



MANY VOICES
ONE AFFINITY PLUS



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The world is large, and a single voice can easily get lost. However, when we amplify a symphony of voices, we rise above the noise and give power to the people. We celebrate the many voices creating a cohesive, yet unique Affinity Plus.

Many Voices, One Affinity Plus is our unwavering commitment to cultivating an inclusive culture where all voices matter. Our journey in diversity, inclusion and belonging underscores our belief in a future where every employee and member feels valued and included. This is a cornerstone of our identity, which drives what we do – for employees and members.

We are aware of the attacks on diversity initiatives outside of Affinity Plus and we are committed to stay the course on our journey in diversity, inclusion and belonging. Our work ensures employees of all backgrounds are provided equitable opportunities.

As we reflect on our journey and envision the road ahead, we celebrate our differences, embrace our shared humanity and deepen our understanding that we are stronger together. We are composed of many voices joined in a unified chorus of one Affinity Plus, where everyone belongs.



MANY LAYERS, SHARED COMMITMENT

The Wheel of Diversity demonstrates that we're not solely identified by just one characteristic. There are countless intricate layers that make up our identities and many dimensions are not immediately apparent. Although we all represent diversity in different ways, we share a commitment to create a community that puts people first.



There are many dimensions of diversity.

IDENTITY REFLECTIONS

- How does the Wheel of Diversity influence how you see yourself and others?
- What diversity dimensions are you most aware of? Which are you least aware of?
- Which dimensions of your identity would you like to learn more about?
- How do your dimensions guide your sense of belonging at work?

EVERY VOICE IS CELEBRATED

We refuse to settle for “good enough” in our ongoing journey of diversity, inclusion and belonging. We expanded our recruiting efforts and elevated diversity within our work culture by creating the DIBs committee last year and two Employee Resource Groups (ERGs) this year. Thank you to all employees helping us forge a more inclusive future where every voice is heard, valued and celebrated. Together, we create a world where diversity ignites innovation and empowers us forward.

HOW CAN WE IMPROVE?

Your voice is essential to driving meaningful conversations about diversity, inclusion and belonging. How would you answer these questions?

How do we foster a sense of inclusion and belonging at work?

Do you face specific diversity, inclusion and belonging challenges or barriers?

What steps can we take to ensure all employees feel valued and included?

How effectively do we handle unconscious bias?

How can we better support employee resource groups to foster belonging and representation?

MANY DIVERSE MINDS, MANY VIBRANT TALENTS

NUMBER OF EMPLOYEES: **592**

Employees exiting Affinity Plus were asked, “Did you feel you belonged at Affinity Plus?”

91.3% RESPONDED YES IN 2023

88.0% RESPONDED YES IN 2022

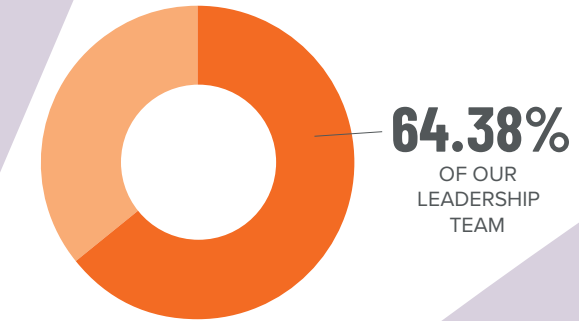
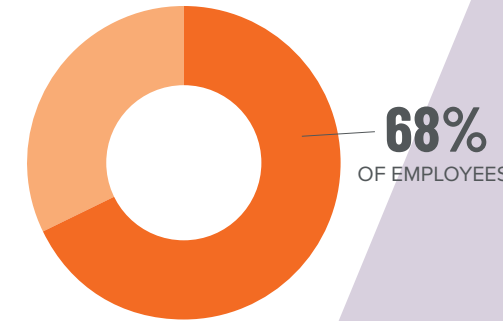
AGE DIVERSITY

AVERAGE AGE = 39.6

Age	% of Employee Population
Generation Z	2.00%
Millennial	66.67%
Generation X	31.43%
Baby Boomer	5.88%

