



# TIDES

THE INSTITUTE FOR DIVERSITY AND ETHICS IN SPORT

**MAKING WAVES OF CHANGE**

## The 2021 Racial and Gender Report Card<sup>TM</sup>

### National Football League

By Richard E. Lapchick

Contributing Editors: Noor Ahmed, Rachel Bernardo, Josue Etienne, Candace Martin, Charlie Kruger, Meghann Maguire, Candace Martin, Harry Moberly, Hannah Nelson, Alan Owens, and David Zimmerman

Presented by:

The Institute for Diversity and Ethics in Sport<sup>TM</sup>  
with the DeVos Sport Business Management Program  
in the College of Business Administration of the  
University of Central Florida

# Table of Contents



<b>Executive Summary.....</b>	<b>1</b>
<b>Report Highlights.....</b>	<b>5</b>
<b>Overall Grades.....</b>	<b>7</b>
<b>Grades By Category.....</b>	<b>8</b>
<b>NFL Players.....</b>	<b>8</b>
<b>NFL Coaches.....</b>	<b>9</b>
Head Coaches.....	9
AssistantCoaches.....	11
<b>NFL League Office.....</b>	<b>13</b>
<b>NFL Team Front Offices.....</b>	<b>15</b>
Team Owners.....	15
Team CEO/Presidents.....	16
General Managers.....	17
C-Suite Executives.....	18
Team Vice Presidents.....	19
Team Senior Administration.....	21
Team Professional Staff.....	23
Officials.....	25
<b>NFL Diversity and Inclusion Initiatives.....</b>	<b>26</b>
<b>How Grades Were Calculated.....</b>	<b>27</b>
<b>Methodology and About the Report Card.....</b>	<b>28</b>
<b>The Institute for Diversity and Ethics in Sport.....</b>	<b>29</b>
<b>DeVos Sport Business Management Program.....</b>	<b>29</b>
<b>Appendix I - NFL Diversity and Inclusion Initiatives.....</b>	<b>30</b>
<b>Appendix II - Data Tables.....</b>	<b>42</b>

# ***THE 2021 RACIAL AND GENDER REPORT CARD:***

## **National Football League**

### **Media Contacts:**

Alan Owens, (864) 542-6782, alanowens@knights.ucf.edu

## **Executive Summary**

### **Orlando, FL - December 15, 2021**

The National Football League (NFL) received a **B+** for racial hiring practices and a **C+** for gender hiring practices in the *2021 NFL Racial and Gender Report Card* released by The Institute for Diversity and Ethics in Sport (TIDES) at the University of Central Florida (UCF). The NFL earned a combined grade of a **B**.

The NFL's score for race improved to 88.5 percent, 3.0 percentage points higher than last year's score of 85.5 percent. The score for gender also improved to 75.0 percent, 2.0 percentage points higher than last year's score of 73.0 percent. The NFL's overall grade increased from 79.2 percent in 2020 to 81.8 percent in 2021.

Using data from the 2021 season, provided by the NFL League Office, the Institute conducted an analysis of the racial and gender breakdown of head coaches, assistant coaches, general managers, C-suite executives, senior management, senior administration, and professional staff within the NFL League office and at the club level.

Richard Lapchick, Director of TIDES and the primary author of the study, said, "with such a vast pool of talent it is great to see the NFL receive an A+ for racial hiring practices in the NFL League Office. This is a step forward in the direction I hope to see overall in sports. In contrast, there needs to be a change in the continued dissimilarity in racial and gender hiring practices between the NFL League office and the 32 Teams." Lapchick continued, "it starts with noting 26.5 percent

### ***Overall Grade***



**B**

### ***Racial Hiring***



**B+**

### ***Gender Hiring***



**C+**

of the vice presidents and above are people of color. At the team level, 15.9 percent of the vice presidents are people of color. While this was an increase from the 13.7 percent last year, there is still significant room for improvement.”

“The NFL’s efforts to improve their recruitment of women in the League Office have been impressive. This is a direct result of the efforts of Jonathan Beane, Dasha Smith, and Sam Rapaport leading the NFL towards building a more inclusive environment for women in the League Office and across the League as a whole. Their combined focus on improving diversity is reflected in this Report Card where the NFL has improved in all but one category. As seen in the respective NFL RGRC’s, there has been improvement in the League Office each year since 2014, reaching an all-time high of 38.8 percent in 2021. Women in a vice-president and above position at the League Office reached 30.6 percent in 2021. At the team level women in vice president and above positions equaled 25.1 percent, an increase from 21.1 percent in 2020. The latter, however, is still a poor grade”.

Lapchick continued, “There were two first-time head coaches of color hired in 2021, Robert Saleh (NYJ) and David Culley (HOU). Unfortunately, the NFL began the regular season with only five coaches of color (15.6 percent). This is still lower than any other league in terms of racial hiring of head coaches or team managers. It is far short when comparing the 2021 season to the record of eight coaches of color who began the regular season in 2018.”

There were increased scores for racial and gender hiring in all team level categories except Team CEO/ Presidents. This is an important step in creating a more inclusive workplace for women.

In October 2021, the NFL made an additional update to the Rooney Rule, requiring interviewing at least two external minority candidates for general manager/ executive of football operations positions and all coordinator roles. In addition, NFL clubs must now conduct in-person interviews for at least one external

## NFL Racial and Gender Report Card at a Glance

### *Racial Hiring Grade for Head Coaches*

**C+**  **15.6%**  
People of Color

### *Racial Hiring Grade for Assistant Coaches*

**A+**  **40.9%**  
People of Color

### *Racial Hiring Grade for Team Owners*

**F** **3.1%**  
People of Color

### *Gender Hiring Grade for Team Owners*

**F** **21.9%**  
Women



minority candidate for any head coach or general manager opening. All coordinator and assistant general manager candidates can be interviewed virtually, but in-person is strongly encouraged.

For the first time in league history, beginning in week 17 of the 2021 regular season, NFL teams will be able to conduct head coaching interviews with coaches on other teams with the given consent from the coaches' respective current team. The intent of this change is to satisfy the needs of the disparities in hiring practices that were prevalent among the League.

It is important to note that beginning with the 2021 Racial and Gender Report Card series, a racial and gender hiring grade for Team Ownership is being calculated into the final grades. Based on previous Report Cards, this will result in slightly reduced overall grades for race and gender across all 2021 Report Cards. The 88.5 points for racial hiring practices represented an increase from 85.5 in the 2020 NFL RGRC and the improvement would have been greater if not for the change in the grade calculation. The 75.0 points for gender hiring practices represented an increase from 73.0 in 2020 and would have been greater if not for the change in the grade calculation. The same was true for the overall grade of 81.8 points, an increase from 79.2 in the 2020 NFL RGRC.

Also, beginning in the 2021 RGRC series, TIDES will be awarding bonus points affecting the overall racial and gender grades based on crucial social justice initiatives and hiring milestones. The NFL had many social justice initiatives and hiring milestones that qualified for bonus points. Those initiatives and milestones included NFL Inspire Change where over \$160 million was contributed to local communities and social justice initiatives with assistance from the NFL owners, players, working groups, NFL Foundation, and the financial commitment to the Players Coalition. A major milestone included Carl Nassib being the NFL's first active openly out player. He gained widespread support system from NFL fans and teammates when making this announcement. Another notable highlight was Maia Shaka being hired as an official, making her the first woman of color in league history along with 12 women starting the NFL season

## NFL Racial and Gender Report Card at a Glance

### *Racial Hiring Grade for League Office*

**A+**  **31.1%**  
People of Color

### *Gender Hiring Grade for League Office*

**B**  **38.8%**  
Women

### *Racial Hiring Grade for Team Vice Presidents*

**C+**  **15.9%**  
People of Color

### *Gender Hiring Grade for Team Vice Presidents*

**D+**  **25.1%**  
Women

in coaching positions. Natalia Dorantes became the first Latina in a coaching Chief of Staff position, Aameena Soliman became the first Muslim female scout in NFL history, and the Washington Football Team became the first team in NFL history to have a team president, GM, and head coach of color.

In addition to the NFL social justice initiatives, the inaugural Ozzie Newsome Forum is a part of ongoing efforts to break mobility barriers and establish a cultural norm of opportunity for all. The Forum took place on June 21 and featured sessions led by NFL owners and front office personnel including Baltimore Ravens owner Steve Bisciotti, Black College Football Hall of Fame co-founder James “Shack” Harris, New York Giants owner John Mara, Baltimore Ravens Executive Vice President Ozzie Newsome and Buffalo Bills owner and president Kim Pegula. The NFL Women’s Career in Football Forum, led by Sam Rapoport reached year five, setting the NFL record of 12 women in coaching positions.

It should also be noted that the 2021 NFL Racial and Gender Report Card used the current grading scale based on the 2010 Census results. Starting with the 2022 Racial and Gender Report Card series, TIDES will use the 2020 Census data. According to the data, racial ethnic minorities totaled 42.2 percent. If the new grading scale would have been used in 2021, the NFL would have earned a C+ for racial hiring practices with a score of 75.5 points. The NFL would have earned an C for gender hiring practices with 73.2 points. The overall grade for the NFL would have been a C with 74.3 points.

The Institute for Diversity and Ethics in Sport (TIDES), located at the University of Central Florida (UCF), publishes the Racial and Gender Report Card annually to indicate areas of improvement, stagnation, and regression in the racial and gender composition of professional and college sports personnel and to contribute to the improvement of integration in front office and college athletic department positions. The publication of the 2021 NFL Racial and Gender Report Card follows the publication of the reports on the National Basketball Association, Women’s National Basketball Association, Major League Baseball, and Major League Soccer.

## NFL Racial and Gender Report Card at a Glance

### *Racial Hiring Grade for Team Senior Administration*

**B+**  **20.1%**  
People of Color

### *Gender Hiring Grade for Team Senior Administration*

**D+**  **25.3%**  
Women

### *Racial Hiring Grade for Team Professional Staff*

**A-**  **26.9%**  
People of Color

### *Gender Hiring Grade for Team Professional Staff*

**B-**  **33.0%**  
Women

## Report Card Highlights

- The NFL League Office announced two major positions that were filled by women since last year's Report Card. Kimberly Fields transferred into a new senior leadership role as Senior Vice President of Football Business Strategy. Additionally, Marissa Solis was hired as the Senior Vice President of Global Brand and Consumer Marketing.
- In November 2020, the NFL passed a proposal that provides third round compensatory draft pick rewards to teams that develop minority and women candidates for primary football executive / general manager positions or a head coach position.
- NFL Football Operations hosted its fifth annual Women's Careers in Football Forum in February of 2021. The Forum is led by Sam Rapoport, the NFL's Senior Director of Diversity, Equity & Inclusion. The Forum connected female participants currently working in college football with leaders in professional and collegiate football. The goal of the Forum is to support the development of a talent pipeline by connecting high-potential female candidates to career opportunities in football. Over the course of the two-day event, participants networked with hiring managers and football decision-makers and learned from experts at all levels of the game on how to further their careers in football. In 2021, there was an all-time NFL record 12 women in coaching positions.
- If those minority and/or women candidates move to the position of Primary Football Executive or Head Coach, teams would be compensated with future 3rd round compensatory draft picks.
- In October 2021, the NFL made an additional enhancement to the Rooney Rule, requiring that at least two external minority candidates for general manager/executive of football operations positions and all coordinator roles are interviewed.
- NFL clubs must now conduct in-person interviews for at least one external minority candidate for any head coach or general manager opening; all coordinator and assistant general manager candidates can be interviewed virtually, but in-person is strongly encouraged.
- Two first-time head coaches of color were hired prior to the 2021 season, Robert Saleh (New York Jets) and David Culley (Houston Texans).
- The total number of NFL head coaches of color increased from 12.5 percent in 2020 to 15.6 percent in 2021.
- The overall percentage of women in the NFL League Office was at an all-time high of 38.8 percent in 2021, an increase of 0.6 percentage points from 38.2 percent in 2020. This is a significant improvement from 29.6 percent of women holding these positions just six years prior in 2014.
- In the NFL League Office, the percentage of people of color in vice president roles or above increased from 24.5 percent in 2020 to 26.5 percent in 2021. Women in these positions decreased from 31.5 percent in 2020 to 30.6 percent in 2021.
- There are two people of color who have significant ownership interests and are involved in the operations of an NFL club. Shad Khan, a Pakistani-born American businessman and the principal owner of the Jacksonville Jaguars, joined NFL ownership in 2012. Kim Pegula, an Asian American woman, holds a major interest in the Buffalo Bills. She joined NFL ownership in 2014.

- At the start of the 2021 season, there were five people of color holding general manager positions, representing 15.6 percent of all general managers. This was an increase of 9.1 percentage points from 2020. All five men were Black or African-American.
- The percentage of women vice presidents at the team level increased to its highest mark ever at 25.1 percent in 2021. This was a 4.0 percentage point increase from 21.1 percent in 2020.
- Black or African-Americans held 13.2 percent of team professional staff roles in 2021, the highest in NFL RGRC history.
- People of color held 20.1 percent of team senior administration positions in 2021, the highest in NFL RGRC history.
- Women held 25.3 percent of team senior administration positions in 2021, the highest percentage since 2000.
- People of color comprised 28.6 percent of officials at the start of the 2021 season, an increase of 3.4 percentage points from 25.2 in 2020.





## Overall Grades

The National Football League received a **B+** for racial hiring practices, and a **C+** for gender hiring practices in the 2021 NFL Racial and Gender Report Card. The NFL earned a combined grade of a **B**.

The NFL's score for race was 88.5 percent, an increase from 85.2 percent in 2020. The score for gender was 75.0 percent, a 2.0 percentage point increase from 2020. The overall grade for the NFL increased from 79.1 percent in 2020 to 81.8 percent in 2021.

For race, the NFL received an A+ for players, assistant coaches, and League Office, an A- for team professional staff, a B for C-Suite executives, a B+ for team senior administrators, a C+ for head coaches, team general managers and team vice presidents, and an F for team owners and team CEO/Presidents.

For gender hiring practices, the NFL received a B for League Office, C+ for team professional staff and a D+ for team senior administrators and team vice presidents, a C- for C-Suite executives, and an F for CEO/Presidents.

The grades for C-Suite executives were not used in the calculation of the final grade; the NFL received a B- for racial hiring practices and a C- for gender hiring practices in this category.

It is important to note that beginning with the 2021 Racial and Gender Report Card series, a racial and gender hiring grade for Team Ownership is being calculated into the final grades. Based on previous Report Cards, this will result in slightly reduced overall grades for race and gender across all 2021 Report Cards. The 88.5 points for racial hiring practices represented an increase from 85.5 in the 2020 NFL RGRC and the improvement

would have been greater if not for the change in the grade calculation. The 75.0 points for gender hiring practices represented an increase from 73.0 in 2020 and would have been greater if not for the change in the grade calculation. The same was true for the overall grade of 81.8 points, an increase from 79.2 in the 2020 NFL RGRC.

It should also be noted that the 2021 NFL Racial and Gender Report Card used the current grading scale based on the 2010 Census results. Starting with the 2022 Racial and Gender Report Card series, TIDES will use the 2020 Census data. According to the data, racial ethnic minorities totaled 42.2 percent. If the new grading scale would have been used in 2021, the NFL would have earned a C+ for racial hiring practices with a score of 75.5 points. The NFL would have earned an C for gender hiring practices with 73.2 points. The overall grade for the NFL would have been a C with 74.3 points.

### OVERALL GRADE AND SCORE

**B**  **81.8**

### *Racial Hiring Grade and Score*

**B+**  **88.5**

### *Gender Hiring Grade and Score*

**C+** **75.0**

## Grades by Category

### NFL PLAYERS

The total percentage of players of color increased from 69.4 percent in the 2020 season to 70.7 percent in the 2021 season. The percentage of white players increased from 24.9 percent in 2020 to 25.0 percent in 2021.

The percentage of Black or African-American players increased slightly from 57.5 percent in 2020 to 58.0 percent in 2021. The percentage of Hispanic or Latino players increased from 0.4 percent in 2020 to 0.7 percent in 2021. Asians, Native Hawaiians or Pacific Islanders, and American Indian or Alaska Native represented 0.1 percent, 1.6 percent, and 0.2 percent, respectively, showing no change from 2020. In 2021, 9.8 percent of players identified as two or more races, increasing from 9.4 percent in 2020. Players that chose not to specify their race decreased from 5.7 percent in 2020 to 4.2 percent in 2021.

## Racial Diversity Grade for NFL Players

**A+**  **70.7%**  
People of Color

*See Table 1.*

*If the 2022 grading scale was used, the NFL would have earned an A+ for racial diversity.*

## NFL COACHES

### *Head Coaches*

There were five people of color who held head coaching positions at the start of the 2021 NFL season. They were:

- **David Culley**, Houston Texans
- **Brian Flores**, Miami Dolphins
- **Ron Rivera**, Washington Football Team
- **Robert Saleh**, New York Jets
- **Mike Tomlin**, Pittsburgh Steelers

The percentage of Black or African-American head coaches in the NFL was 21.9 percent during the 2017 and 2018 NFL seasons. That percentage significantly dropped in 2019 with Black or African-American head coaches holding only 9.4 percent of NFL head coaching jobs. The percentage of Black or African-American head coaches has remained at 9.4 percent for both the 2020 and 2021 NFL seasons.

In 2017, the NFL tied a previous NFL all-time high set back in 2011 with 25.0 percent of NFL head coaches being persons of color. However, the total number of NFL head coaches of color dropped by half from the end of 2018 to the start of 2019. In 2019 and 2020, people of color only comprised 12.5 percent of all NFL head coaching positions. The total number of NFL head coaches of color has increased from 12.5 percent in 2020 to 15.6 percent in 2021. In 2019, Miami Dolphins owner Stephen Ross hired Brian Flores making Flores the first head coach of color in Dolphins' franchise history. Mike Tomlin became the Pittsburgh Steelers head coach in 2007, and he is currently the third longest tenured coach in the league. Ron Rivera of the Washington Football Team is the only NFL head coach of Hispanic or Latino descent. The 2021 NFL season also saw the hiring of two first-time head coaches of color in Robert Saleh (New York Jets), and David Culley (Houston Texans).

It should also be noted that in week five of the 2021 NFL season, Oakland Raiders Head coach John Gruden resigned after numerous e-mails sent by him were released containing racist, misogynistic, and anti-LGBTQ language. In addition, Gruden was also cited for

making a racial remark against NFLPA chief DeMaurice Smith. Mark Davis, the owner of the Oakland Raiders, hired longtime veteran NFL assistant coach and special teams coordinator, Rich Bisaccia, to be the interim head coach for the Raiders. Bisaccia is white.

The efforts of the Commissioner, the Diversity, Equity, and Inclusion Committee, as well as the diversity groups working with the NFL over the last several years, has kept a focus on the head coaching position. Former coaches, scouts and front office personnel formed the Fritz Pollard Alliance in 2003 to advise and consult the League and create more momentum for change. In 2011, progress stagnated but reversed after an all-time high of eight head coaches of color led teams. Getting back up to eight in 2017 and 2018 was a significant achievement. Despite the efforts of the Commissioner, several diverse pipeline programs like the Bill Walsh Diversity Coaching Fellowship, the Coaching Fellowship program, and the Fritz Pollard Alliance, the number of head coaches of color declined dramatically to four in 2019 and remained the same at the beginning of the 2020 season. In 2021, the NFL increased its total number of head coaches of color to five.

Initially adopted in 2003, the Rooney Rule required that at least one person of color be interviewed as a part of the hiring process for every NFL head coaching vacancy. In turn, the Rooney Rule helped to triple the number of Black or African-American head coaches in the NFL from two in 2001 to six in 2005. The Rooney Rule was named after the late Steelers owner Dan Rooney, who was also the chairman for the League's diversity committee.

