



FORDFOUNDATION

Diversity, Equity, and Inclusion

ANNUAL REPORT 2020



TABLE OF CONTENTS

- Our Approach 1

- Report Highlights 2
 - 2019 Diversity Goals and Results 2

 - 2019 Diversity, Equity, and Inclusion:
Initiatives and Accomplishments 5
 - People Sourcing 5
 - Culture Shaping 6
 - People Development 7

 - 2020 DEI Goals and Initiatives 8

- Appendix 10

Our Approach

For the foundation, **DIVERSITY** is the representation of all our varied identities and differences (race, ethnicity, disability, age, sexual orientation, gender identity, national origin, religion, tribe, caste, socio-economic status, thinking and communication styles, etc.), collectively and as individuals. We seek to proactively engage, understand, and draw upon a variety of perspectives. We believe that the solution to the problems we hope to address through our grant making can be found by affirming our similarities, as well as by finding value in our differences.

At the Ford Foundation, diversity, equity, and inclusion are at the core of who we are. We are committed to these values across all of our work around the world.

participation of all people. We believe every person's voice adds value, and we strive to create balance in the face of power differences. We believe that no one person can or should be called upon to represent an entire community.

People and Culture is committed to cultivating a fair and fulfilling workplace for all by ensuring that our practices and our ways of interacting with one another embody our Diversity, Equity, and Inclusion (DEI) values. And that every employee, worldwide, feels supported and inspired as they drive the mission forward.

Please note that for the purposes of this report, the foundation uses the US Equal Employment Opportunity Commission categories though we're aware that foundation staff may have identities such as gender non-binary, disabled, etc. that are not yet broadly tracked and reported.

EQUITY seeks to ensure fair treatment, equality of opportunity, and fairness in access to information and resources for all. We believe this is only possible in an environment built on respect and dignity.

INCLUSION builds a culture of belonging by actively inviting the contribution and

Report Highlights

2019 DIVERSITY GOALS AND RESULTS

As always, our 2019 DEI efforts were centered around three, key areas – **People Sourcing**, **Culture Shaping**, and **People Development**. These initiatives had a direct impact on our quantitative results as well as qualitative factors that are critical to our engagement and inclusion outcomes.

2019 Accomplishments

People Sourcing

Continued to broaden our sourcing strategies/partnerships and measure their success

Included more disability-inclusive language in job descriptions as well as our outreach and job postings with particular emphasis on our internship program

Continued high-touch reinforcement of DEI in recruitment meetings; educated new hiring managers about our DEI commitment

Culture Shaping

Added custom DEI survey items and more robust demographic analyses to the CEP Staff Perception Survey process

Successfully launched 11 Employee Resource Groups which have quickly become a positive resource and community for their members and the foundation

Established active and engaged DEI Steering Committee with representatives from across our global operations

People Development

Offered “Managing to Change the World/Managing with a DEI Lens” development sessions to all regional offices

Sponsored an “Inclusive Leadership” plenary and “Liberating Structures” breakout session at the Worldwide Meeting for our staff

Updated the New Employee On-boarding materials to reflect Ford's DEI values and efforts

Multiple training opportunities offered on building a transgender-inclusive community

In 2019, we had two goals. The first was to hire and promote more people of color (PoC). We've seen a 4% increase in staff members who are people of color. As you can see below, 30% of all new hires in our New York office, where race and ethnicity are monitored, were Black or African American.

Black or African Americans accounted for **30%** of all new hires

46% of U.S. Directors are PoC (up from 45% in 2017)

56% of all promotions were PoC

Increased Black/African American Program Officers by **10%**

Note: Ethnic and racial diversity are monitored in the US only.

There has been a 6% increase in promotions of people of color within the foundation. One area of focus for us in 2019 was to improve racial diversity in the management ranks of our Operations team and we are pleased to share that fifty-five percent of Operations Managers are now people of color (a significant increase, up from 37%).

2
women of color
were promoted to the ELT

PoC now
represent 65%
of the ELT (up from 33%)

There were 27 promotions in our New York Office in 2019 (44% white and 56% were people of color): three people of color were promoted to Manager, four people of color were promoted to Director, and two people of color were promoted to the ELT which increases our people of color representation on the ELT from 33% to 65%.

71%
of promotions were
awarded to women

69%
of new hires were women

100%
of all new members of the
ELT are women of color

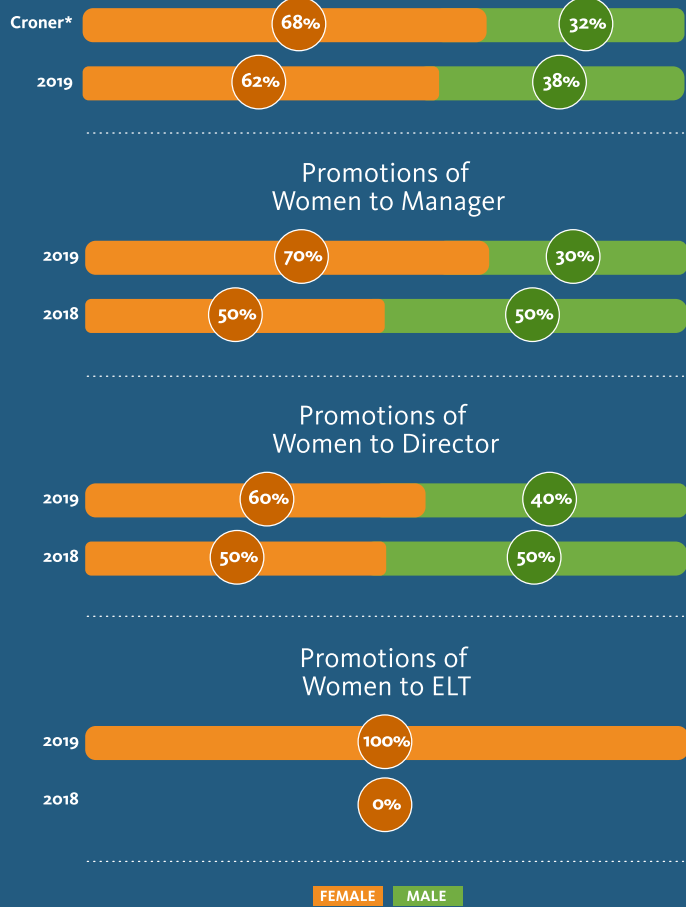
Women now represent
65%
of the ELT (up from 22%)

The second goal for 2019 was to promote and hire more women and women of color into leadership roles. In 2019, 71% of those who received promotions and 69% of new hires were women. It's worth noting that all of the new members of the ELT (2 in total) hired and promoted in 2019 were women of color. As indicated, we achieved our goals and made significant progress in other areas including improving diversity within our Program and Operations teams.

In order to gauge our diversity outcomes against those in the broader philanthropic sector, the foundation has sponsored a survey, the Custom Survey of Diversity, Equity, and Inclusion, conducted by The Croner Company for the last four years. This survey gathers data about current and emerging practices around diversity, equity, and inclusion (DEI) policies and practices among our peer organizations. These include 23 large foundations with assets greater than \$1.2 billion, excluding the Ford Foundation.

Gender Representation

All Staff



Of the 51 hires made in 2019, 35 were women and 16 were men. While this shows a slight decrease from the previous year, it continues to demonstrate that the majority of our new hires are women.

The number of Directors who identify as women has remained stable with a slight increase from 53 to 56%. There was also stability in the representation of Program Officers who identify as men which was 36% in 2019 (up two percentage points from 2018). In 2019, there were a total of 38 promotions; 27 women and 11 men were promoted to Manager; nine women promoted to Director; and two women promoted to the ELT.

Seventy four percent of our Global program staff are women (73% in NY). Our Operations staff, globally, includes 53% women with 57% women representation in the US.

There was no change in the gender representation of our trustees from 2018 to 2019. In 2019 we had 50% male and 50% female. We saw an increase in white trustees this year (from 22% to 35%) and a decrease in people of color (from 78% to 65%). According to the Croner custom survey, the boards of peer foundations typically average 44% women and 28% people of color.

Today's workforce is truly multigenerational as there are four generations represented (Baby Boomers, Generation X, Millennials, and Gen Z). This creates both challenges and significant opportunities as different generations bring diverse experiences and skills. Understanding the generational make-up of the foundation is the first step toward bridging the gap.



As expected, we saw an increase (7%) in the representation of Millennials (born between 1981 to 2000) among our global staff. Generation X (born between 1965 and 1980) continues to be the largest age group represented at Ford. Baby Boomers (born between 1946 and 1964) decreased by 6%.

We know that when staff members of all ages feel a sense of belonging and support, they become a source of organizational strength and innovation. At Ford, we value age diversity. Through our ongoing DEI initiatives, we actively encourage the contributions and participation of our multigenerational workforce.

