



# TIDES

THE INSTITUTE FOR DIVERSITY AND ETHICS IN SPORT

**MAKING WAVES OF CHANGE**

## The 2022 Racial and Gender Report Card™

### National Football League

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Presented by:

The Institute for Diversity and Ethics in Sport™  
with the DeVos Sport Business Management Program  
in the College of Business Administration of the  
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# ***THE 2021 RACIAL AND GENDER REPORT CARD:***

## **National Football League**

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## **Executive Summary**

### **Orlando, FL - November 10, 2022**

The National Football League (NFL) received a **B+** for racial hiring practices and a **B** for gender hiring practices in the 2022 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 decreased to **85.0** percent, 3.5 percentage points lower than last year's score of 88.5 percent. The score for gender increased significantly to **81.4** percent, 6.4 percentage points higher than last year's score of 75.0 percent. The NFL's overall grade increased from 81.8 percent in 2021 to **83.2** percent in 2022.

Using data from the 2022 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, executive leadership, 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, "Part of the decline is related to the adjustment of grading scale to reflect the 2020 census. However, the NFL has continued to make progress in the hiring practices within the League Office. In contrast, there is still room for improvement in the disparities in the racial and gender hiring practices between the NFL League Office and the 32 teams."

### ***Overall Grade***



**B**

### ***Racial Hiring***



**B+**

### ***Gender Hiring***



**B**

Lapchick continued, “An impressive 29.0 percent of the vice presidents and above are people of color in the League Office, up from 26.5 percent in 2021. At the team level, 15.9 percent of the vice presidents are people of color, an increase from 13.7 percent last year. Nonetheless, there is still significant room for improvement.”

“The NFL’s League Office continues in their advancement to efficiently identify and hire women and people of color. Dasha Smith, Jonathan Beane, Sam Rapport, Belynda Gardner and Josephine Martinez lead the NFL in creating innovative methods in building a more inclusive environment. Their combined focus on improving diversity is reflected in this Report Card where the NFL has improved in all but a few categories.” This year the NFL reached multiple “all-time highs” including: eight people of color as general managers, 27 people of color and five women as game officials, six women of color in coaching positions, three women as club presidents, and six people of color as club presidents. At the beginning of the 2022 season, the NFL had 15 women in coaching roles which is the most ever in any professional men’s league covered in the Racial and Gender Report Card series.

Lapchick continued, “There were two first-time head coaches of color hired in 2021, Robert Saleh (NYJ) and David Culley (HOU). This year the NFL has a total of seven head coaches of color which is just one less than the highest recorded number of eight in 2011, 2017, and 2018.

This year, the NFL announced the creation of the NFL Diversity Advisory Committee, following its pledge in February to retain outside experts to review the league’s diversity policies and practices. The six-member committee is lending its expertise, external perspective on industry best practices and is evaluating league and club diversity, equity and including (DEI) strategies and initiatives.

In May 2022, the NFL made an additional update to the Rooney Rule, requiring teams to have outside interviews

## NFL Racial and Gender Report Card at a Glance

### *Racial Hiring Grade for Head Coaches*

**C**  **18.8%**  
People of Color

### *Racial Hiring Grade for Assistant Coaches*

**A+**  **42.9%**  
People of Color

### *Racial Hiring Grade for League Office*

**A-**  **33.7%**  
People of Color

### *Gender Hiring Grade for League Office*

**A-**  **41.3%**  
Women



with a minority and/or female candidate for vacant quarterback coach positions. This adjustment was made to provide a jumpstart for the careers of people of color to become prospective head coaches since many start their careers in the quarterback room.

Also, beginning in the 2021 RGRC series, TIDES started to award 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.

In addition to the NFL social justice initiatives, the NFL hosted Historically Black College or Universities (HBCU) NFL Experienceship, a program that connects collegiate candidates interested in a career in sports and entertainment with opportunities to develop and learn about the business through practical learning and shadowing experiences. This five-month program included over 22 HBCU programs and over 100 participants. The NFL also had some hiring milestones that included two major team positions that were filled by women since last year's Report Card. The Cleveland Browns hired Catherine Raiche as the first woman in an assistant general manager role. Additionally, the Denver Broncos hired Kelly Kleine as Executive Director of Football Operations.

Starting with the 2022 Racial and Gender Report Card series, TIDES updated their grading scale to better reflect the 2020 Census data. According to the data, racial ethnic minorities totaled 42.2 percent. If the previous grading scale would have been used in 2022, the NFL would have earned a B+ for racial hiring practices with a score of 87.2 points. The NFL would have earned a C+ for gender hiring practices with 77.3 points. The overall grade for the NFL would have been a B with 82.3 points.

## NFL Racial and Gender Report Card at a Glance

### *Racial Diversity Grade for Team Owners*

**F**

**3.1%**

People of Color

### *Gender Diversity Grade for Team Owners*

**D+**

**21.9%**

Women

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

**C**



**18.0%**

People of Color

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

**D+**



**23.4%**

Women

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 2022 NFL Racial and Gender Report Card follows the publication of the reports on Major League Baseball and the National Basketball Association.



## NFL Racial and Gender Report Card at a Glance

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

**C+**  **20.4%**  
People of Color

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

**C**  **28.4%**  
Women

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

**B**  **28.7%**  
People of Color

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

**B-**  **32.2%**  
Women

## Report Card Highlights

- There were two major team positions that were filled by women since last year's Report Card. The Cleveland Browns hired Catherine Raiche as the first woman in an Assistant GM role. Additionally, the Denver Broncos hired Kelly Kleine as Executive Director of Football Operations
- At the beginning of the season, the NFL had more women in coaching roles at training camp than any male professional sport in all men's professional sports leagues that receive a Report Card from TIDES at 15 coaches. Currently, the NFL has six full-time women coaches, four of whom are women of color. These women are Angela Baker (New York Giants), Callie Brownson (Cleveland Browns), Maral Javadifar (Tampa Bay Buccaneers), Jennifer King (Washington Commanders), Autumn Lockwood (Philadelphia Eagles), and Lo Locust (Tampa Bay Buccaneers).
- NFL Football Operations hosted its sixth annual Women's Careers in Football Forum in February of 2022. 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. Graduates of the program include Jennifer King, the League's first Black female coach, Salli Clavelle (San Francisco 49ers), the NFL's first Black female scout, and Heather Marini (Brown University), the first female positional coach in the history of the sport.
- In March 2022, the Rooney Rule became applicable to people of color and women as both groups are considered diverse under the rule. In May 2022, the quarterback coach position was also made subject to the Rooney Rule and requires that clubs interview at least one external minority and/or female candidate for vacant quarterback coach positions.
- Mike McDaniel, a first-time head coach of color, was hired to be the head coach of the Miami Dolphins.
- The total number of NFL head coaches of color increased from 15.6 percent in 2021 to 18.8 percent in 2022. In Week 5 of the NFL Season, the Carolina Panthers fired Matt Rhule, and named a person of color, Steve Wilks, as the interim head coach.
- The overall percentage of women in the NFL League Office was at an all-time high of 41.3 percent in 2022, an increase of 2.5 percentage points from 38.8 percent in 2021. This is a significant improvement from 29.6 percent of women holding these positions just six years prior in 2014.
- 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. There are seven women in the NFL as principal owners.
- At the start of the 2022 season, there were eight people of color holding general manager positions, representing 25 percent of all general managers. This was an increase of 9.4 percentage points from 2021. Of the eight general managers, seven of them were Black or African-American, and one was Hispanic or Latino.

- The percentage of people of color that were vice presidents at the team level reached its highest mark ever at 18.0 percent in 2022. This was a 2.1 percentage point increase from 15.9 percent in 2021.
- Black or African-Americans held 14.7 percent of team professional staff roles in 2022, the highest in NFL RGRC history.
- People of color held 20.4 percent of team senior administration positions in 2022, the highest in NFL RGRC history.
- Women held 28.4 percent of team senior administration positions in 2022, an increase from 25.3 percent in 2021.





## Overall Grades

The National Football League received a **B+** for racial hiring practices, and a **B** for gender hiring practices in the 2022 NFL Racial and Gender Report Card. The NFL earned a combined grade of a **B**.

The NFL's score for race was **85.0** percent, a decrease from 88.5 percent in 2021. The score for gender was **81.4** percent, a 6.4 percentage point increase from 75.0 percent in 2021. The overall grade for the NFL increased from 81.8 percent in 2021 to **83.2** percent in 2022.

For race, the NFL received an A+ for players and assistant coaches, a A- for NFL League Office, a B for professional staff, a B- for General Managers, a C+ for senior administration, a C for team CEO or president and team vice presidents, and an F for team owners.

For gender hiring practices, the NFL received a A- for League Office, B- for team professional staff and a C for team senior administration, a D+ for team owners and team vice presidents, and an F for team CEO or president.

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

The 2022 Racial and Gender Report Card series is the first year TIDES is using the updated grading scale that is reflective of the 2020 Census data. According to the data, racial ethnic minorities totaled 42.2 percent. For issues of race, an A will be earned if 35.1 percent of the employees are people of color, B for 26.1 percent, C for 17.1 percent, D for 9.1 percent and F for anything at 9.0 percent or below. For issues of gender, an A will be earned if 42.5 percent of the employees are

women, B for 34.0 percent, C for 26.5 percent, D for 20.0 percent and F for anything 19.9 percent and below.

It is important to note that beginning in the 2021 Racial and Gender Report Card series, a racial and gender hiring grade for team ownership was calculated into the final grades. The 85.0 points for racial hiring practices represented a decrease from 88.5 in the 2021 NFL RGRC. The grade would have been higher if not for the change in the grade calculation. The 81.4 points for gender hiring practices represented an increase from 75.0 in 2021. It also would have been slightly higher with the previous grade calculation. The same was true for the overall grade of 83.2 points, an increase from 81.8 in the 2021 NFL RGRC.

### OVERALL GRADE AND SCORE

**B**  **83.2**

### *Racial Hiring Grade and Score*

**B+**  **85.0**

### *Gender Hiring Grade and Score*

**B**  **81.4**

## Grades by Category

### NFL PLAYERS

The total percentage of players of color decreased from 70.7 percent in the 2021 season to 69.3 percent in the 2022 season. The percentage of white players has decreased slightly from 25.0 percent in 2021 to 24.9 percent in 2022. The percentage of Black or African-American players decreased from 58.0 percent in 2021 to 56.4 percent in 2022. The percentage of Hispanic or Latino players decreased slightly from 0.7 percent in 2021 to 0.4 percent in 2022. Asians, Native Hawaiians or other Pacific Islanders, and American Indian or Alaska Native players represented 0.1 percent, 1.5 percent, and 0.2 percent, respectively, with the only change being a slight decrease in Native Hawaiians or other Pacific Islanders, which made up 1.6 percent in 2021. In 2022, 10.5 percent of players identified as two or more races/other, an increase from 10.1 percent in 2021. Players that chose not to specify their race increased from 4.2 percent in 2021 to 5.7 percent in 2022.

### *Racial Diversity Grade for NFL Players*

**A+ ↓ 69.3**

*See Table 1.*

## NFL COACHES

### *Head Coaches*

There were six people of color, representing 18.8 percent of all NFL head coaches at the start of the 2022 NFL season. They were:

- **Lovie Smith**, Houston Texans
- **Mike McDaniel**, Miami Dolphins
- **Ron Rivera**, Washington Football Team
- **Robert Saleh**, New York Jets
- **Mike Tomlin**, Pittsburgh Steelers
- **Todd Bowles**, Tampa Bay Buccaneers

In week five of the 2022 NFL season, Matt Rhule, a white head coach, was fired and replaced with a Black or African-American interim head coach. The Carolina Panthers named Steve Wilks interim head coach. The total of seven head coaches of color in 2022 is close to the highest recorded number of eight in 2011, 2017, and 2018. As of the publication date of the 2022 NFL Racial and Gender Report Card, 21.9 percent of the NFL head coaches are coaches of color.

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 2021 and 2022 NFL seasons. This remains concerning when you compare the number of Black or African-American head coaches to the number of Black or African-American players in the NFL in 2022, which is 56.4 percent.

In 2017, the NFL tied a previous NFL all-time high that was set 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 since increased from 15.6 percent

in 2021 to 18.8 percent at the start of the 2022 season. 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 Commanders is still the only NFL head coach of Hispanic or Latino descent. Since his first head coaching job in 2011 with the Carolina Panthers, he has gone on to win NFL Coach of the Year in both 2013 and 2015 and led the Panthers to a Super Bowl 50 appearance. In the 2021 NFL season, Robert Saleh (New York Jets) and David Culley (Houston Texans), both people of color, were hired as first-time NFL head coaches. In the 2022 NFL season, Mike McDaniel (Miami Dolphins), a person of color, was hired as a first-time NFL head coach.

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, have 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.

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. Over the years, the Rooney Rule has been adjusted several times to increase its impact.

The latest adjustment was made in May 2022. NFL teams are now required to conduct outside interviews with a minority and/or female candidate for vacant quarterback coach positions. This ruling was made to increase efforts in the hiring of minority head coaches since many prospective coaches jumpstart their careers in the quarterback room. This follows changes made in October 2021, when the NFL added a few

requirements to the Rooney Rule. NFL clubs were required to 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 could be interviewed virtually, but in-person is strongly encouraged. 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.

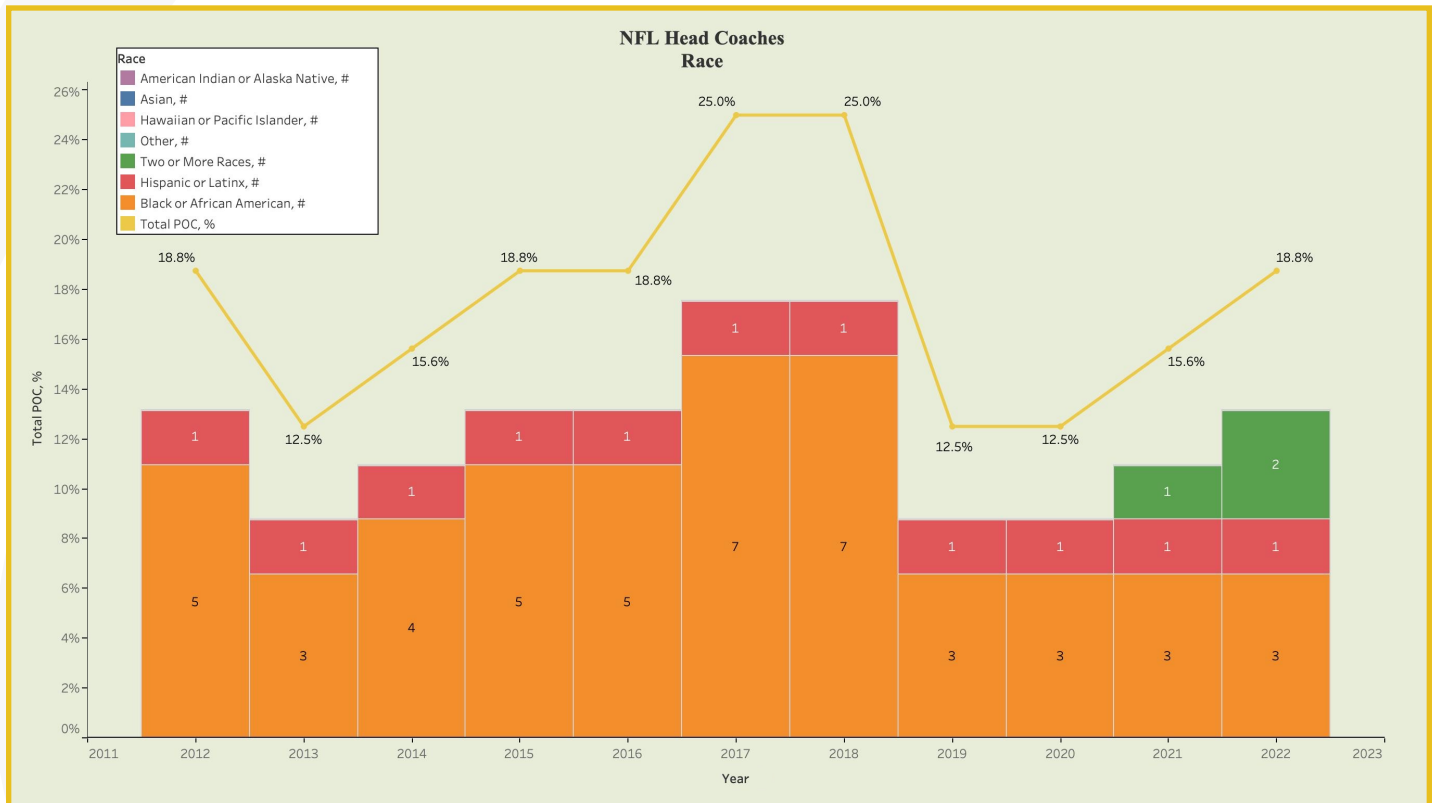
## Racial Hiring Grade for Head Coaches

C



**18.8%**  
People of Color

See Tables 2 and 3.