In October 2021, the NFL made another update to the Rooney Rule. NFL clubs must now conduct in-person interviews for at least two external minority candidates for any head coach, general manager, and coordinator role openings; all coordinator and assistant general manager candidates can be interviewed virtually, but in-person is strongly encouraged. This follows changes made in May 2020, when the NFL announced an expansion of Rooney Rule requirements. Among the enhancements on and off-the-field, clubs will now be required to interview at least two external minority candidates for head coach

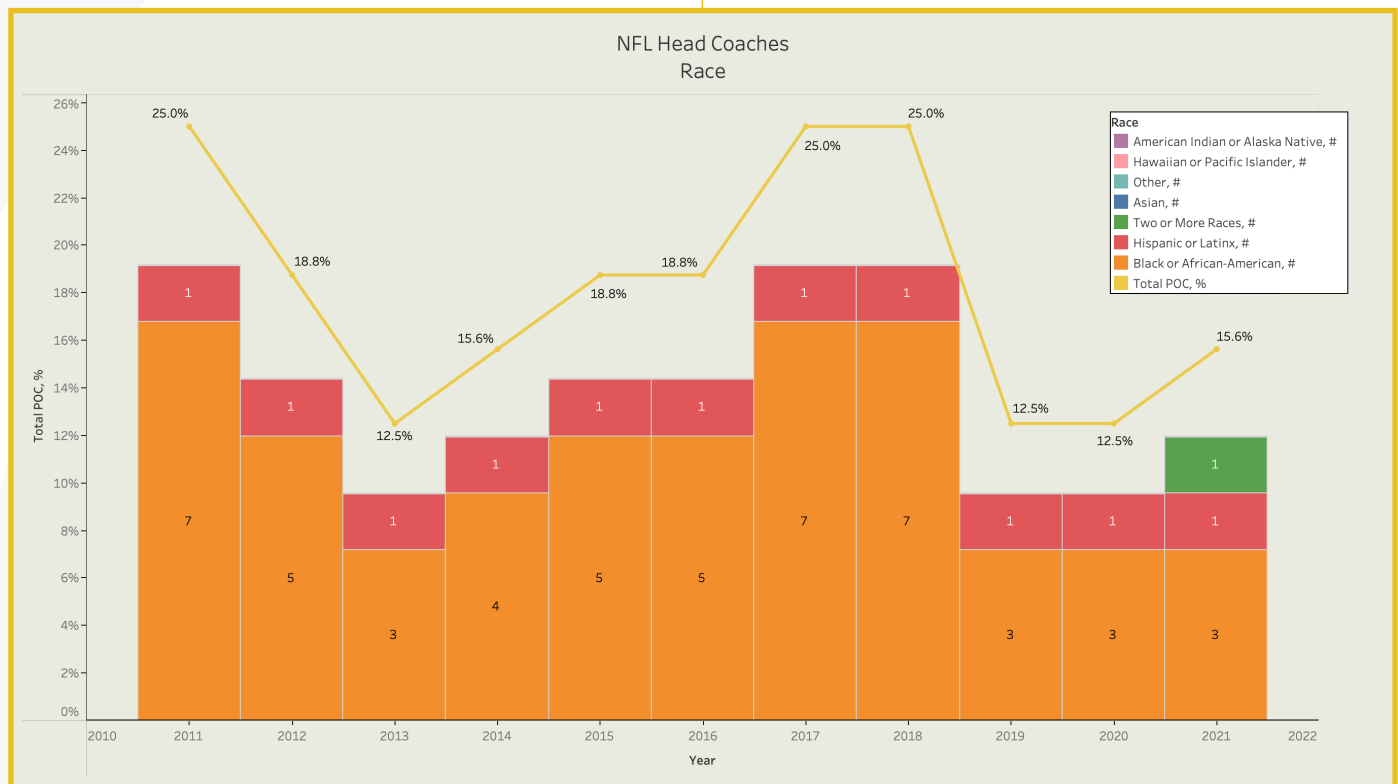
vacancies. This addition follows changes that also strengthened the Rooney Rule in 2018, requiring teams to go outside of their own organizations to interview a candidate of color, or to interview a candidate who is on the League's career development advisory panel list. In November 2020, the NFL passed a proposal that provides rewards to teams to cultivate minority and women candidates for head coach and general manager positions. If those minority and women candidates, who have worked at the club for two full seasons are hired away for a primary football executive or head coach position, teams would be compensated with future 3rd round compensatory draft picks.

## Racial Hiring Grade for Head Coaches

**C+**  **15.6%**  
People of Color

See Tables 2 and 3.

*If the 2022 grading scale was used, the NFL would have earned a **D** for racial hiring practices.*





### *Assistant Coaches*

The Assistant Coaches category consists of titles such as assistant head coach, offensive coordinator, defensive coordinator, special team's coordinator, offensive line coach, head strength and conditioning coach, etc. This section primarily highlights team personnel that are directly involved in player development and game plan preparation and execution.

The percentage of assistant coaches of color increased from 35.6 percent in 2020 to 40.9 percent in 2021, an all-time high for the NFL. Black or African-Americans held 34.5 percent of the assistant coaching positions in 2021. The percentage of white assistant coaches in 2021 was 57.7 percent, a decrease from 63.7 percent in 2020.

NFL Football Operations hosted its fifth annual Women's Careers in Football Forum in February of 2021. The NFL Women's Career in Football Forum is led by Sam Rapoport, the NFL's Senior Director of Diversity, Equity & Inclusion. The Forum connected female participants currently working in college football with leaders in professional and collegiate football. The goal of the Forum is to support the development of a talent pipeline by connecting high-potential female candidates to career opportunities in football. Over the course of the two-day event, participants networked with hiring managers and football decision-makers and learned from experts at all levels of the game on how to further their careers in football. In 2021, there was an all-time NFL record of 12 women in coaching positions and there were four women of color in a coaching position.

A historic moment occurred during week three of the 2020 season when, for the first time in NFL history, there were two female assistant coaches, Jennifer King and Callie Brownson, on the sidelines and a female official, Sarah Thomas, on the field. In week 12, Callie Brownson became the first woman to serve as an interim positions coach making her the highest-ranking female coach in NFL history.

Amongst all men's professional sports leagues that receive a Report Card from TIDES, the NFL had the

most women in an on-field assistant coach role at the beginning of the season with 12. The 12 women in an assistant coaching role in 2021 was a significant increase when compared to eight women assistant coaches in 2020 and two in 2019. This trend of female assistant coaches started in 2015 when Jen Welter became the first female member of an NFL coaching staff. She joined the Arizona Cardinals through the Bill Walsh Fellowship Program as an assistant coach intern during training camp and the preseason.

In 2016, the Buffalo Bills hired Kathryn Smith as Quality Control Coach for Special Teams. She became the NFL's first female full-time coach when she was promoted from administrative assistant to this position under Bills' Head Coach Rex Ryan.

In 2017, the San Francisco 49ers hired Katie Sowers who became the first openly LGBTQ+ coach in NFL history.

In 2018, the Oakland Raiders hired Kelsey Martinez as a full-time strength and conditioning assistant. Kelsey Martinez and Katie Sowers were the only female assistant coaches in 2018.

In 2019, the Tampa Bay Buccaneers and San Francisco 49ers had a woman in an assistant coaching position on their full-time coaching staff. In the same year, Katie Sowers became the first female to coach in a Super Bowl (Super Bowl LIV).

The 12 women in an assistant coach position at the beginning of the 2021 season were:

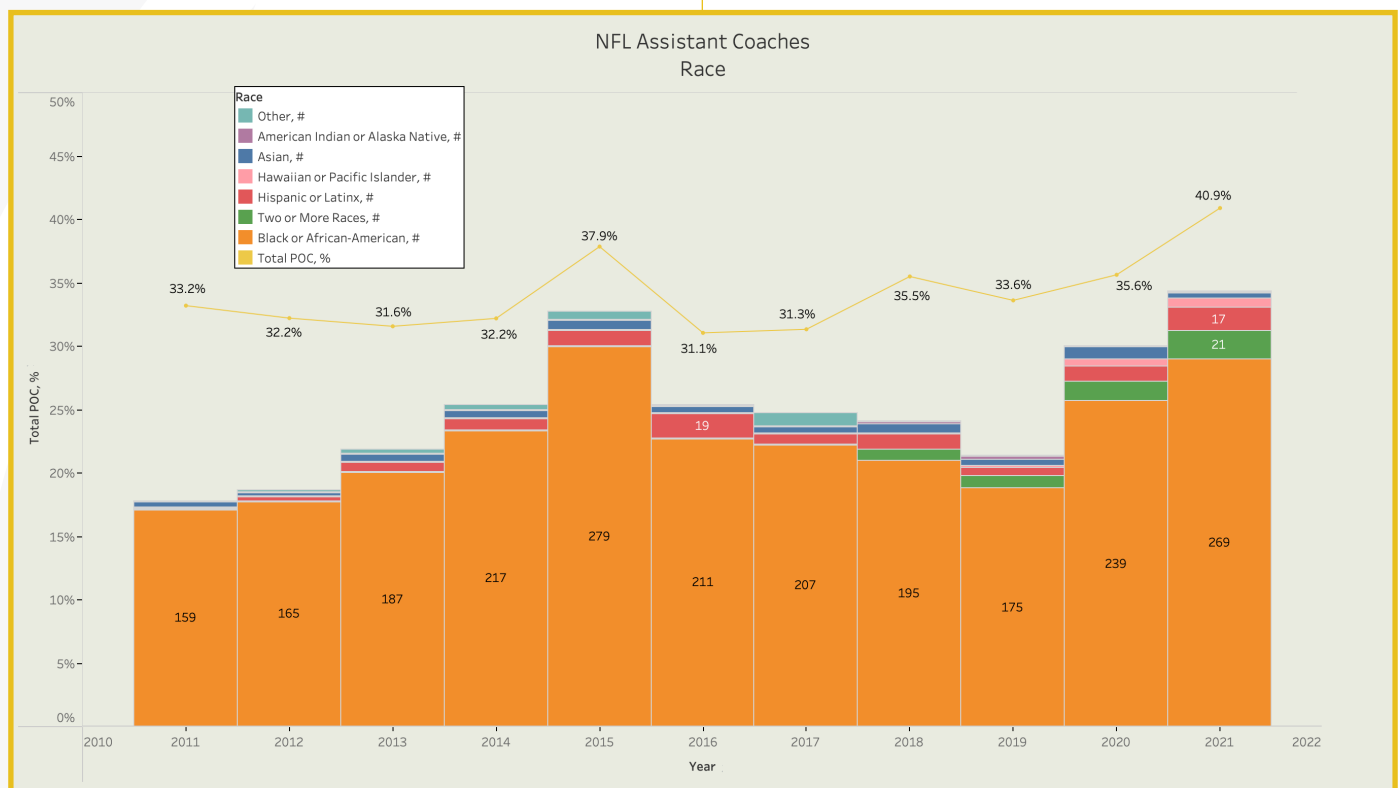
- **Callie Brownson**, Cleveland Browns
- **Jada Gipson**, Cleveland Browns
- **Angellica Grayson**, Washington Football Team
- **Tessa Grossman**, Atlanta Falcons
- **Alex Hanna**, Cleveland Browns
- **Maral Javadifar**, Tampa Bay Buccaneers
- **Jennifer King**, Washington Football Team
- **Sophia Lewin**, Buffalo Bills
- **Lori Locust**, Tampa Bay Buccaneers
- **Heather Marini**, Tampa Bay Buccaneers
- **Katie Sowers**, Kansas City Chiefs
- **Emily Zaler**, Denver Broncos

## Racial Hiring Grade for Assistant Coaches

**A+**  **40.9%**  
People of Color

See Table 4.

*If the 2022 grading scale was used, the NFL would have earned an A for racial hiring practices.*



## NFL LEAGUE OFFICE

The NFL League Office has been a model of diversity and inclusion for the teams to follow. The NFL League Office announced two major senior roles since last year's Report Card. Kimberly Fields was placed as Senior Vice President of Football Business Strategy. Additionally, Marissa Solis was announced as the Senior Vice President of Global Brand and Consumer Marketing. According to the NFL, in 2021 54 percent of all new hires in the NFL League Office were women and 41 percent were people of color.

The percentage of women in the NFL League Office reached an all-time high of 38.8 percent in 2021 Last year's previous all-time high of 38.2 percent. This category has improved at a rate of 1.2 percentage points per year since 2014.

Overall, the percentage of people of color in management positions within the NFL League Office increased from 30.5 percent in 2020 to 31.1 percent in 2021. The percentage of white people holding these positions in 2021 was 67.5 percent compared to 64.8 percent in 2020. 11.4 percent were Black or African-American, decreasing from last year's all-time high of 11.8 percent. Hispanic or Latino(a) staff increased slightly from 6.2 percent in 2020 to 6.4 percent in 2021. Asians increased from 10.3 percent in 2020 to 10.6 percent in 2021. Native Americans and Alaska Native combined with Native Hawaiian and other Pacific Islanders holding management positions were still less than 1.0 percent in 2021. In 2021, personnel of two or more races held 2.5 percent of the management positions, a slight increase from 2020. In 2021, 1.5 percent of individuals in management positions did not list their racial identity.

Compared to 2020, the League has also improved upon the percentage of people of color in the League Office at or above the vice president level, increasing from 24.5 percent in 2020 to 26.5 percent in 2021. The percentage of women in vice president and above positions decreased from 31.5 percent in 2020 to 30.6 percent in 2021.

The NFL League Office continues to maintain and introduce diversity initiatives each year. A full list of initiatives is outlined at the end of this report. They include the women's interactive network, partnerships with leading diversity advocacy organizations such as the Fritz Pollard Alliance, their Stanford and NYU leadership development programs, diversity training across the NFL League Office, establishment of diversity accountabilities for all senior leaders, enhancement of diversity recruitment resources, and the creation of talent management programs.

### *Racial Hiring Grade for NFL League Office*

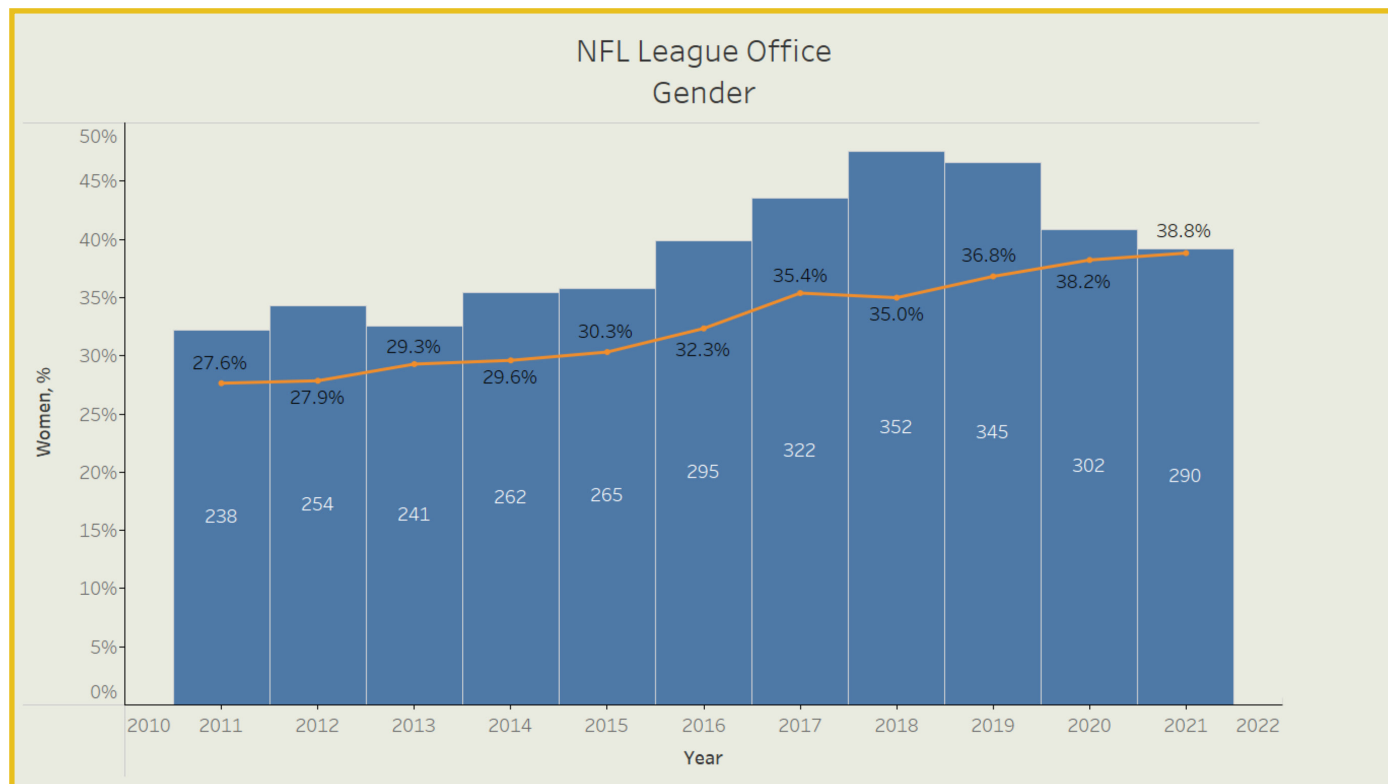
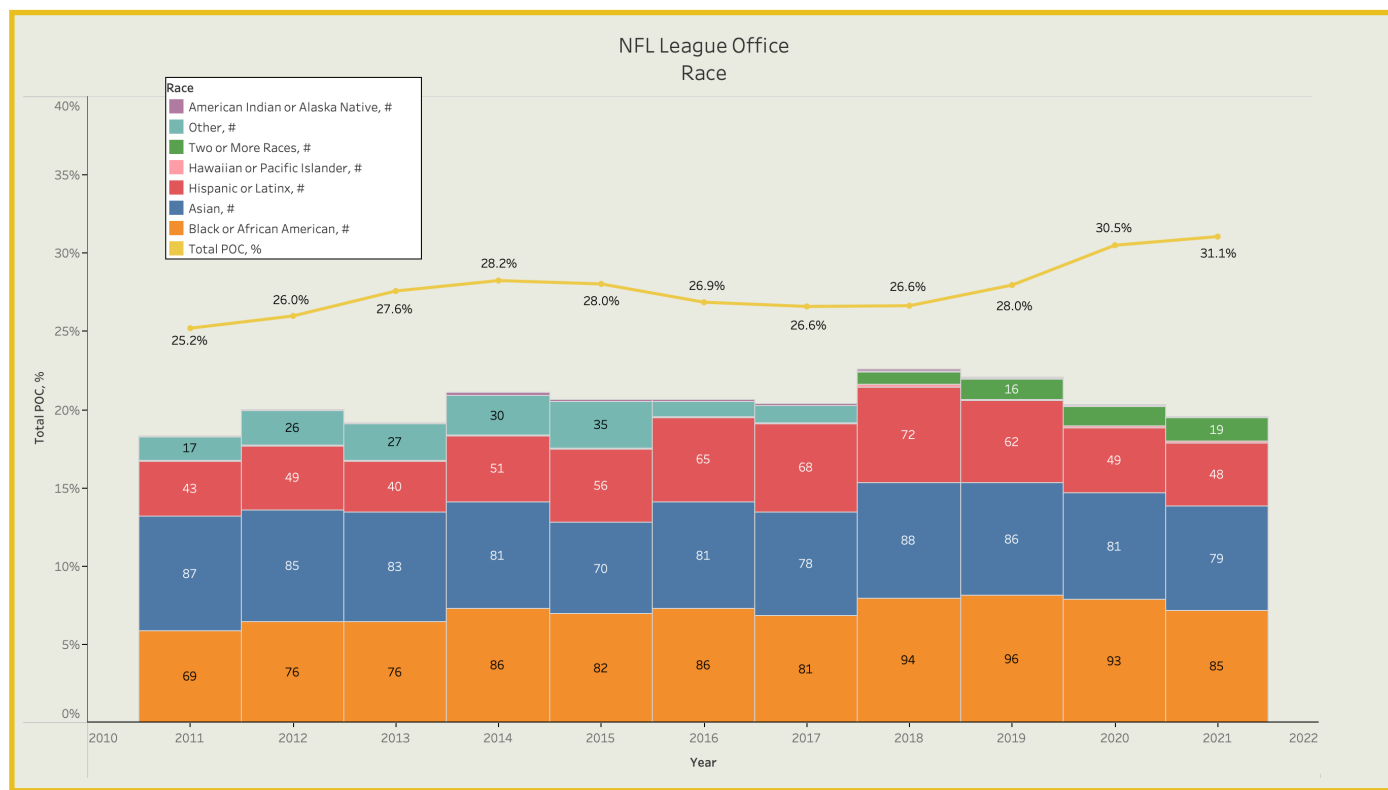
**A+**  **31.1%**  
People of Color

### *Gender Hiring Grade for NFL League Office*

**B**  **38.8%**  
Women

See Table 5.

*If the 2022 grading scale was used, the NFL would have earned a **B** for racial hiring practices and a **B-** for gender hiring practices.*





## TEAM FRONT OFFICES

### *Team Owners*

The NFL has two owners of color who have major ownership interests and are significantly involved in the operations of an NFL club. Shad Khan, a Pakistani-born American businessman and the principal owner of the Jacksonville Jaguars, joined NFL ownership in 2012. Kim Pegula, an Asian-American woman, is an owner of a significant interest in the Buffalo Bills, joined NFL ownership in 2014.

At the start of the 2021 season, there was one person of color and seven women in the NFL as principal owners.

## *Racial Hiring Grade for Team Owners*

**F****3.1%**  
People of Color

## *Gender Hiring Grade for Team Owners*

**F****21.9%**  
Women

*It is important to note that beginning with the 2021 Racial and Gender Report Card series, a racial and gender hiring grade for Team Ownership is being calculated into the final grades. Based on previous Report Cards, this will result in slightly reduced overall grades for race and gender across all 2021 Report Cards.*

*If the 2022 grading scale was used, the NFL would have earned an **F** for racial hiring practices and an **F** for gender hiring practices.*

### ***Team CEOs/Presidents***

The team CEO/President position includes the principal in charge of team business operations and is typically identified as the team president and/or chief executive officer.

