



TIDES

THE INSTITUTE FOR DIVERSITY AND ETHICS IN SPORT

MAKING WAVES OF CHANGE

The 2020 Racial and Gender Report Card National Football League

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THE 2020 RACIAL AND GENDER REPORT CARD:

NATIONAL FOOTBALL LEAGUE

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Executive Summary

Orlando, FL - December 9, 2020

The National Football League (NFL) received a **B+** for racial hiring practices and a **C** for gender hiring practices in the 2020 NFL Racial and Gender Report Card released by The Institute for Diversity and Ethics in Sport (TIDES) at the University of Central Florida (UCF). This gave the NFL a combined **B-** grade.

The NFL's score for race improved significantly to 85.5 percent, 3.2 percentage points higher than last year's score of 82.3 percent. The score for gender was 73.0 percent, a three-percentage point decrease from the score in 2019. The overall grade for the NFL decreased from 79.3 percent in 2019 to 79.2 percent in 2020.

It is important to note that beginning with the 2020 Racial and Gender Report Card series, a racial and gender hiring grade for Team CEO/Presidents and Team Vice Presidents is being calculated into the final grades. Based on previous Report Cards, this will result in slightly reduced overall grades for race and gender across all 2020 Report Cards. The 85.5 points for racial hiring practices represented an increase from 82.3 in the 2019 NFL RGRC. There would have been an even greater increase in 2020 if not for the change described above. The 73.0 points for gender hiring practices was a decrease from 76.0 in 2019 and part of the difference is attributable to the change described above. The same was true for the overall grade of 79.2 points, down from 79.3 in the 2019 NFL RGRC.

Overall Grade

B-

Racial Hiring

B+

Gender Hiring

C

Using data from the 2020 season, provided by the NFL League Office, the Institute conducted an analysis of the racial breakdown of head coaches, assistant coaches and general managers, as well as a racial and gender breakdown of C-Suite, senior management, senior administration, and professional administration within the NFL League office and at the club level.

Richard Lapchick, Director of TIDES and the primary author of the study, said, “I commend the NFL’s achievement of an A+ for racial hiring practices in the NFL League Office. However, I am disappointed at the continued disparity in racial and gender hiring practices between the NFL’s League Office and their 32 teams. This serious underrepresentation of women and people of color at the team level can be seen in positions with significant decision-making power such as General Manager, Team CEO/President, and in the C-Suites.”

Lapchick continued, “At the NFL’s League Office, 14.5 percent of the vice presidents and above are people of color, an increase from last year. At the team level, only 13.7 percent of the vice presidents are people of color. While this was an increase from the 12.8 percent representation last year, there is still room for improvement. The NFL has seen an improvement at the NFL League Office level regarding recruitment of women throughout the entire office. There has been a steady growth each year since 2014, reaching a high of 38.2 percent in 2020. At the NFL League Office, 31.5 percent of the vice president and above positions are represented by a woman while only 21.1 percent of the vice president positions at the team level are filled by a woman.”

The percentage of people of color at the NFL League Office in a management role increased from 28.0 percent in 2019 to 30.5 percent in 2020. The NFL’s 30.5 percent marked their record-high, beating their previous record of 28.4 percent set in 2017.

Lapchick continued, “Results were generally not good when the focus went to the teams. For the second consecutive year, the NFL began the regular season with only four coaches of color. This revealed an alarming disparity when comparing 2020 to the record of eight coaches who began the regular season only two years ago in 2018. By week six of the 2020 season, two white head coaches were fired and replaced with Black or

NFL RGRC at a Glance

Grade for Race of NFL Players

A+  **69.4%**
People of Color

Racial Hiring Grade for NFL Head Coaches

D+ **12.5%**
People of Color

Racial Hiring Grade for NFL Assistant Coaches

A+  **35.6%**
People of Color

Racial Hiring Grade for GMs/Principal-in-Charge

F  **6.5%**
People of Color

African-American interim head coaches.”

While there were increased racial scores in six team level categories, the NFL saw a decrease in team senior administration after a score of 18.0 percent marked a 1.4 percentage point decrease from their 19.4 percent in 2019. Similarly, both team senior administration and team professional administration levels experienced decreases in gender scores with scores of 23.9 and 32.3 percent, respectively.

Lapchick added, “There should be serious concern in the consistent lack of representation of people of color within general manager and team CEO/President roles on NFL teams as representation at positions of influence is vital for improving racial and gender hiring practices within the League.”

In an attempt to improve diversity and inclusion efforts, the NFL made enhancements to the Rooney Rule. Clubs will now be required to interview at least two external candidates of color for head coach vacancies; at least one candidate of color for any of the three coordinator vacancies; and at least one external candidate of color for a senior football operations or general manager position. Additionally, the Rooney Rule will apply to a wide range of executive positions for the first time as clubs must now include people of color 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. In November 2020, the NFL membership passed a proposal that provides 3rd round compensatory draft pick rewards to teams that develop people of color and women candidates for primary football executive or general manager positions or a head coach position. If those people of color and/or women candidates move to the position of primary football executive or head coach, teams would be compensated with future 3rd round compensatory draft picks.

It is also worth noting that the NFL updated its media policy in 2020, leading to more visibility and increased opportunities for advancement for assistant coaches of color. The new policy states that, through their public relations department, clubs must provide regular and

NFL RGRC at a Glance

Racial Hiring Grade for NFL League Office

A+  **30.5%**
People of Color

Gender Hiring Grade for NFL League Office

B  **38.2%**
Women

Racial Hiring Grade for NFL CEOs/Presidents

D+  **12.1%**
People of Color

Gender Hiring Grade for NFL CEOs/Presidents

F  **6.1%**
Women

reasonable access to assistant coaches – coordinators/ assistant head coaches and all primary position coaches – for media interviews that serve the best interests of the club and league.

The NFL League Office announced two major hires since last year's Report Card. Dasha Smith was hired as Chief People Officer and recently promoted to Chief Administration Officer, and Jonathan Beane was hired as Senior Vice President and Chief Diversity and Inclusion Officer. These new hires highlight the increased emphasis on continuing the League's progress when it comes to improving diversity and inclusion in its workplace and in all aspects of its business.

The Report Card asks, "Are we playing fair when it comes to sports? Does everyone, regardless of race or gender, have a chance to score a touchdown or operate the business of professional football?" The answer is "yes" to some degree for racial hiring practices and "not yet" for gender hiring practices.

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 2020 NFL Racial and Gender Report Card follows the publication of the reports on the National Basketball Association, Major League Baseball, and Major League Soccer.



NFL RGRC at a Glance

Racial Hiring Grade for Senior Administration

B  **18.0%**
People of Color

Gender Hiring Grade for Senior Administration

F  **23.9%**
Women

Racial Hiring Grade for Professional Administration

B+  **24.1%**
People of Color

Gender Hiring Grade for Professional Administration

C+  **32.3%**
Women

Report Card Highlights


- The NFL League Office announced two major hires since last year's Report Card. Dasha Smith was hired as Chief People Officer and recently promoted to Chief Administration Officer, and Jonathan Beane was hired as Senior Vice President and Chief Diversity and Inclusion Officer.
- The Rooney Rule was expanded in May 2020, requiring clubs to interview at least two external candidates of color for head coach vacancies; at least one candidate of color for any of the three coordinator vacancies; and at least one external candidate of color for a senior football operations or general manager position. Additionally, the Rooney Rule expanded to a wide range of executive positions. This required clubs to include people of color 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 adhered to these requirements. In November 2020, the NFL membership passed a proposal that provides 3rd round compensatory draft pick rewards to teams that develop people of color and women candidates for primary football executive or general manager positions or a head coach position. If those people of color and/or women candidates move to the position of primary football executive or head coach, teams would be compensated with future 3rd round compensatory draft picks.
- There were four people of color who held head coaching positions to start the 2020 NFL season. By week six, two white head coaches were fired and replaced with Black or African-American interim head coaches. The Atlanta Falcons named Raheem Morris interim head coach after firing Dan Quinn. Likewise, when Bill O'Brien of the Houston Texans was fired, Romeo Crennel was named the interim head coach. The total of six head coaches of color in 2020 is still behind the highest recorded number of eight in 2011, 2017 and 2018.

Gender Hiring for NFL League Office VP's

29.6%  31.5%

2019 2020

Gender Hiring for NFL League Office

36.8%  38.2%

2019 2020

Racial Hiring for GMs/Principal-in-Charge

6.3%  6.5%

2019 2020

Racial Hiring for NFL Head Coaches

12.5% 12.5%

2019 2020

- A historic moment occurred during week three of the 2020 season when, for the first time in NFL history, there were two female assistant coaches, Jennifer King and Callie Brownson, on the sidelines and a female official, Sarah Thomas, on the field. This year, Jennifer King was hired as the first full season Black or African-American female assistant coach in the history of the NFL.
- The overall percentage of women in the NFL League Office was at an all-time high of 38.2 percent in 2020, marking an increase of 1.4 percentage points from 2019's 36.8 percent. This is a significant improvement from 29.6 percent of women holding these positions just six years prior in 2014. This category has been trending upward at a rate of 1.2 percentage points per year since 2014.
- In the NFL League Office, the percentage of people of color in vice president roles or above increased from 12.8 percent in 2019 to 14.5 percent in 2020. Women in these positions increased from 29.6 percent in 2019 to 31.5 percent in 2020.
- The NFL has 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.
- Just prior to the beginning of the 2020 season, the Washington Football Club announced Jason Wright as Team President. Wright became the first Black or African-American team President in NFL history. Ron Rivera, a Latino, was Washington's head coach. The team also hired Julie Donaldson as SVP, Media & Content. She will be the first woman to be a regular on-air member of an NFL radio broadcast booth.
- At the start of the 2020 season, Andrew Berry of the Cleveland Browns and Chris Grier of the Miami Dolphins were the only two people of color who were in general manager positions. This is the lowest number since 2018.
- At the beginning of the 2020 season there were two women in a Team CEO/President position. The number of women in Team CEO/President positions has increased from zero in 2017 to one in 2018 and 2019 to two in 2020.
- The percentage of women team vice presidents increased by 0.4 percentage points from 20.7 percent in 2019 to 21.1 percent in 2020. This is the second year of improvement in this category after a steady decline since 2015, when it was at a high point of 22.9 percent. However, women are still seriously underrepresented as vice presidents.
- The NFL experienced a significant increase in the percentage of people of color in team professional administration positions, improving from 20.7 percent in 2019 to 24.1 percent in 2020. However, there was a decrease in the percentage of people of color in team senior administrative positions, declining from 19.4 percent in 2019 to 18.0 percent in 2020. This is the only category that had a decrease in its racial score from 2019 to 2020.
- Women held 23.9 percent of team senior administration positions, a huge 0.5 percentage point decrease from 24.4 percent in 2019. Additionally, women held 32.3 percent of team professional administration positions, a 3.6 percent decrease from 35.9 percent in 2019. Women are still seriously underrepresented in team senior administration positions and team professional administration positions.
- NFL Football Operations hosted its fourth annual Women's Careers in Football Forum in 2020. Among the participants, 15 were hired by clubs for the 2020 NFL season. This included Jennifer King, who was hired as the first full-season Black or African American female coach in the history of the NFL. Additionally, 118 women have been hired through the program since its inception in 2017.

