



FORDFOUNDATION

# Diversity, Equity, and Inclusion

A N N U A L R E P O R T 2 0 2 1

S E I Z I N G T H I S M O M E N T



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# Our Approach

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

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, education, etc.), collectively and as individuals. We seek to proactively engage, understand, and draw upon a variety of perspectives in all we do each day. We believe that the solution to the problems we hope to address through our programmatic efforts and operational choices can be found by affirming our similarities, as well as by finding value in our differences.

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 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 monitored and reported.*



# Our DEI Journey

When Darren Walker became president of Ford in 2013, he took bold steps to strengthen our commitment to DEI. He changed our reporting structure by elevating more roles to serve on the executive leadership team. He committed to ensuring we have a diverse board and staff. And he inspired the approach we take to align our external work - addressing the complex, deeply rooted drivers of inequality - with the culture we strive to create internally. This belief and way of working informs every action we take to keep justice at the heart of our DEI journey.

## 2016

- Annual compensation equity review introduced
- Broadened candidate sourcing strategies
- Updated hiring, onboarding and exit interview process to include DEI lens
- Sponsored first annual survey of largest foundations in U.S. for up-to-date comparative DEI data

## 2018

- Created a more disability-friendly recruitment process
- Broadened summer internship sourcing to attract individuals with disabilities
- Conducted global DEI audit
- Monitored professional development with DEI lens

## 2021 – 2023

- Assess progress
- DEI vision and Three-year Strategy
- Development tools and programs to support learning culture



## 2012 – 2015

- Introduced Rooney Rule – Top 3 candidate slate must have diversity
- Significant improvement in staff diversity

## 2017

- Established DEI Task Force
- More robust DEI report/posting of data
- Expanded DEI goals to address gender
- Expanded reproductive/family planning benefits to include same sex couples
- Incorporated diversity into systems and structures

## 2019 – 2020

- DEI embedded in P&C strategy
- Restructured DEI Groups – (Steering Committee Task Force, ERGs)
- Increased opportunities for promotions
- Greater accessibility to professional development
- Revamped reasonable accommodations request process



“OUR CULTURE IS ASSEMBLED FROM A WIDE ARRAY OF SHARED IDEAS, SHARED VALUES, SHARED EXPERIENCES, EVEN SOME SHARED MYTHS. WE SHARE, FOR EXAMPLE, A SENSE OF DEEP FRUSTRATION ABOUT THE INJUSTICE AND INEQUALITY THAT PERSISTS IN THE WORLD. AND WHAT’S MORE, THE CULTURE WE SHARE IS NOT JUST A THING AROUND US, BUT A THING THAT EMERGES FROM US. IT’S AN ACCUMULATION OF AN INFINITE NUMBER OF SMALL GESTURES COMMITTED BY EACH ONE OF US. THEREFORE, OUR CULTURE ALSO IS SOMETHING THAT WE DEFINE. THAT WE HAVE POWER OVER. THAT WE EACH ARE RESPONSIBLE FOR IMPROVING WHERE IT NEEDS IMPROVING; FOR AFFIRMING WHERE IT NEEDS AFFIRMATION; AND FOR EXPRESSING TO EVERYONE WITH WHOM WE WORK AND PARTNER. I BELIEVE— AND BELIEVE DEEPLY—THAT IN ORDER TO FULFILL OUR MISSION, WE NEED TO BE CONSCIOUS AND DELIBERATE ABOUT OUR CULTURE.” – **DARREN WALKER**





# Ford Today:

## OUR DATA AND PROGRESS

*In order to gauge our diversity outcomes against those in the broader philanthropic sector, the foundation has been the sponsor of a survey, the Custom Survey of Diversity, Equity, and Inclusion, conducted by The Croner Company. Now in its fifth year, the survey gathers data about current and emerging practices around diversity, equity, and inclusion policies and practices among peer organizations which included 22 foundations with assets greater than \$2 billion.*

The data within this section is focused on the demographics that have traditionally been required by the US Equal Employment Opportunity Commission (EEOC). As you read further, you'll find that one of our goals this year is to monitor diversity as we have defined it – to have more inclusive categories for gender and race/ethnicity and to include categories such as disability, LGBTQA+ status, religion, and others outlined in our definition. Our goal in doing so is to better reflect and more openly discuss the full scope of the diversity we value as an organization.