2019 Diversity, Equity, and Inclusion: Initiatives and Accomplishments

PEOPLE SOURCING

During 2019, we expanded our sourcing strategies to include more diverse communities in our efforts. We also took a closer look at the way we were recruiting candidates to ensure that the experience was welcoming, accessible, and inclusive. This involved scrutinizing our language and processes with particular focus on our internship program to make a career at Ford more broadly appealing.

In recent years, the foundation has begun to put more of an emphasis on **individuals with disabilities** as a part of our program strategy. This change in the broader organization drove us to devel-

We believe that diversity is a mission-critical piece of our culture, and that without equity and inclusion it would be impossible for our diverse staff to do their best work fighting inequality in the world.

op recruiting strategies targeted at individuals with disabilities, including making our recruitment process more transparently accessible by asking all candidates about accommodation needs. This is now embedded into our process and we have seen increases in candidates willing to share this information with us. We know

there is more work to be done, but we are very hopeful that continuing to build in best practices like this will further help candidates from all walks of life to see a future for themselves at Ford.

We have focused on **establishing new** partnerships with organizations known to do excellent work in the DEI space, such as Sponsors for Educational Opportunity (SEO), an organization whose work is aimed at closing the opportunity gap for underserved and underrepresented young people, and growing existing **partnerships** with targeted groups such as the National Organization on Disability (NOD).

We recognize how important **word choice** is in encouraging or inadvertently discouraging certain groups' decisions to apply for jobs. We therefore proactively reviewed our job descriptions to ensure that welcoming and accessible language is used. We collaborated across departments to further **update our job descriptions** with physical requirements of each position, which allows people with disabilities to self-select in or out of the application process. And, we developed a **hiring toolkit for managers** around interviewing and hiring candidates with disabilities that includes policies and interview questions as well as information on etiquette and accommodations.

CULTURE SHAPING

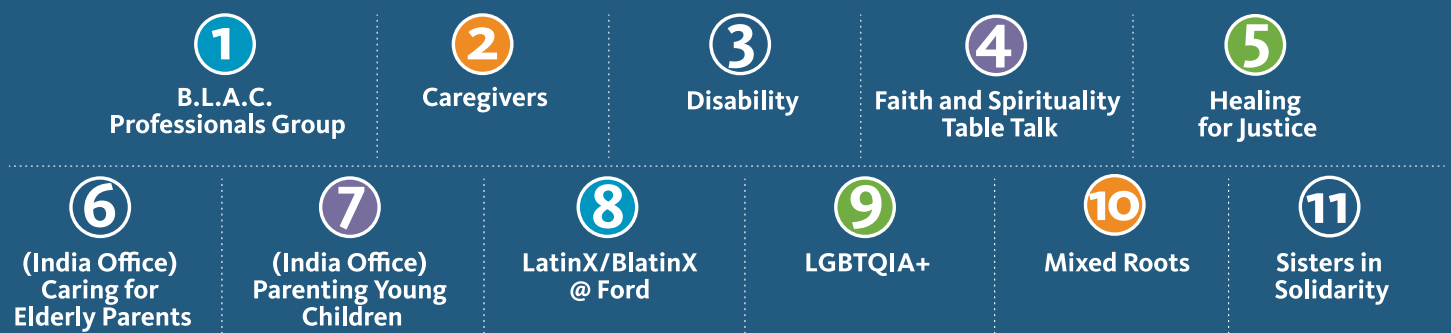
If we were to focus exclusively on bringing people into the organization without creating a space where they feel safe, valued, and supported, we would risk losing the very people we worked so hard to attract. Last year, we continued to direct many of our efforts in response to our global DEI audit which was conducted by Korn Ferry in 2018. We believe our efforts are making a difference. In 2019 people of color accounted for 39% of those who departed the foundation. This is a significant decline from 2018 and previous years when people of color accounted for as much as 64% of staff who left the foundation. The audit helped us establish a

How we work is as important as what we work on.

baseline for where we were with regard to commitment, focus, alignment of our leaders, and experience of our staff by race, gender, ethnicity, LGBTQIA status, and disability/ability.

It also impacted our **employee engagement and inclusion** initiatives. Since the audit, we've made certain that diversity, equity, and inclusion are intentionally incorporated into our **policies and practices**. We changed our approach to ensure that more voices were represented in the roll out of policies and practices that impact our staff – removing barriers to growth and creating greater opportunities for all employees. And, we invested in training and development initiatives designed to build more inclusive leaders and staff.

Last July, we established eleven **Employee Resource Groups (ERGs)**, which are listed below. ERGs are voluntary, employee-led groups that foster a diverse, inclusive workplace and bring together employees from different levels and departments to build community and a sense of belonging. They are designed to increase employee engagement, highlight opportunities to advance our DEI efforts, and facilitate meaningful change.



All of our ERGs have provided safe spaces for connection during the COVID-19 crisis. One group, Healing for Justice, has brought mindfulness speakers during this time, while our groups that support people of color have also served as places for individuals to come together and discuss the disproportionate impact of the virus on Black and Brown people in America and to simply focus on selfcare for members. Another ERG, our group for people with disabilities, has created a community among individuals with disabilities and their allies. Continuing to support and leverage our ERGs in effecting organizational change will remain a focus in 2020.

To demonstrate our commitment to DEI, we have been more transparent about our successes and areas for improvement and aim to continue this trend. We're **addressing DEI at both the organizational and the team level**. And, we're infusing our DEI values throughout our internal culture, systems, and practices.

PEOPLE DEVELOPMENT

We invest in individuals who are working to build a more just and fair future for all.

We recognize that our managers have the greatest impact on employee experience. Their daily actions influence each team member's sense of belonging and inclusion. With this in mind, we created a **leadership transition coaching** program to build the capabilities of staff promoted into leadership roles with an emphasis

on inclusive leadership and organizational citizenship. Inclusive leadership and organizational citizenship will be developed in 2020 and implemented in 2021 as we move into a post-coronavirus environment. We conducted **Managing to Change the World** in all our regional offices. The program, which had previously been offered in NYC and select regions, focuses on managing people with a DEI lens. We also hosted an **Inclusive Leadership** plenary and **Liberating Structures** breakout session at the Worldwide Meeting for staff.

With the goal of increasing **cultural competence** within the foundation, we updated our new **Employee Onboarding** materials to reflect Ford's DEI values and we worked to build a common language and understanding by facilitating more intentional discussions and training around LGBTQIA community needs.

2020 DEI Goals and Initiatives

As our priorities shifted in early 2020 in response to the coronavirus, we have narrowed our DEI focus to two primary goals and two objectives. These are aligned with the findings from our Staff Perception Survey which was conducted by the Center for Effective Philanthropy (CEP) in May of 2019. The survey integrated DEI items from the global Korn Ferry audit in 2018 and the results provided feedback around improving the work experience for all staff members with a specific focus on leadership management improvement and gender.

Throughout our history, the foundation's approach has been characterized by a continuous emphasis on building institutions and networks, investing in individuals and leadership, and supporting new ideas.

Our first goal of establishing organizational behavioral standards will be accomplished by creating and implementing **inclusive leadership competencies** and developing **DEI organizational citizenship behaviors**. To assist our leaders and managers as they address the CEP findings around respect and women's experiences at Ford, we're providing mindful leadership and effective communication prac-

tices training. We know that inclusive leaders foster greater diversity, equity, and inclusion on their teams so we're defining leadership core competencies and underscoring the critical role they play in demonstrating and modeling our values and DEI practices.

In 2019, we expanded ownership for embedding our DEI values into our work to include our **DEI steering committee**, a cross-section of staff at varying levels – both in NY and internationally. In partnership with the steering committee, People and Culture will develop **organizational citizenship behaviors** that define what it means to work inclusively and promote equitable practices. Recognizing that we all have a stake in this work, we are holding ourselves, leaders, and staff, accountable for upholding the culture we wish to have at Ford.

Our second goal is to develop and implement targeted support for **women and women of color**. In our CEP survey, staff who identify as men rate the Foundation significantly more positively than staff identifying as women. While the ratings were not negative, they indicate that women perceive they have fewer opportunities than men to achieve their career goals, but when we look at all of the promotions in 2019, women accounted for 74%.

Perceptions are as valuable as data which is why we're looking at the experiences of women from the perspective of their teams as well as organization-wide. This enables each team to take a closer look at their own dynamics related to gender equity and inclusion.

To further support women and women of color, we'll be more transparent in communicating promotion decisions. Historically promotions have been announced individually, however, there's an opportunity to announce our staffing changes numbers in aggregate. This will provide greater context around our intentional efforts to hire and promote women throughout the foundation.

A guiding star that we've set at Ford is to find no difference in the experiences of men and women here. We're better preparing our leaders and managers, lifting up meaningful diversity data, and implementing a professional development program for women of color.

We know that our greatest opportunities for advancing DEI are centered around transforming the people and culture within Ford. In many organizations, DEI is a separate and distinct function. At the foundation, we believe that diversity, equity, and inclusion are an expression of our core values and should be intentionally incorporated into our culture, our practices, and our way of interacting with one another.