Overall Grades

The National Football League received a **B+** for racial hiring practices, the second consecutive year of receiving a grade below an A- or higher, and a **C** for gender hiring practices in the 2020 NFL Racial and Gender Report Card. This gave the NFL a combined **B-** grade.

The NFL's score for race is 85.5 percent, which is above the 82.3 percent score in 2019. The score for gender is 73.0 percent, a decrease from 2019's score. The overall grade for the NFL decreased from 79.3 percent in 2019 to 79.2 percent in 2020.

It is important to note that beginning with the 2020 Racial and Gender Report Card series, a racial and gender hiring grade for Team CEO/Presidents and Team Vice Presidents is being calculated into the final grades. Based on previous Report Cards, this will result in slightly reduced overall grades for race and gender across all 2020 Report Cards. The 85.5 points for racial hiring practices represented an increase from 82.3 in the 2019 NFL RGRC. There would have been an even greater increase in 2020 if not for the change described above. The 73.0 points for gender hiring practices was a decrease from 76.0 in 2019 and part of the difference is attributable to the change described above. The same was true for the overall grade of 79.2 points, down from 79.3 in the 2019 NFL RGRC.

These positions, especially the CEO/President position, have been predominantly held by white men. TIDES believes that by grading these positions it will make the teams be more accountable in finding ways to increase diversity within these key positions that are ultimately responsible for developing and executing the overall strategy and operations of the teams within each league.

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

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

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

The NFL received an A+ for Diversity Initiatives.

Racial Hiring:

82.3	↑	85.5
2019		2020

Gender Hiring:

76.0	↓	73.0
2019		2020

Overall Score:

79.3	↓	79.2
2019		2020

Grades by Category

NFL Players

At the start of the NFL's 2020 season, the total percentage of white players and players of color decreased. This is a direct result of a corresponding increase in the percentage of players that chose not to specify their race. The percentage of Black or African-American players decreased from a record high of 69.7 percent set in the 2016 season to 57.5 percent in 2020. The percentage of white players decreased from 26.8 percent in 2019 to 24.9 percent in 2020. In 2020, 9.4 percent of players identified as two or more races, increasing from 9.1 percent in 2019. Players that chose not to specify their race increased from 3.1 percent in 2019 to 5.7 percent in 2020. These classifications were not included in the report prior to 2018.

Hispanics or Latinos, Asians, Native Hawaiians or Pacific Islanders, and American Indian or Alaska Native represented 0.4 percent, 0.1 percent, 1.6 percent, and 0.2 percent, respectively.

The total players of color have fallen 3.2 percentage points from 72.6 percent in 2016 to 69.4 percent in 2020.

Grade for Race of NFL Players

A+  **69.4%**
Players of Color

See Table 1.

NFL Coaches

Head Coaches

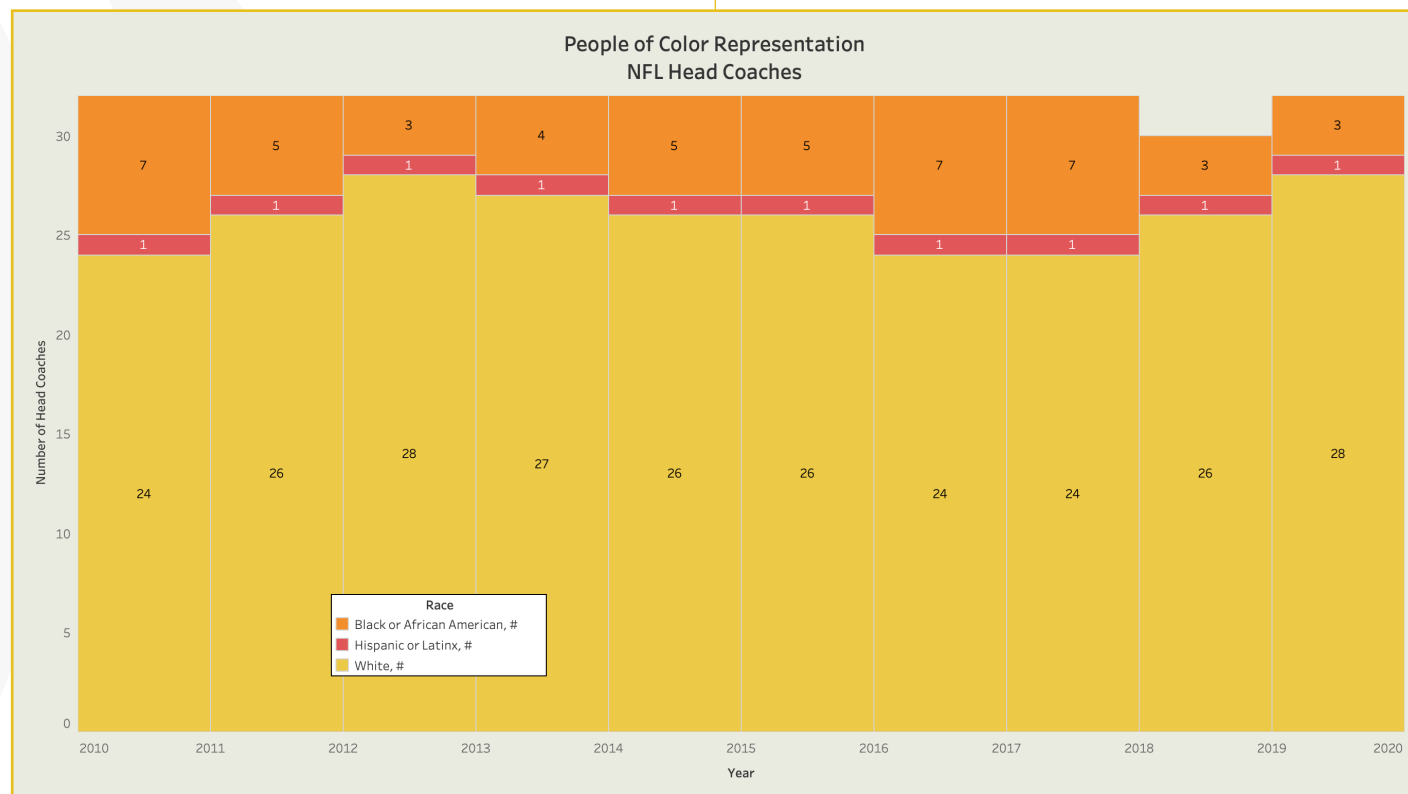
There were four people of color that held head coaching positions to start the 2020 NFL season. The four head coaches of color were:

- **Brian Flores**, Miami Dolphins
- **Anthony Lynn**, Los Angeles Chargers
- **Ron Rivera**, Washington Football Team
- **Mike Tomlin**, Pittsburgh Steelers

Black or African-Americans in head coaching positions dropped from 21.9 percent in 2018 to 9.4 percent in 2019 and remained 9.4 percent in 2020. Total head coaches of color have dropped from 25 percent in 2018 to 12.5 percent in 2020. Brian Flores of the Miami Dolphins is the third head coach that owner Stephen Ross has hired in 10 seasons and is the franchise's first head coach of color. Anthony Lynn, in his fourth season with the Los Angeles Chargers, is the 16th head coach in their franchise's history and the first person of color to hold that position. Ron Rivera, the head coach of the Washington Football Team, is Hispanic or Latino.

It should also be noted that by week six of the 2020 NFL season, two white head coaches were fired and replaced with Black or African-American interim head coaches. The Atlanta Falcons named Raheem Morris interim head coach after firing Dan Quinn. When Bill O'Brien of the Houston Texans was fired, Romeo Crennel was named the interim head coach. The total of six head coaches of color in 2020 is still behind the highest recorded number of eight in 2011, 2017 and 2018.

The efforts of the Commissioner, the Workplace Diversity Committee, as well as the diversity groups working with the NFL over the last several years, has kept a focus on the head coaching landscape. 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. Progress seemed to not only stagnate but reversed after an all-time high of eight head coaches of color led teams in 2011. Getting back up to eight in 2017 and 2018 was a significant achievement. Despite the efforts of the Commissioner, several diverse



pipeline programs like the Bill Walsh Diversity Coaching Fellowship and the Coaching Fellowship program, and the Fritz Pollard Alliance, the number of head coaches of color declined dramatically to four in 2019 and remained the same at the beginning of the 2020 season.

The Rooney Rule, which requires that people of color be interviewed as part of the search process for head coaches, helped triple the number of Black or African-American head coaches in the NFL from two in 2001 to six in 2005. There were seven Black or African-American head coaches in 2006 and at least three Black or African-American head coaches each year since 2007. The Rooney Rule was named after the late Steelers owner Dan Rooney, who also headed the League's diversity committee. The NFL's policy is similar to the approach adopted earlier by Major League Baseball in 1999 under Bud Selig, which helped triple the number of managers of color in MLB in the first few years after implementation.

