

# Amtrak Diversity

## Annual Report FY21



## Message from the Amtrak Executive Leadership Team

We are pleased to present you with Amtrak's second Annual Diversity Report.

This report is an important part of Amtrak's broader commitment to advancing Diversity, Inclusion and Belonging across the company. Our Amtrak Team must be a better reflection of the customers we serve – but this is only a starting point. Our team is strongest when we recognize and value the skills and talents of everyone around us. We need to make the conscious choice every day to engage with our co-workers, to be open to new ideas, and to ensure that everyone feels included, understood and valued. Our ability to deliver innovation depends on us achieving this higher level of teamwork.

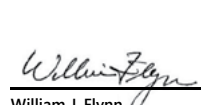
Diversity, Inclusion and Belonging at Amtrak is more than just a series of initiatives. It is a conscientious commitment to create change within our company. It is having challenging conversations with others, with an emphasis on listening. It is deepening our understanding about people and issues through learning. It is sharing together. And it is a belief that advancing Diversity, Inclusion and Belonging at Amtrak is core to all three of our Values, including Do the Right Thing, Put Customers First and Excel Together.

Last year, in our first Annual Diversity Report, we laid out our comprehensive strategy to make Amtrak a company that is worthy of our customers, our people and the communities we serve. In this year's report, we share the meaningful progress we have made in the last 12 months. An important point of emphasis for us has been to cultivate a culture where our employees could bring their authentic selves to work. In FY 2021, we started laying the foundation for this culture by launching seven Employee Resource Groups (ERGs) at Amtrak. These groups offer employees the opportunity to work together to create inclusive communities in our workplace and beyond. Many of us are serving as executive sponsors to these ERGs, to ensure these groups have the proper level of support and access to top leadership to share their ideas on how we can improve our workplace.

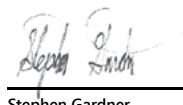
As executive leaders, we are also committed to holding ourselves accountable for making progress in Diversity, Inclusion and Belonging at Amtrak. This starts with transparency. In this report, we share our representation data across all levels and departments. This data allows us to identify opportunity areas, set goals for improvement, and measure our progress over time.

We are going to continue to advance our work in Diversity, Inclusion and Belonging in FY 2022. In the meantime, we have an "open door" policy. We want to hear from employees who have ideas on how we can improve our workplace. Amtrak employees can contact us directly, or they can send an email to [diversityinclusionandbelonging@amtrak.com](mailto:diversityinclusionandbelonging@amtrak.com). In the meantime, we encourage all employees to join an ERG, if they have not done so already. It is a great way for everyone to meet new co-workers, and to build and strengthen relationships with others.

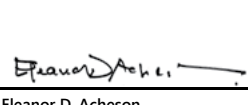
This is an exciting time at Amtrak. We have an incredibly bright future, and our people are an important part of it. We look forward to seeing what we can do together to make Amtrak an even better place to work in FY 2022. Thank you to our employees for everything they do for Amtrak.



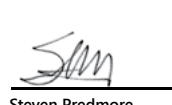
William J. Flynn  
Chief Executive Officer



Stephen Gardner  
President



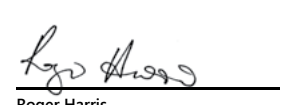
Eleanor D. Acheson  
EVP, General Counsel and Corporate  
Secretary



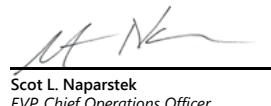
Steven Predmore  
EVP, Chief Safety Officer



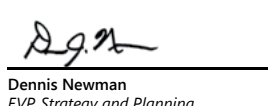
Qiana L. Spain  
EVP, Chief Human Resources Officer



Roger Harris  
EVP, Chief Marketing and Revenue  
Officer



Scot L. Naparstek  
EVP, Chief Operations Officer



Dennis Newman  
EVP, Strategy and Planning



Laura K. Mason  
EVP, Major Program Delivery



Christian Zacariasen  
EVP, Chief Information Officer



Tracie Winbigler  
EVP, Chief Financial Officer

# TABLE OF CONTENTS

## 01 Introduction

- Opening Letter from Executive Leadership Team
- A message from AVP of Inclusion, Culture and Talent
- Meet the Diversity, Inclusion and Belonging Team
- Amtrak's Mission and Values
- Diversity, Inclusion, and Belonging Mission Statement
- FY22 Strategy
- Addressing the Pandemic

## 02 Employee Resource Groups (ERGs)

- ERG Overview
- 7 ERGs
  - A. Philip Randolph
  - Asian Pacific American
  - Don't Dis Our Ability
  - Express Pride
  - Military Community Network
  - Notch 8
  - Unidos
- Events
- Continued Commitment
- Department Diversity Committees
- Thriving at Amtrak

In our continued display of transparency, this report is both our internal and external reflection of our FY 2021 efforts. As such, links to internal videos and sites are only accessible to Amtrak employees. For more information, visit [amtrak.com](https://www.amtrak.com).

## 03 Learning and Development

- Allyship
- #MicrolearningMondays
- Ready.Set.Learn
- LinkedIn Learning

## 04 Engagement and Partnership

- United Way Giving Campaign
- B&P Tunnel Replacement Program
- Talent Acquisition
- National Society of Black Engineers

## 05 Demographic Data

- Data Overview
- Current Workforce
- Hiring
- Separation

## 06 Future

- Preparing for a New Generation
- Conclusion

## 07 Definitions

- Key Terms

# AN OPPORTUNITY FOR CHANGE



**Benjamin Sims**  
Assistant Vice President  
Inclusion, Culture and Talent

With excitement on our vision and ambitious plan towards growth, we know that now is the time to invest not only in our country's infrastructure and future, but our people.

Celebrating our 50th Anniversary this year, we focused on building inclusive capabilities throughout our company. We took steps to set the foundation for our Diversity, Inclusion and Belonging journey, by establishing key initiatives supporting our commitment to becoming a diverse organization reflective of our customers and the communities we serve.

Aligned to our people strategy, we focused on:

- Investing in talent
- Strengthening our culture
- Advancing technology

## **Investing in our Employees**

As part of our efforts to build a collaborative and connected community, we invested in our employees through the formal launch of Employee Resource Groups (ERGs). These employee-led groups gather based on common interests or identities and they each work to provide career and personal development and cultivate a diverse inclusive workplace aligned to Amtrak's vision, mission and values. They all promote Diversity, Inclusion and Belonging (DI&B) by raising awareness and ensuring that group members have a voice in the organization, helping to participate directly with our ongoing DI&B initiatives. All of our ERGs are open to all employees of Amtrak.



## Amtrak's Seven ERGs

[A. Philip Randolph](#) (Black/African Americans and allies), [Asian Pacific American](#) (Asian and Pacific Islanders and allies), [Don't DIS our ABILITY](#) (people with disabilities and allies), [Express Pride](#) (LGBTQIA+ and allies), [Military Community Network](#) (Military/Veterans and allies), [Notch8](#) (women and allies) and [UNIDOS](#) (Hispanic/Latinx and allies).

You will be able to read about each of these groups and the work they've done throughout this report.

We also knew this year that it was important for us to invest in our employees through addressing the needs of pay equity.

Ensuring that all Amtrak employees are paid equitably with respect to race and gender is the smart and right thing to do, consistent with our Amtrak Values Do the Right Thing and Excel Together. This is an obligation we take seriously.

Amtrak's commitment to pay equity is reflected in an annual review that seeks to identify any statistically significant pay gaps with respect to race or gender among similarly situated non-agreement employees. This quantitative analysis compares the pay of employees who are similar with respect to relevant characteristics. Any statistically significant gaps are carefully reviewed and, where appropriate, salary adjustments are (and have been) made.

Due to evolving conditions in the labor market and the dynamic nature of Amtrak's workplace, pay equity is a moving target that requires an ongoing monitoring process. We plan on maintaining our commitment to pay equity with a robust annual monitoring plan that addresses unexplained race or gender pay gaps as they appear.



# AN OPPORTUNITY FOR CHANGE

## Strengthening our Culture

As we introduced initiatives, like [Thriving at Amtrak](#), our video series of storytelling, round-table discussions and interviews with our Employee Resource Groups (see page 30), we've seen that there's a lot that we have in common through uncovering all that we share.

We will continue to harness the power of candid, open conversations and discussion forums, where employees can share personal experiences, observations and thoughts around diversity, inclusion and belonging topics in FY22.

We will also continue engaging employees through company-wide surveys like our Employee Engagement Survey, where we have solicited feedback about ways in which we can do more and do better. It was in this year that we included a diversity and inclusion index to truly identify the actions to foster a long-lasting culture of inclusion and belonging.

## Expanded Learning & Development

Over the last year, we have continued to enhance our formal and informal course offerings to support our call to listen and learn from each other and meaningfully engage and educate employees on diversity, inclusion and belonging. We will build on these practices as we move forward.

Actions included:

- Launching our #MicrolearningMonday, a learning series that provides 10-minute microlessons focused on a variety of diversity, inclusion, and belonging topics (see page 36)
- Scaling our bias training throughout the organization offering a 50 Ways to Fight Bias Workshop with Notch 8, our women-led Employee Resource Group (see page 24)
- Partnering with our Learning & Development team on a Ready.Set.Learn focused on Allyship and how we can all be allies at Amtrak (see page 35)







## Celebrating Months & Moments of Recognition

We are building on our existing practices around celebrating and recognizing heritage months and observances to honor the diversity of our employees. This has included key months like Black History Month, Women's History Month, AAPI Heritage Month and Pride Month. Throughout this upcoming year we will continue with robust internal programming to showcase the different cultures and identities that make up our wonderful company.

## Advance Technology

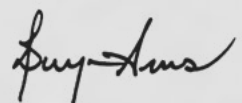
In FY22, we will measure the impact of our efforts while centering our actions on People, Workplace, and Community. These three pillars will allow us to continue to strengthen our culture towards advancing Diversity and Inclusion while working towards fostering a sense of belonging for employees.

We will utilize tools like our developing HR Dashboard to prioritize initiatives, set targets and monitor metric goals. As we look to implement, we will have an ability to connect our data to demographics that help in identifying gaps and aid in introducing targeted actions towards change.

And as our Employee Resource Groups continue to grow, we have taken the steps to source for a single interface that will allow employees to learn about all the ERGs, become a member, access ERG content, and participate in discussions, events and surveys.

Through all these efforts we made in this year, we've made it a priority to drive leadership awareness, keeping our commitments and holding our company accountable for diversity, inclusion and belonging initiatives so that we can support and maintain an inclusive culture.

Thank you for your efforts in our journey. We're just getting started.



**Benjamin Sims**

Assistant Vice President Inclusion, Culture and Talent







# MEET THE DIVERSITY, INCLUSION AND BELONGING TEAM



**Georgette Fletcher**  
Director



**Sabrina Harris**  
Manager



**Joshua Dantzler**  
Lead Specialist

The Diversity, Inclusion and Belonging (DI&B) department develops and executes Amtrak's enterprise-wide strategic goals and initiatives tied to culture. As passionate professionals, the team promotes a healthy work environment where we celebrate employee differences, listen to employees, support a positive employee experience where everyone feels safe to be their authentic selves.

We are Georgette Fletcher, *Director*; Sabrina Harris, *Manager*; and Joshua Dantzler, *Lead Specialist*. Georgette leads the team and ensures we execute Amtrak's DI&B strategy. Sabrina partners with Operations and leads our Community Engagement and Outreach. Joshua drives our training initiatives and supports our employee resource groups. He is also the creative behind our content and communications that bring our vision to life.

We look forward to the work ahead in FY2022 centered on People, Workplace and Community.

# OUR BELIEFS

## MISSION

Amtrak is the nation's intercity passenger rail operator and infrastructure provider, charged with providing safe, efficient, and effective intercity passenger rail mobility consisting of friendly, high-quality service that is trip-time competitive with other intercity travel options.



Our Amtrak values are an expression of our principles and beliefs. They guide everything we do – and ultimately, define us as a company.

We want Amtrak to be a place where our employees recognize, appreciate and live our values. When this connection is made, we make Amtrak a great place to work – and we create a powerful and engaged team capable of achieving any goal.

## VALUES

## DO THE RIGHT THING

**This value must be central to everything we do.**

- It starts with always being safe – for ourselves, our co-workers and our customers.
- On a personal level, it means that we always act with integrity. Our stakeholders should know us as honest, trustworthy and reliable – and we must spend Amtrak's money with the same care we use for our own.
- In dealing with colleagues and customers, we are always respectful – and we recognize that we create the best ideas when we include people of different cultures, backgrounds and viewpoints in our work.
- Finally, we do everything we can to protect our environment. We owe it to future generations to reduce waste and reduce our carbon footprint. A lot of "Do the Right Thing" comes down to the Golden Rule – namely, that we must treat others as we would like to be treated.

## PUT CUSTOMERS FIRST

**This value speaks to why we exist.**

- Prudently taking good care of our customers is the essence of our mandate from Congress – and it is how we ensure our continued livelihoods with this Company.
- Our team has a strong sense of service today. We must continuously act upon it. To "Put Customers First," all of us must be actively engaged in anticipating and responding to the needs of our customers, all the time.
- This means we do not wait for a customer to ask for help. If we see someone struggling with baggage or looking uncertain on where to go or what to do, we provide whatever assistance they need. We are always courteous and helpful, and we keep our stations and trains clean. In short, every time we interact with a customer, we must exceed their expectations.

## EXCEL TOGETHER

**This value speaks to teamwork and performance.**

- Building a strong and high-performing team starts with trust and transparency and requires communication and collaboration. We must work toward the same goals together – and we must talk with each other all the time about what is important, what needs to be done now, and how we can improve.
- We must also learn from each other. Each of us has a set of unique strengths and expertise that we need to maximize for Amtrak to achieve its goals.
- And we should always look to improve – ideally by being innovative. Our customers demand modern solutions, and today's business environment requires speed and simplicity. In doing all these things, we will "Excel Together" – and there will be no limit to what we can accomplish.

# DIVERSITY, INCLUSION, AND BELONGING (DI&B) STATEMENT

To become the preferred, safest provider of intercity passenger transportation in the country by building upon and leveraging our diversity, fostering inclusion and creating a workplace that produces “a sense of community” for all employees.







## DI&B Vision

To build upon and leverage our diversity, foster inclusion and create a workforce which produces “a sense of belonging”.

## Diversity

How we look and think collectively – it includes a broad range of characteristics, including gender, gender identity, race, age, sexual orientation, culture, experience, skill, physical ability, style and much more. We need to continue to build our Amtrak workforce in ways that reflect our U.S. population and customer base.

## Inclusion

The deliberate act of making sure people with different experiences and backgrounds are included in groups, structures, teams and activities.

## Belonging

The ultimate outcome of diversity and inclusion. A sense of belonging is what we want our people to feel when they work at Amtrak. It is the sense that you are valued, that you “fit” with the group, and that you can contribute and make a difference.



# FY22 STRATEGY

In FY22, we will be focused on measuring the impact of our efforts and holding leaders and all employees accountable to supporting our diversity, inclusion and belonging efforts.