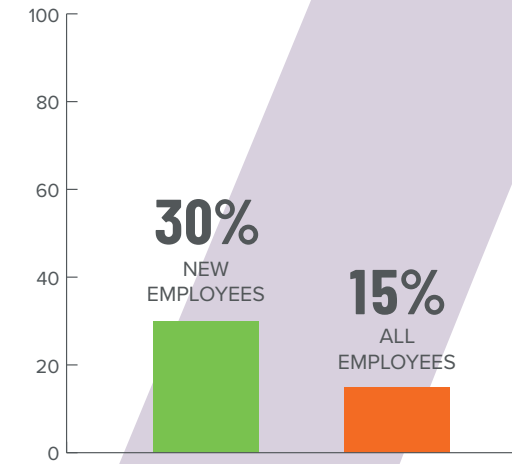
GENDER DIVERSITY

% OF AFFINITY PLUS EMPLOYEES WHO SELF-IDENTIFY AS FEMALE



RACIAL DIVERSITY

% OF TOTAL RACIAL DIVERSITY AMONG EMPLOYEE GROUPS*



*% of all races other than white

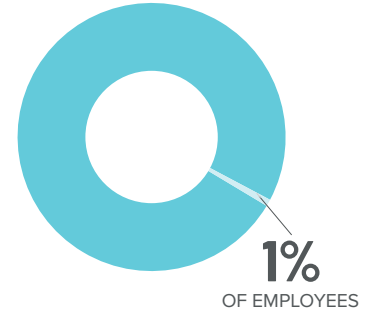
NEW EMPLOYEE RACIAL DIVERSITY

To best measure our current racial diversity efforts, we will focus on new employees by race.

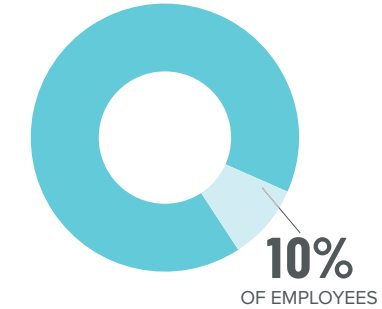
	2020	2021	2022	2023
# of New Hires	40	126	99	35
American Indian/Alaskan Native	0%	1.6%	2%	0%
Asian	5%	4.7%	9.1%	3%
Black/African American	2.5%	5.6%	2%	8%
Hispanic/Latino	5%	5.6%	9.1%	8%
Native Hawaiian or Other Pacific Islander	0%	0%	0%	3%
Two or more races	7.5%	3.2%	6.1%	8%
White	80%	79.4%	71.7%	70%

*Data current through June 30, 2023.

VETERANS
OF AFFINITY PLUS EMPLOYEES WHO SELF-IDENTIFY AS VETERANS



DISABILITY STATUS
OF AFFINITY PLUS EMPLOYEES WHO SELF-DISCLOSE A DISABILITY



WORLD CUP BRINGS EXCITEMENT & EDUCATION

The World Cup brings together countries from all over the world in celebration of the beloved sport of football (known as soccer in some areas). In 2022, we sought to recognize and celebrate countries and cultures while having a fun competition of our own—so we brought the World Cup to Affinity Plus!

Affinity Plus groups selected teams to cheer for. The winning Affinity Plus groups celebrated their country's win by having lunch with members of the Senior Leadership Team. Argentina went on to win the World Cup, which meant our teams from the Investment Center, Rochester branch and Fairbault MR were winners too! Honorable mentions went to our teams from Eagan for showing pride as France took second place and to Mankato for supporting Croatia all the way to third place.

Many of our groups went all out and decorated their departments or branches to reflect the World Cup teams they were rooting for. Thank you to everyone who took part and shared your enthusiasm with prizes for members, decorations and parties!



HONORING OUR CULTURAL HERITAGE & TRADITIONS

Hispanic Heritage Month

As we continue to recognize and honor diversity, we create space for team members to learn more about special observances and celebrations. During Hispanic Heritage Month from September 15 to October 15, we celebrated the history and culture of the U.S. Hispanic and Latinx communities.

The terms Hispanic, Latino, and recently, Latinx, refer to a person's culture or origin, regardless of their race. This includes individuals who identify as having Mexican, Mexican American, Puerto Rican, Chicano, Cuban or other Hispanic, Latino or Spanish origin.