In May 2020, the NFL announced an expansion of Rooney Rule requirements. Among the enhancements on and off-the-field, clubs will now be required to interview at least two

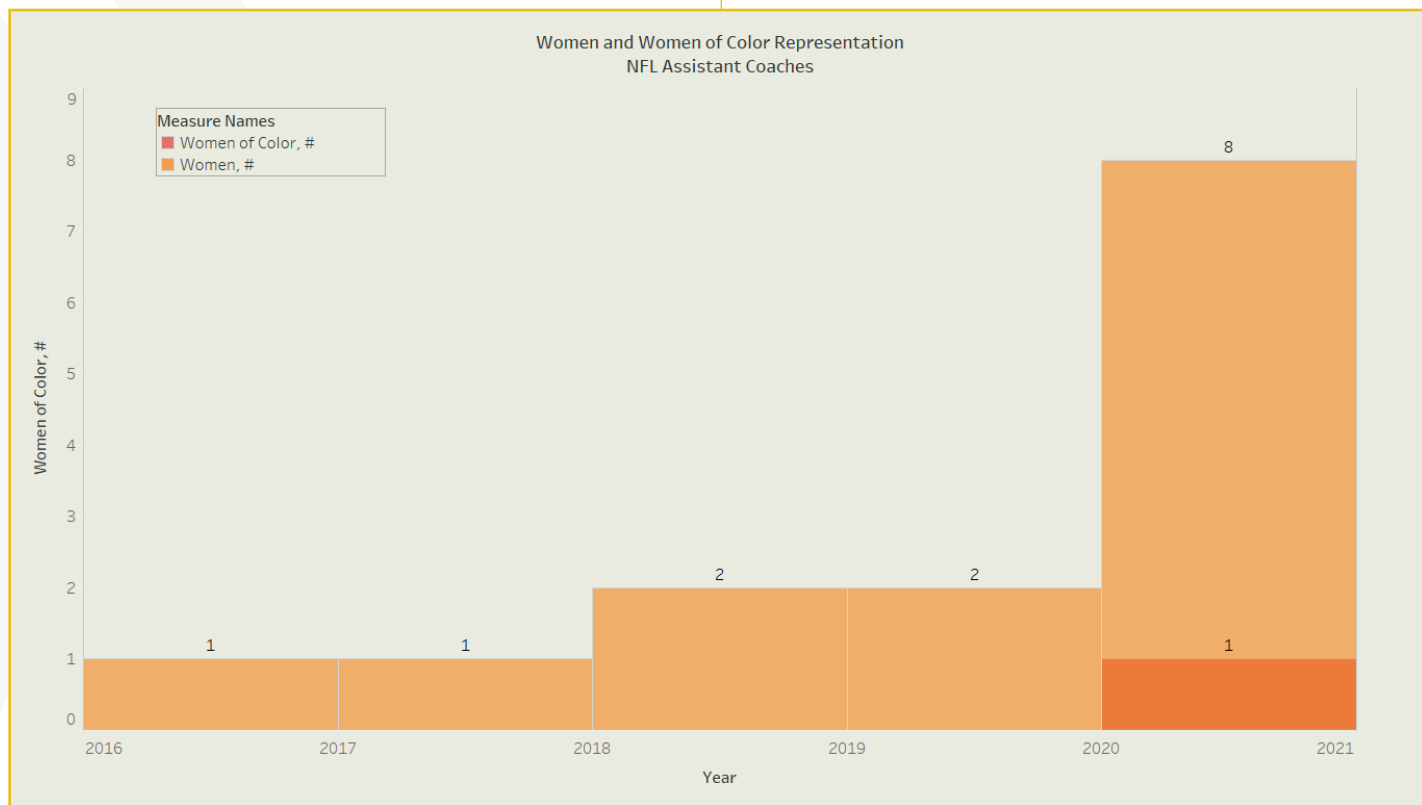
external candidates of color for head coach vacancies. This addition follows changes that also strengthened the Rooney Rule back in 2018, which required teams to go outside of their own organizations to interview a candidate of color, or to interview a candidate who is on the League's career development advisory panel list. In November 2020, the NFL membership passed a proposal that provides 3rd round compensatory draft pick rewards to teams that develop people of color and women candidates for primary football executive or general manager positions or a head coach position. If those people of color and/or women candidates move to the position of primary football executive or head coach, teams would be compensated with future 3rd round compensatory draft picks.

Racial Hiring Grade for NFL Head Coaches

D+

12.5%
People of Color

See Tables 2 and 3.



Assistant Coaches

The percentage of assistant coaches of color increased from 33.6 percent in 2019 to 35.6 percent in 2020. Black or African-Americans held 30.5 percent of the assistant coaching positions, an increase from 29.6 percent 2019. The percentage of white assistant coaches in 2020 was 63.7 percent compared to 62.3 percent in 2019.

NFL Football Operations hosted its fourth annual Women's Careers in Football Forum in 2020. Among the participants, 15 were hired by clubs for the 2020 NFL season. Additionally, 118 women have been hired through the program since its inception in 2017, including Jennifer King, who was hired by the Washington Football Team as the first full-season Black or African American female assistant coach in the history of the NFL.

A historic moment occurred during week three of the 2020 season when, for the first time in NFL history, there were two female assistant coaches, Jennifer King and Callie Brownson, on the sidelines and a female official, Sarah Thomas, on the field. In week 12, Callie Brownson became

the first woman to serve as an interim positions coach making her the highest-ranking female coach in NFL history.

Amongst all men's professional sports leagues that receive a Report Card from TIDES, the NFL has the second most women in an assistant coach role with eight, trailing the NBA which has nine. 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 coaching intern for training camp and the preseason.

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

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

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

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

The eight women in an assistant coach position at the beginning of the 2020 season were:

- **Callie Brownson**, Cleveland Browns
- **Emily Zaler**, Denver Broncos
- **Chelsea Romero**, Los Angeles Rams
- **Katie Sowers**, San Francisco 49ers
- **Lo Locust**, Tampa Bay Buccaneers
- **Maral Javadifar**, Tampa Bay Buccaneers
- **Cristi Bartlett**, Tennessee Titans
- **Jennifer King**, Washington Football Team

Racial Hiring Grade for NFL Assistant Coaches

A+  **35.6%**
People of Color

See Table 4.

NFL League Office

The NFL League Office's leadership has continually laid the groundwork for a diverse and inclusive organization throughout all levels of the League. The NFL League Office announced two major hires who will impact this area since last year's Report Card. Dasha Smith was hired as Chief People Officer and recently promoted to Chief Administration Officer, and Jonathan Beane was hired as Senior Vice President and Chief Diversity and Inclusion Officer.

The percentage of women in the NFL League Office reached an all-time high of 38.2 percent in 2020 compared to last year's previous all-time high of 36.8 percent. This is an upward trending category that has improved at a rate of 1.2 percentage points per year since 2014.

Overall, the percentage of people of color in management positions within the NFL League Office increased from 28.0 percent in 2019 to 30.5 percent in 2020. It was notable that 11.8 percent of full-time management staff in the League Office were Black or African-American, further improving upon last year's all-time high of 10.2 percent. The percentage of white people holding these positions in 2020 was 64.8 percent compared to 67.3 percent in 2019. In 2020, 4.7 percent of individuals in management positions did not list their racial identity which has not changed since 2019. Hispanic or Latinx decreased slightly from 6.6 percent in 2019 to 6.2 percent in 2020. Asians increased from 9.2 percent in 2019 to 10.3 percent in 2020. Native Americans, Alaska Native, Native Hawaiian and other Pacific Islanders holding management positions remained at less than one percent in 2020. In 2020, personnel of two or more races held 1.9 percent of the management positions, a slight increase from 2019.

Compared to 2019, the League has also improved upon the percentage of women and people of color in the League Office at or above the vice president level. The percentage of people of color increased from 12.8 percent in 2019 to 14.5 percent in 2020. Similarly, the percentage of women increased from 29.6 percent in 2019 to 31.5 percent in 2020.

The NFL League Office continues to maintain and introduce diversity initiatives each year. A full list of

initiatives are outlined at the end of this report. They include the women's interactive network, partnerships with leading diversity advocacy organizations such as the Fritz Pollard Alliance and Black Engagement Network, 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.

The League Office, led by the Commissioner, influenced the NFL to modify the Rooney Rule in May 2020. It now requires clubs to interview at least two external candidates of color for head coach vacancies; at least one candidate of color for any of the three coordinator vacancies; and at least one external candidate of color for a senior football operations or general manager position. Additionally, the Rooney Rule expanded to a wide range of executive positions. This required clubs to include people of color 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 adhered

to these requirements. In November 2020, the NFL membership passed a proposal that provides 3rd round compensatory draft pick rewards to teams that develop people of color and women candidates for primary football executive or general manager positions or a head coach position. If those people of color and/or women candidates move to the position of Primary Football Executive or Head Coach, teams would be compensated with future 3rd round compensatory draft picks.

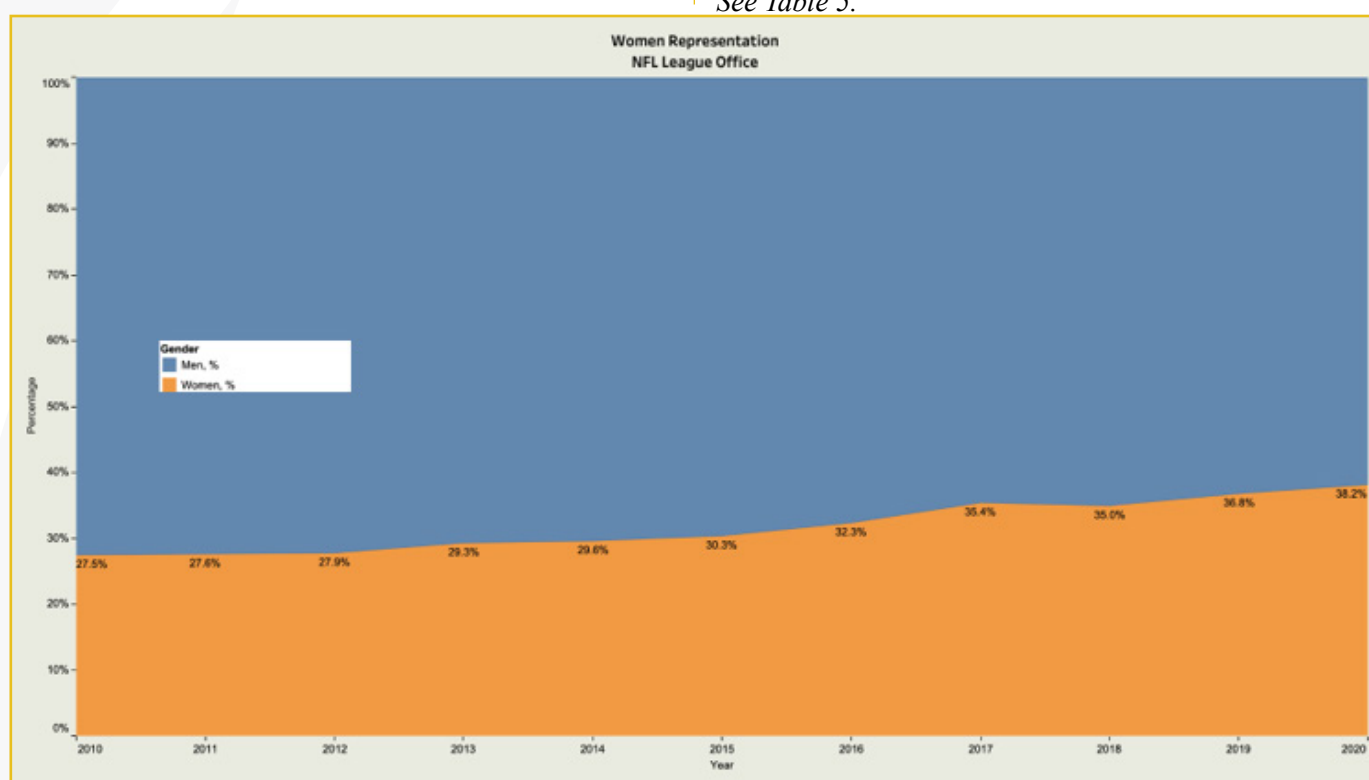
Racial Hiring Grade for NFL League Office

A+  **30.5%**
People of Color

Gender Hiring Grade for NFL League Office

B  **38.2%**
Women

See Table 5.