Of the people in a team CEO or president position in 2021, three were people of color. This is a decrease from 12.1 percent in 2020 to 9.4 percent in 2021. Out of the three people of color, one was Asian, one was Black or African-American, and one was Hispanic or Latino.

The three people of color who were the principal in charge of team business operations at the start of the 2021 NFL season were:

- **Hymie Elhai**, New York Jets
- **Kim Pegula**, Buffalo Bills
- **Jason Wright**, Washington Football Team

At the beginning of the 2021 season, there were four women in a CEO/President position. The number of women in CEO or President positions has increased from zero in 2017 to one in 2018, two in 2019, to two in 2020 and now four in 2021. It is the most women the NFL has had in a CEO or President position since the 2003 NFL Racial and Gender Report Card.

At the beginning of the 2021 season, there was one woman in a team CEO or President position who was the principal in charge of team business operations. Kim Pegula, the President of the Buffalo Bills, is a woman of color.

In previous years, the Report Card identified all people of color and women in a CEO or President position and these personnel were included in the overall grades. Starting in 2021, the Report Card will only include the principal in charge of team business operations for each team in calculation of the overall grades.

### ***Racial Hiring Grade for Team CEO/Presidents***

# F

## 9.4%

People of Color

### ***Gender Hiring Grade for Team CEO/Presidents***

# F

## 3.1%

Women

*See Table 6.*

*If the 2022 grading scale was used, the NFL would have earned an **F** for racial hiring practices and an **F** for gender hiring practices.*

### ***General Managers***

The General Manager position at each team is the principal in charge of team football operations.

There were five people of color holding general manager positions, representing 15.6 percent of all general managers. This was an increase of 9.1 percentage points from 2020. All five men were Black or African-American. There has never been a woman who was a general manager in the NFL.

Andrew Berry was hired prior to the beginning of the 2020 season as the general manager of the Cleveland Browns, joining Chris Grier from the Miami Dolphins as the only two people of color in a general manager position at the start of the 2020 season.

Brad Holmes was hired as the general manager of the Detroit Lions on January 14, 2021. He joined the Lions after working with the Los Angeles Rams for the past 18 seasons. The Detroit Lions have made progress on key racial hirings in recent years. They hired their first Black or African-American general manager in 2009, Martin Mayhew. They also hired their first Black or African-American head coach in 2014, Jim Caldwell. Mayhew and Caldwell worked two seasons together, making the Lions the second team ever to employ a Black GM and coach at the same time.

Terry Fontenot was hired as the Atlanta Falcons' general manager on January 19, 2021, after spending the last 18 seasons as a member of the New Orleans Saints organization in various roles. He was the Falcons' first Black general manager.

The Washington Football Team hired Martin Mayhew on January 21, 2021, to be their new general manager. Mayhew came from the San Francisco 49ers where he served as Vice President of Player Personnel.

The inaugural Ozzie Newsome General Manager Forum is a part of ongoing efforts to break mobility barriers and establish a cultural norm of opportunity for all NFL personnel. The forum took place on June

21 and featured sessions led by NFL owners and front office personnel including Baltimore Ravens owner Steve Bisciotti, Black College Football Hall of Fame co-founder James "Shack" Harris, New York Giants owner John Mara, Baltimore Ravens Executive Vice President Ozzie Newsome and Buffalo Bills owner and president Kim Pegula.

The five people of color holding general manager or similar positions at the start of the 2021 season were:

- **Andrew Berry**, General Manager, Cleveland Browns
- **Terry Fontenot**, General Manager, Atlanta Falcons
- **Chris Grier**, General Manager, Miami Dolphins
- **Brad Holmes**, General Manager, Detroit Lions
- **Martin Mayhew**, General Manager, Washington Football Team

### ***Racial Hiring Grade for General Managers***

**C+**  **15.6%**  
People of Color

*See Table 7.*

*If the 2022 grading scale was used, the NFL would have earned a **D** for racial hiring practices.*

### ***C-Suite Executives***

This is the third year that TIDES has analyzed C-Suite executives as a separate category. “C-Suite” refers to executive-level managers, such as chief financial officers, chief operating officers, and chief information officers. These are among the most influential personnel that are ultimately responsible for developing and executing the overall strategy and business operations of the club. Chief Executive Officers are not included within this analysis because they are accounted for in the CEOs/Presidents category.

The percentage of people of color in C-Suite positions at the start of 2021 was 17.3 percent. This was the highest racial hiring percentage for C-Suite personnel in the NFL since the introduction of C-Suite grades in the 2019 Racial and Gender Report Card. The percentage of whites holding these positions in 2021 was 82.0 percent.

Women held 28.6 percent of all C-Suite positions. In 2021, 3.8 percent of all C-Suite positions were held by women of color.

### ***Racial Hiring Grade for C-Suite Executives***

**B**  **17.3%**  
People of Color

### ***Gender Hiring Grade for C-Suite Executives***

**C-**  **28.6%**  
Women

*See Table 8.*

*If the 2022 grading scale was used, the NFL would have earned a **D+** for racial hiring practices and a **D+** for gender hiring practices.*



### ***Team Vice Presidents***

Team vice presidents include both football and business operations personnel in positions that include Vice President, Executive Vice President and Senior Vice President.


The percentage of people of color in team vice president positions reached its highest mark of 15.9 percent, an increase from 13.7 percent in 2020. Black or African-Americans in vice president positions increased from 7.1 percent in 2020 to 9.3 percent in 2021. There was a decrease in the percentage of Hispanic or Latino(a) team vice presidents from 2.7 percent in 2020 to 2.5 percent in 2021. The percentage of whites holding team vice president positions in 2021 was 83.8 percent compared to 86.3 percent in 2020.

The percentage of women in team vice president positions increased to its highest mark at 25.1 percent in 2021. This was a four-percentage point increase from 21.1 percent in 2020. The previous highest percentage recorded in the NFL Racial and Gender Report Card was 22.9 percent in 2015. Women of color in team vice president positions increased from 2.7 percent in 2020 to 3.6 percent in 2021. While the increase is important, the grade for women vice presidents was still a D+.

### ***Racial Hiring Grade for Team Vice Presidents***

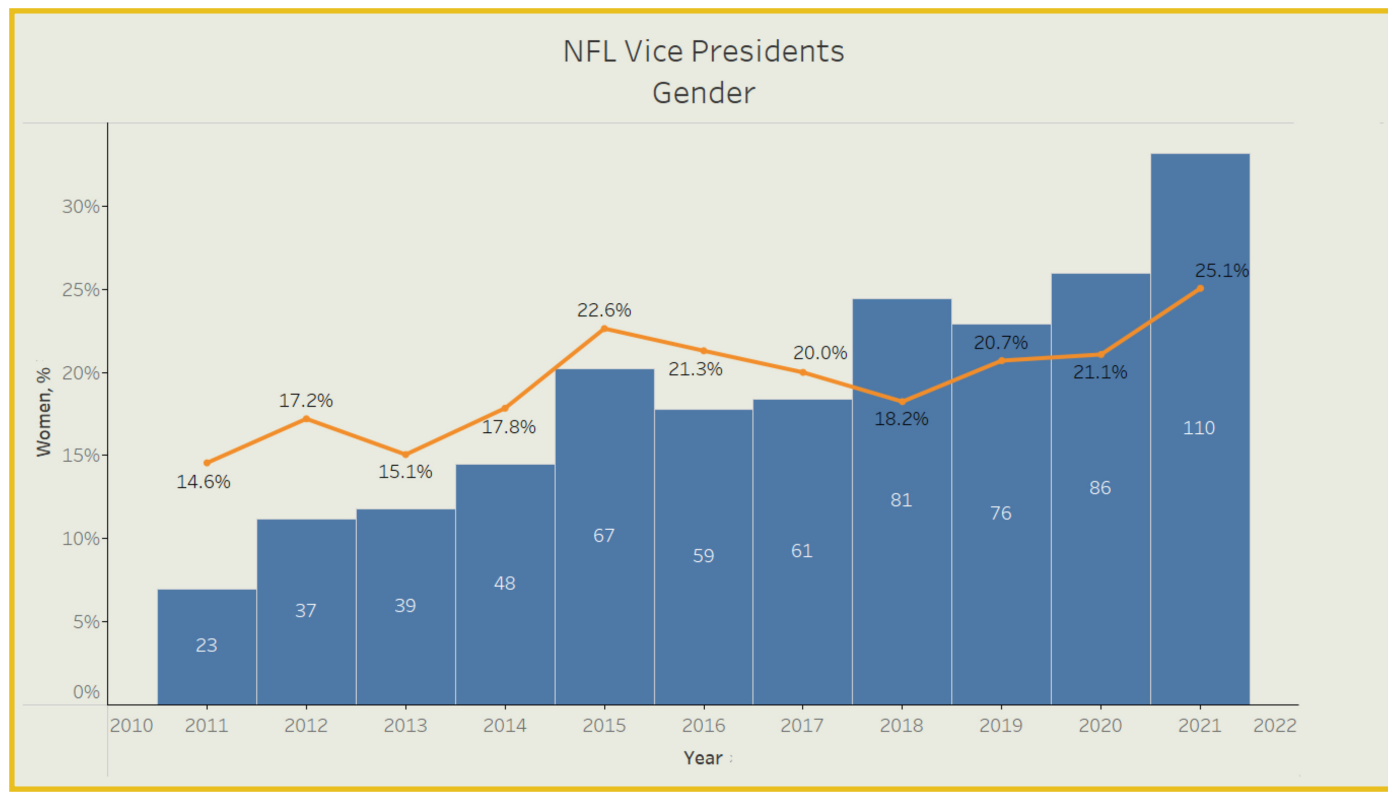
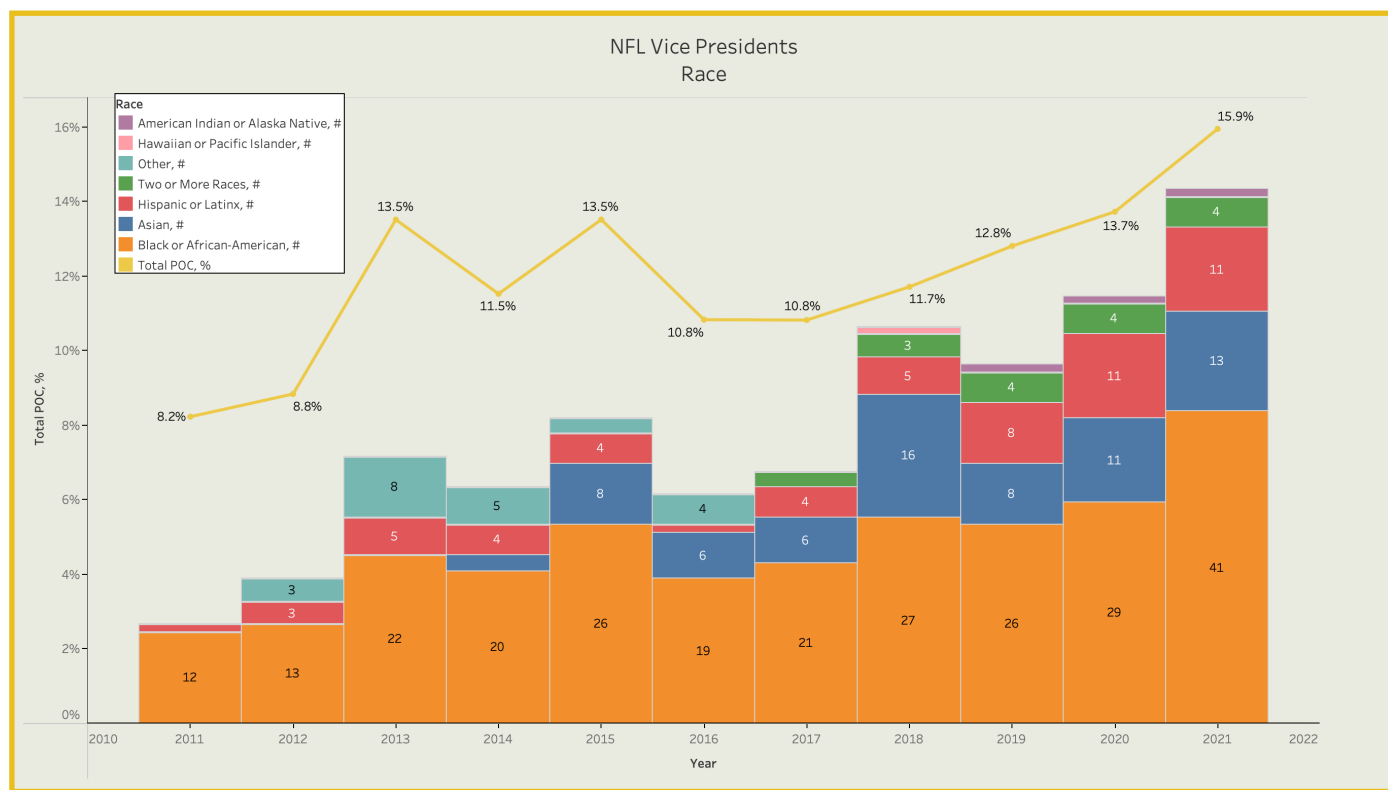
**C+**  **15.9%**  
People of Color

### ***Gender Hiring Grade for Team Vice Presidents***

**D+**  **25.1%**  
Women

*See Table 9.*

*If the 2022 grading scale was used, the NFL would have earned a **D** for racial hiring practices and a **D** for gender hiring practices.*



### ***Team Senior Administration***

The percentage of both people of color and women increased in this important category of team senior administration. This category includes the following positions, but is not limited to: directors, assistant general managers, senior manager, senior account executive, senior director, director of player development, and director of partnership operations.

The percentage of people of color who held senior administration positions at the team level increased from 18.0 percent in 2020 to 20.1 percent in 2021. This is a 2.1 percentage point increase and is the highest in NFL Racial and Gender Report Card history. The percentage of Black or African-Americans in this category increased slightly compared to 2020, going from 9.8 to 10.7 percent in 2021. Hispanics or Latino(a) in these roles increased to 4.3 percent in 2021 from 4.1 percent in 2020. The number of Asians holding senior administration roles increased to 3.6 percent as compared to 3.2 percent in 2020. Those who chose not to specify their race represented 0.3 percent of team senior administrators. The percentage of whites holding these positions decreased from 81.2 percent in 2020 to 79.6 percent in 2021.

Women held 25.3 percent of the team senior administration positions during the 2021 NFL season, an increase of 1.4 percentage points from 2020. That 25.3 percent is an NFL all-time high for the percentage of women in team senior administration roles. Even with the record, the grade for gender in team senior administration roles is a D+ and shows there is significant room for improvement.

Women of color held 6.1 percent of all team senior administration positions. This is an increase of 1.1 percent from 2020.

### ***Racial Hiring Grade for Team Senior Administration***

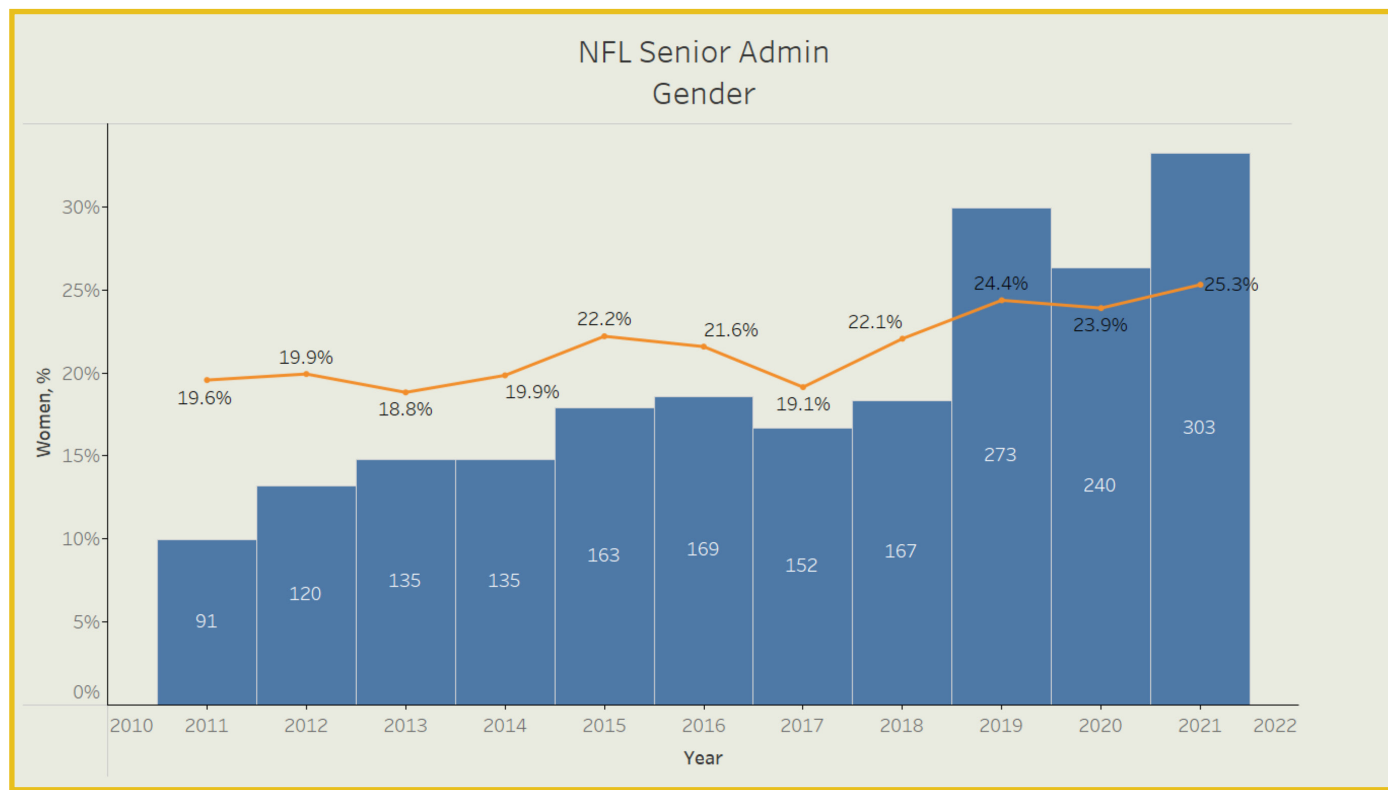
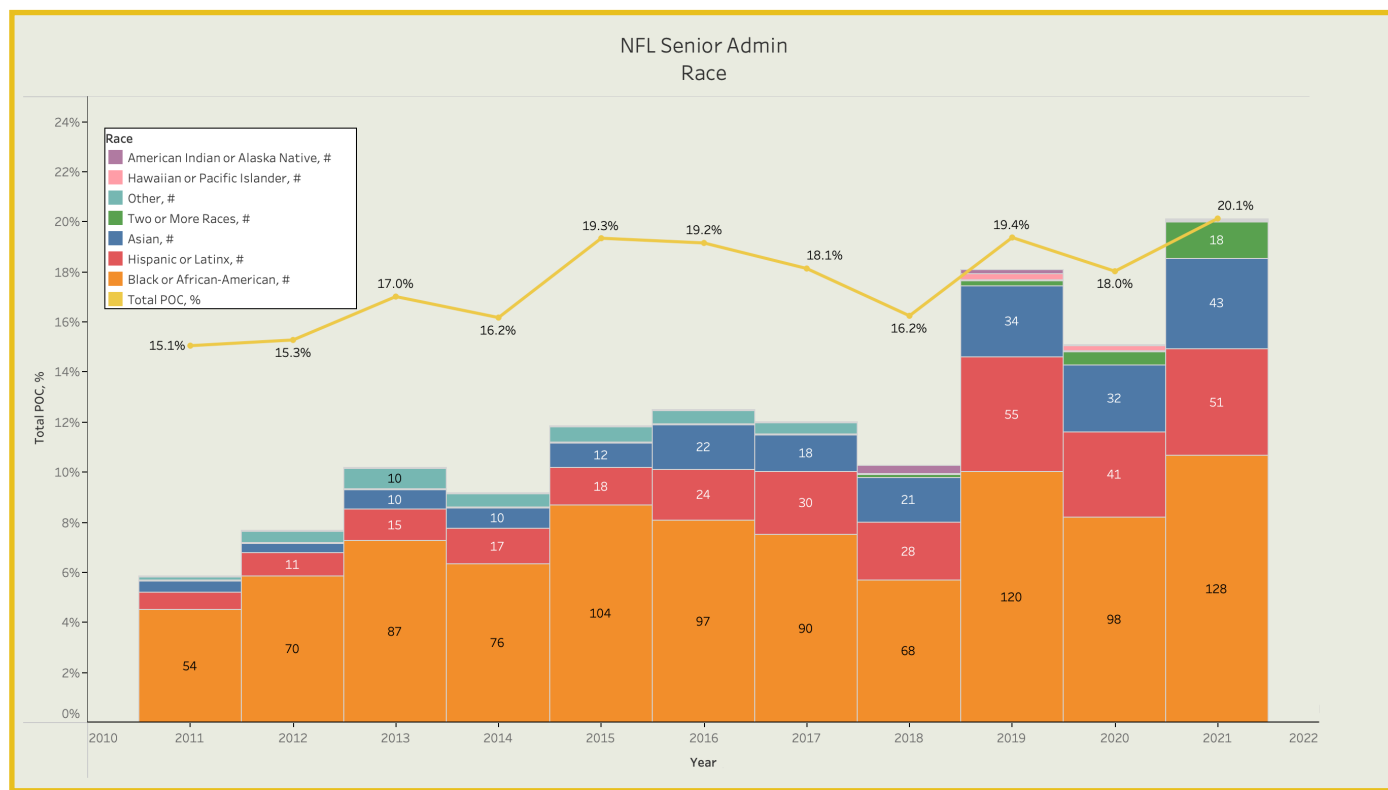
**B+**  **20.1%**  
People of Color

### ***Gender Hiring Grade for Team Senior Administration***

**D+**  **25.3%**  
Women

*See Table 10.*

*If the 2022 grading scale was used, the NFL would have earned a C- for racial hiring practices and a D for gender hiring practices.*





### ***Team Professional Staff***

The category of Team Professional Staff includes first line and middle management positions at the team level such as: assistant directors, controllers, video coordinators, equipment managers, coordinators, supervisors, and managers.