Stephy Diaz from our Midway branch shared her story of how her family celebrates Hispanic Heritage Month and Mexican Independence Day.

“Each year my family takes time to celebrate Mexico's independence day (September 16). We gather as a family to eat typical traditional meals like pozole, tamales and sopes. We also have a Mariachi that we hire to play music all night as we celebrate together with family and friends.

I am also Honduran from my dad's side and we try our best to incorporate celebrating Honduras as well. We have many different friends from Central America and we do traditional meals as well to celebrate them.

— Stephy Diaz, Member Advisor

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PEOPLE IS WHO WE ARE



Banking is what we do, people is who we are. Our story has always started with the person. The past two years, we have focused and demonstrated that collectively we want to make an impact. To create spaces where employees can bring their authentic selves to work each day and be celebrated and create that space for our members as well. To truly see them and create a place of belonging.

– Comment from Employee Engagement Survey



DIBs Committee Update

After starting the DIBs committee last year, 2023 is for expansion of opportunities. We have created the foundation of Employee Resource Groups (ERGs) and have successfully supported the start of our first two ERGs. This year our focus continues awareness of cultural events and observances, community impact, and training and education. We will continue to look for opportunities to bring diversity, inclusion and belonging to the forefront of who we are and what we do.

ERGs Fuel Innovation and Inclusion

This past year, our first two ERGs were formed to harness the power of employees in creating spaces to meet people where they are in life. ERGs support common interests and foster awareness, respect and inclusion within the workplace. A person does not have to be

a member of a specific community or group to join or attend the ERG's activities.

Thank you to the employees who formed the Elder Caregiver and LGBTQ+ ERGs. Your work drove significant impacts and cultivated a sense of belonging for all involved!

Interested in starting an ERG? Our DIBs committee will work with you to help build your ERG!

Elder Caregiver ERG

The mission of the Elder Caregiver ERG is to provide a place for employees to connect on adult caregiving issues and experiences by sharing information, resources and support while also promoting self-care.



LGBTQ+ ERG

Our LGBTQ+ ERG, or Queer Committee as the group refers to itself, is here to support fellow LGBTQ+ employees and help Affinity Plus be a stronger ally. A few goals of the ERG include providing a place for LGBTQ+ employees to collaborate, breaking stigmas and developing practices that create more inclusivity.



Kantola DEI Training

We use Kantola eLearning for DEI training to help educate team members of various perspectives and elevate understanding of diversity, equity and inclusion. Our DEI training was completed on time by 99% of employees, covering topics such as diversity, equity, inclusion, microaggressions and unconscious bias.

HOW WOULD YOU ANSWER?

- Is there someone you know who has an unconscious bias? How has this affected their relationships or decisions?
- What type of microaggressions have you witnessed at work? What impact have microaggressions made on individuals on your team or your team as a whole?
- As a result of the DEI training, what is something you'll start doing? Continue doing? Stop doing?

ALLIES AMPLIFY VOICES EVERYWHERE

Diversity professionals define an ally as someone who promotes an inclusive culture through intentional, positive actions. To truly be an ally, one must “walk the talk” and stand in solidarity with the marginalized group.

Allyship is more than passive support or silent acceptance. It is a proactive commitment to stand up for those whose voices have been historically silenced. As an ally, you help create space, amplify stories and ensure that equity is a tangible reality for all.

Allies play a pivotal role in challenging societal norms, breaking down barriers and forging paths toward inclusivity. This role requires unlearning misconceptions, challenging prejudices and continuous learning about the experiences of the marginalized community.

Allyship and group support is extremely important work, especially if you plan to join an ERG as an ally. Before you raise your hand to join any of our ERGs as an ally, we ask you to reflect on your role and interest in this group. Are your interests and support in line with members of this ERG community? Our goal is to create a place where members of these ERGs feel safe to share and connect through common interest.

PROUDLY MAKING A DIFFERENCE AT PRIDE



Our new LGBTQ+ ERG led the planning for our presence at the 2023 Twin Cities Pride Festival in June. Over 20 employees and ERG members handed out more than 2,000 promotional items to festival attendees. A concert ticket giveaway also provided great interactions with members!