### *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 NFL Football Operations Department administers a successful fellowship program known as The Bill Walsh NFL Diversity Coaching Fellowship. This annual program is designed as a vocational tool to increase the number of full-time minority coaches and all 32 NFL clubs have participated since the program's inception in 1987. The program's objective is to use NFL clubs' training camps, off-season workout programs and minicamps to give talented diverse and minority coaches opportunities to observe, participate, gain experience, and ultimately gain a full-time NFL coaching position.

The percentage of assistant coaches of color increased from 40.9 percent in 2021 to 42.9 percent in 2022, an all-time high for the NFL. Black or African-Americans held 36.3 percent of the assistant coaching positions in 2022. The percentage of white assistant coaches in 2022 was 55.1 percent, a decrease from 57.7 percent in 2021.

NFL Football Operations hosted its sixth annual Women's Forum in March of 2022. 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 Women's 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.

The NFL had the most women in an on-field assistant coaching role at the beginning of the season with 15.

That made it the most of all men's professional sports leagues that receive a Report Card from TIDES. 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. The number of women in coaching positions increased in 2022 with 15 women in coaching positions. Six are women of color. 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 coach. Martinez and 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).

An 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.



The six NFL full season/full-time women coaches in 2022 are:

- **Angela Baker**, New York Giants
- **Callie Brownson**, Cleveland Browns
- **Maral Javadifar**, Tampa Bay Buccaneers
- **Jennifer King**, Washington Commanders
- **Autumn Lockwood**, Philadelphia Eagles
- **Lo Locust**, Tampa Bay Buccaneers

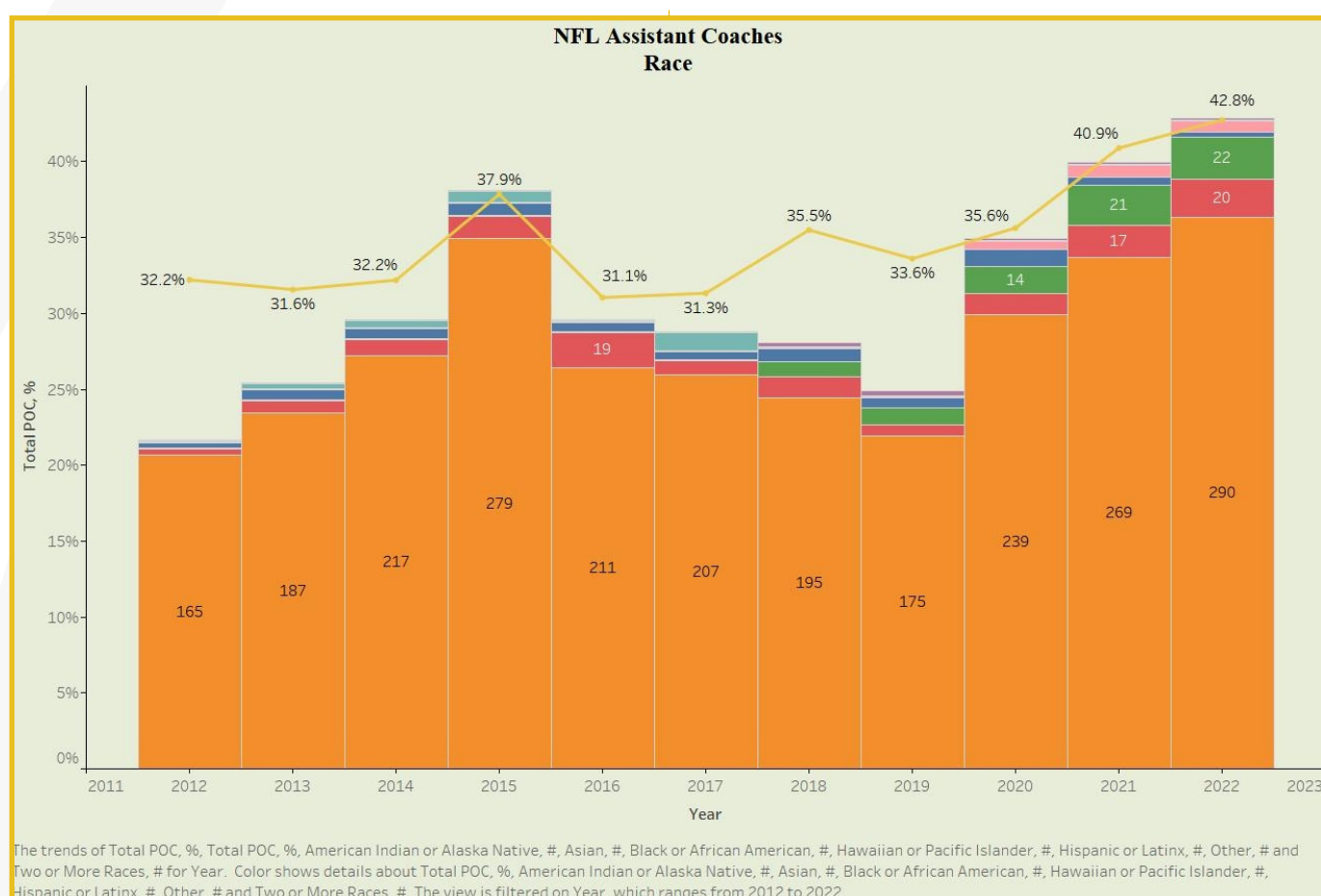
## Racial Hiring Grade for Assistant Coaches

# A+



**42.9%**  
People of Color

See Table 4.



The trends of Total POC, %, Total POC, %, American Indian or Alaska Native, #, Asian, #, Black or African American, #, Hawaiian or Pacific Islander, #, Hispanic or Latinx, #, Other, # and Two or More Races, # for Year. Color shows details about Total POC, %, American Indian or Alaska Native, #, Asian, #, Black or African American, #, Hawaiian or Pacific Islander, #, Hispanic or Latinx, #, Other, # and Two or More Races, #. The view is filtered on Year, which ranges from 2012 to 2022.

## NFL LEAGUE OFFICE

The NFL League Office has been a model of diversity and inclusion for their clubs to follow. The NFL League Office hired another woman into a senior level role since last year's Report Card. Constance Williams became the Senior Vice President of Human Resources.

The percentage of women in the NFL League Office reached an all-time high of 41.3 percent in 2022, increasing from last year's previous all-time high of 38.8 percent. This category has improved at a rate of 1.3 percentage points per year since 2014.

Overall, the percentage of people of color in the NFL League Office increased from 31.1 percent in 2021 to 33.7 percent in 2022. The percentage of whites holding these positions in 2022 was 63.3 percent compared to 67.5 percent in 2021. Black or African-Americans increased from last year's all-time high of 11.4 percent to 11.9 percent in 2022. Hispanics or Latinos/Latinas decreased slightly from 6.4 percent in 2021 to 6.0 percent in 2022. Asians increased from 10.6 percent in 2021 to 10.9 percent in 2022. Native Americans and Alaska Natives combined with Native Hawaiians and other Pacific Islanders holding management positions were still less than 1.0 percent in 2022. In 2022, League Office personnel who identified as two or more races held 4.8 percent of the management positions, an increase from 2.5 percent in 2021. In 2022, 3.0 percent of individuals in management positions chose not to specify their racial identity.

Compared to 2021, 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 26.5 percent in 2021 to 28.7 percent in 2022. The percentage of women in vice president and above positions increased from 30.6 percent in 2021 to 34.2 percent in 2022.

The NFL League Office continues to maintain and introduce diversity initiatives each year. The full list of initiatives are outlined at the end of this report. They include the women's interactive network (WIN), 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.

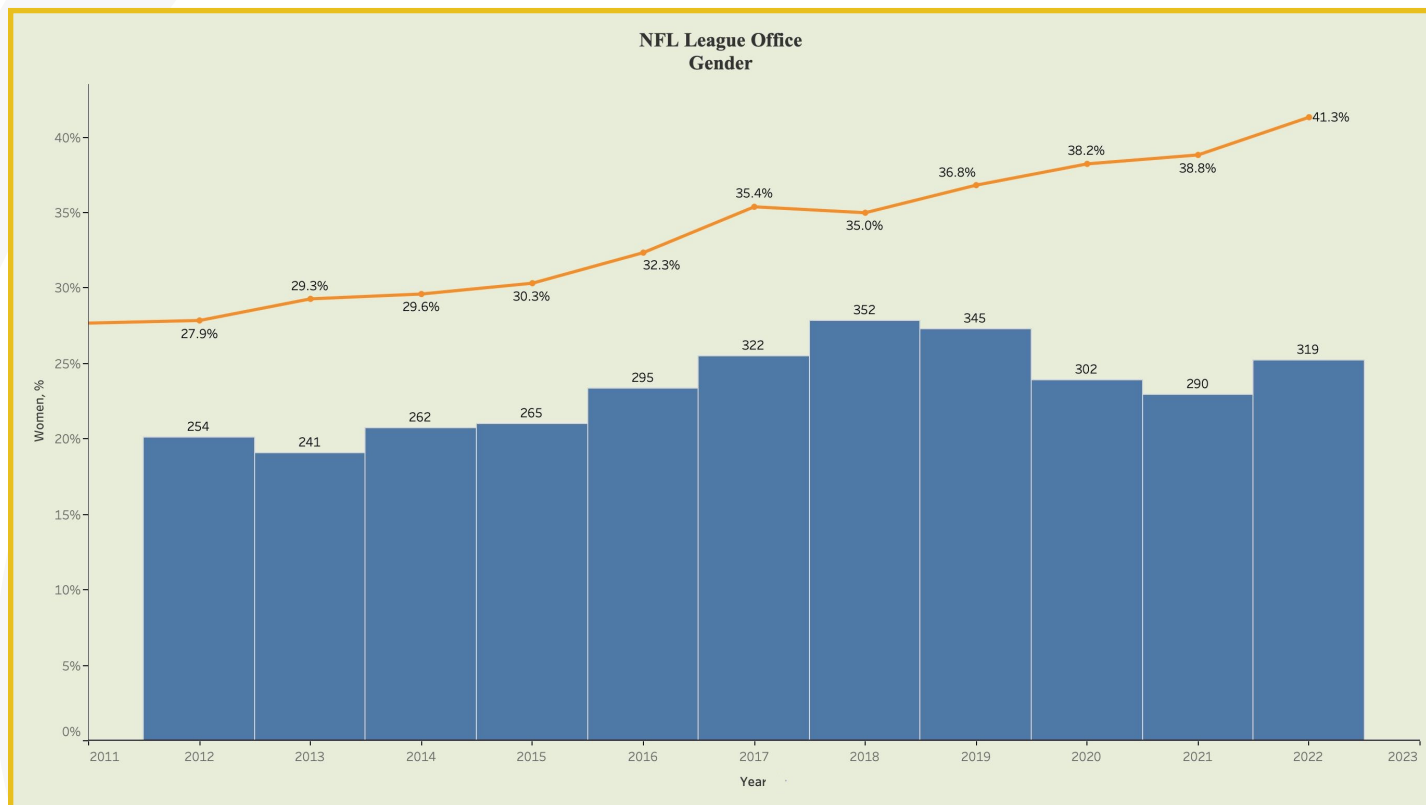
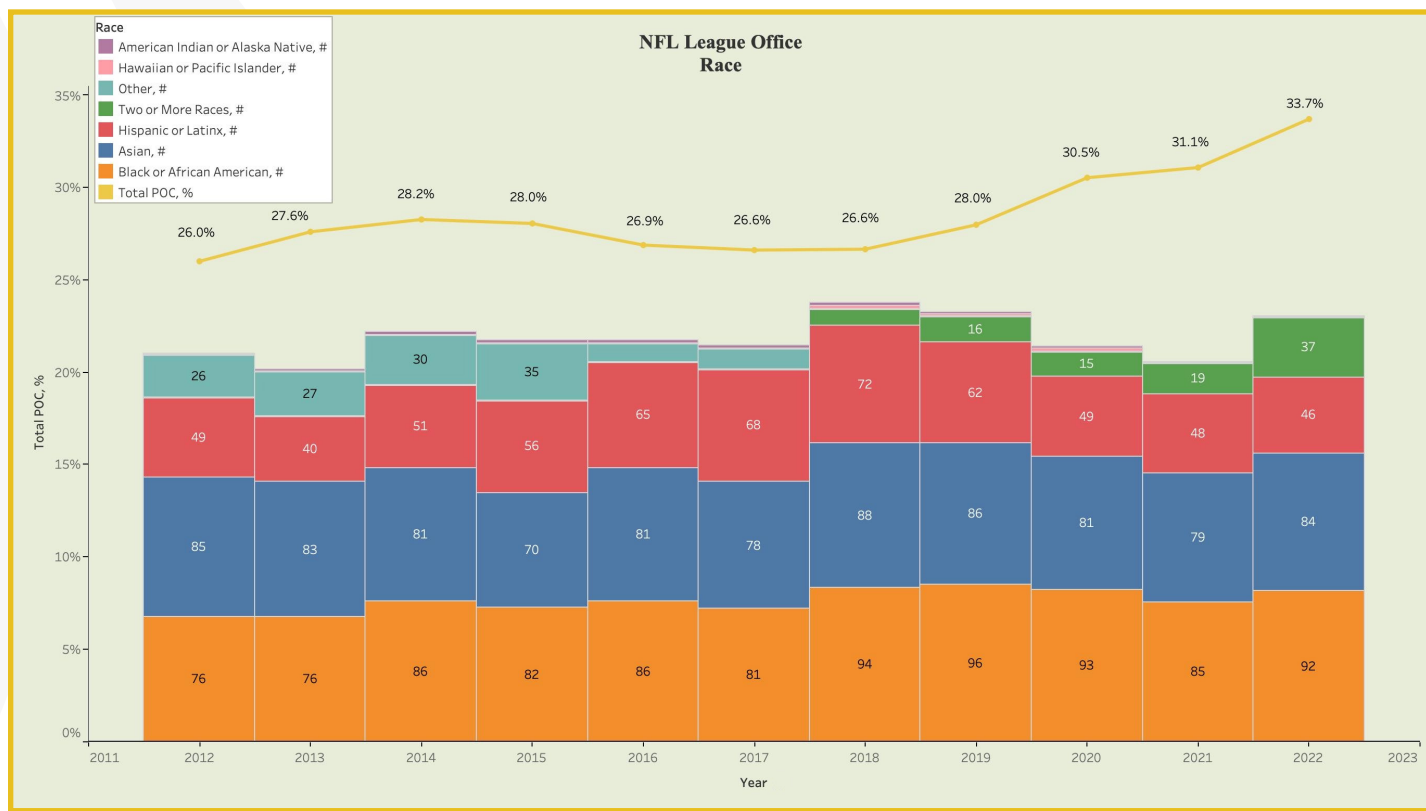
## Racial Hiring Grade for NFL League Office

**A-**  **33.7%**  
People of Color

## Gender Hiring Grade for NFL League Office

**A-**  **41.3%**  
Women

See Table 5.