Ensuring the diversity of our board has been a primary focus since 2013. Comprised of individuals from various sectors and countries, the foundation's board has consistently been more diverse with regard to gender and race/ethnicity than our peers, with 54% women and 54% people of color, compared to 42% women and 34% people of color in the sector.



### WOMEN REPRESENT:

**64%**  
of all staff

**67%**  
of the ELT

**54%**  
of Directors

**65%**  
of Program  
Officers

**55%**  
of Operations  
staff

**68%**  
of new hires

**70%**  
of those  
promoted

**53%**  
of departures





Overall, the foundation’s gender representation has been increasing to more closely align with the representation of women in the philanthropic sector. Specifically, women now comprise 64% of our total staff, up from 58% five years ago, as compared to an average of 68% in our sector.

Since our last report, we’ve added one member to the Executive Leadership Team (ELT) increasing its composition to six women and three men. This represents 67% of the ELT, significantly more than the sector average of 50%. At the director level, which is considered senior leadership, representation of women has slightly shifted from 56% to 54%. This number is below the average of 61% for the sector. In 2020, we saw a small increase in non-binary staff at the foundation. This is a welcome shift and a trend that we believe will continue.

Women have consistently accounted for the majority of those promoted over the last five years (currently at 70%). Up from 61% five years ago, women now make up 65% of our program officer cohort. Within the sector, however, women represent 70% of the program officer cohort. Representation of women in operations continues to increase, up to 55% from 48% in 2017. Consistent with 2019, women make up 68% of new hires. Fifty three percent of staff who departed the foundation were women.

At the foundation, we monitor and report on the representation of people of color for our US staff only. In 2020, people of color accounted for 70% of promotions. People of color represent 58% of all staff, the highest level in five years and higher than the average in our sector which is 43%. Seventy-eight percent of the Executive Leadership Team is made up of people of color, compared to 36% in the broader sector. At 47%, the departures of people of color rose by 3% as compared to 2019. Fifty-six percent of new hires were people of color, down from 65% in 2019.