We asked attendees who came to our booth, “What does Pride mean to you?” and “What’s your favorite thing about Pride?” and received many wonderful answers. A popular response from a lot of people was feeling safe and free with their partner, or that their family could be who they are and feel safe to be who they are.

Here’s what a few of our employees said about their experience at the Pride Festival.



Someone said his favorite thing about Pride is the freedom of it. The freedom to be yourself. In his home country, Pride is illegal and unlawful, so he [was] happy there’s a space and time for people to be themselves without judgment or worry.

– Rae Schenian, Member Consultant



I was incredibly moved by volunteering at Pride this year. It honestly made my entire month, heck, maybe my entire year. My favorite part was seeing all the members so excited to see their bank was a part of Pride. Being part of the LGBTQ community can be a scary thing at times especially when you don’t know who supports you and who doesn’t. Being part of that community, I can understand.

One member told me he has his mortgage and accounts with us and is proud to bank with us. Doing just this small thing like having a booth at Pride makes all the difference to this community. I am so PROUD to be an employee of this wonderful company!

– Heather Wallmow, Member Consultant -
Phone Consumer Lender



A member came up and said he wanted to thank us for being there. And personally, I felt SO proud that our organization was there, really showing our commitment to inclusivity.

– Rachel Anderson,
Senior Digital Copywriter



[We had many members stop by] and everyone said something like, “I’m a member and I love you” ... Almost all also said how much it meant to them that we were there and many mentioned that our focus on representation was a big reason why they started banking with us in the first place. It was really touching to hear how similar their reasons for joining the credit union were and what a huge impact a little compassion and simple recognition can make on an individual.

– Jared Martin, Applications Administrator



OPENING DOORS FOR AWARENESS & CONVERSATION

Last year marked our initial steps toward enhancing understanding of the transgender community when we opened the door for awareness surrounding Transgender Day of Visibility. This year, we sought to open more doors to conversation.

Celebrated on March 31 since its inception in 2009, Transgender Day of Visibility is designed to raise awareness and acceptance for individuals of their gender identity and non-binary identities. This day also shines a light on the prejudice and discrimination faced by the transgender community.

Transgender Day of Visibility Huddle Questions or questions to reflect on:

- What does Transgender Day of Visibility mean to you?
- What is one way to become an ally or help support the Transgender community?
- What is something new you have learned about Transgender Visibility Day?



FURRY HEROES TRANSFORMING LIVES

In 2022, we began a three-year sponsorship with Can Do Canines to support their work to enhance the quality of life for people with disabilities by creating mutually beneficial partnerships with specially trained dogs.

More than half a million Minnesotans have reported having one or more disabilities. Can Do Canines is the largest organization providing assistance dogs in the state, and they do so free of charge!

Through our support, we adopted a litter of puppies born on October 11, 2022. There are seven males and two females in our litter.

The puppies spend time in special foster homes as well as a six-month placement in a prison program that assigns two inmate handlers to each puppy. Our puppies were assigned to the Jackson Correctional Institution in Wisconsin. Inmate handlers, along with Can Do Canines training staff, assist in training and building on each of the puppy's skills during this time.

The majority of the pups will become fully trained service dogs upon graduation.



From being a part of naming each dog, arranging on-site visits to learn about them and following their training journey, each milestone has been celebrated! We're excited to follow each dog toward graduation, and while some may have different career paths, each of their journeys will be celebrated by our employees cheering them on from afar!

— Julie Cosgrove, Chief Talent Officer

INVESTING IN SPACES & PLACES

Joy Room for Kids Healing from Burn Trauma

We love partnering with member organizations like the Joy Collaborative! With funding from Affinity Plus, the Joy Collaborative made a special “Joy Room” at the Firefighters for Healing Transitional Healing Center in downtown Minneapolis a reality.

Firefighters for Healing assist children and families affected by burn trauma. The Joy Room is a fun sanctuary filled with engaging activities, gaming systems and much more to provide a comforting space for kids. This space also connects kids to Firefighters for Healing’s annual Camp Red where kids with scars come together each summer to build their confidence and make friends.