# ADDRESSING THE PANDEMIC

This past year was unlike any other. It challenged us, made us adapt to new realities, and inspired us to be optimistic. Most importantly, it made us proud of what Amtrak can achieve together in a time of crisis. The pandemic, although global in scale, is deeply personal in its impact. Each of us experienced loss — loss of certainty, loss of social routines, loss of travel, and tragically, some of us have lost our loved ones. This past year has also shown us that even in a time of great sorrow, we stand united and more committed than ever to our mission to provide safe, efficient, and effective intercity transportation.

To help our Amtrak team cope and thrive during this time of distress, information and access to professional help was provided by the Employee Assistance Program (EAP) to all employees. Topics include:

- Dealing with stress
- Coping with uncertainty
- Self-care
- Staying calm and focused

To ensure the safety of all Amtrak employees, we mandated the COVID-19 vaccine. COVID-19 vaccines are safe, effective, and lifesaving. We will do everything in our power to ensure a healthy return to work.





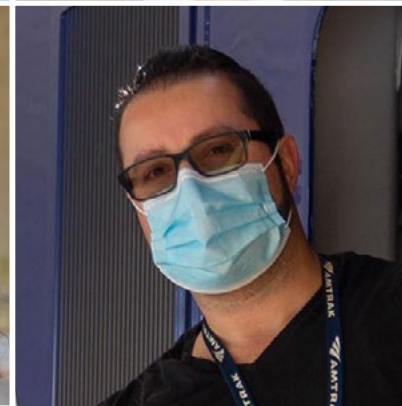
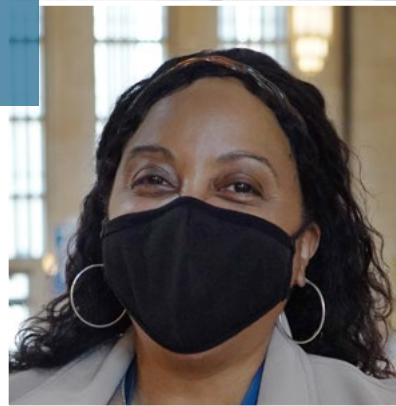
# EMPLOYEE RESOURCE GROUPS (ERGS)



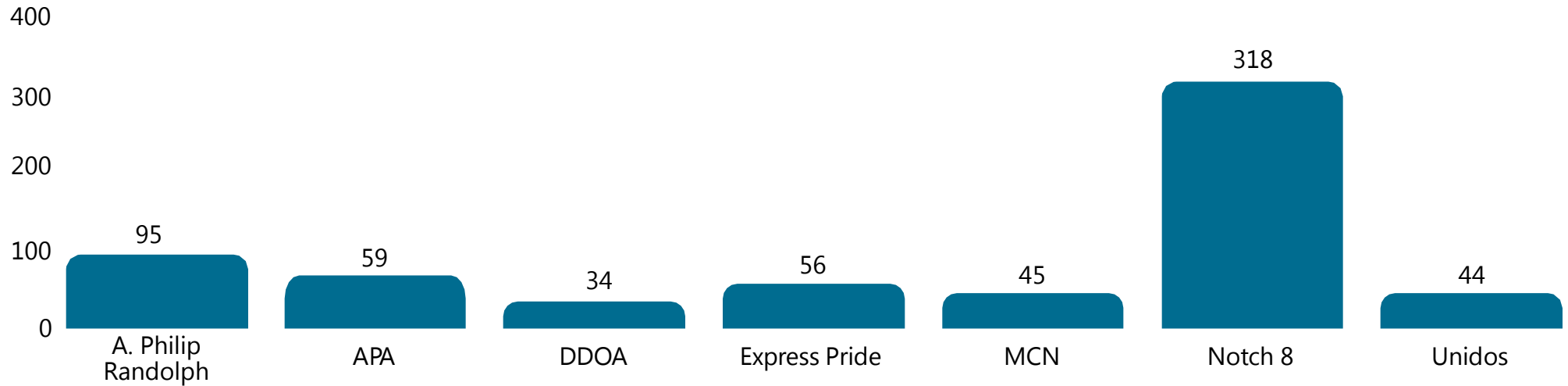


# ERG OVERVIEW

This fiscal year, a great focus for Amtrak was to boost the creation and support of our Employee Resource Groups. Employee Resource Groups (ERGs) are groups of employees who join together based on shared characteristics, interests or life experiences. ERGs are voluntary, independent of any department and are led by employees, for employees. ERGs provide friendship, career and personal development and cultivate a diverse inclusive workplace aligned to Amtrak's vision, mission and values. ERGs promote Diversity, Inclusion and Belonging (DI&B) by raising awareness and ensuring that group members have a voice in the organization, and they allow employees to participate directly with our ongoing DI&B initiatives.



## Membership



## 7 ERGs

The work of ERGs is essential to fully integrating DI&B into Amtrak's day-to-day business practices moving us closer towards a culture of equity and creating a sense of belonging.

We are proud and excited to share we have launched additional ERGs this year and now have 7 ERGs to offer spaces of community and learning for our Amtrak employees. All our ERGs have individual missions that drive diversity, inclusion, and belonging while hosting events that further the professional development of employees.

- A. Philip Randolph
- Asian Pacific American (APA)
- Don't DIS our ABILITY (DDOA)
- Express Pride (EP)
- Military Community Network (MCN)
- Notch 8
- Unidos

## A. Philip Randolph

*Established February 2021*

Named after civil rights champion A. Philip Randolph, who led and organized the Brotherhood of Sleeping Car Porters—the first predominantly African American labor union, the A. Philip Randolph ERG strives to promote an environment that fosters and cultivates Black/African American productivity and creativity. Our goal is to increase awareness of cultural differences within our own community and the Amtrak community at large. We seek to create a welcoming environment to help employees feel supported; promote individual and collective growth through various resources and networking opportunities; and focus on areas such as recruitment, retention and professional development. Additionally, we will work to strengthen the values of Amtrak by being inclusive and open to differences so that everyone feels valued and welcomed.



### Executive Sponsors:

**Denyse Nelson-Burney**  
*VP, People Solutions & Delivery*

**Jarrett Alston**  
*AVP, Transportation*

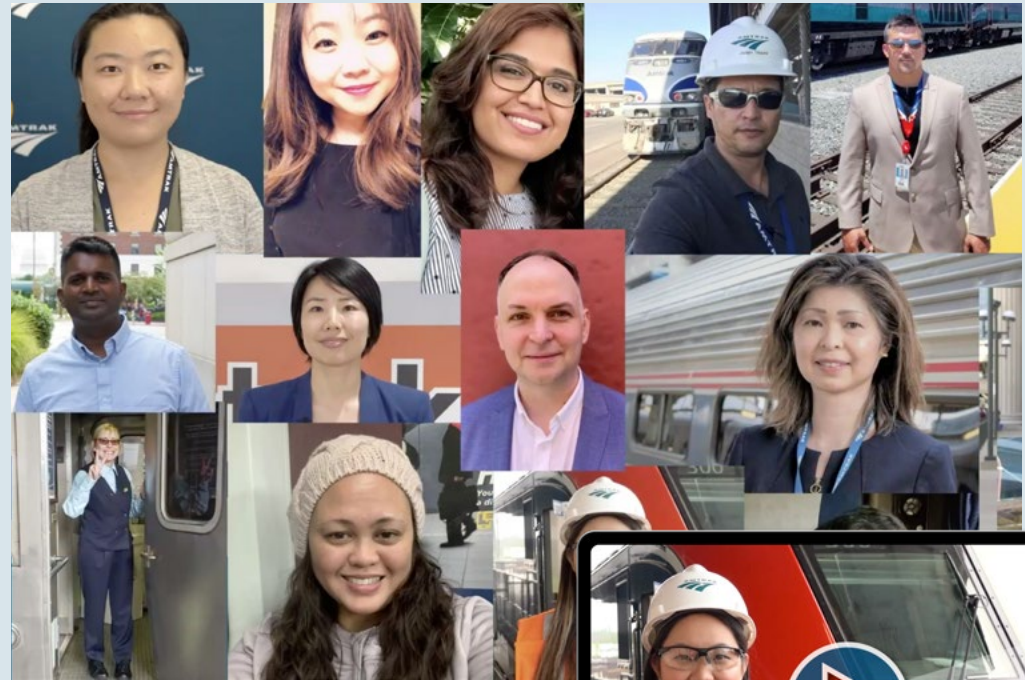
**Click to watch the ERG video!**



## Asian Pacific American (APA)

*Established August 2021*

The mission of the Amtrak Asian Pacific American (APA) ERG is to foster networking, professional development, mentoring, and leadership opportunities with a focus on the recruitment, retention, learning and advancement of Asian Pacific Americans at Amtrak; and to be a strategic partner with Amtrak to promote a culture of diversity, inclusion and belonging through continual learning.



### Executive Sponsors:

**Stephen Gardner**  
*President*

**Shirley Craun**  
*Sr Director, Procurement*

**Click to watch the ERG video!**



## Don't DIS our ABILITY (DDOA)

*Established July 2021*

The Mission of the Don't DIS our ABILITY ERG is to be a strategic partner with Amtrak by promoting a culture of diversity, inclusion and belonging through continual learning. DDOA is working to helping to advance the understanding and inclusion of employees with a common background, set of interests and/or goals.

This group strives to be a support system, cheerleader, and resource for ALL employees with a disability, whether visible or invisible. The end goal of the Don't DIS our ABILITY ERG will be to always encourage, uplift, and educate



### Executive Sponsors:

**Qiana Spain**  
*EVP, Chief Human Resources Officer*

**Doug Duvall**  
*AVP, Communications*

**Click to watch the ERG video!**

## Express Pride (EP)

*Established June 2021*

Express Pride provides a supportive and affirming atmosphere for employees who are members of the LGBTQIA+ community and allies. The Express Pride ERG will support professional development; work with leadership on policies and practices; foster a sense of belonging; and engage our workforce to create spaces where each employee can feel comfortable expressing one's individuality, while celebrating our diversity. Additionally, the group will work to support the recruitment, retention and professional development of employees, provide opportunities for employees to connect personally and professionally and provide support and education on LGBTQIA+ issues and issues faced by allies.



**Click to watch the ERG video!**

### Executive Sponsors:

**Eldie Acheson**

*EVP, General Counsel & Corporate Secretary*

**Denyse Nelson-Burney**

*VP, People Solutions & Delivery*

## Military Community Network (MCN)

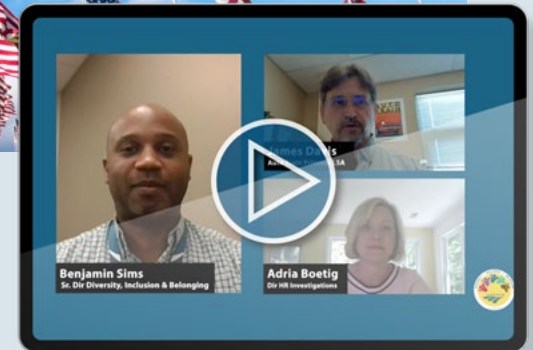
*Established July 2021*

The mission of the Military Community Network is to be a strategic partner with Amtrak to promote a culture of diversity, inclusion and belonging through continual learning. The Military Community Network will advance the understanding and inclusion of veterans, active-duty service members, military spouses, and their allies at Amtrak. The vision, mission, goals, policies and activities of Military Community Network are fully aligned with Amtrak's mission, goals, and policies.



### Executive Sponsor:

**Shawn Gordon**  
*VP, Transportation*



**Click to watch the ERG video!**



## Notch 8

*Established April 2017*

Notch 8 offers women and employees of Amtrak the opportunity to reach their full potential, while powerfully contributing to Amtrak's strategic goals and objectives through professional and leadership development, networking opportunities, teamwork and collaboration.



### Executive Sponsor:

**Tracie Winbigler**  
*EVP, Chief Financial Officer*

**Click to watch the ERG video!**

## Unidos

*Established July 2021*

The mission of Unidos is to create a meaningful impact to the communities we serve, through life experience and inclusive learning. The ERG envisions:

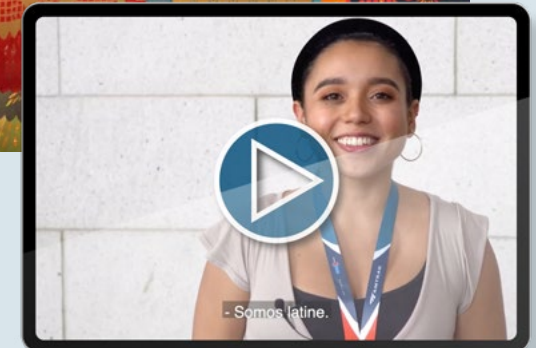
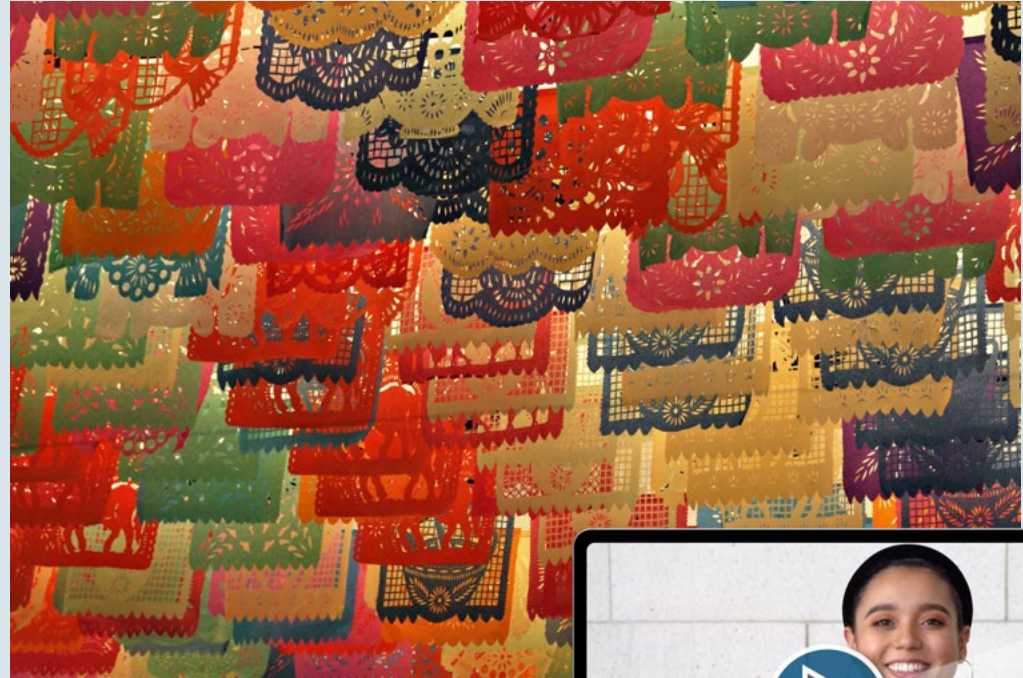
- Increasing the number of Hispanic/Latinx employees across the company and adding new members to our Employee Resource Group.
- Hosting professional development programs designed to advance Hispanic/Latino(a) leadership, open to all employees.
- Creating experiences that enhance all employees' understanding and enjoyment of Hispanic/Latino(a) culture.