NFL Team Front Offices

Ownership

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

At the start of the 2020 season, there were seven women as principal owners in the NFL.

CEOs/Presidents

Jason Wright became the first Black or African-American to serve in the position of team President when he was hired by the Washington Football Team in August 2020. At the beginning of the 2020 season there were four people of color in a team CEO/President position. This is an increase from 5.0 percent in 2019 to 12.1 percent in 2020. This is the most people of color the League has ever had in team CEO/President positions.

The four people of color who were a team CEO/President at the start of the 2020 NFL season were:

- **Jason Wright**, Washington Football Team
- **Hymie Elhai**, New York Jets
- **Paraag Marathe**, San Francisco 49ers
- **Kim Pegula**, Buffalo Bills

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

Racial Hiring Grade for NFL CEOs/Presidents

D+  **12.1%**
People of Color

Gender Hiring Grade for NFL CEOs/Presidents

F  **6.1%**
Women

See Table 6.

**It is important to note that beginning with the 2020 Racial and Gender Report Card series, a racial and gender hiring grade for Team CEO/Presidents and Team Vice Presidents is being calculated into the final grades. Based on previous Report Cards, this will result in slightly reduced overall grades for race and gender across all 2020 Report Cards. The 85.5 points for racial hiring practices represented an increase from 82.3 in the 2019 NFL RGRC. There would have been an even greater increase in 2020 if not for the change described above. The 73.0 points for gender hiring practices was a decrease from 76.0 in 2019 and part of the difference is attributable to the change described above. The same was true for the overall grade of 79.2 points, down from 79.3 in the 2019 NFL RGRC.*

General Managers/Principal-in-Charge

Prior to changing positions in 2020, Doug Williams was the Senior Vice President of Player Personnel of the Washington Football Team. 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 season. This is the lowest number since 2018. This is the second consecutive year that there were only two people of color in a general manager position. There were no women in a general manager position in the NFL in 2020.

The people of color holding general manager or similar positions starting the 2020 season were:

- **Chris Grier**, General Manager, Miami Dolphins
- **Andrew Berry**, General Manager, Cleveland Browns

Racial Hiring Grade for NFL GMs/Principal-in-Charge

F



6.5%
People of Color

See Table 7.

C-Suite Executives

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

The percentage of people of color in C-Suite positions was 13.9 percent; similar to the percentage of people of color in team vice president positions. The percentage of white people holding these positions in 2020 was 85.1 percent.

Women held 26.7 percent of all C-Suite positions which is also a similar percentage to that of women in team vice president positions. In 2020, 14.8 percent of women C-Suite positions were people of color.

Racial Hiring Grade for NFL C-Suite Executives

C-



13.9%
People of Color

Gender Hiring Grade for NFL C-Suite Executives

D+



26.7%
Women

Team Vice Presidents

The percentage of people of color in vice president positions reached its highest mark of 13.7 percent, matching the percentage in 2015. Black or African-Americans in vice president positions remained the same from 2019 to 2020 at 7.1 percent. There was an increase in the percentage of Hispanic or Latinx vice presidents from 2.2 percent in 2019 to 2.7 percent in 2020. The percentage of white people holding vice president positions in 2020 was 86.3 percent compared to 86.7 percent in 2019.

The percentage of women in vice president positions increased from 20.7 percent to 21.1 percent. This is the highest percentage since it was 21.1 percent in 2016. The highest percentage recorded in the NFL Racial and Gender Report Card was 22.9 percent in 2015.

Only 2.7 percent of all team vice presidents were women of color.

greater increase in 2020 if not for the change described above. The 73.0 points for gender hiring practices was a decrease from 76.0 in 2019 and part of the difference is attributable to the change described above. The same was true for the overall grade of 79.2 points, down from 79.3 in the 2019 NFL RGRC.

Racial Hiring Grade for NFL Team Vice Presidents

C-  **13.7%**
People of Color

Gender Hiring Grade for NFL Team Vice Presidents

F  **21.1%**
Women

See Table 8.

**It is important to note that beginning with the 2020 Racial and Gender Report Card series, a racial and gender hiring grade for Team CEO/Presidents and Team Vice Presidents is being calculated into the final grades. Based on previous Report Cards, this will result in slightly reduced overall grades for race and gender across all 2020 Report Cards. The 85.5 points for racial hiring practices represented an increase from 82.3 in the 2019 NFL RGRC. There would have been an even*

Senior Administration

The percentage of both people of color and women decreased 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, etc.

The percentage of people of color who held senior administration positions at the team level decreased by 1.4 percentage points, going from 19.4 percent in 2019 to 18.0 percent in 2020. The percentage of Black or African-Americans in this category slightly decreased compared to 2019, going from 10.7 percent to 9.8 percent in 2020. Hispanic or Latinx people in these roles decreased to 4.1 percent from 4.9 percent in 2019. Asians slightly increased to 3.2 percent compared to 3.0 percent in 2019. Native Hawaiian or Pacific Islander, American Indian or Alaska Native, and persons that are two or more races held exactly 1.0 percent of these positions combined. Those who chose not to specify their race represented 0.8 percent of senior administrators. The percentage of white people holding these positions in 2020 was 81.2 percent, compared to 80.0 percent in 2019.

Women held 23.9 percent of the senior administration positions during the 2020 NFL season, a decrease of 0.5 percentage points from 2019.

Women of color held 5.0 percent of all senior administration positions.

Racial Hiring Grade for Senior Administration

B



18.0%

People of Color

Gender Hiring Grade for Senior Administration

F



23.9%

Women

See Table 9.

Professional Administration

The category of Professional Administration includes, but is not limited to, positions at the team level such as: assistant directors, controllers, video coordinators, equipment managers, coordinators, supervisors, and managers.

The NFL experienced a significant increase in the percentage of people of color in team professional administrative positions. The total percentage of people of color in these positions for 2020 was 24.1 percent compared to 20.7 percent in 2019. The percentage of white people holding these positions in 2020 was 75.4 percent compared to 76.7 percent in 2019.

Specifically, the percentage of Black or African-American professional administrators increased from 8.8 percent in 2019 to 11.6 percent in 2020. Hispanic or Latinx professional administrators increased from 6.6 percent in 2019 to 7.2 percent in 2020. Asians within this same category decreased from 2.8 percent in 2019 to 2.7 percent in 2020. Native Hawaiian or Pacific Islander, American Indian or Alaska Native, and personnel that are two or more races decreased from 4.7 percent in 2019 to 2.6 percent in 2020. Those who chose not to specify their race represented 0.5 percent.

Women in professional administration positions decreased from 35.9 percent in 2019 to 32.3 percent in 2020.

Only 7.0 percent of the women in all professional administration positions were women of color.

Racial Hiring Grade for Professional Administration

B+  **24.1%**
People of Color

Gender Hiring Grade for Professional Administration

C+  **32.3%**
Women

See Table 10.

NFL Game Officials

Even though there was a decline in 2020, the NFL continues to have a diverse group of game officials as the combined number of Black or African-American, Hispanic or Latinx and Native American or Alaska Native officials decreased from an all-time high record of 39 in 2019 to 34 in 2020.

There were two female officials, an increase from one in 2019 and the highest number of female game officials in NFL history.

In week three of the 2020 season, for the first time in NFL history, a female official, Sarah Thomas, was on the same field with two female assistant coaches, Jennifer King and Callie Brownson.

Then during week 11, an all-Black or African-American crew officiated a game for the first time in NFL history. Members of the seven-man crew were Barry Anderson, Jerome Boger, Anthony Jeffries, Carl Johnson, Julian Mapp, Dale Shaw, and Greg Steed.

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 in order to achieve full organizational success. A summary of the various ways the NFL currently seeks to promote diversity and inclusion is located in Appendix I.

NFL Grade for Diversity Initiatives

A+



How Grades Were Calculated

As in previous reports, the 2020 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 we 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 change in the nation's demographics has been dramatic with the most recent census making all people of color and minorities closer to 35 percent. To be fair in transition to the organizations and sports we examine in the Racial and Gender Report Cards, we decided to increase the standards in two steps. The following chart shows the news scale we are using for race and gender. To get an A for race, the category now needs to have 30 percent people of color and to get an A for gender, 45 percent is needed.

It is important to note that beginning with the 2020 Racial and Gender Report Card series, a racial and gender hiring grade for Team CEO/Presidents and Team Vice Presidents is being calculated into the final grades. Based on previous Report Cards, this will result in slightly reduced overall grades for race and gender across all 2020 Report Cards. The 85.5 points for racial hiring practices represented an increase from 82.3 in the 2019 NFL RGRC. There would have been an even greater increase in 2020 if not for the change described above. The 73.0 points for gender hiring practices was a decrease from 76.0 in 2019 and part of the difference is attributable to the change described above. The same was true for the overall grade of 79.2 points, down from 79.3 in the 2019 NFL RGRC.

These positions, especially the CEO/President position, have been predominantly held by white men. TIDES believes that by grading these positions it will make the teams be more accountable in finding ways to increase diversity within these key positions that are ultimately responsible for developing and executing the overall strategy and operations of the teams within each league.

<i>Race</i>		<i>Gender</i>	
A+	>30	A+	>45
A	28.6-30	A	44.1-45
A-	24.6-28.5	A-	41.6-44
B+	19.6-24.5	B+	39-41.5
B	17-19.5	B	37.6-38.9
B-	16.0-16.9	B-	34.6-37.5
C+	15.0-15.9	C+	32-34.5
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+	25-27.5
D	11.0-11.9	D	24-24.9
F	<11	F	<24

Methodology

All data was collected by the NFL League Office and teams then distributed to the research team at The Institute for Diversity and Ethics in Sport (TIDES) in the University of Central Florida's DeVos Sport Business Management Graduate Program.

Once the research team at TIDES evaluated the data and compared it to previous years, the report text was drafted. The report was sent to the League Office so the draft could be reviewed for accuracy. The listings for players, owners, CEO/presidents, C-Suite executives, general managers, head coaches, assistant coaches, vice presidents, senior administration positions, professional administration positions, and officials were up to date as of September 2020.

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 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.

Reports for MLB, NBA and MLS have already been released in 2020. The complete RGRC, including all the Leagues, will be issued after the release of subsequent individual reports on the WNBA and College Sport.