## TEAM FRONT OFFICES

### *Team Owners*

The NFL has two owners of color who both own significant 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 2022 season, there was one person of color and seven women in the NFL as principal owners.

TIDES recognizes the joint statement released by the NFL clubs on their commitment to increasing diversity among ownership:

### **March 28, 2022: Joint Statement From NFL Clubs On Commitment To Increasing Diversity Among Ownership**

*Following a discussion among the 32 NFL clubs, the membership adopted today the below statement and resolution that outlines its commitment to increasing diversity among ownership.*

*"The NFL member clubs support the important goal of increasing diversity among ownership. Accordingly, when evaluating a prospective ownership group of a member club pursuant to League policies, the membership will regard it as a positive and meaningful factor if the group includes diverse individuals who would have a significant equity stake in and involvement with the club, including serving as the controlling owner of the club."*

In August 2022, the Denver Broncos introduced the most diverse ownership group in the NFL. Four of the six members of the new ownership group are either women or people of color. The ownership group includes limited partners Condoleezza Rice, former Secretary of State, Lewis Hamilton, Formula One's winningest driver, and Mellody Hobson, Chairperson of Starbucks.

## *Racial Diversity Grade for Team Owners*

# F

## 3.1%

People of Color

## *Gender Diversity Grade for Team Owners*

# D+

## 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.*

### ***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 2022, six were people of color. This is an increase from 9.4 percent in 2021 to 18.8 percent in 2022. Out of the six people of color, one was Asian, four were Black or African-American, and one was Hispanic or Latino.

The six people of color who were the principal in charge of team business operations at the start of the 2022 NFL season were:

- **Hymie Elhai**, New York Jets
- **Kim Pegula**, Buffalo Bills
- **Jason Wright**, Washington Commanders
- **Sashi Brown**, Baltimore Ravens
- **Sandra Douglass Morgan**, Las Vegas Raiders
- **Damani Leech**, Denver Broncos

At the beginning of the 2022 season, there were three 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 and 2020 and four in 2021, then decreased to three in 2022.

The three women in a team CEO or President position who were the principal in charge of team business operations were Kim Pegula, the President of the Buffalo Bills, Kristi Coleman, the President of the Carolina Panthers, and Sandra Douglass Morgan, the President of the Las Vegas Raiders. Pegula and Morgan are women 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 only includes the principal in charge of team business operations for each team in calculation of the overall grades.

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

**C**  **18.8%**  
People of Color

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

**F**  **9.4%**  
Women

See Table 6.



### ***General Manager / Primary Football Executives***

The general manager position at each team is the principal in charge of team football operations.

There were eight people of color holding general manager positions, representing 25.0 percent of all general managers. This was an increase of 9.4 percentage points from 2021. Seven of the men were Black or African-American, and one was Hispanic or Latino. 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 previous 19 seasons. The Detroit Lions have made progress on key racial hirings in recent years. They hired Martin Mayhew as their first Black or African-American general manager in 2009. They also hired Jim Caldwell as their first Black or African-American head coach in 2014. Mayhew and Caldwell worked two seasons together, making the Lions the second team ever to employ a Black general manager and coach at the same time.

Terry Fontenot was hired as the Atlanta Falcons' general manager on January 19, 2021. Prior to that, he had worked for the previous 18 seasons as a member of the New Orleans Saints organization in various roles. He was the Falcons' first Black general manager.

The Washington Commanders hired Martin Mayhew on January 21, 2021 as their new general manager. Mayhew came from the San Francisco 49ers where he served as vice president of player personnel.

The second annual Ozzie Newsome General Manager Forum was 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 front office personnel including Tampa Bay Buccaneers Senior Director of Football Research Jacqueline Davidson, Black College Football Hall of Fame Co-Founder James "Shack" Harris, San Francisco 49ers General Manager John Lynch, Dallas Cowboys Vice President of Player Personnel Will McClay, and Baltimore Ravens Executive Vice President of Player Personnel Ozzie Newsome.

The eight people of color holding general manager positions at the start of the 2022 season were:

- **Andrew Berry**, Cleveland Browns
- **Terry Fontenot**, Atlanta Falcons
- **Chris Grier**, Miami Dolphins
- **Brad Holmes**, Detroit Lions
- **Martin Mayhew**, Washington Commanders
- **Ryan Poles**, Chicago Bears
- **Kwesi Adofo-Mensah**, Minnesota Vikings
- **Omar Khan**, Pittsburgh Steelers

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

**B-**  **25.0%**  
People of Color

See Table 7.

### ***Executive Leadership***

This is the fourth year that TIDES has analyzed the executive leadership tier of each club as a separate category. Executive leadership refers to executive-level leaders who are among the most influential personnel ultimately responsible for developing and executing the overall strategy and business operations of the club. In the previous three years, this category focused primarily on the C-Suite and included chief operating officer, chief financial officers, and chief information officers. Starting with the 2022 NFL Racial and Gender Report Card, TIDES has expanded this category from C-Suite personnel to all personnel designated by the club to be directly responsible for the overall strategy and business operations of the club. This can include C-Suite personnel, general managers, head coaches, and executive vice president positions.

The percentage of people of color in executive leadership positions at the start of 2022 was 19.8, a substantial increase from 17.3 percent in 2021. The percentage of whites holding these positions in 2022 was 77.6 percent.

Women held 24.3 percent of all executive leadership positions. In 2022, 5.1 percent of all executive leadership positions were held by women of color.

### ***Racial Hiring Grade for Executive Leadership***

**C**  **19.8%**  
People of Color

### ***Gender Hiring Grade for Executive Leadership***

**C-**  **24.3%**  
Women

See Table 8.

### ***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 18.0 percent in 2022, an increase from 15.9 percent in 2021. Black or African-Americans in vice president positions increased from 9.3 percent in 2021 to 9.6 percent in 2022. There was an increase in the percentage of Hispanic or Latino(a) team vice presidents from 2.5 percent in 2021 to 3.7 percent in 2022. There was also an increase in the percentage of Asian team vice presidents from 3.0 percent in 2021 to 3.3 percent in 2022. The percentage of whites holding team vice president positions decreased from 83.8 percent in 2021 to 80.1 percent in 2022. This was the lowest percentage points of whites in NFL Racial and Gender Report Card history.

The percentage of women in team vice president positions reached its highest mark at 25.1 percent in 2021. This was a four-percentage point increase from 21.1 percent in 2020. The percentage of women in team vice president positions has since decreased to 23.4 percent in 2022. Women of color in team vice president positions increased from 3.6 percent in 2021 to 4.4 percent in 2022. While the increase is important, the grade for women vice presidents remains an F.

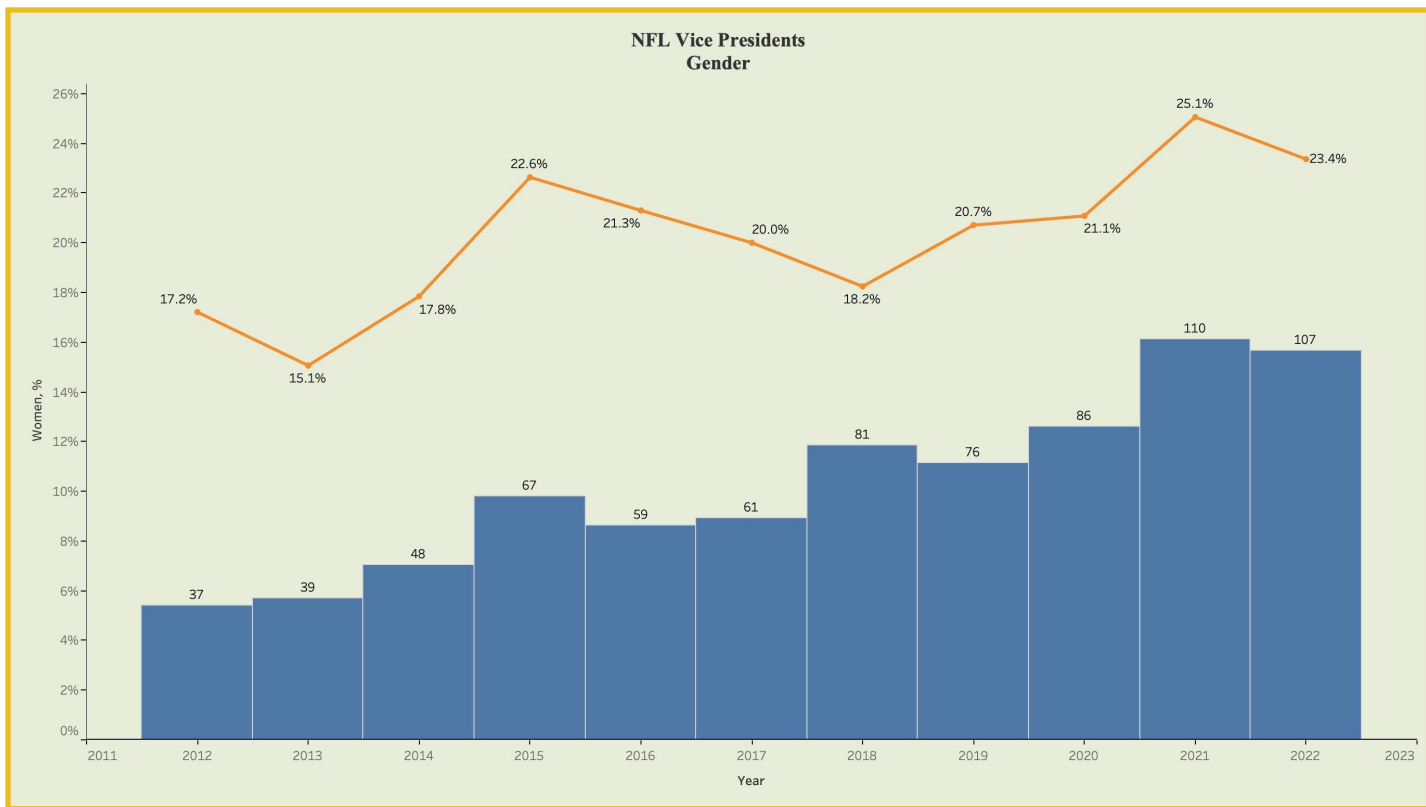
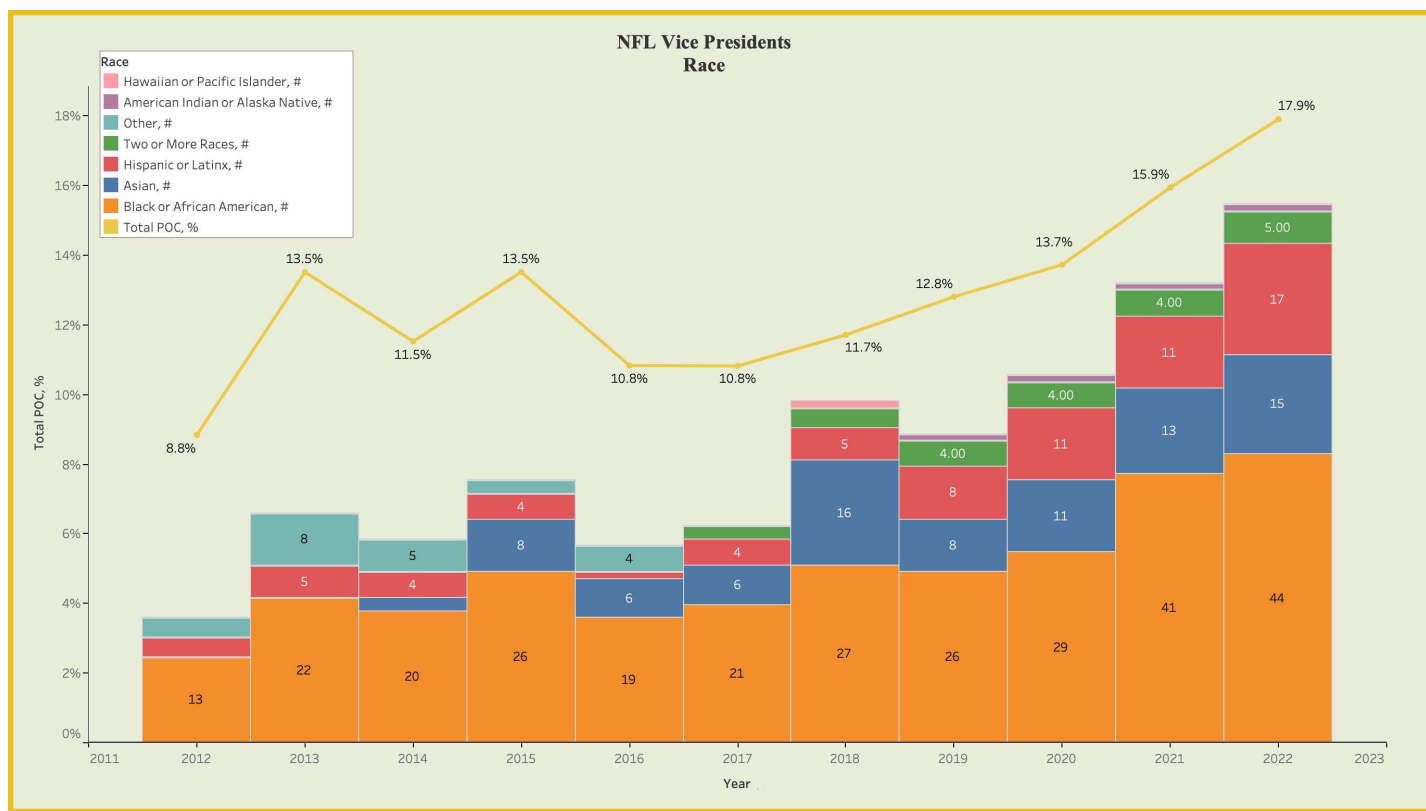
### ***Racial Hiring Grade for Team Vice Presidents***

**C**  **18.0%**  
People of Color

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

**D+**  **23.4%**  
Women

See Table 9.



### ***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 20.1 percent in 2021 to 20.4 percent in 2022. The 20.4 percentage points in 2022 is the highest in NFL Racial and Gender Report Card history. The American Indian or Alaska Native category increased to 0.1 in 2022 from 0.0 in 2021. The percentage of Black or African-Americans in this category decreased compared to 2021, going from 10.7 to 10.3 percent in 2022. Hispanics or Latino(a) in these roles decreased to 4.2 percent in 2022 from 4.3 percent in 2021. The number of Asians holding senior administration roles decreased to 3.0 percent as compared to 3.6 percent in 2021. The percentage of Native Hawaiian/Other Pacific Islanders increased to 0.3 percent in 2022 from 0.1 percent in 2021. The percentage of people who are two or more races increased from 1.2 percent in 2021 to 2.4 percent in 2022.

Women held 28.4 percent of the team senior administration positions during the 2022 NFL season, an increase of 3.1 percentage points from 2021. That 28.4 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 6.3 percent of all team senior administration positions. This is an increase of 0.2 percentage points from 2021.