The NFL experienced a slight increase in the percentage of people of color in team professional staff positions. The total percentage of people of color in these positions for 2020 was 24.1 percent compared to 26.9 percent in 2021. The percentage of whites holding these positions in 2020 was 72.6 percent in 2021 compared to 75.4 percent in 2020.

The percentage of Black or African-American team professional staff increased from 11.6 percent in 2020 to 13.2 percent in 2021. Hispanic or Latino(a) team professional staff stayed the same at 7.2 percent. Asians increased from 2.7 percent in 2020 to 3.2 percent in 2021. Those who chose not to specify their race represented 0.5 percent, the same as last year.

Women in team professional staff positions increased slightly from 32.3 percent in 2020 to 33.0 percent in 2021.

Only 8.8 percent of the women in all team professional staff positions were women of color.

### ***Racial Hiring Grade for Team Professional Staff***

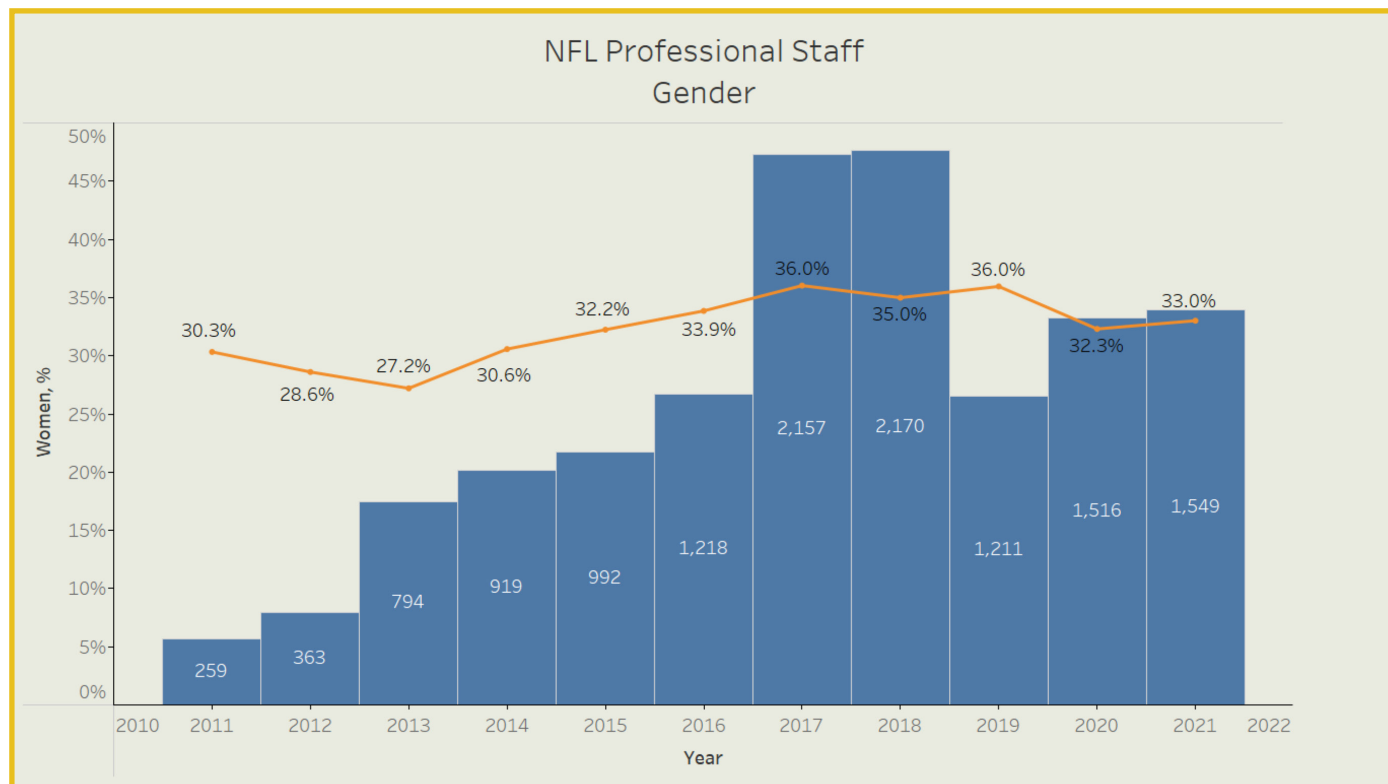
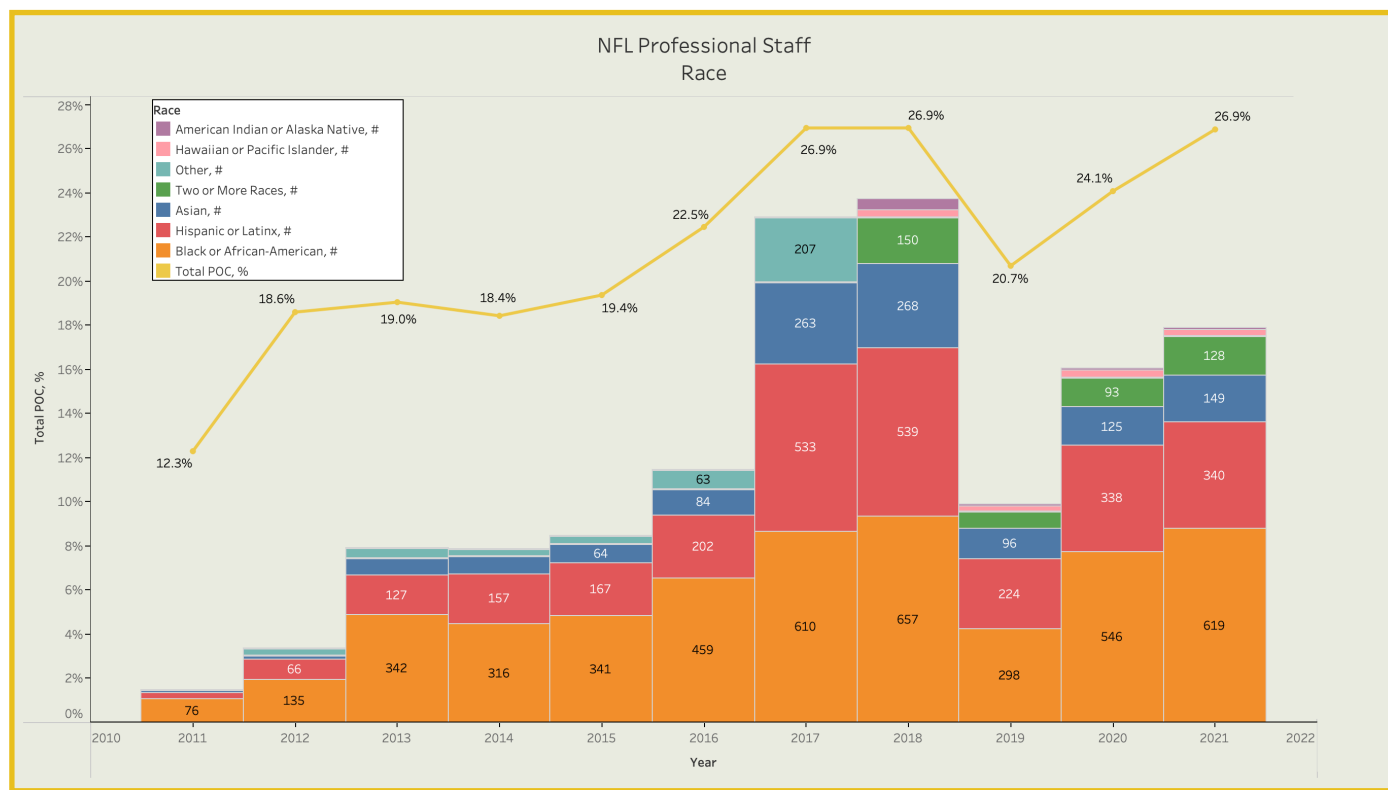
**A-**  **26.9%**  
People of Color

### ***Gender Hiring Grade for Team Professional Staff***

**B-**  **33.0%**  
Women

*See Table 11.*

*If the 2022 grading scale was used, the NFL would have earned an C+ for racial hiring practices and a C for gender hiring practices.*



### *Officials*

People of color represented 28.6 percent of officials at the start of the 2021 season, an increase of 3.4 percentage points from 25.2 in 2020. However, the combined number of Black or African-American, Hispanic or Latino(a), Native American or Alaska Native, or Two or More Races officials decreased from an all-time high record of 39 in 2019 to 36 in 2020 to 20 in 2021.

In 2021, there were two female officials in the league which was the same as 2020. This remains as the highest number of female game officials in NFL history.

In week one of the 2021 season, Maia Chaka took the field as the first Black female to officiate an NFL regular season game.

*See Table 12.*

## NFL DIVERSITY AND INCLUSION INITIATIVES

At the NFL, diversity is a business imperative. Becoming more diverse and fostering a more inclusive culture is a strategic priority critical to the continued growth of the game, strengthening NFL clubs, and continuing to lead through innovation. Accordingly, diversity is one of the League's core values and is an integral element in establishing the NFL's strategic initiatives. The NFL strives to be a model of diversity and inclusion and as such, believes that each member of the NFL family must take ownership of the diversity initiative to achieve full organizational success. A summary of the various ways the NFL currently seeks to promote diversity and inclusion is in Appendix I.

### *Grade for Diversity Initiatives*

# A+



## How Grades Were Calculated

As in previous reports, the 2021 Racial and Gender Report Card data shows that professional sport's front offices hiring practices do not nearly reflect the number of players of color competing in the game. However, to give it perspective for sports fans, the Institute issues the grades in relation to overall patterns in society. Federal affirmative action policies state the workplace should reflect the percentage of the people in the racial group in the population. When TIDES first published the Racial and Gender Report Card in the late 1980s, approximately 24 percent of the population was comprised of people of color. Thus, an A was achieved if 24 percent of the positions were held by people of color, B if 12 percent of the positions were held by people of color, C if it had 9 percent, a D if it was at least 6 percent and F for anything below 6 percent.

The following chart shows the current scale used for 2021 Racial and Gender Report Cards. For issues of race, an A would be earned if 28.6 percent of the employees were people of color, B for 17.0 percent, C for 14.0 percent, D for 11.0 percent, and F for anything below 11.0 percent. For issues of gender, an A would be earned if 44.1 percent of the employees were women, B for 37.6 percent, C for 30.6 percent, D for 24.0 percent and F for anything below 24.0 percent.

Race	Percentage	Gender	Percentage
A+	30.1 and above	A+	45.1 and above
A	28.6-30.0	A	44.1 - 45.0
A-	24.6 - 28.5	A-	41.6 - 44.0
B+	19.6 - 24.5	B+	39.0 - 41.5
B	17.0 - 19.5	B	37.6 - 38.9
B-	16.0 - 16.9	B-	34.6 - 37.5
C+	15.0 - 15.9	C+	32.0 - 34.5
C	14.0 - 14.9	C	30.6 - 31.9
C-	13.0 - 13.9	C-	27.6 - 30.5
D+	12.0 - 12.9	D+	25.0 - 27.5
D	11.0 - 11.9	D	24.0 - 24.9
F	10.9 and below	F	23.9 and below

Starting with the 2022 Racial and Gender Report Card series, TIDES will use the 2020 Census data. According to the data, racial ethnic minorities totaled 42.2 percent.

The adapted grading scale is shown below for comparison purposes but did not factor into the grades for this Report Card. For issues of race, an A would be earned if 39.3 percent of the employees were people of color, B for 30.6 percent, C for 21.9 percent, D for 13.2 percent and F for anything below 13.2 percent. For issues of gender, an A would be earned if 47.5 percent of the employees were women, B for 40.0 percent, C for 32.5 percent, D for 25.0 percent and F for anything below 25.0 percent.

If the new grading scale would have been used in 2021, the NFL would have earned a C+ for racial hiring practices with a score of 75.5 points. The NFL would have earned an C for gender hiring practices with 73.2 points. The overall grade for the NFL would have been a C with 74.3 points.

Race	Percentage	Gender	Percentage
A+	42.2 and above	A+	50.0 and above
A	39.3-42.1	A	47.5-49.9
A-	36.4-39.2	A-	45.0-47.4
B+	33.5-36.3	B+	42.5-44.9
B	30.6-33.4	B	40.0-42.4
B-	27.7-30.5	B-	37.5-39.9
C+	24.8-27.6	C+	35.0-37.4
C	21.9-24.7	C	32.5-34.9
C-	19.0-21.8	C-	30.0-32.4
D+	16.1-18.9	D+	27.5-29.9
D	13.2-16.0	D	25.0-27.4
F	13.1 and below	F	24.9 and below

It is important to note that beginning with the 2021 Racial and Gender Report Card series, a racial and gender hiring grade for Team Ownership is being calculated into the final grades. Based on previous Report Cards, this will result in slightly reduced overall grades for race and gender across all 2021 Report Cards. The 88.5 points for racial hiring practices represented an increase from 85.5 in the 2020 NFL RGRC and the improvement would have been greater if not for the change in the grade calculation. The 75.0 points for gender hiring practices represented an increase from 73.0 in 2020 and would have been greater if not for the change in the grade calculation. The same was true for the overall grade of 81.8 points, an increase from 79.2 in the 2020 NFL RGRC.

Also, beginning in the 2021 RGRC series, TIDES will be awarding bonus points affecting the overall racial and gender grades based on crucial social justice initiatives and hiring milestones. Among the hiring milestones was



Maia Shaka was hired as the first woman of color NFL official and the Washington Football Team was the first team to have a president, general, and head coach of color. She was hired as the first woman of color NFL official.

In addition to the NFL social justice initiatives, the inaugural Ozzie Newsome Forum is a part of ongoing efforts to break mobility barriers and establish a cultural norm of opportunity for all. This forum took place on June 21 and featured sessions led by NFL owners and front office personnel including Baltimore Ravens owner Steve Bisciotti, Black College Football Hall of Fame co-founder James “Shack” Harris, New York Giants owner John Mara, Baltimore Ravens Executive Vice President Ozzie Newsome and Buffalo Bills owner and president Kim Pegula. The NFL Women’s Career in Football Forum, led by Sam Rapoport reached year five, setting the NFL record of 12 women in coaching positions.

## Methodology

The Institute for Diversity and Ethics in Sport (TIDES) in the University of Central Florida’s DeVos Sport Business Management Graduate Program worked with representatives from the NFL League Office to collect data from the NFL’s organizations.

In addition to team data, the NFL League Office provided data on its personnel. The findings were placed into spreadsheets and compared to data from previous years. After evaluating the data, the report text was drafted; it references changes to statistics from previous years.

The report draft was sent to the NFL League Office to be reviewed for accuracy. In addition, updates were requested for personnel changes that had occurred during the season. The NFL responded with updates and corrections that were then incorporated into the final report.

The information for players, owners, CEO/presidents, C-Suite executives, general managers, head coaches,

assistant coaches, vice presidents, senior administration positions, professional staff positions, and officials were up to date as of September 2021.

## About the Racial and Gender Report Card

The *Racial and Gender Report Card (RGRC)* is the definitive assessment of hiring practices of women and people of color in most of the leading professional and amateur sports and sporting organizations in the United States. The full report considers the composition – assessed by racial and gender makeup – of players, coaches, and front office/athletic department employees in our country’s leading sports organizations, including the National Basketball Association (NBA), National Football League (NFL), Major League Baseball (MLB), Major League Soccer (MLS) and the Women’s National Basketball Association (WNBA), as well as in collegiate athletics departments.

The 2021 Report Cards for MLB, NBA, WNBA, and MLS have already been released. The College Sport Racial Gender Report Card and The Complete Racial and Gender Report Card, including all the leagues, will be issued after the release of the individual report on the NFL.

The *Racial and Gender Report Card* is published by *The Institute for Diversity and Ethics in Sport*, a part of the College of Business Administration at the University of Central Florida (UCF) in Orlando. Dr. Richard Lapchick has authored all reports, first at Northeastern University and now at UCF (until 1998, the report was known as the Racial Report Card.)

In addition to Dr. Richard Lapchick, Noor Ahmed, Rachel Bernardo, Josue Etienne, Charlotte Kruger, Meghann Maguire, Candace Martin, Harry Moberly, Hannah Nelson, Alan Owens, and David Zimmerman contributed greatly to the NFL Racial and Gender Report Card.

## The Institute for Diversity and Ethics in Sport (TIDES)

The Institute for Diversity and Ethics in Sport (“TIDES” or the “Institute”) serves as a comprehensive resource for issues related to gender and race in amateur, collegiate, and professional sport. The Institute researches and publishes a variety of studies, including annual studies of student-athlete graduation rates and racial attitudes in sport, as well as the internationally recognized Racial and Gender Report Card, an assessment of hiring practices in professional and college sport. The Institute also monitors some of the critical ethical issues in college and professional sport, including the potential for exploitation of student-athletes, gambling, performance-enhancing drugs, and violence in sport.

The Institute’s founder and director, Dr. Richard Lapchick, is a scholar, author and internationally recognized human rights activist and pioneer for racial equality who is acknowledged as an expert on sports issues. Described as “the racial conscience of sport,” Lapchick is Chair of the DeVos Sport Business Management Program in the College of Business Administration at UCF, where The Institute is located. In addition, Lapchick serves as President and CEO of the Institute for Sport and Social Justice (ISSJ), a group of more than 280 colleges and universities that helps student-athletes complete their college degrees while serving their communities on issues such as diversity, conflict resolution and men’s violence against women. It was formerly known as the National Consortium for Academics and Sports (NCAS).



## DeVos Sport Business Management Program

*College of Business Administration, University of Central Florida*

The DeVos Sport Business Management Program is a landmark program focusing on business skills necessary for graduates to conduct successful careers in the rapidly changing and dynamic sports industry while also emphasizing diversity, community service and sport and social issues. It offers a dual- degree option, allowing students to earn a Master of Business Administration (MBA) degree in addition to the Master of Sport Business Management (MSBM) degree. The program was funded by a gift from the Richard and Helen DeVos Foundation and RDV Sports, with matching funds from the State of Florida.



## DeVos Sport Business Management Program

UNIVERSITY OF CENTRAL FLORIDA

# Appendix I

## *NFL Diversity and Inclusion Initiatives*

### **League-Wide Diversity Initiatives:**

The NFL is undertaking short-, intermediate-, and long-term diversity and inclusion initiatives to increase opportunities for identification, growth, development, and advancement for minorities and women across all facets of the League and teams, both for non-football employees and football personnel with emphasis on the following aspects: pipeline identification; networking opportunities; data collection; data reporting; equitable hiring practices; development programs; League and team education; League and team diversity, equity, and inclusion plans and reduced barriers to upward career mobility

### **FOOTBALL TALENT IDENTIFICATION & PIPELINE DEVELOPMENT**

Please note the following NFL League and club employees (women and people of color) that were hired as of the published date of the 2020 TIDES Racial and Gender Report Card. All of these names were publicly announced.

- Maia Chaka – First Black female official in NFL history
- Natalia Dorantes (WAS) – first Latinx female in a coaching chief of staff role
- Christina Jefferson (SF) - Director of Diversity, Equity and Inclusion
- China Jude (DEN) - VP, Diversity, Equity and Inclusion
- Kelly Kleine (DEN) - Executive Director of Football Operations
- Sophia Lewin (BUF) - first Latinx female NFL coach
- Shaun Mayo (ARZ) - Chief People Officer
- Martin Nance (MIN) - Chief Marketing Officer
- Catherine Raiche (PHI) - VP, Football Operations
- Brian Richardson (IND) - Director of Diversity, Equity and Inclusion
- Marissa Solis (NFL) - SVP, Global Brand & Consumer Marketing

- Tanesha Wade (CHI) - SVP, Diversity, Equity and Inclusion
- Lindsay Verstegen (DET) - Chief People and Diversity Officer
- Karen Wilkins-Mickey (SEA) - VP, Diversity Equity and Inclusion
- Michael Crome (LVR) – Chief Financial Officer
- Jennifer Prince (LAR) – Chief Commercial Officer

The NFL had 12 women in coaching positions at training camp this season. At the start of the season, there were 6 women in full-time coaching positions at clubs.