As we've seen in 2019, change is possible and we have the foundation's full support to build on our progress. Moving forward, we will continue to view our work through the same social justice lens that drives Ford's external efforts to ensure that our culture is a reflection of the just world we wish to create.

Appendix

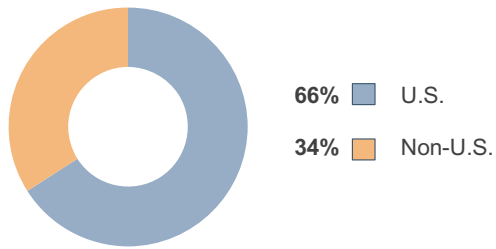
Active Staff at Year End 2019

Year End	Designation	US Citizen	Non-US Citizen	Total
2019	US-Paid Staff	274	33	307
	Overseas Local Staff	2	112	114
	Total Staff	276	145	421

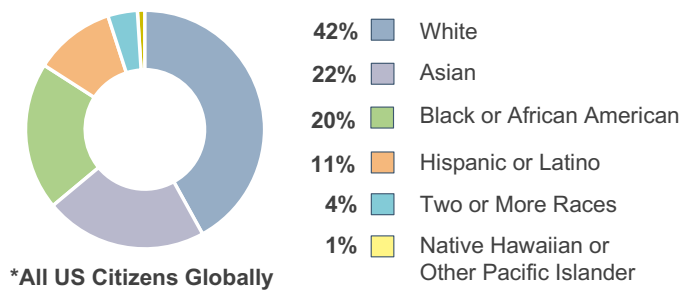
Year End	Designation	US Citizen	Non-US Citizen	Total
2015	US-Paid Staff	247	46	293
	Overseas Local Staff	0	115	115
	Total Staff	247	161	408

Global Staff Snapshot at Year End 2019

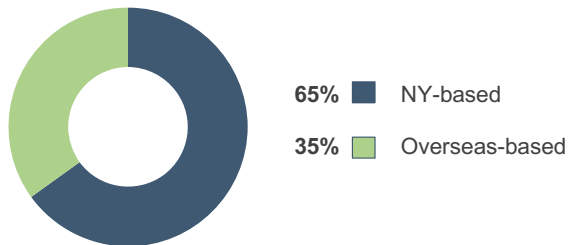
GLOBAL STAFF BY CITIZENSHIP



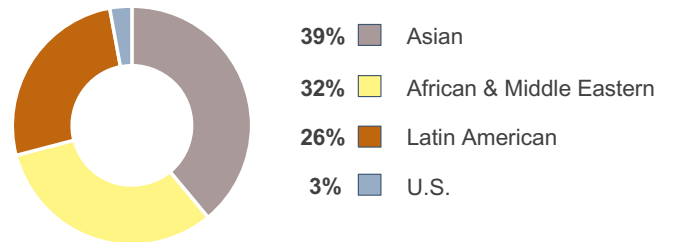
US CITIZENS BY RACE/ETHNICITY*



GLOBAL STAFF BY LOCATION

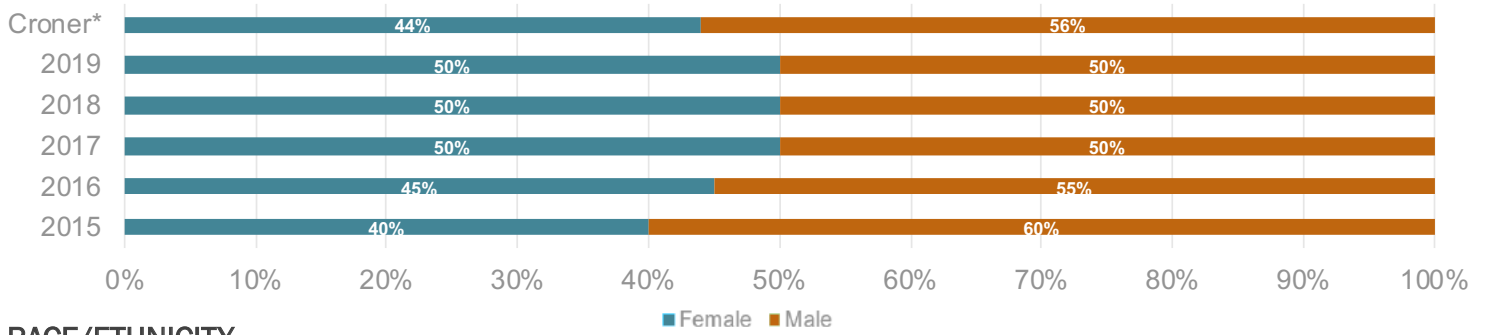


NON-US CITIZENS BY REGION

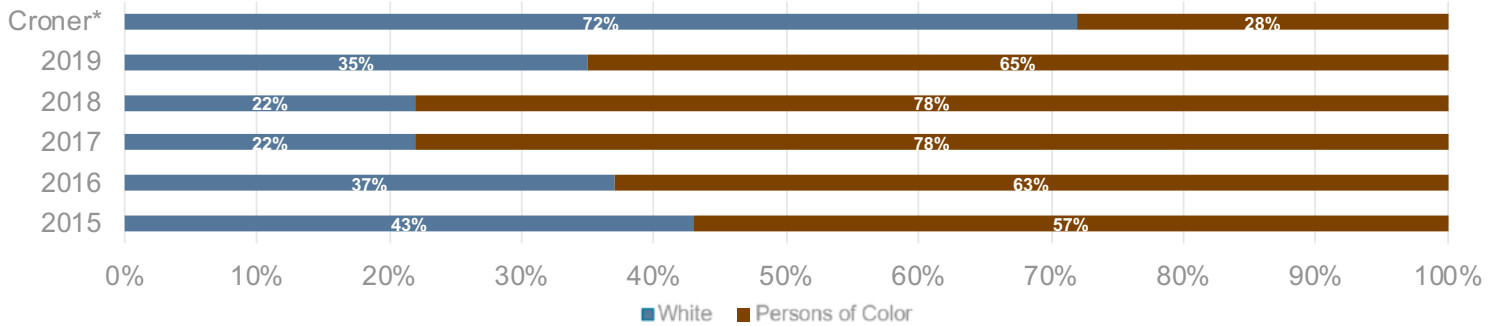


Trustees 5-Year Trend

GENDER REPRESENTATION



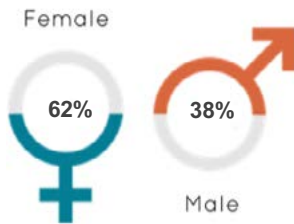
RACE/ETHNICITY



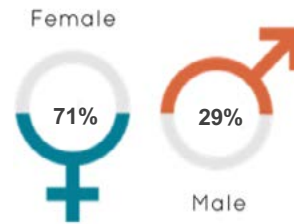
*Now in its fourth year, the Diversity, Equity and Inclusion Survey sponsored by Ford Foundation and conducted by The Croner Company gathered data about current and emerging practices around diversity, equity and inclusion ("DEI") policies and practices among 23 large foundations (with assets greater than \$1.2 billion). In the 2020 Survey, we saw an increase in activity around policies, initiatives and tracking.

Gender Overview at Year End 2019 - All Staff

ACTIVE STAFF

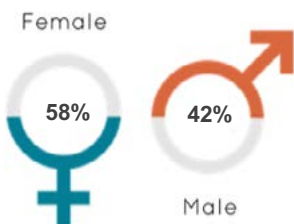


PROMOTIONS



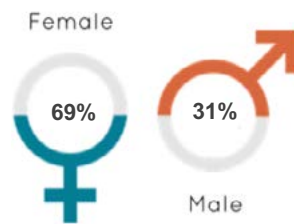
Note: 38 promotions overall in 2019; 27 female and 11 male; 7 women promoted to Manager, 9 women promoted to Director, and 2 women to ELT.

TURNOVER



Note: 36 departures in 2019 (excluding 'End of Contract' and 'GPP/Budget Alignment'); 29 voluntary terminations (16 male and 13 female) and 7 involuntary terminations (5 female and 2 male).