The RGRC is published by The Institute for Diversity and Ethics in Sport, which is 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 Lapchick, David Eichenberger, Spencer Ewing, A.J. Forbes, Alayshia Green, Brady Johnson-Schmeltzer, Amanda Kiernan, Taylor Middleton, Devon Miller, Kyle Richardson and David Zimmerman contributed greatly to the NFL Racial and Gender Report Card.

The Institute for Diversity and Ethics in Sport (TIDES)

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

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

DeVos Sport Business Management Program

College of Business Administration, University of Central Florida

The DeVos Sport Business Management Program is a landmark program focusing on business skills necessary for graduates to conduct successful careers in the rapidly changing and dynamic sports industry while also emphasizing diversity, community service and social issues in sport. 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

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

DEI STRUCTURE AND STRATEGY

- **Workplace Diversity Committee:** The NFL's Workplace Diversity 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.
- **Chief Diversity and Inclusion Officer:** The NFL League office named Jonathan Beane as Senior Vice President and Chief Diversity and Inclusion Officer, effective September 8, 2020. In this role, Jonathan will spearhead the league's overarching diversity, equity and inclusion strategy, and will collaborate with senior leadership to drive actionable change throughout the league.
- **DEI Plans for League and Teams:** The NFL League office and all 32 teams are required to finalize a diversity, equity and inclusion plan by March 2021. Those plans must be fully implemented by March 2022.

DIVERSE TALENT IDENTIFICATION & PIPELINE DEVELOPMENT

- **The Rooney Rule:** In May 2020, the league announced further expansion of Rooney Rule requirements. Enhancements include changes both on and off-the-

field. Teams are now required to interview at least two external minority candidates for head coach vacancies; at least one external minority candidate for any of the three coordinator vacancies; and at least one external minority candidate for a senior football operations or general manager position. The Rooney Rule will also apply to a wide range of executive positions. Teams must now include minorities and/or female applicants in the interview processes for senior level front office positions such as team 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.

- **Bill Walsh Diversity Coaching Fellowship Program:** The Bill Walsh NFL Diversity Coaching Fellowship is an annual program administered by the NFL Football Operations Department. The program's objective is to use NFL teams' training camps, off season workout programs and mini camps to give talented diverse and minority coaches opportunities to observe, participate, gain experience and ultimately gain a full-time NFL coaching position.
- **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.
- **Quarterback Coaching Summit:** In collaboration with the Black College Football Hall of Fame, the NFL hosted the third Quarterback Coaching Summit in June 2020. 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 team executives.
- **Team Diversity Coaching Fellowships:** All 32 NFL teams 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 collaboration 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.
- **Third-Party Event Networking Opportunities:** The league utilizes third-party partners and events such as the NFLPA All-Star Game, the Senior Bowl and more as networking opportunities to help identify talent which contribute to the league's diversity career pipeline. At the 2021 Senior Bowl, the league will look to collaborate with the Fritz Pollard Alliance to host a targeted, invitation-only development program for minority candidates.
- **HBCU Initiatives:** 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. 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. Programs and engagement opportunities include:
 - **HBCU Open House:** The Open House brings together stakeholders across the HBCU and football landscape to discuss core NFL Football Operations initiatives and to further strengthen relationships.
 - **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.
 - **NFLExperienceship 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.
 - **HBCU Careers in Football Forum:** Since 2016, the NFL Careers in Football Forum has introduced more than 270 students and entry-level athletic department administrators to career opportunities in professional football through collaboration with all four HBCU athletic conferences. The fourth annual Forum was held in December 2019 at the Air Force Reserve Celebration Bowl in Atlanta, Georgia. Held annually, the event brings together undergraduate and graduate students to explore careers and network with industry leaders.
 - **NFL-Rhoden Fellows:** To increase career opportunities for students from HBCUs, the NFL partnered with The Undefeated Rhoden Fellows Initiative, a one-year training program for the next generation of sports journalists.
 - **HBCU Battle of the Brains:** The NFL will again serve as the title sponsor for the HBCU Battle of the Brains competition. 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.
 - **HBCU Week:** NFL served as a presenting sponsor for this year's virtual HBCU Week. With the partnership, the NFL will provide seven \$10,000 scholarships to HBCU Week participants.

- **HBCU Officiating Grants:** The NFL provides annual grants to the Mid-Eastern Athletic Conference and the South Western Athletic Conference dedicated to officiating development. Scholarships total \$20,000 each.
- **HBCU Combine:** The NFL plans to host an HBCU Combine annually. This event will provide an evaluation opportunity and exposure for Draft-eligible athletes from HBCUs with no remaining eligibility who were not invited to the National Invitational Combine (NIC).
- **HBCU Candidate Database:** The NFL has established an online talent community to augment the league's diversity, equity and inclusion efforts and serve as a source of diverse talent for current and future career opportunities. The platform allows individuals from HBCUs and other partner organizations to submit an expression of interest to the NFL, which outlines their professional experience, career goals and specific interest in working in professional football.
- **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.
- **Reward System for Development of Coaches and Football Executives:** Establishes a program that rewards teams with compensatory draft picks for developing minority and women employees who move to the position of primary football executive or head coach with other teams.
- **NFL Football Administration Website:** the NFL Football Administration Website is maintained to assist teams for comprehensive, accurate, and up-to-date information on potential coaching candidates.
- **FPA Professional Development Program:** The NFL partnered with the NFL to provide a two-week career development and networking virtual series. The program's curriculum focuses on both football and business operations. The league will work with FPA to host similar targeted, invitation-only sessions at the 2021 Senior Bowl.
- **NFL Summer Internship Program:** The League office's summer internship program allows for rising college seniors, first-year MBAs and law school students to get targeted work experience in the sports industry through a nine-week structured program. In 2020, the NFL welcomed one of the most diverse summer internship classes to the League offices. The class of 67 students - rising seniors, first-year law students, and MBAs – included a significant proportion of women (61 percent) and people of color (48 percent).
- **National Association of Black Journalists (NABJ):** As a concentrated effort to provide opportunities for minorities interested in various aspects of the game including off the field professions, the NFL League Office and NFL Media continues to enhance its footprint at the annual NABJ convention and through an internship program for NABJ students.
- **The National Black MBA Association:** Each year the NFL attends the annual National Black MBA Association Conference and Exposition (NBMBA). The event is designed to foster an environment of growth and professional development amongst attendees. Ambassadors from the NFL seek to identify strong, diverse candidates to join the league.
- **Management Leadership for Tomorrow:** The NFL has partnered with Management Leadership for Tomorrow to develop and recruit high-potential, diverse business talent. As part of this engagement the NFL attends six MLT hosted conferences a year.

DIVERSITY DATA COLLECTION

- The NFL created a new data collection process by which it collects and analyzes League office and team diversity data for the purpose of providing detailed diversity data to the League office and teams to measure DEI progress.
- The NFL has partnered with Mercer to provide a

comprehensive set of benchmarking diversity reports for each team and each NFL Executive Vice President which will analyze areas of strength and opportunity for the League.

- NFL League office has partnered with Gallup and conducted an employee survey which examined the engagement and sense of inclusion NFL League office employees have in the organization. The survey has provided strong qualitative data we will use to further develop a strategy that address the needs and desires of our employees to ensure we provide an inclusive, welcoming environment where all have a strong sense of belonging.

DEI EDUCATION

The NFL has developed an extensive program to further educate that employees of the importance of DEI as a value proposition to the League. Some of the main educational programs are stated below:

- **Education:** Unconscious bias, Anti-racism, voting education
- **Affinity Group Discussions and panels:** Group workshops and discussions with owners, social justice leaders and mental health professionals
- **League programming to highlight and/or develop women and minorities in football:** Women in Football roundtables, workshops designed to unite employees.
- **Social Justice Programming:** League-wide discussions on race, social injustices and Inspire Change

DIVERSE COMMUNITY ENGAGEMENT

- **Social Justice - Inspire Change:** The entire NFL is committed to conversations and actions that move us towards a more equal and just tomorrow. The NFL's Inspire Change social justice initiative promotes the ways NFL players, teams, and the league collaborate to create positive change in communities across America. In June 2020, the NFL pledged \$250M over 10 years to combat systemic racism. 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 \$70M in social justice grants to support the local work of teams and players.

- **Team Involvement:** NFL teams and players have been supporting social justice efforts in many ways. Teams have hosted or participated in more than 500 social justice events in the last year. This includes:
 - Training sessions, community gatherings, and ride-a-long's 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 explorers 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.
- **NFL Player-Owner Social Justice Working Group:** The player-owner social justice working group was established in 2018 to work with League office staff 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.
- **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 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.
- **NFL Business Connect Diversity Supplier Program:** The NFL's Business Connect Program (formerly NFL Emerging Business Program) seeks to increase procurement opportunities for small, minority and women-owned enterprises to undertake Super Bowl related work and/or to grow their businesses for future success. Several components comprise an eighteen month to two-year implementation effort.
- **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.
- **Women's Interactive Network (WIN):** The Women's Interactive Network (WIN) brings all genders of the NFL together to educate each other on gender related diversity issues in the workplace to help enhance the culture of the NFL.
- **Black Engagement Network (BEN):** Black Engagement Network (BEN) was 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.
- **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.
- **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.

INCLUSIVE CULTURE

NFL Diversity- Related Employee Resource Groups

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

- **LIGA(Spanish translation – “league”)(New):** LIGA is a coalition of employees focused on supporting the engagement and professional development of Latinx employees at the NFL while bringing a greater understanding and appreciation of the Latinx community to NFL employees of all walks of life.
- **NFL Green (New):** 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.
- **Asian Professional Exchange (APEX):** The mission of the NFL's Asian Professional Exchange (APEX) is to examine and discuss the NFL's corporate culture and lead discussions on diversity and inclusion in the workplace while educating colleagues on the cultural intersection each faces with their colleagues of Asian, Pacific Islander, and Asian Pacific heritage.
- **Parent Initiative Network (PIN):** The Parents Initiative Network (PIN) is a parenthood community dedicated to fostering support for NFL working parents and those employees involved in or whom may become involved in raising children as well as those taking care of elder parents/grandparents.