**HBCU Initiative:** In May 2016, the NFL launched Strength of HBCUs, Impacting Pro Football Since 1948 to celebrate and honor the historical impact of HBCUs and their players on the game, and to provide career opportunities in the game of football. Since 2016, the league has expanded on initiatives and collaborative efforts primarily focusing on providing development opportunities for students to a variety of avenues. Through relationships with historically Black colleges and universities, the NFL has developed several HBCU-focused programs to recognize and strengthen its relationships with HBCUs across the country. These programs serve to educate and connect HBCU students to careers in football administration and the sports industry at large. These initiatives also serve to help develop a pipeline of HBCU talent for the league office and clubs. Programs and engagement opportunities include:

- **Campus Connection:** Campus Connection introduces and prepares students for potential careers in professional football administration through developmental opportunities such as networking sessions and seminars with league executives. Currently, the league has partnered with five schools this year under this initiative: Howard University, Saint Augustine's University, Florida Memorial University, Grambling State University, and Morgan State University. Programming includes a virtual speaker series, a case study, and working closely with NFL Football Operations personnel.



- **NFL Experienceship Program:** The Experienceship program serves to connect, develop, and provide diverse collegiate candidates interested in establishing a career in sports and entertainment with hands-on opportunities to network and learn about the business through practical learning and shadowing experiences at NFL tentpole and sponsored events. Its three pillars are Mentorship, Experience, and Access.
  - **HBCU Careers in Football Forum:** Since 2016, the NFL Careers in Football Forum has introduced more than 300 students and entry-level athletic department administrators to career opportunities in professional football through collaboration with all four HBCU athletic conferences. The fifth annual Forum was virtually hosted in December 2020. Held annually, the event brings together undergraduate and graduate students to explore careers and network with industry leaders. Participants are selected by their institutions through an application-based process and have the opportunity to attend lectures and panel discussions with NFL leadership, club executives, and partners, take part in resume and skill-building workshops, and get a behind-the-scenes look at football operations at the Celebration Bowl.
  - **HBCU Battle of the Brains:** The HBCU Battle of the Brains provides an opportunity for STEM students from various institutions to showcase their top talent as they seek to develop a comprehensive solution to a designated issue or problem within 24 hours. NFL staff from NYC, LA and NJ engaged with students throughout the event offering advice on the case and general career insights. Since 2019, the League served as the Title Sponsor and the Presenting Sponsor in 2018. In 2022, the HBCU Battle of the Brains will take place at SXSW in Austin, Texas on March 9th – 13th. There will be 38 HBCU schools expected to participate. Our NFL League's non-partisan voting initiative, the NFL, RISE, and Rock the Vote partners with the HBCU Battle of the Brains to bring a critical conversation to HBCUs across the country – helping drive awareness around voter registration and education within the Black community.
  - **HBCU + Madden Tournament:** Last year the NFL hosted the first-ever Madden NFL + HBCU Tournament. Designed to connect HBCU communities and encourage competition among Madden players. The event was open to members of the CIAA, MEAC, SIAC, SWAC where registered players participated in single elimination qualifiers with the top four from each conference advancing to the Madden NFL 21 X HBCU Showcase Super Bowl week. The finals were broadcasted on the EA Madden Twitch channel and a prize pot of \$10k was awarded to the top three. Thirty-four HBCUs were represented throughout the tournament.
  - **HBCU Week:** NFL served as a presenting sponsor for this year's virtual HBCU Week. With the partnership, the NFL will provide seven \$10,000 scholarships to HBCU Week participants. During the week-long event, NFL staff and an NFL Legend engaged in-person with prospecting college students and talked about their HBCU experience, as well as hosting a virtual booth for students to gain insight into working in the sports industry.
  - **HBCU Officiating Grants:** The NFL provides annual grants to the Mid-Eastern Athletic Conference and the South Western Athletic Conference dedicated to officiating development.
  - **HBCU Combine:** The NFL plans to host an HBCU Combine annually. This event will provide an evaluation opportunity and exposure for Draft-eligible athletes from HBCUs with no remaining eligibility who were not invited to the National Invitational Combine (NIC).
- NFL Women's Career in Football Forum:** NFL Football Operations hosted its fifth annual Women's Careers in Football Forum in February of 2021. The Forum connected female participants currently working in college football with leaders in professional and collegiate football. The goal of the Forum is to support the development of a talent pipeline by connecting high-potential female candidates to career opportunities in football. Over the course of the two-day event, participants networked with hiring managers and football decision-makers and learned from experts at all levels of the game on how to further their careers in

football.

- Since the Forum started in 2017, 193 opportunities have emerged for women in all levels of football, 105 of which are at the NFL level.
- Graduates from the program include Jennifer King (WAS), the League's first Black female coach, Salli Clavelle (SF), the NFL's first Black female scout and Heather Marini (Brown University), the first female positional coach in the history of the sport.
- 83% of women who secured opportunities in football were women of color
- The NFL had 12 women in coaching positions in training camp – highest number in League history.

#### **Bill Walsh Diversity Coaching Fellowship Program:**

The Bill Walsh NFL Diversity Coaching Fellowship is an annual program administered by the NFL Football Operations Department. In 2017, the Fellowship rebranded itself from “Minority” to “Diversity” to ensure an emphasis on both racial and gender diversity. The program's objective is to use NFL clubs' training camps, off season workout programs and mini camps to give talented diverse and minority coaches opportunities to observe, participate, gain experience and ultimately gain a full-time NFL coaching position. Designed as a vocational tool to increase the number of NFL full-time minority coaches, in 2019 all 32 NFL clubs participate in the program on an annual basis. This year due to COVID 19 the League Office offered virtual development sessions to all participants given the restrictions on limited personnel in facilities. As part of the program's evolution, in 2012, the NFL announced a Bill Walsh Fellowship Advisory Council, comprised of a distinguished group of NFL coaches, general managers and NFL executives who monitor the program's impact and recommend “best practices.”

**Nunn-Wooten Scouting Fellowship:** The Nunn-Wooten Scouting Fellowship, created by the NFL in January 2015, was created with the intent to expose interested former players to a career in professional scouting. The fellowship has expanded to include former college football players and current college football employees working in recruiting and/or personnel. The program gives participants a unique

glimpse into player personnel by introducing them to various areas related to college and pro scouting. The fellowship is named in honor of Bill Nunn, longtime personnel director for the Pittsburgh Steelers, and John Wooten, a former NFL player and front-office executive.

**Quarterback Coaching Summit:** In collaboration with the Black College Football Hall of Fame, the NFL hosted the fourth Quarterback Coaching Summit in June 2021. The Summit is one of several NFL programs intended to build the coaching and personnel development pipeline and strengthen diversity across the league. Open to both NFL and NCAA assistant coaches on the offensive side of the ball, the two-day program provides professional development and networking opportunities with NFL club executives. The 2021 program featured sessions and panels led by NFL owners, current and former NFL coaches, and college football coaches including: Tampa Bay Buccaneers head coach Bruce Arians, New England Patriots head coach Bill Belichick, Atlanta Falcons owner and chairman Arthur M. Blank and Pittsburgh Steelers president and NFL Workplace Diversity Committee chair Art Rooney II. Sessions focused on varying topics including building a coaching staff, quarterback position fundamentals, and other best practices for career advancement. Attendees also heard from and had opportunities to network with members of the NFL's Workplace Diversity Committee.

**Ozzie Newsome General Manager Forum:** The inaugural Forum, which is a part of ongoing efforts to break mobility barriers and establish a cultural norm of opportunity for all, took place June 21 and featured sessions led by NFL owners and front office personnel including Baltimore Ravens owner Steve Bisciotti, Black College Football Hall of Fame co-founder James “Shack” Harris, New York Giants owner John Mara, Baltimore Ravens Executive Vice President Ozzie Newsome and Buffalo Bills owner and president Kim Pegula.

**Third-Party Event Networking Opportunities:** The league utilizes third-party partners and events such



as the NFLPA All-Star Game, the Senior Bowl and more as networking opportunities to help identify talent which contribute to the league's diversity career pipeline. At the 2022 Senior Bowl, the league will look to collaborate with the Fritz Pollard Alliance to host a targeted, invitation-only development program for minority candidates.

**All Star Game Integrations** – As part of the NFL's ongoing commitment to identifying and developing the next generation of diverse leaders in football, NFL Football Operations will be considering applicants from multiple conferences and will select participants for a weeklong working experienceship at the following events: The East West Shrine Bowl (Las Vegas, NV), the HBCU Combine (Mobile, AL) and the Senior Bowl (Mobile, AL). All events are scheduled to take place in late January 2022. The positions will be in the areas of Athletic Training, Equipment, and Video and Coaching. Participants will have an opportunity to gain valuable experience for individual growth and allow them to network with League executives, NFL Club Personnel and coaches.

**The Rooney Rule:** The Rooney Rule – adopted in 2003 and named for Dan Rooney, the late Pittsburgh Steelers owner and former chair of the NFL Diversity Committee – requires clubs with a head coaching vacancy to interview diverse candidates for the position. The rule has been strengthened through the years and expanded to include general managers and equivalent front office positions. In 2016, it was further updated to ensure at least one woman is interviewed for any executive vacancy in the league office. In May 2020, the league announced an expansion of Rooney Rule requirements. Enhancements include changes both on and off-the-field. Clubs will now be required to interview at least two external minority candidates for head coach, general manager, and coordinator vacancies. For the second year Rooney Rule also applies to a wide range of executive positions. Clubs must now include minorities and/or female applicants in the interview processes for senior level front office positions such as club president and senior executives in communications, finance, human resources, legal,

football operations, sales, marketing, sponsorship, information technology, and security positions. The league office also adheres to these requirements. Since the Rooney Rule's inception, the number of minority coaches in the NFL has more than tripled. Given its positive impact, the Rooney Rule has been adopted by several organizations in both the private and public sectors, including within the United States Congress, as an industry "best practice."

**Updates to the league's Anti-Tampering Policy:** The following outlines changes made in 2021 to the NFL's Anti-Tampering Policy

**Resolution JC-1 --Mobility (Anti-tampering Policy)**

- Amends the Anti-Tampering Policy to allow position coaches under contract with a club to interview for coordinator positions for another club; also allows football operations personnel under contract to interview for an Asst. GM position (Secondary Football Executive position)
- Clubs prohibited from denying certain employees under contract from interviewing with other clubs during defined periods in the calendar

**Rewards for Development**

- Establishes a system that rewards clubs for developing minority employees who move to the position of Primary Football Executive or Head Coach with other clubs.
- A club that has developed a minority employee who is hired in the position of Primary Football Executive (GM) or Head Coach with another club, shall receive Draft choice compensation in the form of a compensatory Draft pick in the 3rd round in each of the next 2 Drafts for an employee hired as either a Head Coach or Primary Football Executive. If a club has 2 employees hired for both positions, then that club will receive 3rd round comp picks in the next 3 Drafts.
- Minority employee must have been employed by the club for at least 2 years. The original club would not be rewarded for a lateral move. There can be no break in employment. The minority employee must be hired by another club while still under contract with the original club.

**NFL Football Administration Website:** In our ongoing efforts to enhance hiring and mobility for coaches and football executives, the NFL Football Administration Website is maintained to assist club owners and chief executives as a resource for comprehensive, accurate, and up-to-date information on potential candidates as well as hiring policies and procedures. This website now has a diversity, equity, and inclusion function to help more closely identify minority candidates.

**Club Diversity Coaching Fellowships:** All 32 NFL clubs will host a coaching fellowship program geared towards minority candidates. These fellowships are full-time positions, ranging from one to two years, and provide NFL Legends, minority, and female participants with hands-on training in NFL coaching. While positions at each organization vary, these programs help identify and develop talent with the goal of advancing candidates to full-time coaching positions through promotion within.

**Fritz Pollard Alliance Partnership:** The Fritz Pollard Alliance (FPA) was formed as an affinity group of NFL minority coaches, scouts and front office personnel over ten years ago. The NFL continues to maintain its active partnership with the Fritz Pollard Alliance to identify and support qualified minority candidates for coaching, front office and scouting positions. In 2020, an expanded Fritz Pollard Alliance Advisory Panel was established to help advise ownership in identifying minority candidates for open positions.

**FPA Professional Development Program:** The NFL collaborated with the NFL to provide a two-week career development and networking virtual series. The program's curriculum focuses on both football and business operations. The league will work with FPA to host similar targeted, invitation-only sessions at the 2022 Senior Bowl.

**Summer Internship Program:** The League office's summer internship program allows for rising college seniors, first-year MBAs and law school students to get targeted work experience in the sports industry through

a nine-week structured program. Diversity recruiting and hiring is a strong component of this program. In 2021, the NFL welcomed one of the most diverse summer internship classes to the league offices. The class consisted of 55 students - rising seniors, first-year law students, and MBAs - included a significant proportion of women (63 percent) and people of color (54 percent). We also had 44 colleges/universities represented and 5 HBCU students.

**Year Up:** The NFL is proud to have partnered with Year Up since 2011 and welcomed two Year Up interns. By providing young adults with the professional and technical skills corporations need, Year Up ensures young adults can launch successful professional careers, while providing American businesses with an untapped source of bright, motivated young talent.

**Prep for Prep** – The NFL is proud to partner with Prep for Prep on its summer internship program. Prep for Prep develops ethical and effective leaders who reflect our diverse society for the enduring benefit of all. Since 1978, Prep has identified New York City's most promising students of color and prepared them for placement at independent schools in the city and boarding schools throughout the Northeast. Once placed, Prep offers support and opportunities to ensure the academic accomplishment and personal growth of each one of their students.

**National Association of Black Journalists (NABJ):** As a concentrated effort to provide opportunities for minorities interested in various aspects of the game including off the field professions, the NFL League Office and NFL Media continues to enhance its footprint at the annual NABJ convention. The convention draws over 3,000 of the nation's top journalists, media executives, public relations professionals and students. Ambassadors from the NFL attend each year to identify strong, diverse candidates to join the league. Given COVID related challenges, representatives from the NFL virtually engaged directly with these candidates and added 87 new candidate profiles (25 current students and 62 post-graduate professionals) and conducted 92 informational

interviews.

### **Management Leadership for Tomorrow:**

Management Leadership for Tomorrow (MLT), a national non-profit that has made ground-breaking progress developing the next generation of African American, Latinx and Native American leaders in major corporations, non-profit organizations and entrepreneurial ventures. The NFL has partnered with Management Leadership for Tomorrow to develop and recruit high-potential, diverse business talent. The NFL works with undergraduates within MLT's Career Prep program and graduates within MLT's MBA Prep program to help expose the next generation of future leaders to career opportunities with the NFL and set them on the fast-track to success. As part of this engagement the NFL attends six MLT hosted conferences a year.

### **STRUCTURE AND STRATEGY WITH ACCOUNTABILITY**

**Diversity, Equity and Inclusion Committee:** The NFL's DEI Committee is comprised of NFL owners and executives. This group meets several times a year to discuss, analyze and present proposals and recommendations to enhance the current and future state of diversity, equity and inclusion in the NFL. Members of the Committee include Art Rooney II - Pittsburgh Steelers (Chair), Michael Bidwill - Arizona Cardinals, Arthur Blank - Atlanta Falcons, Javier Loya - Houston Texans, John Mara - New York Giants, George H. McCaskey - Chicago Bears, Ozzie Newsome - Baltimore Ravens, Kim Pegula - Buffalo Bills.

**Heads of DEI:** In addition to the NFL League office's hiring of Jonathan Beane, Chief Diversity and Inclusion Officer in 2020, twelve NFL clubs have hired a head of Diversity, Equity and Inclusion in 2021. These roles were established to help cultivate a more inclusive culture where diversity is celebrated and valued. Today, the NFL has 14 clubs with designated Head of Diversity, Equity, and Inclusion.

**Optimization of the Hiring Process:** The NFL partnered with the Russell Reynolds Associates in 2021 to improve and optimize the hiring process for Head Coach and General Manager positions. After conducting extensive research and interviewing, the NFL hosted two workshops to detail best practices to help candidates prepare for HC/GM interviews in the next hiring cycle. In addition to this effort, hiring playbooks with informational videos will be distributed to assist all NFL hiring managers create a more equitable hiring process across the board.

### **Strategy – DEI Plans for League and Clubs**

- **NFL Strategic Plan Creation:** The League office has a leaguewide Diversity, Equity and Inclusion (DEI) strategic plan which encompasses all areas of the organization. The main area of focus is on People, Culture, Business and our increasingly diverse Community (fans, players, and employees).
- **Department-led Diversity, Equity and Inclusion (DEI) Committees:** NFL departments, led by League EVPs, initiated and developed their own DEI working groups and committees to create strategies, practices and standards for each department and to hold all employees and leaders accountable for measurable progress.

**Club DEI Plan Creation:** Each of the 32 clubs have created their own customized DEI strategic plans. Each Club's plan is slightly different as they focus their efforts on the specific needs and opportunities of their respective team. Majority of club focus is on diverse recruiting and education / training and over 40% of clubs are focused on supplier diversity efforts. The NFL DEI team works with each club to provide support.

### **Accountability / Diversity Data Collection**

- In 2020, the NFL created a data collection process by which it can collect and analyze club diversity data for the purpose of providing detailed diversity data to the League office and clubs to measure progress. All 32 clubs participated in this data collection.



- The NFL has partnered with Mercer to provide a comprehensive set of benchmarking diversity reports for each club and each NFL Executive Vice President which will analyze areas of strength and opportunity for the League.
- NFL has partnered with Gallop and conducted an employee survey which examined the engagement and sense of inclusion NFL employees have in the organization. The survey has provided strong qualitative data we will use to further develop a strategy that address the needs and desires of our employees to ensure we provide a safe, welcoming environment where all have a strong sense of belonging.

### **EDUCATION**

The NFL has developed an extensive program to further educate employees on the importance of topics relating to DEI. Some of the main educational programs are stated below:

#### **League Office trainings/discussions/programs:** **Trainings:**

- Mentor Circles
- Executive Office Hours
- Equity & Emotional Intelligence training
- RISE: The NFL is partnering with RISE to deliver Inclusive Leadership training to all Clubs and Full Time Employees at the NFL League offices as well. In this training session, employees get the chance to learn about the six C's of Inclusive Leadership along with finding ways to harness and develop those skills further. Employees will get the chance to talk to each other in breakout rooms, where they will participate in exercises that will let them put their new skills to the test.
- LeAP – Engages early career people leaders in the NFL to build foundational leadership skills and NFL's strategic agenda and company knowledge
- Inspire – Challenges candidates to expand horizons and build executive level skills while solving strategic business problems
- Stewardship – Engages leaders to build executive level skills and align and execute on NFL's

- strategic priorities and address NFL's biggest business challenges posed by top level executives
- WISE – To expand the leadership capabilities of female professionals in middle management
  - Master Class sessions – teaching sessions conducted by internal leaders on various topics and open to all employees
  - Emerging Leaders Certificate program – in collaboration with WISE (Women in Sports and Events) this program was targeted to mid-career women professionals
  - WELI (WISE Executive Leadership Institute) - professional development program tailored for the advancement and retention of women executives in the pipeline for leadership
  - Women on Boards Program – a Harvard Business School Executive Education for helping women serve as Corporate Directors
  - Mentor Circles
  - Executive Circles
  - Equity and Emotional Intelligence Training

#### **Programming:**

- Intern Seed Kit Challenge: Developed a program for the NFL to encourage its employees to meaningfully engage in progressive social change.
- Women in Football Roundtable : panel discussion of women from clubs, the league, and on the field on various topics

#### **GLAAD LGBTQ+ League-wide Learning:**

- The NFL worked with GLAAD to conduct the first-ever league-wide LGBTQ+ inclusion learning on June 21, 2021, which saw over 700 NFL employees participate. Hosted by two GLAAD experts, topics covered LGBTQ+ 101, best practices for addressing gender diversity in the workplace, pronouns, creating employee transition plans and more.

### **DIVERSE COMMUNITY ENGAGEMENT**

**Inspire Change:** The entire NFL is committed to conversations and actions that move us towards a more equal and just tomorrow. The NFL's Inspire Change initiative promotes the ways NFL players, clubs, and the league collaborate to create positive

change in communities across America. The initiative aims to reduce barriers to opportunity through four priority areas: education, economic advancement, police and community relations, and criminal justice reform. Since 2017, the NFL has provided more than \$160M in social justice grants to support the local work of clubs and players. This includes 1800 grants awarded to more than 550 grass-roots organizations by the NFL Foundation as part of the player-legend matching grant program. The league has also provided national grants to 30+ non-profit organizations since that time: Alabama Appleseed, Alliance for Safety and Justice, Anti-Recidivism Coalition, Big Brothers and Big Sisters of America, Campaign for Black Male Achievement, City Year, Civil Rights Corps, Community Justice Exchange, Council on Legal Education Opportunity, Inc., Dream Corps, Gideon's Promise, the King Center, Metropolitan Family Services, NAF, National Urban League, Operation Hope, Success for All Foundation, United Negro College Fund, Vera Institute for Justice, VOTE. In June 2020, the NFL pledged \$250M over 10 years to combat systemic racism and injustice.