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

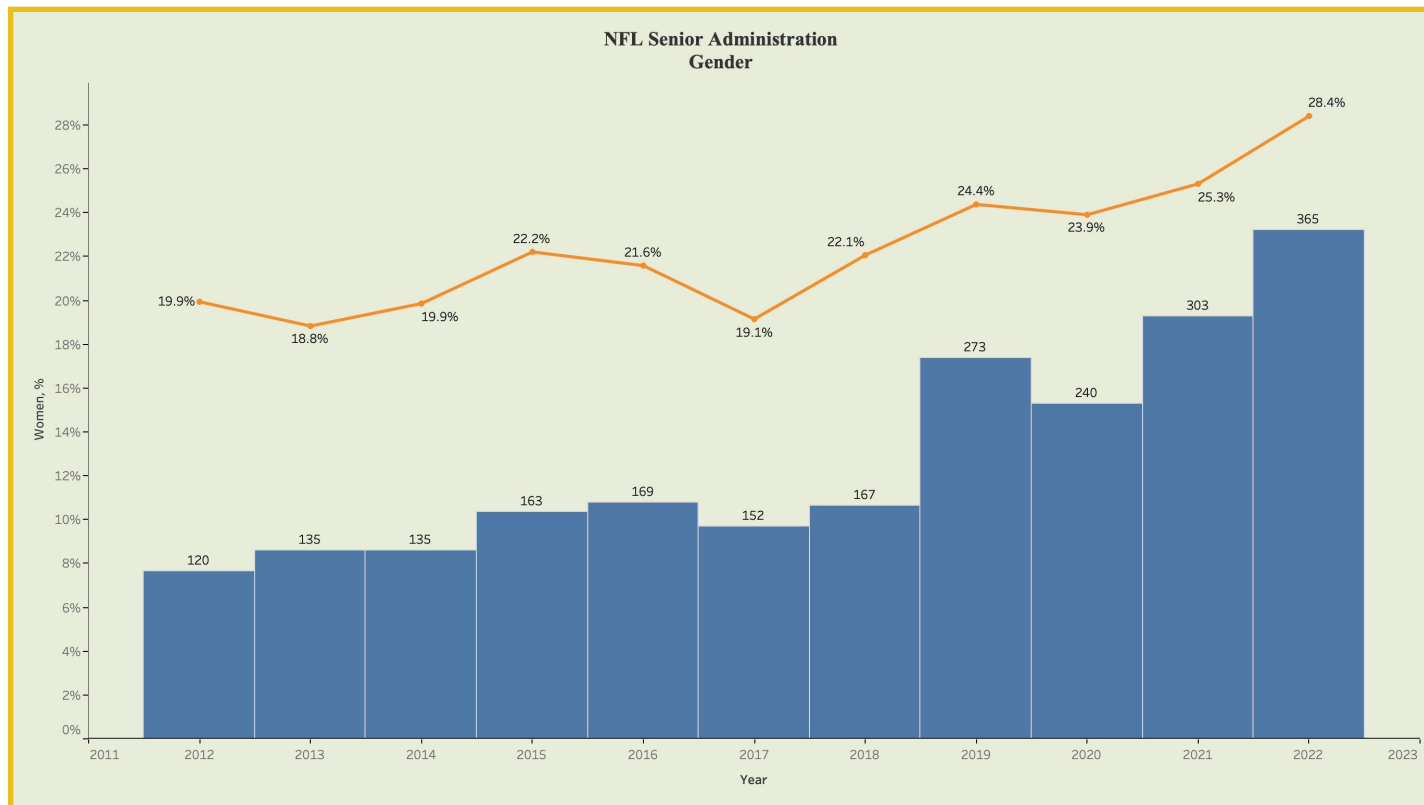
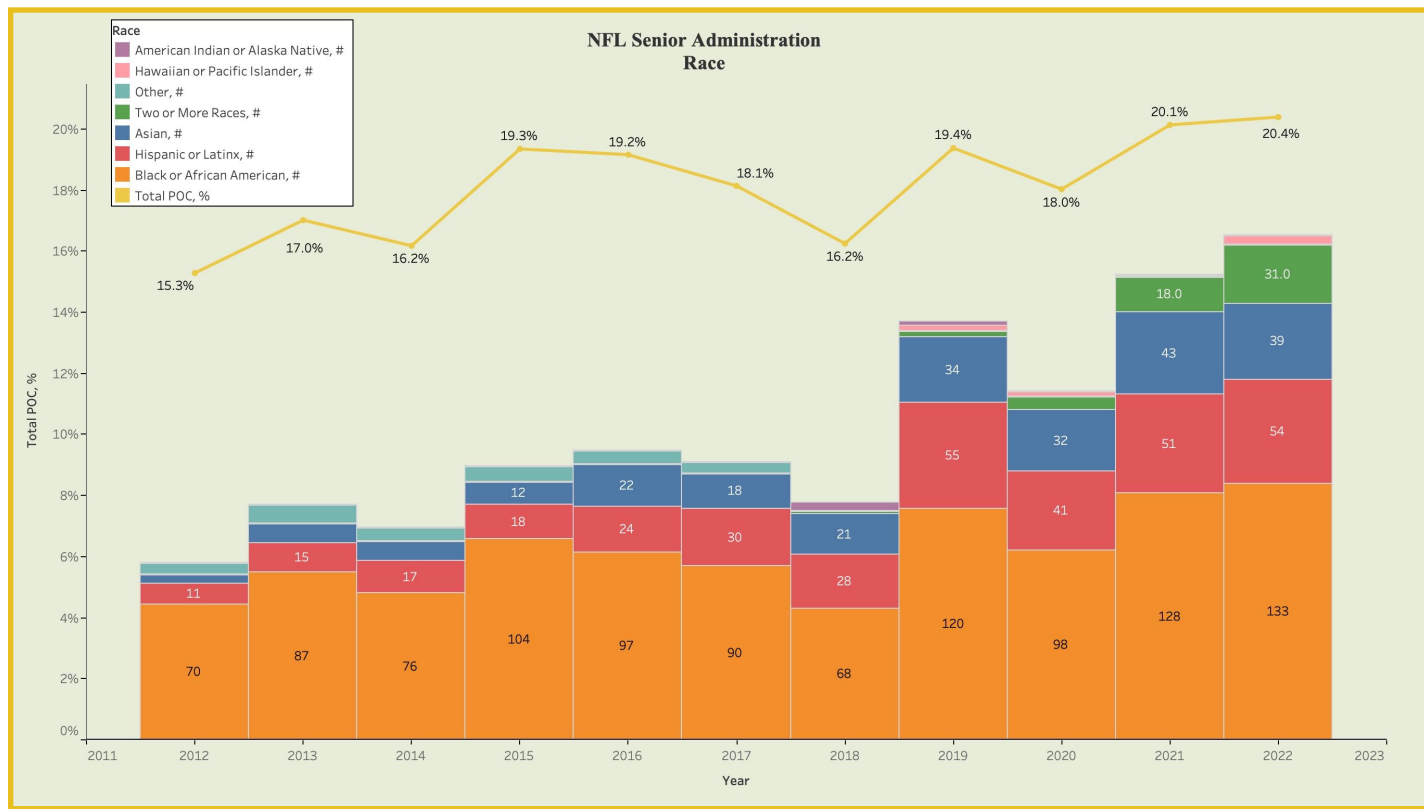
**C+**  **20.4%**  
People of Color

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

**C**  **28.4%**  
Women

*See Table 10.*





### ***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 an increase in the percentage of people of color in team professional staff positions. The total percentage of people of color in these positions for 2022 was 28.7 percent compared to 24.1 percent in 2021. The percentage of whites holding these positions in 2021 was 72.6 percent in 2021 compared to 69.4 percent in 2022.

The percentage of Black or African-American team professional staff increased from 11.6 percent in 2021 to 14.7 percent in 2022. There has not been over 15.0 percent in this category since the 1999 Racial and Gender Report Card. Hispanic or Latino(a) team professional staff stayed the same at 7.2 percent. Asians increased from 2.7 percent in 2021 to 3.6 percent in 2022. Those who chose not to specify their race represented 1.8 percent, which increased from 0.5 percent in 2021.

Women in team professional staff positions decreased slightly from 33.0 percent in 2021 to 32.2 percent in 2022.

Only 9.4 percent of the women in all team professional staff positions were women of color.

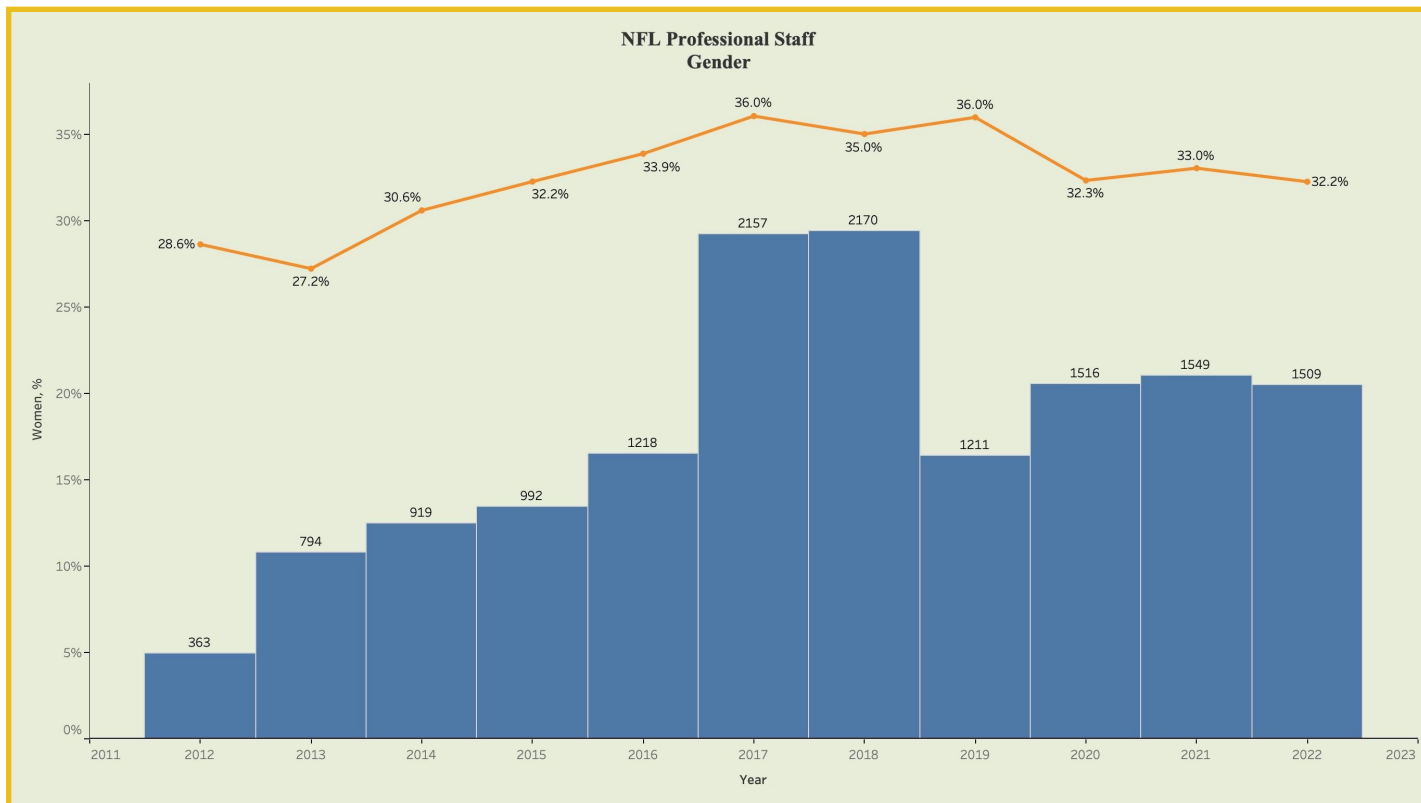
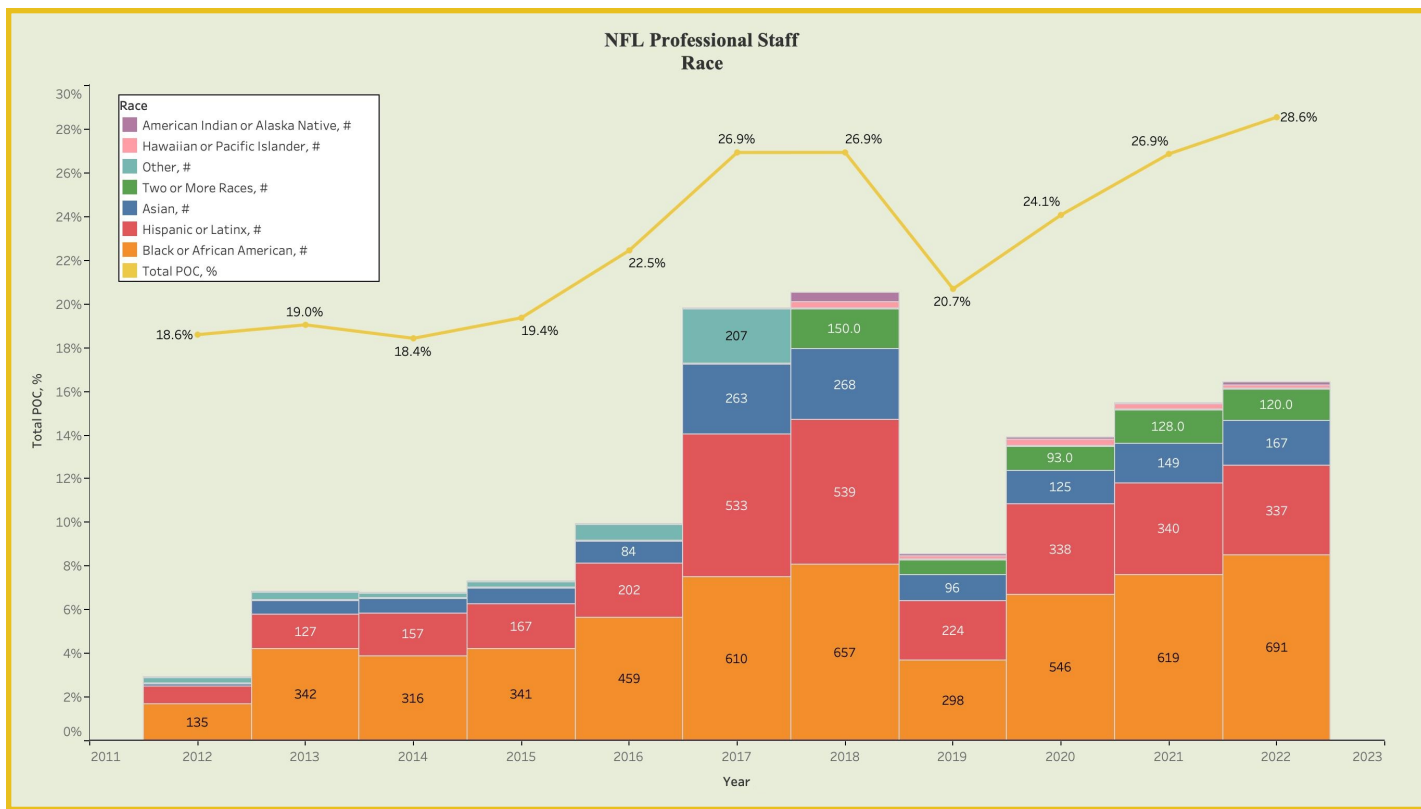
### ***Racial Hiring Grade for Team Professional Staff***

**B**  **28.7%**  
People of Color

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

**B-**  **32.2%**  
Women

*See Table 11.*



## 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 2022 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 TIDES grading scale continues to be updated to reflect the most recent Census data.

The 2022 Racial and Gender Report Card series is the first year TIDES is using the updated grading scale that is reflective of the 2020 Census data. According to the data, racial ethnic minorities totaled 42.2 percent. For issues of race, an **A** will be earned if 39.3 percent of the employees are 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** will be earned if 47.5 percent of the employees are women, **B** for 40.0 percent, **C** for 32.5 percent, **D** for 25.0 percent and **F** for anything below 25.0 percent.

