially diverse candidate pools while also stressing the material impact of engaging fully with Fair Chance Hiring (FCH). FCH is where companies are encouraged to employ qualified job applicants with criminal histories — a group in which Black Americans are overrepresented, as African American men are 11.8 times more likely to be incarcerated than white men of the same age.[91][92] Policies that might help reduce joblessness among ex-inmates include: (1) temporary basic income; (2) occupational licensing reform; (3) bond insurance and tax incentives for employers who hire ex-offenders; (4) automatic record expungement; and (5) banning employment discrimination subject to Title VII of the Civil Rights Act of1964.[93] Moreover, removing blanket bans on occupational licensing, and following a more bespoke approach. For example, in New Jersey and Oklahoma, a conviction must have a 'direct, rational, or reasonable relationship' to the duties of the occupation to be defined for licensing.

Develop Metrics to Analyze, Report, and React

Change can't happen until metrics are developed to analyze current situations, report and react

In order for firms to begin and/or continue the process of facilitating racial gap closures in the workplace, metrics must be used to analyze, report, and react. The steps towards eliminating wage gaps include: (1) collecting data; (2) analyzing and publicizing the data; and then (3) acting on the results of the data if they reveal that inequity in pay exists for jobs requiring the same qualifications. First, firms can assess current workforce demographics: do the present number of Black employees match national and local population ratios? Second, firms may set recruitment targets to address discrepancies for Black employees. In areas where Black employees are underrepresented, firms can establish recruitment targets with accountability mechanisms like tying executive compensation to meeting targets or holding leaders accountable in performance reviews.

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[89] IBID.

[90] Civic, B., "CSR – IS IT GOOD FOR BUSINESS?," February 28, 2018.

[91] Walker, D., "If Corporations Really Want to Address Racial Inequality, Here are 9 Things That Actually Make a Difference." Time, August 4, 2020.

[92] Keaveny, P., "Ensuring Racial Equality- from classrooms to Workplaces". The Conversation. March 6, 2019.

[93] Couloute, L., and Daniel Kopf. "Out of Prison & Out of Work: Unemployment among formerly incarcerated people," Prison Policy Institute, July 2018.

Targets are useful for opening up opportunity for highly qualified underrepresented persons while potentially limiting space for less qualified persons among overrepresented groups.[94] Third, investigate whether Black employees are compensated for equal work and promoted as regularly as other employees. Following the pay equity study (analyze), firms should be transparent about the results (report), and then create a plan to rectify discrepancies (react).[95] Business can also hire specialized recruitment and employment firms (e.g., Jopwell) to assist with diversification initiatives.

Recruit More Black Board Members

More Black executives need to be added to corporate boards

To assist with accountability, companies can add more Black executives to their boards. According to Deloitte LLP "a critical need for inclusive leadership, the shifting U.S. demographics, and investor pressure in the United States have increased the focus on diversity in the C-suite and on public company boards."[96] A 2018 Deloitte study found that 34 percent of Fortune 500 seats were held by women and minorities, and 38.6 percent of Fortune 100 board seats were held by women and minorities. This share might increase to 40 percent by 2024 if the rate of increase identified over the 2016 to 2018 period of the study were kept. Notably, Black women gained 32 Fortune 500 seats in 2018, and Black men acquired 26 seats, rates of increase of 26.2 percent and 8.5 percent respectively.[97] Nonetheless, the study confirmed that many of the Black board members were "recycled," meaning they had already been board members elsewhere or are currently serving on another board. Hence, while board diversity is increasing, the absolute number and share of Black men and women on boards (9 percent) is lagging relative to the U.S. population (13 percent).
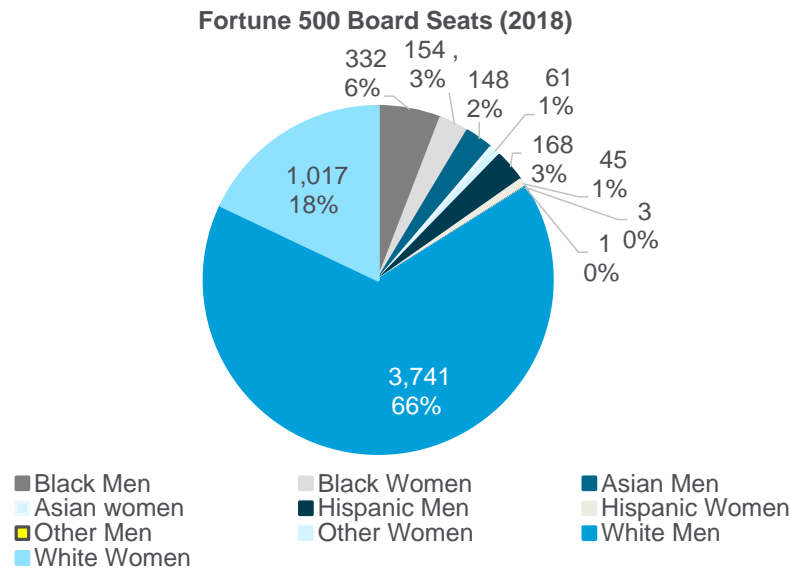
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[94] Kaplan, S., "Why the 'business case' for diversity isn't working," *Fast Company*, February 12, 2020.
[95] Vieux, S., "What Companies Can Do to Combat Systemic Racism Against Black Colleagues in the Workplace," Just Capital, June 4, 2020.
[96] DeHaas. D., Akutagawa, L., and Skip Spriggs. Missing Pieces Report: The 2018 Board Diversity Census of Women and Minorities on Fortune 500 Boards, Deloitte LLP, February 5, 2019.
[97] Ibid.

Figure 133. Black People Still Underrepresented on Boards (9%) Relative to Population (13%)

Fortune 500 Board Seats (2018)

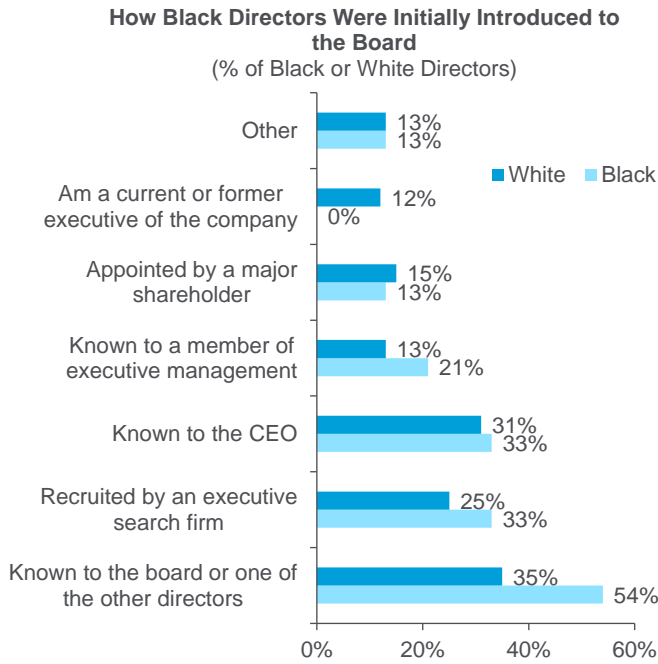| Legend		
■ Black Men	■ Black Women	■ Asian Men
■ Asian women	■ Hispanic Men	■ Hispanic Women
■ Other Men	■ Other Women	■ White Men
■ White Women		

Source: Deloitte LLP, Citi Research

Challenges to adding more Black board directors must be overcome. According to the Harvard Business Review, challenges to adding Black board members include: (1) few existing minority directors to recruit and attract Black board members; (2) a lack of Black persons in the executive pipeline, who are often persons tapped for board seats; (3) an insufficient number of minorities on recruitment slates; (4) homogenous social networks that may have few or no Black persons who might be tapped for board directorships; (5) inadequate director onboarding required for directors to get to know each other and work more effectively; (6) lack of leadership roles on boards for Black directors, making them less effective; and (7) bias, where Black directors, especially women, feel that their ideas are devalued or ignored.[98] Many of these challenges can be overcome by (1) broadening the search criteria for board members; (2) better leveraging search firms for finding board members; (3) improving on-boarding training; (4) ensuring more leadership roles for Black directors; (5) building up the pipeline of potential directors by addressing problems with retention of Black employees; and (6) valuing the expertise, contributions, and opinions of Black board directors. Diverse boards provide a diversity of perspectives, create a virtuous cycle of greater diversity, and help with recruitment and retention of diverse talent throughout the company.
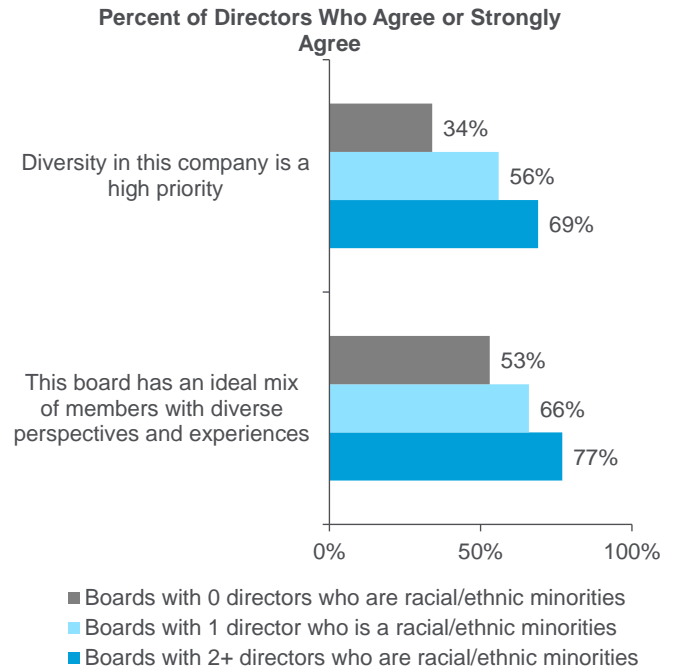
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[98] Cheng, J.Y-J., Groysberg, B., and Paul M. Healy. "Why Do Boards Have So Few Black Directors?," Harvard Business Review, August 13, 2020.

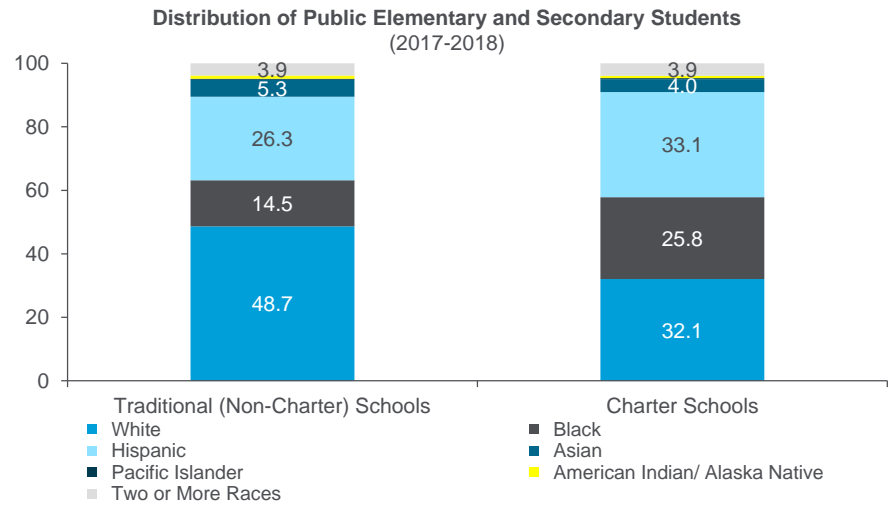**Figure 134. Social Networking is a Major Factor In Selecting Black Board Members**

How Black Directors Were Initially Introduced to the Board
(% of Black or White Directors)

■ White ■ Black

- Other: White 13%, Black 13%
- Am a current or former executive of the company: White 12%, Black 0%
- Appointed by a major shareholder: White 15%, Black 13%
- Known to a member of executive management: White 13%, Black 21%
- Known to the CEO: White 31%, Black 33%
- Recruited by an executive search firm: White 25%, Black 33%
- Known to the board or one of the other directors: White 35%, Black 54%

Source: Harvard Business Review, Citi Research

Figure 135. Racially Diverse Boards Tend to Prioritize Racial Diversity Within the Company

Percent of Directors Who Agree or Strongly Agree

- Diversity in this company is a high priority: 34%, 56%, 69%
- This board has an ideal mix of members with diverse perspectives and experiences: 53%, 66%, 77%

■ Boards with 0 directors who are racial/ethnic minorities
■ Boards with 1 director who is a racial/ethnic minorities
■ Boards with 2+ directors who are racial/ethnic minorities

Source: Harvard Business Review, Citi Research

What Can Individuals Do?

Figure 136. Individuals Can Work Towards Eliminating Racial Gaps

Source: Shutterstock

While we argue that structural factors have and continue to play significant roles in perpetuating racial gaps, individuals are far from powerless. Black persons in the U.S. can continue to advocate for themselves in the realms of finances, education, business, and politics. Meanwhile, persons of other races can continue to educate themselves about historical disparities and work towards fixing them.

Use Education as a Pathway for Advancement

Education is a pathway for advancements and parents can advocate for greater accountability and funding for schools

Parents can advocate for greater accountability from and funding for schools. Although Black parents are less likely to volunteer at school events, often due to work commitments, it does not mean that they are not involved in their children's education. Parents show their activism in their choices for education for their children including charter schools, private schools, and magnet public schools. (Figure 137). On a small scale, one study revealed that 83 percent of Black students had their homework checked by a parent, compared to 57 percent of white students and 59 percent of Asian students.[99] In terms of more dramatic action, parents have reported willingness to move in order to provide their students with access to a better school district. Parents can continue to take action against unequal disciplinary measures against their children that can disrupt learning and future prospects. Black youth comprise roughly 16 percent of public school students and about 9 percent of private school students. Yet, they account for 35 percent of in- and out-of-school suspensions, and 39 percent of expulsions.[100] Parents can ensure that their children are considered for gifted and talented education (GATE) programs and apply to magnate schools, which have become more racially segregated.[101] Finally, parents can use their political power (Decennial Census, voting) to ensure that adequate funding is directed towards their school districts.

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[99] Morris, M.W., Black Stats: African Americans by the Numbers in the 21st Century, 2014.
[100] Ibid.
[101] Pirtle, W., "The Other Segregation," *The Atlantic*, April 23, 2019.

Figure 137. Minority Students Are More Likely to Attend Charter Schools than Traditional Ones

Distribution of Public Elementary and Secondary Students
(2017-2018)

	Traditional (Non-Charter) Schools	Charter Schools
Two or More Races	3.9	3.9
American Indian/Alaska Native		
Pacific Islander	5.3	4.0
Hispanic	26.3	33.1
Black	14.5	25.8
White	48.7	32.1

Legend:
- White
- Hispanic
- Pacific Islander
- Two or More Races
- Black
- Asian
- American Indian/ Alaska Native

Source: U.S. Department of Education, National Center for Education Statistics, Common Core of Data (CCD), Citi Research

Students can aim high and utilize resources that promote success

As mentioned above, students can take more courses relevant to STEM fields, and take Advanced Placement courses in high school. Students should seek education beyond a high school degree: college, trade school. Students should also consider advanced and professional degrees even after earning a college degree. Throughout the school career, students can take advantage of organizations that promote academic achievement and stepping stones into business. Notable organization include Girls Who Code, My Brother's Keeper Alliance, Jack and Jill of America Incorporated, United Negro College Fund (UNCF), Management Leadership for Tomorrow (MLT), INROADS, Toigo, Sponsors for Educational Opportunity (SEO), A Better Chance, the Jackie Robinson Foundation, and the Urban League. Funding for education can be tackled in part via familial investments in college savings plans and student applications to scholarships. As discussed above, training and higher education are highly correlated with higher incomes over a lifetime.

Have Non-Profit Organizations Built the Middle Class? Spotlight on MLT and INROADS

Non-profit organizations have existed for more 100 years to help advance the financial and social wellbeing of Black Americans. Two organizations have quantified how their efforts have bolstered the expansion of the Black middle-class.

- MLT – Statistics from the MLT website indicate the average starting salary for their Career Prep Fellows is $75,000, with half of these students coming from homes with annual household incomes of less than $50,000. Moreover, of their 1,600 scholars per year, 90 percent of their undergraduates receive an offer for a high trajectory job, 90 percent of its MBA Prep students matriculate at top10 business schools, and 90 percent of its first-generation college students are on track to graduate within 4-6 years, compared to the national average of 11 percent.

- INROADS –INROADS in partnership with Australian-based non-profit Career Trackers surveyed 1000 INROADS alumni to determine how the organization has helped to narrow racial gaps. Among respondents, 57 percent have incomes in the range of $50,000 to $100,000 and 34 percent with incomes exceeding $100,000. Forty seven percent have net worth in the range of $100,000 to $500,000, and 40 percent in the $500,000 to $5 million range. Plus, 76 percent own a home. Regarding real estate 49 percent own at least one property and 56 percent own more than one property (Figure 138).

Figure 138. INROADS Scholar Alumni Have Helped to Expand the Black and Minority US Middle-Class
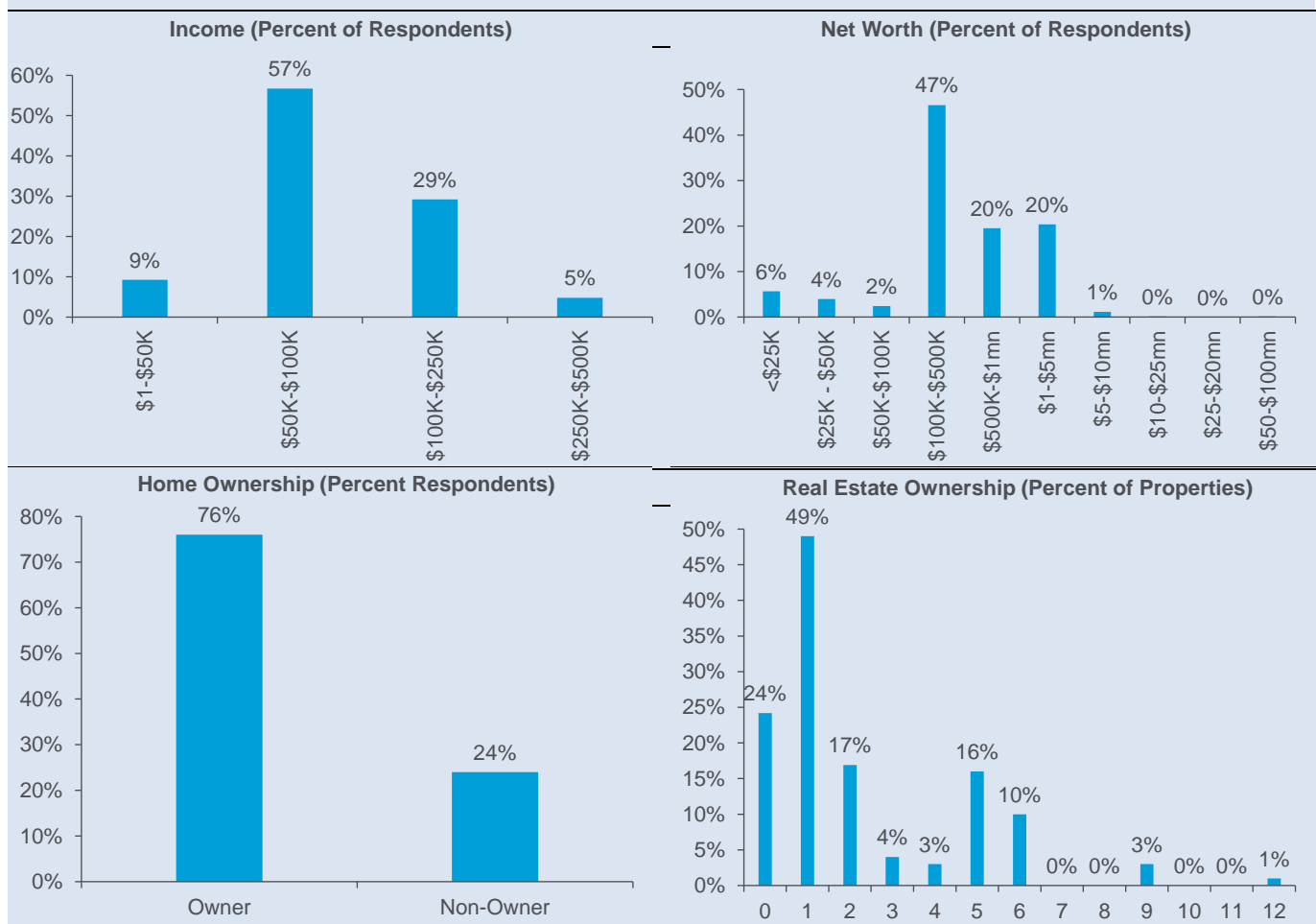
Source: Adam Davids, Fulbright Scholar hosted by INROADS and Director of Learning and Innovation CareerTrackers Australia, Citi Research

What Is Citi Doing to Help Minority Women Advance in Technology?

Citi Foundation Supports NPower and their report Breaking Through, Rising Up; Strategies for Propelling Women of Color in Technology

In May 2018, the Citi Foundation awarded a $1.64 million grant to NPower to increase the enrollment of young women in its program from 25% to 40% by 2022 — now two years into this mission, enrollment rates are at 31%. In September 2020, Citi Foundation announced it was expanding its partnership with NPower, including an additional $4 million investment, to help advance the careers of young Black and Latinx women in the technology field across six U.S. cities.

To date, the intersection of gender, race, and class in technology has received little attention. NPower seeks to address this discrepancy and highlight the core elements crucial to establishing a more equitable industry; with a particular focus on women of color. Undeniably, achieving this goal will require intention, investment and innovation as well as cross-sector awareness and action by practitioners and executives. With women making up just 26% of the technology workforce and with Black and Latinx women making up just 3% and 1% of the computing workforce, respectively, there is significant progress to be made.

NPower seeks to address inequality in providing free training in technology. Its aim is to correct diminished access to early computing as a result of inequitable funding streams in high-poverty areas disproportionally affecting minority groups. There are four key aspects to the program: (1) focusing on recruitment; (2) support services; (3) instruction; and (4) job placement services. In combining the practical with the personable, the program is able to best approach training for women of color. In using community-based organizations to expand applicant pools whilst providing wraparound support services, the impact of the training and economic mobility provided to alumni can be material. Moreover, in endeavoring to target classroom bias by providing female instructors, the program is also able to provide applicable role models; challenging what is often seen as a barrier to motivation to join an industry. With Citi's support, the instructional staff at NPower has gone from one female instructor in 2018 to recruiting and onboarding six additional female instructors two years later. This trend of inclusion is further emphasized within the job placement aspect of the program, primarily in their drive to create strong partnerships with employers that demonstrate successful and integrated diversity practices.

NPower supports utilization of a number of strategies that practitioners, employers, and funders can apply in order to deliver a successful and minority favorable outcome. Particularly impactful is the suggestion for the provision of flexible training provisions, such as online or at the weekend, whilst considering skill based hiring and embracing non-traditional educational backgrounds. Moreover from a funding prospective, investing in wraparound services such as childcare — with 19% of female and 10% of male students citing managing childcare responsibilities as a significant challenge during the program — and transportation, deliver meaningful differences for participants.

NPower believes a number of policy levers for increasing opportunities for Women of Color in Technology can also be widely applied to the minority population as a whole. Fundamentally, an expansion of funding for apprenticeship programs as well as the expansion of Pell Grants to shorter term training programs would have a positive impact, alongside the increased funding for childcare subsides, especially during non-traditional hours. To provide sustainability, expanding family leave laws and strengthening pay parity laws would prove instrumental in progressing towards a more equitable workplace, not just in technology, but in every industry.