### Executive Sponsors:

**Roger Harris**  
*EVP, Chief Marketing & Revenue Officer*

**Ildelfonso Burgos**  
*AVP, Project Delivery*



**Click to watch the ERG video!**



# ERG EVENTS

## Juneteenth

In commemoration of Juneteenth, the celebration of African American culture and freedom, the A. Philip Randolph Employee Resource Group invited all employees to an inaugural Amtrak Juneteenth celebration. The event centered around a virtual potluck and featured singers, guest speakers, an executive roundtable, and presentations from Historically Black Colleges and Universities (HBCU) and the Divine 9, historically black fraternities and sororities.

In FY22, Amtrak will recognize Juneteenth as a federal holiday for all employees.

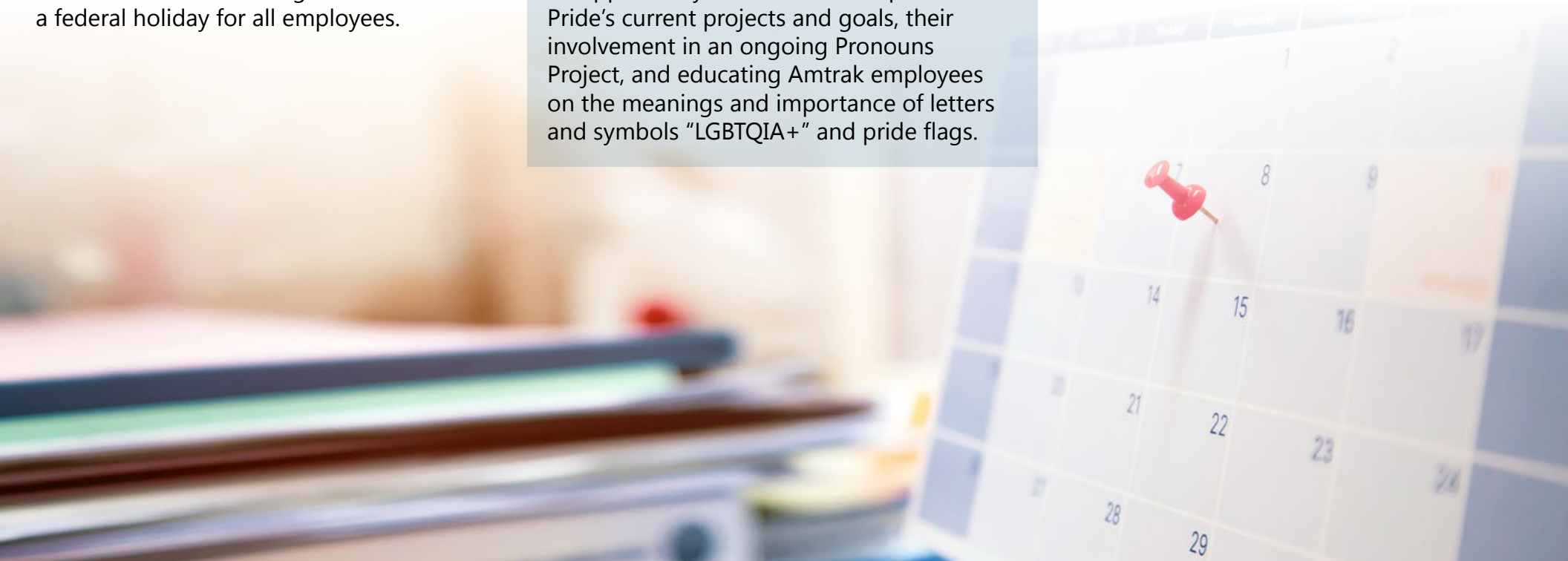
## Pride Kickoff

In June, Express Pride, Amtrak's LGBTQIA+ Employee Resource Group, hosted their kickoff meeting. It provided an opportunity for employees to learn more about their mission, diverse membership, and current leadership structure. They discussed how employees can get involved in making a positive difference for the LGBTQIA+ community at Amtrak and in their communities.

Additionally, this session gave employees an opportunity to learn about Express Pride's current projects and goals, their involvement in an ongoing Pronouns Project, and educating Amtrak employees on the meanings and importance of letters and symbols "LGBTQIA+" and pride flags.

## 50 Ways to Fight Bias

On July 27, 2021, Notch 8 I a launched a virtual training entitled "50 Ways to Fight Bias." The training focused on the biases women face in the workplace with an emphasis on the intersectional identities held by women. The training also includes general bias education and breakout groups to examine case studies. Each participant developed an action plan detailing their commitment to fight bias.



# ERG EVENTS

## A. Philip Randolph Scholarship

The A. Philip Randolph Scholarship was established by the A. Philip Randolph ERG to support full time undergraduate or graduate students interested in pursuing careers in the railroad industry.

The scholarship is for dependents of Amtrak employees, retirees or furloughed employees who meet the award criteria including but not limited to GPA and submission of an essay in response to a question related to Amtrak and/or the railroad industry.

The A. Philip Randolph scholarship has been funded at the \$5,000 level as part of the Amtrak Scholarship Program for the purpose of awarding multiple scholarships to deserving students. Additional information regarding the scholarship can be found under careers on Amtrak's website at [Amtrak.com](https://www.amtrak.com) or by clicking [here](#).

## International Women's Day

To celebrate International Women's Day, Notch 8 hosted a virtual roundtable on March 8, 2021. The event included guest speaker, **Luisa Fernandez-Willey**, Assistant Vice President in the **Policy & Economics Department at Association of American Railroads (AAR)** where she conducts economic and statistical analyses on a broad range of issues affecting the freight railroad industry. Fernandez-Willey focused on the themes:

- Navigating in the new environment
- Juggling competing responsibilities and priorities
- Pieces of the PIE vs PICE framework in the COVID world:
  - **Performance**: this is about the day-to-day work you're tasked with and the quality of the results you deliver.
  - **Image**: this is what other people think of you. Your personal brand. Do you maintain a positive attitude? Do you lead with solutions to issues, or are you the person who creates roadblocks when others suggest changes or alternatives?
  - **Exposure**: Who knows about you and what you do? Does your boss know what you do? Does their boss know you and what you do? Do others inside and outside your organization know anything about you?
  - **Community Engagement**

Attendees also participated in chat room discussions facilitated by Notch 8 members where they responded to various questions associated with this year's theme "Choose to Challenge."



# CONTINUED COMMITMENT

## Business Leadership Council

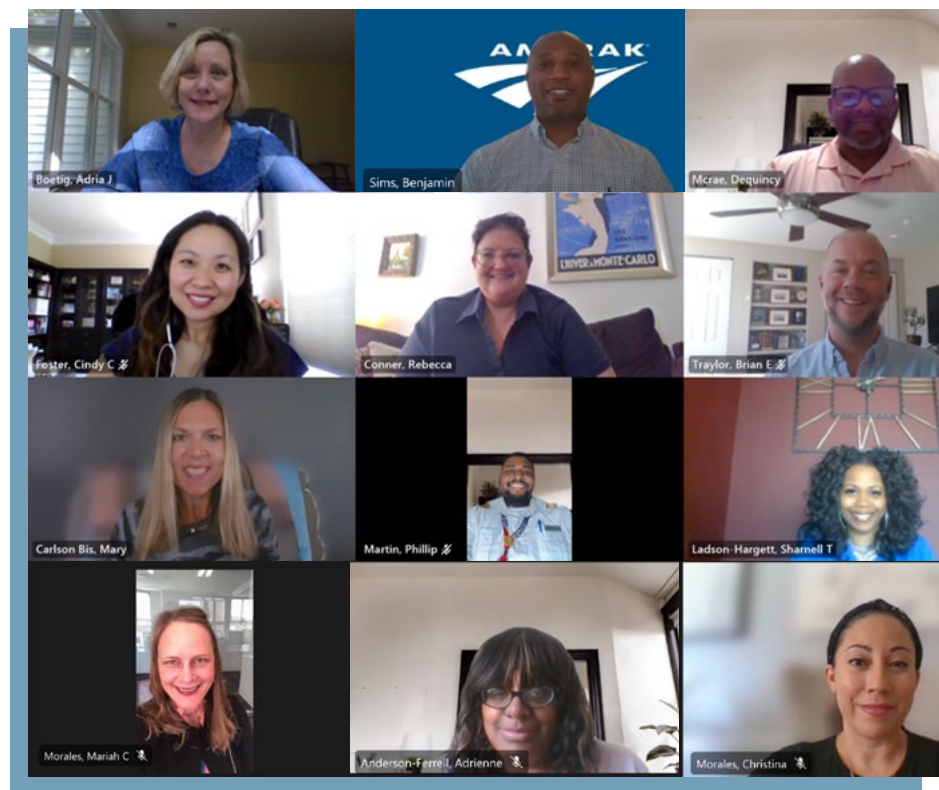
The Business Leadership Council exists to advance Amtrak's overall Diversity Inclusion & Belonging mission through expertise of those from diverse identities and experiences. The Business Leadership Council is comprised of ERG leaders and leaders of our Department Diversity committees. The role of the Business Leadership Council is to assist the ERGs and Department Diversity Councils while partnering with external stakeholders, championing progressive policy change, and representing Amtrak as an Employer of Choice.

Members of the BLC are;

**Pictured (left to right):** Adria Boetig, *Dir HR Investigations*; Benjamin Sims, *AVP Inclusion, Culture and Talent*; Dequincy McRae, *Dir Operations Compliance*; Cindy Foster, *Dir Financial Planning & Analysis*; Rebecca Conner, *Records & Information Management Manager*; Brian Traylor, *Dir Planning & Development Major Stations*; Mary Carlson Bis, *Senior Dir Preparedness*; Phil Martin, *Assistant Passenger Conductor*; Sharnell Ladson-Harrgett, *Principal Host Railroad Development*; Mariah Morales, *Senior Govt Affairs Manager*; Adrienne Anderson-Ferrell, *Dir IT Organization Change Management*; and Christina Morales, *Lead Project Controls Specialist*.

**Not pictured:** Andre Barry, *Coach Cleaner*; James "JD" Davis, *Operation Supervisor*; Carlos Luna, *Superintendent Mechanical II*; and Philip Stanley, *Senior Dir Mechanical Operations*.

The BLC is supported by the Diversity, Inclusion and Belonging department, which includes Joshua Dantzler, Georgette Fletcher, and Sabrina Harris.



# CONTINUED COMMITMENT

## Executive Diversity Council

The Executive Diversity Council exists to help develop the comprehensive, integrated diversity strategy that drives company best practices, goals and objectives, and monitors the company's progress against those goals and objectives. The Executive Diversity is comprised of senior leaders appointed by Amtrak's CEO, Bill Flynn. Many members of The Executive Diversity Council work directly with our ERG leaders as Executive Sponsors.

The members include: Eleanor Acheson, *EVP General Counsel & Corporate Secretary*; Ildefonso Burgos, *AVP Project Delivery*; Shirley Craun, *AVP Strategic Procurement*; Doug Duvall, *AVP Communications*; Bill Flynn, *Chief Executive Officer*; Stephen Gardner, *President*; Shawn Gordon, Roger Harris, *EVP, Chief Marketing and Revenue Officer*; Scot Naparstek, *EVP, Chief Operations Officer*; Denyse Nelson-Burney, *VP People Solutions & HR Delivery*; Steven Predmore, *EVP, Chief Safety Officer*; Benjamin Sims, *AVP Inclusion, Culture and Talent*; Qiana Spain, *EVP, Chief Human Resource Officer*, and Tracie Winbigler, *EVP, Chief Financial Officer*.

**“As a moral imperative, I think it’s really important that we bring in diverse teams, that we respect people for who they are and what they can bring to the table”**

**-Laura Mason**  
**EVP, Major Program Delivery**



# DEPARTMENT DIVERSITY COMMITTEES

Department Diversity Committees at Amtrak are teams of individuals who gather to impact Diversity, Inclusion, and Belonging efforts within their department.

Like ERGs, Department Diversity Committees serve as a collective where department members sponsor educational activities, trainings, and events for those within their department. Here are some Department Diversity Committees:

- Human Resources
- Information Technology
- Law
- Engineering
- Mechanical



# Department Diversity Committees

## INFORMATION TECHNOLOGY

The Information Technology Diversity Committee was formed to provide a safe place for employees to be open and honest around sensitive topics as they related to Diversity Inclusion and Belonging and raise awareness to foster a more inclusive culture within IT. We host monthly events that include ERG announcements, microlearning reminders, guest speakers, panels, educational quiz games and fun facts. An average of 80 employees attend our monthly workshops and we partner with our Women in Technology (WIT) group to co-host events. Our WIT group recently joined as a focus area within the Notch8 ERG to expand participation to other departments.

Topics include:

- Conscious & Unconscious Bias
- Racial Discrimination and Prejudices
- Awareness Around Diversity Statistics
- Evolving Technologies throughout Generation Gaps
- Advancing Racial Equality
- Learning About Multicultural Differences in the Workplace
- How to Advocate for Yourself and Others to Drive Workplace Equality

In the future, we plan to continue our monthly workshops, grow our DI&B book club, incorporate our ERGs, and explore a DI&B scorecard for IT.



## HUMAN RESOURCES

The Human Resources Diversity Committee has hosted a series of Lunch and Learns. These programs are educational seminars held over lunch for HR professionals to gain insight into topics related to diversity, inclusion and belonging. The first L&L focused on Asian Pacific Heritage month and included both an educational seminar and recipes for participants to learn about the different Asian cultures through food. Our second Lunch and Learn was held during Pride Month. Members of the LGBTQIA+ ERG honored us by sharing their personal stories. To further the conversation, we included a presentation on gender wage gap disparities. In FY22 we will be partnering with our other ERGs to offer more Lunch and Learns.



# Department Diversity Committees

## MECHANICAL

The Mechanical Department has made a focused effort to increase our support of the Diversity, Inclusion, and Belonging initiatives in 2021. We initiated the “Voices” campaign, which is a management-driven engagement effort, that focuses on gaining two-way communication with our workforce. As part of the campaign, managers are required, at regular intervals, to engage with a craft employee, ask open ended questions, and get conversations started that can spark ideas and open minds. In the future, we plan to give the employee an opportunity to fill out a survey based on the conversation. This will reiterate our commitment to change. Our aim is that our employees share their voices, know they are valued, and seize the opportunity to be heard. In doing so, we will create an environment for open communication where all employees can work together to improve our culture without fear of retribution or judgement. Additionally, Philip Stanley, Mechanical Senior Director of the West Region, is Chair of the UNIDOS ERG, and we are completely committed to progressing the mission they have outlined.

## ENGINEERING

The Engineering DI&B committee exists to promote camaraderie and mutual respect within the Amtrak Engineering Department by exemplifying and fostering an environment of patience, understanding and acceptance of differing perspectives. We have monthly meetings that include DI&B announcements, brief bio introductions by team members, and guest presentations from leadership, and we have rich discussions on DI&B-related topics.