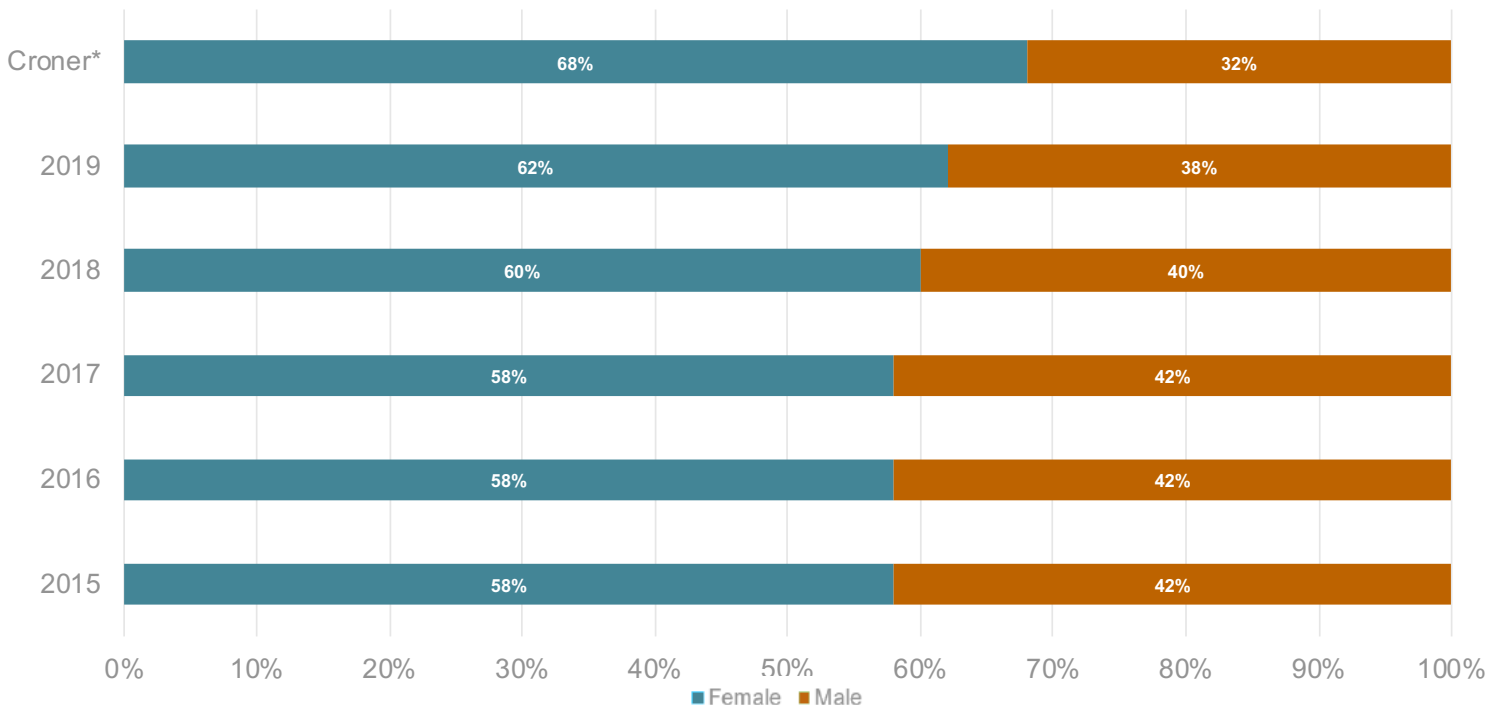
NEW HIRES



Note: 51 hires overall in 2019; 35 female and 16 male.

Gender Representation

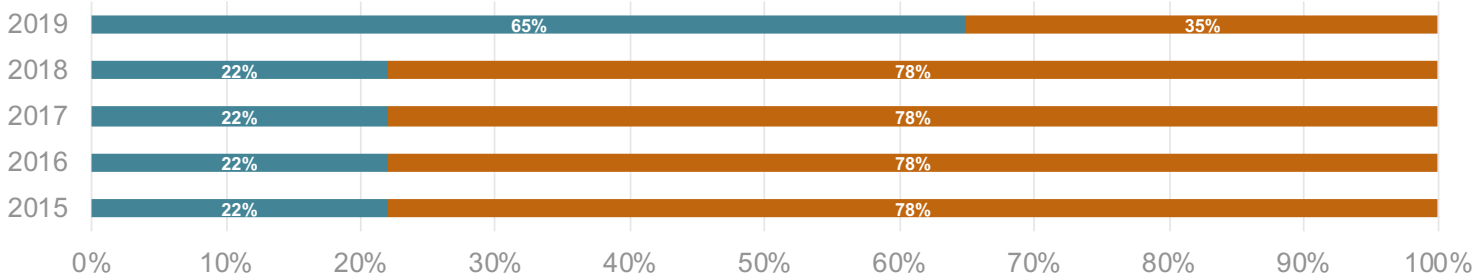
ALL STAFF



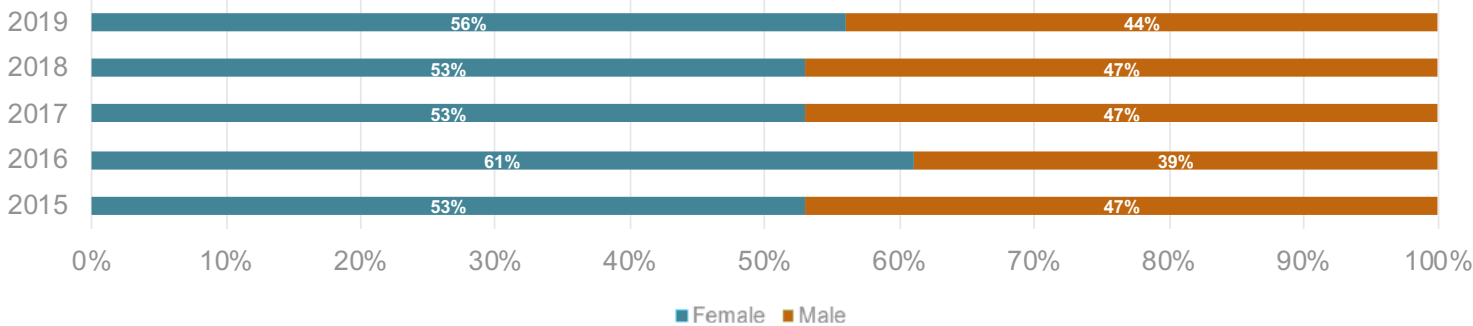
*Now in its fourth year, the Diversity, Equity and Inclusion Survey sponsored by Ford Foundation and conducted by The Croner Company gathered data about current and emerging practices around diversity, equity and inclusion ("DEI") policies and practices among 23 large foundations (with assets greater than \$1.2 billion). In the 2020 Survey, we saw an increase in activity around policies, initiatives and tracking.