## Don't Ask, Don't Get: Advocate for One's Career

Black workers can enhance their wage and income prospects by advocating for their careers.

Black workers should seek greater opportunities, including stretch assignments and leadership roles. Ask for and accept constructive feedback during reviews in order to identify areas of strength and weakness. Request clear goals that constitute success and review them with managers on a frequent basis. When it comes to compensation ask for the raise, but also arm oneself with a list of accomplishments warranting an increase. Ask employers where your salary lies within the range for your duties. If outside of that range, ask for it to be rectified. Unfortunately, a study by PayScale indicates that "People of color were significantly less likely than white men to have received a raise when they asked for one.

Women of color were 19 percent less likely to have received a raise than a white man and men of color were 25 percent less likely."[102] Nonetheless, if workers do not ask for a raise, then they lower the likelihood of receiving one. Network and remain visible, highlighting your successes with key stakeholders. Workers should seek mentors, advocates, and sponsors to help navigate their careers within a corporate setting. Join trade unions or professional clubs within your industry. Join or create support groups with colleagues outside of your business to glean knowledge and to build morale. Remain curious and retool one's skillset in order to be prepared for larger roles, greater responsibilities, and new opportunities.

■ **Consider starting a business:** The U.S. Chamber of Congress and the SBA are resources for Black-owned businesses to find sources for grants, financing, and advice on how to run effective firms.

■ **Move:** While a difficult decision, relocation may be the answer to improved jobs prospects. Sixty five percent of the Black population resides in 16 states in the U.S. However, according to a survey by McKinsey and Company, on average these states rank below national averages in metrics that can lead to an improved quality of life and wealth generation. Black workers, especially younger workers can opt to move to states that are generating the most jobs in high paying industries.

Figure 139. Black Workers Are Concentrated in States with Poor Economic Prospects Relative to National Average

McKinsey Leading State Index Scores: 2017
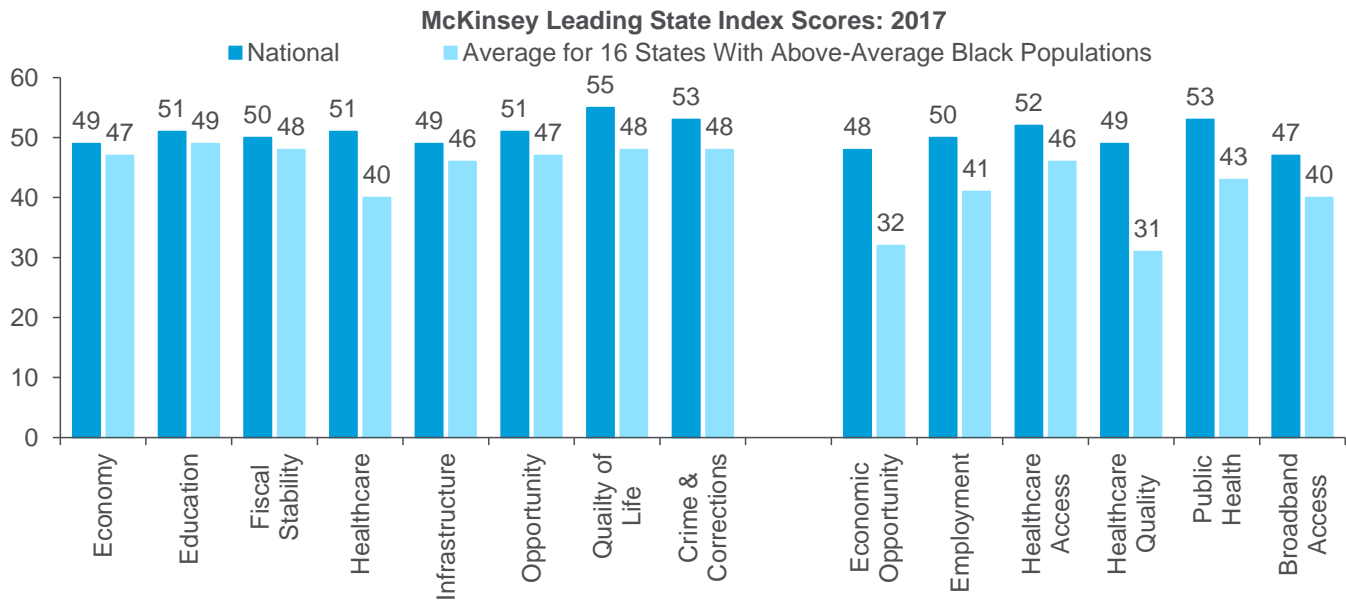
Source: McKinsey & Company, Citi Research

[102] "PayScale Research Shows People of Color Up to 25% Less Likely toRreceive a Requested Pay Raise than White Men," PayScale Inc., May 28, 2018.

Figure 140. Black Workers Are Less Likely to Be Located In States With Rapid Growth in High Wage Sectors

Source: BEA, World Population Review, Citi Research

Embrace Delayed Gratification and Risk

Investment is an important tool for generating wealth

Financial literacy and engaging with more traditional forms of financial services are ways that Black families can learn to budget and adjust spending in order to generate savings. Savings are critical for generating wealth via investments in homes, retirement and college savings vehicles, businesses, and financial assets. Indeed, a 2017 Gallup poll revealed that only 36 percent of Black respondents compared to 60 percent of white respondents cited investments in the stock market (Figure 141).[103] This is despite one fifth to one quarter of people in the US believing that stocks are a good long-term investment in recent years (Figure 142).[104] Actions that generate wealth require delayed gratification and a measure of risk, but can often lead to positive returns over the longer run.

[103] Jones, J.M., "U.S. Stock Ownership Down Among All but Older, Higher-Income," Gallup, May 24, 2017.

[104] McCarthy, J., "Stock Investments Lose Some Luster After COVID-19 Sell-Off," Gallup, April 24, 2020.

Operation Hope and Dfree are notable organizations that advocate financial literacy as an avenue for achieving financial independence, often known as "silver rights." Online brokerage firms that require smaller initial investments and reduced fees, as well as investment clubs are ways that families with modest incomes can begin to invest in their futures. Families with greater means can seek professional advice from brokers and financial advisors. All persons working at jobs with pension funds and/or retirement savings vehicles (IRAs, 401Ks) should take advantage of them, especially early in one's career.

Figure 141. Black People Less Likely to Own Stocks than White People

U.S. Stock Ownership
(Percent of Respondants, 2017)
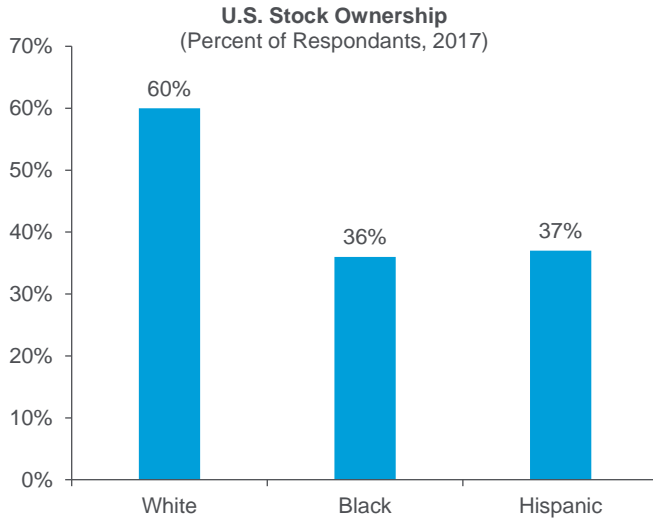
Source: Gallup, Citi Research

Figure 142. A Significant Share of Americans Favor Stock Holdings

Which Do You Think is the Best Long-Term Investment?
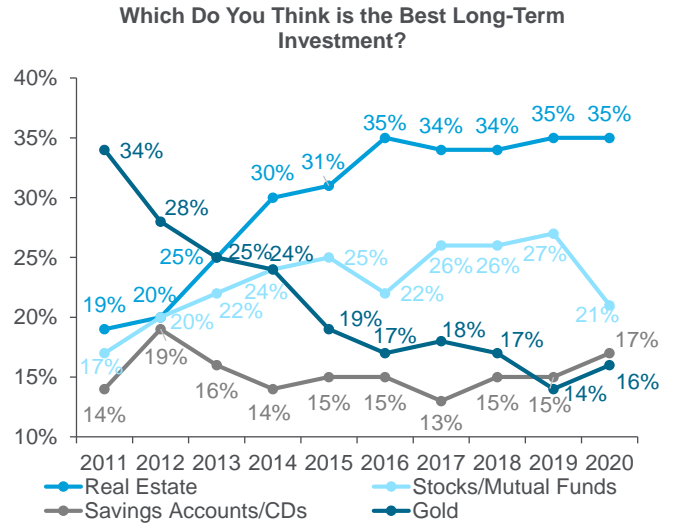
Source: Gallup, Citi Research

Utilize Political Power

Black persons can use the power of the purse and political activism to advance closure of racial gaps

Many people are utilizing the #BlackLivesMatter movement as an opportunity to speak out against and address racial disparities of all stripes in the United States. Even ordinary persons can use their wallets to challenge firms to change practices that perpetuate inequality. Meanwhile, shareholders can use their influence over corporate executives to advance change. Every citizen having the right to vote should exercise it. Those willing to have a more direct hand in effecting change at the institutional level can engage in political activism by running for office or supporting elected officials with finances and time. While the number of Black politicians, particularly at the Federal level, remains few, the numbers have been on the rise, and likely will continue to do so (Figure 144).

Figure 143. Number of Blacks in Congress is Small but Steadily Climbing

Number of Black U.S. Representatives
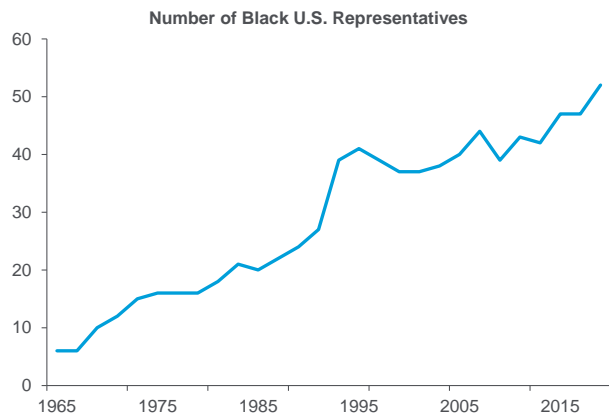
Source: Pew Research Center, Citi Research

Figure 144. Blacks in Federal Positions Have Increased
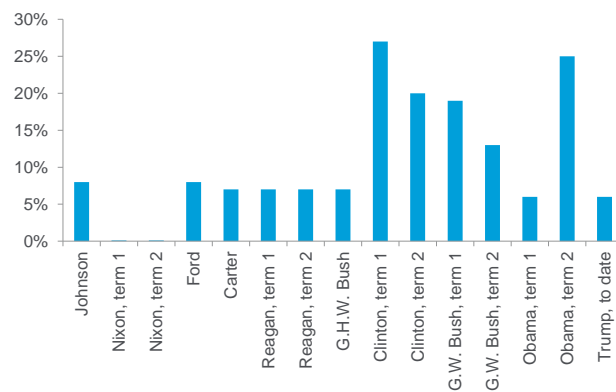
Source: Pew Research Center, Citi Research

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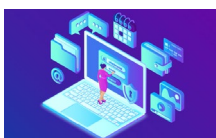
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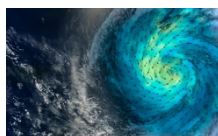
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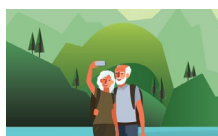
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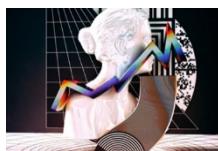
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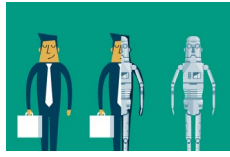September 2019

Energy Darwinism III
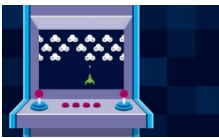*The Electrifying Path to Net Zero Carbon*
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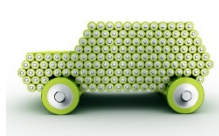*Responding to a Sea Change in Consumer Behavior*
August 2018
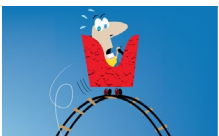
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NOW / NEXT

Key Insights regarding the future of Racial Equality

EDUCATION

Closing the college/advanced degree racial gap 20 years ago might have generated up to $113 billion in additional income for saving, investing and consumption. / Removing funding gaps from K-12 education funding, focusing on school curricula (including STEM) and directing Black students toward higher wage and in-demand occupations can help close the education gap and solve the income gap.

LABOR MARKET

In general Black workers are underrepresented in management, business, financial, professional and related occupations that pay the highest salaries. They are also are more likely to be situated in jobs that require lower skills and/or are more susceptible to automation / Encouraging Black students and workers to pursue education and training suitable to more technological and skills-based careers can help close the racial labor segmentation gap.

POLICY

The current 30 basis point gap between Black and white family home ownership is greater now than before 1968 when housing discrimination was legal. / Public policy should focus upon housing as a pathway to wealth and encourage home ownership as a path to intergenerational wealth.

Google Diversity Annual Report 2020

Contents

Introduction

My team is focused on building a workforce that better represents our users and our world, while ensuring that every employee feels like they truly belong at Google.

As you'll see in this report, Google has made progress in several areas of hiring and retaining talented professionals from underrepresented groups. We also continued our work to understand the identities, intersectionalities, and experiences of Googlers worldwide. More broadly, we made a wide array of investments to strengthen the diverse communities both within and outside Google.

Looking forward, we will continue to use data-informed efforts to support diversity, equity and inclusion as we grow and scale — working to reach our goals even as we address disruptive challenges such as the COVID-19 pandemic.

Thank you for joining us on this journey.

Melonie Parker
Chief Diversity Officer

> **We made a wide array of investments to strengthen the diverse communities both within and outside Google.**

Looking back.
Stepping forward.

Google's mission to organize the world's information and make it universally accessible and useful is as relevant today as it was when we were founded in 1998. We are now focused on building an even more helpful Google for everyone. We aspire to give billions of people the tools they need to increase their knowledge, health, happiness, and success.

Google is growing to fulfill that vision. In the past four years, we've doubled in size—today, we have more than 100,000 employees in 170 cities spanning nearly 60 countries. Operating at this scale brings an elevated level of responsibility to everything we do. We need a workforce that's more representative of our users, and a workplace that creates a sense of belonging for everyone.

We need a workplace that creates a sense of belonging for everyone.

Over the last year we've seen progress in a number of areas. For the second year in a row, we continued to increase representation for women globally, and for Black+ and Latinx+ employees in the U.S. We saw the largest increase in our hiring of Black+ technical employees that we have ever measured. Job postings run through our bias removal tool resulted in an 11% increase in applications from women. We expanded a program for employees from underrepresented groups who were considering leaving, with 84% deciding to stay. And, to help ensure a brighter future for our entire industry, we built new pathways to tech for underserved communities across the globe.

We also continue to expand our data to reflect Googlers who choose to self-identify as LGBTQ+, as having a disability, or having military experience. This helps paint a more complete picture of our workforce.

Since we published our first Diversity Annual Report in 2014, the growth of underrepresented communities at Google continues to outpace our overall growth.

Recent progress is driven in part by a commitment to equip Google's leaders with workforce data. In addition to the data, people managers work closely with our diversity experts to identify opportunities on their teams that are helping us meet our company-wide 2020 objective to "advance a diverse, accessible, and inclusive Google."

This accountability is helping drive representation gains that signal that we're moving in the right direction, but we must keep doing more to accelerate progress.

We've structured this report in three sections, looking at the data we rely on to drive and inform our work; why responsible growth means scaling our efforts; and how focusing on inclusion helps build a sense of belonging for all employees.

1

Data continues to inform our work

Data continues to inform our work

At Google, we use data to inform everything we do, from the way we develop products and services to the way we design our diversity, equity, and inclusion efforts. We use data to ensure fairness in our people processes and outcomes, and build a more representative workforce.

Looking at our own internal data as well as external data from the U.S. Equal Employment Opportunity Commission (EEOC), we know we have work to do to increase underrepresented talent in our workforce. As a result, we intentionally focus our efforts on hiring, progression and retention to increase representation for these communities. When we first started collecting race data, our efforts aligned with U.S. EEOC guidelines. However, we know that it's important to measure race and ethnicity outside of the U.S. as well, which is why we are taking steps to collect race and ethnicity data globally through our voluntary self ID campaign.

Since we started sharing our data in 2014, we've seen large gains for women in tech globally[1] and modest, steady gains in representation for communities that we focused on in the U.S.[2] In 2019, we continued to take actions that widened our talent pool and ensured that underrepresented employees feel included in the fabric of Google's culture. Looking at our data over time, we're able to analyze and validate our methods, ensuring that we continue to drive progress.

Last year we saw the largest increase for Black+ representation at Google since we began publishing.

[1] All gender data, unless otherwise stated, is global
[2] All race data, unless otherwise stated, is U.S.

10   11

Hiring

We pay close attention to how we attract and assess talent at every step of the recruitment and hiring process.

One way we've done this is to reduce bias in job descriptions. We took a look at historical data from over 6,000 job postings in an 18 month period to analyze word count ranges and language and how this affects applicants. One of our findings was that when a job qualifications summary is more than 54 words, women applicants decrease dramatically. As a result, we created a tool to help mitigate bias. Now, before a Google job description is posted, we analyze text as well as word count and remove words or phrases that could bias a candidate against applying. Postings that used this guidance saw an 11% increase in applications from women. Additionally, we're improving how we assess candidates by evolving interview questions to ensure consistent, competency-based interviews every time.

We're also shifting our focus from "culture fit" to "culture add" when evaluating candidates. We look to hire people with different backgrounds and a wide range of experiences. We focus on how a candidate would add to Google's culture, not simply how they might fit. To date, more than 2,500 employees in 150 offices have taken our "Culture Add" training, with nearly 90% agreeing that the workshop inspired them to think about how a candidate would enhance Google's culture.

When we look at hiring, we're also thinking about geographic and socioeconomic diversity too. We've expanded our recruiting efforts from 75 schools to over 800 as we continue to invest in partnerships designed to bring more individuals of color and technical women to Google. In 2019, we hired from 15 Historically Black College & Universities, 39 Hispanic-Serving Institutions, and 9 women's colleges in the U.S. We developed industry-ready skills through programs like Google in Residence and maintained high-touch engagement with executive tech women through International Women's Day programs.

Google has likewise invested additional resources to increase representation of people with disabilities and veterans in our workforce. We've added resources in our staffing organization, begun working with new community partners, and increased our presence at conferences and online career fairs designed specifically for job seekers with disabilities. Additionally, we have a dedicated recruiting team to increase veteran representation across all of our business units.

Our data suggests that these strategies are producing results. In 2019, we saw:

- **The largest gains in Black+[3] tech hiring in the U.S. since we started publishing data**

- **The largest increase in Black+ non-tech hiring in the U.S. since 2015, now representing the largest underrepresented racial group for non-tech hires**

- **Globally, 40% of interns in tech roles were women and 24% of U.S. interns were Black+ and Latinx+**

[3] In last year's Diversity Annual Report, we began counting multiracial people as a member of all the racial categories they identify with. To see this data using U.S. government reporting categories, view our EEO-1.

Hires

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as a categorized by U.S. government reporting standards

2020 Diversity Annual Report

GENDER (GLOBAL)

32.5% WOMEN

67.5% MEN

RACE/ETHNICITY (U.S.)

48.5% ASIAN+

5.5% BLACK+

6.6% LATINX+

0.8% NATIVE AMERICAN+*

43.1% WHITE+

2019 Diversity Annual Report

GENDER (GLOBAL)

33.2% WOMEN

66.8% MEN

RACE/ETHNICITY (U.S.)

43.9% ASIAN+

4.8% BLACK+

6.8% LATINX+

1.1% NATIVE AMERICAN+*

48.5% WHITE+
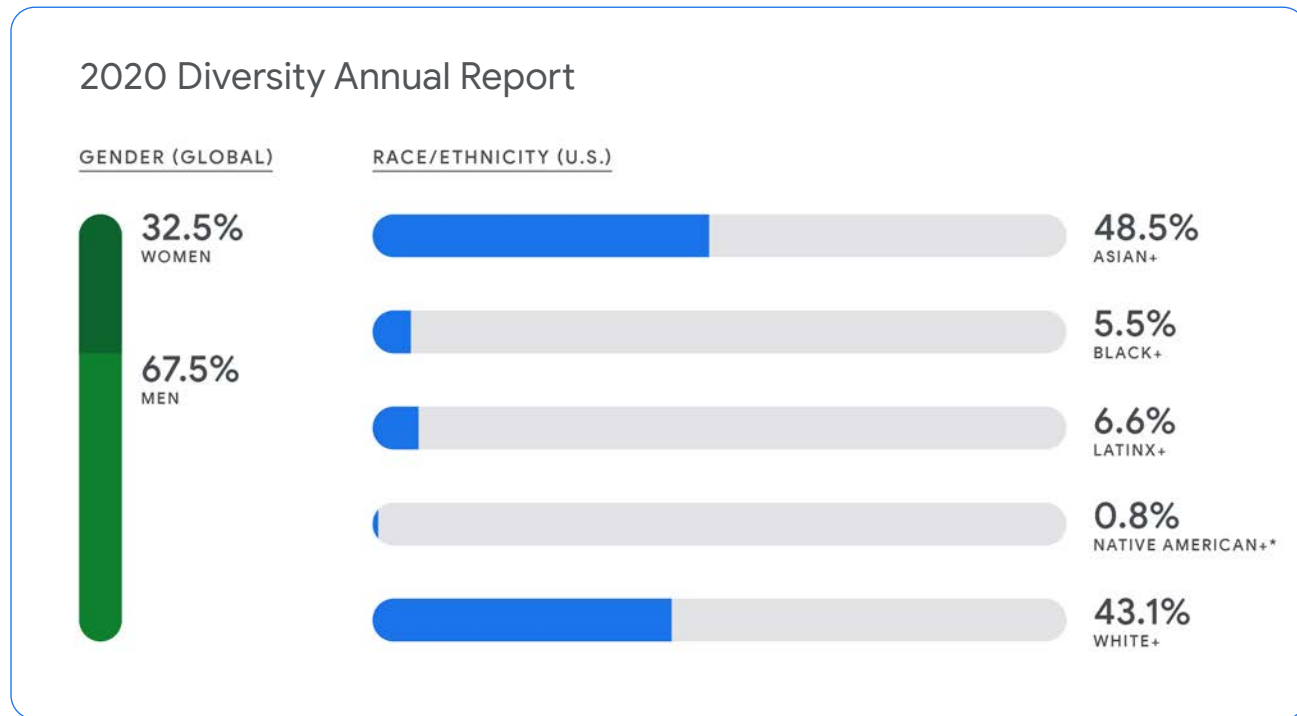
Intersectional hiring

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as a categorized by U.S. government reporting standards

2020 Diversity Annual Report

RACE/ETHNICITY (U.S.)   ● Women ● Men

48.5% ASIAN+
16.1% Women   32.4% Men

5.5% BLACK+
2.3% Women   3.2% Men

6.6% LATINX+
2.3% Women   4.3% Men

0.8% NATIVE AMERICAN+*
0.4% Women   0.4% Men

43.1% WHITE+
13% Women   30.1% Men

2019 Diversity Annual Report

RACE/ETHNICITY (U.S.)   ● Women ● Men

43.9% ASIAN+
15.6% Women   28.3% Men

4.8% BLACK+
2.2% Women   2.6% Men

6.8% LATINX+
2.7% Women   4.1% Men

1.1% NATIVE AMERICAN+*
0.5% Women   0.5% Men

48.5% WHITE+
16.2% Women   32.3% Men

14   15

Retention

While these gains in hiring are promising, they are only part of the story. We work hard to attract the best talent, and we work hard to retain talent. We hire people who are passionate about making a difference and once they are here, we want them to stay.