Philanthropy Center at BizTown

We proudly revealed our new Philanthropy Center at Junior Achievement North’s BizTown in St. Paul with a special Bring Your Kids to Work Day. Kids with family members employed at Affinity Plus were the very first ones to use the Philanthropy Center!

This space offers hands-on learning that teaches students what it takes to run a successful business and how to give back by doing some good in our communities. We became an even stronger partner with Junior Achievement through our sponsorship of the Philanthropy Center at BizTown and we can’t wait to inspire 10,000 students from across the state to own their success and give back.



MANY CULTURES CREATE A MEDLEY OF TRADITIONS

We all come from various cultures. When our individual cultural aspects come together, they create a rhythmic medley. That's the beauty of cultural diversity!

We love to celebrate various cultures. In recognition of Asian American & Pacific Islanders Month in May, Lily Lu from our Duluth team shared what "Asian American" means to her and her journey of understanding.

"I am Asian, and I am first generation immigrant of America. I never knew about the meaning of Asian American until I came to America for schools and before I came to America I never have to (or had chance) to answer questions like what part of Chinese you speaking, what part of China you came from or grew up, or what is Chinese culture or traditional activities are like during certain festivals or events.

I realized that because of my race and where I came from, things that I don't consider unique or special become my strength or skills. After I graduated from college, I worked for a small mortgage broker in a Chinese community in Los Angeles county. After working there for awhile, I was asked to sit with the loan signing agent and the MLO to help translate the document in Mandarin so the signor could understand the documents. I fell



in love with what I was doing, so I took lessons to become the signing agent and just started to serve the local community and hoping to make some positive contribution. I now live in Duluth with my family, and I am very happy where I am at right now. With the past experience of serving Mandarin speakers in the local community and the current support of being Affinity Plus member advisor, I am confident I can serve the local community even better (with passion and caring)."

LUNAR NEW YEAR TRADITIONS

The Lunar New Year is commonly called the Chinese New Year; however, China is not the only country to observe this holiday. It is the most observed Asian festival, celebrated by millions of people around the world.

Lunar New Year is celebrated each year during the second New Moon after the winter solstice. In China, the celebration lasts for approximately one week, though traditionally, the observance lasts 16 days.

When I was little, it was during the Lunar New Year that I was able to gather with my family and spend time with most of my cousins. We would collect all the Red Envelopes that would contain a gift of money and we would get to stay up late to watch the "Chinese New Year Gala" and then, light off fireworks at midnight.

– Lily Lu, Member Advisor

CONNECTIONS & CONVERSATIONS

We encourage you to connect individually with peers or together as teams to discuss ways we can educate each other and reflect on cultures that may be different than our own.

- Why do we celebrate Asian American & Pacific Islanders Month?

- What does Asian American & Pacific Islanders Month mean to you?

- The most inspirational story I've learned about Asian American & Pacific Islanders Month is ...

- It's important to encourage diversity around the world because ...

UNLEASHING POTENTIAL & SPARKING CHANGE

Investing in Underserved Communities

We proudly opened branches in Midway, Mahanomen and other underbanked areas to serve the needs of community members who don't maintain traditional bank accounts. This focus demonstrates our commitment to people, not profits.



When our Midway branch opened in spring 2023, we became the only credit union in the neighborhood. And to top it all off, all staff members at the Midway location are bilingual in Spanish or Tagalog, the language of the Philippines! The Midway branch has welcomed many new members from the community, including our 250,000th member.

Tribal IDs Increase Financial Access

In our journey toward greater inclusion, we made a transformative change in July 2023. Our online account opening system now includes tribal ID cards as a valid form of identification for new members. This isn't merely a policy change, it's a significant move to empower and increase financial access to communities that are currently underbanked and underserved.

New American Loan Program Expands

Our New American Loan Program offers loans up to \$2,000 at no interest for permanent residents to help cover the cost of naturalization. In 2022 we introduced this loan to St. Paul residents and we're proud to now offer the loan to Minneapolis residents!