Race	Percentage	Gender	Percentage
A+	40.0 & above	A+	46.0 & above
A	35.1-39.9	A	42.5-45.9
A-	32.1-35.0	A-	40.1-42.4
B+	29.1-32.0	B+	37.5-40.0
B	26.1-29.0	B	34.0-37.4
B-	23.1-26.0	B-	31.5-33.9
C+	20.1-23.0	C+	29.0-31.4
C	17.1-20.0	C	26.5-28.9
C-	14.1-17.0	C-	24.0-26.4
D+	11.1-14.0	D+	21.5-23.9
D	9.1-11.0	D	20.0-21.4
F	9.0 & below	F	19.9 and below

If the previous grading scale (below) would have been used in 2022, the NFL would have earned a **B+** for racial hiring practices with a score of 87.2 points. The NFL would have earned a **C+** for gender hiring practices with 77.3 points. The overall grade for the NFL would have been a **B** with 82.3 points. For issues of race, an **A** was earned if 35.1 percent of the employees were people of color, **B** for 26.1 percent, **C** for 17.1 percent, **D** for 9.1 percent and **F** for anything at 9.0 percent or below. For issues of gender, an **A** was earned if 42.5 percent of the employees were women, **B** for 34.0 percent, **C** for 26.5 percent, **D** for 20.0 percent and **F** for anything 19.9 percent and below.

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

It is important to note that starting last year with the 2021 Racial and Gender Report Card series, a racial and gender hiring grade for team ownership was calculated into the final grades.

Also, beginning last year in the 2021 RGRC series, TIDES awards bonus points affecting the overall racial and gender grades based on crucial social justice initiatives and hiring milestones. Among this year's hiring milestones was Catherine Raiche, the first woman in an Assistant General Manager role. The NFL also had many "all-time highs" this year including: eight people of color as General Managers, 27 people of color and five women as game officials, six women of color in coaching positions, three women as club presidents, and six people of color as club presidents. At the beginning of the 2022 season, the NFL had 15 women in coaching roles which is the most ever in any professional male league in the world.



In addition to the NFL social justice initiatives, the second annual 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 front office personnel including Tampa Bay Buccaneers Senior Director of Football Research Jacqueline Davidson, Black College Football Hall of Fame Co-Founder James “Shack” Harris, San Francisco 49ers General Manager John Lynch, Dallas Cowboys Vice President of Player Personnel Will McClay, and Baltimore Ravens Executive Vice President of Player Personnel Ozzie Newsome. The NFL Women’s Career in Football Forum, led by Sam Rapoport reached year six, setting the NFL record of 15 women in coaching positions, 6 of which are full-time coaches during the regular season.

## 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 the league office is up to date as of September 2022. The information for players, owners, CEO/presidents, executive leadership, general managers, head coaches, assistant coaches, vice presidents, senior administration positions, and professional staff positions, were up to date as of August 2022.

## 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 2022 Report Cards for MLB and NBA have already been released. The WNBA, MLS, College Sport Racial Gender Report Cards 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, Asia Ervin, Lydia Franks, Dara Gregory, Jatasia Johnson, Allison Kula, Kennady Oliver, Zakary Smiley, Andy Smith, Abraham Wade, 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 stepped down as Chair of the DeVos Sport Business Management Program in the College of Business Administration at UCF after 20 years in 2021. He remains as the Director of TIDES which is part of the DeVos Program at UCF. In addition, Lapchick serves as President and CEO of the Institute for Sport and Social Justice (ISSJ) which uses the power by educating, empowering, and inspiring individuals, organizations, and the global community to live their values in standing up for equity, inclusion, and social justice through its highly acclaimed training programs 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

## 2022 NFL Diversity and Inclusion Initiatives

### League-Wide Diversity Initiatives:

The NFL is intensely focused on increasing opportunities for the identification, growth, development, and advancement of people of color and women across all facets of the League and teams. These efforts extend to both football and non-football personnel with emphasis on:

1. Pipeline Development
2. Talent Identification and Recruitment
3. Structure and Strategy with Accountability
4. Education
5. Diverse Community Engagement
6. Inclusive Culture

### PIPELINE DEVELOPMENT

NFL Clubs made great strides this year in senior leadership as the League now has three women (two of whom are women of color) and four Black Team President:

- Sashi Brown, Baltimore Ravens
- Kristi Coleman, Carolina Panthers
- Sandra Douglass Morgan, Las Vegas Raiders
- Damani Leech, Denver Broncos
- Kim Pegula, Buffalo Bills
- Jason Wright, Washington Commanders

The following NFL League employees (women and people of color) that were hired as of the published date of the 2022 TIDES Racial and Gender Report Card. All of these names were publicly announced:

- Vice President, Video Gaming and Consumer Products – Ed Kiang
- Vice President, Financial Planning and Analysis – Patrick Lin
- Vice President, Data and Analytics – Kelley Gazdak

- Senior Vice President of Human Resources – Constance Williams
- Vice President of Talent Acquisition – Amber Trapp
- Senior Vice President of Media Strategy and Strategic Investments – Dhruv Prasad

**Women in Football:** The NFL had 15 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 – a record for any male professional sports league in the world. Two women were hired this season in leadership positions on the football side:

1. Catherine Raiche, Cleveland Browns – became the first female Assistant General Manager in NFL history
  2. Kelly Kleine, Denver Broncos – Executive Director of Football Operations
- The NFL now has five female officials with three being on-field officials including Sarah Thomas, Maia Chaka, and Robin DeLorenzo compared to two on-field officials from last year.
  - Women in Football Operations role increased by 25% in 2022
    - 159 in 2021 vs 199 in 2022

**HBCU Programming:** 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. This program has seen over 100 participants since its inception and has served as an early identification program to the NFL's talent pipeline, with five students hired to the NFL summer internship program, three students taking on roles with the NFL's prestigious Rotational Program and five additional students taking on roles with various NFL clubs.
- **HBCU Careers in Football Forum:** The HBCU CFF brings together students from Historically Black Colleges and Universities across the country with the objective of inspiring, developing, and connecting students with industry professionals and league partners. Traditionally hosted in Atlanta, GA during the Celebration Bowl, 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. 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:** In 2021, NFL hosted the second Madden NFL + HBCU Tournament. The tournament is 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:** HBCU Week encourages high-school seniors to enroll into Historically Black Colleges and Universities, by providing them with scholarships for matriculation and a sustainable pipeline for employment from undergraduate school to corporate America. Since 2020, the NFL has served as the presenting sponsor for HBCU Week and has received 500+ scholarship applications and has awarded seven academic scholarships to students.
- **HBCU Officiating Grants:** The NFL provides annual grants to the four major HBCU Athletic

Conferences dedicated to officiating development. Training sessions for officiating staff including clinics, game evaluations, technology, and continued education

- **HBCU Combine:** The NFL plans to host an HBCU Combine annually with an objective to provide exposure, mentorship, and development opportunities for HBCU prospects. Through this combine, HBCU athletes experience a world-class on-field evaluation by NFL scouts. This event is for Draft-eligible athletes from HBCUs with no remaining eligibility who were not invited to the National Invitational Combine (NIC).

**NFL Women's Forum:** The NFL hosted its sixth annual Women's Forum in February of 2022. 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, 254 opportunities have emerged for women in all levels of football, 131 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.
- In 2022, the New York Giants and Philadelphia Eagles hired the first women coaches in team history, and the Las Vegas Raiders hired the first full-time female in football operations in team history.
- 45% of women who secured opportunities in football were women of color.
- The NFL had 15 women in coaching positions in training camp – highest number in League history.

### **Bill Walsh NFL Diversity Coaching Fellowship**

**Program:** The Bill Walsh NFL Diversity Coaching Fellowship is an annual program administered by the NFL Football Operations Department. Designed as a vocational tool to increase the number of full-time minority coaches, all 32 clubs have participated since the program's inception in 1987. 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 minicamps to give talented diverse and minority coaches opportunities to observe, participate, gain experience and ultimately gain a full-time NFL coaching position. Program participants are supported through the Bill Walsh Fellowship Advisory Council, a group comprised of distinguished NFL coaches, general managers, and NFL executives who support the program's mission and monitor its impact. In addition to the in-person fellowships, virtual programs were established in 2020 as a response to COVID-19 and continued into 2021 and 2022 as an additional development opportunity. These virtual sessions, hosted by coaches and personnel executives at clubs, focused on advancement and mentorship, providing an opportunity for minority coaches and scouts to further their skillset, enhance their knowledge of the game, and engage with other colleagues across the league.

**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. In 2021 through the Nunn-Wooten Fellowship, the Chicago Bears hired their first full-time female scout, Ashton Washington. Washington entered training camp as a player personnel intern in the fellowship and now works in a full-time scouting role, demonstrating the focused development this fellowship offers and the



growing strength of the NFL's pipeline. 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 fifth Quarterback Coaching Summit in June 2022. 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 2022 program featured sessions and panels led by NFL owners, current and former NFL coaches, and college football coaches including: Indianapolis Colts Offensive Coordinator Marcus Brady, Buffalo Bills Defensive Coordinator Leslie Frazier, Houston Texans Offensive Coordinator Pep Hamilton, San Francisco 49ers Defensive Coordinator DeMeco Ryans, and Pittsburgh Steelers President and NFL Workplace Diversity Committee Chair Art Rooney II. Sessions focused on varying topics including how to build a coaching staff, position coach roles, analytics and how to prepare for interview sessions, and more.

**Ozzie Newsome General Manager Forum:** In partnership with the Black College Football Hall of Fame, the NFL hosted the second annual Ozzie Newsome General Manager Forum on June 21, 2022 as part of the NFL's commitment to break mobility barriers and develop a diverse and inclusive workforce. The forum provides a platform to help identify, educate, and prepare minority candidates across the league and expose them to professional development and networking opportunities with NFL club executives. Participants heard from front office personnel including Football Hall of Fame Co-Founder James "Shack" Harris, San Francisco 49ers General Manager John Lynch, Dallas Cowboys Vice President of Player Personnel Will McClay, and Baltimore Ravens Executive Vice President of Player Personnel Ozzie Newsome.

**Third-Party Event Networking Opportunities:** The league utilizes third-party partners and events such as the NFLPA All-Star Game, the East West Shrine Bowl, the Senior Bowl and more as networking opportunities to help identify talent which contribute to the league's diversity career pipeline.

**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 in late January of 2022: The East West Shrine Bowl (Las Vegas, NV), the HBCU Combine (Mobile, AL) and the Senior Bowl (Mobile, AL). The positions offered were in the areas of Athletic Training, Equipment, Video Operations and Coaching. Participants had the opportunity to gain valuable experience for individual growth and allow them to network with League executives, NFL Club Personnel, and coaches.

**HBCU Student-Athlete Fellowship Program:** Football Operations and Talent Acquisition invited six HBCU football student-athletes to participate in an 8-day fellowship program at the League Office. Participants learned about the business structure and organizational model of the League Office, 32 clubs and external partners. This was the inaugural year of this program.

**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 and/or person of color 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 the following positions: head coach, general manager, and coordinator vacancies.

- For the second year, the 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."
- In March 2022, the Rooney Rule became applicable to people of color and all women and both groups are considered diverse under the Rooney Rule. In May 2022, the QB Coach position was also made subject to the Rooney Rule and requires that clubs interview at least one external minority candidate for open QB coach positions.

#### **Updates to the league's Anti-Tampering Policy:**

The following outlines changes made in 2021 to the NFL's Anti-Tampering Policy otherwise known as "Resolution JC-1":

#### **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 Assistant General Manager position (Secondary Football Executive position)
- Clubs prohibited from denying certain employees under contract from interviewing with other clubs during defined periods in the calendar

- The resolution defines a bona fide coordinator position and establishes certain criteria for the hiring clubs to satisfy when interviewing and hiring for the coordinator position to avoid manipulation of the policy.
- For each season, all clubs are required to submit in writing an organizational reporting structure with job descriptions for Primary and Secondary Football Executives and the Offensive, Defensive, and Special Team Coordinators. These documents must be submitted to the NFL's Football Operations department prior to the club's first regular season game of each season.

#### **Resolution JC-2A – 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.

#### **Coach and Front Office Accelerator Program:**

The 2022 Coach & Front Office Accelerator took place during the Spring League Meeting. The goal of the program is to provide a unique opportunity for designated coach and front office leaders to network and gain exposure to club owners, create a deeper understanding of the business of football, and receive leadership development on how to take the next step to Head Coach or General Manager. All 32

clubs participated. The clubs nominated 62 coaching and front office diverse leaders to participate in the program.

**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 FPA 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.

## **TALENT IDENTIFICATION AND RECRUITMENT**

**Summer Internship Program:** The NFL Summer Internship Program allows for rising college seniors, first-year Master's, and law school students to get targeted work experience in the sports industry through a ten-week structured program. Diversity recruiting and hiring is a strong component of this program. In 2022, the NFL welcomed one of the most diverse summer internship classes to the league offices. The 2022 class consisted of 47 students - rising seniors, first-year law students, and MBAs – included a significant proportion of women (64 percent) and people of color (60 percent). We also had 38 colleges/universities represented in the 2022 class, including ten 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. In December of 2021, Year Up was named a national Inspire Change social justice grant partner.

**Prep for Prep –** The NFL is proud to partner with Prep for Prep on its summer internship program. Prep for Prep's mission is to develop future leaders by creating access for young people of color to first-rate, educational, leadership development and professional opportunities.. 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. This year the NFL and the New York Giants joined forces to offer career seminars to Prep for Prep students.

**National Association of Black Journalists (NABJ):** As a concentrated effort to provide opportunities for Black journalists 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.

#### **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 has partnered with MLT on MLT's Experienced Talent Network.

**Emma Bowen Foundation:** The Emma Bowen Foundation (EBF) Fellowship promotes a more diverse industry by placing students of color in multi-year paid internships leading media and tech companies. Since its partnership with Emma Bowen Foundation in 2020, the NFL has hired nine EBF interns, two NFL Films Fellowship participants and one EBF Rotational Program participant.

**Lime Connect:** Lime Connect represents the largest network of high-potential university students and professionals – including veterans – who have disabilities in the world that is focused on rebranding disability through achievement. Lime Connect works with students and organizations alike to attract, prepare and connect talent to internships and full-time careers with organizations such as the NFL.

**The Hispanic Alliance for Career Enhancement (HACE):** HACE is a national non-profit dedicated to the employment, development, and advancement of current and aspiring Latino professionals. Since 1982, HACE has served as a resource for Latinos in the workplace and is a subject matter expert for

corporations seeking to access diverse talent. The NFL is proud to have partnered with HACE on career development and training.

### **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, Darcie Glazer Kassewitz - Tampa Bay Buccaneers, Carrie Walton Pender - Denver Broncos and Kim Pegula - Buffalo Bills.

**Diversity Advisory Committee:** This year, the NFL announced the creation of the NFL Diversity Advisory Committee, following its pledge in February to retain outside experts to review the league's diversity policies and practices. The six-member committee is lending its expertise, external perspective on industry best practices and is evaluating league and club diversity, equity and including (DEI) strategies and initiatives.

**Diversity, Equity and Inclusion Leads:** In addition to the NFL League office's hiring of Jonathan Beane, Chief Diversity and Inclusion Officer in 2020, nineteen NFL clubs have hired or appointed a head of Diversity, Equity and Inclusion in 2022. 11 of the positions are dedicated full-time DEI Heads and eight are hybrid roles. These roles were established to help cultivate a more inclusive culture where diversity is celebrated and valued.

**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 in 2022 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, Learning and our increasingly diverse Community (fans, players, and employees). The Plan is being used as a guide to provide support to the clubs as they develop their own DEI plans and initiatives.
- **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. Each EVP, with the support of the DEI committees, will have their own DEI plans completed by the end of the calendar year. This is the second year the league has required plans for each major business unit and senior executives.
- **Club DEI Plan Creation:** Each of the 32 clubs have created their own customized DEI strategic plans. The League plan will act as a guide for the clubs and clearly articulate the NFL's vision, objectives and overall goals. Each Club's plan is slightly different as they focus their efforts on the specific needs and opportunities of their respective team.