Gender Representation

EXECUTIVE LEADERSHIP TEAM

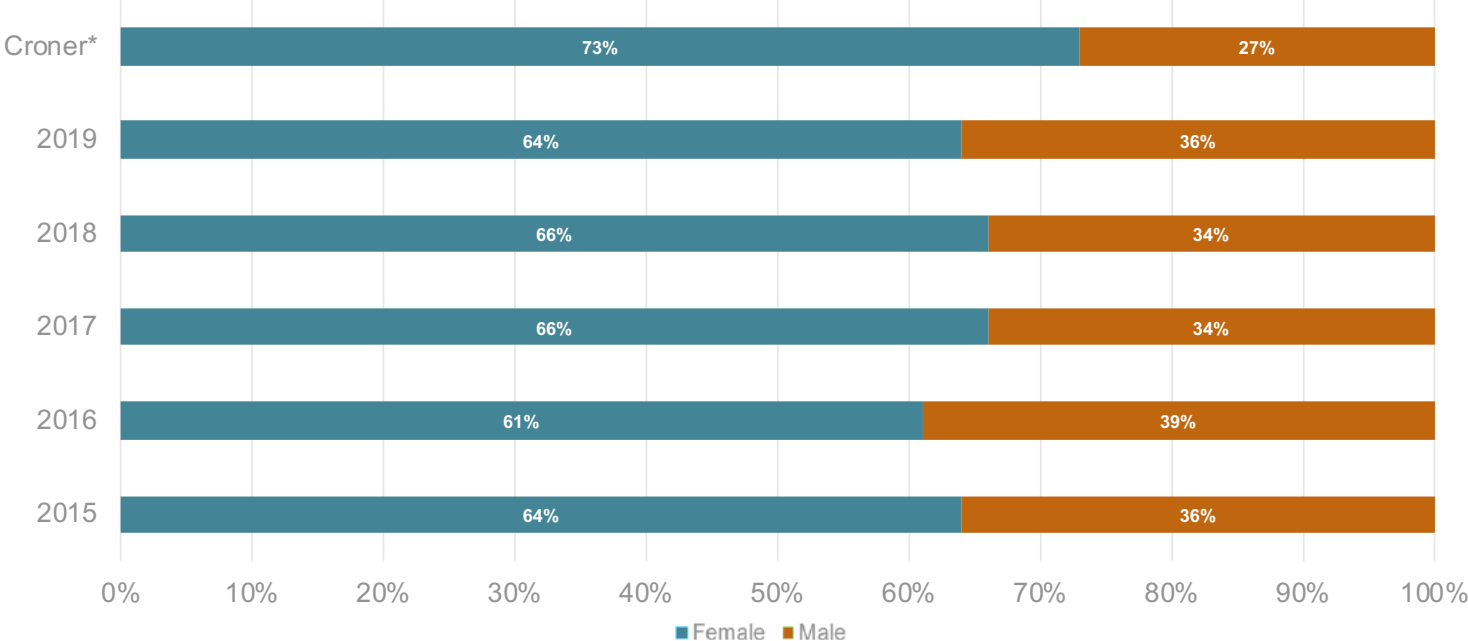


DIRECTORS



Gender Representation

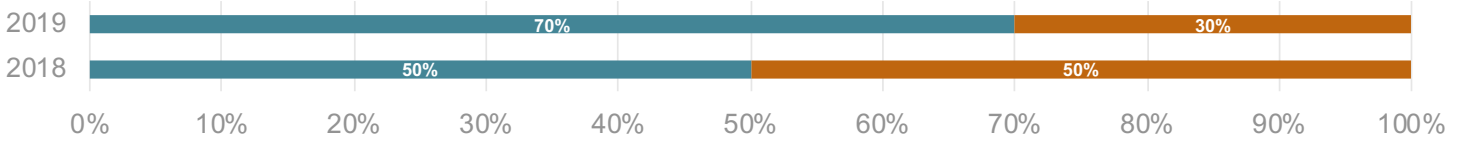
PROGRAM OFFICERS



*Now in its fourth year, the Diversity, Equity and Inclusion Survey sponsored by Ford Foundation and conducted by The Croner Company gathered data about current and emerging practices around diversity, equity and inclusion ("DEI") policies and practices among 23 large foundations (with assets greater than \$1.2 billion). In the 2020 Survey, we saw an increase in activity around policies, initiatives and tracking.

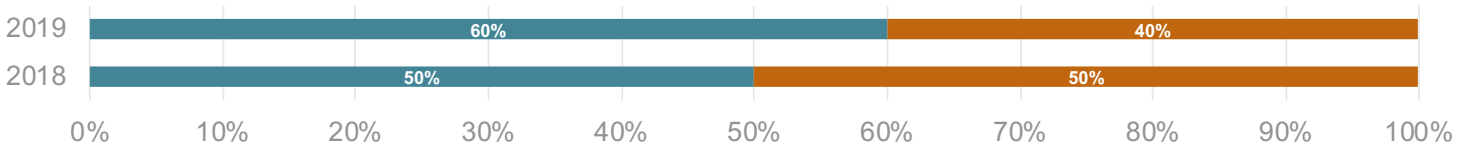
Gender Representation

Promotions of Women to Manager*



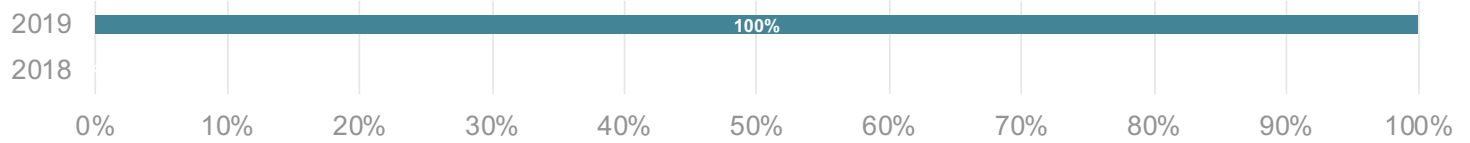
* 7 women promoted to Manager in 2019 compared to 1 women promoted to Manager in 2018.

Promotions of Women to Director*



* 6 women promoted to Director in 2019 compared to 2 women promoted to Director in 2018.

Promotions of Women to ELT*

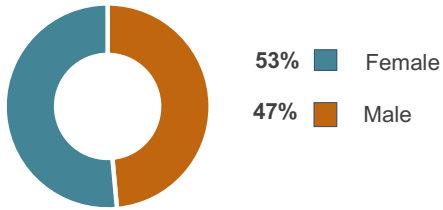


* 2 women promoted to ELT in 2019 compared to no women promoted to ELT in 2018.

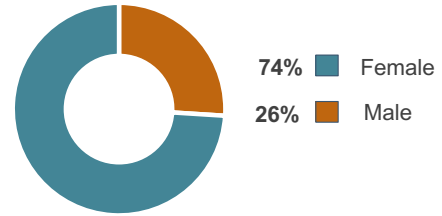
■ Female ■ Male

Gender Overview at Year End 2019 – Ops/Program Comparison

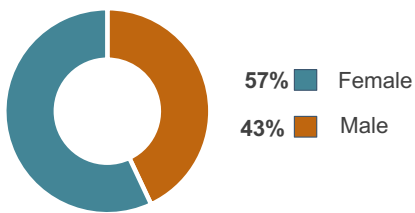
GENDER IN OPERATIONS (ALL STAFF*)



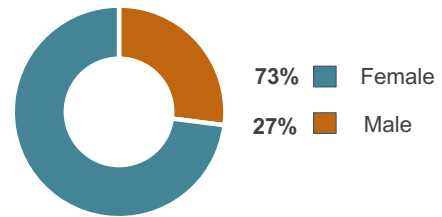
GENDER IN PROGRAM (ALL STAFF*)



GENDER IN OPERATIONS (NY STAFF)



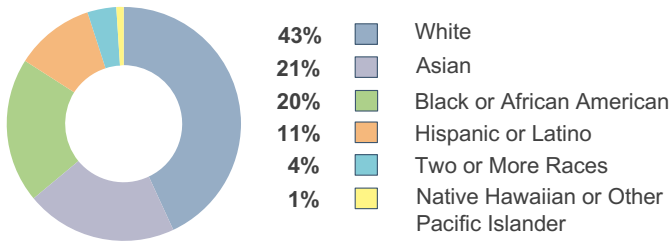
GENDER IN PROGRAM (NY STAFF)



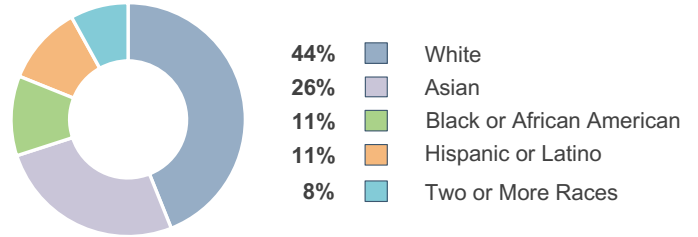
*Includes regional office staff

Race/Ethnicity Overview at Year End 2019 - U.S. Only

ACTIVE STAFF

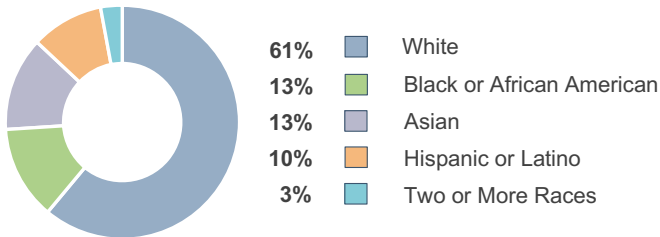


PROMOTIONS



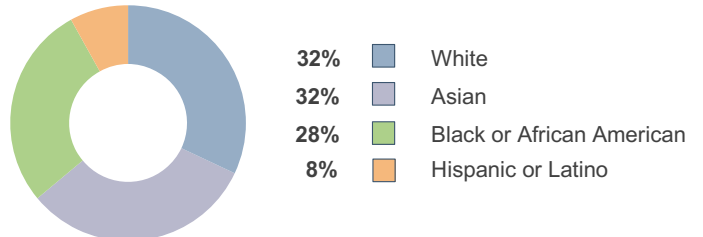
Note: 27 promotions in NY (44% White and 56% Persons of Color); 3 PoC promoted to Manager, 4 PoC promoted to Director, and 2 PoC to ELT.

TURNOVER



Note: Overall turnover rate is 10.2% based on 43 departures (excludes 'GPP/Budget Alignment'); for U.S., the turnover rate is 14.3% based on 39 departures in NY.