## PEOPLE OF COLOR REPRESENT:

**58%**  
of all staff

**78%**  
of the ELT

**47%**  
of Directors

**65%**  
of Program  
Officers

**55%**  
of Operations  
Managers

**56%**  
of new hires

**70%**  
of all  
promotions

**47%**  
of departures

*Note: Data reported for US staff only.*





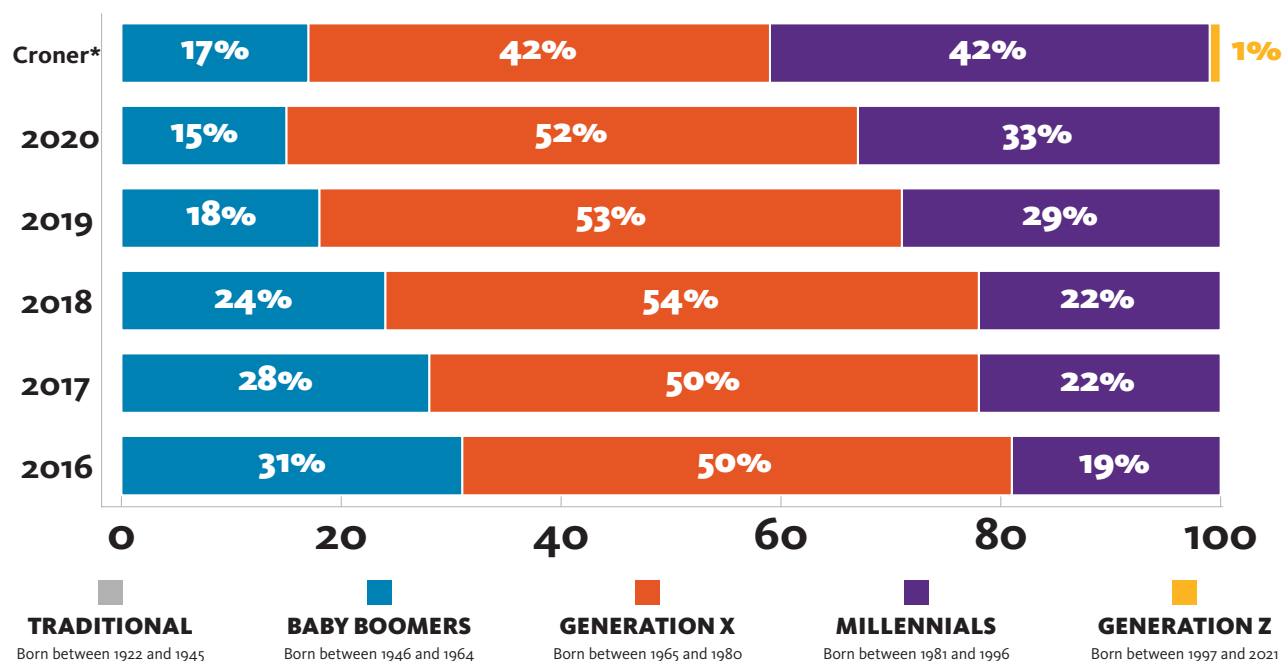


At the foundation, 47% of director-level staff are people of color compared to 39% in the sector. People of color make up 65% of the program officer cohort, compared to 48% in the sector. Black and Hispanic representation in the program officer cohort is stronger than in the broader sector at 26% and 23%, compared to 17% and 12%, respectively. The sector, however, has a stronger representation of Asian, two or more races, Native Hawaiian or Pacific Islander, and Native American or Alaskan Natives. At the operations manager level, Ford is more diverse than the sector, with 55% people of color, compared to 38%. Within the foundation, 50% of those promoted to a manager level role were people of color.

Over the last two years, we have seen an increase in the diversity of staff who access professional development opportunities. Sixty nine percent were women, a slight increase of 3% over the previous year. And, we experienced a slight rise in staff from our regional offices, 38% in 2020 compared to 36% in 2019. We continued to see people of color represent the majority of staff participating in training and utilizing our learning resources at 62%.

The biggest shift in our generational composition at the foundation is the decrease in Baby Boomers (now at 15% of total staff, compared to 31% in 2016) and the continued increase in Millennials who represent 33% of all staff, compared to 19% in 2016.

## GENERATIONAL COMPOSITION (5-YEAR TREND)



\*Survey, sponsored by the Ford Foundation and conducted by The Croner Company.



# Creating A Culture Of Diversity, Equity, and Inclusion

## 2020 AND 2021 GOALS AND ACCOMPLISHMENTS

*Diversity, equity, and inclusion are central to our mission and to our impact. We know that having varied perspectives helps generate better ideas to solve the complex problems of a changing - and increasingly - diverse world.*

The data captured in this document demonstrate our commitment to transparency and accountability as we report on our DEI progress for the 2020 calendar year. We have also included a thorough account of our goals, initiatives, and accomplishments for both 2020 and the first six months of 2021.

**Create organizational behavioral standards related to DEI**

Develop DEI Organizational **Citizenship Behaviors**

**Develop and Implement Inclusive Leadership Competencies**

**Develop and Implement targeted support to women and women of color**

Implement Professional Development **Program for Women of Color**

**Communicate foundation-wide diversity information** (new hires and promotions) to enhance understanding of women's opportunities at the foundation

*Note: Considering the span of our DEI vision and strategy work, we will revisit Inclusive Leadership Competencies again in 2022.*







LAST YEAR WE CONDUCTED AN RFP PROCESS AND SELECTED A CONSULTANT TO PARTNER WITH PEOPLE AND CULTURE, THE DEI STEERING COMMITTEE AND THE ELT TO REFINE THE FOUNDATION'S DEI VISION AND DEVELOP A THREE-YEAR STRATEGY. THIS IS THE NATURAL NEXT STEP IN OUR JOURNEY TO ALIGN OUR WORKPLACE WITH OUR SOCIAL JUSTICE MISSION. THE RESULTS OF THIS EFFORT WILL INFORM THE BROADER PEOPLE AND CULTURE STRATEGY AS WELL AS OUR DEI FOCUS MOVING FORWARD.