Typically, 15-30 employees attend our monthly meetings. Topics include conscious and unconscious bias, racism, discrimination, and prejudices, and learning about multicultural differences in the workplace. In addition to those conversations, we have facilitated introductions between Management Associate Program (MAP) associates and many of our more seasoned employees to create mentorship opportunities.

In the future, we plan to continue our monthly pulse checks to gauge how we’re doing, not only as individuals, but also as an Amtrak Engineering community focused on forming better working relationships — How are we doing, how are you feeling? We plan to:

- Hold in-person mixers, events, and luncheons
- Introduce a DI&B E-newsletter
- Develop a book club
- Incorporate other internal ERGs in our monthly meeting
- Invite and welcome guest speakers from management to discuss Engineering DI&B and related topics.

# Department Diversity Committees

## LAW

The Amtrak Law Department Diversity and Inclusion Committee was established to ensure that the shared culture at Amtrak is incorporated in all aspects of work in the Law Department including the utilization of outside counsel and other vendor selection, workplace environment, hiring, promotion and retention. To further these ends, the Committee promotes the goals of accepting, respecting and valuing differences that include the attributes such as age, race, gender, ethnicity, religion, sexual orientation, gender expression, sexual identity, ability, language, family circumstances and cultural Backgrounds. Recognizing the particular impact of racism and the dearth of racially underrepresented attorneys in the legal profession, the Committee will at times devote special attention to issues of racial justice.

The Committee aims to meet as a group on a quarterly basis to discuss utilization of outside counsel and other vendor selection, workplace environment, hiring, promotion and retention. Since its formulation in 2019, the Committee has:

- Pledged to support American Bar Association Resolution 113, which requires specific efforts to enhance diversity in the legal profession;
- Distributed a survey to participating law firms to track metrics related to diversity and inclusion initiatives, including staffing legal matters;
- Implemented a feature within a new legal billing platform to require timekeeper demographic data be provided by participating law firms;
- Implemented a scorecard to measure diversity and inclusion in the law firm RFP process; and
- Hosted a 21-Day Racial Equity Habit Building Challenge in January 2021, inspired by Racial Justice educator and writer Debby Irving, during which participants read and discussed a variety of materials related to diversity and inclusion, which was well-attended by members of the Law Department.

In the coming fiscal year, the Committee intends to achieve additional goals including Participating in Diversity Lab's Mansfield Rule for Law Departments initiative, beginning on September 1, 2021, and achieving certification over a 2-year period. We will also continue awareness and action on diversity, inclusion and belonging.



# THRIVING AT AMTRAK

Thriving at Amtrak is a video series of storytelling, round table discussions, and interviews with our Employee Resource Groups.

This series provides awareness and supports leader development while strengthening our culture.

We are sharing. We are learning. We are thriving.

# Let's Thrive.



01

## Don't DIS our ABILITY

Phil Martin discusses his motivation for starting the Don't DIS our ABILITY ERG. He explains to the viewers his personal connection to the cause, ways to get involved, as well as methods for eliminating bias.

02

## Finding Strength Within Yourself

As a member of the Don't DIS our ABILITY ERG, Mark Walton shares a personal anecdote about his resilience and strength while battling with depression. Walton also uncovers the Amtrak resources that helped him through this time in his life.

03

## Your Home Away from Home

Adria Boetig and James Davis introduce the Military Community Network ERG as family away from home. They stress the importance of bringing together not only those who have been affected by the military, but also those who want to be a part of the community.

04

## Domin8 the Industry

Mary Carlson Bis introduces Notch 8, the history of how this group was created, the symbolic meaning of the name, and how to get involved. Learn how Mary leverages the Notch 8 community to navigate the historically male dominated railroad industry.

Click to watch the Thriving at Amtrak videos!





# LEARNING AND DEVELOPMENT





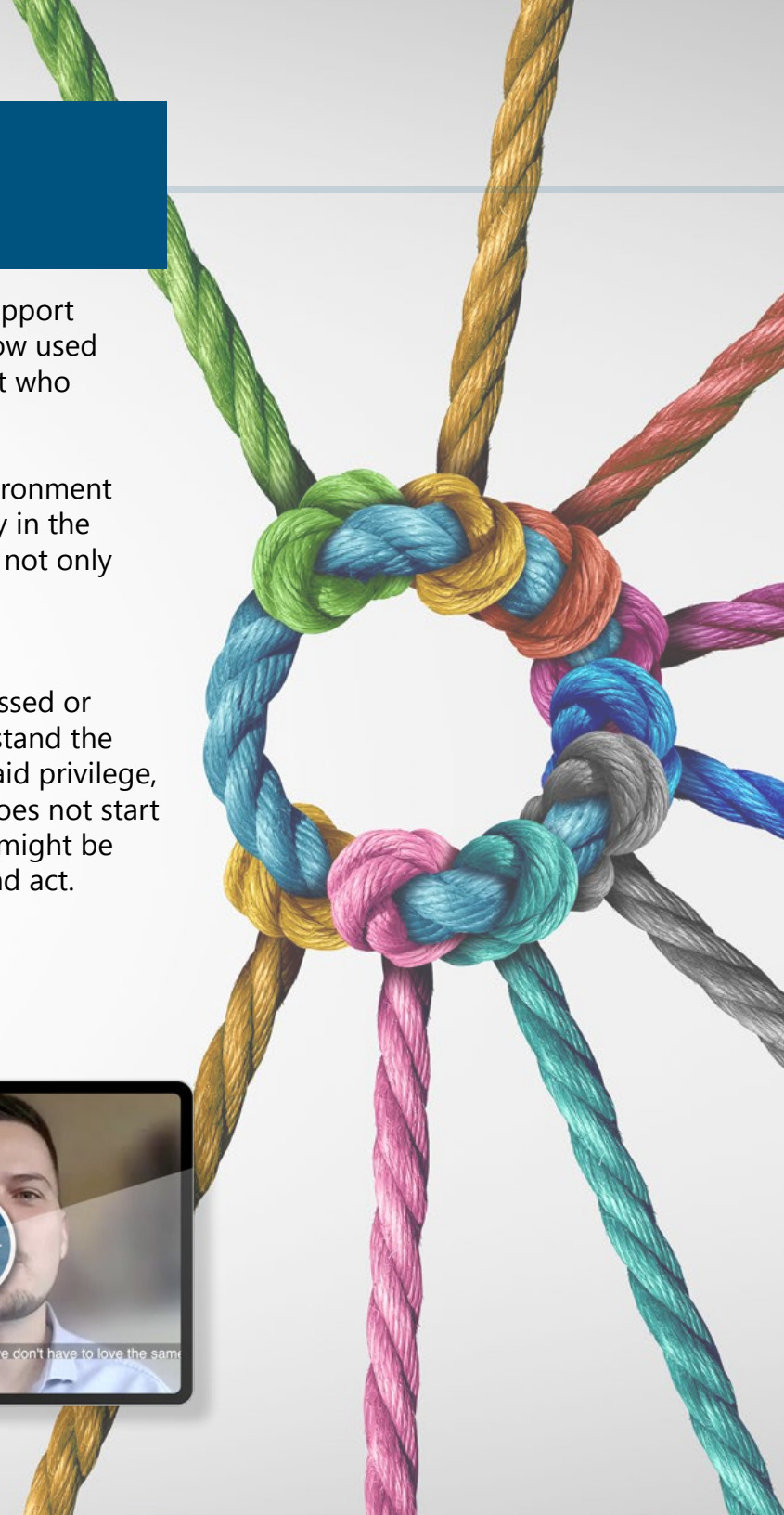
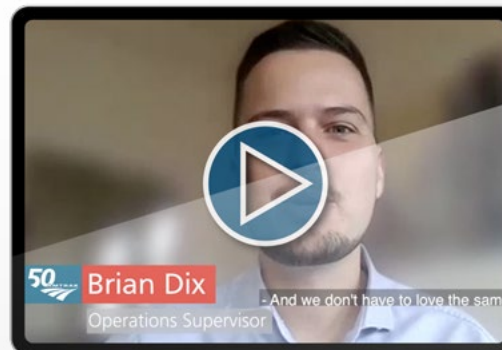
# ALLYSHIP

Merriam-Webster defines an ally as “a person or group that provides assistance and support in an ongoing effort, activity, or struggle.” It also explains that the word ally is “often now used specifically of a person who is not a member of a marginalized or mistreated group but who expresses or gives support to that group.”

By practicing allyship at Amtrak, we can effectively support a diverse and inclusive environment that consistently reduces the presence and effects of bias, discrimination and inequality in the workplace. Each one of us experiences the world differently, and to be an ally, we must not only acknowledge that difference but also take action. Anyone can be an ally.

Allies recognize that though they’re not a member of the underrepresented and oppressed or marginalized communities they support, they make a concerted effort to better understand the struggle, every single day. Because an ally might have more privilege and recognizes said privilege, they are powerful voices alongside oppressed and marginalized voices. Being an ally does not start and stop during moments of convenience and inconvenience. It’s hard work. Mistakes might be made, but it’s okay because being an ally is a journey of commitment to listen, learn and act.

**Click to watch a video  
on Allyship!**

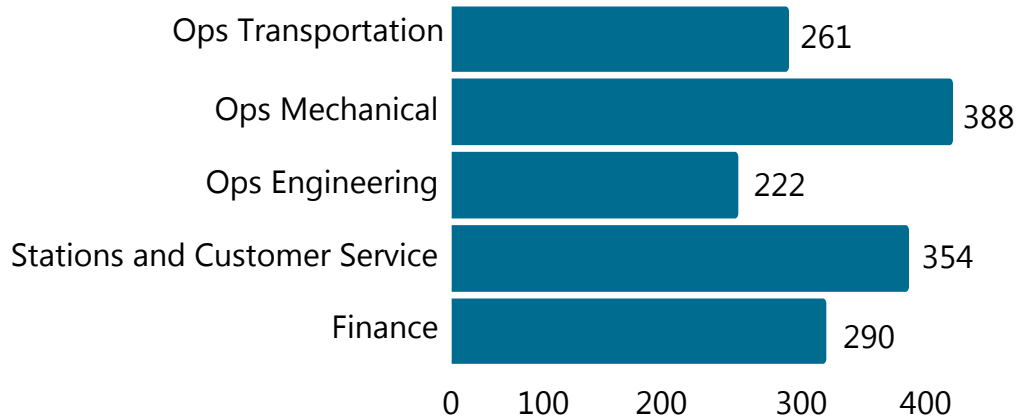




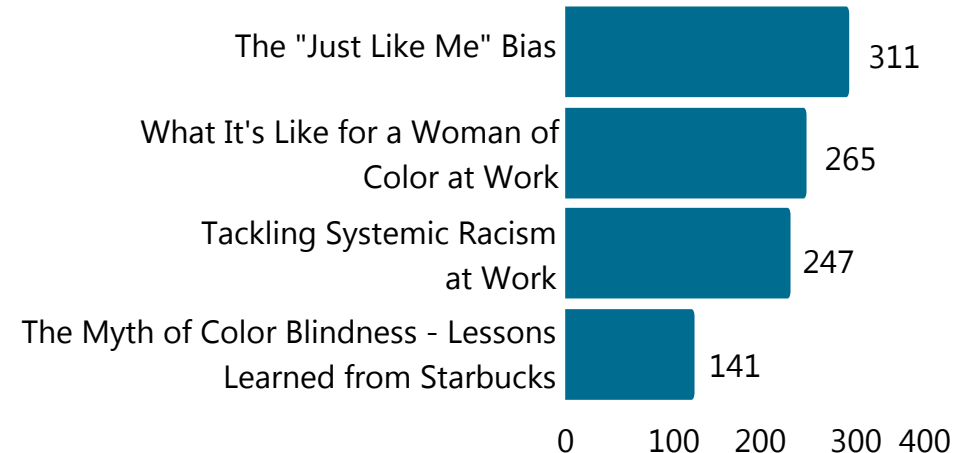
## #MICROLEARNING MONDAYS

On Monday's, we offer a micro lesson on a focus of a cultural observance each month. The trainings offer management employees an opportunity to consistently engage in diversity education that furthers understanding and action towards Diversity, Inclusion and Belonging. This professional development tool helps Amtrak employees continue their education with relevant content and a world-class learning experience. The lessons provide soft skills training needed for teams to excel in the workforce. In FY21, we offered 46 courses and had 2,424 completions.

Most Active Departments



Most Popular Courses





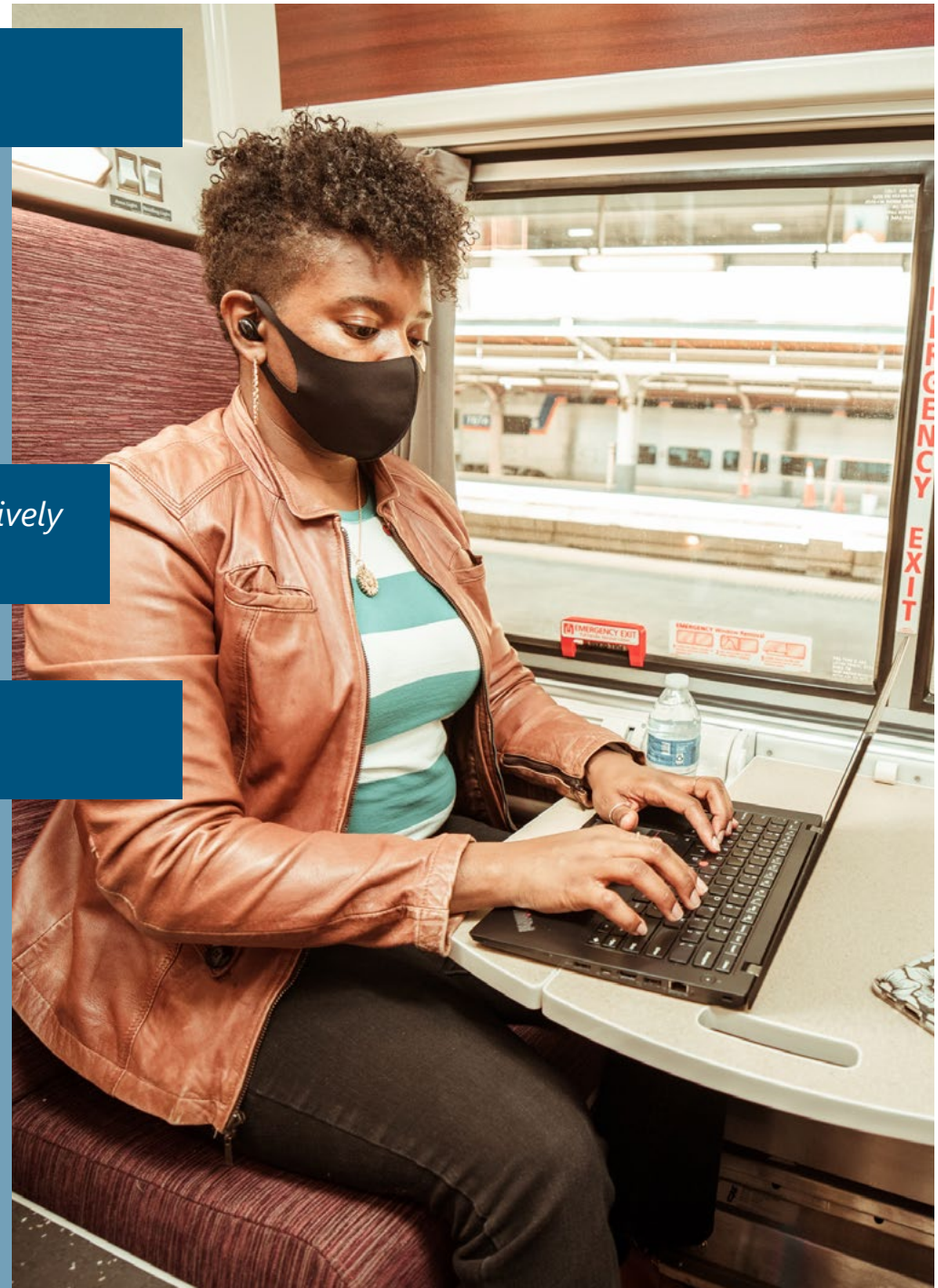
## READY.SET.LEARN

Ready.Set.Learn offers live professional development webinars highlighting in-demand business skill topics. The webinars are available to all employees and provide an opportunity to connect with other learners across the organization to and share a social learning experience. Business clients can reach a wide audience and provide updates on current tools and resources available for professional and personal development. In FY21, there were 898 viewings of the 8 courses offered.