We expanded our retention equity program this past year to cover more underrepresented groups and more regions. This team works one-on-one with employee cohorts whose attrition rates are above-average. Through a mix of coaching, connecting individuals with mentors and sponsors, locating internal mobility opportunities, and providing emotional support, we retained 84% of employees who went through the program. We heard a range of stories from the individuals we supported, and used their anonymized insights to enhance Google's systems and culture.

Looking at 2019 attrition data, we see both positive outcomes as well as areas where we need to focus. For example, Latinx+ attrition in the U.S. moved below the Google average, and women continue to have lower than average attrition rates overall. However, Native American+ attrition and Black+ women in the U.S. increased above average last year. These trends highlight the need to continue learning and innovating as we build and support communities across the company.

Latinx+ attrition in the U.S. moved below the Google average, and women continue to have lower than average attrition rates overall.

Attrition index by gender

2020 Diversity Annual Report

GENDER (GLOBAL)

87 WOMEN

106 MEN

Overall Global Attrition = 100

2019 Diversity Annual Report

GENDER (GLOBAL)

90 WOMEN

104 MEN

Overall Global Attrition = 100

16

17

Attrition index by race/ethnicity

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as a categorized by U.S. government reporting standards

2020 Diversity Annual Report

RACE/ETHNICITY (U.S.)

80	ASIAN+
112	BLACK+
97	LATINX+
131	NATIVE AMERICAN+*
117	WHITE+

Overall U.S. Attrition = 100

2019 Diversity Annual Report

RACE/ETHNICITY (U.S.)

81	ASIAN+
112	BLACK+
106	LATINX+
104	NATIVE AMERICAN+*
110	WHITE+

Overall U.S. Attrition = 100
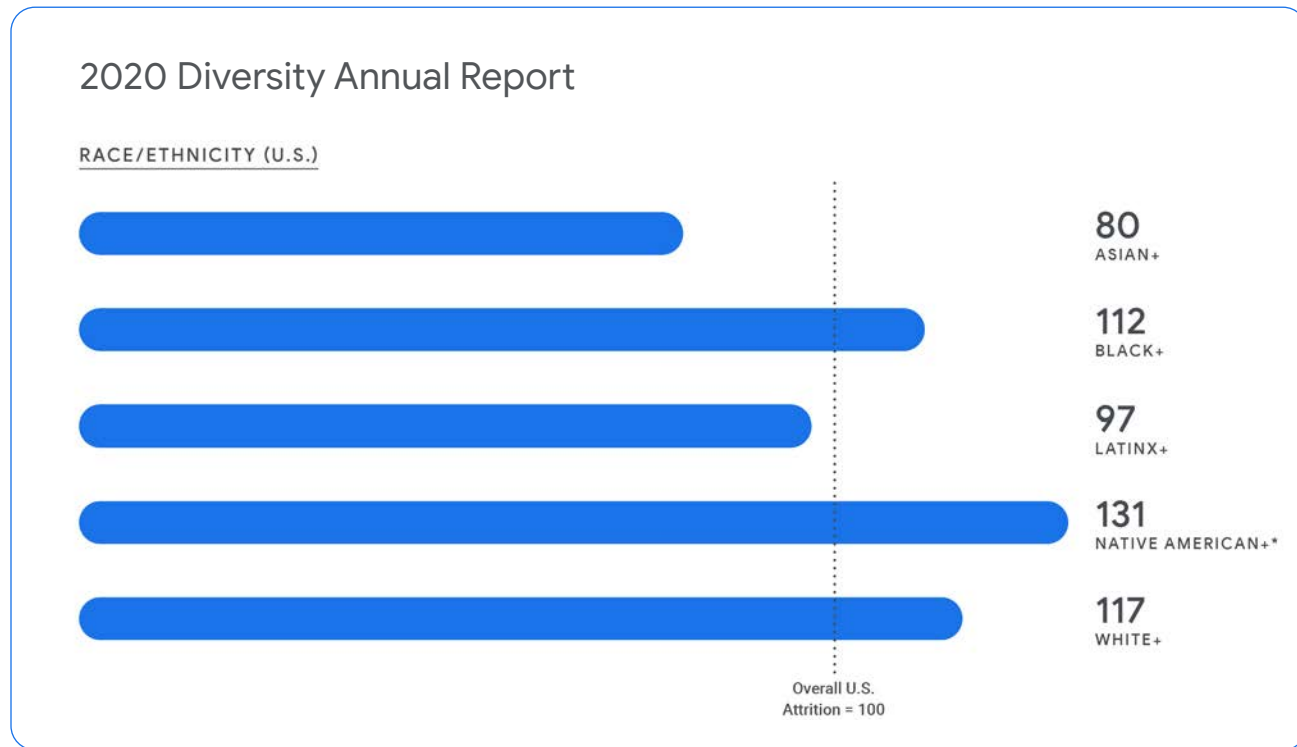
Intersectional attrition index

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as a categorized by U.S. government reporting standards

2020 Diversity Annual Report

RACE/ETHNICITY (U.S.)   ● Women ● Men

59 Women / 90 Men	ASIAN+
110 Women / 114 Men	BLACK+
93 Women / 98 Men	LATINX+
123 Women / 143 Men	NATIVE AMERICAN+*
99 Women / 124 Men	WHITE+

Overall U.S. Attrition = 100

2019 Diversity Annual Report

RACE/ETHNICITY (U.S.)   ● Women ● Men

71 Women / 87 Men	ASIAN+
92 Women / 125 Men	BLACK+
90 Women / 113 Men	LATINX+
112 Women / 104 Men	NATIVE AMERICAN+*
94 Women / 117 Men	WHITE+

Overall U.S. Attrition = 100

Representation

Representation can be viewed as a simple equation: hiring minus attrition. Looking at our representation, it's clear our work in hiring and retention is having an impact. In 2019, we continued to see increases in representation for women in tech globally. In the U.S., we also continued to see increases in Latinx+ and Black+ representation, including the largest increase in Black+ representation overall, and in technical roles, since we began publishing.

Representation can be viewed as a simple equation: hiring minus attrition.

Workforce representation

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as a categorized by U.S. government reporting standards

2020 Diversity Annual Report

GENDER (GLOBAL)

32.0% WOMEN

68.0% MEN

RACE/ETHNICITY (U.S.)

41.9% ASIAN+

3.7% BLACK+

5.9% LATINX+

0.8% NATIVE AMERICAN+*

51.7% WHITE+

2019 Diversity Annual Report

GENDER (GLOBAL)

31.6% WOMEN

68.4% MEN

RACE/ETHNICITY (U.S.)

39.8% ASIAN+

3.3% BLACK+

5.7% LATINX+

0.8% NATIVE AMERICAN+*

54.4% WHITE+

Intersectional workforce representation

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as a categorized by U.S. government reporting standards

In some cases, due to rounding, the percentages for men and women may not add up exactly to the overall percentage for that racial/ethnic group. In those cases, we've adjusted the numbers to round down.

2020 Diversity Annual Report

RACE/ETHNICITY (U.S.)   ● Women ● Men

41.9% ASIAN+
14.2% Women   27.7% Men

3.7% BLACK+
1.6% Women   2.1% Men

5.9% LATINX+
2.0% Women   3.9% Men

0.8% NATIVE AMERICAN+*
0.3% Women   0.5% Men

51.7% WHITE+
15.2% Women   36.5% Men

2019 Diversity Annual Report

RACE/ETHNICITY (U.S.)   ● Women ● Men

39.8% ASIAN+
13.3% Women   26.4% Men

3.3% BLACK+
1.4% Women   1.9% Men

5.7% LATINX+
2.0% Women   3.8% Men

0.8% NATIVE AMERICAN+*
0.3% Women   0.5% Men

54.4% WHITE+
15.7% Women   38.8% Men

Leadership representation

Leaders make decisions that affect the products we build, the people we serve, and the employees and culture of our company. Diverse leadership teams make better decisions, and in turn build a more helpful Google for everyone.

For the second year in a row, representation of women in leadership roles globally at Google grew 0.6 ppts, reaching 26.7%. We offer targeted career development programs, which provide coaching, community-building, mentorship, and advocacy to help women in leadership roles foster relationships with senior leaders and advance their careers.

Representation for Latinx+ Googlers in leadership in the U.S. also increased in 2019, due in part to programs focused on internal mobility. We dedicated more resources to leadership hiring, trained recruiters to think more holistically about candidate profiles, and sponsored events to build meaningful relationships with potential candidates.

Diverse leadership teams make better decisions, and in turn build a more helpful Google for everyone.
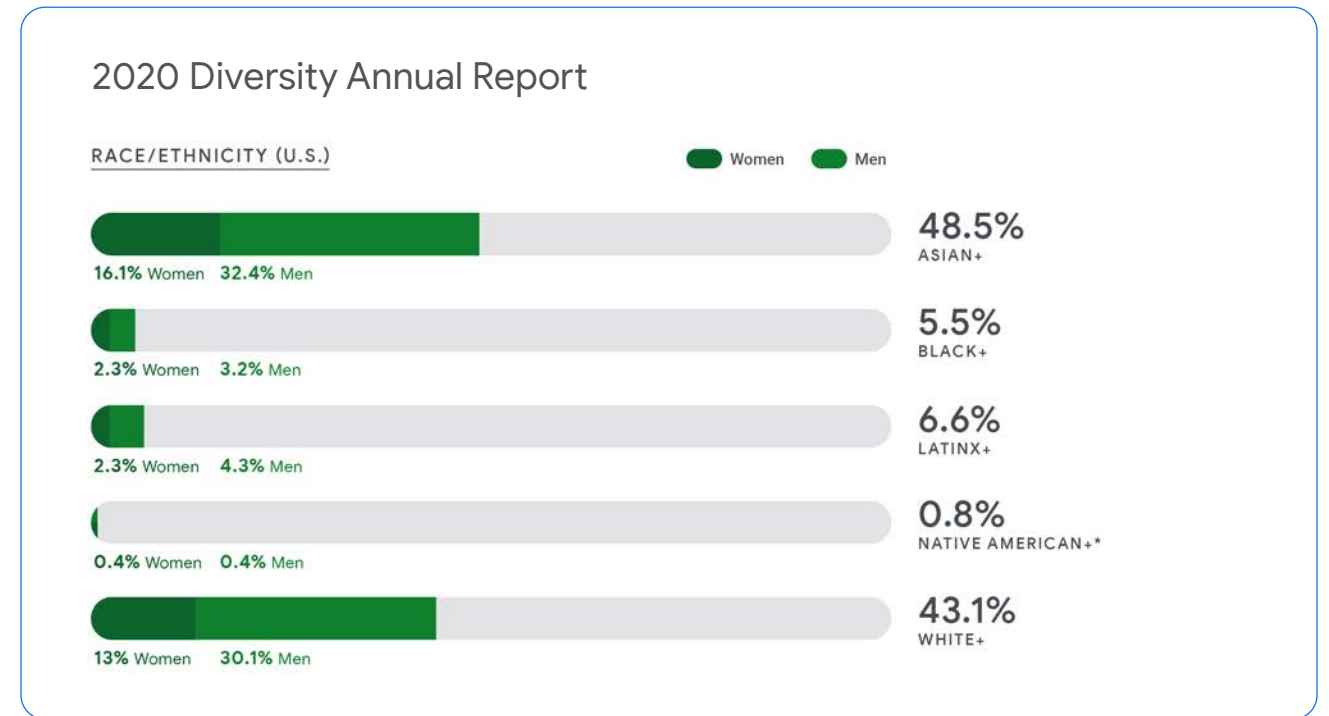

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Leadership representation

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as a categorized by U.S. government reporting standards
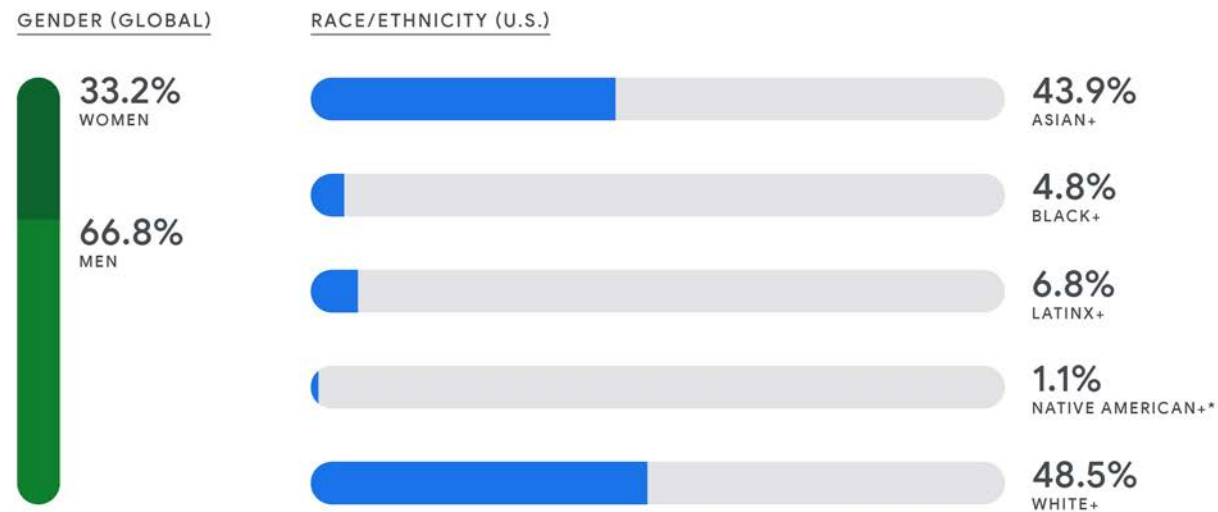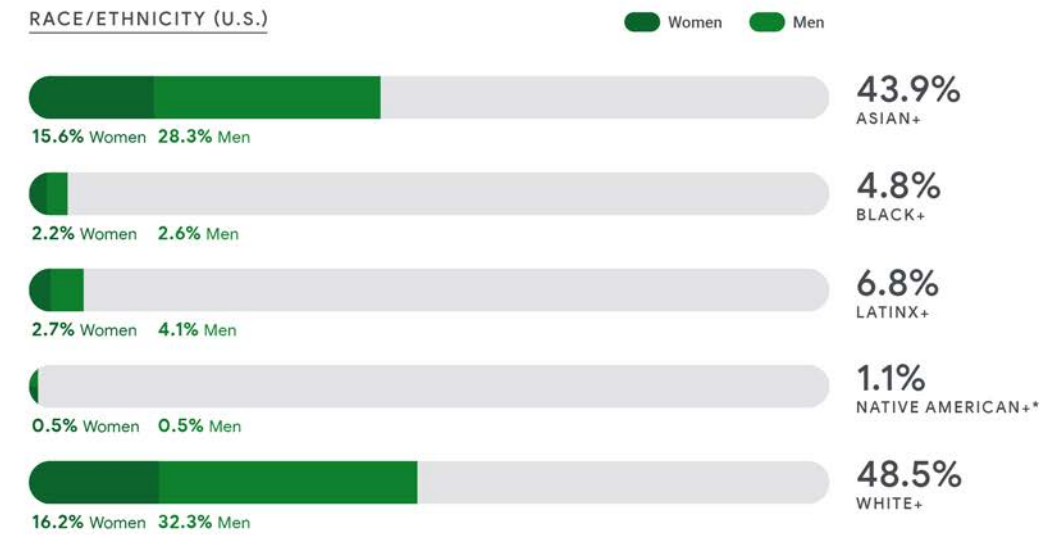
2020 Diversity Annual Report

GENDER (GLOBAL)   RACE/ETHNICITY (U.S.)

26.7% WOMEN

73.3% MEN

29.6% ASIAN+

2.6% BLACK+

3.7% LATINX+

0.5% NATIVE AMERICAN+*

65.9% WHITE+

2019 Diversity Annual Report

GENDER (GLOBAL)   RACE/ETHNICITY (U.S.)

26.1% WOMEN

73.9% MEN

28.9% ASIAN+

2.6% BLACK+

3.3% LATINX+

0.7% NATIVE AMERICAN+*

66.6% WHITE+
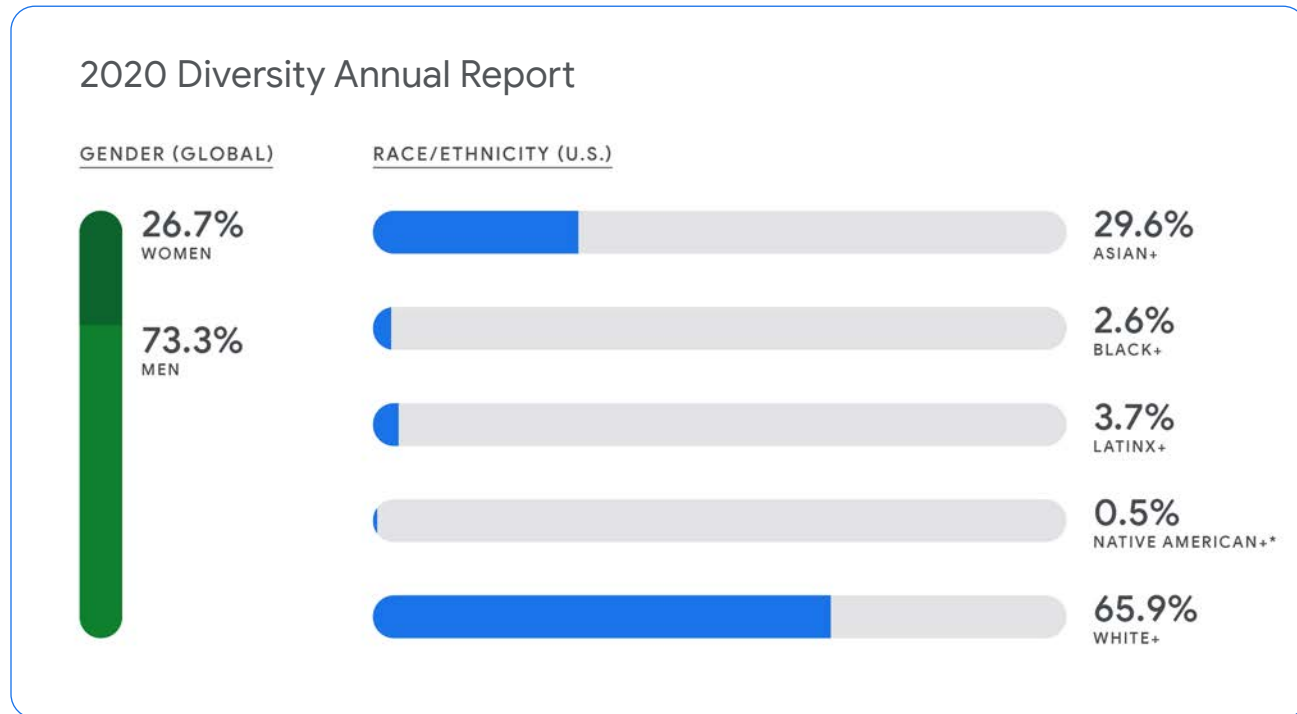
Intersectional leadership representation

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as a categorized by U.S. government reporting standards

In some cases, due to rounding, the percentages for men and women may not add up exactly to the overall percentage for that racial/ethnic group. In those cases, we've adjusted the numbers to round down.