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

- For the third year, the NFL implemented its 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 addresses 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:**

- **Social Responsibility (Domestic Violence/ Sexual Assault) Training:** Year 9 of our education program focuses on adult and childhood domestic violence and sexual assault trauma. We will also go back to basics on these issues offering tangible “Do’s and Don’ts” from a panel of experts and survivors.
- **Microaggressions Training:** In 2022, the NFL will continue to deepen our DEI learnings by focusing on “Tackling Microaggressions.” The training will focus on what microaggressions are, how they show up in our environment and ways to effectively respond to microaggressions.
  - **RISE:** The NFL is partnering with RISE to deliver microaggression training to all Clubs and Full Time Employees at the NFL League Office as well. In this training session,



employees get the chance to learn about the different types of microaggressions employees will get the chance to talk to each other in breakout rooms, where they will participate in exercises that will let them out their new skills to the test.

- **Paradigm:** The NFL is partnering with Paradigm to deliver microaggression training to all Clubs and Full Time Employees at the NFL League Office as well. In this training session, employees get the chance to learn about the different types of microaggressions employees will get the chance to talk to each other in breakout rooms, where they will participate in exercises that will let them out their new skills to the test.
- **Preventing Harassment and Discrimination Training:** the NFL is committed to maintaining a discrimination-free, respectful, and productive work environment. As such, all club Business and Football personnel, including part-time and gameday staff must complete mandatory Preventing Harassment and Discrimination training, as required by the League.
- **DEI Session with Commissioner Goodell and Jonathan Beane:** In this discussion, we had our Senior Vice president and Chief Diversity Officer, Jonathan Beane, sit with NFL commissioner Roger Goodell to discuss all things affecting the league in terms of Diversity, Equity, and Inclusion.

**NFL Leadership Development Programming:** The NFL has worked to develop a number of Leadership Development Programs for diverse talent.

- **NYU Program:** In 2021, the NFL announced the development of the NFL-NYU Sports Executive Education Program. The program is a joint effort between the NFL and the NYU School of Professional Studies Preston Robert Tisch Institute, which was designed specifically for diverse, rising NFL leaders. The program was developed to equip the next generation of the League's executives with the knowledge and skill sets needed to take advantage of the revolution of new technologies, to harness the power of globalization, and to identify

and capitalize on “game-changing” consumer preferences – all factors that are redefining sports around the world. Central to its mission will be a focus on increasing the diversity of rising leaders in the organization, empowering them with new tools and insights to adapt to a changing sports environment. Since its inception in 2021, 40 League Office employees have completed the program.

- **Stanford University League of Leaders:** 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 a week, participants learned from 8 NFL/club guest speakers, participated in group projects (new markets, social responsibility, fan growth and partner assets) and underwent a diverse and comprehensive curriculum.
- **WISE Power of Choice for Emerging Leaders of Color:** This immersive, six-module program requires active participation over a four-month period comprising pre-work, reflection, group and break-out sessions, and other interactive activities. This program is specifically designed to expand the leadership capabilities of female professionals and help participants further their understanding and application of business, strategic and financial acumen, and help prepare mid-career female leaders for future career advancement.
- **WELI (WISE Executive Leadership Institute):** WISE Executive Leadership Institute (WELI) is designed to help the upper echelon of female leaders become more effective leaders and skillfully navigate their business environment.
- **Women on Boards Program:** The NFL participates in this Harvard Business School program designed specifically for top women executives, this program provides insight into navigating the board selection process and maximizing your success as a corporate director.
- **McKinsey Connected Leaders Program:** McKinsey's Connected Leaders Academy focuses on advancing racial equity by investing in future leaders. The Connected Leadership Academy is

the umbrella over McKinsey's two award-winning programs: The Management Accelerator (MA), for early to mid-career leaders, and the Executive Leadership Program (ELP), for senior executives looking to ascend to C-suite roles. The Connected Leaders Academy is designed to provide leaders a catalyst for growth by equipping future leaders with the peer network and sponsorship that will help them achieve their aspirations as well as new capabilities, mindsets, and behaviors. The program is experienced through identity-based communities and McKinsey currently offers cohorts for Black leaders, Hispanic-Latino leaders, and Asian leaders. Participants who complete the program will receive a certification from McKinsey.

### **DIVERSE COMMUNITY ENGAGEMENT**

**Inspire Change:** The entire NFL is committed to conversations and actions that move us towards a more equal and just tomorrow. Inspire Change, the NFL's social justice 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 \$244M to 37 national grant partners and hundreds of grassroots organizations across the country, closing in on the League's 10-year, \$250 commitment to social justice efforts. This includes more than 1,800 Inspire Change matching grants provided by the NFL Foundation to current NFL players and Legends for nonprofits of their choice to help reduce barriers to opportunity. In 2022, the League announce renewals of 21 national grant partners, whose specific impact in their communities includes advocacy to end mass incarceration and offering tuition-free educational resources, wraparound services for youth battling homelessness, various mentorship programs and re-entry services, fighting to end cash bail and pre-trial detention, addressing "three-strikes" laws, and financial empowerment services. These organizations are: Alabama Appleseed, Anti-Racism Coalition

(ARC), Association for Enterprise Opportunity (AEO), Big Brothers Big Sisters of America (BBBSA), Boys & Girls Clubs of America, Breakthrough Miami, Center for Policing Equity, City Year, Community Justice Exchange, Covenant House, Just City-Memphis, Ladies of Hope Ministries (LOHM), MENTOR, Metropolitan Family Services, National Urban League, Oregon Justice Resource Center (OJRC), Operation HOPE, Per Scholas, Texas Appleseed, US Dream Academy, and Vera Institute of Justice (Vera).

**Club Involvement:** NFL clubs and players have been supporting social justice efforts in many ways. Clubs have hosted or participated in more than 500 social justice events in the last year. 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.

**Inspire Changemaker Award:** The NFL continues to amplify the social justice work of players and clubs through the season. Each team will highlight its social justice work during Weeks 15/16 where all clubs will receive Inspire Change branded banners, goal post wraps, on-field stencils, helmet decals, and video board graphics. New this year, the League has established the "Inspire Change Changemaker Award", an award that collectively celebrated 32 social justice changemakers

and their work in the community. Each club will provide their nominee with a \$10,000 donation from the NFL Foundation paid directly to up to two (2) 501c3 organizations focused on one or more of the four Inspire Change pillars. Each changemaker will be recognized during each club's Inspire Change home game and celebrated during Super Bowl week.

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

The Player-Owner Social Justice Working Group 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 10-member panel is made up of five players (both current and former) and five owners. Members of this working group include Michael Bidwell (Arizona Cardinals, Owner), Arthur Blank (Atlanta Falcons, Owner), Gayle Benson (New Orleans Saints, Owner), Demario Davis (New Orleans Saints, Linebacker) Dee Haslam (Cleveland Browns, Owner), Shad Khan (Jacksonville Jaguars, Owner), Kelvin Beachum (Arizona Cardinals, Offensive Tackle), Anquan Boldin (NFL Legend), Josh Norman (Buffalo Bills, Cornerback), and Aeneas Williams (NFL Legend). In 2022, the Social Justice Working Group renewed its commitment to address the “digital divide,” a longstanding barrier to internet and technology access in the US exacerbated due to the COVID-19 pandemic and disproportionately impacting communities of color. This group also approved an additional \$480,000 in funding allocated to NFL clubs - \$15,000 per club – to further their work with nonprofits to help alleviate the “digital divide” in areas that need it most.

**NFL Social Justice and Racial Equity Council:** In 2021, the NFL formed the Social Justice and Racial Equity Council comprised of a mix of experts in the social justice field to advise the league on the evaluation of organizations considered for grant funding, storytelling efforts, and internal and external communication tactics. These industry experts serve as an advisory committee to the league office on social justice issues and the Inspire Change initiative.

**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) is an NFL supplier diversity program designed to increase opportunities for minority-owned, women-owned, veteran-owned, and LGBTQ+-owned business enterprises to bid on contracts related to the Super Bowl. The NFL introduces certified, eligible businesses selected for the program to the League's Super Bowl contractors to partake in Super Bowl related work and/or grow their businesses for future success. 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.

**CHANGE Grants:** Since 2012, the NFL has funded America Cancer Society's Community Health Advocates Implementation Nationwide Grants for Empowerment and Equity (CHANGE) grants, which have contributed to over 600,000 screenings in underserved communities and reached more than 1,100,000 million individuals with education, screening reminders and patient navigation, bringing these life-saving messages and screening services to those who need them most.

**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. The BCFHOF announced its 13th class in January 2022, inducting seven individuals from a list of 29 finalists who had been determined by the 10-member selection committee. These new inductees made their first public appearance at the HBCU Legacy Bowl in February 2022. The NFL's Executive Vice President of Football Operations, Troy Vincent, received the Founders Award this year, which recognizes individuals who have provided long standing support and a commitment to preserving the legacy and vision of the Black College Football Hall of Fame.

**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. Over the course of the program, athletes are afforded an opportunity for skill building and an understanding of advocacy strategies. They participate in sessions on identity, power and community building, learn how to start and support their own foundations

and not-for-profits, and explore the history of sport, civil rights and social justice movements while hearing from academics, social activists, and fellow athletes.

### **INCLUSIVE CULTURE**

NFL Diversity- Related Employee Resource Groups: This year, the NFL added a new Employee Resource Group, for a total of nine ERGs:

- **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) aims to empower and inspire those within the NFL dedicated to the professional development and advancement of women, while deepening the engagement of all employees at the League. WIN fosters opportunities for professional and career development through education, mentoring, and skills-building activities and events. WIN brings employees of the NFL together to educate each other on gender and diversity issues in the workplace and helps to 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. Through networking events, guest speakers, community outreach and employee education, NFL Pride will serve LGBTQ+ employees and their "allies" who support a culture of inclusion. Furthermore, the group will serve as an advisory council to the Executive team to propose recommendations on how the League can best support the LGBTQ+ community in fan-facing communications, marketing/product integrations, workplace best practices, and any other challenges or opportunities that arise.
- **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. Through advocacy, education, and community outreach, APEX will offer a safe and confidential space for those who may view diversity as an obstacle in the workplace. APEX will explore new and innovative methods to advance and grow football in traditionally AAPI communities, and create dialogue and opportunities for recruitment, training, retention, and advancement of diverse candidates, not limited to those of AAPI heritage, but all seeking careers and/or advancement at the NFL.
- **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. Adopting our past campaign "Football is Family," the goal of PIN is to promote a healthy culture of work-life balance, thereby increasing engagement and satisfaction amongst employees and advancing the NFL as a top workplace for parents.

- **NFL Ability:** The Disability ERG serves as an inspiration to all individuals with intellectual and physical disabilities to become successful employees by having a platform to be visible and heard thereby promoting a respectful, collaborative, and supportive working environment. NFL Ability serves as an opportunity to educate colleagues on the challenges and strengths of those disabilities, encouraging innovation to NFL's workplace environment and fostering a more inclusive and diverse workplace.
- **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

#### **Black Engagement Network (BEN) Mentorship**

**Program:** This formal five-month program is designed to connect BEN's rising talent with established leaders across the league, with the goals of creating connections, sharing experiences and nurturing development of the NFL's Black talent.

**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. This year during Pride Month, the NFL sponsored the Stonewall National Monument Visitor Center Groundbreaking ceremony as well had NFL staff participate in New York City and Los Angeles Pride Marches. The League also hosted a panel for LGBTQ



employees.

**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 National Coming Out Day. This Spirit Day the NFL is proud to produce a Public Service Announcement featuring NFL players on the importance of inclusion.

**Latinx Heritage Month:** The NFL has made great strides in the celebration of Latinx Heritage Month at all the league offices. This year, the NFL is partnering with the Hispanic Alliance for Career Enhancement on internal programming.

**Asian American Pacific-Islander Heritage Month:** The NFL kicked off Asian American Pacific-Islander Heritage Month (AAPI) with the launch of the new NFL AAPI shield and storytelling of its cultural significance and meaning. In partnership with the APEX ERG, the NFL also hosted a fireside chat and Q&A with AAPI author, journalist, & activist, Helen Zia about multiculturalism and the formation of the Asian American identity. NFL Network also celebrated AAPI Month with a wide array of programming dedicated to honoring the iconic people, stories, and events that have shaped the NFL, featuring a roundtable discussion with AAPI legends NFL Hall of Famer Troy Polamalu and 4- time Super Bowl champion Jesse Sapolu.

**Women's History Month:** Throughout Women's History Month, the NFL spotlighted women changing the game on and off the field in its extensive calendar of programming including a behind the scenes look of "Forward Progress, a docuseries produced by NFL Films highlighting the careers of some of the most powerful women in the NFL.

**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.

The NFL worked with its Black Engagement Network (BEN) ERG on thoughtful programming throughout Black History Month. Programming for 2022 included an interactive discussion between NFL staff in a health equity discussion and a conversation about the struggles and challenges on the first Black football players with authors of the book "The Forgotten Firsts." Bob Glauber and Keyshawn Johnson.

**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 2022 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. This 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. This year, the NFL hosted a Lunch & Learn with the Trevor Project, in partnership with the Parents Initiative Network (PIN) ERG, to educate NFL staff on the topic of LGBTQ mental health (specifically through the lens of suicide prevention). This conversation helped promote authentic allyship and inspire volunteerism and action among NFL staff.

**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.

**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

**Clemson University:** Four Clemson football student-athletes will learn from each of the four-core NFL Football Operations business units (Officiating, Game Operations, Player Operations and Strategy & Business Development). Participants will learn from

other subject matter experts across various departments to gain a broader understanding of the organizational structure and business operations at the League Office.

**NFL Films High School Film Festival:** The Black Engagement Network (BEN) spearheaded the second annual NFL Films’ Film Festival – a student competition that featured seven high schools from New Jersey and Philadelphia: Winslow Township, Eastern Regional, Oakcrest, Westside, Donald Payne Sr. School of Technology, Roxborough (PA) and Abraham Lincoln (PA). The creating arts opportunity allowed local students to have their entries judged by five NFL Films Emmy-Award-winning Producers, Cinematographers, and Audio Engineers while teaching the power of storytelling through the lens of sports. The high schools took home prize money totaling \$15,000 to use towards their video production programs.

**Technical Operating Training Camp:** On July 13th, 21 individuals made up of a diverse group of college students, local residents, and former players participated in the first annual 2022 Technical Operations Training Camp. This new two-week program was created to expose individuals to the various technical and operations jobs while receiving hands-on training from experienced professionals. Participants gained valuable insight, hands-on training, and built networking relationships with many NFL employees. The goal is to develop and work with this diverse team of participants to get those interested to the next levels in their careers. The NFL looks forward to planning for next year's 2023 Technical Operation Training Camp by developing the curriculum learning from this year, looking toward new applicants, and building upon this very successful blueprint.

**Contract with Black America:** Driven by a strong internal commitment to diversify the NFL’s business partnerships with organizations like CWBA, the League has spent and allocated \$125 million with Black owned and operated businesses such as Ariel Investments, CityFirst/Broadway Bank, Cover Communications, and Fearless Technology during the last year.

**1500 Sound Academy:** This past year, and upon the move of the NFL's West Coast office to Inglewood, CA, the NFL has established a content collaboration with local Inglewood music education institute, 1500 Sound Academy. 1500 Sound Academy strives to produce passionate sound creators with mentorship, mindset, and professional development. In exchange for music tracks composed for NFL productions, the NFL will provide scholarships and/or licensing fees to 1500 Sound Academy students. This partnership especially came to life during Super Bowl week in Los Angeles, where 1500 collaborated with the NFL on several Super Bowl content initiatives including composing and performing a unique rendition of "California Love" for the opening to the Super Bowl LVI edition of NFL Network's GameDay Morning feature, "This is LA." 1500 Sound Academy students also composed original music for Emmy-nominated "Ode to South Central," a moving documentary feature paying tribute to the iconic neighborhood that hosted Super Bowl LVI, as well as a music track for NFL Originals local streetwear brand launch collection. This upcoming year, NFL LA staff will guest lecture at select 1500 Sound Academy classes in a program called NFL Sports Media Sessions.