In 2020 we set our DEI goals which included establishing organizational behavioral standards related to DEI for staff and managers and access to more professional development opportunities in response to feedback from women, particularly women of color.

During 2020, People and Culture worked in collaboration with our DEI Steering Committee - a team of staff from varying levels and locations within the foundation - to identify DEI-related commitments and behaviors that embody our values and lead to more respectful interactions, particularly toward historically underrepresented and marginalized groups that often include women, people with disabilities, older people, LGBTQIA+ people, Black, Indigenous and People of Color (BIPOC), and certain religious communities. Our **DEI Core Commitments** bring clarity to what it means to be inclusive at Ford and reflect the ways we are expected to engage individually and collectively.

Last year, we engaged a woman and minority-owned firm, Landit, to partner in our efforts to offer targeted professional development support to women and women of color. Referred to internally as Limitless Potential, the program is built around a robust platform that includes access to one-on-one coaching, a LinkedIn profile review, assistance setting up a personal board of advisors, and access to professional development tools, videos, and reading materials. In January of 2021, we piloted the program to a broad group of individuals with a focus on coordinators/program assistants, a level at which we have significant diversity. We continue to solicit feedback from our pilot group which will be used to develop a bespoke approach for the foundation that will be offered more broadly in 2022.





BEGINNING THIS SEPTEMBER, WE WILL LAUNCH A QUARTERLY DEI REPORT TO PROVIDE MORE UP-TO-DATE INFORMATION ABOUT OUR DIVERSITY EFFORTS THROUGHOUT THE FOUNDATION. THIS INFORMATION WILL LIFT UP PROMOTION AND HIRING DATA TO STAFF AND BE USED BY MANAGERS TO HELP INFORM RECRUITING AND MANAGEMENT DECISIONS.

As part of Korn Ferry's DEI audit in 2018, we learned that our colleagues wanted more access to professional and career development at the foundation. We also learned that it is common for women and underrepresented groups NOT to raise their hands when there is a need or desire for professional development. In response, People and Culture developed a program called Career Conversations to consistently, equitably, and proactively support every employee's career goals within the foundation. If managers have more intentional planning conversations about career development with *all* their staff, no one will be left behind. Career Conversations are open, honest, and constructive discussions that occur at least once a year between managers and their direct reports about how best to move toward their long-term career aspirations. The program is being piloted this year with administrative colleagues and will be launched organization-wide in 2022.

Last year we focused heavily on mental health as the pandemic and racial injustice took a toll on so many of our colleagues. In addition to mental health benefits provided in our medical plans for each of our regions, we introduced resilience-building support for both individuals and teams. These offerings further helped our colleagues address issues of trauma associated with the pandemic and other events that occurred in 2020. And we have seen increases in the utilization of all of our mental health benefits. Along with many of our peers, the foundation recognizes that mental health has been and will continue to be an area that needs more emphasis and visibility.

In 2019, we began asking our colleagues to voluntarily and anonymously self-identify in our staff perception surveys. This was an intentional first step in building trust with colleagues with disabilities who are often hesitant to self-identify out of concern about stigmatization often faced by the disability community. The survey included disability categories and more comprehensive







categories for race, gender, and religion. Our next step will be to have staff self-identify on a range of identities in our human resources system so that we can more consistently conduct analyses with a broad set of data and make changes to our practices as needed.