Appendix II

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

TABLE 1

x = data not provided

Head Coaches								
	%	#		%	#		%	#
2020			2013			2005		
White	87.5%	28	White	88.0%	28	White	81.3%	26
Black or African American	9.4%	3	African-American	9.0%	3	African-American	18.8%	6
Hispanic or Latino(a)	3.1%	1	Asian	0.0%	0	Asian	0.0%	0
Asian	0.0%	0	Latino	3.0%	1	Latino	0.0%	0
Hawaiian or Pac. Islander	0.0%	0	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	2012			2003		
Women	0.0%	0	White	81.0%	26	White	91%	29
Women of Color	0.0%	0	African-American	16.0%	5	African-American	9%	3
			Asian	0.0%	0	Asian	0%	0
2019			Latino	3.0%	1	Latino	0%	0
White	81.3%	26	Other	0.0%	0	Women	0%	0
Black or African American	9.4%	3	Women	0.0%	0			
Hispanic or Latino	3.1%	1				2001		
Asian	0.0%	0	2011			White	94%	30
Hawaiian or Pac. Islander	0.0%	0	White	75.0%	24	African-American	6%	2
Am. Indian or Alaska Native	0.0%	0	African-American	22.0%	7	Asian	0%	0
Two or More Races	0.0%	0	Asian	0.0%	0	Latino	0%	0
Not Disclosed	0.0%	0	Latino	3.0%	1	Women	0%	0
Women	0.0%	0	Other	0.0%	0			
			Women	0.0%	0	2000		
2018						White	90%	28
White	75.0%	24	2010			African-American	10%	3
African-American	21.9%	7	White	81.0%	26	Asian	0%	0
Latino	3.1%	1	African-American	19.0%	6	Latino	0%	0
Asian	0.0%	0	Asian	0.0%	0	Women	0%	0
American Indian	0.0%	0	Latino	0.0%	0			
Native Hawaiian	0.0%	0	Other	0.0%	0	1999		
Two or More Races	0.0%	0	Women	0.0%	0	White	94%	29
Not Specified	0.0%	0				African-American	6%	2
Women	0.0%	0	2009			Asian	0%	0
2017			White	81.0%	26	Latino	0%	0
White	75.0%	24	African-American	19.0%	6	Women	0%	0
African-American	21.9%	7	Asian	0.0%	0	African-American	10%	3
Asian	0.0%	0	Latino	0.0%	0	Latino	0%	0
Latino	3.1%	1	Other	0.0%	0			
Other	0.0%	0	Women	0.0%	0	1997		
Women	0.0%	0				White	90%	27
2016			2008			African-American	10%	3
White	81.3%	26	White	81.0%	26	Asian	0%	0
African-American	15.6%	5	African-American	19.0%	6	Latino	0%	0
Asian	0.0%	0	Asian	0.0%	0	Women	0%	0
Latino	3.1%	1	Latino	0.0%	0	African-American	10%	3
Other	0.0%	0	Other	0.0%	0	Latino	0%	0
Women	0.0%	0	Women	0.0%	0			
Women	0.0%	0				1995		
2015			2007			White	90%	27
White	81.3%	26	White	81.0%	26	African-American	10%	3
African-American	15.6%	5	African-American	19.0%	6	Latino	3%	1
Asian	0.0%	0	Asian	0.0%	0			
Latino	3.1%	1	Latino	0.0%	0	1994		
Other	0.0%	0	Other	0.0%	0	White	93%	28
Women	0.0%	0	Women	0.0%	0	African-American	7%	2
						Latino	0%	0
2014			2006			1993		
White	84.4%	27	White	78%	25	White	89%	25
African-American	12.5%	4	African-American	22%	7	African-American	7%	2
Asian	0.0%	0	Asian	0%	0	Latino	<4%	1
Latino	3.1%	1	Latino	0%	0			
Other	0.0%	0	Other	0%	0	1992		
Women	0.0%	0	Women	0%	0	White	89%	25
						African-American	7%	2
						Latino	<4%	1

TABLE 2

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

	Team	Year(s)	Record
Art Shell	L.A. Raiders	1989-94	54-38
	Oakland	2006	2-14
Dennis Green	Minnesota	1992-01	97-62
	Arizona	2004-2006	16-32
Ray Rhodes	Philadelphia	1995-98	29-34-1
	Green Bay	1999	8-8
Tony Dungy	Tampa Bay	1996-2001	54-42
	Indianapolis	2002-2008	85-27
Terry Robiskie	Washington	2000	1-2*
	Cleveland	2004	1-4*
Herman Edwards	N.Y. Jets	2001-2005	39-41
	Kansas City	2006-2008	15-33
Marvin Lewis	Cincinnati	2003-2018	131-122-3
Lovie Smith	Chicago	2004-2012	81-63
	Tampa Bay	2014-2016	8-24
Romeo Crennel	Cleveland	2005-2008	24-40
	Kansas City	2011-2012	2-1*
	Kansas City	2012-2013	2-14
	Houston	2020-present	0-0*
Mike Tomlin	Pittsburgh	2007-present	133-74-1
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-present	0-0*
Eric Studesville	Denver	2010	1-3*
Leslie Frazier	Minnesota	2010	3-3*
	Minnesota	2011-2013	18-29-1
Todd Bowles	Miami	2011	2-1*
	N.Y. Jets	2015-2018	24-40
Hue Jackson	Oakland	2011	8-8
	Cleveland	2016-2018	3-36-1
Anthony Lynn	Buffalo	2016	0-1*
	L.A. Chargers	2017-present	26-22
Vance Joseph	Denver	2017-2018	11-21
Steve Wilks	Arizona	2018	3-13
Brian Flores	Miami	2019-present	5-11

*Interim head coach

TABLE 3

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

Assistant Coaches								
	%	#		%	#		%	#
2020			2013			2005		
White	63.7%	499	White	68.4%	440	White	66%	316
Black or African American	30.5%	239	African-American	29.1%	187	African-American	32%	154
Hispanic or Latino	1.4%	11	Latino	1.1%	7	Latino	1%	5
Asian	1.2%	9	Asian	0.9%	6	Asian	1%	3
Hawaiian or Pac. Islander	0.6%	5	Other	0.5%	3	Other	0%	0
Am. Indian or Alaska Native	0.1%	1	Women	0.0%	0	Women	0%	0
Two or More Races	1.8%	14						
Not Disclosed	0.6%	5	2012			2003		
Women	1.0%	8	White	68%	364	White	67%	341
Women of color	0.4%	3	African-American	31%	165	African-American	30%	153
2019			Latino	1%	4	Latino	2%	8
White	62.3%	369	Asian	1%	3	Asian	0%	1
Black or African American	29.6%	175	Other	0%	1	Other	1%	7
Hispanic or Latino	1.0%	6	Women	0%	0	Women	0%	0
Asian	0.8%	5						
Hawaiian or Pac. Islander	0.5%	1	2011			2001		
Am. Indian or Alaska Native	0.2%	3	White	68%	332	White	71%	333
Two or More Races	1.5%	9	African-American	31%	159	African-American	28%	132
Not Disclosed	4.1%	24	Latino	1%	2	Latino	<1%	6
Women	0.3%	2	Asian	1%	4	Asian	<1%	1
			Other	0%	0	Other	0%	0
2018			Women	0%	0	Women	0%	0
White	62.6%	395				1999		
African-American	30.9%	195	White	68%	364	White	72%	330
Latino	1.7%	11	African-American	31%	165	African-American	28%	127
Asian	1.1%	7	Latino	1%	2	Latino	0%	0
American Indian	0.2%	1	Asian	1%	3	Asian	0%	0
Native Hawaiian	0.3%	2	Other	0%	0	Other	0%	0
Two or More Races	1.3%	8	Women	0%	0	Women	0%	0
Not Specified	1.9%	12				1997		
Women	0.3%	2	2009			White	73%	311
Total	100.0%	631	White	64%	283	African-American	26%	113
2017			African-American	34%	148	Latino	1%	3
White	68.7%	504	Latino	1%	4	Asian	<1%	1
African-American	28.2%	207	Asian	1%	5	Other	0%	0
Latino	1.1%	8	Other	0%	0	Women	0%	0
Asian	0.7%	5	Women	0%	0			
Other	1.4%	10				1996		
Women	0.1%	1	2008			White	74%	307
2016			White	64%	279	African-American	25%	102
White	68.9%	524	African-American	34%	148	Latino	<1%	3
African-American	27.8%	211	Latino	2%	7	Asian	<1%	1
Latino	2.5%	19	Asian	1%	5	Other	0%	0
Asian	0.7%	5	Other	0%	0			
Other	0.1%	1	Women	0%	0	1995		
Women	0.1%	1				White	76%	289
2015			2007			African-American	23%	88
White	62.1%	499	White	62%	284	Latino	0%	0
African-American	34.7%	279	African-American	36%	162	Asian	0%	0
Latino	1.5%	12	Latino	1%	5	Other	<1%	4
Asian	0.9%	7	Asian	1%	5			
Other	0.8%	6	Other	0%	0	1994		
Women	0.0%	0	Women	0%	0	White	77%	249
2014			2006			African-American	23%	73
White	67.8%	497	White	62%	269	Latino	<1%	1
African-American	29.6%	217	African-American	35%	151	Asian	<1%	1
Latino	1.2%	9	Latino	2%	10	Other	0%	0
Asian	0.8%	6	Asian	1%	4			
Other	0.5%	4	Other	0%	0			
Women	0.0%	0	Women	0%	0			