NEW HIRES

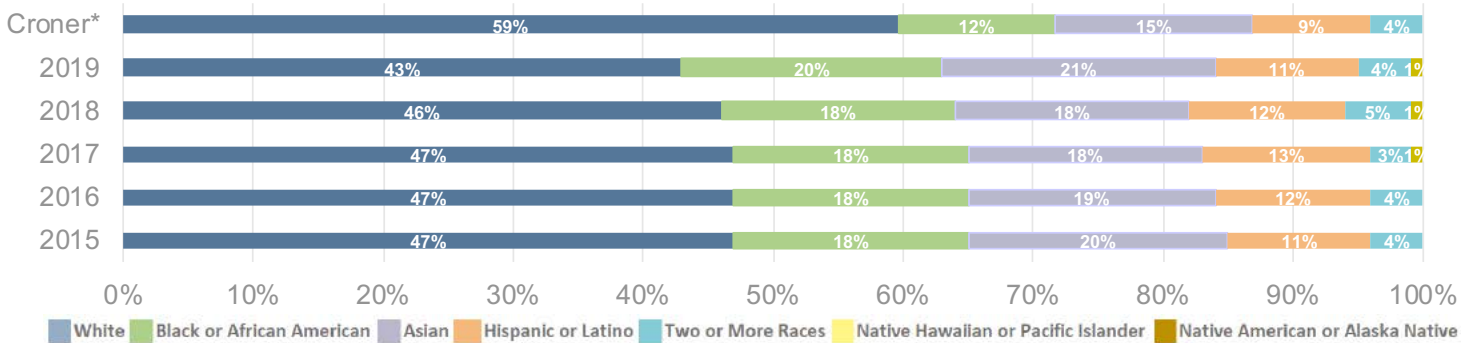
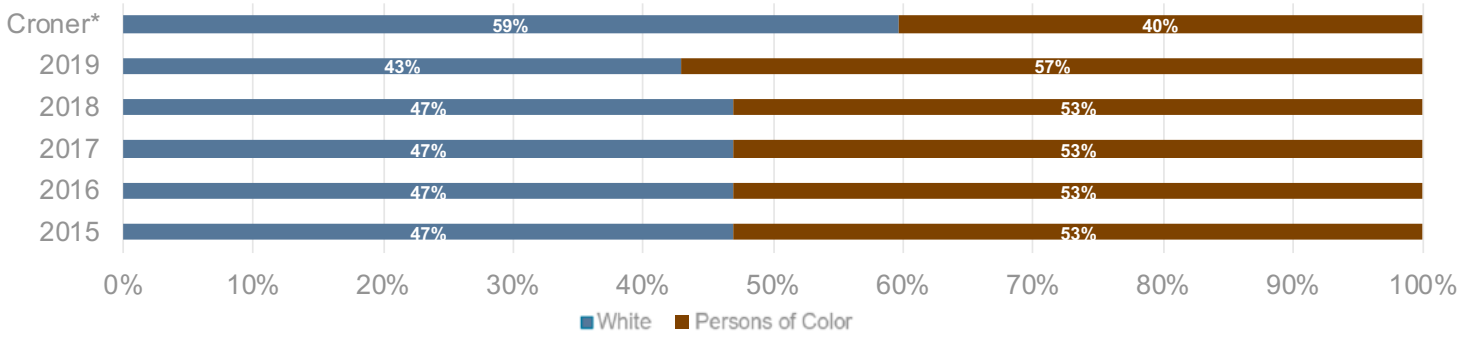


Note: 35 new hires in NY.

White Black or African American Asian Hispanic or Latino Two or More Races Native Hawaiian or Pacific Islander Native American or Alaska Native

Race/Ethnicity (U.S. Only)

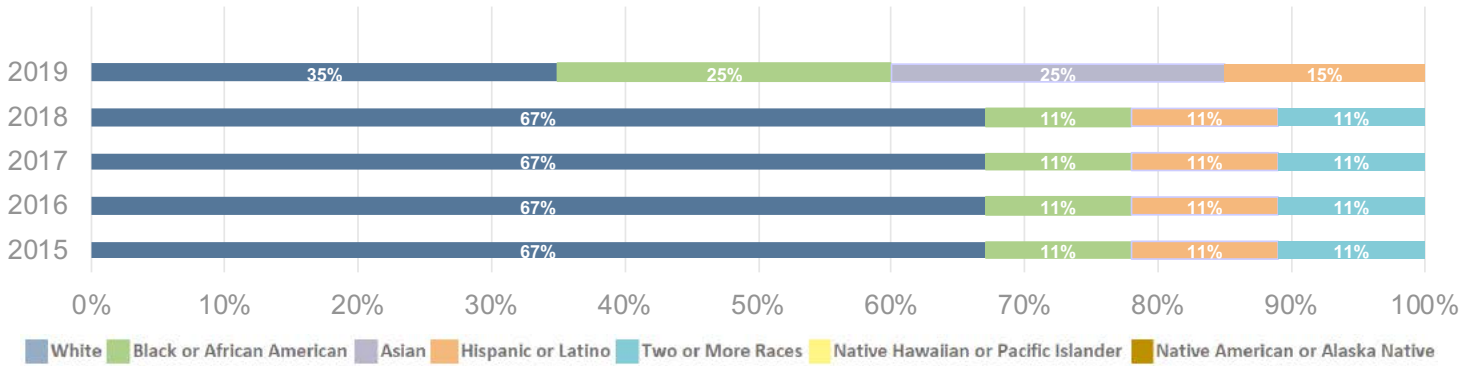
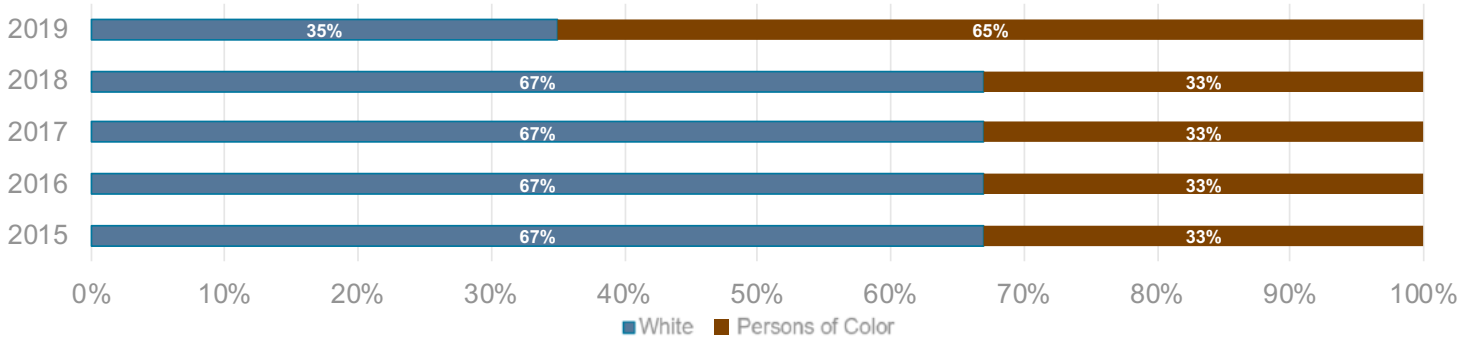
OVERALL STAFF



*Now in its fourth year, the Diversity, Equity and Inclusion Survey sponsored by Ford Foundation and conducted by The Croner Company gathered data about current and emerging practices around diversity, equity and inclusion ("DEI") policies and practices among 23 large foundations (with assets greater than \$1.2 billion). In the 2020 Survey, we saw an increase in activity around policies, initiatives and tracking.

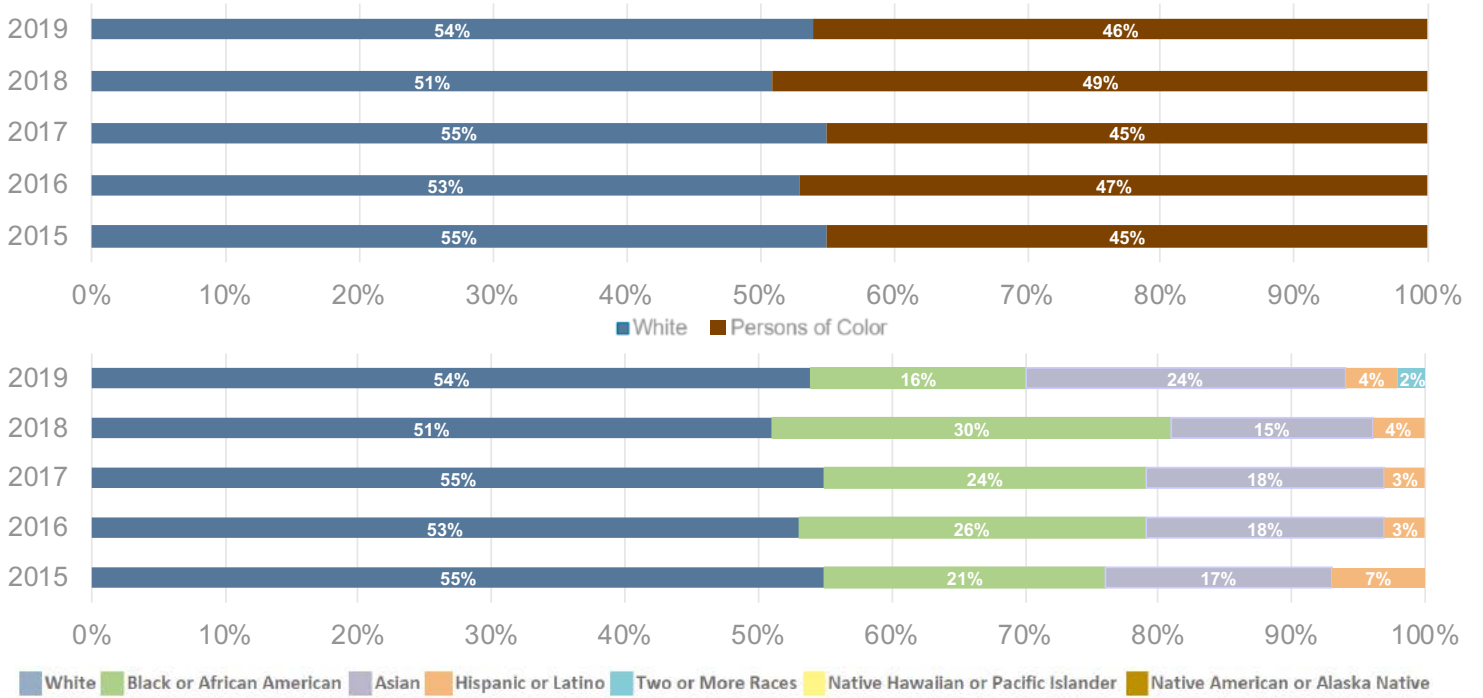
Race/Ethnicity (U.S. Only)

