

Questions for Ms. Alexia Marie Gabrielle Latortue, of the District of Columbia, to be an Assistant Secretary of the Treasury, from Chairman Sherrod Brown:

1) Where have you excelled in past positions in attracting, hiring, and promoting people of color in positions in your organization/s? Where might there be room for improvement?

- a. **Answer: I am deeply committed to hiring, retaining, and helping the professional growth of people of color, and more generally, people of diverse backgrounds. I first realized that this needed to be an explicit goal when I worked with a consulting firm on a USAID-funded project in Haiti early in my career. There can often be a stark divide between expatriate staff and locally hired staff or consultants. To make our work relevant and to have long-lasting impact, I believed we needed to identify Haitian professionals and to work alongside them to pursue our goals. I cultivated and mentored local colleagues, provided leadership opportunities, and created a network of local expert centers throughout the country to build the capacity of even more professionals in the microfinance space. This ethos has been part of my management and leadership style ever since.**

At the Treasury Department, I worked with the then-Deputy Secretary to assess data on the workforce and identify gaps with a focus on race and gender. At the European Bank for Reconstruction and Development (EBRD), I was the senior champion of the African Caribbean Network and sponsored the institution signing on to the Race at Work Charter for the first time, with clear goals around ethnicity data, zero tolerance of harassment and bullying, performance objectives for leaders and managers, and career progression. A key message I carried was that many EBRD shareholder countries, including the United States, France, the UK, etc., have people of color but they tend not be represented as much in public service and in international development institutions. I facilitated “Let’s Talk About Race” sessions, open to all EBRD staff. At the Millennium Challenge Corporation, diversity, equity, and inclusion has been one of my top strategic priorities for the agency. We have created – and hired – a new position reporting directly to the Office of Chief Executive Officer on diversity, equity and inclusion; compiled and published data on the workforce; and organized All Staff sessions on race and inclusion.

I have always mentored people, particularly those who have somehow felt excluded, and maintained an open door for dialogue. However, there is room for me to do more, particularly with respect to using my own voice and example in outreach events to expose more people of color to the opportunities available within the United States Government, and the Treasury Department.

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- 2) What specific measures will you use to evaluate the success of the U.S. Department of Treasury in understanding and addressing the needs of Black, Indigenous and people of color (BIPOC)? And, will you work with the Secretary and senior officials to keep Congress apprised, as appropriate, on the progress being made on these measures?
- a. **Answer: I am committed to working with Secretary Yellen, Deputy Secretary Adeyemo and other Treasury senior officials to establish clear goals on diversity broadly, including with respect to black, indigenous and people of color. My understanding is that the Treasury Department has a Diversity Task Force with key priorities around data, career development, recruitment, inclusion and retention, and community outreach. I intend to work alongside staff to lend my support, voice, and experience in this area and to help integrate specific and measurable goals in the relevant performance frameworks of the Department and its managers. Direct feedback loops from employees themselves will also be instructive. I would be pleased to work with the Secretary and senior officials in keeping Congress apprised as appropriate.**
- 3) What is your plan for creating an inclusive working environment for employees within your office?
- a. **Answer: Creating an inclusive working environment requires clear expectations and systems that are reflected in performance management frameworks. It also requires a culture that modeled by leadership. I would start with a listening tour with a broad cross section of colleagues to surface any issues that exist as well as to solicit ideas. It will be important to learn what values the office currently has adopted and reflect on whether changes are needed. I plan to lead by example, developing teams that are diverse – with respect to people’s backgrounds and in promoting and respecting diversity of thought. Regular employee feedback through various channels will be vital to know whether goals are met, or course corrections are needed.**

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Questions for Ms. Alexia Marie Gabrielle Latortue, of the District of Columbia, to be an Assistant Secretary of the Treasury, from Ranking Member Patrick J. Toomey:

Congressional Oversight

- 1) Please provide your philosophy on how you will approach and respond to Congressional information requests (both for documentary information and oral testimony), if you are confirmed.
 - a. **Answer: I recognize that Congress plays an important oversight role regarding executive branch activities. If confirmed, I pledge to work through the accommodations process to comply with Congressional requests for information consistent with the constitutional and statutory obligations of the executive branch.**

- 2) If confirmed, do you intend to respond to information requests differently depending on who is making the Congressional information request (whether it's the chair of the Congressional committee, the ranking member, or another member of Congress)? Please answer "yes" or "no." If your answer is "yes," please explain.
 - a. **Answer: I recognize that Congress plays an important oversight role regarding executive branch activities, and I pledge to thoughtfully consider all Congressional information requests, recognizing the importance of transparency in government. If confirmed, I pledge to work through the accommodations process to comply with Congressional requests for information consistent with the constitutional and statutory obligations of the executive branch.**

- 3) Will you commit that, if confirmed, you will respond in a timely manner and fully comply with all information requests from me? Please answer "yes" or "no." If your answer is "no," please explain.
 - a. **Answer: I recognize that Congress plays an important oversight role regarding executive branch activities, and I pledge to thoughtfully consider all Congressional information requests including from any member, recognizing the importance of transparency in government. If confirmed, I pledge to work through the accommodations process to comply with Congressional requests in a timely manner for information consistent with the constitutional and statutory obligations of the executive branch.**

- 4) Will you commit that, if confirmed, you will make yourself and your employees expeditiously available to provide oral testimony (including but not limited to briefings, hearings, and transcribed interviews) to the Committee on any matter within its

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jurisdiction, upon the request of either the Chairman or Ranking Member? Please answer “yes” or “no.” If your answer is “no,” please explain why.

