The Facts: Multicultural Population Growth

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2030</th>
<th>2040</th>
<th>2050</th>
</tr>
</thead>
<tbody>
<tr>
<td>+2 RACES*</td>
<td>14.0</td>
<td>16.9</td>
<td>22.7</td>
<td>27.4</td>
</tr>
<tr>
<td>ASIAN-AMERICAN</td>
<td>15.0</td>
<td>16.6</td>
<td>19.2</td>
<td>19.5</td>
</tr>
<tr>
<td>AFRICAN-AMERICAN</td>
<td>18.2</td>
<td>18.1</td>
<td>19.9</td>
<td>21.1</td>
</tr>
<tr>
<td>HISPANIC</td>
<td>53.5</td>
<td>63.7</td>
<td>79.4</td>
<td>85.9</td>
</tr>
<tr>
<td>NON-HISPANIC WHITE</td>
<td>6.9</td>
<td>-6.1</td>
<td>-29.0</td>
<td>-39.4</td>
</tr>
</tbody>
</table>

Growth Volume (net now, 000s)

- 2020: 12,533
- 2030: 12,064
- 2040: 10,354
- 2050: 9,869

Source: U.S. Census Bureau, Population Projections, December 2012
*Includes native American Indian and Native Alaskans (AI/AN) and Native Hawaiian & Pacific Islanders (NHPI)
The Facts: Buying Power

U.S. MULTICULTURAL BUYING POWER

$661 BILLION
1990

$3.4 TRILLION
2014

+415%

Source: Selig Center for Economic Growth, U.S. Census Bureau
The Facts: Generations

AMERICAN DIVERSITY BY GENERATION

<table>
<thead>
<tr>
<th>Generation</th>
<th>Age</th>
<th>Multicultural (All Other), %MC</th>
<th>Non-Hispanic White, %NHW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boomer</td>
<td>60–69</td>
<td>24.3%</td>
<td>75.7%</td>
</tr>
<tr>
<td></td>
<td>50–60</td>
<td>29.6%</td>
<td>70.4%</td>
</tr>
<tr>
<td>Gen-X</td>
<td>45–50</td>
<td>35.0%</td>
<td>65.0%</td>
</tr>
<tr>
<td></td>
<td>40–44</td>
<td>39.7%</td>
<td>60.3%</td>
</tr>
<tr>
<td>Millennial</td>
<td>30–39</td>
<td>44.5%</td>
<td>55.5%</td>
</tr>
<tr>
<td></td>
<td>20–29</td>
<td>43.8%</td>
<td>56.2%</td>
</tr>
<tr>
<td>Gen Next</td>
<td>10–19</td>
<td>46.2%</td>
<td>53.8%</td>
</tr>
<tr>
<td></td>
<td>&lt;9</td>
<td>50.8%</td>
<td>49.2%</td>
</tr>
</tbody>
</table>

More than 60% of employers say they are experiencing tension between employees from different generations, according to a survey by Lee Hecht Harrison (USA Today)

Source: Nielsen Pop-Facts, CY 2014 aggregate of single year age by race by ethnicity (ASRE) with collapse Race/Ethnicity into “core” diversity cohorts.
The Facts: Female Networks, Teams, & Boards

According to the Women’s Bureau, women comprised 47% of the total U.S. labor force.

The EEAC states nationally 59% of women work in the Finance and Insurance industry.

Forbes states 22% of senior roles are occupied by women in the U.S.

The Wall Street Journal calculated women account for 28% of the tech-world workforce.

27 S&P 500 companies are directed by women.
The Facts: Minority Networks, Teams, & Boards

The Economic Policy Institute states the majority of the U.S. working class will be minorities by 2032.

The U.S. Census states the U.S. is comprised of 22.9% minorities.

The EEAC states nationally, 30% of minorities work in the Finance and Insurance industry.

13.3% of corporate boards of directors are minorities according to the Alliance for Board Diversity.

Deloitte states in 2016, Fortune 100 company board seats were 17.5% minorities compared to 14.4% for Fortune 500 companies.
The Facts: Generational Networks, Teams, & Boards

Forbes states there are 5 generations in the workplace today.