2020 Diversity Annual Report

RACE/ETHNICITY (U.S.)   ● Women   ● Men

29.6% ASIAN+
8.5% Women   21.1% Men

2.6% BLACK+
1.1% Women   1.5% Men

3.7% LATINX+
1.5% Women   2.2% Men

0.5% NATIVE AMERICAN+*
0.3% Women   0.2% Men

65.9% WHITE+
16.8% Women   49.1% Men

2019 Diversity Annual Report

RACE/ETHNICITY (U.S.)   ● Women   ● Men

28.9% ASIAN+
8.1% Women   20.9% Men

2.6% BLACK+
1.1% Women   1.5% Men

3.3% LATINX+
1.3% Women   2.0% Men

0.7% NATIVE AMERICAN+*
0.4% Women   0.3% Men

66.6% WHITE+
16.5% Women   50.1% Men
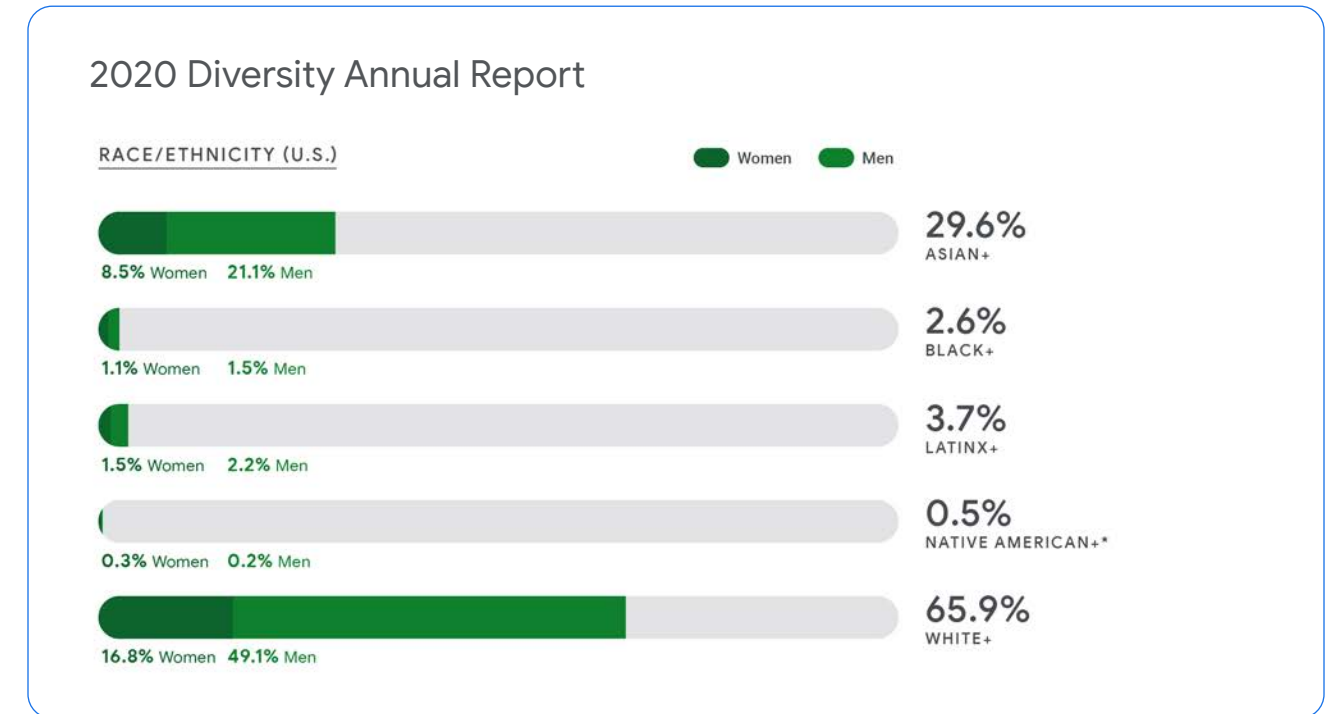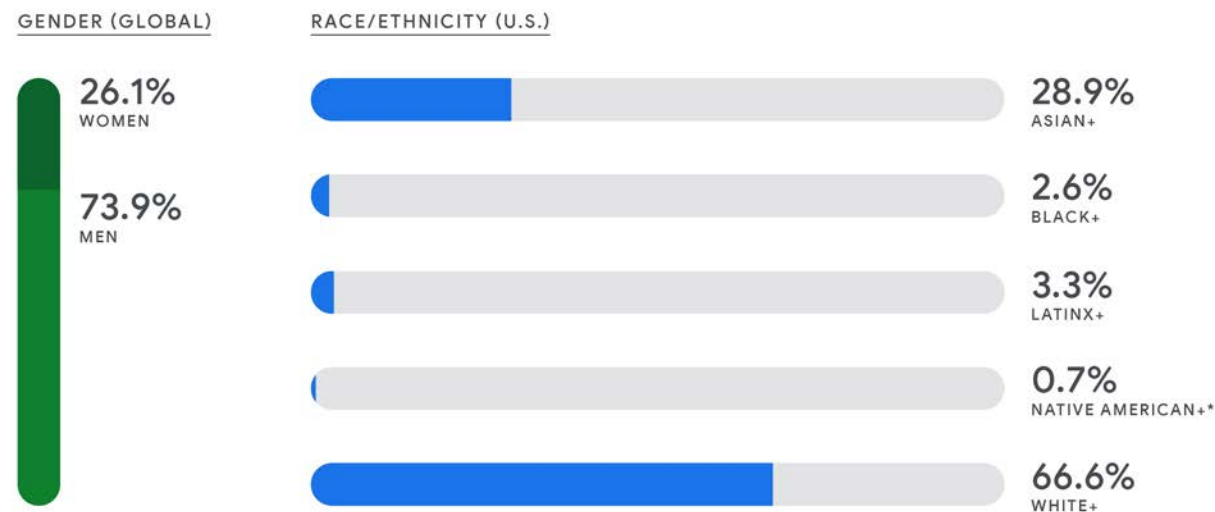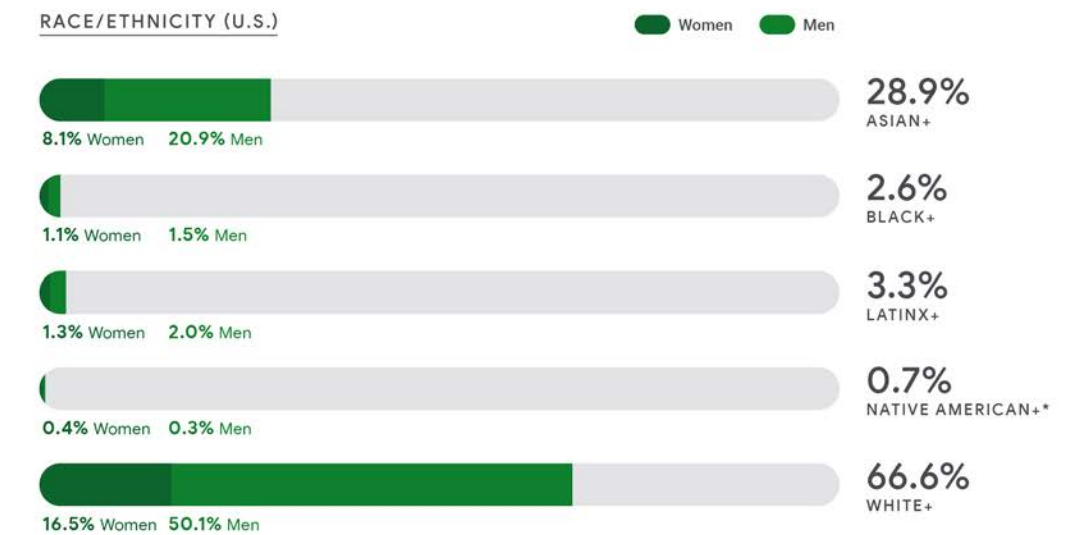
2

Responsible growth means scaling our efforts

Responsible growth means scaling our efforts

As Google continues to grow, we have a responsibility to scale our diversity, equity, and inclusion initiatives and increase pathways to tech in the cities, sites, and countries Google calls home. Here's how we're approaching that work.

We are focused on growing responsibly and investing in productive, long-term solutions. When we step back and look at our progress, we see that underrepresented communities within Google have grown significantly faster than the growth rate of Google as a whole. For example, since we began reporting in 2014, representation of women in tech has grown from 16.6% to 23.6% of our global tech workforce and representation of Black+ Googlers in the U.S. has grown from 2.4% to 3.7%. Given Google's growth rate, this progress represents thousands of new underrepresented employees joining our ranks in the last six years.
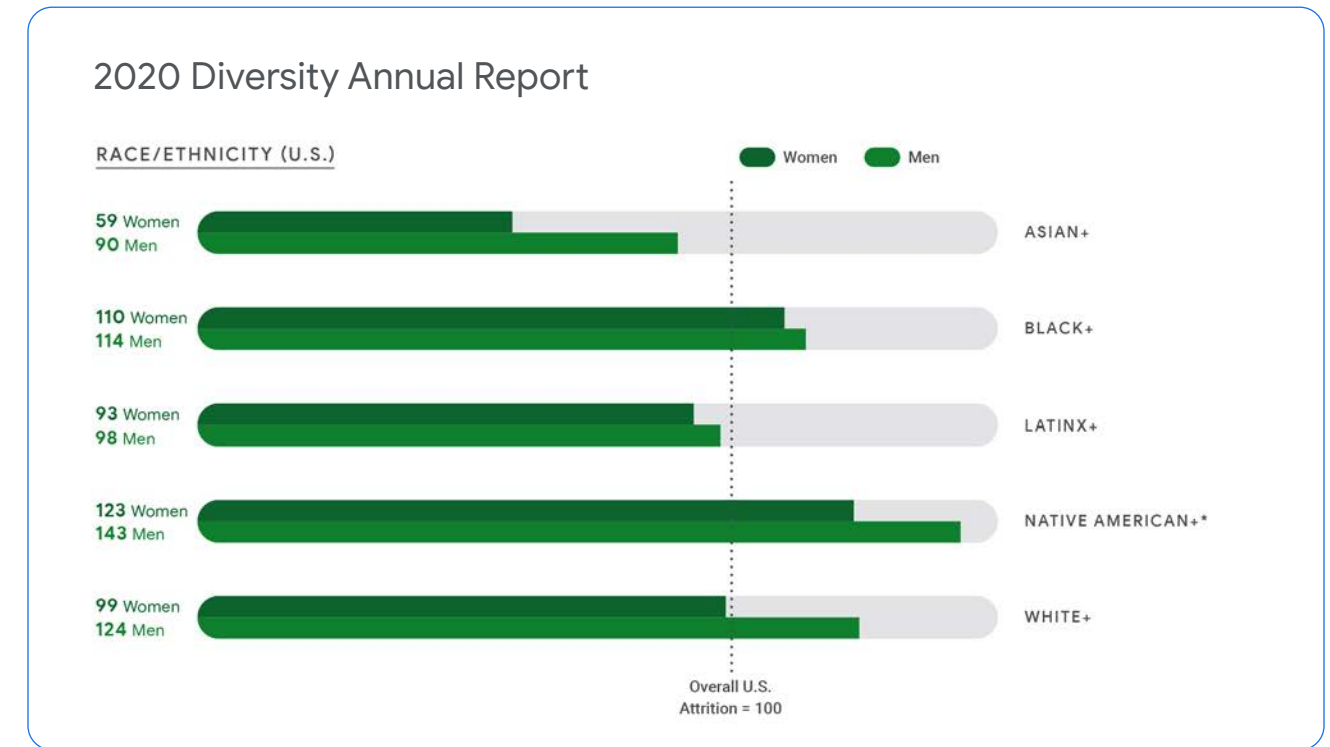
* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as a categorized by U.S. government reporting standards
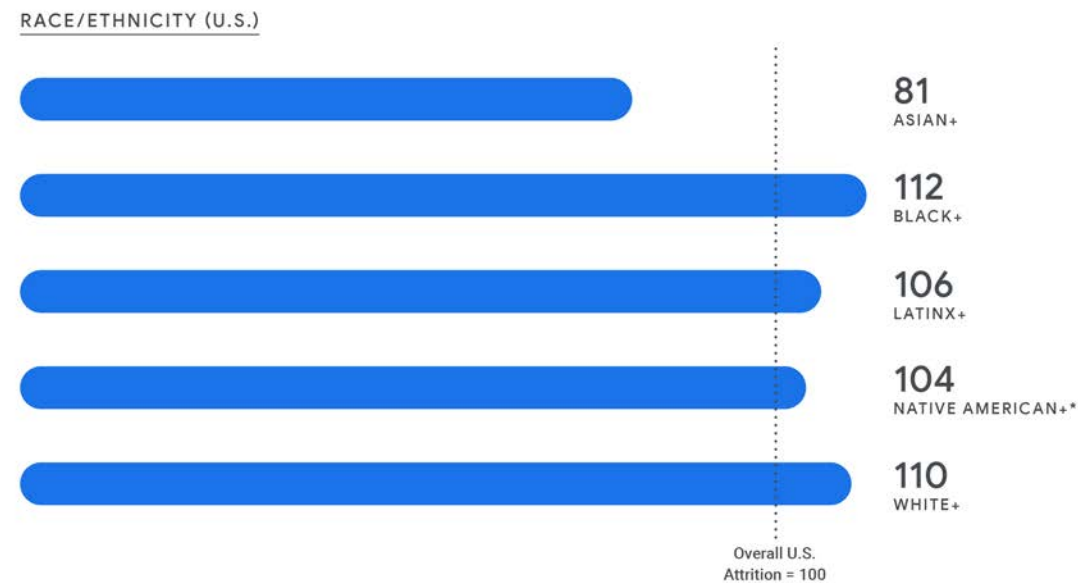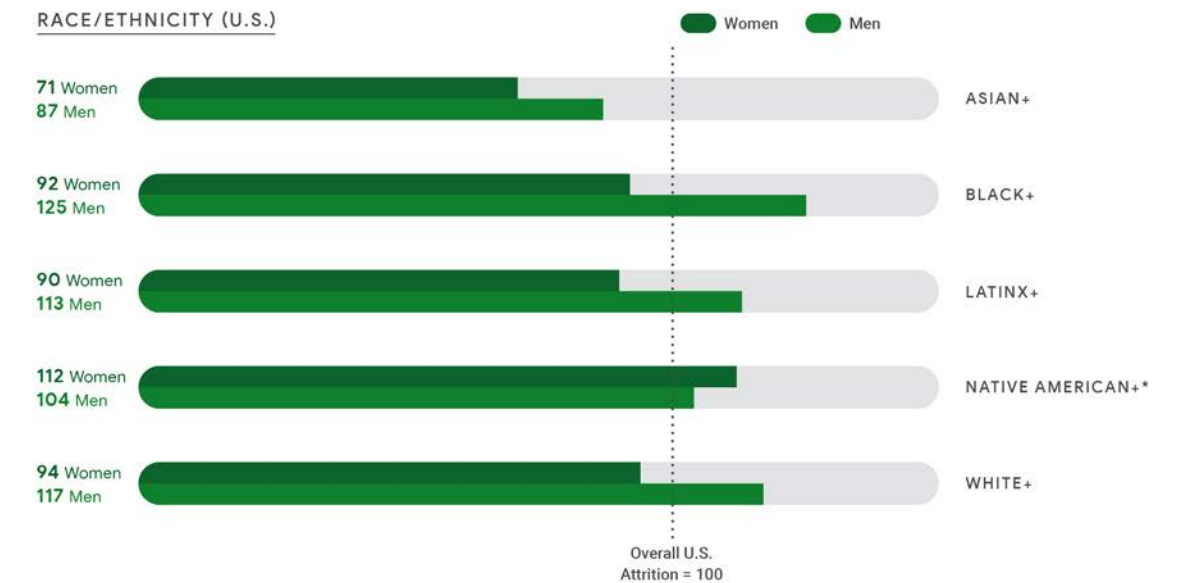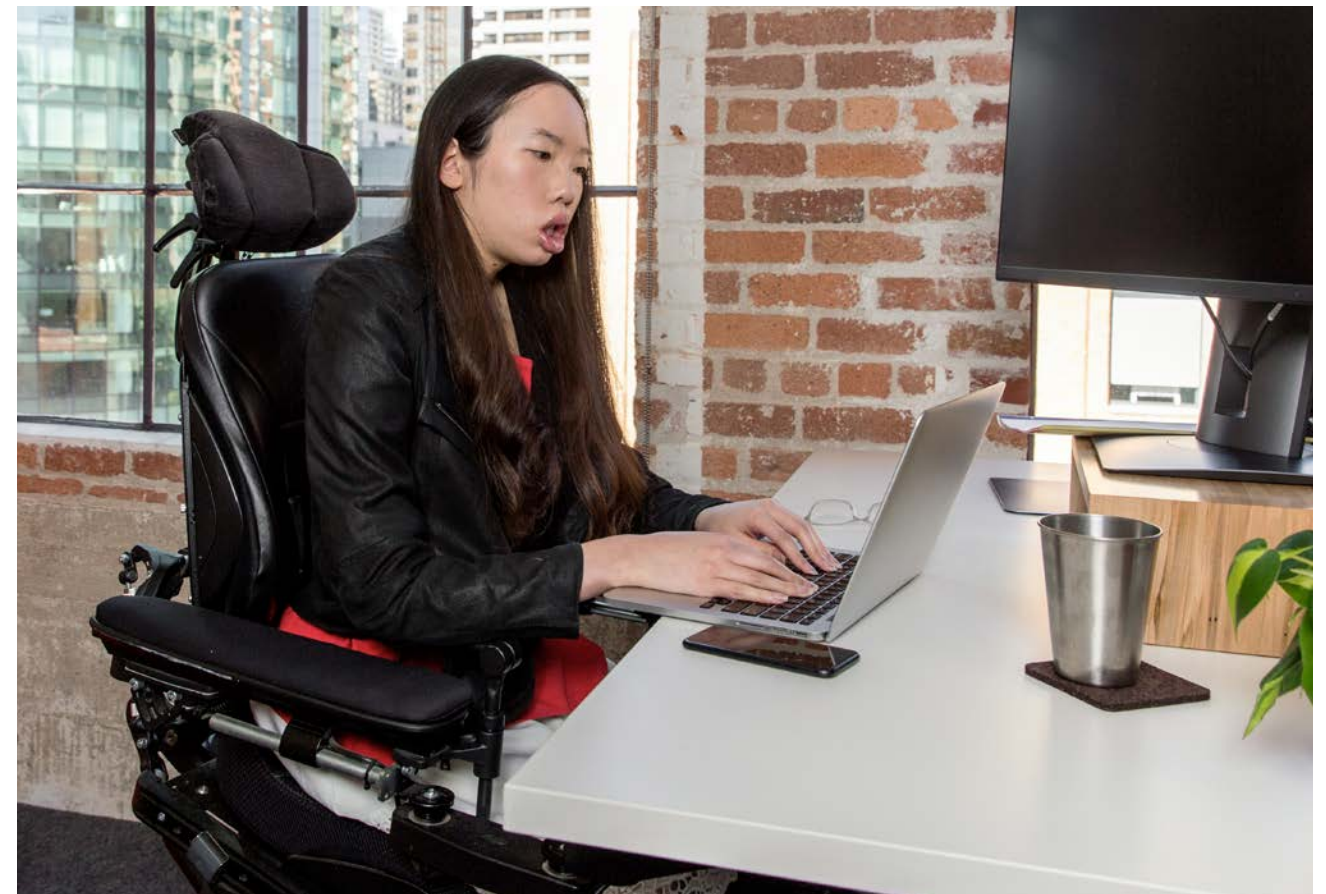
2014-2020 intersectional headcount growth rate

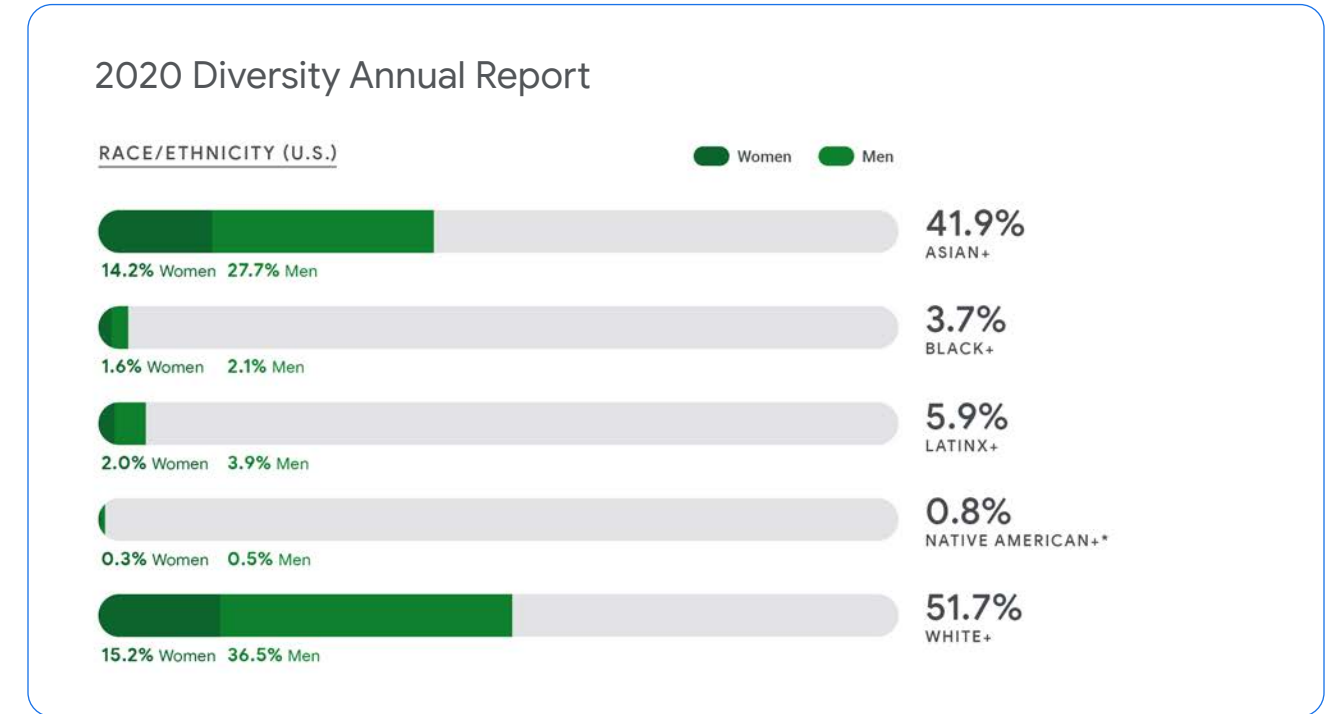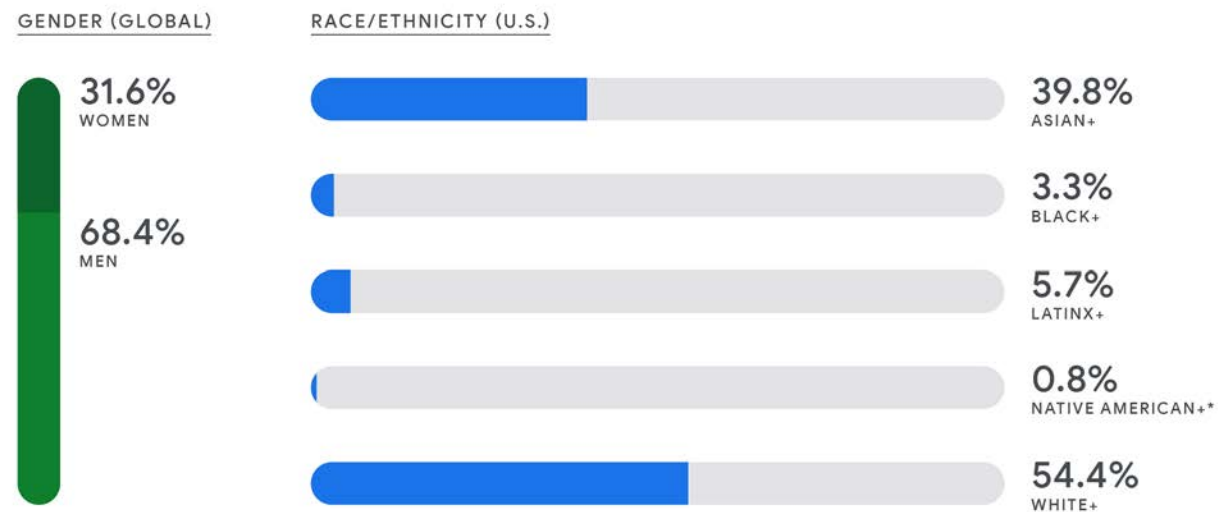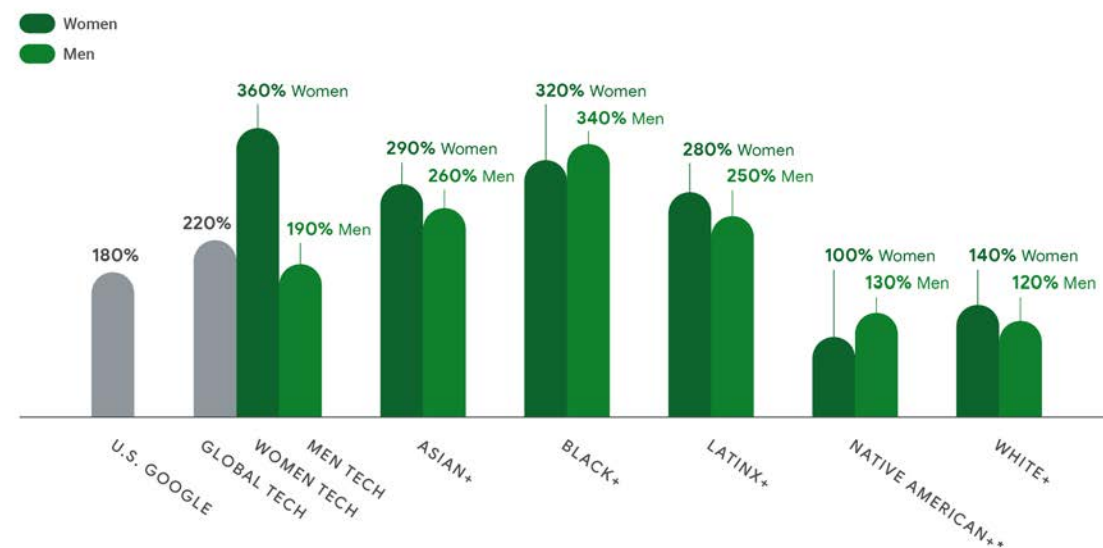Google is also invested in building a robust, diverse talent pool to support our industry's growth today, and in the future. Consider this: someone born in 1998, the year Google was founded, is only now completing tertiary education. Preparing the next generation workforce for the increasingly technical nature of work requires long-term partnerships with government, educational institutions, policymakers, and community organizations. Google.org, our philanthropic foundation, has prioritized educational access to science, math, and technical skills as one of three main areas of focus.

Responsible growth means looking beyond the demands of Google, and the tech industry itself, to consider how tech's high-growth trajectory impacts and intersects with the unique cultural fabric and challenges of the cities and countries we work in.

We're building pathways for underrepresented talent to join the tech industry—not just in computer science, but also in non-technical roles. Growing talent pools is critical to keep pace with industry demands over the next 15 years. This is why we're committed to making sure the educational pathways that will bridge skill gaps and fill new tech roles are accessible to everyone. This includes an increased focus on metropolitan markets around the world.