**Club Involvement:** NFL clubs and players have been supporting social justice efforts in many ways. This includes:

- Training sessions, community gatherings, and ride-a-longs with players and local police departments, as well as team-facilitated volunteer programs that involve police officers and underserved youth.
- Events with local job-placement programs for the formerly incarcerated, as well as inmates nearing release from prison.
- Involvement with local police explorer's programs.
- Financial commitments to underserved schools, ranging from support for busing to assistance in purchasing uniforms for students in need.
- Facilitation of mentorships or daylong learning sessions for at-risk youth and players and team staff and executives.
- Club financial donations to non-profit organizations working to bridge the digital divide.
- Individual club financial commitments to various social justice organizations

- Scholarship and continuing education programs for underserved communities

### **NFL Player-Owner Social Justice Working**

**Committee:** The player-owner social justice working committee was established in 2018 to work with league office staff and the Players Coalition to identify future social justice programs that have both broad support and a potential for high impact and make financial recommendations accordingly for Inspire Change. The group is made up of five players (both current and former) and five owners. Members of this working group include Michael Bidwell (Arizona Cardinals), Arthur Blank (Atlanta Falcons), Gayle Benson (New Orleans Saints), Demario Davis (New Orleans Saints) Dee Haslam (Cleveland Browns), Shad Khan (Jacksonville Jaguars), Kelvin Beachum (Arizona Cardinals), Anquan Boldin (NFL Legend), Josh Norman (Buffalo Bills), and Aeneas Williams (NFL Legend).

**One Hundred Black Men:** The NFL will look to continue its partnership with One Hundred Black Men's New York chapter to provide resources and development opportunities to its members. One Hundred Black Men is committed to improve conditions in the African American community by addressing issues of inequality and to empower African Americans to become agents of change within their respective environment.

**LGBTQ+ Engagement:** The NFL works with a number of LGBTQ+ organizations in the community. In recent years, they've hosted gatherings during NFL tentpole events with You Can Play - an LGBTQ educational advocacy organization dedicated to ensuring equality, respect and safety for athletes, coaches and fans regardless of sexual orientation and/or gender identity. The NFL was the first professional sports league to join the initiative when it launched in 2013. The league also provides support for organizations including GLAAD, Athlete Ally, and the Gay Flag Football League, and most recently, provided support for the Trevor Project to increase their capacity to answer outreach. The NFL was proud to partner with GLAAD and Trevor Project to support Carl Nassib, the



first active NFL player to come out in League history.

### **NFL Business Connect Diversity Supplier**

**Program:** The NFL's Business Connect Program (formerly NFL Emerging Business Program) seeks to increase procurement opportunities for small, minority and women-owned enterprises to undertake Super Bowl related work and/or to grow their businesses for future success. Several components comprise an eighteen month to two-year implementation effort. The NFL introduces participating businesses directly to the League's Super Bowl contractors. The program also hosts a series of developmental workshops in partnership with local small business development organizations and/or local higher educational institutions. This comprehensive business outreach initiative ensures minority and women owned enterprises are included in the Super Bowl procurement process and more importantly, supports their long-term growth and development.

**Black College Football Hall of Fame:** In early 2016, the Pro Football Hall of Fame (PFHOF) and the Black College Football Hall of Fame (BCFHOF) announced a partnership that will result in a permanent home for the BCFHOF as part of the new Johnson Controls Hall of Fame Village on the PFHOF's campus in Canton, Ohio, adding to the history and association of HBCUs and their players influence on the game.

**Sports Advocacy Program:** The NFL launched the Sports Advocacy Program at Morehouse College in 2018 in collaboration with the Ross Initiative in Sports for Equity (RISE). The program's objective is to provide the next generation of athletes who wish to use sports as a platform for advocacy with tools and resources to impact social issues respectfully and responsibly.

**Contract with Black America:** Contract with Black America headed up by O'Shea Jackson and Jeff Kwatinez are partnering with the NFL to transition League-wide dollars to Black-owned and operated businesses. As a new partnership, the League and CWBA are working to identify and allocate a

substantial amount of League-wide procurement spend to Black-owned businesses over the next two years to decrease the Black wealth gap.

### **INCLUSIVE CULTURE**

#### **NFL Diversity- Related Employee Resource Groups**

This year, the NFL added two new Employee Resource Groups: LIGA and NFL Green for a total of 8 active groups:

- **LIGA (Spanish translation – “league”)**  
(New): LIGA is a coalition of employees focused on supporting the engagement and professional development of Latinx employees at the NFL while bringing a greater understanding and appreciation of the Latinx community to NFL employees of all walks of life. By facilitating discussions around cultural inclusivity and important diversity issues, LIGA hopes to identify opportunities that expand on the NFL's positive work environment while celebrating the richness of Latinx cultural diversity and driving cultural engagement.
- **NFL Green:** The Green Team will lead the charge in environmental stewardship at the NFL, creating a strong culture of sustainability and awareness of our environmental impact.
- **Women's Interactive Network (WIN):** The Women's Interactive Network (WIN) brings all genders of the NFL together to educate each other on gender related diversity issues in the workplace to help enhance the culture of the NFL.
- **Black Engagement Network (BEN):** Black Engagement Network (BEN) is an NFL Employee Resource Group established to develop, acquire, and retain Black talent at the NFL while also serving as an employee resource group for league leadership as needed. BEN's mission is to strengthen the NFL's commitment to Black employees through professional development, career management, mentoring, networking, and community outreach, while creating an inter-cultural understanding of Black employees.
- **NFL PRIDE:** NFL PRIDE aims to heighten the visibility of the LGBTQ+ community in the NFL offices so that employees of all sexual orientations

feel comfortable being themselves in the workplace.

- **Asian Professional Exchange (APEX):** The mission of the NFL's Asian Professional Exchange (APEX) is to examine and discuss the NFL's corporate culture and lead discussions on diversity and inclusion in the workplace while educating colleagues on the cultural intersection each faces with their colleagues of Asian, Pacific Islander, and Asian Pacific heritage.
- **Parent Initiative Network (PIN):** The Parents Initiative Network (PIN) is a parenthood community dedicated to fostering support for NFL working parents and those employees involved in or who may become involved in raising children.
- **Inclusive Workplace:** The NFL launched several initiatives aimed at creating a more inclusive environment for its workplace. These efforts include but are not limited to:
  - Implementation of gender-neutral restroom facilities
  - Creation of a prayer/meditation room
  - Campaign to encourage employees to include pronouns in meetings and e-mails

**Pride Month:** Over the past year, the NFL has taken several strides to ensure improvement and evolution as an organization as it pertains to LGBTQ+ inclusion. The NFL is proud to have made the following steps: the addition of "all genders" restrooms at all 3 U.S. offices, enhanced benefits packages that include trans-affirming healthcare, LGBTQ+ inclusive training both in our HR and DEI departments as well as companywide, updated system capabilities to provide the opportunity to self-identify in the areas of gender identity and sexual orientation, an email signature pronoun campaign, a revised NFL Pride shield to include the colors of the transgender flag and various Pride Month programming internally.

**Latinx Heritage Month:** The NFL has made great strides in the celebration of Latinx Heritage Month at all of the league offices. Starting with a culturally curated menu to all café locations from celebrity Chef Grace Ramirez. In addition, the league has almost

hosted three different discussions highlighting:

- Latinx terminology
- Highlighting the experience of female Latinx executives
- Open discussion from Coach Tom Flores and Coach Ron Rivera

In addition, the NFL worked to highlight the employee stories of Latinx employees, and the NFL Network produced a special feature series highlighting Tom Flores journey to the Pro Football Hall of Fame.

#### **Asian American Pacific-Islander Heritage Month:**

As Asian Pacific American Heritage Month (APAHM) has now drawn to a close, we thank you for celebrating with NFL APEX. While this past year has brought challenges, May 2021 marked a milestone in the way that APAHM is celebrated by the league – from publicly recognizing and raising awareness for the AAPI community members who continue to build our game, to kickstarting ways to better connect with and support the community we continue to build internally. We kicked off APAHM with a reminder that "hate has no home here" in this Stop Asian Hate PSA featuring Taylor Rapp (LA Rams Safety), Younghoe Koo (Atlanta Falcons Kicker) and Kim Pegula (Buffalo Bills Owner and President). Along with various social media posts released throughout the month, we hosted 4 speaker series collaborations, listed below.

- NFL DEI Leader Speaker Series: A Fireside Chat with Peter O'Reilly and Alex Liu, Chairman of Kearne
- NFL International Lunch and Learn Special with NFL China's Stephanie Hsiao
- Embracing Cultural Confidence: The Powerful Intersectionality of Mental Health & Asian Identity
- Asians in Sports & Culture Symposium

**Women's History Month:** The NFL hosted Ella Bell, professor at Dartmouth College, to talk with Jonathan Beane and the NFL employees about Women's History Month in sport and business. The NFL also amplified women in football throughout the month both internally and externally.

**Black History Month:** The NFL's commitment to honoring each of the heritage months throughout the year doesn't stop with Black History Month. With month long engagements, the league kept employees and fans interested in the NFL's dedication to diversity. Weekly excerpts in the BHM newsletter highlighting a Black employee who have contributed to the succession of the NFL were released, along with an episode of the NFL 360 series. NFL Total Access: Say Their Stories was also released showcasing the most powerful stories from over the course of the season. Black History Memories were released throughout the month featuring players discussing what BHM means to them. Every week, BEN hosted BHM Netflix Parties where they played movies that showed significance to BHM. We also offered cooking lesson, financial health lessons, along with honoring a VP+ member with the Black Executive of the Year Award.

**Spirit Day and NCOD:** Following PRIDE month, the NFL plans to continue celebrating and highlighting the voices of the LGBTQ+ community through Spirit Day and NCOD. The NFL plans to have players and on – air talent wear purple t-shirts and/or pins throughout the day to show their support. For NCOD the NFL plans to have employee testimonial videos created and released on Social Media platforms to highlight and encourage more members of the LGBTQ+ community to come forward. We also plan to host Michael Sam on-air Total Access to talk about his powerful story and what his experience has been like since then.

**GLAAD:** Leading the conversation. Shaping the media narrative. Changing the culture. GLAAD accelerates acceptance for LGBTQ people by leading the conversation, shaping the media narrative and changing the culture. GLAAD rewrites the script for LGBTQ acceptance. GLAAD and the NFL work closely on all things LGBTQ+ inclusion, from the first-ever mandatory league-wide training in 2021 to inclusive language consultation on memos and external releases. GLAAD was influential in helping the NFL lead its 2021 Pride Month efforts and continues to help support the League's needs and goals toward everyday inclusion.

**The Trevor Project:** The NFL worked extensively with The Trevor Project, the leading national organization centered on crisis and suicide prevention efforts among lesbian, gay, bisexual, transgender, queer and questioning youth. The NFL supports the Trevor Project in their ongoing work to serve as a resource for the LGBTQ community, LGBTQ in particular. NFL support enables the Trevor Project to continue their ongoing work on crisis support via TrevorLifeline, TrevorChat, and TrevorText; build new infrastructure for volunteer recruitment; reaching out to more LGBTQ youth, particularly LGBTQ youth of color, to spread awareness about their services; and provide critical suicide prevention. The Trevor Project worked with the NFL on advocacy and consulting efforts relating to Carl Nassib becoming the league's first openly gay active player. "The NFL is committed to year-long efforts around diversity, equity, and inclusion," the league said in a statement. "We proudly support the LGBTQ+ community and will continue to work alongside the Trevor Project and our other community partners to further enhance our collective work and commitment to this space."

**Stanford University League of Leaders Program:** Created in an effort to accelerate and enhance the development of the next generation of leaders at the club and league office, this program was comprised of 40 mid/senior level participants (32 club, 8 league) with an emphasis on people of color and women. Over 8 weeks, participants learned from 7 NFL/club guest speakers, participated in group projects (new markets, social responsibility, fan growth and partner assets) and underwent a diverse and comprehensive curriculum.

**New York University Executive Education Program:** In order to accelerate and enhance the development of the next generation of leaders at the league office, 20 participants (manager – senior director level) were selected to be part of this program with an emphasis on women, people of color, members of the LGBTQ+ community or employees with a disability. From June 2, 2021, to October 2, 2021, participants went through four modules and three "intensive" live modules.

**ADCOLOR:** ADCOLOR is an organization that the NFL has partnered with to speak to the DEI issues that the sports industry holds. We participated in a panel conference with the MLB and host Brian Ellner, where we will speak to the DEI strategy that the NFL has implemented and the progress that we are making to better the diversity of the NFL.

**RISE:** The NFL is partnering with RISE to deliver Inclusive Leadership training to all Clubs and Full Time Employees at the NFL League offices as well. In this training session, employees get the chance to learn about the six C's of Inclusive Leadership along with finding ways to harness and develop those skills further. Employees will get the chance to talk to each other in breakout rooms, where they will participate in exercises that will let them put their new skills to the test.

### **NFL Marketing Initiatives**

Diversity Data Collection: Latinx Consumer Insights Custom Study

- Diverse Community Engagement
- Elevated Diversity & Inclusion as key consideration in creative assets (e.g., talent selection) and influencer programs
- Inspire Change Social Justice Campaign: Say Their Stories series, Inspire Change video film
- Football is for Everyone / Pride spot that aired during Pride month
- Por La Cultura (Latinx-focused inclusion & engagement campaign that kicked off for LHM)
- We Run as One Kickoff film - campaign initiative is not DE&I itself, but this should provide a good example of how even within more commercial initiatives, we prioritize driving a message of inclusivity and where our casting and creative vision is putting diversity first
- Social Content Lab



# Appendix II

Players								
	%	#		%	#		%	#
<b>2021</b>			<b>2011</b>			<b>2000</b>		
White	25.0%	432	White	31%	802	White	x	x
Black or African American	58.0%	1000	African-American	67%	1721	African-American	x	x
Hispanic or Latino(a)	0.7%	12	Latino	1%	13	Latino	x	x
Asian	0.1%	2	Asian	2%	40	Other	x	x
Hawaiian or Pac. Islander	1.6%	27	Other	1%	7			
Am. Indian or Alaska Native	0.2%	4	International	1%	20	<b>1999</b>		
Two or More Races	9.8%	169				White	32.0%	x
Not disclosed/not specified	4.2%	73				African-American	67.0%	x
Other	0.3%	6				Latino	<1.0%	x
						Other	<1.0%	x
<b>2020</b>			<b>2010</b>			<b>1998</b>		
White	24.9%	418	White	31%	790	White	32.0%	x
Black or African American	57.5%	967	African-American	67%	1714	African-American	66.0%	x
Hispanic or Latino(a)	0.4%	7	Latino	1%	13	Latino	<1.0%	x
Asian	0.1%	2	Asian	2%	39	Other	1.0%	x
Hawaiian or Pac. Islander	1.6%	27	Other	1%	7			
Am. Indian or Alaska Native	0.2%	3	International	1%	20	<b>1997</b>		
Two or More Races	9.4%	158				White	33.0%	x
Not disclosed/not specified	5.7%	96				African-American	65.0%	x
Other	0.2%	4				Latino	<1.0%	x
						Other	1.0%	x
<b>2019</b>			<b>2009</b>			<b>1996</b>		
White	26.8%	444	White	30.0%	782	White	31.0%	x
Black or African American	58.9%	976	African-American	67.0%	1761	African-American	66.0%	x
Hispanic or Latino	0.5%	8	Latino	1.0%	24	Latino	<1.0%	x
Asian	0.1%	1	Asian	2.0%	55	Other	2.0%	x
Hawaiian or Pac. Islander	1.5%	24	Other	<1.0%	2			
Am. Indian or Alaska Native	20.0%	3	International	2.0%	48	<b>1995</b>		
Two or More Races	9.6%	150				White	31.0%	x
Not Disclosed	3.1%	51				African-American	67.0%	x
						Latino	0.0%	x
<b>2018</b>	x	x	<b>2008</b>			Other	<2.0%	x
<b>2017</b>	x	x				<b>1994</b>		
<b>2016</b>			White	31.0%	805	White	31.0%	x
White	27.4%	618	African-American	67.0%	1762	African-American	68.0%	x
African-American	69.7%	1573	Latino	1.0%	25	Latino	0.0%	x
Latino	0.8%	18	Asian	2.0%	45	Other	1.0%	x
Asian	1.9%	44	Other	<1.0%	1			
Other	0.2%	4	International	2.0%	63	<b>1993</b>		
International						White	35.0%	x
<b>2015</b>			<b>2007</b>			African-American	65.0%	x
White	x	x	White	31.0%	730	Latino	0.0%	x
African-American	x	x	African-American	66.0%	1566			
Latino	x	x	Latino	1.0%	30	<b>1992</b>		
Asian	x	x	Asian	2.0%	44	White	30.0%	x
Other	x	x	Other	<1.0%	1	African-American	68.0%	x
			International	2.0%	43	Latino	<1.0%	x
<b>2014</b>			<b>2006</b>			Other	1.0%	x
White	28.6%	813	White	31.0%	532			
African-American	68.7%	1957	African-American	67.0%	1131	<b>1991</b>		
Latino	0.7%	19	Latino	0.5%	8	White	36.0%	x
Asian	1.1%	31	Asian	1.5%	25	African-American	62.0%	x
Other	0.9%	27	Other	0.0%	0	Latino	2.0%	x
International	1.0%	30	International	1.0%	24			
<b>2013</b>			<b>2005</b>			<b>1990</b>		
White	31.0%	866	White	31.5%	537	White	39.0%	x
African-American	67.3%	1883	African-American	65.5%	1116	African-American	61.0%	x
Latino	0.6%	16	Latino	<1.0%	10	Latino	0.0%	x
Asian	0.7%	19	Asian	2.0%	34	African-American	68.0%	x
Other	0.5%	14	Other	<1.0%	1	Latino	<1.0%	x
International	1.5%	43	International	1.0%	18	Other	1.0%	x
<b>2012</b>			<b>2003</b>			<b>1991</b>		
White	30.1%	820	White	29.0%	516	White	36.0%	x
African-American	66.3%	1804	African-American	69.0%	1228	African-American	62.0%	x
Latino	0.7%	20	Latino	1.0%	9	Latino	2.0%	x
Asian	1.1%	29	Asian	1.0%	22			
Other	1.8%	48	Other	0.0%	0	<b>1990</b>		
International	1.4%	39				White	39.0%	x
						African-American	61.0%	x
						Latino	0.0%	x

TABLE 1

x = data not provided



Head Coaches								
	%	#		%	#		%	#
<b>2021</b>			<b>2013</b>			<b>2006</b>		
White	84.4%	27	White	88.0%	28	White	78%	25
Black or African American	9.4%	3	African-American	9.0%	3	African-American	22%	7
Hispanic or Latino(a)	3.1%	1	Asian	0.0%	0	Asian	0%	0
Asian	0.0%	0	Latino	3.0%	1	Latino	0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	0.0%	0	Other	0%	0
Am. Indian or Alaska Native	0.0%	0	Women	0.0%	0	Women	0%	0
Two or More Races	3.1%	1						
Not disclosed/not specified	0.0%	0						
Women	0.0%	0						
Women of Color	0.0%	0						
<b>2020</b>			<b>2012</b>			<b>2005</b>		
White	87.5%	28	White	81.0%	26	White	81.3%	26
Black or African American	9.4%	3	African-American	16.0%	5	African-American	18.8%	6
Hispanic or Latino(a)	3.1%	1	Asian	0.0%	0	Asian	0.0%	0
Asian	0.0%	0	Latino	3.0%	1	Latino	0.0%	0
Hawaiian or Pac. Islander	0.0%	0				Women	0.0%	0
Am. Indian or Alaska Native	0.0%	0						
Two or More Races	0.0%	0						
Not disclosed/not specified	0.0%	0						
Women	0.0%	0						
Women of Color	0.0%	0						
<b>2019</b>			<b>2011</b>			<b>2003</b>		
Hispanic or Latino	3.1%	1	White	75.0%	24	White	91.0%	29
Asian	0.0%	0	African-American	22.0%	7	African-American	9.0%	3
Hawaiian or Pac. Islander	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Am. Indian or Alaska Native	0.0%	0	Latino	3.0%	1	Latino	0.0%	0
Two or More Races	0.0%	0	Other	0.0%	0	Women	0.0%	0
Not Disclosed	0.0%	0	Women	0.0%	0			
Women	0.0%	0						
<b>2018</b>			<b>2010</b>			<b>2001</b>		
White	75.0%	24	White	81.0%	26	White	94.0%	30
African-American	21.9%	7	African-American	19.0%	6	African-American	6.0%	2
Latino	3.1%	1	Asian	0.0%	0	Asian	0.0%	0
Asian	0.0%	0	Latino	0.0%	0	Latino	0.0%	0
American Indian	0.0%	0	Other	0.0%	0	Women	0.0%	0
Native Hawaiian	0.0%	0	Women	0.0%	0			
Two or More Races	0.0%	0						
Not Specified	0.0%	0						
Women	0.0%	0						
<b>2017</b>			<b>2009</b>			<b>2000</b>		
White	75.0%	24	White	81.0%	26	White	90.0%	28
African-American	21.9%	7	African-American	19.0%	6	African-American	10.0%	3
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Latino	3.1%	1	Latino	0.0%	0	Latino	0.0%	0
Other	0.0%	0	Other	0.0%	0	Women	0%	0
Women	0.0%	0	Women	0.0%	0			
<b>2016</b>			<b>2008</b>			<b>1999</b>		
White	81.3%	26	White	81.0%	26	White	94.0%	29
African-American	15.6%	5	African-American	19.0%	6	African-American	6.0%	2
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Latino	3.1%	1	Latino	0.0%	0	Latino	0.0%	0
Other	0.0%	0	Other	0.0%	0	Women	0.0%	0
Women	0.0%	0	Women	0.0%	0			
<b>2015</b>			<b>2007</b>			<b>1997</b>		
White	81.3%	26	White	81.0%	26	White	90.0%	27
African-American	15.6%	5	African-American	19.0%	6	African-American	10.0%	3
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Latino	3.1%	1	Latino	0.0%	0	Latino	0.0%	0
Other	0.0%	0	Other	0.0%	0	Women	0.0%	0
Women	0.0%	0	Women	0.0%	0			
<b>2014</b>			<b>2006</b>			<b>1995</b>		
White	84.4%	27	White	81.0%	26	White	90.0%	27
African-American	12.5%	4	African-American	19.0%	6	African-American	10.0%	3
Asian	0.0%	0	Asian	0.0%	0	Latino	3.0%	1
Latino	3.1%	1	Latino	0.0%	0			
Other	0.0%	0	Other	0.0%	0			
Women	0.0%	0	Women	0.0%	0			
						<b>1994</b>		
						White	93.0%	28
						African-American	7.0%	2
						Latino	0.0%	0
						<b>1993</b>		
						White	89.0%	25
						African-American	7.0%	2
						Latino	<4.0%	1
						<b>1992</b>		
						White	89.0%	25
						African-American	7.0%	2
						Latino	<4.0%	1