I am very happy with Affinity Plus as they gave me credit that I didn't have before. They treated me well and helped me with my needs.
 – Miguel Angel Romero, member

Miguel Angel Romero was referred to our New American Loan Program by a representative of the local U.S. Citizenship and Immigration Services office. We provided him with the information to apply, set up affordable payments and he later secured a used car loan with us. His story shows the effectiveness of helping people leverage the many socio-economic benefits that come with U.S. citizenship.

Winning Work Culture Earns High Praise

We're buzzing with excitement as our relentless pursuit of a work culture featuring diversity, inclusion and belonging is continually recognized! Our focus on progress and intentional efforts to enhance positive experiences for all employees and members truly sets us apart. And we couldn't be prouder to see our dedication celebrated.

- Named a "Top Workplace" by the Star Tribune for the 6th year in a row! We again ranked #5 on the list of large companies.
- CEO Dave Larson received the Top Leader Award from the Star Tribune.
- Awarded spot on the Forbes list of America's Best-in-State Credit Unions for the 6th straight year.
- Selected #12 nationally on Top Workplaces for Financial Services for 500+ employees.
- Won Diamond Awards for our "Life Math" marketing campaign and 2022 Diversity, Inclusion and Belonging Report from the Credit Union National Association (CUNA) Council.



AWARDS CAPTURE HEART OF AFFINITY PLUS

Workplace awards use data and employee feedback to measure the overall health of an organization. Questions from the Top Workplaces employee survey included:

- Affinity Plus Credit Union operates by strong values.
- I believe Affinity Plus is going in the right direction.
- I feel genuinely appreciated at Affinity Plus.
- I feel included at Affinity Plus.
- My job makes me feel like I am part of something meaningful.

This is spectacular! I did a quick search on how many financial institutions and insurance companies are in the U.S.– 17,581 as of 2021 data. Pretty remarkable to be #12...
 – Cary Tonne, Senior Vice President of Information Security

INCLUSIVE SPACES ENHANCE MEMBER ENGAGEMENT

More diverse voices fuel member participation and deepen community interaction.

Racial Diversity

The racial diversity of our membership continues to grow.

% OF MEMBERS WHO IDENTIFY AS RACIALLY DIVERSE

12.5% ENTIRE MEMBERSHIP

17.2% ENTIRE NEW MEMBERSHIP

11.2% MEMBERSHIP WITH A LOAN

17.1% NEW MEMBERS WITH A LOAN

Diversity of Age and Generation

Millennials make up our largest member segment by age, and together, Gen Z and Millennials represent nearly 51% of our membership.

Affinity Plus Members

Generation	%
Generation Alpha (2013-present)	1.4%
Generation Z (1997-2012)	19.1%
Millennial (1981-1996)	31.7%
Generation X (1965-1980)	22.9%
Baby Boomer (1946-1964)	21.5%
Silent Generation (1928-1945)	3.3%

Diversity of Income

Affinity Plus is considered a low-income designated credit union by the NCUA. To qualify for this distinction, a majority of the membership (50.01% or greater) must meet low-income thresholds based on Census Bureau data and NCUA requirements.

% OF AFFINITY PLUS MEMBERS EITHER IN A LOW OR MODERATE INCOME GROUP

60.9% OF ALL MEMBERS

52.5% OF NON-METRO MEMBERS

68.6% OF METRO MEMBERS

**Because regulations limit the amount of personal information that can be gathered directly from members, the following information includes a combination of third-party provided demographic data and actual credit union data.*



Joining Affinity Plus is about becoming part of a community with its own inclusive culture focused on the many voices that make us who we are. Here there is room for innovation and evolution. In fact, we revised our Core Values to include our active engagement with continual learning.

OUR VISION:

To be the best place our members will ever bank and our employees will ever work that results in thriving communities.

OUR PURPOSE:

As a member-owned cooperative, we empower members to achieve their goals through meaningful banking experiences and a trusted financial partnership.

CORE VALUES



CARING

We begin with dignity, compassion and inclusion as we collaborate with people and communities.



INTEGRITY

We're honest and trustworthy, and we show it. We back up our words with action, and we own and grow from our mistakes.



LEARNING

We have the courage to embrace change and progress, we listen, and we seek out new ideas. We innovate where it can make a significant improvement, and we adapt quickly.



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[AffinityPlus.org](https://www.affinityplus.org)