*"These 1-hour sessions are very useful and relatively easy to fit into a busy workday."*

## LINKEDIN® LEARNING

LinkedIn Learning is available to all Amtrak employees to help them develop and refine professional skills, learn new software, and explore other areas for career growth. Amtrak has created numerous learning paths, each offering a selection of sequenced courses that allow learners to master a subject by building knowledge and skills progressively over time. Our employees have unlimited access to more than 8,500 courses and 10,000 videos covering a wide variety of topics including business and technology. The content is available 24/7/365 and allows our employees to gain skills at a time and pace that is convenient for them.





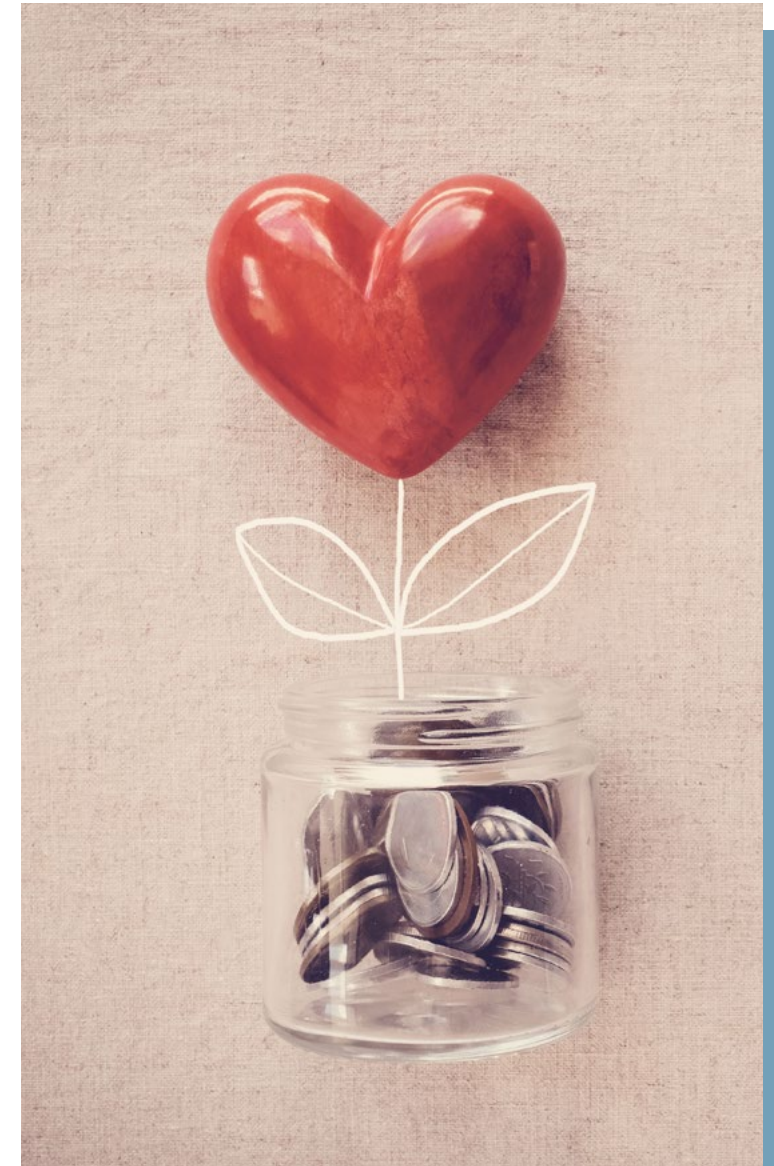
# ENGAGEMENT AND PARTNERSHIPS





# UNITED WAY GIVING CAMPAIGN

United Way conducts critical work across the U.S. to address inequities in education, financial stability, and health. Our giving campaign was an opportunity for employees to make a substantial impact on the lives of those who needed it the most, and to show the communities we serve that Amtrak cares. Employees were asked to donate \$50 during the three-week campaign. This campaign provided us with an excellent opportunity to invest in communities that have invested in Amtrak for 50 years.





# AMTRAK AND MDOT ANNOUNCE NEW APPROACH FOR B&P TUNNEL REPLACEMENT PROGRAM

In our 50th anniversary year, Amtrak was joined by federal, state and local leaders to celebrate the 150th anniversary of the Baltimore and Potomac (B&P) Tunnel's groundbreaking – and also to unveil new plans to enhance and advance the [B&P Tunnel Replacement Program](#).

The new tunnel will be named after Frederick Douglass, the late Maryland-born and world-renowned abolitionist leader.

"In naming this vital piece of new infrastructure on the Northeast Corridor, we want to highlight Frederick Douglass as a critically important figure in American and Maryland history, whose principles and work inspire Amtrak and align with our own values and mission," said Amtrak President Stephen Gardner.

[Read entire article here.](#)



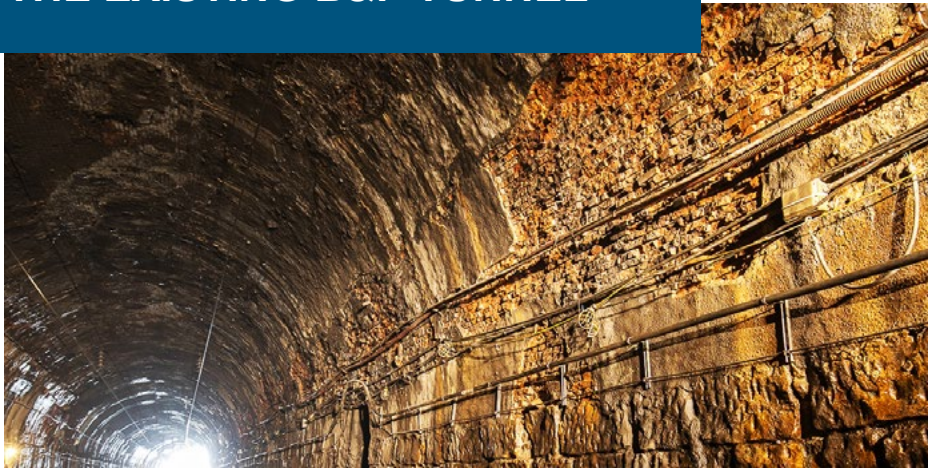


# Frederick Douglass Tunnel

B&P TUNNEL REPLACEMENT



## THE EXISTING B&P TUNNEL



## THE B&P TUNNEL REPLACEMENT PROGRAM



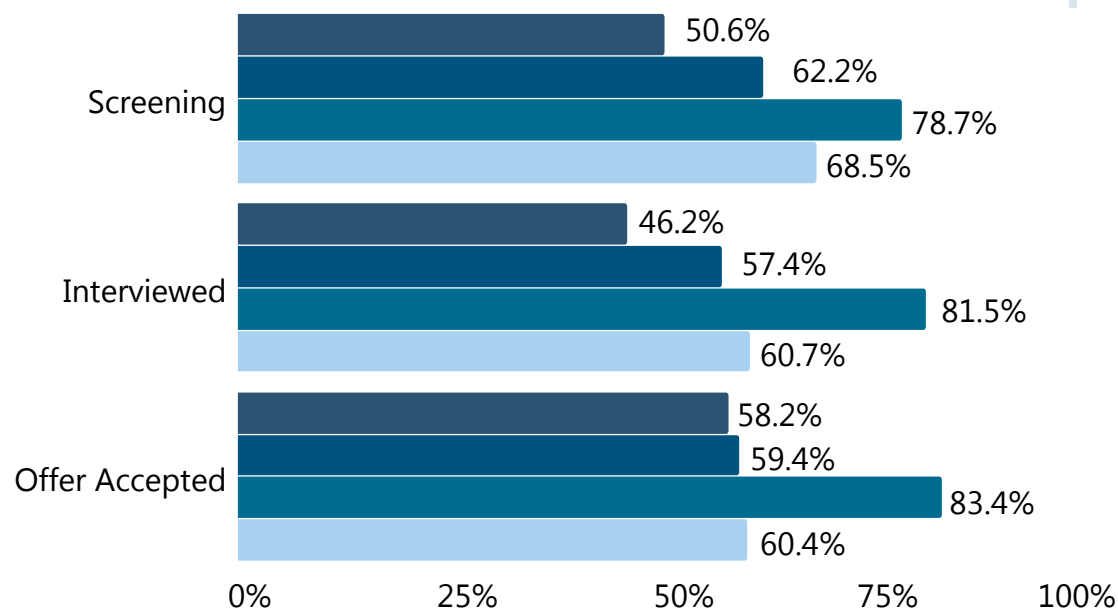
Amtrak President, Stephen Gardner is gathered with federal, state and local officials, as well as descendants of Frederick Douglass at the B&P tunnels groundbreaking event on June 18, 2021.



# TALENT ACQUISITION

## Interview Panels

As a company, we are driving diversity within each interview panel at all levels. We are challenging hiring managers to think differently on their selection. If a diverse panel is not provided, Talent Acquisition will consult the hiring manager on including a different selection. Generally, hiring managers are supportive. In the rare situation where managers have been unable to provide another panelist, Amtrak encourages the managers to invite another internal team member or stakeholder to ensure a diverse perspective.



## Historically Black Colleges & Universities

This year, we have increased Amtrak's HBCU partnership and hiring initiatives. We are engaged and attending career fairs and creating info sessions with campus professors and administrators. We are actively hiring top talent from 9 HBCU's:

- Bowie State University
- Clark Atlanta University
- Delaware State University
- Florida A&M University
- Howard University
- Morehouse College
- North Carolina A&T University
- Spelman College
- Tuskegee University

The graph to the left shows the percentage of diverse candidates from D3+\*, management, interns, and unions that have gone through screening, interviews, and offer acceptance.

- % diverse D3+ candidates
- % diverse management (A/B-D2) candidates
- % diverse intern candidates
- % diverse union candidates

\*Amtrak band and zone structure is explained on page 43.



# NATIONAL SOCIETY OF BLACK ENGINEERS (NSBE)

We have continued our partnership with NSBE again this year and attended their 47th virtual convention the week of April 5 – 9.

Amtrak staff from HR, Engineering and Mechanical were able to connect and have candid conversations with top diverse engineering students from many different schools such as Bowie State University, Clark Atlanta University, Delaware State University, Florida A&M University, Hampton University, Howard University, Morehouse College, and Rutgers University.

Over the course of the two-day career fair, staff were able to speak with students about their career goals, academic background and review resumes. Our virtual booth for this event was created by the Amtrak team, and showcased videos, company culture and the many different opportunities that we offer.

Amtrak was able to capture close to 50 very talented engineering students who are majoring in Chemical Engineering, Mechanical Engineering, Electrical Engineering and Computer Systems Engineering for future intern and full-time employment opportunities.





# DEMOGRAPHIC DATA







## Data Overview

As we continue to create a diverse and inclusive workplace that leads to a culture of belonging, we are continually assessing, analyzing, and taking actionable steps in response to our diversity data. Knowing the importance of data overall and its impact, we aim to present our data in a way that is simple, salient, and comparable. We will use it to leverage company-wide action and set diversity goals that in turn create accountability.

With the events of 2020 that have continued into 2021, including the racial unrest in our country and the COVID-19 pandemic, we recognize the need to build a more flexible and empathetic workplace at Amtrak. We remain committed to focusing our efforts on underrepresented groups to increase representation in our agreement and management populations.

Additionally, we are committed to taking action with business leaders to continue increasing women representation in our workforce as we grow.