TABLE 2

## Historical Listing of African-American Professional Head Coaches in the NFL

	Team	Year(s)	Record
Art Shell	L.A. Raiders	1989-94	54-38
	Oakland	2006	2-14
Dennis Green	Minnesota	1992-01	97-62
	Arizona	2004-2006	16-32
Ray Rhodes	Philadelphia	1995-98	29-34-1
	Green Bay	1999	8-8
Tony Dungy	Tampa Bay	1996-2001	54-42
	Indianapolis	2002-2008	85-27
Terry Robiskie	Washington	2000	1-2*
	Cleveland	2004	1-4*
Herman Edwards	N.Y. Jets	2001-2005	39-41
	Kansas City	2006-2008	15-33
Marvin Lewis	Cincinnati	2003-2018	131-122-3
Lovie Smith	Chicago	2004-2012	81-63
	Tampa Bay	2014-2016	8-24
Romeo Crennel	Cleveland	2005-2008	24-40
	Kansas City	2011-2012	2-1*
	Kansas City	2012-2013	2-14
	Houston	2020	4-8 *
Mike Tomlin	Pittsburgh	2007-present	151-84-2
Mike Singletary	San Francisco	2008	5-4*
	San Francisco	2009-2010	13-18
Perry Fewell	Buffalo	2009	3-4*
	Carolina	2019	0-4*
Jim Caldwell	Indianapolis	2009-2011	26-22
	Detroit	2014-2017	36-28
Raheem Morris	Tampa Bay	2009-2011	17-31
	Atlanta	2020	4-7*
Eric Studesville	Denver	2010	1-3*
Leslie Frazier	Minnesota	2010	3-3*
	Minnesota	2011-2013	18-29-1
Todd Bowles	Miami	2011	2-1*
	N.Y. Jets	2015-2018	24-40
Hue Jackson	Oakland	2011	8-8
	Cleveland	2016-2018	3-36-1
Anthony Lynn	Buffalo	2016	0-1*
	L.A. Chargers	2017-2020	33-31
Vance Joseph	Denver	2017-2018	11-21
Steve Wilks	Arizona	2018	3-13
Brian Flores	Miami	2019-present	21-24
David Culley	Houston	2021	2-10

\*Interim head coach

### TABLE 3

*This table represents the modern era. Fritz Pollard coached Akron in 1921.*

Assistant Coaches								
	%	#		%	#		%	#
<b>2021</b>			<b>2015</b>			<b>2006</b>		
White	57.7%	450	White	62.1%	499	White	62.0%	269
Black or African American	34.5%	269	African-American	34.7%	279	African-American	35.0%	151
Hispanic or Latino(a)	2.2%	17	Latino	1.5%	12	Latino	2.0%	10
Asian	0.5%	4	Asian	0.9%	7	Asian	1.0%	4
Hawaiian or Pac. Islander	0.9%	7	Other	0.8%	6	Other	0.0%	0
Am. Indian or Alaska Native	0.1%	1	Women	0.0%	0	Women	0.0%	0
Two or More Races	2.7%	21						
Not disclosed/not specified	1.4%	11	<b>2014</b>			<b>2005</b>		
Women	1.5%	12	White	67.8%	497	White	66.0%	316
Women of Color	0.5%	4	African-American	29.6%	217	African-American	32.0%	154
			Latino	1.2%	9	Latino	1.0%	5
			Asian	0.8%	6	Asian	1.0%	3
			Other	0.5%	4	Other	0.0%	0
			Women	0.0%	0	Women	0.0%	0
<b>2020</b>			<b>2013</b>			<b>2003</b>		
White	63.7%	499	White	68.4%	440	White	67.0%	341
Black or African American	30.5%	239	African-American	29.1%	187	African-American	30.0%	153
Hispanic or Latino	1.4%	11	Latino	1.1%	7	Latino	2.0%	8
Asian	1.2%	9	Asian	0.9%	6	Other	0.0%	0
Hawaiian or Pac. Islander	0.6%	5	Other	0.5%	3	Asian	0.0%	1
Am. Indian or Alaska Native	0.1%	1	Women	0.0%	0	Women	0.0%	0
Two or More Races	1.8%	14						
Not Disclosed	0.6%	5	<b>2012</b>			<b>2001</b>		
Women	1.0%	8	White	67.9%	364	White	71.0%	333
Women of color	0.4%	3	African-American	31.0%	165	African-American	28.0%	132
			Latino	1.0%	4	Latino	<1.0%	6
			Asian	1.0%	3	Asian	<1.0%	1
			Women	0.0%	0	Other	0.0%	0
						Women	0.0%	0
<b>2019</b>			<b>2011</b>			<b>1999</b>		
Black or African American	29.6%	175	White	68.0%	332	White	72.0%	330
Hispanic or Latino	1.0%	6	African-American	31.0%	159	African-American	28.0%	127
Asian	0.8%	5	Latino	1.0%	2	Latino	0.0%	0
Hawaiian or Pac. Islander	0.5%	1	Asian	1.0%	4	Asian	0.0%	0
Am. Indian or Alaska Native	0.2%	3	Other	0.0%	0	Other	0.0%	0
Two or More Races	1.5%	9	Women	0.0%	0	Women	0.0%	0
Not Disclosed	4.1%	24						
Women	0.3%	2						
<b>2018</b>			<b>2010</b>			<b>1997</b>		
White	62.6%	395	White	68.0%	364	White	73.0%	311
African-American	30.9%	195	African-American	31.0%	165	African-American	26.0%	113
Latino	1.7%	11	Latino	1.0%	2	Latino	1.0%	3
Asian	1.1%	7	Asian	1.0%	3	Asian	<1.0%	1
American Indian	0.2%	1	Other	0.0%	0	Other	0.0%	0
Native Hawaiian	0.3%	2	Women	0.0%	0	Women	0.0%	0
Two or More Races	1.3%	8						
Not Specified	1.9%	12	<b>2009</b>			<b>1996</b>		
Women	0.3%	2	White	64.0%	283	White	74.0%	307
Total	100.0%	631	African-American	34.0%	148	African-American	25.0%	102
			Latino	1.0%	4	Latino	<1.0%	3
			Asian	1.0%	5	Asian	<1.0%	1
			Other	0.0%	0	Other	0.0%	0
			Women	0.0%	0			
<b>2017</b>			<b>2008</b>			<b>1995</b>		
White	68.7%	504	White	64.0%	279	White	76.0%	289
African-American	28.2%	207	African-American	34.0%	148	African-American	23.0%	88
Latino	1.1%	8	Latino	2.0%	7	Latino	0.0%	0
Asian	0.7%	5	Asian	1.0%	5	Asian	0.0%	0
Other	1.4%	10	Other	0.0%	0	Other	<1.0%	4
Women	0.1%	1	Women	0.0%	0			
<b>2016</b>			<b>2007</b>			<b>1994</b>		
White	68.9%	524	White	62.0%	284	White	77.0%	249
African-American	27.8%	211	African-American	36.0%	162	African-American	23.0%	73
Latino	2.5%	19	Latino	1.0%	5	Latino	<1.0%	1
Asian	0.7%	5	Asian	1.0%	5	Asian	<1.0%	1
Other	0.1%	1	Other	0.0%	0	Other	0.0%	0
Women	0.1%	1	Women	0.0%	0			

TABLE 4

League Office									
	Office Management		Support Staff Personnel			Office Management		Support Staff Personnel	
	%	#	%	#		%	#	%	#
2021					2014				
White	67.5%	504	x	x	White	71.8%	635	75.1%	133
Black or African American	11.4%	85	x	x	African-American	9.7%	86	10.7%	19
Hispanic or Latino(a)	6.4%	48	x	x	Latino	5.8%	51	6.2%	11
Asian	10.6%	79	x	x	Asian	9.2%	81	6.8%	12
Hawaiian or Pac. Islander	0.1%	1	x	x	Native American	0.2%	2	0.0%	0
Am. Indian or Alaska Native	0.0%	0	x	x	Other	3.4%	30	1.1%	2
Two or More Races	2.5%	19	x	x	Women	29.6%	262	30.5%	54
Not disclosed/not specified	1.5%	11	x	x					
Women	38.80%	290	x	x					
Total		747	x	x					
2020					2013				
White	64.8%	512	x	x	White	72.4%	596	77.8%	144
Black or African American	11.8%	93	x	x	Latino	4.9%	40	5.4%	10
Hispanic or Latino(a)	6.2%	49	x	x	Asian	10.1%	83	5.9%	11
Asian	10.3%	81	x	x	Native American	0.1%	1	0.0%	0
Hawaiian or Pac. Islander	0.3%	2	x	x	Other	3.3%	27	1.6%	3
Am. Indian or Alaska Native	0.1%	1	x	x	Women	29.3%	241	31.4%	58
Two or More Races	1.9%	15	x	x	Total		823		185
Not disclosed/not specified	4.7%	37	x	x					
Women	38.2%	302	x	x					
Total		790	x	x					
2019					2012				
White	67.3%	631	x	x	White	74%	675	66%	40
Black or African American	10.2%	96	x	x	African-American	8%	76	18%	11
Hispanic or Latino	6.6%	62	x	x	Latino	5%	49	10%	6
Asian	9.2%	86	x	x	Asian	9%	85	3%	2
Hawaiian or Pac. Islander	0.1%	1	x	x	Native American	0%	1	0%	0
Am. Indian or Alaska Native	0.1%	1	x	x	Other	3%	26	3%	2
Two or More Races	1.7%	16	x	x	Women	28%	254	51%	31
Not Disclosed	4.7%	44	x	x	Total		912		61
Women	36.8%	345	x	x					
Total		937	x	x					
2018					2011				
White	72.7%	678	x	x	White	75%	644	66%	48
African-American	9.7%	94	x	x	African-American	8%	69	19%	14
Latino	7.5%	72	x	x	Latino	5%	43	10%	7
Asian	8.6%	88	x	x	Asian	10%	87	1%	1
American Indian	0.2%	2	x	x	Native American	0%	1	0%	0
Native Hawaiian	0.2%	2	x	x	Other	2%	17	4%	3
Two or More Races	1.2%	10	x	x	Women	28%	238	56%	41
Not Specified	0.0%	60	x	x	Total		861		73
Women	35.0%	352	x	x					
Total		1006	x	x					
2017					2010				
White	67.0%	610	x	x	White	75.1%	653	71.3%	67
African-American	8.9%	81	x	x	African-American	8.7%	76	17.0%	16
Latino	7.5%	68	x	x	Latino	4.6%	40	6.4%	6
Asian	8.6%	78	x	x	Asian	9.4%	82	1.1%	1
Native American	0.2%	2	x	x	Native American	0.2%	2	0.0%	0
Other	1.4%	13	x	x	Other	1.8%	16	4.3%	4
Women	35.4%	322	x	x	Women	27.5%	239	52.1%	49
Total		910	x	x	Total		869		94
2016					2009				
White	73.1%	667	76.5%	137	White	75.2%	629	77.4%	82
African-American	9.4%	86	11.7%	21	African-American	8.6%	72	12.3%	13
Latino	7.1%	65	7.3%	13	Latino	4.7%	39	4.7%	5
Asian	8.9%	81	4.5%	8	Asian	9.4%	79	2.8%	3
Native American	0.2%	2	0.0%	0	Native American	0.2%	2	0.0%	0
Other	1.2%	11	0.0%	0	Other	1.8%	15	2.8%	3
Women	32.3%	295	38.0%	68	Women	27.6%	231	46.2%	49
Total		912		179	Total		836		106
2015					2003-2008				
White	72.0%	629	75.4%	132	White	x	x	x	x
African-American	9.4%	82	12.0%	21	African-American	x	x	x	x
Latino	6.4%	56	5.7%	10	Latino	x	x	x	x
Asian	8.0%	70	6.3%	11	Asian	x	x	x	x
Native American	0.2%	2	0.0%	0	Other	x	x	x	x
Other	4.0%	35	0.6%	1	Women	x	x	x	x
Women	30.3%	265	32.6%	57	Total	x	x	x	x
Total		874		175					

TABLE 5a



League Office											
	Office Management		Support Staff Personnel			Office Management		Support Staff Personnel			
	%	#	%	#		%	#	%	#		
2002					1997						
	White	74.0%	150	51.0%	42		White	80.0%	119	68.0%	34
	African-American	14.0%	28	25.0%	21		African-American	15.0%	22	22.0%	11
	Latino	4.0%	9	19.0%	16		Latino	2.0%	3	8.0%	4
	Asian	8.0%	16	5.0%	4		Asian	3.0%	4	2.0%	1
	Other	0.0%	0	0.0%	0		Other	0.0%	0	x	x
	Women	26.0%	53	54.0%	45		Women	26.0%	39	84.0%	42
	Total		203		83		Total		148		50
2000					1996						
	White	77.0%	140	57.0%	31		White	82.0%	93	81.0%	56
	African-American	14.0%	25	22.0%	12		African-American	14.0%	16	12.0%	8
	Latino	<3.0%	5	19.0%	10		Latino	<1.0%	1	4.0%	3
	Asian	7.0%	12	2.0%	1		Asian	2.0%	2	3.0%	2
	Other	0.0%	0	0.0%	0		Other	<1.0%	1	x	x
	Women	29.0%	53	56.0%	30		Women	22.0%	25	64.0%	44
	Total		182		54		Total		113		69
1998					TABLE 5b						
	White	79.0%	131	70.0%						40	
	African-American	15.0%	25	19.0%						11	
	Latino	2.0%	3	9.0%						5	
	Asian	4.0%	6	2.0%						1	
	Other	0.0%	0	x						x	
	Women	26.0%	43	75.0%						43	
	Total		165							57	

CEO / President								
	%	#		%	#		%	#
<b>2021</b>			<b>2016</b>			<b>2008</b>		
White	90.6%	29	White	97.1%	33	White	100.0%	29
Black or African American	3.1%	1	African-American	0.0%	0	African-American	0.0%	0
Hispanic or Latino(a)	3.1%	1	Latino	0.0%	0	Latino	0.0%	0
Asian	3.1%	1	Asian	3.0%	1	Asian	0.0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	0.0%	0	Other	0.0%	0
Am. Indian or Alaska Native	0.0%	0	Women	0.0%	0	Women	3.0%	1
Two or More Races	0.0%	0						
Not disclosed/not specified	0.0%	0	<b>2015</b>			<b>2007</b>		
Women	3.1%	1	White	97.1%	33	White	100.0%	30
Women of Color	3.1%	1	African-American	0.0%	0	African-American	0.0%	0
			Latino	0.0%	0	Latino	0.0%	0
			Asian	3.0%	1	Asian	0.0%	0
			Other	0.0%	0	Other	0.0%	0
			Women	0.0%	0	Women	3.0%	1
<b>2020</b>			<b>2014</b>			<b>2006</b>		
White	84.8%	28	White	94.1%	32	White	100.0%	35
Black or African American	3.0%	1	African-American	0.0%	0	African-American	0.0%	0
Hispanic or Latino(a)	3.0%	1	Latino	0.0%	0	Latino	0.0%	0
Asian	6.1%	2	Asian	3.0%	1	Asian	0.0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	0.0%	0	Other	0.0%	0
Am. Indian or Alaska Native	0.0%	0	Women	0.0%	0	Women	3.0%	1
Two or More Races	0.0%	0						
Not disclosed/not specified	3.0%	1	<b>2013</b>			<b>2003</b>		
Women	6.1%	2	White	97.0%	31	White	100.0%	32
Women of Color	3.0%	1	African-American	0.0%	0	African-American	0.0%	0
			Latino	0.0%	0	Latino	0.0%	0
			Asian	3.0%	1	Asian	0.0%	0
			Other	0.0%	0	Women	9.0%	3
			Women	0.0%	0			
<b>2019</b>			<b>2012</b>			<b>2000</b>		
White	95.1%	39	White	100.0%	32	White	100.0%	x
Black or African American	0.0%	0	African-American	0.0%	0	African-American	0.0%	x
Hispanic or Latino	0.0%	0	Latino	0.0%	0	Latino	0.0%	x
Asian	4.9%	2	Asian	0.0%	0	Asian	0.0%	x
Hawaiian or Pac. Islander	0.0%	0	Other	0.0%	0	Women	3.0%	x
Am. Indian or Alaska Native	0.0%	0	Women	3.0%	1			
Two or More Races	0.0%	0						
Not Disclosed	0.0%	0						
Women	4.9%	2						
<b>2018</b>			<b>2011</b>			<b>1999</b>		
White	90.6%	29	White	100.0%	32	White	100.0%	x
African-American	3.0%	1	African-American	0.0%	0	African-American	0.0%	x
Latino	0.0%	0	Latino	0.0%	0	Latino	0.0%	x
Asian	6.3%	2	Asian	0.0%	0	Asian	0.0%	x
American Indian	0.0%	0	Other	0.0%	0	Women	3.0%	x
Native Hawaiian	0.0%	0	Women	0.0%	0			
Two or More Races	0.0%	0						
Not Specified	0.0%	0						
Women	3.0%	1						
<b>2017</b>			<b>2010</b>			<b>1998</b>		
White	100.0%	33	White	100.0%	27	White	100.0%	x
African-American	0.0%	0	African-American	0.0%	0	African-American	0.0%	x
Latino	0.0%	0	Latino	0.0%	0	Latino	0.0%	x
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	x
Other	0.0%	0	Other	0.0%	0	Women	3.0%	x
Women	0.0%	0	Women	4.0%	1			
<b>2016</b>			<b>2009</b>			<b>1997</b>		
White	97.1%	33	White	100.0%	27	White	100.0%	x
African-American	0.0%	0	African-American	0.0%	0	African-American	0.0%	x
Latino	0.0%	0	Latino	0.0%	0	Latino	0.0%	x
Asian	3.0%	1	Asian	0.0%	0	Other	0.0%	x
Other	0.0%	0	Other	0.0%	0	Women	0.0%	x
Women	0.0%	0	Women	4.0%	1			