EXECUTIVE LEADERSHIP TEAM



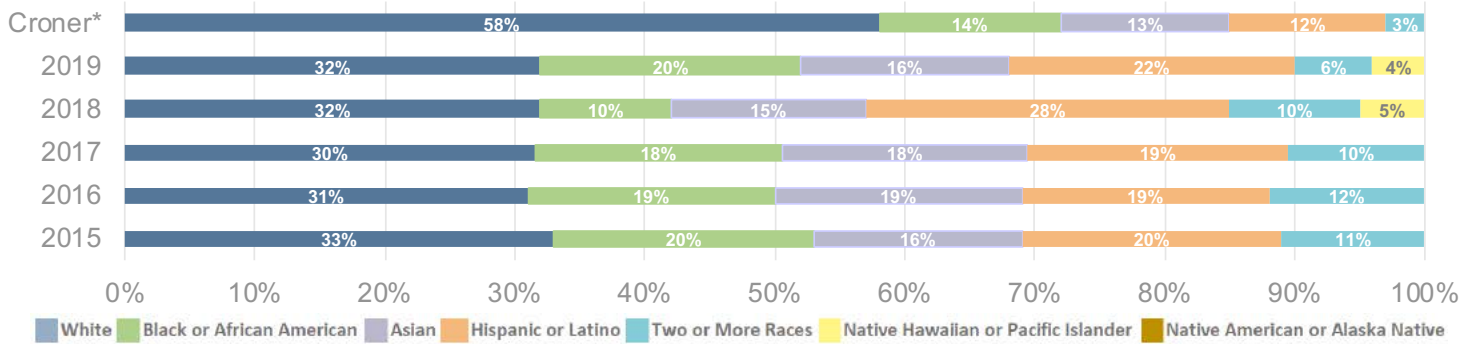
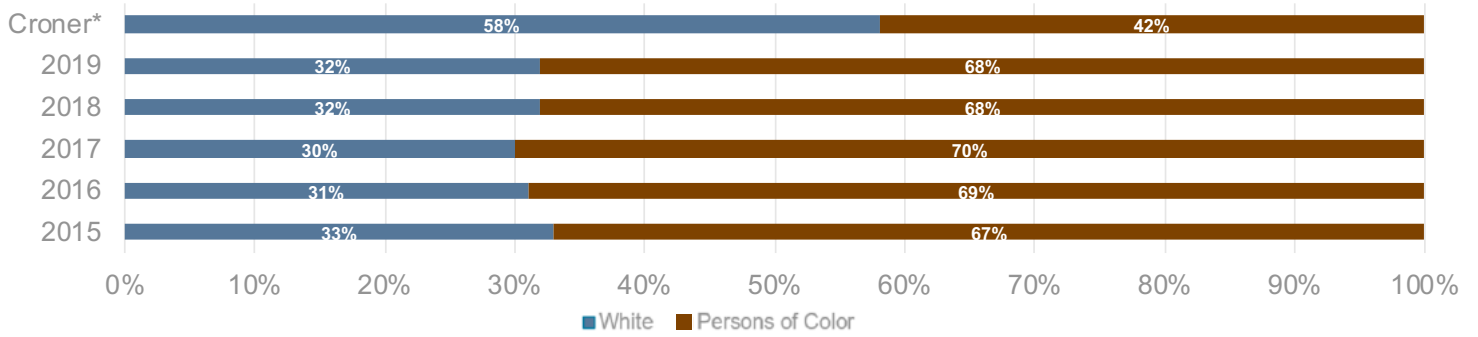
Race/Ethnicity (U.S. Only)

DIRECTORS



Race/Ethnicity (U.S. Only)

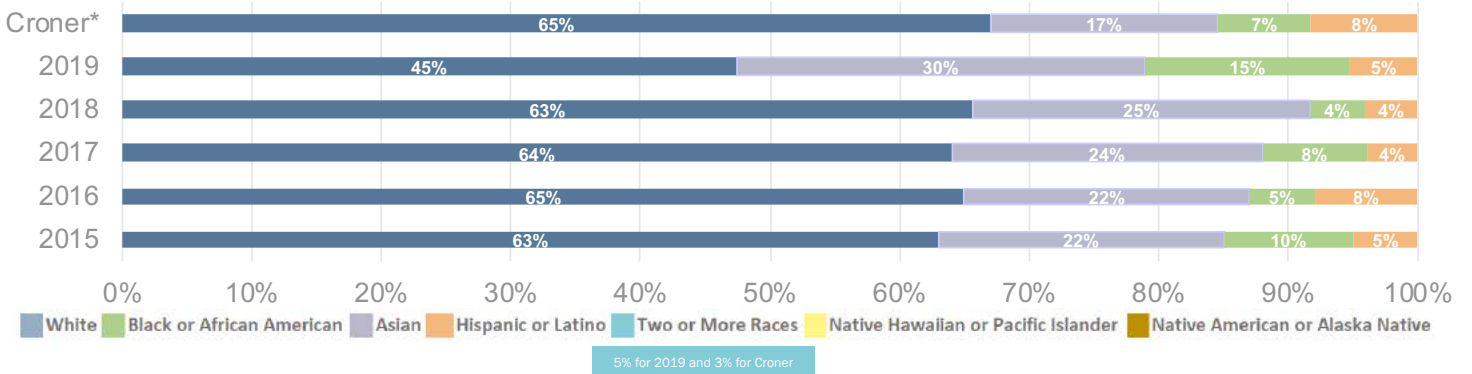
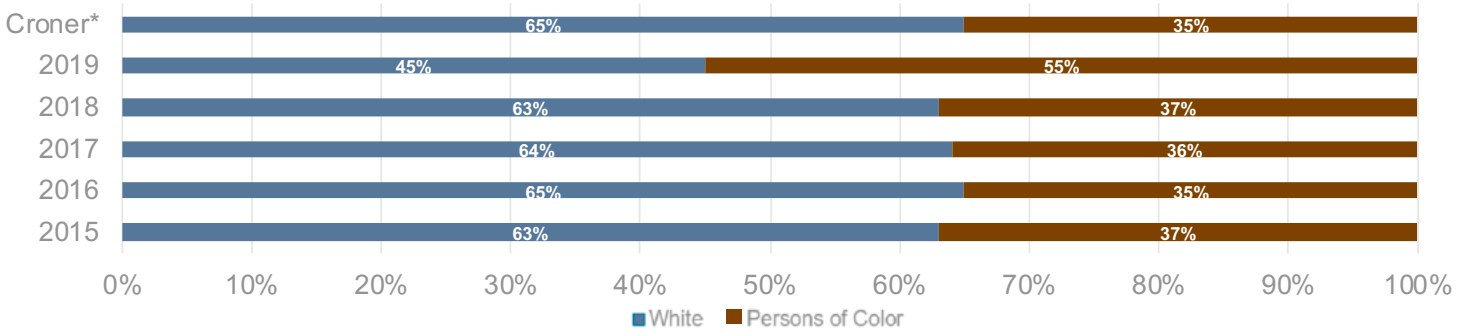
PROGRAM OFFICERS



*Now in its fourth year, the Diversity, Equity and Inclusion Survey sponsored by Ford Foundation and conducted by The Croner Company gathered data about current and emerging practices around diversity, equity and inclusion ("DEI") policies and practices among 23 large foundations (with assets greater than \$1.2 billion). In the 2020 Survey, we saw an increase in activity around policies, initiatives and tracking.

Race/Ethnicity (U.S. Only)

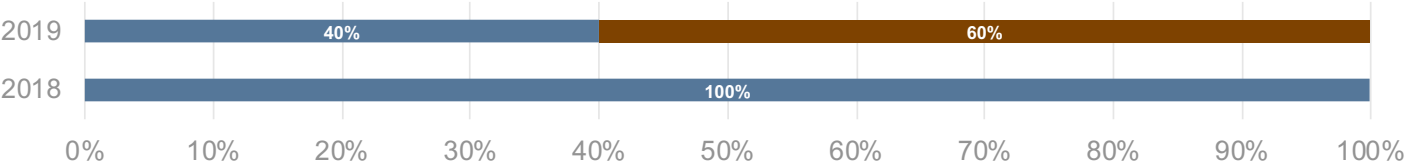
OPERATIONS MANAGERS



*Now in its fourth year, the Diversity, Equity and Inclusion Survey sponsored by Ford Foundation and conducted by The Croner Company gathered data about current and emerging practices around diversity, equity and inclusion ("DEI") policies and practices among 23 large foundations (with assets greater than \$1.2 billion). In the 2020 Survey, we saw an increase in activity around policies, initiatives and tracking.