**Good Neighbor Program:** This past year, and upon the move of the League's West Coast office to Inglewood, CA, the NFL launched the "Good Neighbor" program to beautify select local Inglewood businesses. To kick off Super Bowl week in Los Angeles, the NFL launched its first local business renovation, Kenny Q's Bar-B-Que. The project was completed by NFL volunteers and NFL design construction partners (Gensler/MGAC and others) who worked to redesign the restaurant interior, menu, and signage. The NFL also surprised Kenny Q's and other Inglewood local restaurants Sweet Red Peach and Ms. Ruby's with a \$20K grant each from VISA as part of their broader Super Bowl initiative in supporting small businesses in LA owned by women and minorities. NFL and VISA will continue working together to partner on further initiatives around the Good Neighbor program.

**Black Sports Business Symposium:** The NFL was a Championship sponsor of the Black SportsBusiness Symposium. The Black Sports Business Symposium (BSBS) is a disruptive, invitation-only, annual event that unites, cultivates, illuminates, and celebrates Black professionals and students in the sports business industry.

**HBCU Medical Community:** The NFL, NFL Physicians Society (NFLPS) and Professional Football Athletic Trainers Society (PFATS) are committed to increasing diversity in sports medicine and have launched a new program to encourage medical students from diverse backgrounds to consider sports medicine careers. The inaugural program will launch at the start of the 2022-23 season and will provide medical students at four Historically Black College and University (HBCU) medical schools with the opportunity to complete a one-month clinical rotation with NFL club medical staff during the 2022 season. During their rotations, students will observe and participate in the care of sports medicine patients in NFL club settings. Students will work directly with and under the supervision of the orthopedic team physicians, primary care team physicians and athletic trainers to gain basic medical knowledge and exposure to patient care in sports medicine.

**HBCU Legacy Bowl:** The HBCU Legacy Bowl, presented by the Black College Hall of Fame, is a postseason all-star game showcasing the best NFL draft-eligible players from Historically Black Colleges and Universities. More than just a football game, it is a week-long celebration of Black culture and history that aims to provide exposure and opportunity for HBCU students. The inaugural HBCU Legacy Bowl took place in February of 2022 and was aired live on NFL Network.

**Gold House:** The NFL and the NFL Asian Professional Exchange (APEX) supported Gold House, the leading community of Asian and Pacific Islander (API) changemakers, in hosting an intimate salon event leading up to Super Bowl LVI in Los Angeles. This salon aimed to explore ways to elevate and provide

Asian athletes with platforms to achieve greater success in creative industries. Key themes that emerged from this event included education through storytelling, representation in leadership, and inspiration through mentorship and success.

**No Caller ID:** The NFL has partnered with licensing firm No Caller ID to create an innovative program designed to enhance diversity within the NFL licensing portfolio. By leveraging No Caller ID's vast network, the program will focus on creating NFL licensing opportunities for brands, collaborators and artists from a wide variety of backgrounds and underrepresented communities. The program will aim to lower barriers to entry and to help streamline the licensing process.

**McKinsey Women in the Business of Sports**

**Inclusion Survey:** McKinsey and WISE collaborated on a first of its kind survey to understand how included women feel in the sports industry. The NFL was proud to participate in this study which included approximately 1,700 self-identified women who currently work in their sports industry.



# Appendix II

Players								
	%	#		%	#		%	#
<b>2022</b>			<b>2012</b>			<b>2003</b>		
White	24.9%	421	White	30.1%	820	White	29.0%	516
Black or African American	56.4%	954	African-American	66.3%	1,804	African-American	69.0%	1,228
Hispanic or Latino(a)	0.4%	7	Latino	0.7%	20	Latino	1.0%	9
Asian	0.1%	2	Asian	1.1%	29	Asian	1.0%	22
Hawaiian or Pac. Islander	1.5%	25	Other	1.8%	48	Other	0.0%	0
Am. Indian or Alaska Native	0.2%	3	International	1.4%	39			
Two or More Races	10.5%	178				<b>2000</b>		
Not disclosed/not specified	5.7%	97				White	x	x
Other	0.2%	3				African-American	x	x
						Latino	x	x
						Other	x	x
<b>2021</b>			<b>2011</b>			<b>1999</b>		
White	25.0%	432	White	31.0%	802	White	32.0%	x
Black or African American	58.0%	1,000	African-American	67.0%	1,721	African-American	67.0%	x
Hispanic or Latino(a)	0.7%	12	Latino	1.0%	13	Latino	<1.0%	x
Asian	0.1%	2	Asian	2.0%	40	Other	<1.0%	x
Hawaiian or Pac. Islander	1.6%	27	Other	1.0%	7			
Am. Indian or Alaska Native	0.2%	4	International	1.0%	20	<b>1998</b>		
Two or More Races	9.8%	169				White	32.0%	x
Not disclosed/not specified	4.2%	73				African-American	66.0%	x
Other	0.3%	6				Latino	<1.0%	x
						Other	1.0%	x
<b>2020</b>			<b>2010</b>			<b>1997</b>		
White	24.9%	418	White	31.0%	790	White	33.0%	x
Black or African American	57.5%	967	African-American	67.0%	1,714	African-American	65.0%	x
Hispanic or Latino(a)	0.4%	7	Latino	1.0%	13	Latino	<1.0%	x
Asian	0.1%	2	Asian	2.0%	39	Other	1.0%	x
Hawaiian or Pac. Islander	1.6%	27	Other	1.0%	7			
Am. Indian or Alaska Native	0.2%	3	International	1.0%	20	<b>1996</b>		
Two or More Races	9.4%	158				White	31.0%	x
Not disclosed/not specified	5.7%	96				African-American	66.0%	x
Other	0.2%	4				Latino	<1.0%	x
						Other	2.0%	x
<b>2019</b>			<b>2009</b>			<b>1995</b>		
White	26.8%	444	White	30.0%	782	White	31.0%	x
Black or African American	58.9%	976	African-American	67.0%	1,761	African-American	67.0%	x
Hispanic or Latino	0.5%	8	Latino	1.0%	24	Latino	0.0%	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>1994</b>		
Two or More Races	9.6%	150				White	31.0%	x
Not Disclosed	3.1%	51				African-American	68.0%	x
						Latino	0.0%	x
<b>2018</b>						Other	1.0%	x
<b>2017</b>								
<b>2016</b>			<b>2008</b>			<b>1993</b>		
White	27.4%	618	White	31.0%	805	White	35.0%	x
African-American	69.7%	1,573	African-American	67.0%	1,762	African-American	65.0%	x
Latino	0.8%	18	Latino	1.0%	25	Latino	0.0%	x
Asian	1.9%	44	Asian	2.0%	45			
Other	0.2%	4	Other	<1.0%	1	<b>1992</b>		
International	x	x	International	2.0%	63	White	30.0%	x
						African-American	68.0%	x
						Latino	<1.0%	x
						Other	1.0%	x
<b>2015</b>			<b>2007</b>			<b>1991</b>		
White	x	x	White	31.0%	730	White	36.0%	x
African-American	x	x	African-American	66.0%	1,566	African-American	62.0%	x
Latino	x	x	Latino	1.0%	30	Latino	2.0%	x
Asian	x	x	Asian	2.0%	44			
Other	x	x	Other	<1.0%	1			
			International	2.0%	43			
<b>2014</b>			<b>2006</b>			<b>1990</b>		
White	28.6%	813	White	31.0%	532	White	39.0%	x
African-American	68.7%	1,957	African-American	67.0%	1,131	African-American	61.0%	x
Latino	0.7%	19	Latino	0.5%	8	Latino	0.0%	x
Asian	1.1%	31	Asian	1.5%	25	African-American	68.0%	x
Other	0.9%	27	Other	0.0%	0	Latino	<1.0%	x
International	1.0%	30	International	1.0%	24	Other	1.0%	x
<b>2013</b>			<b>2005</b>			<b>1991</b>		
White	31.0%	866	White	31.5%	537	White	36.0%	x
African-American	67.3%	1,883	African-American	65.5%	1,116	African-American	62.0%	x
Latino	0.6%	16	Latino	<1.0%	10	Latino	2.0%	x
Asian	0.7%	19	Asian	2.0%	34			
Other	0.5%	14	Other	<1.0%	1	<b>1990</b>		
International	1.5%	43	International	1.0%	18	White	39.0%	x
						African-American	61.0%	x
						Latino	0.0%	x

TABLE 1

x = data not provided



Head Coaches								
	%	#		%	#		%	#
<b>2022</b>			<b>2014</b>			<b>2005</b>		
White	81.2%	26	White	84.4%	27	White	81.3%	26
Black or African American	9.4%	3	African-American	12.5%	4	African-American	18.8%	6
Hispanic or Latino(a)	6.3%	1	Asian	0.0%	0	Asian	0.0%	0
Asian	0.0%	0	Latino	3.1%	1	Latino	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	3.1%	2						
Not disclosed/not specified	0.0%	0						
Women	0.0%	0						
Women of Color	0.0%	0						
<b>2021</b>			<b>2013</b>			<b>2003</b>		
White	84.4%	27	White	88.0%	28	White	91.0%	29
Black or African American	9.4%	3	African-American	9.0%	3	African-American	9.0%	3
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	Other	0.0%	0			
Am. Indian or Alaska Native	0.0%	0	Women	0.0%	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>2001</b>		
White	87.5%	28	White	81.0%	26	White	94.0%	30
Black or African American	9.4%	3	African-American	16.0%	5	African-American	6.0%	2
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	<b>2011</b>			<b>2000</b>		
Women	0.0%	0	White	75.0%	24	White	90.0%	28
Women of Color	0.0%	0	African-American	22.0%	7	African-American	10.0%	3
			Asian	0.0%	0	Asian	0.0%	0
			Latino	3.0%	1	Latino	0.0%	0
			Other	0.0%	0	Women	0%	0
			Women	0.0%	0			
<b>2019</b>			<b>2010</b>			<b>1999</b>		
Hispanic or Latino	3.1%	1	White	81.0%	26	White	94.0%	29
Asian	0.0%	0	African-American	19.0%	6	African-American	6.0%	2
Hawaiian or Pac. Islander	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Am. Indian or Alaska Native	0.0%	0	Latino	0.0%	0	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>2009</b>			<b>1997</b>		
White	75.0%	24	White	81.0%	26	White	90.0%	27
African-American	21.9%	7	African-American	19.0%	6	African-American	10.0%	3
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>2008</b>			<b>1995</b>		
White	75.0%	24	White	81.0%	26	White	90.0%	27
African-American	21.9%	7	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>2016</b>			<b>2007</b>			<b>1994</b>		
White	81.3%	26	White	81.0%	26	White	93.0%	28
African-American	15.6%	5	African-American	19.0%	6	African-American	7.0%	2
Asian	0.0%	0	Asian	0.0%	0	Latino	0.0%	0
Latino	3.1%	1	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>2006</b>			<b>1993</b>		
White	81.3%	26	White	78.0%	25	White	89.0%	25
African-American	15.6%	5	African-American	22.0%	7	African-American	7.0%	2
Asian	0.0%	0	Asian	0.0%	0	Latino	<4.0%	1
Latino	3.1%	1	Latino	0.0%	0			
Other	0.0%	0	Other	0.0%	0	<b>1992</b>		
Women	0.0%	0	Women	0.0%	0	White	89.0%	25
						African-American	7.0%	2
						Latino	<4.0%	1

TABLE 2

The Institute for Diversity and Ethics in Sport™

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“MAKING WAVES OF CHANGE”

## 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
	Houston Texans	2022	1-5-1
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	156-91-2
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
Ron Rivera	Carolina	2011-2019	76-63-1
	Washington	2020-present	18-23
Todd Bowles	Miami	2011	2-1*
	N.Y. Jets	2015-2018	24-40
	Tampa Bay	2022	3-5
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
	Carolina	2022	1-2*
Brian Flores	Miami	2019-2021	24-25
David Culley	Houston	2021	4-13
Robert Saleh	N.Y. Jets	2021-present	9-16
Mike McDaniels	Miami	2022	5-3

### TABLE 3

\*Interim head coach

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

Assistant Coaches								
	%	#		%	#		%	#
<b>2022</b>			<b>2014</b>			<b>2005</b>		
White	55.1%	441	White	67.8%	497	White	66.0%	316
Black or African American	36.3%	290	African-American	29.6%	217	African-American	32.0%	154
Hispanic or Latino(a)	2.5%	20	Latino	1.2%	9	Latino	1.0%	5
Asian	0.4%	3	Asian	0.8%	6	Asian	1.0%	3
Hawaiian or Pac. Islander	0.8%	6	Other	0.5%	4	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%	22						
Not disclosed/not specified	2.1%	17						
Women	1.9%	15						
Women of Color	0.8%	6						
<b>2021</b>			<b>2013</b>			<b>2003</b>		
White	57.7%	450	White	68.4%	440	White	67.0%	341
Black or African American	34.5%	269	African-American	29.1%	187	African-American	30.0%	153
Hispanic or Latino	2.2%	17	Latino	1.1%	7	Latino	2.0%	8
Asian	0.5%	4	Asian	0.9%	6	Other	0.0%	0
Hawaiian or Pac. Islander	0.9%	7	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	2.7%	21						
Not Disclosed	1.4%	11						
Women	1.5%	12						
Women of color	0.5%	4						
<b>2020</b>			<b>2012</b>			<b>2001</b>		
White	63.7%	499	White	68.3%	364	White	71.0%	333
Black or African American	30.5%	239	African-American	31.0%	165	African-American	28.0%	132
Hispanic or Latino	1.4%	11	Latino	1.0%	4	Latino	<1.0%	6
Asian	1.2%	9	Asian	1.0%	3	Asian	<1.0%	1
Hawaiian or Pac. Islander	0.6%	5	Women	0.0%	0	Other	0.0%	0
Am. Indian or Alaska Native	0.1%	1				Women	0.0%	0
Two or More Races	1.8%	14						
Not Disclosed	0.6%	5						
Women	1.0%	8						
Women of color	0.4%	3						
<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						
Women	0.3%	2						
Total	100.0%	631	<b>2009</b>			<b>1996</b>		
			White	64.0%	283	White	74.0%	307
			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			
<b>2015</b>			<b>2006</b>					
White	62.1%	499	White	62.0%	269			
African-American	34.7%	279	African-American	35.0%	151			
Latino	1.5%	12	Latino	2.0%	10			
Asian	0.9%	7	Asian	1.0%	4			
Other	0.8%	6	Other	0.0%	0			
Women	0.0%	0	Women	0.0%	0			

TABLE 4

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“MAKING WAVES OF CHANGE”

League Office									
	Office Management		Support Staff Personnel			Office Management		Support Staff Personnel	
	%	#	%	#		%	#	%	#
<b>2022</b>					<b>2015</b>				
White	63.3%	489	x	x	White	72.0%	629	75.4%	132
Black or African American	11.9%	92	x	x	African-American	9.4%	82	12.0%	21
Hispanic or Latino(a)	6.0%	46	x	x	Latino	6.4%	56	5.7%	10
Asian	10.9%	84	x	x	Asian	8.0%	70	6.3%	11
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	4.0%	35	0.6%	1
Two or More Races	4.8%	37	x	x	Women	30.3%	265	32.6%	57
Not disclosed/not specified	3.0%	23	x	x	Total		874		175
Women	41.30%	319	x	x					
Total		772	x	x					
<b>2021</b>					<b>2014</b>				
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					
<b>2020</b>					<b>2013</b>				
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					
<b>2019</b>					<b>2012</b>				
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					
<b>2018</b>					<b>2011</b>				
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		1,006	x	x					
<b>2017</b>					<b>2010</b>				
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
<b>2016</b>					<b>2009</b>				
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