TABLE 6

General Manager / Director of Player Personnel								
	%	#		%	#		%	#
<b>2021</b>			<b>2014</b>			<b>2006</b>		
White	84.4%	27	White	75.9%	22	White	87.0%	28
Black or African American	15.6%	5	African-American	24.1%	7	African-American	13.0%	4
Hispanic or Latino(a)	0.0%	0	Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	0.0%	0	Other	0.0%	0
Am. Indian or Alaska Native	0.0%	0	Women	0.0%	0	Women	0.0%	0
Two or More Races	0.0%	0						
Not disclosed/not specified	0.0%	0	<b>2013</b>			<b>2005</b>		
Women	0.0%	0	White	81.0%	26	White	87.0%	27
Women of Color	0.0%	0	African-American	19.0%	6	African-American	13.0%	4
			Latino	0.0%	0	Latino	0.0%	0
			Asian	0.0%	0	Asian	0.0%	0
			Other	0.0%	0	Women	0.0%	0
			Women	0.0%	0			
<b>2020</b>			<b>2012</b>			<b>2003</b>		
White	93.6%	29	White	81.0%	26	White	94.0%	30
Black or African American	6.5%	2	African-American	19.0%	6	African-American	6.0%	2
Hispanic or Latino	0.0%	0	Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	0.0%	0	Women	0.0%	0
Am. Indian or Alaska Native	0.0%	0	Women	0.0%	0			
Two or More Races	0.0%	0						
Not Disclosed	0.0%	0						
Women	0.0%	0						
Women of Color	0.0%	0						
<b>2019</b>			<b>2011</b>			<b>2001</b>		
White	93.8%	30	White	84.0%	27	White	94.0%	30
Black or African American	6.3%	2	African-American	16.0%	5	African-American	6.0%	2
Hispanic or Latino	0.0%	0	Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	0.0%	0	Women	0.0%	0
Am. Indian or Alaska Native	0.0%	0	Women	0.0%	0			
Two or More Races	0.0%	0						
Not Disclosed	0.0%	0						
Women	0.0%	0						
<b>2018</b>			<b>2010</b>			<b>1999</b>		
White	87.5%	28	White	83.0%	25	White	87.0%	27
African-American	12.5%	4	African-American	17.0%	5	African-American	13.0%	4
Latino	0.0%	0	Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
American Indian	0.0%	0	Other	0.0%	0	Women	0.0%	0
Native Hawaiian	0.0%	0	Women	0.0%	0			
Two or More Races	0.0%	0						
Not Specified	0.0%	0						
Women	0.0%	0						
<b>2017</b>			<b>2009</b>			<b>1998</b>		
White	81.2%	26	White	84.0%	27	White	87.0%	27
African-American	18.8%	6	African-American	16.0%	5	African-American	13.0%	4
Latino	0.0%	0	Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0	Women	0.0%	0
Women	0.0%	0	Women	0.0%	0			
<b>2016</b>			<b>2008</b>			<b>1997</b>		
White	84.4%	27	White	83.0%	25	White	87.0%	26
African-American	15.6%	5	African-American	17.0%	5	African-American	13.0%	4
Latino	0.0%	0	Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0	Women	0.0%	0
Women	0.0%	0	Women	0.0%	0			
<b>2015</b>			<b>2007</b>			<b>1996</b>		
White	78.1%	25	White	84.0%	26	White	83.0%	25
African-American	21.9%	7	African-American	16.0%	5	African-American	17.0%	5
Latino	0.0%	0	Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0			
Other	0.0%	0	Other	0.0%	0	<b>1995</b>		
Women	0.0%	0	Women	0.0%	0	White	87.0%	26
						African-American	13.0%	4
						Latino	0.0%	0

TABLE 7

C-Suite								
	%	#		%	#		%	#
2021			2020			2019		
White	82.0%	109	White	85.1%	86	White	89.5%	111
Black or African American	10.5%	14	Black or African American	5.9%	6	Black or African American	4.0%	5
Hispanic or Latino(a)	0.0%	0	Hispanic or Latino(a)	1.0%	1	Hispanic or Latino(a)	0.0%	0
Asian	4.5%	6	Asian	5.9%	6	Asian	6.5%	8
Hawaiian or Pac. Islander	0.8%	1	Hawaiian or Pac. Islander	1.0%	1	Hawaiian or Pac. Islander	0.0%	0
Am. Indian or Alaska Native	0.0%	0	Am. Indian or Alaska Native	0.0%	0	Am. Indian or Alaska Native	0.0%	0
Two or More Races	1.5%	2	Two or More Races	0.0%	0	Two or More Races	0.0%	0
Not disclosed/not specified	0.8%	1	Not disclosed/not specified	1.0%	1	Not disclosed/not specified	0.0%	0
Women	28.6%	38	Women	26.7%	27	Women	18.5%	23
Women of Color	3.8%	5	Women of Color	4.0%	4			

TABLE 8



Vice Presidents								
	%	#		%	#		%	#
<b>2021</b>			<b>2016</b>			<b>2007</b>		
White	83.8%	368	White	89.2%	247	White	92.0%	141
Black or African American	9.3%	41	African-American	6.9%	19	African-American	8.0%	12
Hispanic or Latino(a)	2.5%	11	Latino	0.4%	1	Latino	0.0%	0
Asian	3.0%	13	Asian	2.2%	6	Asian	0.0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	1.4%	4	Other	0.0%	0
Am. Indian or Alaska Native	0.2%	1	Women	21.3%	59	Women	11.0%	17
Two or More Races	0.9%	4						
Not disclosed/not specified	0.2%	1	<b>2015</b>			<b>2006</b>		
Women	25.1%	110	White	87.7%	256	White	92.0%	152
Women of Color	3.6%	16	African-American	8.9%	26	African-American	8.0%	13
			Latino	1.4%	4	Latino	0.0%	0
			Asian	2.7%	8	Asian	0.0%	0
			Other	0.7%	2	Other	0.0%	0
			Women	22.9%	67	Women	12%	18
<b>2020</b>			<b>2014</b>			<b>2005</b>		
White	86.3%	352	White	88.5%	238	White	90.0%	143
Black or African American	7.1%	29	African-American	7.4%	20	African-American	10.0%	16
Hispanic or Latino	2.7%	11	Latino	1.5%	4	Latino	0.0%	0
Asian	2.7%	11	Asian	0.7%	2	Asian	0.0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	1.9%	5	Women	8.0%	13
Am. Indian or Alaska Native	0.3%	1	Women	17.8%	48			
Two or More Races	1.0%	4				<b>2003</b>		
Not Disclosed	0.0%	0	<b>2013</b>			White	89.0%	131
Women	21.1%	86	White	86.5%	224	African-American	10.0%	14
Women of Color	2.7%	11	African-American	8.5%	22	Latino	1.0%	2
			Latino	1.9%	5	Asian	0.0%	0
			Asian	0.0%	0	Women	7.0%	10
			Other	3.1%	8			
			Women	15.1%	39			
<b>2019</b>			<b>2012</b>			<b>2001</b>		
White	86.7%	318	White	91.0%	196	White	92.0%	118
Black or African American	7.1%	26	African-American	6.0%	13	African-American	7.0%	9
Hispanic or Latino	2.2%	8	Latino	1.0%	3	Latino	1.0%	1
Asian	2.2%	8	Asian	0.0%	0	Asian	0.0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	1.0%	3	Women	9.0%	11
Am. Indian or Alaska Native	0.3%	1	Women	17.0%	37			
Two or More Races	1.1%	4				<b>1999</b>		
Not Disclosed	0.5%	2	<b>2011</b>			White	92.0%	130
Women	20.7%	76	White	92.0%	145	African-American	8.0%	11
			African-American	8.0%	12	Latino	0.0%	0
			Latino	1.0%	1	Asian	0.0%	0
			Asian	0.0%	0	Women	7.0%	10
			Other	0.0%	0			
			Women	15.0%	23			
<b>2018</b>			<b>2010</b>			<b>1997</b>		
White	88.3%	392	White	88.0%	137	White	90.0%	97
African-American	6.1%	27	African-American	10.0%	16	African-American	10.0%	11
Latino	1.1%	5	Latino	1.0%	1	Latino	0.0%	0
Asian	3.6%	16	Asian	0.0%	0	Asian	0.0%	0
American Indian	0.2%	1	Other	0.0%	0	Women	7.0%	8
Native Hawaiian	0.0%	0	Women	15.0%	25			
Two or More Races	0.7%	3				<b>1996</b>		
Not Specified	0.0%	0	<b>2009</b>			White	88.0%	76
Women	18.2%	81	White	90.0%	146	African-American	12.0%	10
			African-American	9.0%	15	Latino	0.0%	0
			Latino	0.0%	0	Other	0.0%	0
			Asian	1.0%	1	Women	12.0%	10
			Other	0.0%	0			
			Women	15.0%	25			
<b>2017</b>			<b>2008</b>			<b>1995</b>		
White	89.5%	272	White	93.0%	137	White	95.0%	70
African-American	6.9%	21	African-American	7.0%	11	African-American	5.0%	4
Latino	1.3%	4	Latino	0.0%	0	Latino	0.0%	0
Asian	1.9%	6	Asian	0.0%	0	Other	0.0%	0
Two or More	0.6%	2	Other	0.0%	0	Women	6.0%	5
Women	20.0%	61	Women	14.0%	20			

TABLE 9

Senior Administrators								
	%	#		%	#		%	#
<b>2021</b>			<b>2014</b>			<b>2007</b>		
White	79.6%	953	White	83.8%	570	White	82.0%	421
Black or African American	10.7%	128	African-American	11.2%	76	African-American	14.0%	73
Hispanic or Latino(a)	4.3%	51	Latino	2.5%	17	Latino	2.0%	9
Asian	3.6%	43	Asian	1.5%	10	Asian	1.0%	7
Hawaiian or Pac. Islander	0.1%	1	Other	1.0%	7	Other	<1.0%	2
Am. Indian or Alaska Native	0.0%	0	Women	19.9%	135	Women	18.0%	94
Two or More Races	1.5%	18						
Not disclosed/not specified	0.3%	3						
Women	25.3%	303						
Women of Color	6.1%	73						
<b>2020</b>			<b>2013</b>			<b>2006</b>		
White	81.2%	815	White	83.0%	595	White	84.0%	421
Black or African American	9.8%	98	African-American	12.1%	87	African-American	12.0%	61
Hispanic or Latino	4.1%	41	Latino	2.1%	15	Latino	2.0%	8
Asian	3.2%	32	Asian	1.4%	10	Asian	2.0%	8
Hawaiian or Pac. Islander	0.3%	3	Other	1.4%	10	Other	0.0%	1
Am. Indian or Alaska Native	0.0%	0	Women	18.8%	135	Women	17.0%	86
Two or More Races	0.7%	7						
Not Disclosed	0.8%	8						
Women	23.9%	240						
Women of Color	5.0%	50						
<b>2019</b>			<b>2012</b>			<b>2005</b>		
White	80.0%	896	White	84.7%	510	White	86.0%	424
Black or African American	10.7%	120	African-American	11.6%	70	African-American	12.0%	60
Hispanic or Latino	4.9%	55	Latino	1.8%	11	Latino	1.0%	6
Asian	3.0%	34	Asian	0.8%	5	Asian	<1.0%	2
Hawaiian or Pac. Islander	0.3%	3	Other	1.0%	6	Other	<1.0%	2
Am. Indian or Alaska Native	0.2%	2	Women	19.9%	120	Women	16.0%	80
Two or More Races	0.3%	3						
Not Disclosed	0.6%	7						
Women	24.4%	273						
<b>2018</b>			<b>2011</b>			<b>2003</b>		
White	82.7%	626	White	85.0%	395	White	84.0%	351
African-American	9.0%	68	African-American	12.0%	54	African-American	13.0%	52
Latino	3.7%	28	Latino	2.0%	8	Latino	<1.0%	3
Asian	2.8%	21	Asian	1.0%	6	Asian	<1.0%	4
American Indian	0.0%	0	Other	<1.0%	2	Women	17.0%	70
Native Hawaiian	0.5%	4	Women	20.0%	91			
Two or More Races	0.3%	2						
Not Specified	1.1%	8						
Women	22.1%	167						
<b>2017</b>			<b>2010</b>			<b>2000</b>		
White	81.8%	650	White	84.0%	420	White	90.0%	x
African-American	11.3%	90	African-American	13.0%	65	African-American	9.0%	x
Latino	3.8%	30	Latino	2.0%	8	Latino	1.0%	x
Asian	2.3%	18	Asian	1.0%	5	Asian	<1.0%	x
Other	0.8%	6	Other	<1.0%	1	Women	28.0%	x
Women	20.0%	152	Women	21.0%	104			
<b>2016</b>			<b>2009</b>			<b>1999</b>		
White	78.7%	633	White	83.0%	412	White	86.0%	x
African-American	12.0%	97	African-American	14.0%	69	African-American	14.0%	x
Latino	2.8%	24	Latino	2.0%	9	Latino	0.0%	x
Asian	2.6%	22	Asian	1.0%	7	Asian	0.0%	x
Other	1.0%	7	Other	<1.0%	1	Women	28.0%	x
Women	21.0%	169	Women	17.0%	87			
<b>2015</b>			<b>2008</b>			<b>TABLE 10</b>		
White	80.7%	592	White	82.0%	424			
African-American	14.2%	104	African-American	14.0%	71			
Latino	2.5%	18	Latino	2.0%	10			
Asian	1.6%	12	Asian	2.0%	8			
Other	1.1%	8	Other	<1.0%	3			
Women	22.2%	163	Women	19.0%	96			

Professional Staff								
	%	#		%	#		%	#
<b>2021</b>			<b>2015</b>			<b>2005</b>		
White	72.6%	3408	White	80.6%	2481	White	89.0%	873
Black or African American	13.2%	619	African-American	11.1%	341	African-American	8.0%	79
Hispanic or Latino(a)	7.2%	340	Latino	5.4%	167	Latino	2.0%	21
Asian	3.2%	149	Asian	2.1%	64	Asian	1.0%	10
Hawaiian or Pac. Islander	0.4%	19	Other	0.8%	24	Other	<1.0%	3
Am. Indian or Alaska Native	0.1%	6	Women	32.2%	992	Women	32.0%	311
Two or More Races	2.7%	128						
Not disclosed/not specified	0.5%	23	<b>2014</b>			<b>2003</b>		
Women	33.0%	1549	White	81.6%	2452	White	87.0%	1024
Women of Color	8.8%	414	African-American	10.5%	316	African-American	9.0%	101
			Latino	5.2%	157	Latino	2.0%	20
			Asian	1.9%	58	Asian	<1.0%	6
			Other	0.8%	23	Other	2.0%	20
			Women	30.6%	919	Women	31.0%	362
<b>2020</b>			<b>2013</b>			<b>1999</b>		
White	75.4%	3540	White	81.0%	2363	White	84.0%	x
Black or African American	11.6%	546	African-American	11.7%	342	African-American	15.0%	x
Hispanic or Latino	7.2%	338	Latino	4.4%	127	Latino	<1.0%	x
Asian	2.7%	125	Asian	1.9%	55	Asian	<1.0%	x
Hawaiian or Pac. Islander	0.5%	22	Other	1.1%	32	Women	19.0%	x
Am. Indian or Alaska Native	0.1%	6	Women	27.2%	794			
Two or More Races	2.0%	93				<b>1998</b>		
Not Disclosed	0.5%	23	White	81.0%	1033	White	87.0%	x
Women	32.3%	1516	African-American	11.0%	135	African-American	10.0%	x
Women of Color	7.0%	329	Latino	5.0%	66	Latino	2.0%	x
			Asian	1.0%	13	Asian	1.0%	x
			Other	2.0%	22	Women	24.0%	x
			Women	29.0%	363			
<b>2019</b>			<b>2011</b>			<b>1997</b>		
White	76.7%	2583	White	88.0%	749	White	87.0%	x
Black or African American	8.8%	298	African-American	9.0%	76	African-American	10.0%	x
Hispanic or Latino	6.6%	224	Latino	2.0%	19	Latino	2.0%	x
Asian	2.8%	96	Asian	1.0%	8	Asian	1.0%	x
Hawaiian or Pac. Islander	0.4%	14	Other	<1.0%	2	Women	34.0%	x
Am. Indian or Alaska Native	0.2%	8	Women	30.0%	259			
Two or More Races	1.7%	57				<b>1996</b>		
Not Disclosed	2.6%	88	White	86.0%	746	White	90.0%	x
Women	35.9%	1211	African-American	10.0%	89	African-American	8.0%	x
			Latino	3.0%	24	Other	2.0%	x
			Asian	1.0%	5	Women	18.0%	x
			Other	<1.0%	3			
			Women	29.0%	254			
<b>2018</b>			<b>2009</b>			<b>1995</b>		
White	71.7%	4,449	White	84.0%	766	White	88.0%	x
African-American	10.6%	657	African-American	10.0%	93	African-American	11.0%	x
Latino	8.7%	539	Latino	4.0%	35	Other	1.0%	x
Asian	4.3%	268	Asian	1.0%	13	Women	15.0%	x
American Indian	0.4%	22	Other	<1.0%	3			
Native Hawaiian	0.6%	35	Women	28.0%	251			
Two or More Races	2.4%	150				<b>1994</b>		
Not Specified	1.3%	82	White	83.0%	789	White	89.0%	x
Women	35.0%	2,170	African-American	11.0%	108	African-American	11.0%	x
Total	100.0%	6,202	Latino	4.0%	36	Latino	<1.0%	x
			Asian	1.0%	13	Asian	0.0%	x
			Other	<1.0%	3	Other	<1.0%	x
			Women	29.0%	272	Women	12.0%	x
<b>2017</b>			<b>2007</b>			<b>1993</b>		
White	72.7%	4,374	White	85.0%	753	White	88.0%	x
African-American	10.1%	610	African-American	10.0%	86	African-American	9.0%	x
Latino	8.9%	533	Latino	3.0%	30	Latino	1.0%	x
Asian	4.4%	263	Asian	1.0%	13	Asian	<1.0%	x
Other	3.4%	207	Other	<1.0%	3	Other	<1.0%	x
Women	35.9%	2,157	Women	34.0%	297	Women	12.0%	x
<b>2016</b>			<b>2006</b>					
White	76.0%	2790	White	86.0%	805			
African-American	12.5%	459	African-American	9.0%	83			
Latino	5.5%	202	Latino	3.0%	27			
Asian	2.3%	84	Asian	1.0%	13			
Other	1.7%	63	Other	1.0%	5			
Women	33.2%	1218	Women	33.0%	310			

TABLE 11

Officials								
	%	#		%	#		%	#
<b>2021</b>			<b>2017</b>			<b>2010</b>		
White	70.0%	49	White	69.4%	86	White	72.0%	86
Black or African American	25.7%	18	African-American	27.4%	34	African-American	26.0%	31
Hispanic or Latino(a)	0.0%	0	Latino	1.6%	2	Latino	1.0%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	1.6%	2	Other	1.0%	1
Am. Indian or Alaska Native	0.0%	0	Women	0.8%	1	Women	0.0%	0
Two or More Races	2.9%	2						
Not disclosed/not specified	1.4%	1	<b>2016</b>			<b>2009</b>		
Women	2.9%	2	White	69.4%	86	White	73.0%	88
Women of Color	1.4%	1	African-American	27.4%	34	African-American	25.0%	30
			Latino	1.6%	2	Latino	1.0%	1
			Asian	0.0%	0	Asian	0.0%	0
			Other	1.6%	2	Other	1.0%	1
			Women	0.8%	1	Women	0.0%	0
<b>2020</b>			<b>2015</b>			<b>2008</b>		
White	41.3%	59	White	70.5%	86	White	77.0%	92
Black or African American	21.7%	31	African-American	27.0%	33	African-American	22.0%	26
Hispanic or Latino(a)	0.0%	0	Latino	1.7%	2	Latino	1.0%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	0.8%	1	Other	1.0%	1
Am. Indian or Alaska Native	2.1%	3	Women	0.8%	1	Women	0.0%	0
Two or More Races	1.4%	2						
Not disclosed/not specified	33.6%	48	<b>2014</b>			<b>2007</b>		
Women	1.4%	2	White	69.7%	83	White	78.0%	94
Women of Color	0.0%	0	African-American	28.6%	34	African-American	20.0%	24
			Latino	0.8%	1	Latino	100.0%	1
			Asian	0.0%	0	Asian	0.0%	0
			Other	0.8%	1	Other	1.0%	1
			Women	0.0%	0	Women	0.0%	0
<b>2019</b>			<b>2013</b>			<b>2006</b>		
White	68.0%	83	White	71.0%	85	White	81%	97
Black or African American	29.5%	36	African-American	28.0%	33	African-American	18%	21
Hispanic or Latino	0.8%	1	Latino	0.0%	0	Latino	1%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	1.0%	1	Other	1%	1
Am. Indian or Alaska Native	1.6%	2	Women	0.0%	0	Women	0%	0
Two or More Races	0.0%	0						
Not Disclosed	0.0%	0						
Women	0.8%	1						
<b>2018</b>			<b>2012</b>			<b>2005</b>		
White	69.4%	84	White	71.9%	87	White	83.0%	99
African-American	27.3%	33	African-American	26.4%	32	African-American	16.0%	19
Latino	1.7%	2	Latino	0.8%	1	Latino	1.0%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
American Indian	1.7%	2	Other	0.8%	1	Other	1.0%	1
Native Hawaiian	0.0%	0	Women	0.0%	0	Women	0.0%	0
Two or More Races	0.0%	0						
Not Specified	0.0%	0	<b>2011</b>			<b>2004</b>		
Women	0.8%	1	White	72.0%	87	White	81.0%	97
Total	100.0%	121	African-American	26.0%	32	African-American	18.0%	21
			Latino	1.0%	1	Latino	1.0%	1
			Asian	0.0%	0	Asian	0.0%	0
			Other	1.0%	1	Other	1.0%	1
			Women	0.0%	0	Women	0.0%	0

TABLE 12