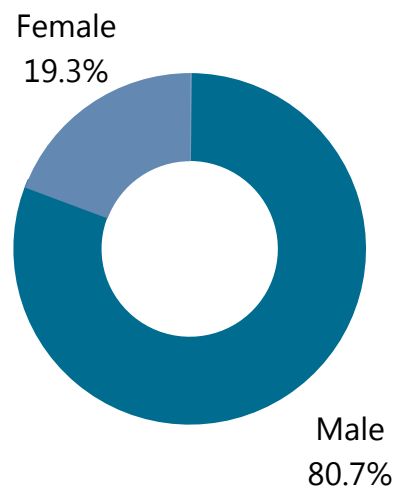
We share the results of our efforts in our Hiring Data Section. (*see Page 51*)



# CURRENT WORKFORCE

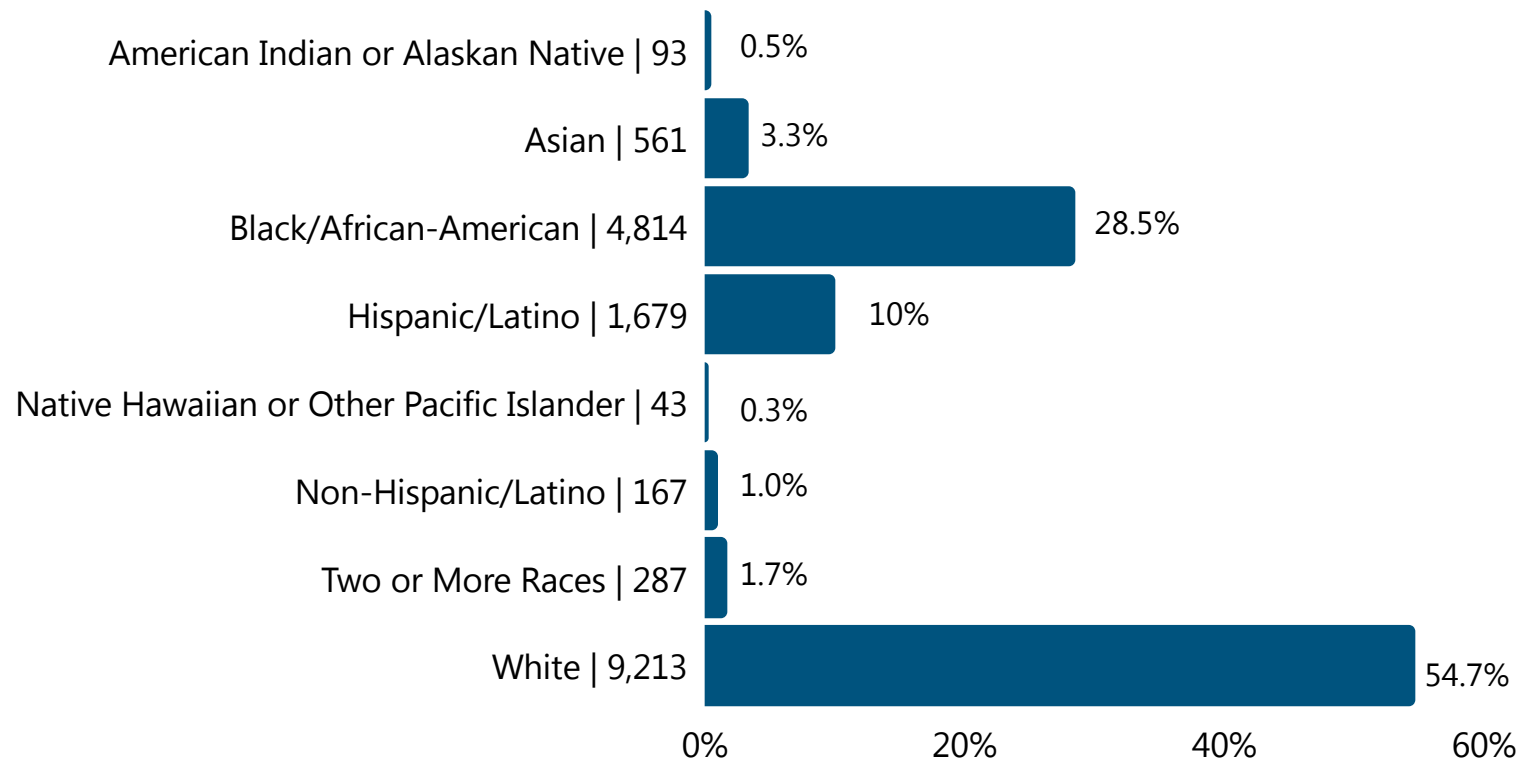
Total headcount: 16,857

## Gender



Female: 3,256  
Male: 13,601

## Race / Ethnicity

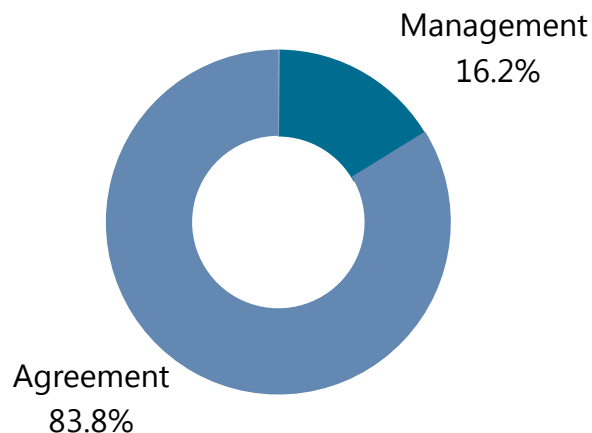


In FY2021, our representation of women remained steady year-over-year. In FY2020, women comprised 19.7% of our workforce and men 80.3%. In FY2021, the workforce was comprised of 54.7% white and 45.3% people of color. While the workforce representation remained consistent in both gender and race / ethnicity, we look forward to increasing our overall representation as we grow the business. We will continue to take actions that have been implemented within hiring that allow us to invest in diverse talent.

# CURRENT WORKFORCE

Total headcount: 16,857

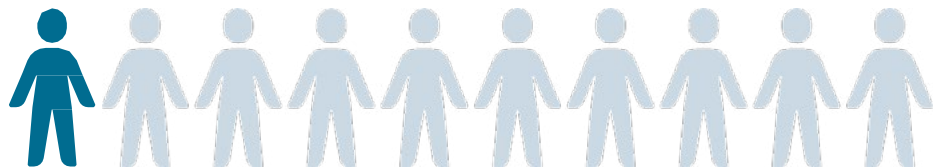
## Employee Type



Agreement: 14,133  
Management: 2,724

At Amtrak, our employees are considered agreement or management. Our agreement employees account for 83.8% of our workforce and management employees make up 16.2%. Our agreement employees include those who are covered by a collective bargaining agreement and our management employees include our non-unionized workforce.

## Veteran Status



9.3%

## Disability

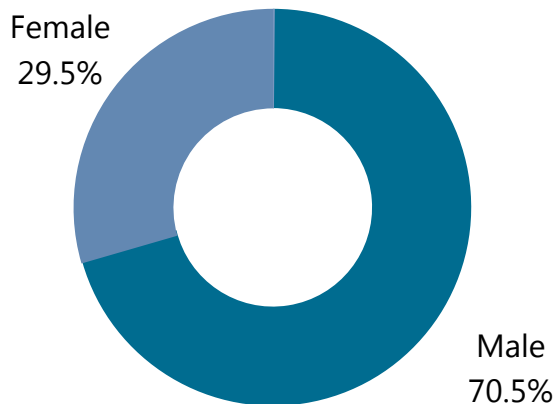
0.3%



# MANAGEMENT WORKFORCE

**Total headcount:** 2,724

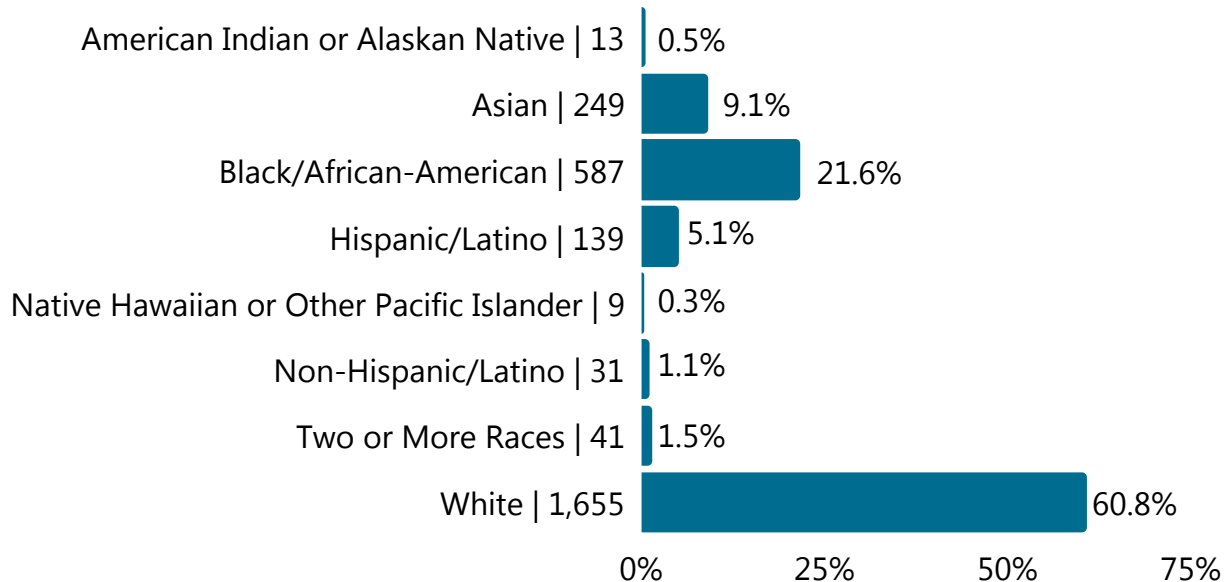
## Gender



Female: 803

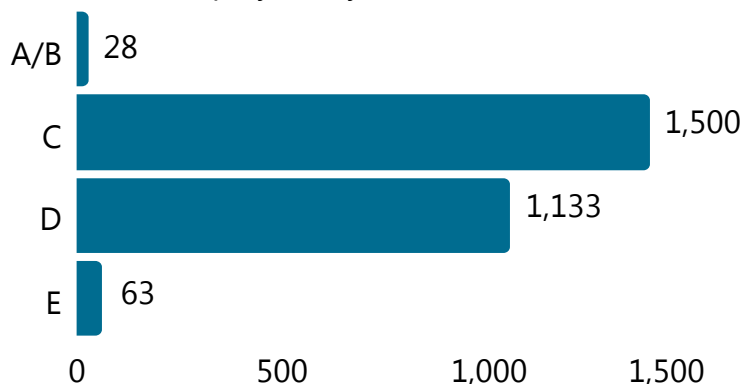
Male: 1,921

## Race / Ethnicity



## Band

Number of employees by band



In FY 2021, women comprised 29.5% of our management workforce and men 70.5% similar to FY 2020. While the overall gender representation has remained the same from FY 2020 to FY 2021, representation of women in our E Band has grown by 5.6%.

With race / ethnicity, we had a 1% increase within our management employees of color. Although small, we have seen results of this increase throughout various career levels.

# MANAGEMENT WORKFORCE

Band/Zone	A/B2	A/B3	A/B4	A/B5
Number of Employees	5	10	9	4
American Indian or Alaskan Native	0.00%	0.00%	0.00%	0.00%
Asian	0.00%	0.00%	0.00%	0.00%
Black or African American	20.00%	70.00%	11.11%	0.00%
Hispanic or Latino	20.00%	0.00%	11.11%	0.00%
Native Hawaiian or Other Pacific Islander	0.00%	0.00%	0.00%	0.00%
Non-Hispanic/Latino	0.00%	0.00%	0.00%	0.00%
Two or More Races	0.00%	0.00%	0.00%	0.00%
White	60.00%	30.00%	77.78%	100%

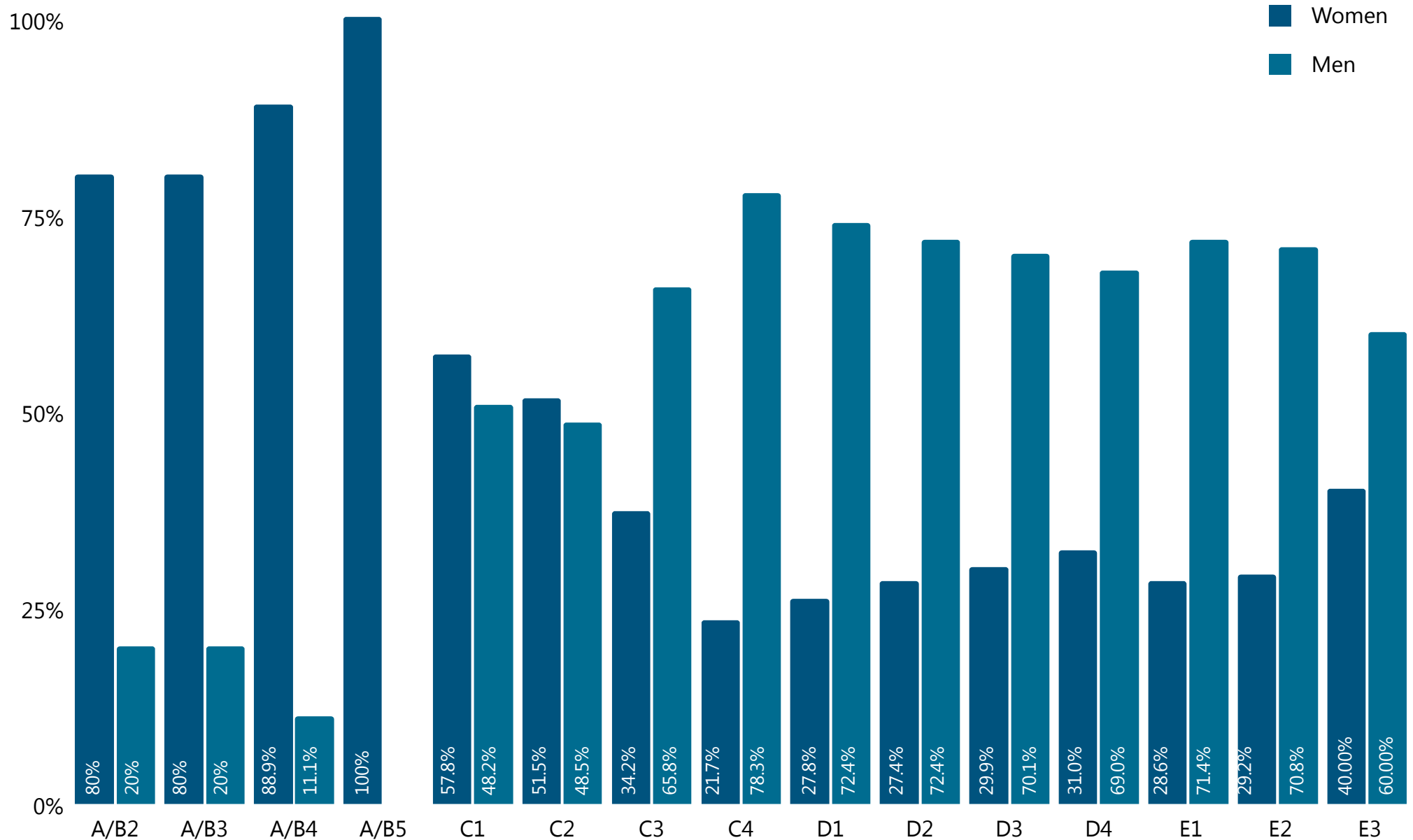
The A/B Band represents our Administrative & Support Professionals of the organization who perform individual tasks that support workgroups, functions, and departments. This workforce is comprised of 39.3% people of color and 60.7% white. The C Band represents our Career Professionals (those requiring specialized education, skills, and relevant experience) of the organization who perform individual tasks and functions. This workforce is comprised of 45.1% people of color and 54.9% white. In FY20, the percentage of employees of people of color in the A/B Band was 52.8% and 43.8% in the C Band. Our managers and directors in the D Band are 32.7% people of color and 67.3% white. Our senior leadership team in the E Band are 17.7% people of color and 82.3% white.

\*A/B1 is not reflected due to no employees holding positions in this Band/Zone.