TABLE 4

League Office											
	Office Management		Support Staff Personnel			Office Management		Support Staff Personnel			
	%	#	%	#		%	#	%	#		
2020					2014						
White	64.8%	512			White	71.8%	635	75.1%	133		
Black or African American	11.8%	93			African-American	9.7%	86	10.7%	19		
Hispanic or Latino(a)	6.2%	49			Latino	5.8%	51	6.2%	11		
Asian	10.3%	81			Asian	9.2%	81	6.8%	12		
Hawaiian or Pac. Islander	0.3%	2			Native American	0.2%	2	0.0%	0		
Am. Indian or Alaska Native	0.1%	1			Other	3.4%	30	1.1%	2		
Two or More Races	1.9%	15			Women	29.6%	262	30.5%	54		
Not disclosed/not specified	4.7%	37			2013						
Women	38.2%	302			White	72.4%	596	77.8%	144		
Women of Color	7.9%	62			African-American	9.2%	76	9.2%	17		
Total		790	Latino	4.9%	40	5.4%	10				
2019					Asian	10.1%	83	5.9%	11		
White	67.3%	631			Native American	0.1%	1	0.0%	0		
Black or African American	10.2%	96			Other	3.3%	27	1.6%	3		
Hispanic or Latino	6.6%	62			Women	29.3%	241	31.4%	58		
Asian	9.2%	86			Total		823		185		
Hawaiian or Pac. Islander	0.1%	1			2012						
Am. Indian or Alaska Native	0.1%	1			White	74%	675	66%	40		
Two or More Races	1.7%	16			African-American	8%	76	18%	11		
Not Disclosed	4.7%	44			Latino	5%	49	10%	6		
Women	36.8%	345			Asian	9%	85	3%	2		
Total		937			Native American	0%	1	0%	0		
2018					Other	3%	26	3%	2		
White	72.7%	678			Women	28%	254	51%	31		
African-American	9.7%	94			Total		912		61		
Latino	7.5%	72			2011						
Asian	8.6%	88			White	75%	644	66%	48		
American Indian	0.2%	2			African-American	8%	69	19%	14		
Native Hawaiian	0.2%	2			Latino	5%	43	10%	7		
Two or More Races	1.2%	10			Asian	10%	87	1%	1		
Not Specified	0.0%	60			Native American	0%	1	0%	0		
Women	35.0%	352			Other	2%	17	4%	3		
Total		1006			Women	28%	238	56%	41		
2017					Total		861		73		
White	67.0%	610			2010						
African-American	8.9%	81			White	75.1%	653	71.3%	67		
Latino	7.5%	68			African-American	8.7%	76	17.0%	16		
Asian	8.6%	78			Latino	4.6%	40	6.4%	6		
Native American	0.2%	2			Asian	9.4%	82	1.1%	1		
Other	1.4%	13			Native American	0.2%	2	0.0%	0		
Women	35.4%	322			Other	1.8%	16	4.3%	4		
Total		910			Women	27.5%	239	52.1%	49		
2016					Total		869		94		
White	73.1%	667			76.5%	137	2009				
African-American	9.4%	86	11.7%	21	White	75.2%	629	77.4%	82		
Latino	7.1%	65	7.3%	13	African-American	8.6%	72	12.3%	13		
Asian	8.9%	81	4.5%	8	Latino	4.7%	39	4.7%	5		
Native American	0.2%	2	0.0%	0	Asian	9.4%	79	2.8%	3		
Other	1.2%	11	0.0%	0	Native American	0.2%	2	0.0%	0		
Women	32.3%	295	38.0%	68	Other	1.8%	15	2.8%	3		
Total		912		179	Women	27.6%	231	46.2%	49		
2015					Total		836		106		
White	72.0%	629	75.4%	132	2003-2008						
African-American	9.4%	82	12.0%	21		White					
Latino	6.4%	56	5.7%	10		African-American					
Asian	8.0%	70	6.3%	11		Latino					
Native American	0.2%	2	0.0%	0		Asian					
Other	4.0%	35	0.6%	1		Other					
Women	30.3%	265	32.6%	57		Women					
Total		874		175	Total						
TABLE 5a											

TABLE 5a

League Office									
	Office Management		Support Staff Personnel			Office Management		Support Staff Personnel	
	%	#	%	#		%	#	%	#
2002					1997				
White	74%	150	51%	42	White	80%	119	68%	34
African-American	14%	28	25%	21	African-American	15%	22	22%	11
Latino	4%	9	19%	16	Latino	2%	3	8%	4
Asian	8%	16	5%	4	Asian	3%	4	2%	1
Other	0%	0	0%	0	Other	0%	0	x	x
Women	26%	53	54%	45	Women	26%	39	84%	42
Total		203		83	Total		148		50
2000					1996				
White	77%	140	57%	31	White	82%	93	81%	56
African-American	14%	25	22%	12	African-American	14%	16	12%	8
Latino	<3%	5	19%	10	Latino	<1.0%	1	4%	3
Asian	7%	12	2%	1	Asian	2%	2	3%	2
Other	0%	0	0%	0	Other	<1.0%	1	x	x
Women	29%	53	56%	30	Women	22%	25	64%	44
Total		182		54	Total		113		69
1998					1996				
White	79%	131	70%	40	White	82%	93	81%	56
African-American	15%	25	19%	11	African-American	14%	16	12%	8
Latino	2%	3	9%	5	Latino	<1.0%	1	4%	3
Asian	4%	6	2%	1	Asian	2%	2	3%	2
Other	0%	0	x	x	Other	<1.0%	1	x	x
Women	26%	43	75%	43	Women	22%	25	64%	44
Total		165		57	Total		113		69
TABLE 5b									
X=Data Not Provided									

TABLE 5b

X=Data Not Provided

CEO / President								
	%	#		%	#		%	#
2020			2014			2007		
White	84.8%	28	White	94.1%	32	White	100%	30
Black or African American	3.0%	1	African-American	0.0%	0	African-American	0%	0
Hispanic or Latino(a)	3.0%	1	Latino	0.0%	0	Latino	0%	0
Asian	6.1%	2	Asian	3.0%	1	Asian	0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	0.0%	0	Other	0%	0
Am. Indian or Alaska Native	0.0%	0	Women	0.0%	0	Women	3%	1
Two or More Races	0.0%	0						
Not disclosed/not specified	3.0%	1	2013			2006		
Women	6.1%	2	White	97.0%	31	White	100%	35
Women of Color	3.0%	1	African-American	0.0%	0	African-American	0%	0
2019			Latino	0.0%	0	Latino	0%	0
White	95.1%	39	Asian	3.0%	1	Asian	0%	0
Black or African American	0.0%	0	Other	0.0%	0	Other	0%	0
Hispanic or Latino	0.0%	0	Women	0.0%	0	Women	3%	1
Asian	4.9%	2	2012			2003		
Hawaiian or Pac. Islander	0.0%	0	White	100.0%	32	White	100%	32
Am. Indian or Alaska Native	0.0%	0	African-American	0.0%	0	African-American	0%	0
Two or More Races	0.0%	0	Latino	0.0%	0	Latino	0%	0
Not Disclosed	0.0%	0	Asian	0.0%	0	Asian	0%	0
Women	4.9%	2	Other	0.0%	0	Women	9%	3
2018			Women	3.0%	1			
White	90.6%	29	2011			2000		
African-American	3.0%	1	White	100.0%	32	White	100%	x
Latino	0.0%	0	African-American	0.0%	0	African-American	0%	x
Asian	6.3%	2	Latino	0.0%	0	Latino	0%	x
American Indian	0.0%	0	Asian	0.0%	0	Asian	0%	x
Native Hawaiian	0.0%	0	Other	0.0%	0	Women	3%	x
Two or More Races	0.0%	0	Women	0.0%	0			
Not Specified	0.0%	0				1999		
Women	3.0%	1	2010			White	100%	x
2017			White	100.0%	27	African-American	0%	x
White	100.0%	33	African-American	0.0%	0	Latino	0%	x
African-American	0.0%	0	Latino	0.0%	0	Asian	0%	x
Latino	0.0%	0	Asian	0.0%	0	Women	3%	x
Asian	0.0%	0	Other	0.0%	0			
Other	0.0%	0	Women	4.0%	1	1998		
Women	0.0%	0	2009			White	100%	x
2016			White	100.0%	27	African-American	0%	x
White	97.1%	33	African-American	0.0%	0	Latino	0%	x
African-American	0.0%	0	Latino	0.0%	0	Asian	0%	x
Latino	0.0%	0	Asian	0.0%	0	Women	3%	x
Asian	3.0%	1	Other	0.0%	0			
Other	0.0%	0	Women	4.0%	1	1997		
Women	0.0%	0	2008			White	100%	x
2015			White	100%	29	African-American	0%	x
White	97.1%	33	African-American	0%	0	Latino	0%	x
African-American	0.0%	0	Latino	0%	0	Other	0%	x
Latino	0.0%	0	Asian	0%	0	Women	0%	x
Asian	3.0%	1	Other	0%	0			
Other	0.0%	0	Women	3%	1			
Women	0.0%	0						

TABLE 6

General Manager / Director of Player Personnel								
	%	#		%	#		%	#
2020			2013			2005		
White	93.6%	29	White	81.0%	26	White	87%	27
Black or African American	6.5%	2	African-American	19.0%	6	African-American	13%	4
Hispanic or Latino	0.0%	0	Latino	0.0%	0	Latino	0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	0.0%	0	Women	0%	0
Am. Indian or Alaska Native	0.0%	0	Women	0.0%	0			
Two or More Races	0.0%	0	2012			2003		
Not Disclosed	0.0%	0	White	81.0%	26	White	94%	30
Women	0.0%	0	African-American	19.0%	6	African-American	6%	2
Women of Color	0.0%	0	Latino	0.0%	0	Latino	0%	0
2019			Asian	0.0%	0	Asian	0%	0
White	93.8%	30	Other	0.0%	0	Women	0%	0
Black or African American	6.3%	2	Women	0.0%	0			
Hispanic or Latino	0.0%	0	2011			2001		
Asian	0.0%	0	White	84.0%	27	White	94%	30
Hawaiian or Pac. Islander	0.0%	0	African-American	16.0%	5	African-American	6%	2
Am. Indian or Alaska Native	0.0%	0	Latino	0.0%	0	Latino	0%	0
Two or More Races	0.0%	0	Asian	0.0%	0	Asian	0%	0
Not Disclosed	0.0%	0	Other	0.0%	0	Women	0%	0
Women	0.0%	0	Women	0.0%	0			
2018			2010			1999		
White	87.5%	28	White	83.0%	25	White	87%	27
African-American	12.5%	4	African-American	17.0%	5	African-American	13%	4
Latino	0.0%	0	Latino	0.0%	0	Latino	0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
American Indian	0.0%	0	Other	0.0%	0	Women	0%	0
Native Hawaiian	0.0%	0	Women	0.0%	0			
Two or More Races	0.0%	0	2009			1998		
Not Specified	0.0%	0	White	84.0%	27	White	87%	27
Women	0.0%	0	African-American	16.0%	5	African-American	13%	4
2017			Latino	0.0%	0	Latino	0%	0
White	81.2%	26	Asian	0.0%	0	Asian	0%	0
African-American	18.8%	6	Other	0.0%	0	Women	0%	0
Latino	0.0%	0	Women	0.0%	0			
Asian	0.0%	0	2008			1997		
Other	0.0%	0	White	83.0%	25	White	87%	26
Women	0.0%	0	African-American	17.0%	5	African-American	13%	4
2016			Latino	0.0%	0	Latino	0%	0
White	84.4%	27	Asian	0.0%	0	Asian	0%	0
African-American	15.6%	5	Other	0.0%	0	Women	0%	0
Latino	0.0%	0	Women	0.0%	0			
Asian	0.0%	0	2007			1996		
Other	0.0%	0	White	84%	26	White	83%	25
Women	0.0%	0	African-American	16%	5	African-American	17%	5
2015			Latino	0%	0	Latino	0%	0
White	78.1%	25	Asian	0%	0			
African-American	21.9%	7	Other	0%	0			
Latino	0.0%	0	Women	0%	0			
Asian	0.0%	0	2006			1995		
Other	0.0%	0	White	87%	28	White	87%	26
Women	0.0%	0	African-American	13%	4	African-American	13%	4
2014			Latino	0%	0	Latino	0%	0
White	75.9%	22	Asian	0%	0			
African-American	24.1%	7	Other	0%	0			
Latino	0.0%	0	Women	0%	0			
Asian	0.0%	0						
Other	0.0%	0						
Women	0.0%	0						
TABLE 7								