In the U.S., data from the Kapor Center shows high-poverty and high-minority schools offer advanced placement computer science courses at a rate 12x lower than wealthier schools with predominantly white and Asian students, resulting in lower participation rates among underrepresented students. Additionally, our data shows that Black+ students in the U.S. are less likely to have classes dedicated to computer science at the school they attend. In the U.K., data from the Royal Academy of Engineering shows that 71% of white engineering graduates find full-time jobs after six months compared with 51% of Black and minority ethnic students. These issues are systemic, and it's our responsibility to help address them and invest back into the infrastructure that supports our growth.

We're committed to making sure the educational pathways that will bridge skill gaps and fill new tech roles are accessible to everyone.

Building pathways to tech for everyone

One of the ways we help grow representative talent pools is to deepen our partnerships with organizations that serve underrepresented communities.

In Ireland, women pursuing a computer science or related degree were awarded Google's WTM Irish university scholarship to support the duration of their undergraduate studies. The goal of this scholarship is to improve the representation of women in technical fields.

More than 1,300 women in Latin America have been trained on web development and UX design through a Laboratoria bootcamp supported by Google volunteers and a Google.org grant. As a result, 75% of these women have found employment in the tech industry.

More than 80,000 students across several cities and towns in India received a stronger foundation in computer science with our CS First curriculum.

In the U.S., Latinx+ students learned to code through a $5 million grant awarded to the YWCA, Hispanic Heritage Foundation, and UnidosUS.

3,000 students of color and low-income students joined STEM and computer science classes in the Bay Area through a $10 million commitment from our philanthropic arm, Google.org.

Underserved students from elementary school through high school receive computer science education through our programs like CodeNext and CS First.

70,000 Boys & Girls Club teens across 100 chapters in the U.S. gained essential digital skills through our free Applied Digital Skills program.

Chicago public schools, Chance the Rapper, and Google together committed $1.75 million to the CS4All Initiative and SocialWorks programs in order to bring computer science education to students.

We're also looking beyond educational programs to focus on the entire ecosystem within local communities. As our offices expand to support our high growth, we see a broader opportunity and responsibility to address the inequities that keep underrepresented communities from accessing the opportunities of a new tech economy.

Investing in the communities that Google calls home

We've already put this model to work with a pilot in Atlanta, Georgia, by working closely with many areas of the public sector to ensure we're acting as good community partners. For example, we partnered with engaged community organizations to announce a $1 million Google.org Impact Challenge for Georgia nonprofits. We're focused on training hundreds of Atlanta small businesses and job seekers through our Grow with Google partner program, which currently includes over 40 greater-Atlanta nonprofits. We're also focused on training hundreds of Atlanta small businesses and job seekers using our free Grow with Google curriculum.

We've also invested in local digital coaches to provide access to tools, training, and resources to Black and Latinx small business owners to help grow their businesses online. Our digital coach based in Atlanta has reached 3,500+ Atlanta community members and hosted over 70 digital skills workshops. We've also provided space and resources for tech entrepreneurs to move their business forward through our Google for Startups office in Atlanta.

We are also engaging with communities outside of the U.S. For example, in India, Google.org is helping bridge the learning gap in the education sector through a grant of $11.4 million to six Indian non-profit organizations. These are Pratham Education, Pratham Books, Learning Equality, The Teachers App, Central Square Foundation, and Million Sparks Foundation. These grants focus on supporting educational development by giving students access to quality learning materials and providing learning aids for teachers.

Grow with Google in Europe, Middle East, and Africa partnered with Inspiring Girls and created their first female in tech video series for International Women's Day. For International Day of the Girl Child, our London office hosted the Inspiring Girls Global Summit to announce their new video hub.

Our pilot strategies around the world in Atlanta, India, and London will serve as our blueprint for other communities in which we work. The lessons we learn will help us invest responsibly in the future of the cities and communities that Google calls home.

3

Focusing on inclusion

Focusing on inclusion helps build a sense of belonging

Building a culture of belonging empowers people to do their best work. Google is a company where people of different views, backgrounds and experiences can come together and show up for one another. Here are some ways that we're doing just that.

Inclusion at Google

We are accelerating efforts to ensure every Googler—and in particular those from underrepresented groups—experience Google as an inclusive workplace.

The responsibility to prioritize inclusion at Google involves everyone. That's why diversity, equity, and inclusion training is embedded throughout Google's core learning and development opportunities. In particular, we invest in this training for all managers - including most importantly, those new to Google or to their role - because they have a direct impact on employee experiences. We've worked to design and scale innovative training programs - using experts both within and outside Google - to help managers make meaningful human connections across lines of difference and build a workplace where people have a sense of belonging.

The fact is, managers can often help interpret the internal data that informs our work. For example, we heard that Indigenous+ women reported lower experiences of inclusion compared to other communities at Google, so we hosted an Indigenous Women at Google Summit with the goal of building community. This was one of five Women of Color summits we hosted across the globe last year.

With a combined total of nearly 1,500 women of color from over 20 countries in attendance, these summits provided an opportunity for employees to learn more about our diversity strategy, connect with their communities, and directly engage with senior leadership. 95% of attendees said that they felt a stronger sense of community and 92% said they felt more included at Google after attending these summits.

We also use external indexes to measure progress towards inclusion and identify opportunities to enhance our efforts. For example, last year we participated in the Disability Equality Index which serves as a comprehensive benchmarking tool for disability inclusion. We were proud to earn a top score on this index and are committed to making every Googler feel welcome and included. Measuring inclusion is nuanced, and these are just a few of the tools that allow us to do our work.

Expanding our demographic data

We've put a lot of thought into how we can be inclusive of more identities. For example, in our 2019 Diversity Annual Report, we shared data about employees who self-identified as having a disability, being non-binary, LGBQ+, Trans+, and/or having a military background. We gathered the data as part of a global effort to give employees an opportunity to be heard and to expand our diversity, equity, and inclusion strategy in a data-driven way.

Over the past year, we have continued to collect demographic data that gives us a better picture of workforce representation. We're pleased to report that the majority of employees in every region have voluntarily shared how they identify. This year, we will analyze demographic data alongside inclusion data to help us better understand how employees experience working at Google. As a result of this new data, Google has set company-wide goals to ensure each of our products is highly accessible and to continue our emphasis on disability inclusion in our workforce.

Of the 62% of global employees who have self-identified, we see that:

7.1% self-identified as LGBQ+ and/or Trans+

6.1% self-identified as having a disability

5.5% self-identified as being or having been members of the military

<1% self-identified as non-binary

We'll continue to improve our data collection so that we'll have a fuller picture of our workforce next year.

Our global work in diversity, equity, and inclusion

Google is committed to making diversity, equity, and inclusion part of everything we do—from how we build our products to how we build our offices. It's part of how we show up in our communities as well. Google builds for everyone. Some products are accessible in more than 100 languages and are used by billions of people who come to Google for knowledge, information, inspiration and entertainment.

Employee Resource Groups at Google

With over 35,000 employees participating in 16 Employee Resource Groups (ERGs) across 52 countries, Google's employee-led resource groups are instrumental in fostering inclusion and advocating on behalf of communities.

- Asian Google Network
- Black Googlers Network
- Google Africans@
- Disability Alliance
- Filipino Google Network
- Gayglers
- Google American Indian Network
- Google Veterans Network

- Greyglers
- Hispanic Googlers Network (HOLA)
- Indus Google Network
- Inter Belief Network
- Iranian Googlers
- Mosaic
- Trans at Google
- Women@Google

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Global efforts

In addition to our ERGs, here are some other ways we're scaling and bringing a diversity, equity, and inclusion lens to our work in communities around the world.

Global Disability Alliance Summit

Last year, we held our first ever Global Disability Alliance ERG summit. This gathering was an opportunity for employees from around the world to come together to collaborate and discuss strategies for disability inclusion at work, and improving accessibility in our products and workplace.

📍 Asia-Pacific

Bridging the Digital Learning Gap

As part of our next billion users strategy, we've launched several helpful products to build solutions that work for all Indians. Powered by Google's speech recognition and text-to-speech technology, Bolo, our reading-tutor app, aims to bridge the learning gap among primary grade Indian children by helping them learn to read. To date, Bolo has helped more than three million people to read more than 16 million stories on the app across 28,000 villages and towns in India. Beyond India, Bolo is available in more than 18 markets and in 9 languages including English, Hindi, Marathi, Bengali, Urdu, Tamil, Telugu, Portuguese, and Spanish.

📍 Europe, Middle East, and Africa

State of Black Women EMEA

We brought together Black+ women from Ireland, France, Belgium, Switzerland, Nigeria, Kenya, South Africa, and the UK for the first convening of Black+ women within this region. The focus of the summit was to share experiences, address the group's unique opportunities and challenges, and support personal and professional enrichment.

📍 Global

Pride + Inclusion Conference

In the spring, we brought over 60 LGBTQ+ employees and allies across 26 countries and six continents to Warsaw, Poland, for active learning and understanding of LGBTQ+ issues in Central and Eastern European regions, leadership development, allyship, and community outreach.

📍 **Global**

Women Will around the world

In 2019, Women Will trained 10.65 million women globally and we've officially extended our online and in-person trainings to a total of 44 countries. In Japan, "Women Will for Startups" held the first-ever event at the newly launched Google for Startups Campus in Tokyo. In India, we announced the Internet Saathi expansion to Punjab and Odisha expanding the coverage to 290,000 villages in 20 states, benefitting 30 million women. In Latin America, 19,000 women across Argentina, Brazil, and Mexico have been trained in digital and soft skills, helping them create their own economic opportunities through starting new businesses or getting new jobs. In Belgium, over 1,200 women were trained in the first ever Women Will Summit in Brussels which included workshops, keynotes and panel chats with female CEOs, founders, and influencers.

📍 **Europe, Middle East, Africa and Asia-Pacific**

#ItsUpToMe

We launched the "#ItsUpToMe" program in over 30 offices in Europe, Middle East, and Africa (EMEA), Asia-Pacific (APAC), and parts of the Americas. The campaign energized leaders, managers, and employees to take an allyship role in their communities by understanding the experiences of different communities, modeling inclusive behaviors, and sharing their personal commitment to improving diversity, equity, and inclusion in the region. We're excited to expand this program across the regions in 2020.

📍 **Latin America**

Project Next Brazil

We introduced a two-year internship program in Brazil that seeks to reflect our rich diversity of users and clients, increase Black+ representation, and ensure long-term business sustainability. It's the first time in Brazil we've launched an official program that didn't require spoken English as mandatory, which is significant given less than 1% of Black+ Brazilians speak English. In its first cohort, we had more than 4,000 applicants for 21 intern positions, a number that far exceeded our initial expectations and allowed us to double the number of intern positions offered.

📍 **Global and North America**

Grow with Google in Spanish

We launched Grow with Google in Spanish with the aim of increasing access to jobs and business training for Spanish speakers around the world. This means availability of Grow with Google tools, training, and resources in Spanish, including free, video-based digital skills curriculum through Applied Digital Skills, interactive assessments for entry-level IT support jobs through the IT Support Certificate, and minicourses on business and digital marketing skills through the Primer app. Additionally, we partnered with League of United Latin American Citizens (LULAC), which will allow us to expand digital skills training to Latinx+ communities in more than 60 LULAC community technology centers around the U.S.

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Stepping forward: Building belonging at Google

Stepping forward: Building belonging at Google

Diversity, equity and inclusion are impossible without building a culture of belonging. When people feel like they belong somewhere, they want to stay there, grow there, and find more people like them to work there. This virtuous circle of belonging is essential to expanding the reach and impact of our work going forward.

Belonging happens when we can all recognize, celebrate and value our differences as a group so that our collective 'we' expands to include all people of all identities.

In 2020 and beyond, we're committed to building a culture of belonging at Google through focused intention, through deep listening to the experience of our colleagues, through education on the principles of belonging, through programs to deliberately implement those principles, and most importantly, through fostering a collective accountability for building belonging here.

We will also continue to address head-on the unforeseen challenges that threaten our efforts to cultivate this culture. Most notably, the global COVID-19 pandemic is pushing us to find new ways to use technology to keep Googlers connected to each other, to our communities, and to the world. We are also supporting Googlers as they navigate major life disruptions related to the pandemic, including expanded caregiving and/or education responsibilities, by ensuring they have the flexibility to balance work with caring for themselves and their families. We recognize that many of the communities we serve in our diversity work are also disproportionately impacted by these events. We continue to support Googlers who are facing uncertainty, health concerns, or who may be targets of discrimination. As we continue through this uncertain time, diversity and inclusion will remain a crucial priority for us in meeting the needs of our employees, their families, and our communities.

By building a workforce that is more representative of our users and a workplace that creates a sense of belonging for everyone, we hope that ultimately all employees, from all groups, will genuinely feel like they belong at Google.

Google hiring data

	Race (Plus system categories)					U.S. - Gender		Global Gender	
	Asian+	Black+	Latinx+	Native American**	White+	Women	Men	Women	Men
Overall									
2014	34.9%	3.5%	5.9%	0.9%	59.3%	29.4%	70.6%	30.7%	69.3%
2015	37.4%	4.3%	6.5%	0.7%	54.9%	29.4%	70.6%	30.6%	69.4%
2016	43.0%	3.7%	5.8%	0.6%	51.1%	30.4%	69.6%	31.6%	68.4%
2017	43.8%	4.1%	6.3%	0.8%	49.7%	30.4%	69.6%	31.3%	68.7%
2018	43.9%	4.8%	6.8%	1.1%	48.5%	34.9%	65.1%	33.2%	66.8%
2019	48.5%	5.5%	6.6%	0.8%	43.1%	32.1%	67.9%	32.5%	67.5%
Tech									
2014	38.6%	2.0%	4.8%	0.9%	57.8%	21.8%	78.2%	20.8%	79.2%
2015	42.5%	2.5%	4.5%	0.4%	53.1%	22.7%	77.3%	22.1%	77.9%
2016	48.1%	2.2%	4.9%	0.5%	48.1%	24.4%	75.6%	23.6%	76.4%
2017	49.7%	2.6%	4.9%	0.7%	46.0%	25.4%	74.6%	24.6%	75.4%
2018	51.8%	2.8%	5.3%	0.8%	43.5%	27.3%	72.7%	25.7%	74.3%
2019	55.5%	3.5%	5.5%	0.7%	38.7%	26.7%	73.3%	25.6%	74.4%

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as categorized by U.S. government reporting standards

	Race (Plus system categories)					U.S. - Gender		Global Gender	
	Asian+	Black+	Latinx+	Native American**	White+	Women	Men	Women	Men
Non-Tech									
2014	25.5%	7.3%	8.8%	1.0%	63.3%	48.9%	51.1%	46.0%	54.0%
2015	24.7%	9.0%	11.3%	1.5%	59.6%	45.9%	54.1%	44.2%	55.8%
2016	27.6%	8.2%	8.6%	0.9%	60.6%	48.7%	51.3%	46.8%	53.2%
2017	26.2%	8.4%	10.4%	1.1%	60.4%	45.2%	54.8%	43.9%	56.1%
2018	26.3%	9.2%	10.2%	1.6%	59.3%	51.6%	48.4%	47.2%	52.8%
2019	29.9%	10.6%	9.6%	1.2%	54.8%	46.6%	53.4%	43.9%	56.1%
Leadership									
2014	28.0%	4.8%	2.4%	0.0%	68.3%	28.9%	71.1%	30.1%	69.9%
2015	25.3%	2.3%	3.4%	0.0%	69.0%	23.0%	77.0%	25.7%	74.3%
2016	33.1%	1.5%	2.3%	1.5%	64.6%	27.5%	72.5%	29.6%	70.4%
2017	27.7%	5.7%	4.3%	1.4%	63.1%	28.4%	71.6%	29.4%	70.6%
2018	32.7%	3.6%	5.1%	0.5%	59.7%	26.0%	74.0%	25.9%	74.1%
2019	28.0%	3.6%	4.4%	0.7%	66.2%	24.6%	75.4%	26.1%	73.9%

* Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

Google intersectional hiring data

	Women					Men				
	Asian+	Black+	Latinx+	Native American+**	White+	Asian+	Black+	Latinx+	Native American+**	White+
Overall										
2014	11.6%	1.2%	1.9%	0.4%	16.0%	23.3%	2.3%	4.0%	0.5%	43.3%
2015	12.2%	1.6%	2.1%	0.3%	14.8%	25.2%	2.7%	4.4%	0.4%	40.1%
2016	14.2%	1.7%	1.8%	0.2%	14.1%	28.9%	2.0%	4.0%	0.4%	37.0%
2017	14.2%	1.4%	2.0%	0.2%	14.4%	29.6%	2.6%	4.3%	0.6%	35.3%
2018	15.6%	2.2%	2.7%	0.5%	16.2%	28.3%	2.6%	4.1%	0.5%	32.3%
2019	16.1%	2.3%	2.3%	0.4%	13.0%	32.4%	3.2%	4.3%	0.4%	30.1%
Tech										
2014	10.9%	0.4%	0.9%	0.3%	10.2%	27.7%	1.6%	3.8%	0.6%	47.5%
2015	12.2%	0.6%	0.9%	0.1%	9.8%	30.3%	1.9%	3.6%	0.3%	43.3%
2016	14.2%	0.7%	1.0%	0.1%	9.5%	33.7%	1.6%	3.9%	0.4%	38.6%
2017	14.4%	0.6%	1.1%	0.1%	10.4%	35.2%	2.0%	3.8%	0.6%	35.6%
2018	15.9%	0.8%	1.4%	0.3%	10.3%	35.9%	2.0%	3.9%	0.5%	33.3%
2019	16.5%	1.0%	1.4%	0.3%	8.9%	39.0%	2.5%	4.1%	0.4%	29.8%

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as categorized by U.S. government reporting standards

	Women					Men				
	Asian+	Black+	Latinx+	Native American+**	White+	Asian+	Black+	Latinx+	Native American+**	White+
Non-Tech										
2014	13.4%	3.4%	4.4%	0.6%	30.7%	12.1%	3.9%	4.4%	0.4%	32.5%
2015	12.4%	4.0%	5.0%	0.7%	27.0%	12.3%	4.9%	6.2%	0.7%	32.6%
2016	14.1%	4.6%	4.2%	0.4%	28.2%	13.4%	3.6%	4.4%	0.5%	32.3%
2017	13.4%	3.9%	4.6%	0.6%	26.0%	12.8%	4.4%	5.8%	0.5%	34.4%
2018	14.8%	5.2%	5.6%	1.0%	29.2%	11.5%	4.0%	4.7%	0.6%	30.2%
2019	15.2%	5.6%	4.6%	0.7%	23.8%	14.6%	5.1%	5.1%	0.6%	31.0%
Leadership										
2014	10.8%	3.6%	0.0%	0.0%	15.7%	18.1%	1.2%	2.4%	0.0%	51.8%
2015	4.6%	0.0%	2.3%	0.0%	16.1%	20.7%	2.3%	1.1%	0.0%	52.9%
2016	10.8%	0.8%	0.8%	0.0%	15.4%	22.3%	0.8%	1.5%	1.5%	49.2%
2017	9.9%	2.1%	0.7%	0.0%	17.0%	17.7%	3.5%	3.5%	1.4%	46.1%
2018	7.1%	0.5%	3.1%	0.5%	16.3%	25.5%	3.1%	2.0%	0.0%	43.4%
2019	5.8%	1.1%	2.2%	0.0%	17.8%	22.2%	2.6%	2.2%	0.7%	48.4%

* Historical numbers may differ slightly due to rounding and corrections in in methodology year over year.

Google attrition index

	Race (Plus system categories)					U.S. - Gender		Global Gender	
	Asian+	Black+	Latinx+	Native American+**	White+	Women	Men	Women	Men
Overall									
2017	85	122	110	97	110	90	105	94	103
2018	81	112	106	104	110	86	105	90	104
2019	80	112	97	131	117	82	108	87	106
Tech									
2017	84	155	120	71	115	81	107	84	105
2018	80	120	110	104	114	76	106	78	107
2019	79	121	101	116	122	79	107	83	105
Non-Tech									
2017	97	92	102	181	101	93	108	94	106
2018	93	96	102	116	104	95	107	92	107
2019	85	103	87	133	106	82	117	88	110

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as categorized by U.S. government reporting standards

* Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

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Google intersectional attrition index

	Women					Men				
	Asian+	Black+	Latinx+	Native American+**	White+	Asian+	Black+	Latinx+	Native American+**	White+
Overall										
2017	73	90	92	100	103	92	145	117	140	112
2018	71	92	90	112	94	87	125	113	104	117
2019	59	110	93	123	99	90	114	98	143	124
Tech										
2017	65	124	118	31	102	93	160	122	89	118
2018	60	84	86	132	90	88	136	112	96	120
2019	50	107	88	70	116	91	127	105	140	124
Non-Tech										
2017	88	68	78	124	96	108	122	115	140	106
2018	95	86	86	80	95	91	107	120	191	113
2019	78	106	89	130	81	93	98	83	127	130

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as categorized by U.S. government reporting standards

* Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

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Google workforce representation

	Race (Plus system categories)					U.S.- Gender		Global Gender	
	Asian+	Black+	Latinx+	Native American**	White+	Women	Men	Women	Men
Overall									
2014	31.5%	2.4%	4.5%	1.0%	64.5%	29.0%	71.0%	30.6%	69.4%
2015	32.7%	2.5%	4.9%	1.0%	62.9%	29.2%	70.8%	30.6%	69.4%
2016	33.9%	2.8%	5.2%	0.8%	61.0%	29.3%	70.7%	30.6%	69.4%
2017	36.3%	2.8%	5.3%	0.8%	58.5%	29.5%	70.5%	30.8%	69.2%
2018	38.1%	3.0%	5.3%	0.8%	56.6%	29.8%	70.2%	30.9%	69.1%
2019	39.8%	3.3%	5.7%	0.8%	54.4%	31.0%	69.0%	31.6%	68.4%
2020	41.9%	3.7%	5.9%	0.8%	51.7%	31.6%	68.4%	32.0%	68.0%
Tech									
2014	35.1%	1.5%	3.6%	0.8%	62.3%	17.4%	82.6%	16.6%	83.4%
2015	36.4%	1.6%	4.0%	0.8%	60.6%	18.9%	81.1%	18.0%	82.0%
2016	38.1%	1.7%	4.1%	0.6%	58.7%	20.0%	80.0%	19.1%	80.9%
2017	40.6%	1.8%	4.2%	0.6%	56.1%	21.1%	78.9%	20.2%	79.8%
2018	42.8%	1.9%	4.3%	0.6%	53.6%	22.4%	77.6%	21.4%	78.6%
2019	45.1%	2.1%	4.5%	0.7%	51.1%	23.8%	76.2%	22.9%	77.1%
2020	47.6%	2.4%	4.8%	0.7%	48.1%	24.7%	75.3%	23.6%	76.4%

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as categorized by U.S. government reporting standards

	Race (Plus system categories)					U.S.- Gender		Global Gender	
	Asian+	Black+	Latinx+	Native American**	White+	Women	Men	Women	Men
Non-Tech									
2014	24.6%	4.1%	6.3%	1.6%	68.7%	51.6%	48.4%	48.1%	51.9%
2015	24.5%	4.6%	7.0%	1.4%	67.9%	51.4%	48.6%	48.1%	51.9%
2016	24.2%	5.2%	7.8%	1.4%	66.4%	51.1%	48.8%	48.1%	51.9%
2017	25.1%	5.5%	7.9%	1.2%	65.3%	50.9%	49.1%	48.4%	51.6%
2018	25.0%	5.8%	8.4%	1.1%	64.7%	50.2%	49.8%	47.8%	52.2%
2019	25.4%	6.6%	8.9%	1.2%	63.3%	50.7%	49.3%	47.9%	52.1%
2020	26.6%	7.2%	9.1%	1.2%	61.5%	50.3%	49.7%	47.4%	52.6%
Leadership									
2014	24.2%	1.7%	2.2%	0.6%	73.2%	20.6%	79.4%	20.8%	79.2%
2015	25.0%	2.0%	2.0%	0.9%	72.2%	23.2%	76.8%	22.9%	77.1%
2016	25.8%	1.8%	2.1%	0.7%	71.3%	24.0%	76.0%	24.2%	75.8%
2017	27.1%	2.0%	2.4%	0.8%	69.6%	24.2%	75.8%	24.5%	75.5%
2018	27.3%	2.4%	2.7%	0.8%	68.9%	25.3%	74.7%	25.5%	74.5%
2019	28.9%	2.6%	3.3%	0.7%	66.6%	26.4%	73.6%	26.1%	73.9%
2020	29.6%	2.6%	3.7%	0.5%	65.9%	26.9%	73.1%	26.7%	73.3%

* Historical numbers may differ slightly due to rounding and corrections in in methodology year over year.