Band/Zone	C1	C2	C3	C4	D1	D2	D3	D4	E1	E2	E3
Number of Employees	27	132	520	821	464	369	187	113	28	24	10
American Indian or Alaskan Native	0.00%	0.76%	0.58%	0.61%	0.43%	0.54%	0.00%	0.00%	0.00%	0.00%	0.00%
Asian	3.70%	5.30%	6.54%	6.94%	16.16%	11.38%	11.76%	7.96%	3.57%	4.17%	0.00%
Black or African American	48.15%	41.67%	32.88%	22.41%	14.44%	11.92%	13.90%	10.62%	14.29%	4.17%	10.00%
Hispanic or Latino	3.70%	5.30%	7.50%	6.21%	3.88%	2.71%	1.60%	5.31%	3.57%	4.17%	0.00%
Native Hawaiian or Other Pacific Islander	3.70%	0.00%	0.77%	0.12%	0.65%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Non-Hispanic/Latino	0.00%	0.76%	1.35%	0.85%	1.94%	1.08%	0.00%	1.77%	0.00%	4.17%	0.00%
Two or More Races	3.70%	0.76%	1.73%	2.00%	1.51%	0.81%	0.53%	2.65%	0.00%	0.00%	0.00%
White	37.04%	45.45%	48.65%	60.90%	60.99%	71.54%	72.19%	71.68%	78.57%	83.33%	90.00%



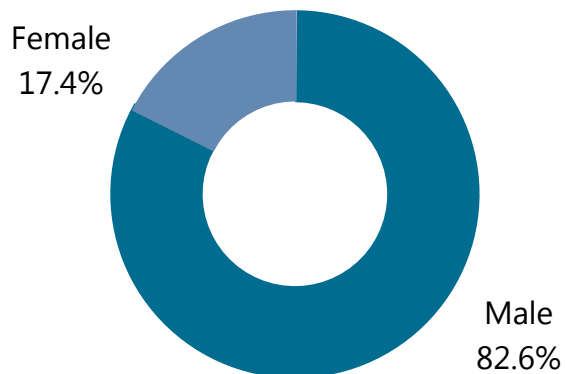
# MANAGEMENT WORKFORCE - GENDER



# AGREEMENT WORKFORCE

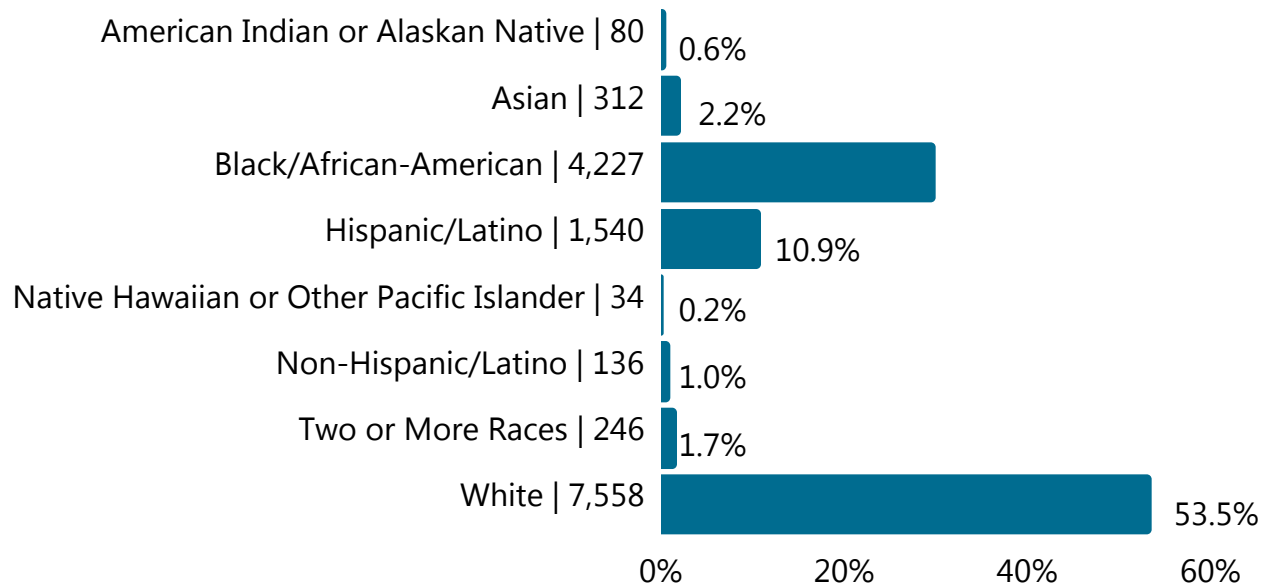
**Total headcount:** 14,133

## Gender



Female: 2,453  
Male: 11,680

## Race / Ethnicity



Female representation in our agreement workforce has decreased while our male representation has slightly increased. Our agreement workforce is comprised of 17.4% women and 82.6% men. With this gender disparity, we recognize the opportunity we have in targeting our hiring efforts as we invest in women in these occupations.



# AGREEMENT WORKFORCE

Union	ARASA-ME	ARASA-MW	ARASA-OBS	ASWC	ATDA	BLE	BMWE	BRS	FOP	IAM	IBBB
Number of Employees	341	220	147	1,298	187	1,256	2,284	669	384	456	49
American Indian or Alaskan Native	0.0%	0.0%	0.7%	0.4%	0.5%	0.4%	0.6%	0.8%	0.5%	0.7%	0.0%
Asian	1.5%	0.0%	1.4%	4.1%	1.6%	1.0%	0.4%	1.1%	2.9%	2.2%	0.0%
Black or African American	32.0%	15.0%	48.6%	45.7%	17.7%	18.4%	22.7%	16.1%	19.0%	16.4%	0.0%
Hispanic or Latino	12.6%	4.5%	8.2%	16.2%	4.8%	7.9%	7.7%	7.0%	13.0%	11.6%	10.2%
Native Hawaiian or Other Pacific Islander	0.3%	0.0%	0.0%	0.3%	0.0%	0.1%	0.1%	0.0%	0.0%	0.4%	0.0%
Non-Hispanic/Latino	0.3%	0.5%	0.0%	0.8%	0.0%	0.9%	0.9%	0.6%	1.3%	2.2%	2.0%
Two or More Races	1.5%	0.9%	2.1%	2.7%	2.7%	1.7%	1.3%	1.4%	0.8%	0.9%	0.0%
White	51.9%	79.1%	39.0%	29.8%	72.7%	69.7%	66.3%	73.1%	62.5%	65.6%	87.8%

Union	IBEW	JCC	NCFO	SMART-C	SMART-SM	SMART-Y	TCU
Number of Employees	948	1,439	206	1,784	377	30	2,058
American Indian or Alaskan Native	0.5%	0.6%	1.5%	0.6%	0.3%	0.0%	0.8%
Asian	5.6%	4.7%	3.4%	1.1%	2.6%	0.0%	1.9%
Black or African American	24.4%	39.2%	47.1%	29.0%	21.0%	26.8%	43.1%
Hispanic or Latino	13.0%	14.3%	14.6%	10.4%	12.2%	13.3%	11.4%
Native Hawaiian or Other Pacific Islander	0.5%	0.2%	0.5%	0.2%	0.0%	0.0%	0.5%
Non-Hispanic/Latino	1.8%	1.2%	0.5%	0.6%	1.6%	3.3%	0.8%
Two or More Races	1.1%	1.3%	2.4%	2.4%	0.8%	3.3%	2.3%
White	53.0%	38.5%	30.1%	55.7%	61.5%	53.3%	39.1%

To view the full names of our labor unions, please [click here](#).

# AGREEMENT WORKFORCE

## Gender by Union

Union	Male		Female	
	Number	Percentage	Number	Percentage
American Railway and Airway Supervisors Association – Mechanical Foremen (ARASA-ME)	309	90.6%	32	9.4%
American Railway and Airway Supervisors Association – Maintenance of Way (ARASA-MW)	214	97.3%	6	2.7%
American Railway and Airway Supervisors Association – Onboard Service Supervisors (ARASA-OBS)	73	49.6%	74	50.3%
Amtrak Service Workers Council (ASWC)	820	63.2%	478	36.8%
American Train Dispatchers Association (ATDA)	167	89.3%	20	10.7%
Brotherhood of Locomotive Engineers and Trainmen (BLE)	1,169	93.1%	87	6.9%
Brotherhood of Maintenance of Way Employees (BMWE)	2,266	99.2%	18	0.8%
Brotherhood of Railroad Signalmen (BRS)	661	98.8%	8	1.2%
Fraternal Order of Police (FOP)	340	88.5%	44	11.5%
International Association of Machinists and Aerospace Workers (IAM)	455	99.8%	1	0.2%
International Brotherhood of Boilermakers and Blacksmiths (IBBB)	49	100.0%	0	0.0%
International Brotherhood of Electrical Workers (IBEW)	938	99.0%	10	1.0%
Joint Council of Carmen, Coach Cleaners and Helpers (JCC)	1,095	76.1%	344	23.9%
National Conference of Firemen and Oilers (NCFO)	191	92.7%	15	7.3%
Sheet Metal Air Rail and Transportation Workers – Conductors (SMART-C)	1,458	81.7%	326	18.3%
Sheet Metal Air Rail and Transportation Workers – Sheet Metal Workers (SMART-SM)	373	98.9%	4	1.1%
Sheet Metal Air Rail and Transportation Workers – Yardmasters (SMART-Y)	29	96.7%	1	3.3%
Transportation Communication International Union (TCU)	1,073	52.1%	985	47.9%



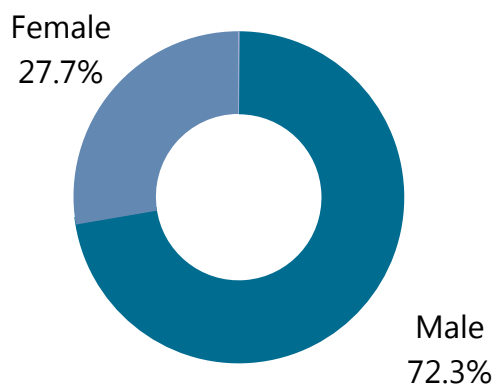




# HIRING

**Total headcount:** 837

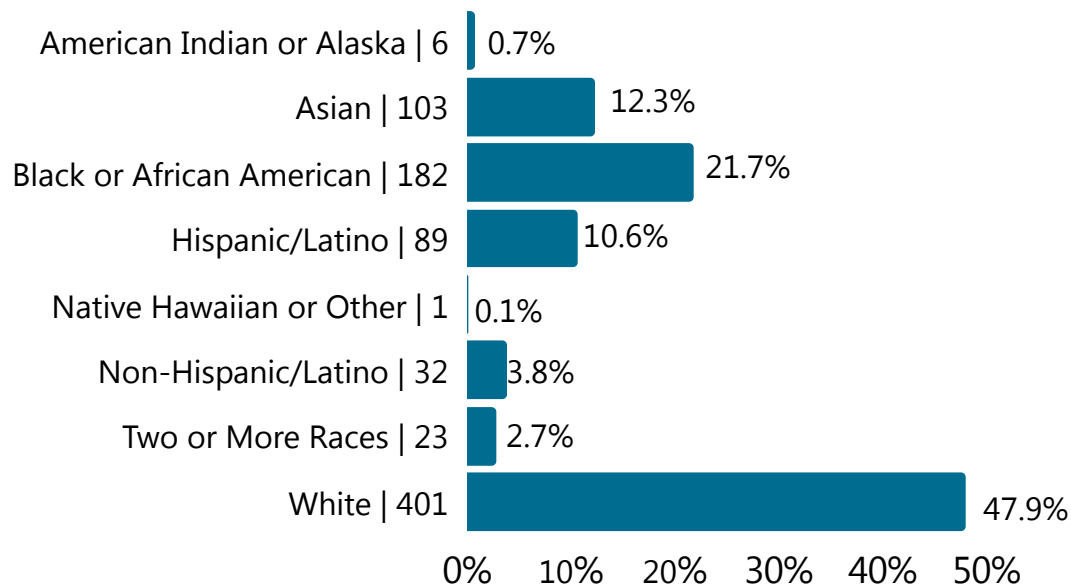
## Gender



Female: 232

Male: 605

## Race / Ethnicity



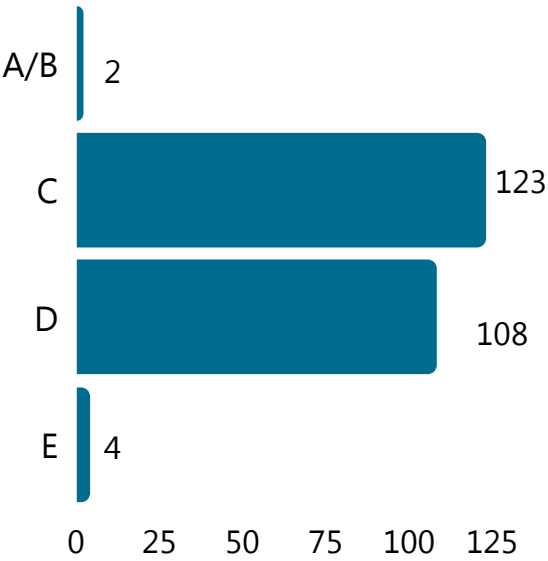
Overall, 27.7% of new hires identify as women and 72.3% identify as men. This is an 8.6% increase for female new hires compared to FY 2020. We have also seen an increase in our new hires that identify as people of color. Through our intentional recruiting efforts and actions, we have had an increase of 1.9%. This increase has given us the momentum to continue our efforts engaging with universities, attending career fairs, and pursuing outreach opportunities through Talent Acquisition and our Employee Resource Groups.

We see much of this success as a direct result of the hiring guidelines established in August 2020 for D Band and above positions. These guidelines will be implemented for all management positions to support our desire to build a diverse and inclusive workplace that reflects the diversity of our nation.

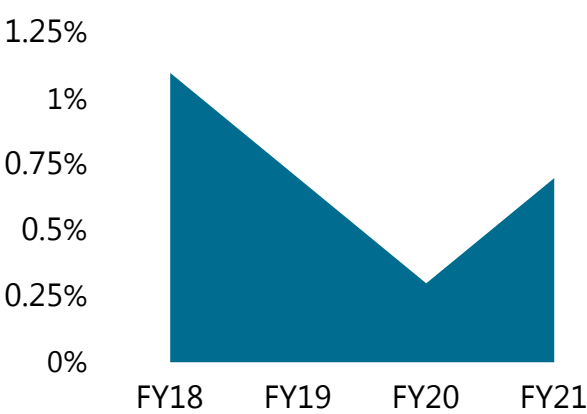


# HIRING

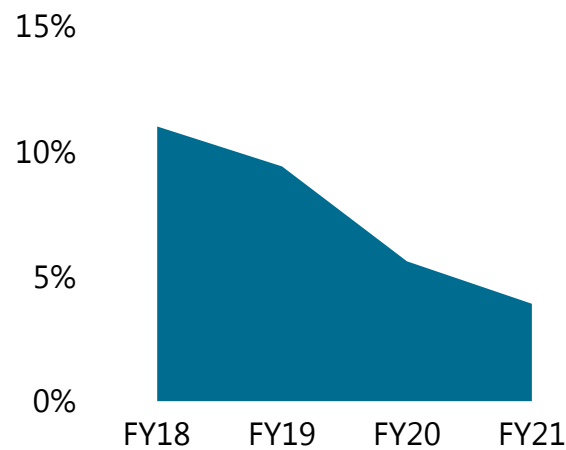
Management hiring bands



New hires with a disability



New hires with a veteran status

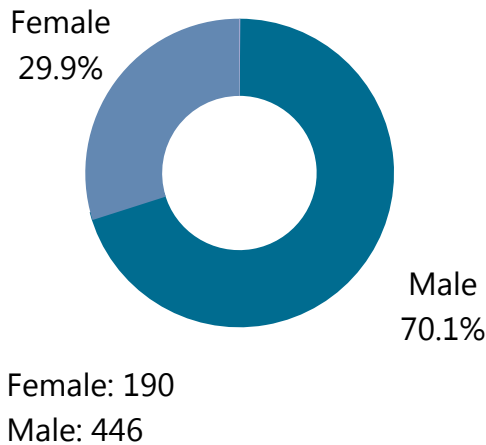


In fiscal year 2021 veterans represented 3.9% of all new hires. In fiscal year 2021, people with disabilities represented .7% of all new hires, an increase of .4% over fiscal year 2020.