Catalyst states by 2025 Millennials will account for three-quarters of working-age people.

The Wall Street Journal found that only 28 of the S&P 500 directors are under the age of 40.

CNN Money states the Millennial generation is comprised of 45% minorities, compared to 30% for Baby Boomers.

PewResearch Center states Millennials are the largest generation in the U.S. labor force.
The Facts: Diversity and Inclusion National Best Practices

- The Right Thing to Do
- The Environment: Safe and Productive
- The Business Case
- The Buying Power
- The Law of the Land
- The Changing Demographics
Why Should We Create and Cultivate?

Diverse Teams
- Eliminate “group think” if it is not inclusive
- Minimize unconscious bias
- Innovation is derived from diversity and inclusion
- Higher retention, satisfaction, and productivity

Diverse Boards
- Companies with diverse leadership outperform those that don’t
- Directors and management teams should represent a company's customers, employees, and communities

Diverse Networks
- Expanding your network expands opportunity to find qualified candidates for teams and boards
- The New Mainstream is comprised of multicultural individuals. They value diversity.
How to Create and Cultivate

- Start with the Business Case
- Assess Your Organization
- Assess Your Leaders for Readiness for Diversity and Inclusion
- Develop Strong Programs and Services Internally and Externally
- Get Involved in Your Community
- Set Goals – Accountability and Ownership
- Celebrate Wins Along the Way
A Fable: Building a House for Diversity & Inclusion
An outsider’s seemingly natural ability to interpret someone’s unfamiliar and ambiguous gestures the way that person’s compatriots would.
“The call and need of a new era is for greatness. Tapping into the higher reaches of human genius and motivation requires leaders to have a new mind-set, a new skill-set and a new tool-set.”

-Stephen R. Covey

CQ is a new skill needed in today’s workplace.
Mind-Set, Skill-Set, Tool-Set Video
Enhancing Your CQ: Cultural Intelligence

CQ Assessment
Do you believe you have high CQ when interacting with others from a different culture?

1. Yes
2. No

0%

Yes

No

0%

Countdown 10
Before I interact with people from a new culture, I ask myself what I hope to achieve.

If I encounter something unexpected while working in a new culture, I use this experience to figure out new ways to approach other cultures in the future.

I plan how I’m going to relate to people from a different culture before I meet them.

When I come into a new cultural situation, I can immediately sense whether something is going well or something is wrong.

1. Yes
2. No
CI Gained Through Behavioral Mirroring
Behavior/Action (Body)

- It’s easy for me to change my body language (for example, eye contact or posture) to suit people from a different culture.

- I can alter my facial expression when a cultural encounter requires it.

- I can modify my speech style (for example, accent or tone) to suit people from a different culture.

- I easily change the way I act when a cross-cultural encounter seems to require it.

1. Yes

2. No
CI Gained Through Motivation & Belief in Possibility
Motivation/Drive (Heart)

- I have confidence that I can deal well with people from a different culture.
- I am certain that I can befriend people whose cultural backgrounds are different from mine.
- I can adapt to the lifestyle of a different culture with relative ease.
- I am confident that I can deal with a cultural situation that’s unfamiliar.

1. Yes
2. No
Understanding and leveraging the differences with each cultural nuance is key to unlocking everyone’s full potential.
The Bank: Our Strategies

People
- Workforce, Recruitment and Retention
- Boards of Directors and Advisory Councils

Practices
- Supplier Diversity

Partnerships
- Financial Education and Student Mentoring
# The Bank: What We Do

## Diverse Teams
- Diverse Leadership Team
- Employee Diversity Council Committee
- Mentorship Program
- Communities of Practice
- Department Diversity Liaisons

## Diverse Boards
- Board of Directors and Advisory Councils
- Diversity Strategy Steering Council
- Student Board of Directors

## Diverse Networks
- Diversity Recruiting – HBCU’s and HSI’s
- Diverse local and national community partnerships/summits
- Procurement opportunities with minority and women-owned businesses
- Financial Education Outreach and Programs