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Google intersectional workforce representation

	Women					Men				
	Asian+	Black+	Latinx+	Native American+*	White+	Asian+	Black+	Latinx+	Native American+*	White+
Overall										
2014	10.0%	1.1%	1.5%	0.5%	17.6%	21.4%	1.3%	3.0%	0.6%	47.0%
2015	10.5%	1.0%	1.6%	0.4%	17.1%	22.1%	1.5%	3.3%	0.5%	45.9%
2016	11.0%	1.1%	1.7%	0.4%	16.5%	22.9%	1.7%	3.5%	0.5%	44.6%
2017	11.8%	1.2%	1.7%	0.3%	15.9%	24.4%	1.7%	3.6%	0.4%	42.8%
2018	12.5%	1.2%	1.7%	0.3%	15.5%	25.7%	1.8%	3.6%	0.5%	41.1%
2019	13.3%	1.4%	2.0%	0.3%	15.7%	26.4%	1.9%	3.8%	0.5%	38.8%
2020	14.2%	1.6%	2.0%	0.3%	15.2%	27.7%	2.1%	3.9%	0.5%	36.5%
Tech										
2014	8.3%	0.4%	0.5%	0.2%	8.6%	26.8%	1.1%	3.0%	0.6%	53.8%
2015	9.1%	0.4%	0.7%	0.2%	9.0%	27.3%	1.3%	3.3%	0.5%	51.7%
2016	10.1%	0.4%	0.7%	0.2%	9.2%	28.0%	1.3%	3.3%	0.4%	49.5%
2017	11.2%	0.5%	0.8%	0.2%	9.3%	29.5%	1.3%	3.4%	0.4%	46.7%
2018	12.1%	0.5%	0.9%	0.2%	9.6%	30.7%	1.4%	3.4%	0.5%	44.0%
2019	13.2%	0.6%	1.0%	0.2%	9.9%	31.9%	1.5%	3.5%	0.5%	41.3%
2020	14.2%	0.7%	1.1%	0.2%	9.6%	33.4%	1.7%	3.7%	0.5%	38.5%

* Native American includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as categorized by U.S. government reporting standards

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	Women					Men				
	Asian+	Black+	Latinx+	Native American+*	White+	Asian+	Black+	Latinx+	Native American+*	White+
Non-Tech										
2014	13.3%	2.4%	3.3%	1.0%	35.1%	11.0%	1.7%	3.0%	0.6%	33.8%
2015	13.4%	2.5%	3.6%	0.9%	34.3%	10.9%	2.1%	3.4%	0.6%	33.6%
2016	13.2%	2.7%	3.9%	0.8%	33.4%	10.9%	2.5%	3.9%	0.5%	33.1%
2017	13.6%	2.9%	3.8%	0.7%	32.7%	11.5%	2.5%	4.1%	0.5%	32.6%
2018	13.4%	3.1%	4.0%	0.7%	31.8%	11.7%	2.8%	4.4%	0.5%	32.9%
2019	13.7%	3.6%	4.5%	0.7%	31.3%	11.7%	3.0%	4.4%	0.5%	32.0%
2020	14.3%	3.9%	4.5%	0.7%	30.3%	12.4%	3.3%	4.6%	0.5%	31.2%
Leadership										
2014	6.1%	1.0%	0.4%	0.1%	14.3%	18.4%	0.8%	1.8%	0.6%	58.6%
2015	7.2%	1.2%	0.5%	0.3%	15.0%	17.9%	0.8%	1.5%	0.6%	57.2%
2016	7.5%	1.0%	0.6%	0.3%	15.2%	18.4%	0.8%	1.4%	0.3%	56.2%
2017	7.2%	1.1%	0.8%	0.4%	15.7%	20.1%	0.9%	1.6%	0.4%	53.8%
2018	7.3%	1.3%	0.7%	0.4%	16.4%	20.0%	1.1%	1.9%	0.4%	52.4%
2019	8.1%	1.1%	1.3%	0.4%	16.5%	20.9%	1.5%	2.0%	0.3%	50.1%
2020	8.5%	1.1%	1.5%	0.3%	16.8%	21.1%	1.5%	2.2%	0.2%	49.1%

* Historical numbers may differ slightly due to rounding and corrections in in methodology year over year.

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Google

From: Bruce, Sandra
              </o=exchangelabs/ou=exchange administrative group
              (fydibohf23spdlt)/cn=recipients/cn=f0c32d2a29bd4affbde7e24bbc1a
              bd01-bruce, sand>
To: Grimm, Christi A (OIG/IO)
              (b) (6)   >; Lerner, Jay N.
              </o=exchangelabs/ou=exchange administrative group
              (fydibohf23spdlt)/cn=recipients/cn=user477cb16d>
Cc:
Bcc:
Subject: Re: [EXTERNAL MESSAGE] Article in our "Evaluator's Forum" on the Importance of
Equity Work
Date: Tue Apr 13 2021 08:15:48 EDT
Attachments: image003.jpg

You have a great day

———

From: Grimm, Christi A (OIG/IO) <(b) (6)   >
Sent: Tuesday, April 13, 2021 8:15:08 AM
To: Lerner, Jay N. (b) (6)
Cc: Bruce, Sandra (b) (6)
Subject: Re: [EXTERNAL MESSAGE] Article in our "Evaluator's Forum" on the Importance of Equity
Work

Thank you to you both. I have gotten a lot of questions about what we should be doing in terms of
external work. (b) (5)

Okay, that's it from me. Have a good day. -Christi

Christi A. Grimm
Principal Deputy Inspector General
U.S. Department of Health and Human Services
(b) (6)

———

From: Lerner, Jay N. (b) (6)
Sent: Tuesday, April 13, 2021 7:06:33 AM
To: Grimm, Christi A (OIG/IO) <(b) (6)
Cc: (b) (6)
Subject: RE: [EXTERNAL MESSAGE] Article in our "Evaluator's Forum" on the Importance of Equity
Work

CAUTION: External email. Do not click links or open attachments unless you recognize the sender and

know the content is safe.

_____

Very nicely done, Christi – an excellent piece. Thank you for sharing – really important topics (especially in the health care), and I too look forward to the great work from your HHS-OIG office. Take care, kind regards.

Jay N. Lerner

Inspector General

Federal Deposit Insurance Corporation

(b) (6)

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Sandra and Jay,

Sharing an article I penned for a publication in our evaluation shop's internal publication, "The Evaluator's Forum." In it, I talk about the importance of reducing disparities through our work. This is an internal communication, but I wanted to share it with the two of you. Thank you for all you're doing to advance diversity, equity, and inclusion in OIG. It really is "the OIG way!"

Best,

Christi

Oversight and Equity in Health and Human Services

By Christi Grimm

Principal Deputy Inspector General

As the largest civilian Inspector General for one of the largest Federal Departments, our agency oversees more than $2 trillion in spending, across dozens of HHS programs that serve people at every stage of life and from a wide range of backgrounds, experiences, and communities. OIG has a long track record of doing important work addressing access to HHS programs for underserved populations and for populations disproportionately affected by disparities in care and service delivery. Events of the past year highlighting the effects of stark racial and socioeconomic divides in our country, including the ongoing pandemic, make amplifying and expanding on this work essential. We have a unique opportunity as a credible, independent oversight entity to promote equity and help reduce disparities that impact people served by HHS health and human services programs.

Our oversight frequently addresses deep, challenging problems, such as nursing facility quality of care and the substance use disorder epidemic. The pandemic has worsened problems in these and other program areas. Most poignantly, COVID-19 has demonstrated unambiguously how racial and socioeconomic conditions have significant negative effects for health outcomes. Recent CDC data show that American Indian or Alaska Natives individuals are 2.4 times more likely to die from COVID-19 than white Americans. For Hispanic or Latino individuals, the rate is 2.3 times more likely, and for Black individuals the rate is 1.9 times. Racial disparities exist in access to COVID-19 testing, and questions about equitable vaccine distribution have recently come to the fore. Inadequate demographic data has challenged the public health response to the pandemic. COVID-19 has disproportionally affected communities of color and exacerbated the deleterious effects of disparities related to the social determinants of health.

As government and the private sector grapple with systemic inequities, OIG should ensure that our oversight work is thoughtful about advancing equity in HHS programs. These are tough problems that challenge all of us all to think critically and creatively about our work. Our goal should be to infuse our work with an equity lens to ensure that we are identifying where HHS programs can do better to achieve equity in health and human services, including in areas like quality of care, access to care and services, and health outcomes. Two examples of how our work can do this come to mind.

First, we can bring equity to the forefront of our work planning and design by incorporating objectives that address equity where it makes sense to do so. Future work might look at social determinants of health, their effects on outcomes in health and human services programs, and best practices for cultural competency. Our work could help forge better understandings of inequities in quality and access to care and services, as well as in disease burden and well-being. Second, when making recommendations that promote efficiency and effectiveness of HHS programs, we can and should consider potential unintended consequences of those recommendations and their impact on underserved populations. For example, might recommendations to support program integrity, such as prior authorization, create greater barriers to care for underserved populations?

For Official Use Only

By carefully considering equities in health and human services in our work, OIG can have significant impact for the populations served by HHS programs, and beyond. For example, OIG's new work examining disparities, including where HHS pandemic funding is going, the collection, completeness and accuracy of data and how those data are used, and reviews that will dig into demographic data as part of broader work can inform larger efforts by the Federal Government. The Civil Rights Division at the Department of Justice is coordinating with Federal agencies to pursue a comprehensive approach to advance equity and redress inequities in pandemic response and recovery, which includes assessing efforts to collect data to monitor, track, and ensure equitable outcomes. This effort to uphold civil rights laws and protections for all of our neighborscan benefit from OIG's ongoing work.

We also have initiatives to build our internal capacity on disparity and equity issues. And as we continue to work with our oversight partners at PRAC, we may examine how pandemic response efforts have made a difference, including in communities of color. I look forward to hearing more from OEI about how you are embedding equity considerations into your work planning, processes, and products.

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Search Results Report

Summary	22 items (all search results) from search ([CIGIE])
Report Date	11/05/2021 10:30 AM EDT
Generated By	Efrain.Sanchez
Case Name	TCD Request #21-062
PDF Directory	D:\CW\V95\data\esadb\dataStore_case_aog4plygkp_01124944\fileManager\0.14.361.25\jobRun_103
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Total email message count	22
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Martin, Paul K. (HQ-WAH10

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Turner, Larry - OIG
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Storch, Robert P (b) (6)
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(b) (6)   Jones, Chuck
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Guzman, Antonio (IG/M) (b) (6)
(b) (6)   Monique
Colter (b) (6)
(b) (6)   Stephen Ravas (b) (6)
(b) (6)   Labiner-Wolfe, Judy M
(OIG/IO) (b) (6)   Sara Castelino
(b) (6)   Douglas Holt
(b) (6)   Alan Boehm (b) (6)
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           Linda Miller (b) (6)

           Delmar, Richard K.
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Harris, Adelle (b) (6)   Mancuso, Robert
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(b) (6)   Nicholas J (b) (6)
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           Parisa Salehi
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(b) (6)   Johnson, Larry   Office of the
Inspector General (b) (6)
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           Gibson, Michael
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           Hawkins, Laurence B. (HQ-WBH10)
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           tephens, Robin G
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           Sarah Harrington
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Cc: Bruce, Sandra
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Bcc:
Subject: Follow-Up from DE&I WG Meeting (May 2021)
Date: Mon May 24 2021 10:15:58 EDT
Attachments: 2021-09109RFIequityassessments.pdf
                  GAO SELECTED PRODUCTS ON DIVERSITY EQUITY AND JUSTICE ISSUES.pdf
                  image002.jpg

Good Morning All,

Thank you for participating in last week's meeting of the Diversity, Equity, and Inclusion Work Group. As mentioned, here are a few items to pass along that might be helpful to your DE&I efforts (linked or attached):

1.Executive Order 13958, Section 5 on Equity Assessments by agencies (due to the Domestic Policy Council by August 8, 2021): EO 13985 RacialEquity SupportUnderservedCommunities Jan2021

*Sec. 5. Conducting an Equity Assessment in Federal Agencies. The head of each agency, or designee, shall, in consultation with the Director of OMB, select certain of the agency's programs and policies for a review that will assess whether underserved communities and their members face systemic barriers in accessing benefits and opportunities available pursuant to those policies and programs. The head of each agency, or designee, shall conduct such review and within 200 days of the date of this order provide a report to the Assistant to the President for Domestic Policy (APDP) reflecting findings on the following:

(a) Potential barriers that underserved communities and individuals may face to enrollment in and access to benefits and services in Federal programs;

(b) Potential barriers that underserved communities and individuals may face in taking advantage of agency procurement and contracting opportunities;

(c) Whether new policies, regulations, or guidance documents may be necessary to advance equity in agency actions and programs; and

(d) The operational status and level of institutional resources available to offices or divisions within the agency that are responsible for advancing civil rights or whose mandates specifically include serving underrepresented or disadvantaged communities.

2.Federal Register Notice on OMB's Request for Information regarding Equity Assessments in EO 13985 (attached).
3.Yellow Book updates re DE&I (that Zina Merritt/GAO referenced):

*Link to information regarding the Yellow Book technical updates to include expanding on the 5 pillars of auditing to include equity. Yellow Book (gao.gov)

4.Compendium of GAO work on DE&I (attached):

*Attachment providing information and links for the GAO Race In America site and a compilation of selected reports on issues relating to diversity, equity, and justice. This document includes active links

that will take individuals to the actual online reports. The scope and methodology sections of each report discuss the approaches taken to examine the respective issues.

5.GAO's Race in America portal: https://www.gao.gov/race-america;
6.Podcast on DE&I (tip-of-the-hat to Jina Hwang from FRB-OIG – thank you):

This is the Spotify podcast (you can listen to it on any podcast app): https://open.spotify.com/episode/13LAuqU4Pn2nCiAuM76qyL

This is the transcript: https://www.ted.com/podcasts/worklife/building-an-anti-racist-workplace-transcript

7.Link to HHS event with Surgeon General (tip-of-the-hat to HHS-OIG/Nancy Brown and Elise Stein – thank you):

Vivek H. Murthy Distinguished Lecture Series for Public Health Leadership

A Virtual Conversation with Surgeon General Vivek H. Murthy and

National Academy of Medicine President Victor J. Dzau:

Addressing COVID-19 Health Disparities, Root Causes, Mental Health Impacts, Lessons Learned and Future Opportunities.

Organized by NIH Federal Asian Pacific American Council (FAPAC) and the National Institute on Minority Health and Health Disparities (NIMHD)

Co-Sponsored by FAPAC FDA, FAPAC Parklawn, USPHS Asian Pacific American Officers Committee, CDC AAPIECA and NIH Office of Equity, Diversity, and Inclusion (EDI)

Date: May 27, 2021 at 1pm EST

https://videocast.nih.gov/watch=42089

Join us for the inaugural Dr. Vivek H. Murthy Distinguished Lecture series on Public Health Leadership in celebration of AAPI heritage month. This is the first in a series of fireside chats and lectures in honor of Dr. Murthy, who is the 19th and 21st Surgeon General of the United States. The goal of the series is to recognize a public health leader whose enduring efforts have made a significant impact on advancing public health. At this first meeting, Dr. Murthy will recognize Dr. Dzau, President of the U.S. National Academy of Medicine, prior Chancellor for Health Affairs at Duke University, an internationally renowned cardiologist, and an expert on global health, for his public health efforts during the COVID-19 pandemic.

Dr. Murthy and Dr. Dzau will discuss how public health leadership has shaped the COVID-19 pandemic response and efforts to address health disparities. They will focus on potential root causes of health disparities and the mental health impact of the pandemic across diverse populations and geographic locations. They will also speak about lessons learned and future opportunities.

This event is open to public.

Hope this is helpful. Thank you for all your support and energy.

/s/

Sandra D. Bruce, DE&I Work Group Chair

Acting Inspector General, Department of Education

Jay N. Lerner, DE&I Work Group Vice Chair

Inspector General, Federal Deposit Insurance Corporation

Jay N. Lerner

Inspector General

Federal Deposit Insurance Corporation

Owner: Chappelle, Dorona </o=exchangelabs/ou=exchange administrative group
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Filename: 2021-09109RFIequityassessments.pdf
Last Modified: Mon May 24 10:15:58 EDT 2021

information collection, unless the OMB approves it and displays a currently valid OMB Control Number. In addition, notwithstanding any other provisions of law, no person shall generally be subject to penalty for failing to comply with a collection of information that does not display a valid OMB Control Number. *See* 5 CFR 1320.5(a) and 1320.6.

DOL seeks PRA authorization for this information collection for three (3) years. OMB authorization for an ICR cannot be for more than three (3) years without renewal. The DOL notes that information collection requirements submitted to the OMB for existing ICRs receive a month-to-month extension while they undergo review.

Agency: DOL–ETA.

Title of Collection: DOL-Only Performance Accountability, Information, and Reporting System.

OMB Control Number: 1205–0521.

Affected Public: Individuals or Households; State, Local, and Tribal Governments; Private Sector—Businesses or other for-profits and not-for-profit institutions.

Total Estimated Number of Respondents: 17,583,750.

Total Estimated Number of Responses: 41,064,037.

Total Estimated Annual Time Burden: 10,459,627 hours.

Total Estimated Annual Other Costs Burden: $9,491,287.

Authority: 44 U.S.C. 3507(a)(1)(D).

Dated: April 28, 2021.

Mara Blumenthal,
Senior PRA Analyst.
[FR Doc. 2021–09471 Filed 5–4–21; 8:45 am]
BILLING CODE 4510–FM–P

OFFICE OF MANAGEMENT AND BUDGET

Methods and Leading Practices for Advancing Equity and Support for Underserved Communities Through Government

AGENCY: Office of Management and Budget, Executive Office of the President.

ACTION: Request for Information (RFI).

SUMMARY: Recent Executive Orders have charged the Office of Management and Budget (OMB), in partnership with the heads of agencies, to identify, by July 2021, effective methods for assessing whether agency policies and actions (*e.g.,* programs, services, processes, and operations) equitably serve all eligible individuals and communities, particularly those that are currently and historically underserved. As part of this

effort, agencies are directed to consult with members of communities that have been historically underrepresented in the Federal Government and underserved by, or subject to discrimination in, Federal policies and programs, and to evaluate opportunities, as allowable, to increase coordination, communication, and engagement with community-based and civil rights organizations. Through this request for information (RFI), OMB seeks input, information, and recommendations from a broad array of stakeholders in the public, private, advocacy, not-for-profit, and philanthropic sectors, including State, local, Tribal, and territorial areas, on available methods, approaches, and tools that could assist in this effort. OMB will consider the usability, applicability, and rigor of submissions in response to this RFI as OMB gathers resources to support agencies as they conduct internal assessments on the state of equity in their policies, programs, services, processes, and operations. OMB will also use what it learns from responses to this RFI as OMB works to expand use of equity-assessment methods and approaches across the Federal Government, as agencies develop agency Equity Action Plans (due to the Domestic Policy Council by January 19, 2022) outlining steps they will take to address identified gaps in equity.

DATES: Responses to this RFI should be received by July 6, 2021.

ADDRESSES: You should submit comments via the Federal eRulemaking Portal at *https://www.regulations.gov/.* Follow the instructions for submitting comments. All public comments received are subject to the Freedom of Information Act and will be posted in their entirety at *https://www.regulations.gov/,* including any personal and/or business confidential information provided. Do not include any information you would not like to be made publicly available.

Written responses should not exceed 20 pages, inclusive of a 1-page cover page as described below. Attachments or linked resources or documents are not included in the 20-page limit. Please respond concisely, in plain language, and in narrative format. You may respond to some or all of the questions listed in the RFI. Please ensure it is clear which question you are responding to. You may also include links to online material or interactive presentations but please ensure all links are publicly available. Each response should include:

• The name of the individual(s) and/or organization responding.

• The Area section(s) (1, 2, 3, 4 and/or 5) that your submission and materials support.

• A brief description of the responding individual(s) or organization's mission and/or areas of expertise, including any public-private partnerships with Federal, State, tribal, territorial, or local governments within the past three years that are relevant to this RFI.

• A contact for questions or other follow-up on your response.

By responding to the RFI, each participant (individual, team, or legal entity) warrants that they are the sole author or owner of, or has the right to use, any copyrightable works that the Submission comprises, that the works are wholly original (or is an improved version of an existing work that the participant has sufficient rights to use and improve), and that the Submission does not infringe any copyright or any other rights of any third party of which participant is aware.

By responding to the RFI, each participant (individual, team, or legal entity) consents to the contents of their submission being made available to all Federal agencies and their employees on an internal-to-government website accessible only to agency staffpersons.

Participants will not be required to transfer their intellectual property rights to OMB, but Participants must grant to the Federal government a nonexclusive license to apply, share, and use the materials that are included in the Submission. To participate in the RFI, each participant must warrant that there are no legal obstacles to providing the above-referenced nonexclusive licenses of participant rights to the Federal government.

Interested parties who respond to this RFI may be contacted for a follow-on strategic agency assessment dialogue, discussion, event, crowdsource campaign, or competition.

FOR FURTHER INFORMATION CONTACT: Issues regarding submission or questions on this RFI can be sent to Amira Boland at 202–395–5222 or to *equityRFI@omb.eop.gov.*

SUPPLEMENTARY INFORMATION:

I. Background

E.O. 13985 states: "*Equal opportunity is the bedrock of American democracy, and our diversity is one of our country's greatest strengths. But for too many, the American Dream remains out of reach. Entrenched disparities in our laws and public policies, and in our public and private institutions, have often denied that equal opportunity to individuals and communities. Our country faces*

converging economic, health, and climate crises that have exposed and exacerbated inequities, while a historic movement for justice has highlighted the unbearable human costs of systemic racism. Our Nation deserves an ambitious whole-of-government equity agenda that matches the scale of the opportunities and challenges that we face.

It is therefore the policy of my Administration that the Federal Government should pursue a comprehensive approach to advancing equity for all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality. Affirmatively advancing equity, civil rights, racial justice, and equal opportunity is the responsibility of the whole of our Government. Because advancing equity requires a systematic approach to embedding fairness in decision-making processes, executive departments and agencies (agencies) must recognize and work to redress inequities in their policies and programs that serve as barriers to equal opportunity.''

Within 200 days of the date of the E.O. (by August 8, 2021), agencies must submit to the Assistant to the President for Domestic Policy an assessment of the state of equity for underserved communities and individuals, including on the following points, for example:

• Barriers that underserved communities and individuals may face to enrollment in and access to benefits and services in Federal programs;

• Barriers that underserved communities and individuals may face in participation in agency procurement and contracting opportunities;

• Barriers that underserved communities and individuals may face in participation in agency grant programs and other forms of financial assistance;

• Opportunities in current agency policies, regulations, and guidance to address affirmatively and equitably the underlying causes of systemic inequities in society;

• Opportunities in agency community engagement processes to engage with and empower marginalized, vulnerable, or underserved communities more directly to advance equitable policymaking; and

• The operational status and level of institutional resources available to agency offices or divisions responsible for advancing civil rights or required to serve underrepresented or disadvantaged communities.