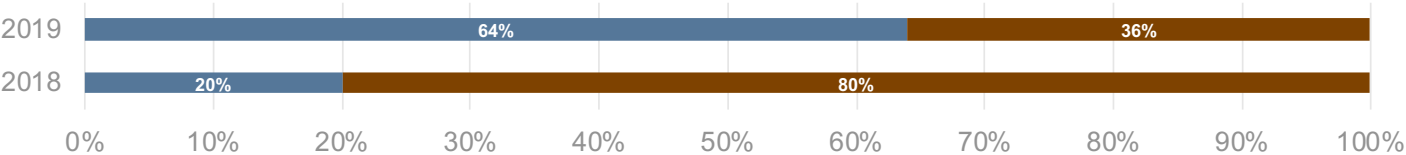
Race/Ethnicity (U.S. Only)

Promotions of Persons of Color to Manager*



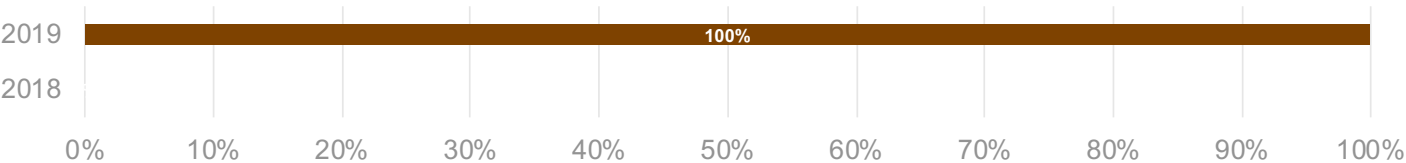
* 3 PoC promoted to Manager in 2019 compared to no PoC promoted to Manager in 2018.

Promotions of Persons of Color to Director



* 4 PoC promoted to Director in 2019 compared to 3 PoC promoted to Director in 2018.

Promotions of Persons of Color to ELT

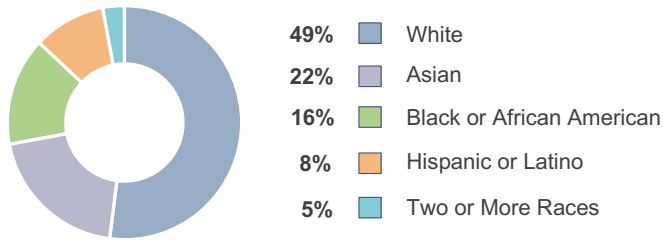


* 2 PoC promoted to ELT in 2019 compared to no PoC promoted to ELT in 2018.

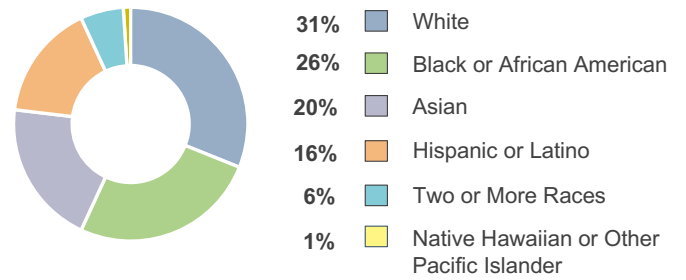
■ White ■ Persons of Color

Race/Ethnicity Overview (U.S. Only) – Year End 2019

OPERATIONS

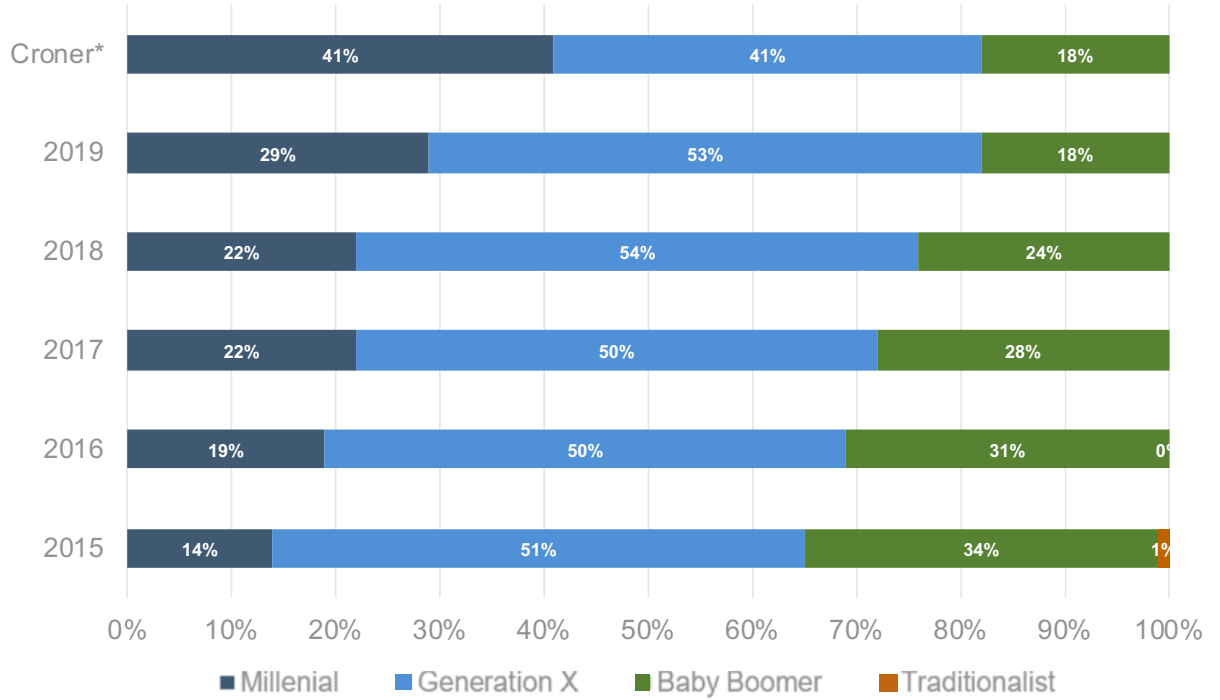


PROGRAM



■ White
 ■ Black or African American
 ■ Asian
 ■ Hispanic or Latino
 ■ Two or More Races
 ■ Native Hawaiian or Pacific Islander
 ■ Native American or Alaska Native

Generational Representation (All Staff)



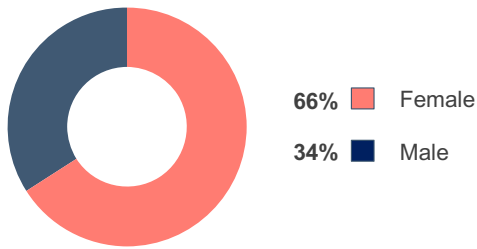
Generation Name	Birth Starting	Birth Ending
Traditionalist	1922	1945
Baby Boomer	1946	1964
Generation X	1965	1980
Millennial	1981	2000

Source: *The Multigenerational Workplace*, Society for Human Resource Management, 2009

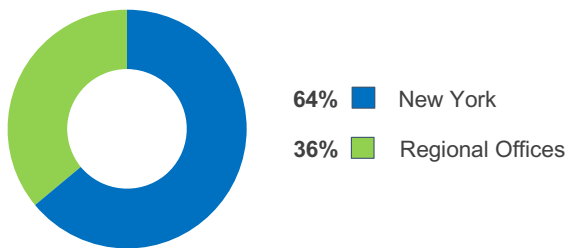
*Now in its fourth year, the Diversity, Equity and Inclusion Survey sponsored by Ford Foundation and conducted by The Croner Company gathered data about current and emerging practices around diversity, equity and inclusion ("DEI") policies and practices among 23 large foundations (with assets greater than \$1.2 billion). In the 2020 Survey, we saw an increase in activity around policies, initiatives and tracking.

Professional Development Overview at Year End 2019

BY GENDER

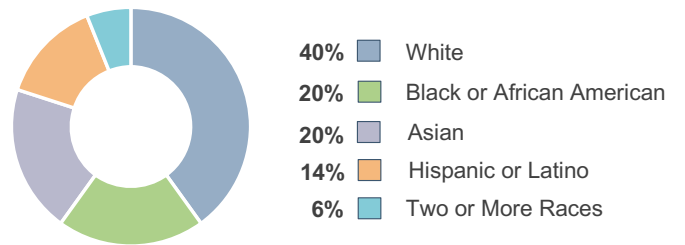


BY LOCATION



Note: 274 training participants globally (at least one training course).

BY RACE/ETHNICITY (US ONLY)



Note: 175 training participants in New York; 40% White and 60% PoC.