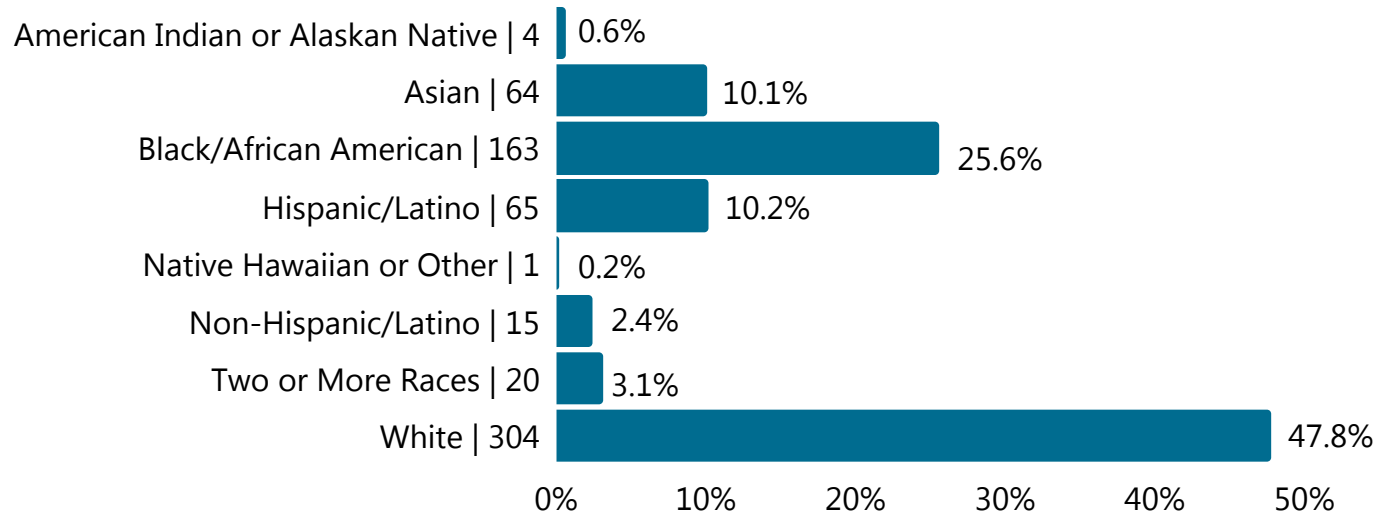
# SEPARATION

Total employees separated: 636

## Gender



## Race / Ethnicity

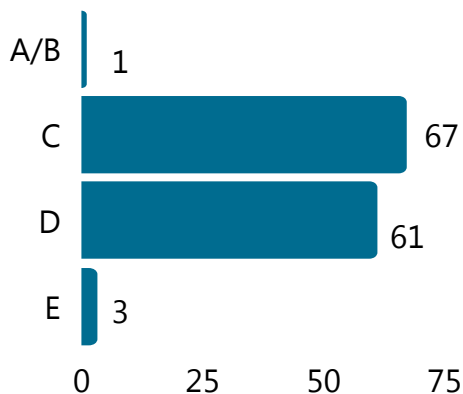


Exit-interview data from FY2020 voluntary separations is helping us to identify opportunities to improve employee retention and engagement. These include future career opportunities, career development, employee recognition, and job security. In FY 2020, 54.6% of voluntarily separated employees were white whereas 45.4% were people of color. In FY21, 47.8% of voluntarily separated employees were white and 52.2% were of color.



# SEPARATION

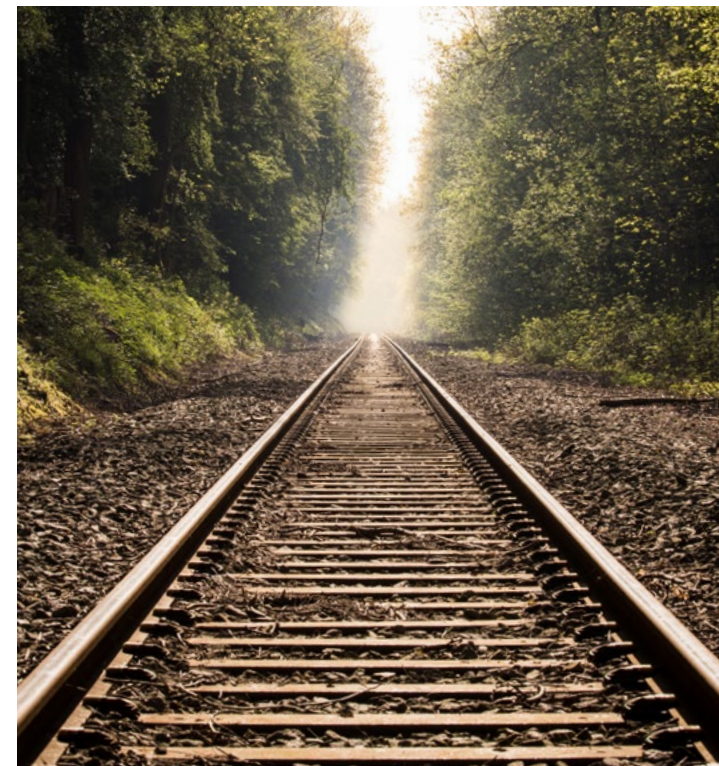
Management bands



Separated employees with a disability

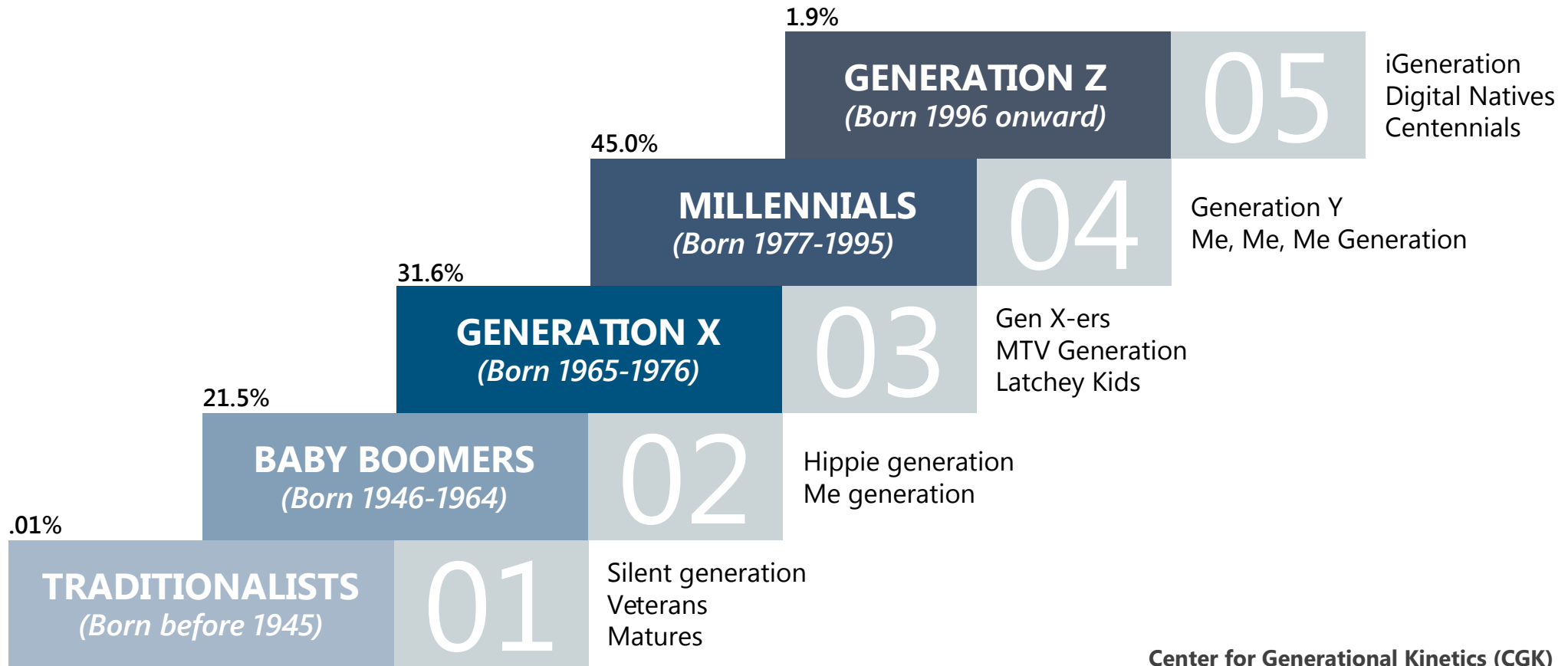


Separated employees with a veteran status



There is an overall decrease in separated employees by band management and that is reflected in our employees with veteran status. The separation of employees with disabilities increased slightly. Acting on our employee engagement survey our goal is to decrease attrition by making Amtrak a place where employees want to stay and grow their careers. We are investing in programs like Leadership Excellence and Development (LEAD) and Leader Exchange to support employee growth and development reducing attrition.

# AMTRAK'S FIVE GENERATIONS - ONE WORKFORCE



Center for Generational Kinetics (CGK)

EOP Headcount

As generational demographics change in the national workforce, it is no surprise that this is reflected in our workforce. As expected, Traditionalists and Baby Boomers have decreased by .07% and 2.04% respectively. The largest generation in our workforce is Millennials at 45.0%, an increase of 1.2% from FY20. We continue to remain committed to ensuring that each generation is more representative of our customers and the communities we serve.



FUTURE





## PREPARING FOR A NEW GENERATION



### The Amtrak Management Trainee Program

This program offers an opportunity for both internal candidates and college graduates with proven ability to perform and excel as a management professional in Operations. This program is designed to give participants the perspective on the inner workings of Trains and Engines, Mechanical, Stations, Onboard Services and Engineering, along with the tools to learn and develop as the next leaders of the organization.

### Amtrak Rotational Program

This program offers recent graduates and early-career individuals the opportunity to gain cross-functional experience and exposure through challenging rotational assignments. The rotational assignments are focused within specific corporate areas and involve various experiences, including opportunities to learn about Operations.

Each rotation equips participants with knowledge and understanding of business operations that will develop their careers and contribute to Amtrak's success.

### ASPIRE

ASPIRE stands for Advancing Success and Performance via Integrated Rotational Experiences. ASPIRE is a two-year development program designed to build leadership and business acumen through a challenging, fast-paced rotational experience. Through training, mentorship and connections, the program helps participants identify areas of interest and advance their careers into leadership positions.



# CONCLUSION



Amtrak is proud of our diverse workforce. As we begin our next 50-years and beyond, we commit to advance an environment where diverse backgrounds, experiences and ideas are welcome, heard, and respected.

Throughout FY2021 our priority was to drive leadership awareness, keep our commitments and hold ourselves accountable for DI&B initiatives.

In FY2022, we will continue to strengthen our culture. We will advance diversity and inclusion among our people, in our workplaces and with the communities we serve to make Amtrak a place where everyone feels like they belong.



**“Embracing diversity and using the power of diversity to think out of the box and do things differently, is just critical.”**

**-Scot Naparstek**  
EVP, Chief Operations Officer



# DEFINITIONS





# KEY TERMS

## Ally

A person or group that provides assistance and support in an ongoing effort, activity, or struggle.

## Belonging

The ultimate outcome of diversity and inclusion. A sense of belonging is what we want our people to feel when they work at Amtrak. It is the sense that you are valued, that you “fit” with the group, and that you can be your authentic self, contribute and make a difference.

## Bias

Social stereotypes, both conscious and unconscious, about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one’s tendency to organize social worlds by categorizing. Unconscious bias is far more prevalent than conscious prejudice and often incompatible with one’s conscious values. Certain scenarios can activate unconscious attitudes and beliefs.

## Diversity

How we look and think collectively – and it includes a broad range of characteristics, including gender, race, age, sexual orientation, culture, experience, skill, physical ability, style and much more. We must to continue to build our Amtrak workforce in ways that reflect our U.S. population and customer base.

## Equity

Takes into consideration the fact that the social identifiers (race, gender, socio-economic status, etc.) do in fact affect equality. In an equitable environment, an individual or a group would be given what was needed to give them an equal advantage. This would not necessarily be equal to what others were receiving. It could be more or different. Equity is an ideal and a goal, not a process. It ensures that everyone has the resources they need to succeed.



## **ERG (Employee Resource Group)**

Groups of employees who join together based on shared characteristics, interests or life experiences. ERGs are voluntary, independent of any department and are led by employees, for employees. ERGs provide friendship, career and personal development and cultivate a diverse inclusive workplace aligned to Amtrak's vision, mission and values. ERGs promote Diversity, Inclusion and Belonging (DI&B) by raising awareness and ensuring that group members have a voice in the organization, and they allow employees to participate directly with our ongoing DI&B initiatives.

## **Hispanic**

Relating to Spanish-speaking countries, encompassing Spain and many from Latin America.

## **Inclusion**

Is the deliberate act of making sure people with different experiences and backgrounds are included in groups, structures, teams and activities. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people.

## **Latinx**

A person of Latin American origin or descent (used as a gender-neutral alternative to Latino or Latina). Latinx are people from Latin America.

## **Privilege**

Certain social advantages, benefits, or degrees of prestige and respect that an individual has by virtue of belonging to certain social identity groups. Within American and other Western societies, these privileged social identities—of people who have historically occupied positions of dominance over others—include whites, males, heterosexuals, able-bodied, Christians, and the wealthy, among others.

## **Race / Ethnicity**

A social construct that divides individuals into smaller social groups based on characteristics such as the shared sense of group membership, values, behavioral patterns, language, political and economic interests, history, and ancestral geographical base.

## Racism

A system of advantage based on race and supported by institutional structures, policies, and practices that create and sustain advantages for the dominant white group while systematically subordinating members of targeted racial groups. This relative advantage for white people and subordination for individuals of color is supported by the actions of individuals, cultural norms, and values and the institutional structures and practices of society.

## Stereotype

Simplistic judgments of habits, traits, abilities, or expectations that are assigned as a characteristic to all members of a group, regardless of individual variation and with no attention to the relation between the attributions and the social contexts in which they have arisen.