Within one year of the date of E.O. 13985 (by January 19, 2022), the head of

each agency will develop a plan for addressing any barriers to full and equal participation in programs and procurement opportunities identified in its assessment. Such a plan could include establishing ongoing routines to assess and rectify gaps in full and equal participation in programs and procurement opportunities.

E.O. 13985 uses the following definitions, which OMB adopts for purposes of this RFI.

The term ''equity'' means the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment, such as women and girls; Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; persons facing discrimination or barriers on account of gender identity; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.

The term ''underserved communities'' refers to populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life, as exemplified by the list in the preceding definition of ''equity.''

Information and Key Questions

OMB seeks input in the following areas:

1. Equity Assessments and Strategies. Approaches and methods for holistic and program- or policy-specific assessments of equity for public sector entities, including but not limited to the development of public policy strategies that advance equity and the use of data to inform equitable public policy strategies.

2. Barrier and Burden Reduction. Approaches and methods for assessing and remedying barriers, burden, and inequities in public service delivery and access.

3. Procurement and Contracting. Approaches and methods for assessing equity in agency procurement and contracting processes.

4. Financial Assistance. Approaches and methods for assessing equity in the administration of agency grant programs and other forms of financial assistance.

5. Stakeholder and Community Engagement. Approaches and methods for accessible and meaningful agency

engagement with underserved communities.

The descriptions below represent a non-exhaustive accounting of issues that may fall under each topic area. These may assist in the formulation of comments. The list is not intended to restrict submissions. For all prompts, OMB requests that commenters incorporate examples, data, and, in particular, research or academic literature whenever possible.

For Area 1 on equity assessments and strategies:

The work of advancing equity requires a holistic assessment of agency practices and policies. Some Federal agencies will need to implement new approaches to assess whether future proposed policies, budgets, regulations, grants, or programs will be effective in advancing equity. OMB welcomes submissions that provide resources, tools, and examples of how agencies might conduct effective equity assessments, with the goal of embedding equity throughout agency practices and policies. Submissions might consider questions such as:

• What are some promising methods and strategies for assessing equity in internal agency practices and policies? What knowledge, skills, or supports do practitioners need to use such tools effectively?

• What are some promising methods and strategies for identifying systemic inequities to be addressed by agency policy?

• Jurisdictions at the State, local, Tribal, and territorial level have implemented equity assessment tools to inform their policymaking, budgetary, or regulatory processes. What are the lessons these jurisdictions have learned from implementing or interacting with those tools?

• What are some promising methods and strategies for advancing equity on urgent or immediate agency priorities?

• What types of equity assessment tools are especially useful for agencies with national security, foreign policy or law enforcement missions?

• How might agencies collect data and build evidence in appropriate and protected ways to reflect underserved individuals and communities and support greater attention to equity in future policymaking?

• How might agencies build capacity and provide training and support for teams conducting this work?

• How can community engagement or feedback from underserved individuals with lived expertise on a given policy problem be integrated meaningfully in an agency's use of equity assessment methods?

For Area 2 on barrier and burden reduction:

Members of underserved communities may experience a variety of external factors that may disproportionately affect their access to information about programs or program eligibility, applying for benefits, conducting post-award reporting, and recertification of eligibility. These barriers may include, but are not limited to: Non-traditional or inflexible work hours, childcare needs, housing insecurity, limited transportation access, limited proficiency in English, disability, low literacy, income or other resource constraints, stigma in accessing public programs, and limited access to technology.

Other barriers are internal to the administration of programs. While certain program rules may ensure that benefits are awarded to eligible individuals or are otherwise required by law, others are not necessary for ensuring benefits are awarded to eligible individuals and may be remedied via administrative or regulatory changes. The latter category of program rules may include: Unnecessary questions or requirements to produce documentation; complex eligibility formulas; forms or web applications that are confusingly designed; complicated instructions; long delays between application and adjudication; the need for third-party (*e.g.,* advocacy organization, legal counsel) support or consultation; frequent recertification of eligibility; processes that require multiple forms or touch-points; and duplicative or similar information collections by multiple agencies.

Responses should include, but not be limited to, information on any or all of the following points:

• How can agencies address known burdens or barriers to accessing benefits programs in their assessments of benefits delivery?

• What data, tools, or evidence are available to show how particular underserved communities or populations disproportionately encounter these barriers? Which underserved communities experience multiple, cumulative barriers and are disproportionately burdened by specific administrative processes or requirements?

• Are there specific requirements or processes (*e.g.,* in-person visits, frequency of recertification of eligibility) that have been shown in rigorous research to cause program drop-off or churn by underserved individuals and communities? Similarly, is there rigorous evidence available that certain requirements or processes have little actual effect on program integrity?

• How could agencies incorporate considerations of the psychological costs of qualifying or applying for Federal benefits programs into their assessments of equitable service delivery?

• What kinds of equity assessment tools are more useful for addressing urgent agency priorities versus making systemic change?

• What types of overarching metrics (*e.g.,* program uptake, over- or under-payments) might an agency use to measure a benefit program's outcomes [or whether it is implemented as intended?]?

• How might an agency assess or balance prioritization of potentially competing values associated with program administration, such as program uptake, program integrity, privacy protection, and resource constraints, in the context of addressing equity for underserved individuals and communities?

• How might agencies assess if specific barriers (*e.g.,* specific questions on forms or requirements such as in-person interviews) are achieving their intended purpose?

• How might agencies incorporate into their equity assessments barriers or duplicative burdens a participant is likely to experience when seeking services from multiple agencies?

• How can agencies best balance collecting demographic information about program applicants and participants with the potential effect on program participation that these questions may cause? What does rigorous research show about the effect of demographic questions on program participation?

For Area 3, on procurement and contracting:

The Federal Government is the world's largest purchaser of goods and services, with acquisitions totaling over $650 billion per year. As the Federal Government's purchasing power is used to fight COVID–19, increase domestic productivity, combat climate change, and address other Administration priorities, agencies will need to assess opportunities to invest in underserved individuals and communities by promoting business diversity (including, but not limited to, professional services, financial services, and technology) and resiliency. Agencies will need to assess opportunities to direct more procurement and contracting dollars to underserved individuals and communities so that a broad cross-section of American businesses can share in the jobs and opportunities created by Federal buying activities. Economic research shows that investing in underserved communities and closing racial wealth gaps yields economic growth and job creation that benefits all Americans.

OMB welcomes submissions that address questions such as:

• How do we achieve equity in a procurement system that must balance competing economic and social goals, including the need to conduct procurements in a streamlined and rapid manner?

• What kinds of equity assessment tools might agencies use to identify inequity in their standard practices throughout the acquisition lifecycle, including, but not limited to, the development of requirements, market research (including outreach to businesses), selection of contract type, availability of financing, incentive structure, negotiation and evaluation of interested sources, debriefings of unsuccessful offerors, management of contracts, evaluation of contractor performance, and use of past performance in selection of sources?

• What kinds of tools might agencies use to determine when there is inequity in the award of subcontracts under prime contracts and the cause of such?

• How might agencies identify opportunities to engage with business owners and entrepreneurs who are members of underserved communities to promote doing business with the Federal Government? What kinds of training and capacity building within agency teams would support equitable procurement and contracting efforts?

• What kinds of benchmarks and assessment techniques might support equitable procurement and contracting efforts?

• What kinds of data should agencies collect and use to assess equity in their procurement practices?

For Area 4, financial assistance:

Federal agencies run financial assistance programs, including grant opportunities, that have the potential, and in many cases, a stated intent, to channel resources to underserved communities. OMB welcomes submissions that address questions such as:

• How might agencies identify opportunities to adjust current practices in grants and other financial assistance programs to expand access for underserved communities and to achieve equity-oriented results? What are some promising approaches to the award and administration of Federal awards (including, for example, the integration of program planning and design) that should be considered?

• What are promising practices for equitable grantmaking and the administration of financial assistance programs that agencies should consider in the course of their equity assessments?

• How might agencies engage in outreach and stakeholder engagement to identify opportunities to make Federal grants and other financial assistance processes more accessible?

• What kinds of training and capacity building within agencies would support equitable grantmaking and financial assistance efforts?

• What kinds of benchmarks and assessment techniques would support equitable grantmaking and financial assistance efforts?

• What kinds of data should agencies collect and use to assess equity in their grantmaking and financial assistance practices?

For Area 5, on stakeholder and community engagement:

Section 8 of E.O. 13985 instructs agencies to expand their use of stakeholder and community engagement in carrying out the Order. OMB seeks specific approaches to stakeholder and community engagement with underserved communities that others have successfully used and that Federal agencies could adapt or apply.

Accordingly, OMB welcomes submissions that address questions such as:

• What processes should agencies have in place to engage proactively with the underserved individuals and communities that will be most affected by agency programs, policies, rules, processes, or operations? How can agencies design and implement community engagement practices that are accessible to underserved communities? How might affected communities be engaged pro-actively and early to shape agency policy priorities and strategies?

• What tools and best practices might agencies deploy to establish advisory boards, task forces, and commissions that are inclusive of underserved communities?

• How can an agency assess the accessibility of the agency's rulemaking and policymaking commenting and engagement processes, including for individuals that experience barriers to participation? Examples of barriers may include limited language access assistance, online-only engagement, and minimal proactive notification of opportunities to provide comment.

• Do feedback mechanisms for customers, beneficiaries, and communities affected by Government programs exist to inform policy research

and evaluation processes? If so, are these feedback mechanisms accessible to underserved communities? If not, what are best practices that agencies should consider?

• What tools could agencies develop for expanding stakeholder input into programmatic and regulatory changes to minimize barriers and burden? How may existing processes (*e.g.,* notice and comment on information collections) be enhanced to improve accessibility by stakeholders?

• What tools can agency offices, including communications, civic engagement, enforcement, and policymaking offices, use to better engage or reach underserved communities?

• What are some of the barriers or factors that challenge underserved communities' interactions with Federal agencies and programs?

• What practices should agencies put in place to reach underserved communities in rural areas or underserved communities that otherwise are not able to visit Washington, DC, to engage with policymakers?

Shalanda Young,
Acting Director, Office of Management and Budget.
[FR Doc. 2021–09109 Filed 5–4–21; 8:45 am]
BILLING CODE 3110–01–P

NATIONAL FOUNDATION ON THE ARTS AND THE HUMANITIES

30-Day Notice for the "NEA Panelist Profile Data"

AGENCY: National Endowment for the Arts.

ACTION: Notice of proposed collection; comment request.

SUMMARY: The National Endowment for the Arts (NEA), as part of its continuing effort to reduce paperwork and respondent burden, conducts a preclearance consultation program to provide the general public and Federal agencies with an opportunity to comment on proposed and/or continuing collections of information in accordance with the Paperwork Reduction Act of 1995. This program helps to ensure that requested data can be provided in the desired format, reporting burden (time and financial resources) is minimized, collection instruments are clearly understood, and the impact of collection requirements on respondents can be properly assessed. Currently, the NEA is soliciting comments concerning the proposed

information collection for the NEA Panelist Profile Data. Copies of this ICR, with applicable supporting documentation, may be obtained by visiting *www.Reginfo.gov.*

DATES: Interested persons are invited to submit comments within 30 days from the date of this publication in the **Federal Register**.

ADDRESSES: Comments should be sent to the Office of Information and Regulatory Affairs, Attn: OMB Desk Officer for the National Endowment for the Arts, Office of Management and Budget, Room 10235, Washington, DC 20503.

FOR FURTHER INFORMATION CONTACT: The Office of Information and Regulatory Affairs, Attn: OMB Desk Officer for the National Endowment for the Arts, Office of Management and Budget, Room 10235, Washington, DC 20503, (T) 202–395–7316.

SUPPLEMENTARY INFORMATION: The Office of Management and Budget (OMB) is particularly interested in comments which: (1) Evaluate whether the proposed collection of information is necessary for the proper performance of the functions of the agency, including whether the information will have practical utility; (2) Evaluate the accuracy of the agency's estimate of the burden of the proposed collection of information including the validity of the methodology and assumptions used; (3) Enhance the quality, utility, and clarity of the information to be collected; and (4) Could help minimize the burden of the collection of information on those who are to respond, including through the use of electronic submission of responses through *Grants.gov.*

Agency: National Endowment for the Arts.

Title: NEA Panelist Profile Data Collection.

OMB Number: 3135–0098.

Frequency: Annually.

Affected Public: Individuals.

Estimated Number of Respondents: 600.

Total burden hours: 100 hours.

Total annualized capital/startup costs: 0.

Total annual costs (operating/ maintaining systems or purchasing services): 0.

The NEA's mission is "to strengthen the creative capacity of our communities by providing all Americans with diverse opportunities for arts participation." With the advice of the National Council on the Arts and advisory panels, the Chairman establishes eligibility requirements and criteria for the review of applications for funding. Section 959(c) of the NEA's enabling legislation, as amended, directs

GAO SELECTED REPORTS AND TESTIMONIES ON DIVERSITY, EQUITY, AND JUSTICE ISSUES

RACE IN AMERICA

Since the 1970s, GAO has provided Congress with analysis of racial inequalities in several areas. This is a broad look at the challenges minorities continue to face in the nation. You can also explore our past reports on racial inequality broken out by subject by clicking on the below links.

- Census
- Economic/ Financial
- Education
- Environmental Justice
- Equal Employment
- Government Programs
- Health Care
- Justice and Law Enforcement
- Military

GAO SELECTED REPORTS AND TESTIMONIES ON DIVERSITY, EQUITY, AND JUSTICE ISSUES

Product Link/ Type	Title	Issuance Date	Topic
GAO-21-307 Letter Report	SEXUAL HARASSMENT: NNSA Could Improve Prevention and Response Efforts in Its Nuclear Security Forces	04/19/2021	Equal Opportunity
GAO-21-448T Testimony	FINANCIAL SERVICES INDUSTRY: Using Data to Promote Greater Diversity and Inclusion	03/18/2021	Financial Markets and Institutions
GAO-21-120 Letter Report	MILITARY SERVICE UNIFORMS: DOD Could Better Identify and Address Out-of-Pocket Cost Inequities	02/25/2021	National Defense
GAO-21-399T Statement for the Record	FINANCIAL SERVICES: Fair Lending, Access, and Retirement Security	02/24/2021	Retirement Security
GAO-21-113 Letter Report	SEXUAL HARASSMENT AND ASSAULT: Guidance Needed to Ensure Consistent Tracking, Response, and Training for DOD Civilians	02/09/2021	Equal Opportunity
GAO-21-93 Letter Report	RURAL HOSPITAL CLOSURES: Affected Residents Had Reduced Access to Health Care Services	12/22/2020	Health Care
GAO-21-67 Letter Report	GENDER PAY DIFFERENCES: The Pay Gap for Federal Workers Has Continued to Narrow, but Better Quality Data on Promotions Are Needed	12/03/2020	Equal Opportunity
GAO-21-69 Letter Report	VA HEALTH CARE: Better Data Needed to Assess the Health Outcomes of Lesbian, Gay, Bisexual, and Transgender Veterans	10/19/2020	Health Care
GAO-20-564 Letter Report	WORKPLACE SEXUAL HARASSMENT: Experts Suggest Expanding Data Collection to Improve Understanding of Prevalence and Costs	09/30/2020	Equal Opportunity
GAO-20-637 Letter Report	FANNIE MAE AND FREDDIE MAC: Efforts to Promote Diversity and Inclusion	09/08/2020	Equal Opportunity
GAO-20-477 Letter Report	USAID: Mixed Progress in Increasing Diversity, and Actions Needed to Consistently Meet EEO Requirements	06/23/2020	Equal Opportunity

GAO SELECTED REPORTS AND TESTIMONIES ON DIVERSITY, EQUITY, AND JUSTICE ISSUES

Product Link/ Type	Title	Issuance Date	Topic
GAO-20-515T Testimony	STATE DEPARTMENT: Additional Steps Are Needed to Identify Barriers to Workforce Diversity	06/17/2020	Equal Opportunity
GAO-20-384 Letter Report	Disability Employment Hiring Has Increased but Actions Needed to Assess Retention, Training, and Reasonable Accommodation Efforts	06/11/2020	Employment
GAO-20-61 Letter Report	Female Active-Duty Personnel: Guidance and Plans Needed for Recruitment and Retention Efforts	05/19/2020	National Defense
GAO-20-248 Letter Report	Maternal Mortality: Trends in Pregnancy-Related Deaths and Federal Efforts to Reduce Them	03/12/2020	Health Care
GAO-20-187 Letter Report	Sexual Harassment In Stem Research: Agencies Have Taken Actions, but Need Complaint Procedures, Overall Plans, and Better Collaboration	03/19/2020	Science and Technology
GAO-20-450T Testimony	Equal Employment Opportunity: DHS Could Better Address Challenges to Ensuring EEO in Its Workforce	02/27/2020	Equal Opportunity
GAO-20-237 Letter Report	State Department: Additional Steps Are Needed to Identify Potential Barriers to Diversity	01/27/2020	Employment
GAO-20-83 Letter Report	VA Health Care: Opportunities Exist for VA to Better Identify and Address Racial and Ethnic Disparities	12/11/2019	Health Care
GAO-20-6 Letter Report	RELIGIOUS-BASED HATE CRIMES: DOJ Needs to Improve Support to Colleges Given Increasing Reports on Campuses [Reissued with revisions on Oct. 31, 2019.]	10/25/2019	Justice and Law Enforcement
GAO-20-15 Letter Report	DEPARTMENT OF VETERANS AFFAIRS: Improved Succession Planning Would Help Address Long-Standing Workforce Problems	10/10/2019	Human Capital
GAO-19-723T Testimony	Federal Workforce: Talent Management Strategies to Help Agencies Better Compete in a Tight Labor Market	09/25/2019	Human Capital

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GAO SELECTED REPORTS AND TESTIMONIES ON DIVERSITY, EQUITY, AND JUSTICE ISSUES

Product Link/ Type	Title	Issuance Date	Topic
GAO-19-720T Testimony	Veterans Affairs: Sustained Leadership Attention Needed to Address Long-Standing Workforce Problems	09/18/2019	Veterans
GAO-19-696T Testimony	Human Capital: Improving Federal Recruiting and Hiring Efforts	07/30/2019	Human Capital
GAO-19-573 Letter Report	Equal Employment Opportunity: DHS Could Better Address Challenges to Ensuring EEO in Its Workforce	07/24/2019	Equal Opportunity
GAO-19-637T Testimony	Board Diversity: Strategies to Increase Representation of Women and Minorities	06/20/2019	Equal Opportunity
GAO-19-583T Testimony	SEXUAL HARASSMENT IN STEM RESEARCH: Preliminary Observations on Policies for University Grantees and Information Sharing among Selected Agencies	06/12/2019	Science and Technology
GAO-19-181 Letter Report	FEDERAL WORKFORCE: Key Talent Management Strategies for Agencies to Better Meet Their Missions	03/28/2019	Human Capital
GAO-19-398T Testimony	FINANCIAL SERVICES INDUSTRY: Representation of Minorities and Women in Management and Practices to Promote Diversity, 2007-2015	02/27/2019	Financial Markets and Institutions
GAO-19-8 Letter Report	K-12 EDUCATION: Public High Schools with More Students in Poverty and Smaller Schools Provide Fewer Academic Offerings to Prepare for College	10/11/2018	Education
GAO-18-545 Letter Report	NIH Research: Action Needed to Ensure Workforce Diversity Strategic Goals Are Achieved	08/10/2018	Health Care
GAO-18-258 Letter Report	K-12 Education: Discipline Disparities for Black Students, Boys, and Students with Disabilities	03/22/2018	Education

GAO SELECTED REPORTS AND TESTIMONIES ON DIVERSITY, EQUITY, AND JUSTICE ISSUES

Product Link/ Type	Title	Issuance Date	Topic
GAO-18-69 Letter Report	Diversity in the Technology Sector: Federal Agencies Could Improve Oversight of Equal Employment Opportunity Requirements	11/16/2017	Employment
GAO-18-64 Letter Report	Financial Services Industry: Trends in Management Representation of Minorities and Women and Diversity Practices, 2007-2015	11/08/2017	Financial Markets and Institutions
GAO-16-30 Letter Report	Corporate Boards: Strategies to Address Representation of Women Include Federal Disclosure Requirements	12/03/2015	Employment
GAO-16-14 Letter Report	Women in STEM Research: Better Data and Information Sharing Could Improve Oversight of Federal Grant-making and Title IX Compliance	12/03/2015	Education
GAO-16-55 Letter Report	Military Personnel: Oversight Framework and Evaluations Needed for DOD and the Coast Guard to Help Increase the Number of Female Officer Applicants	11/13/2015	National Defense
GAO-13-238 Letter Report	Diversity Management: Trends and Practices in the Financial Services Industry and Agencies after the Recent Financial Crisis	04/16/2013	Government Operations
GAO-13-29 Letter Report	Veterans' Employment and Training: Better Targeting, Coordinating, and Reporting Needed to Enhance Program Effectiveness	12/13/2012	Veterans Affairs
GAO-11-809 Letter Report	Preventing Sexual Harassment: DOD Needs Greater Leadership Commitment and an Oversight Framework	09/21/2011	National Defense
GAO-08-815T Testimony	Human Capital: Workforce Diversity Governmentwide and at the Department of Homeland Security	05/21/2008	Human Capital
GAO-05-90 Letter Report	Diversity Management: Expert-Identified Leading Practices and Agency Examples	01/14/2005	Human Capital

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Owner: Chappelle, Dorona </o=exchangelabs/ou=exchange administrative group (fydibohf23spdlt)/cn=recipients/cn=af59f53776d24e9fb1b895d47d7ccc90-chappelle,>
Filename: image002.jpg
Last Modified: Mon May 24 10:15:58 EDT 2021

From:	CIGIE-Human-Resources-Roundtable
	<(b) (2)————————————————> on behalf of
	Ruley, Jacqueline <0000104acbf5a412-dmarc-request@list.nih.gov>
To:	
	CIGIE-HUMAN-RESOURCES-ROUNDTABLE@LIST.NIH.GOV
	(b) (2)—————————————————
Cc:	
Bcc:	
Subject:	FW: {EXTERNAL} M-21-17 Revocation of Executive Order 13950, M-20-37, and M-20-34
Date:	Wed Mar 03 2021 08:16:30 EST
Attachments:	M-21-17.pdf

Good morning HR Colleagues,

FYI - Please review the attached memorandum for detailed guidance on the revocation of executive order 13950.

Jackie

Jacqueline G. Ruley

Director, Human Resources Management Division

Office of Inspector General

Department of Commerce

1401 Constitution Ave. NW, Room 7521

Work: (b) (6)————

Cell: (b) (6)————

From: Council of IGs Liaisons (b) (2)————————————————> On Behalf Of Alan Boehm
Sent: Wednesday, March 3, 2021 8:08 AM
To: CIGIE-LIAISONS@LIST.NIH.GOV
Subject: FW: {EXTERNAL} M-21-17 Revocation of Executive Order 13950, M-20-37, and M-20-34

All,

Passing this on from OMB.

Alan F. Boehm

Executive Director

From: OMB Correspondence to Agencies <(b) (2)   .
GOV> On Behalf Of White, Arnette C. EOP/OMB
Sent: Tuesday, March 2, 2021 7:36 PM
To: (b) (2)
Subject: {EXTERNAL} M-21-17 Revocation of Executive Order 13950, M-20-37, and M-20-34

        On January 20, 2021, President Biden issued Executive Order (E.O.) 13985, Advancing Racial
Equity and Support for Underserved Communities Through the Federal Government, to affirm equal
opportunity as the bedrock of American democracy and lay the foundation for a whole-of-government
approach to advancing equity for all.