TABLE 5a

x = data not provided



League Office									
	Office Management		Support Staff Personnel			Office Management		Support Staff Personnel	
	%	#	%	#		%	#	%	#
<b>2003-2008</b>					<b>1998</b>				
White	x	x	x	x	White	79.0%	131	70.0%	40
African-American	x	x	x	x	African-American	15.0%	25	19.0%	11
Latino	x	x	x	x	Latino	2.0%	3	9.0%	5
Asian	x	x	x	x	Asian	4.0%	6	2.0%	1
Other	x	x	x	x	Other	0.0%	0	x	x
Women	x	x	x	x	Women	26.0%	43	75.0%	43
Total	x	x	x	x	Total		165		57
<b>2002</b>					<b>1997</b>				
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
<b>2000</b>					<b>1996</b>				
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

**TABLE 5b**

x = data not provided

CEO / President								
	%	#		%	#		%	#
<b>2022</b>			<b>2015</b>			<b>2007</b>		
White	81.3%	26	White	97.1%	33	White	100.0%	30
Black or African American	12.5%	4	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						
Women	9.4%	3						
Women of Color	6.4%	2						
<b>2021</b>			<b>2014</b>			<b>2006</b>		
White	90.6%	29	White	94.1%	32	White	100.0%	35
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						
Women	3.1%	1						
Women of Color	3.1%	1						
<b>2020</b>			<b>2013</b>			<b>2003</b>		
White	84.8%	28	White	97.0%	31	White	100.0%	32
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	Women	9.0%	3
Am. Indian or Alaska Native	0.0%	0	Women	0.0%	0			
Two or More Races	0.0%	0						
Not disclosed/not specified	3.0%	1						
Women	6.1%	2						
Women of Color	3.0%	1						
<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			
<b>2015</b>			<b>2008</b>					
White	97.1%	33	White	100.0%	29			
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			

TABLE 6

x = data not provided

General Manager / Director of Player Personnel								
	%	#		%	#		%	#
<b>2022</b>			<b>2015</b>			<b>2006</b>		
White	71.9%	23	White	78.1%	25	White	87.0%	28
Black or African American	21.9%	7	African-American	21.9%	7	African-American	13.0%	4
Hispanic or Latino(a)	3.1%	1	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	3.1%	1						
Women	0.0%	0						
Women of Color	0.0%	0						
<b>2021</b>			<b>2014</b>			<b>2005</b>		
White	84.4%	27	White	75.9%	22	White	87.0%	27
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	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/not specified	0.0%	0						
Women	0.0%	0						
Women of Color	0.0%	0						
<b>2020</b>			<b>2013</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	<b>2012</b>			<b>2001</b>		
Women	0.0%	0	White	81.0%	26	White	94.0%	30
Women of Color	0.0%	0	African-American	19.0%	6	African-American	6.0%	2
			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>2019</b>			<b>2011</b>			<b>1999</b>		
White	93.8%	30	White	84.0%	27	White	87.0%	27
Black or African American	6.3%	2	African-American	16.0%	5	African-American	13.0%	4
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>1998</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	<b>2009</b>			<b>1997</b>		
Women	0.0%	0	White	84.0%	27	White	87.0%	26
			African-American	16.0%	5	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>2017</b>			<b>2008</b>			<b>1996</b>		
White	81.2%	26	White	83.0%	25	White	83.0%	25
African-American	18.8%	6	African-American	17.0%	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			
Women	0.0%	0	Women	0.0%	0			
<b>2016</b>			<b>2007</b>			<b>1995</b>		
White	84.4%	27	White	84.0%	26	White	87.0%	26
African-American	15.6%	5	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	Women	0.0%	0
Other	0.0%	0	Other	0.0%	0			
Women	0.0%	0	Women	0.0%	0			

TABLE 7

## Executive Leadership

	%	#		%	#
<b>2022</b>			<b>2020</b>		
White	77.6%	243	White	85.1%	86
Black or African American	11.5%	36	Black or African American	5.9%	6
Hispanic or Latino(a)	2.9%	9	Hispanic or Latino(a)	1.0%	1
Asian	3.5%	11	Asian	5.9%	6
Hawaiian or Pac. Islander	0.3%	1	Hawaiian or Pac. Islander	1.0%	1
Am. Indian or Alaska Native	0.3%	1	Am. Indian or Alaska Native	0.0%	0
Two or More Races	1.3%	4	Two or More Races	0.0%	0
Not disclosed/not specified	2.6%	8	Not disclosed/not specified	1.0%	1
Women	24.3%	76	Women	26.7%	27
Women of Color	5.1%	16	Women of Color	4.0%	4
<b>2021</b>			<b>2019</b>		
White	82.0%	109	White	89.5%	111
Black or African American	10.5%	14	Black or African American	4.0%	5
Hispanic or Latino(a)	0.0%	0	Hispanic or Latino(a)	0.0%	0
Asian	4.5%	6	Asian	6.5%	8
Hawaiian or Pac. Islander	0.8%	1	Hawaiian or Pac. Islander	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
Not disclosed/not specified	0.8%	1	Not disclosed/not specified	0.0%	0
Women	28.6%	38	Women	18.5%	23
Women of Color	3.8%	5			

### TABLE 8



Vice Presidents								
	%	#		%	#		%	#
<b>2022</b>			<b>2014</b>			<b>2006</b>		
White	80.1%	367	White	88.5%	238	White	92.0%	152
Black or African American	9.6%	44	African-American	7.4%	20	African-American	8.0%	13
Hispanic or Latino(a)	3.7%	17	Latino	1.5%	4	Latino	0.0%	0
Asian	3.3%	15	Asian	0.7%	2	Asian	0.0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	1.9%	5	Other	0.0%	0
Am. Indian or Alaska Native	0.2%	1	Women	17.8%	48	Women	12%	18
Two or More Races	1.1%	5						
Not disclosed/not specified	2.0%	9						
Women	23.4%	107						
Women of Color	4.4%	20						
<b>2021</b>			<b>2013</b>			<b>2005</b>		
White	83.8%	368	White	86.5%	224	White	90.0%	143
Black or African American	9.3%	41	African-American	8.5%	22	African-American	10.0%	16
Hispanic or Latino(a)	2.5%	11	Latino	1.9%	5	Latino	0.0%	0
Asian	3.0%	13	Asian	0.0%	0	Asian	0.0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	3.1%	8	Women	8.0%	13
Am. Indian or Alaska Native	0.2%	1	Women	15.1%	39			
Two or More Races	0.9%	4						
Not disclosed/not specified	0.2%	1						
Women	25.1%	110						
Women of Color	3.6%	16						
<b>2020</b>			<b>2012</b>			<b>2003</b>		
White	86.3%	352	White	91.0%	196	White	89.0%	131
Black or African American	7.1%	29	African-American	6.0%	13	African-American	10.0%	14
Hispanic or Latino	2.7%	11	Latino	1.0%	3	Latino	1.0%	2
Asian	2.7%	11	Asian	0.0%	0	Asian	0.0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	1.0%	3	Women	7.0%	10
Am. Indian or Alaska Native	0.3%	1	Women	17.0%	37			
Two or More Races	1.0%	4						
Not Disclosed	0.0%	0						
Women	21.1%	86						
Women of Color	2.7%	11						
<b>2019</b>			<b>2011</b>			<b>2001</b>		
White	86.7%	318	White	92.0%	145	White	92.0%	118
Black or African American	7.1%	26	African-American	8.0%	12	African-American	7.0%	9
Hispanic or Latino	2.2%	8	Latino	1.0%	1	Latino	1.0%	1
Asian	2.2%	8	Asian	0.0%	0	Asian	0.0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	0.0%	0	Women	9.0%	11
Am. Indian or Alaska Native	0.3%	1	Women	15.0%	23			
Two or More Races	1.1%	4						
Not Disclosed	0.5%	2						
Women	20.7%	76						
<b>2018</b>			<b>2010</b>			<b>1999</b>		
White	88.3%	392	White	88.0%	137	White	92.0%	130
African-American	6.1%	27	African-American	10.0%	16	African-American	8.0%	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%	10
Native Hawaiian	0.0%	0	Women	15.0%	25			
Two or More Races	0.7%	3						
Not Specified	0.0%	0						
Women	18.2%	81						
<b>2017</b>			<b>2009</b>			<b>1997</b>		
White	89.5%	272	White	90.0%	146	White	90.0%	97
African-American	6.9%	21	African-American	9.0%	15	African-American	10.0%	11
Latino	1.3%	4	Latino	0.0%	0	Latino	0.0%	0
Asian	1.9%	6	Asian	1.0%	1	Asian	0.0%	0
Two or More	0.6%	2	Other	0.0%	0	Women	7.0%	8
Women	20.0%	61	Women	15.0%	25			
<b>2016</b>			<b>2008</b>			<b>1996</b>		
White	89.2%	247	White	93.0%	137	White	88.0%	76
African-American	6.9%	19	African-American	7.0%	11	African-American	12.0%	10
Latino	0.4%	1	Latino	0.0%	0	Latino	0.0%	0
Asian	2.2%	6	Asian	0.0%	0	Other	0.0%	0
Other	1.4%	4	Other	0.0%	0	Women	12.0%	10
Women	21.3%	59	Women	14.0%	20			
<b>2015</b>			<b>2007</b>			<b>1995</b>		
White	87.7%	256	White	92.0%	141	White	95.0%	70
African-American	8.9%	26	African-American	8.0%	12	African-American	5.0%	4
Latino	1.4%	4	Latino	0.0%	0	Latino	0.0%	0
Asian	2.7%	8	Asian	0.0%	0	Other	0.0%	0
Other	0.7%	2	Other	0.0%	0	Women	6.0%	5
Women	22.9%	67	Women	11.0%	17			

TABLE 9

Senior Administrators								
	%	#		%	#		%	#
<b>2022</b>			<b>2015</b>			<b>2008</b>		
White	78.0%	1,002	White	80.7%	592	White	82.0%	424
Black or African American	10.3%	133	African-American	14.2%	104	African-American	14.0%	71
Hispanic or Latino(a)	4.2%	54	Latino	2.5%	18	Latino	2.0%	10
Asian	3.0%	39	Asian	1.6%	12	Asian	2.0%	8
Hawaiian or Pac. Islander	0.3%	4	Other	1.1%	8	Other	<1.0%	3
Am. Indian or Alaska Native	0.1%	1	Women	22.2%	163	Women	19.0%	96
Two or More Races	2.4%	31						
Not disclosed/not specified	1.6%	21						
Women	28.4%	365						
Women of Color	6.3%	81						
<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			

TABLE 10

x = data not provided

Professional Staff								
	%	#		%	#		%	#
<b>2022</b>			<b>2014</b>			<b>2005</b>		
White	69.0%	3,257	White	81.6%	2,452	White	89.0%	873
Black or African American	15.0%	691	African-American	10.5%	316	African-American	8.0%	79
Hispanic or Latino(a)	7.2%	337	Latino	5.2%	157	Latino	2.0%	21
Asian	3.6%	167	Asian	1.9%	58	Asian	1.0%	10
Hawaiian or Pac. Islander	0.4%	18	Other	0.8%	23	Other	<1.0%	3
Am. Indian or Alaska Native	0.3%	12	Women	30.6%	919	Women	32.0%	311
Two or More Races	2.6%	120						
Not disclosed/not specified	1.8%	88						
Women	32.2%	1,509						
Women of Color	9.4%	439						
<b>2021</b>			<b>2013</b>			<b>2003</b>		
White	72.6%	3,408	White	81.0%	2,363	White	87.0%	1,024
Black or African American	13.2%	619	African-American	11.7%	342	African-American	9.0%	101
Hispanic or Latino(a)	7.2%	340	Latino	4.4%	127	Latino	2.0%	20
Asian	3.2%	149	Asian	1.9%	55	Asian	<1.0%	6
Hawaiian or Pac. Islander	0.4%	19	Other	1.1%	32	Other	2.0%	20
Am. Indian or Alaska Native	0.1%	6	Women	27.2%	794	Women	31.0%	362
Two or More Races	2.7%	128						
Not disclosed/not specified	0.5%	23						
Women	33.0%	1,549						
Women of Color	8.8%	414						
<b>2020</b>			<b>2012</b>			<b>1999</b>		
White	75.4%	3,540	White	81.0%	1,033	White	84.0%	x
Black or African American	11.6%	546	African-American	11.0%	135	African-American	15.0%	x
Hispanic or Latino	7.2%	338	Latino	5.0%	66	Latino	<1.0%	x
Asian	2.7%	125	Asian	1.0%	13	Asian	<1.0%	x
Hawaiian or Pac. Islander	0.5%	22	Other	2.0%	22	Women	19.0%	x
Am. Indian or Alaska Native	0.1%	6	Women	29.0%	363			
Two or More Races	2.0%	93						
Not Disclosed	0.5%	23						
Women	32.3%	1,516						
Women of Color	7.0%	329						
Hispanic or Latino	6.6%	224						
<b>2019</b>			<b>2011</b>			<b>1998</b>		
White	76.7%	2,583	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	24.0%	x
Am. Indian or Alaska Native	0.2%	8	Women	30.0%	259			
Two or More Races	1.7%	57						
Not Disclosed	2.6%	88						
Women	35.9%	1,211						
<b>2018</b>			<b>2010</b>			<b>1997</b>		
White	71.7%	4,449	White	86.0%	746	White	87.0%	x
African-American	10.6%	657	African-American	10.0%	89	African-American	10.0%	x
Latino	8.7%	539	Latino	3.0%	24	Latino	2.0%	x
Asian	4.3%	268	Asian	1.0%	5	Asian	1.0%	x
American Indian	0.4%	22	Other	<1.0%	3	Women	34.0%	x
Native Hawaiian	0.6%	35	Women	29.0%	254			
Two or More Races	2.4%	150						
Not Specified	1.3%	82						
Women	35.0%	2,170						
Total	100.0%	6,202						
<b>2017</b>			<b>2009</b>			<b>1996</b>		
White	72.7%	4,374	White	84.0%	766	White	90.0%	x
African-American	10.1%	610	African-American	10.0%	93	African-American	8.0%	x
Latino	8.9%	533	Latino	4.0%	35	Other	2.0%	x
Asian	4.4%	263	Asian	1.0%	13	Women	18.0%	x
Other	3.4%	207	Other	<1.0%	3			
Women	35.9%	2,157	Women	28.0%	251			
<b>2016</b>			<b>2008</b>			<b>1995</b>		
White	76.0%	2,790	White	83.0%	789	White	88.0%	x
African-American	12.5%	459	African-American	11.0%	108	African-American	11.0%	x
Latino	5.5%	202	Latino	4.0%	36	Other	1.0%	x
Asian	2.3%	84	Asian	1.0%	13	Women	15.0%	x
Other	1.7%	63	Other	<1.0%	3			
Women	33.2%	1,218	Women	29.0%	272			
<b>2015</b>			<b>2007</b>			<b>1994</b>		
White	80.6%	2,481	White	85.0%	753	White	89.0%	x
African-American	11.1%	341	African-American	10.0%	86	African-American	11.0%	x
Latino	5.4%	167	Latino	3.0%	30	Latino	<1.0%	x
Asian	2.1%	64	Asian	1.0%	13	Asian	0.0%	x
Other	0.8%	24	Other	<1.0%	3	Other	<1.0%	x
Women	32.2%	992	Women	34.0%	297	Women	12.0%	x
<b>2014</b>			<b>2006</b>			<b>1993</b>		
White	80.6%	2,481	White	86.0%	805	White	88.0%	x
African-American	11.1%	341	African-American	9.0%	83	African-American	9.0%	x
Latino	5.4%	167	Latino	3.0%	27	Latino	1.0%	x
Asian	2.1%	64	Asian	1.0%	13	Asian	<1.0%	x
Other	0.8%	24	Other	1.0%	5	Other	<1.0%	x
Women	32.2%	992	Women	33.0%	310	Women	12.0%	x

TABLE 11

x = data not provided