- a. **Answer: I recognize that oral testimony plays an important role in Congress’ oversight responsibilities regarding executive branch activities. If confirmed, I commit to brief or testify regarding Congressional requests consistent with the constitutional and statutory obligations of the executive branch.**

Development Finance

5) On the topic of development finance, many on the left believe that public funding is the preferred vehicle for providing aid to developing countries. In my view, this is the wrong way to look at this issue. There is not, and frankly should not be, enough public funding available to address all of the investment needs of every country. If confirmed, how will you work to reduce the taxpayer burden and ensure that taxpayer dollars are well protected in U.S.-supported development finance?

- a. **Answer: If confirmed, I will promote an approach to development that emphasizes all sources of finance both private and public, as well as technical and financial assistance that mobilizes finance from within developing countries, thereby reducing reliance on external support. A hallmark of U.S. development assistance is a strong focus on private sector development in both its bilateral and multilateral tools, and I strongly endorse this approach. The United States is working with allies to encourage the MDBs to mobilize private sector finance to build on these high standards that support countries in attracting sufficient development finance, including for addressing climate change. Through the G20 Infrastructure Working Group, the United States must continue to promote quality infrastructure development and expansion of private sector infrastructure investment to help close the \$15 trillion global infrastructure gap. I will encourage development finance institutions to focus their resources on the poorest and most vulnerable countries; to reduce assistance to countries with higher incomes and more access to other sources of finance, especially China; and to emphasize good governance, transparency, and commitment to reform and sound macroeconomic and financial policies in their resource allocation.**

Global Regulatory Bodies

- 6) As it pertains to Treasury’s engagement with global regulatory bodies:
 - a. Will you commit to providing regular updates to Members of Congress on the status of ongoing negotiations?

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i. **Answer: If confirmed, I pledge to work in a collaborative manner with members of this Committee and I am committed to updating you and other members of Congress on the status of negotiations.**

b. Will you commit to increase transparency regarding global regulatory decisions and meetings by making public meeting materials and updates on deliberations?

Answer: As a general matter, I am committed to transparency and accountability and, if confirmed, I would seek to share information with the public consistent with relevant laws, procedures and protocols that govern the sharing of meeting materials and status of deliberations.

Financial Stability Board

7) The Financial Stability Board (FSB) is expected to issue a final report later this year that will outline its recommendations on money market fund reform.

a. What, in your view, is the role of money market funds in the U.S. economy?

Answer: Money market funds (MMFs) are important providers of short-term financing for financial institutions, corporations, and governments. They are also used by retail and institutional investors to invest excess cash and manage their liquidity. But the pandemic-induced market volatility demonstrated that disruptions in MMFs have the potential to create or amplify financial instability. I am pleased that work is underway both domestically and internationally to bolster the resilience of money market funds.

b. Do you believe that the FSB recommendations should be the baseline policy recommendations for the Securities and Exchange Commission (SEC) on money market funds?

i. **Answer: I believe that the FSB report on MMF reforms is important in laying out policy options to bolster resilience of the MMF sector. The FSB work complements the domestic work well underway on MMFs. In December 2020, the President's Working Group on Financial Markets (PWG) released the *Overview of Recent Events and Potential Reform Options for Money Market Funds (PWG Report)* in December 2020. The PWG Report emphasized that future reforms should address structural vulnerabilities in MMFs, improve the resilience and functioning of short-term funding markets, and reduce**

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the likelihood that official-sector interventions and taxpayer support will be needed to halt future MMF runs and address stresses in short-term funding markets more generally. The SEC published the report for public comment earlier this year and I understand that SEC Chair Gensler has directed his staff to consider reforms.

Answering Questions for the Record

- 8) Please describe with particularity the process by which you answered these questions for the record, including identifying who assisted you in answering these questions along with a brief description of their assistance.
 - a. **Answer: In providing these answers to the Committee, I received assistance from the component offices of the Department of the Treasury to ensure accuracy and to provide me with information regarding the Department's existing policies.**

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Questions for Ms. Alexia Marie Gabrielle Latortue, of the District of Columbia, to be an Assistant Secretary of the Treasury, from Senator Robert Menendez:

After four years of President Trump's complete abdication of US global economic leadership, the world is looking at the United States and President Biden to send a message that America is back as the defender of liberal democracies and free market economies.

1) What should be our goals, together with our allies, at the Multilateral Development Banks in order to restore our leadership in these critical multilateral organizations?

- a. Answer: The Multilateral Development Banks (MDBs) should support developing countries in boosting sustainable, inclusive, and resilient growth and reducing poverty. The MDBs are a cost-effective way to promote shared prosperity, our own national security and to help the recovery from the economic impacts of COVID-19. The MDBs also provide a high-quality alternative to unsustainable borrowing from China and other non-transparent actors. The United States can restore our leadership in the MDBs by advocating for these goals and insisting that MDBs adopt and apply the highest social, environmental, fiduciary, and debt standards and adhere to best practices for transparency and accountability. The United States must work with allies to encourage the MDBs to mobilize private sector finance to build on these high standards and support countries in attracting sufficient development finance, including for addressing climate change. Restoring U.S. leadership in the MDBs also requires strong financial support for the poorest countries, including meeting our existing commitments, especially as those countries continue to face significant challenges responding and recovering from the COVID-19 pandemic. Finally, it requires the U.S. having confirmed Executive Directors in the Board of Directors of these institutions.**