        To view this memo, please click https://www.whitehouse.gov/wp-content/uploads/2021/03/M-
21-17.pdf

    ____

To unsubscribe from the CIGIE-HUMAN-RESOURCES-ROUNDTABLE list, click the following link:
http://list.nih.gov/cgi-bin/wa.exe?SUBED1=CIGIE-HUMAN-RESOURCES-ROUNDTABLE&A=1

For Official Use Only

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

March 2, 2021

M-21-17

MEMORANDUM TO THE HEADS OF EXECUTIVE DEPARTMENTS AND
AGENCIES

FROM: Robert F. Fairweather   *Robert Fairweather*
           Acting Director

SUBJECT: Revocation of Executive Order 13950, M-20-37, and M-20-34

On January 20, 2021, President Biden issued Executive Order (E.O.) 13985, *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*, to affirm equal opportunity as the bedrock of American democracy and lay the foundation for a whole-of-government approach to advancing equity for all. As an immediate first step, E.O. 13985 revoked E.O. 13950, *Combating Race and Sex Stereotyping*, which restricted the availability of workplace diversity training and programs for federal employees and government contractors, or use of federal grants for these purposes.

This Memorandum provides detailed instructions for agencies to ensure the complete rollback of agency actions that were taken pursuant to E.O. 13950. Effective immediately, this Memorandum rescinds OMB Memorandum M-20-37, *Ending Employee Trainings that Use Divisive Propaganda to Undermine the Principle of Fair and Equal Treatment for All* (Sept. 28, 2020) and Memorandum M-20-34, *Training in the Federal Government* (Sept. 4, 2020), which provided implementation guidance of E.O. 13950. Agencies must take appropriate actions to ensure the complete reversal of agency action implementing the now-rescinded OMB policy memoranda.

E.O. 13950 prohibited certain content in diversity and inclusion training and established sanctions for noncompliance. In particular, E.O. 13950: (1) prohibited federal contractors from engaging in specified diversity and inclusion training and directed the Office of Federal Contract Compliance Programs (OFCCP) in the Department of Labor to take actions to enforce the prohibition, (2) required federal agencies to review their respective grant programs and identify programs for which the agency may, as a condition of receiving such a grant, require the recipient to certify that they will not use federal funds to promote these activities, and (3) instructed agencies to identify and prevent prohibited trainings for federal employees.

Section 10(b) of E.O. 13985 requires agencies to review and identify proposed and existing agency actions related to or arising from E.O. 13950 and further requires the head of each agency, by March 22, 2021, to "consider suspending, revising, or rescinding any such actions, including all agency actions to terminate or restrict contracts or grants pursuant to Executive Order 13950, as appropriate and consistent with applicable law." [1]

As stated above, this Memorandum rescinds Memoranda M-20-37 and M-20-34. Therefore, agencies must cease performing the directives in these rescinded memoranda and return to the pre-E.O. 13950 *status quo*, including by ensuring the following additional steps have been, or are being, taken.

a. Federal Contracts. Agencies are not authorized to include the contractual language from E.O. 13950 in their solicitations or resulting contracts. Agency heads must take appropriate action, consistent with applicable law, to rescind, any FAR class deviations or similar directives agencies issued in order to implement E.O. 13950's federal contracting requirements. To the extent that the contractual language from E.O. 13950 has already been inserted into contracts, agencies must take appropriate actions to ensure such provisions are not enforced, such as by continuing and making permanent the suspension put in place when the preliminary injunction was issued or modifying contracts to remove the clause. If the clause is not expressly removed from the contract, agencies shall, consistent with applicable law:

(i)   waive enforcement of clauses added pursuant to section 4(a) of E.O. 13950;
(ii)   refrain from cancellation, termination, or suspension, in whole or in part, any contractor or subcontractors' government contracts for purported noncompliance with E.O. 13950 or related agency action implementing sections 4 or 5 of that E.O.;
(iii)   refrain from declaring any contractor or subcontractor ineligible for further government contracts, nor impose any other sanctions, on the basis of purported noncompliance with E.O. 13950 or any agency action implementing sections 4 or 5 of that E.O.; and
(iv)   stop requiring contractors or subcontractors to provide notice of any commitments under E.O. 13950 or any contract term inserted pursuant to the E.O. to their respective labor unions or employee representatives.

Additionally, federal contractors, including subcontractors and vendors performing under government contracts, shall not be investigated, debarred, or otherwise penalized for purported violations of E.O. 13950.

Agencies shall take all reasonable steps to notify any contractors who already have entered into contracts including the provisions described in section 4(a) of E.O. 13950,

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[1] On December 22, 2020, prior to the issuance of E.O. 13985, the United States District Court for the Northern District of California issued a preliminary injunction enjoining sections 4 and 5 of E.O. 13950, including OMB Memorandum M-20-34, OMB Memorandum M-20-37, Department of Labor FAQs dated October 7, 2020, and Department of Labor Request for Information dated October 22, 2020, as they pertain to such sections of the E.O. In response, OMB provided notice to agencies, in consultation with the Department of Justice, of actions required to be taken to ensure compliance with the preliminary injunction. The preliminary injunction prohibits enforcing the contractual language in sections 4 and 5 of E.O. 13950.

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that those provisions are not operational, that the United States will not enforce those provisions, and that contractors should not enforce such provisions to the extent the language was included in their subcontracts (in addition to the notice that was required after the preliminary injunction was issued). Agencies should also, as practicable, promote awareness of the rescission of E.O. 13950 to their contracting communities at large.

Furthermore, the Department of Labor's OFCCP will not enforce such contractual language and will immediately discontinue any other implementation actions (e.g., cease operating its phone hotline and administratively close any complaints regarding noncompliance).[2]

b. *Federal Grants*: The Office of Federal Financial Management has rescinded a Controller Alert, issued on December 15, 2020, that required agencies to consider boilerplate language to include in future notice of funding opportunities and federal awards, including reference to E.O. 13950. As described in the rescission, the December 15, 2020 Controller Alert does not align with this Administration's policies and priorities. As a result, agencies are not authorized to require grant recipients to certify compliance with section 5 of E.O. 13950 or include such a requirement in grant notices of funding opportunities. For existing grants that require such a certification as a condition of funding, agencies shall, consistent with applicable law:

(i)   waive enforcement of any terms or conditions added pursuant to section 5 of E.O. 13950;
(ii)   provide notice to recipients that the United States will not enforce relevant terms or conditions (in addition to the notice that was required after the preliminary injunction was issued); and
(iii)   inform recipients that they should not enforce such language to the extent recipients have included it in subawards.

Additionally, Federal award recipients, including subrecipients performing under grants, shall not be investigated, debarred, or otherwise penalized for purported violations of E.O. 13950.

c. *Federal Employee Training*: The Office of Personnel Management will rescind its guidance to Chief Human Capital Officers and Human Resources Directors issued on October 2, 2020, and cease reviewing diversity and inclusion training for compliance with E.O. 13950.

d. *Information provided to OMB*: To the extent that agencies provided OMB with information requested by E.O. 13950, OMB will not act on that information.

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[2] OFCCP advises that it has ceased operating its hotline (as of January 29, 2021), administratively closed all complaints in response to EO 13950 (as of February 15, 2021), and stopped reviewing submissions received in response to the Request for Information on December 22, 2020. Information on its actions is provided on the OFCCP homepage. https://www.dol.gov/agencies/ofccp/executive-order-13950?utm_campaign=&utm_medium=email&utm_source=govdelivery.

Agencies are instructed to promptly take the actions identified above, but no later than March 22, 2021, consistent with the deadline specified in section 10(b) of E.O. 13985. OMB and the Domestic Policy Council will provide additional instructions to agencies on reporting to OMB steps taken in response to section 10(b) of E.O. 13985, as part of overall progress reports related to agency actions pursuant to E.O. 13985. Questions regarding this Memorandum may be directed to equity@omb.eop.gov.

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Council of The Inspectors General on Integrity and Efficiency's

DIVERSITY, EQUITY AND INCLUSION WORK GROUP

February 25, 2021

- **Executive Order on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government**

- **Executive Order to Promote Diversity, Equity, and Inclusion in the Federal Workforce and Presidential Appointments Process**

- **Executive Order to Restore the Federal Government as Model Employer of Workers with Disabilities**

Continuous Education and Awareness

DE&I Presenters, Speakers, Videos, etc.,

https://www.youtube.com/watch?v=LZS0A0OBFeE

- **Member Meetings (CIGIE/DE&I WG)**
- **Committee Meetings**
- **Virtual Town Halls**
- **SME/Industry Day**
- **Shared Resources**

February is Black History Month

https://www.youtube.com/watch?v=LZS0A0OBFeE

Internally-Focused Areas	Externally-Focused Areas
Staffing, Hiring and Recruitment	
	Business (Supplier) Diversity
Training and Awareness	
	Stakeholders, Partners and COVID-Related
Performance and Recognition	
Promotions and Professional Development	

Sub-Work Group Updates

Baseline Survey and Results

- **Your support for completing the survey is important**

- **Provides initial information for sub-work groups**

- **Establishes the DE&I baseline for the OIG Community**

Diversity, Equity, and Inclusion Roadmap

- **Purpose, Goal and Criteria**
  [Note: Goals are included in the DE&I Charter]

- **Steps, <u>Toolkits</u> and Path Forward**

- **Metrics, Indicators and Reporting Information**

Technology Presence

- **DE&I on the Following Websites (Public/Non-Public Information):**

  - **IGNET 2.0**

  - **Oversight.gov**

  - **Pandemicoversight.gov**

  - **Will need each sub-work groups' web content requirements**

FY 2021-22 Tentative Milestones

Description	Next Milestone	Draft	Final	Pending Approval
Charter	3/3/21			X
Revisions to CIGIE 5-Year Strategic Plan	3/3/21			X
Baseline Survey/EC Approval	3/3/21			
Technology Presence for DE&I	In Progress			
Baseline Survey to OIG Community	3/8/21			
Survey Responses Due by Date	3/26/21			
Post Charter to IGnet.gov	3/31/21			
Draft Roadmap Outline by Sub-WG Area	4/16/21			
Draft Maturity Assessment Criteria/Model	4/16/21			
Report Survey Results (DE&I WG) NLT	4/22/21			

FY 2021-22 Tentative Milestones

Description	Next Milestone	Draft	Final	Pending Approval
Compile Survey Results	5/8/21			
Report Survey Results (CIGIE)	5/12/21			
Draft Detailed Roadmap by Sub-WG	6/14/21			
Final Maturity Assessment Criteria/Model	6/14/21			
Consolidated Draft Roadmap	7/14/21			
Final DE&I Roadmap	8/16/21			
Post Final DE&I Roadmap to IGnet.gov	9/16/21			
Input for CIGIE Report*	11/12/21			
DE&I Follow-Up Survey^*	3/14/22			
Diversity, Equity and Inclusion Progress Report*	9/30/22			

*Annually; ^TBD after FY 22

Next Meeting

March 18, 2021*

at 10:00 a.m.

Note: *Meeting is within 3-weeks due to the PRAC Anniversary event!

Questions

From:	Bruce, Sandra </o=exchangelabs/ou=exchange administrative group (fydibohf23spdlt)/cn=recipients/cn=f0c32d2a29bd4affbde7e24bbc1a bd01-bruce, sand>
To:	Hines, Francine </o=exchangelabs/ou=exchange administrative group (fydibohf23spdlt)/cn=recipients/cn=3108533429944390a2be814e0292 19c1-hines, fran>
Cc:	
Bcc:	
Subject:	FW: Sharing Notes that Involve DE&I Work Group
Date:	Fri Feb 26 2021 12:28:37 EST
Attachments:	Notes-from-60+D&I-Partners-Meeting-2-25-21.docx

Hi Francine,

I am sharing this with you for consideration as we movie forward with ED OIG's DEI efforts. Please note the reference to accessibility.

Thanks,

Sandra

From: France, Tracey - OIG <(b) (6)   >
Sent: Friday, February 26, 2021 12:23 PM
To: Hawkins, Laurence B. (HQ-WBH10) <(b) (6)   >; Martin, Paul K. (HQ-WAH10) <(b) (6)   >; Scott, George A. (HQ-WAH10) <(b) (6)   >; alerner@nsf.gov; Turner, Larry - OIG <(b) (6)   >;(b) (6)
(b) (6)   ;(b) (6)   ;(b) (6)   ;(b) (6)
(b) (6)   ;(b) (6)   ;(b) (6)   ;(b) (6)
Bruce, Sandra <(b) (6)   >; Lerner, Jay N. <(b) (6)   >; Campbell, Cedric D. (HQ-WLT72) <(b) (6)   >; Barnes, LaSharn C. (HQ-WBH10)[IG Fellows Program]
<(b) (6)   >;(b) (6)   (b) (6)
Cc: Monique Colter <(b) (6)   >
Subject: RE: Sharing Notes that Involve DE&I Work Group

Hi all,

I attended OPM 60+ D&I Strategic Partners meeting yesterday, and some information was shared that directly involves the work of our DE&I Working Group/Sub Work Groups (see attached notes).

OPM is in the process of revising the Diversity & Inclusion Strategic Plan, which will now include the words Equity and Accessibility. There will be some new reporting requirements under the revised Plan.

Tracey

OPM 60+ D&I Strategic Partners

Equity is not just a set of values but a set of outcomes.

Equity Principles:

1. **Equity is both a set of values and a practical framework.**
2. **Inequities are not always obvious at first glance.**
   Are there invisible barriers that disproportionately impact a particular group or community?
   Are there compounding inequities?
3. **Equity is everybody's responsibility.**
   Equity is not just the responsibility of people or color or marginalized groups.

OPM is revising the new strategic plan for Diversity, Equity, Inclusion, and Accessibility. The new strategic plan will incorporate equity and accessibility. Agencies will be asked to operationalize DEIA and embed it into their strategy so that it's everybody's work.

We need to think about outcomes with data that is disaggregated by different communities (groups).

<u>Definitions</u>

Equality – Everyone is given the same opportunities and/or resources.

Equity – People have different needs. We should meet their needs so they can achieve their full potential. Equity is the path to equality.

Review the four pillars of the Biden Administration's Domestic Policy.

Read the paper issued by Citigroup: "Cost of Systemic Racism" study.

The E.O. tasks OMB to identify the best practices for assessing equity across the federal government.

Ambassador Susan Rice is leading the racial equity work.

Cities that have rolled out equity plans:

Seattle
Portland

Advancing equity may look different for different agencies with different missions.

From: Chiverton, Janice
      </o=exchangelabs/ou=exchange administrative group
      (fydibohf23spdlt)/cn=recipients/cn=32d30b3dc051487f9a8d8049432f
      1daa-chiverton,>
To: Hines, Francine
      </o=exchangelabs/ou=exchange administrative group
      (fydibohf23spdlt)/cn=recipients/cn=3108533429944390a2be814e0292
      19c1-hines, fran>; Maddox, Keith M.
      </o=exchangelabs/ou=exchange administrative group
      (fydibohf23spdlt)/cn=recipients/cn=c87061fae45646fca75462dc0fe7
      680f-maddox, kei>
Cc: Avery, Natasha
      </o=exchangelabs/ou=exchange administrative group
      (fydibohf23spdlt)/cn=recipients/cn=9781635821864196affe60794035
      f300-avery, nata>
Bcc:
Subject: RE: Executive Order On Advancing Racial Equity and Support for Underserved
Communities Through the Federal Government
Date: Thu Jan 21 2021 14:17:22 EST
Attachments:

I ABSOLUTELY LOVE EVERYTHING ABOUT IT!!
About high time we bring back respect into the workplace!!!

-----Original Message-----
From: Hines, Francine <Francine.Hines@ed.gov>
Sent: Thursday, January 21, 2021 12:54 PM
To: Maddox, Keith M. <Keith.Maddox@ed.gov>
Cc: Chiverton, Janice <Janice.Chiverton@ed.gov>; Avery, Natasha <Natasha.Avery@ed.gov>
Subject: FW: Executive Order On Advancing Racial Equity and Support for Underserved Communities
Through the Federal Government

FYI! Reading the executive order dated September 22 is mind blowing~

-----Original Message-----
From: Bruce, Sandra <Sandra.Bruce@ed.gov>
Sent: Thursday, January 21, 2021 12:44 PM
To: Carnegie, Shafee <Shafee.Carnegie@ed.gov>; Dawson, Sean <Sean.Dawson@ed.gov>; Hines,
Francine <Francine.Hines@ed.gov>; Gordon, Bryon S. <Bryon.Gordon@ed.gov>; Grant, Catherine
<Catherine.Grant@ed.gov>; Jordan, Aaron <Aaron.Jordan@ed.gov>; Mancuso, Robert <Robert.
Mancuso@ed.gov>; Perolini, Theresa <Theresa.Perolini@ed.gov>; Potamianos, Antigone <Antigone.
Potamianos@ed.gov>; Young, Kevin <Kevin.Young@ed.gov>
Subject: FW: Executive Order On Advancing Racial Equity and Support for Underserved Communities
Through the Federal Government

FYI!

-----Original Message-----
From: Council of Inspectors General (b) (2) ▮▮▮▮▮▮▮> On Behalf Of Alan Boehm
Sent: Thursday, January 21, 2021 12:43 PM
To: (b) (2) ▮▮▮▮▮▮▮
Subject: Executive Order On Advancing Racial Equity and Support for Underserved Communities

---

Through the Federal Government

All,

On behalf of Allison and Mark, passing this information on.

Alan

_____

Executive Order 13950 https://www.federalregister.gov/documents/2020/09/28/2020-21534/combating-race-and-sex-stereotyping of September 22, 2020 (Combating Race and Sex Stereotyping), has been revoked.

This revocation is the result of Executive Order On Advancing Racial Equity and Support for Underserved Communities Through the Federal Government https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/20/executive-order-advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government/ issued on January 20, 2021.

Of note is the definition of "equity" at Section 2(a), worth highlighting for your attention. Also of note is Section 10(b) which reads:

"The heads of agencies covered by Executive Order 13950 shall review and identify proposed and existing agency actions related to or arising from Executive Order 13950. The head of each agency shall, within 60 days of the date of this order, consider suspending, revising, or rescinding any such actions, including all agency actions to terminate or restrict contracts or grants pursuant to Executive Order 13950, as appropriate and consistent with applicable law."

We look forward to discussing this during the upcoming member meeting.

Allison and Mark

Council of The Inspectors General on Integrity and Efficiency's

DIVERSITY, EQUITY AND INCLUSION WORK GROUP

February 25, 2021

- **Executive Order on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government**

- **Executive Order to Promote Diversity, Equity, and Inclusion in the Federal Workforce and Presidential Appointments Process**

- **Executive Order to Restore the Federal Government as Model Employer of Workers with Disabilities**

Continuous Education and Awareness

DE&I Presenters, Speakers, Videos, etc.,

https://www.youtube.com/watch?v=LZS0A0OBFeE

- **Member Meetings (CIGIE/DE&I WG)**
- **Committee Meetings**
- **Virtual Town Halls**
- **SME/Industry Day**
- **Shared Resources**

February is Black History Month

https://www.youtube.com/watch?v=LZS0A0OBFeE

Internally-Focused Areas	Externally-Focused Areas
Staffing, Hiring and Recruitment	
	Business (Supplier) Diversity
Training and Awareness	
	Stakeholders, Partners and COVID-Related
Performance and Recognition	
Promotions and Professional Development	

Sub-Work Group Updates

Baseline Survey and Results

- **Your support for completing the survey is important**

- **Provides initial information for sub-work groups**

- **Establishes the DE&I baseline for the OIG Community**

Diversity, Equity, and Inclusion Roadmap

- **Purpose, Goal and Criteria**

  [Note: Goals are included in the DE&I Charter]

- **Steps, <u>Toolkits</u> and Path Forward**

- **Metrics, Indicators and Reporting Information**

Technology Presence

- **DE&I on the Following Websites (Public/Non-Public Information):**

  - **IGNET 2.0**

  - **Oversight.gov**

  - **Pandemicoversight.gov**

  - **Will need each sub-work groups' web content requirements**

FY 2021-22 Tentative Milestones

Description	Next Milestone	Draft	Final	Pending Approval
Charter	3/3/21			X
Revisions to CIGIE 5-Year Strategic Plan	3/3/21			X
Baseline Survey/EC Approval	3/3/21			
Technology Presence for DE&I	In Progress			
Baseline Survey to OIG Community	3/8/21			
Survey Responses Due by Date	3/26/21			
Post Charter to IGnet.gov	3/31/21			
Draft Roadmap Outline by Sub-WG Area	4/16/21			
Draft Maturity Assessment Criteria/Model	4/16/21			
Report Survey Results (DE&I WG) NLT	4/22/21			

FY 2021-22 Tentative Milestones

Description	Next Milestone	Draft	Final	Pending Approval
Compile Survey Results	5/8/21			
Report Survey Results (CIGIE)	5/12/21			
Draft Detailed Roadmap by Sub-WG	6/14/21			
Final Maturity Assessment Criteria/Model	6/14/21			
Consolidated Draft Roadmap	7/14/21			
Final DE&I Roadmap	8/16/21			
Post Final DE&I Roadmap to IGnet.gov	9/16/21			
Input for CIGIE Report*	11/12/21			
DE&I Follow-Up Survey^*	3/14/22			
Diversity, Equity and Inclusion Progress Report*	9/30/22			

*Annually; ^TBD after FY 22

Next Meeting

March 18, 2021*

at 10:00 a.m.

Note: *Meeting is within 3-weeks due to the PRAC Anniversary event!

Questions

From:	Maddox, Keith M. </o=exchangelabs/ou=exchange administrative group (fydibohf23spdlt)/cn=recipients/cn=c87061fae45646fca75462dc0fe7 680f-maddox, kei>
To:	Hines, Francine </o=exchangelabs/ou=exchange administrative group (fydibohf23spdlt)/cn=recipients/cn=3108533429944390a2be814e0292 19c1-hines, fran>
Cc:	
Bcc:	
Subject:	RE: DE&I
Date:	Mon Mar 01 2021 09:18:24 EST
Attachments:	DE_I WG February Meeting 02252021.pptx CWEmbed1.unknown

Hi Francine,

Are you referring to the attached?

Keith M. Maddox

Keith.Maddox@ed.gov

202-748-4339

From: Hines, Francine <Francine.Hines@ed.gov>
Sent: Monday, March 1, 2021 8:03 AM
To: Maddox, Keith M. <Keith.Maddox@ed.gov>
Subject: RE: DE&I

That was a mistake~However, did you get a copy of the original presentation for the CIGIE DE&I committee? I believe that is what she wanted you to review and apply internally.

From: Maddox, Keith M. <Keith.Maddox@ed.gov>
Sent: Friday, February 26, 2021 4:51 PM
To: Hines, Francine <Francine.Hines@ed.gov>
Subject: FW: DE&I

Hi Francine,

Can you expound on how you see the Supplemental Pandemic Funding ties into DE&I or was that attachment a mistake?

Thanks,

Keith M. Maddox

Keith.Maddox@ed.gov

202-748-4339

From: Hines, Francine <Francine.Hines@ed.gov>
Sent: Friday, February 26, 2021 11:53 AM
To: Maddox, Keith M. <Keith.Maddox@ed.gov>
Subject: DE&I

Keith,

During my monthly with Sandra today, we discussed DE&I and what's next. The following need to be included in your action plan.

(b) (5)
(b) (5)

Please us the attached documents as a point of reference. We can discuss further once you have had a chance to review everything.

Francine Hines

Acting AIG Management Services

Department of Education OIG

(202) 245-6068

For
Omagh
Use eXif
for
Print
item