NOTE: Some percentages may not equal 100% due to rounding

Senior Administrators								
	%	#		%	#		%	#
2020			2015			2008		
White	81.2%	815	White	80.7%	592	White	82.0%	424
Black or African American	9.8%	98	African-American	14.2%	104	African-American	14.0%	71
Hispanic or Latino	4.1%	41	Latino	2.5%	18	Latino	2.0%	10
Asian	3.2%	32	Asian	1.6%	12	Asian	2.0%	8
Hawaiian or Pac. Islander	0.3%	3	Other	1.1%	8	Other	<1%	3
Am. Indian or Alaska Native	0.0%	0	Women	22.2%	163	Women	19.0%	96
Two or More Races	0.7%	7						
Not Disclosed	0.8%	8	2014			2007		
Women	23.9%	240	White	83.8%	570	White	82%	421
Women of Color	5.0%	50	African-American	11.2%	76	African-American	14%	73
2019			Latino	2.5%	17	Latino	2%	9
White	80.0%	896	Asian	1.5%	10	Asian	1%	7
Black or African American	10.7%	120	Other	1.0%	7	Other	<1%	2
Hispanic or Latino	4.9%	55	Women	19.9%	135	Women	18.0%	94
Asian	3.0%	34						
Hawaiian or Pac. Islander	0.3%	3	2013			2006		
Am. Indian or Alaska Native	0.2%	2	White	83.0%	595	White	84%	421
Two or More Races	0.3%	3	African-American	12.1%	87	African-American	12%	61
Not Disclosed	0.6%	7	Latino	2.1%	15	Latino	2%	8
Women	24.4%	273	Asian	1.4%	10	Asian	2%	8
2018			Other	1.4%	10	Other	0%	1
White	82.7%	626	Women	18.8%	135	Women	17.0%	86
African-American	9.0%	68						
Latino	3.7%	28	2012			2005		
Asian	2.8%	21	White	84.7%	510	White	86%	424
American Indian	0.0%	0	African-American	11.6%	70	African-American	12%	60
Native Hawaiian	0.5%	4	Latino	1.8%	11	Latino	1%	6
Two or More Races	0.3%	2	Asian	0.8%	5	Asian	<1%	2
Not Specified	1.1%	8	Other	1.0%	6	Other	<1%	2
Women	22.1%	167	Women	19.9%	120	Women	16%	80
2017						2003		
White	81.8%	650	2011			White	84%	351
African-American	11.3%	90	White	85.0%	395	African-American	13%	52
Latino	3.8%	30	African-American	12.0%	54	Latino	<1%	3
Asian	2.3%	18	Latino	2.0%	8	Asian	<1%	4
Other	0.8%	6	Asian	1.0%	6	Women	17.0%	70
Women	20.0%	152	Other	<1%	2			
2016			Women	20.0%	91	2000		
White	78.7%	633	2010			White	90%	x
African-American	12.0%	97	White	84.0%	420	African-American	9%	x
Latino	2.8%	24	African-American	13.0%	65	Latino	1%	x
Asian	2.6%	22	Latino	2.0%	8	Asian	<1%	x
Other	1.0%	7	Asian	1.0%	5	Women	28.0%	x
Women	21.0%	169	Other	<1%	1			
2009			Women	21.0%	104	1999		
White	83.0%	412	2008			White	86%	x
African-American	14.0%	69	White	82.0%	424	African-American	14%	x
Latino	2.0%	9	African-American	14.0%	71	Latino	0%	x
Asian	1.0%	7	Latino	2.0%	10	Asian	0%	x
Other	<1%	1	Asian	2.0%	8	Women	28.0%	x
Women	17.0%	87	Other	<1%	3			

TABLE 9

Note: Percentages may not equal 100 percent due to rounding
 x= Data not recorded

Professional Administration								
	%	#		%	#		%	#
2020			2013			2003		
White	75.4%	3540	White	81.0%	2363	White	87%	1024
Black or African American	11.6%	546	African-American	11.7%	342	African-American	9%	101
Hispanic or Latino	7.2%	338	Latino	4.4%	127	Latino	2%	20
Asian	2.7%	125	Asian	1.9%	55	Asian	<1%	6
Hawaiian or Pac. Islander	0.5%	22	Other	1.1%	32	Other	2%	20
Am. Indian or Alaska Native	0.1%	6	Women	27.2%	794	Women	31%	362
Two or More Races	2.0%	93						
Not Disclosed	0.5%	23	2012			1999		
Women	32.3%	1516	White	81.0%	1033	White	84%	x
Women of Color	7.0%	329	African-American	11.0%	135	African-American	15%	x
			Latino	5.0%	66	Latino	<1%	x
2019			Asian	1.0%	13	Asian	<1%	x
White	76.7%	2583	Other	2.0%	22	Women	19%	x
Black or African American	8.8%	298	Women	29.0%	363			
Hispanic or Latino	6.6%	224				1998		
Asian	2.8%	96	White	88.0%	749	White	87%	x
Hawaiian or Pac. Islander	0.4%	14	African-American	9.0%	76	African-American	10%	x
Am. Indian or Alaska Native	0.2%	8	Latino	2.0%	19	Latino	2%	x
Two or More Races	1.7%	57	Asian	1.0%	8	Asian	1%	x
Not Disclosed	2.6%	88	Other	<1%	2	Women	24%	x
Women	35.9%	1211	Women	30.0%	259			
2018			2010			1997		
White	71.7%	4,449	White	86.0%	746	White	87%	x
African-American	10.6%	657	African-American	10.0%	89	African-American	10%	x
Latino	8.7%	539	Latino	3.0%	24	Latino	2%	x
Asian	4.3%	268	Asian	1.0%	5	Asian	1%	x
American Indian	0.4%	22	Other	<1%	3	Women	34%	x
Native Hawaiian	0.6%	35	Women	29.0%	254			
Two or More Races	2.4%	150				1996		
Not Specified	1.3%	82	White	84.0%	766	White	90%	x
Women	35.0%	2,170	African-American	10.0%	93	African-American	8%	x
Total	100.0%	6,202	Latino	4.0%	35	Other	2%	x
			Asian	1.0%	13	Women	18%	x
			Other	<1%	3			
			Women	28.0%	251			
2017			2008			1995		
White	72.7%	4,374	White	83.0%	789	White	88%	x
African-American	10.1%	610	African-American	11.0%	108	African-American	11%	x
Latino	8.9%	533	Latino	4.0%	36	Other	1%	x
Asian	4.4%	263	Asian	1.0%	13	Women	15%	x
Other	3.4%	207	Other	<1%	3			
Women	35.9%	2,157	Women	29.0%	272			
2016			2007			1994		
White	76.0%	2790	White	85.0%	753	White	89%	x
African-American	12.5%	459	African-American	10.0%	86	African-American	11%	x
Latino	5.5%	202	Latino	3.0%	30	Latino	<1%	x
Asian	2.3%	84	Asian	1.0%	13	Asian	0%	x
Other	1.7%	63	Other	<1%	3	Other	<1%	x
Women	33.2%	1218	Women	34.0%	297	Women	12%	x
2015			2006			1993		
White	80.6%	2481	White	86%	805	White	88%	x
African-American	11.1%	341	African-American	9%	83	African-American	9%	x
Latino	5.4%	167	Latino	3%	27	Latino	1%	x
Asian	2.1%	64	Asian	1%	13	Asian	<1%	x
Other	0.8%	24	Other	1%	5	Other	<1%	x
Women	32.2%	992	Women	33%	310	Women	12%	x
2014			2005			TABLE 10		
White	81.6%	2452	White	89%	873			
African-American	10.5%	316	African-American	8%	79			
Latino	5.2%	157	Latino	2%	21			
Asian	1.9%	58	Asian	1%	10			
Other	0.8%	23	Other	<1%	3			
Women	30.6%	919	Women	32%	311			

x= Data not recorded

Officials								
	%	#		%	#		%	#
2020			2015			2009		
White	41.26%	59	White	70.5%	86	White	73%	88
Black or African American	21.68%	31	African-American	27.0%	33	African-American	25%	30
Hispanic or Latino(a)	0.00%	0	Latino	1.7%	2	Latino	1%	1
Asian	0.00%	0	Asian	0.0%	0	Asian	0%	0
Hawaiian or Pac. Islander	0.00%	0	Other	0.8%	1	Other	1%	1
Am. Indian or Alaska Native	2.10%	3	Women	0.8%	1	Women	0%	0
Two or More Races	1.40%	2						
Not disclosed/not specified	33.57%	48						
Women	1.40%	2						
Women of Color	0.00%	0						
2019			2014			2008		
White	68.0%	83	White	69.7%	83	White	77%	92
Black or African American	29.5%	36	African-American	28.6%	34	African-American	22%	26
Hispanic or Latino	0.8%	1	Latino	0.8%	1	Latino	1%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	0.8%	1	Other	1%	1
Am. Indian or Alaska Native	1.6%	2	Women	0.0%	0	Women	0%	0
Two or More Races	0.0%	0						
Not Disclosed	0.0%	0						
Women	0.8%	1						
2018			2013			2007		
White	69.4%	84	White	71.0%	85	White	78%	94
African-American	27.3%	33	African-American	28.0%	33	African-American	20%	24
Latino	1.7%	2	Latino	0.0%	0	Latino	1%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
American Indian	1.7%	2	Other	1.0%	1	Other	1%	1
Native Hawaiian	0.0%	0	Women	0.0%	0	Women	0%	0
Two or More Races	0.0%	0						
Not Specified	0.0%	0						
Women	0.8%	1						
Total	100.0%	121	2012			2006		
			White	71.9%	87	White	81%	97
			African-American	26.4%	32	African-American	18%	21
			Latino	0.8%	1	Latino	1%	1
			Asian	0.0%	0	Asian	0%	0
			Other	0.8%	1	Other	1%	1
			Women	0.0%	0	Women	0%	0
2017			2011			2005		
White	69.4%	86	White	72.0%	87	White	83%	99
African-American	27.4%	34	African-American	26.0%	32	African-American	16%	19
Latino	1.6%	2	Latino	1.0%	1	Latino	1%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
Other	1.6%	2	Other	1.0%	1	Other	1%	1
Women	0.8%	1	Women	0.0%	0	Women	0%	0
2016			2010			2004		
White	69.4%	86	White	72.0%	86	White	81%	97
African-American	27.4%	34	African-American	26.0%	31	African-American	18%	21
Latino	1.6%	2	Latino	1.0%	1	Latino	1%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
Other	1.6%	2	Other	1.0%	1	Other	1%	1
Women	0.8%	1	Women	0.0%	0	Women	0%	0

TABLE 11

Notes: 13 new officials hired for 2014 as 13 officials retired. Stats reference regular officials, not lockout