OUR **EMPLOYEE RESOURCE GROUPS** (ERGS) PLAYED A CENTRAL ROLE DURING THE PANDEMIC AND RACIAL RECKONING FOLLOWING THE MURDER OF GEORGE FLOYD. WE HEARD FROM SO MANY THAT THEIR ERG PROVIDED A SAFE SPACE TO FEEL CONNECTED, PROCESS TRAUMA, SHARE COMMON EXPERIENCES, AND FIND SUPPORT. THIS YEAR, OUR ASIAN AMERICAN COMMUNITY LAUNCHED THE ASIAN PACIFIC ISLANDER (API) ERG, WHICH IS MADE UP OF INDIVIDUALS FROM INSIDE AND OUTSIDE OF THE US. IN ADDITION, OUR ERGS HAVE BEEN WORKING TO FOSTER SHARED LEARNING BETWEEN THE GROUPS. ALMOST HALF OF THE TWO DOZEN EVENTS THEY HELD IN 2020 AND 2021 WERE CO-SPONSORED AND COLLABORATIVELY ORGANIZED BY MULTIPLE ERGS.

In 2020, many of our white colleagues responded with support by taking action to increase their learning around anti-racism. Six facilitated anti-racism learning circles with a combined membership just shy of 50 diverse colleagues met for an hour every other week to work through Layla Saad's book, *Me and White Supremacy: Combat Racism, Change the World, and Become a Good Ancestor*.

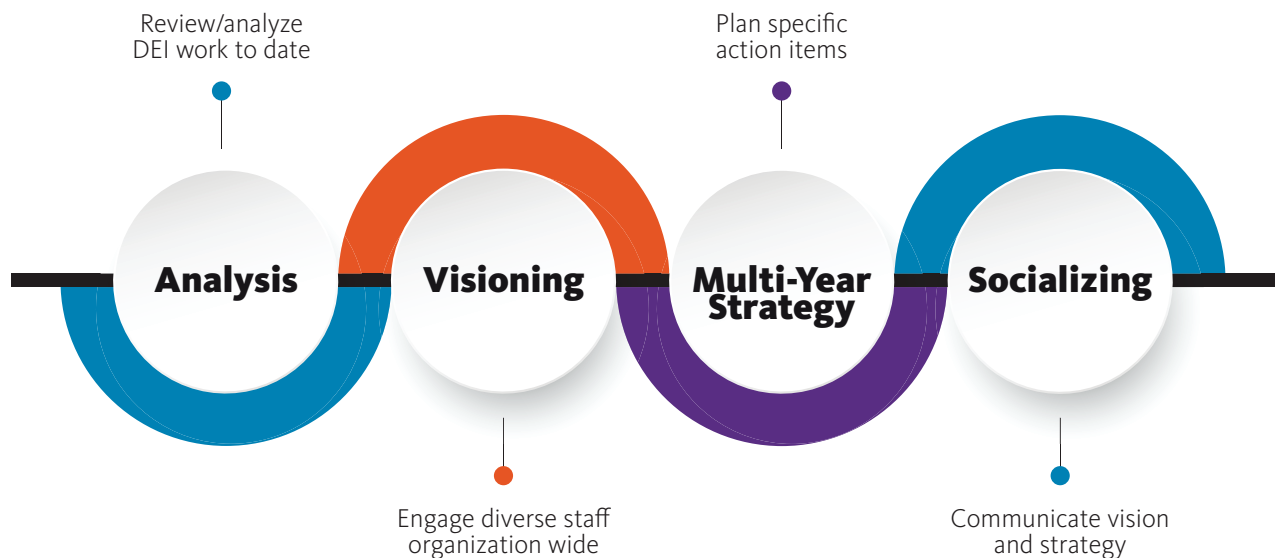
The learning circles provided spaces for members to explore their individual relationships with white supremacy culture, heighten their self-awareness about white privilege, and make commitments to anti-racism, inclusion, and allyship. Anti-racism learning circles will be offered again starting the summer of 2021.



## 2021 GOALS AND COMMITMENTS

OUR CULTURE IS DRIVEN BY TRUST, CONSTRUCTIVE DEBATE, AND LEADERSHIP THAT EMPOWERS INNOVATION AND EXCELLENCE. WE STRIVE TO LISTEN AND LEARN AND TO MODEL OPENNESS AND TRANSPARENCY. WE ARE ACCOUNTABLE TO EACH OTHER AT THE FOUNDATION, TO OUR CHARTER, TO OUR SECTOR, TO THE ORGANIZATIONS WE SUPPORT, AND TO SOCIETY AT LARGE.

We have two significant goals for 2021. As mentioned previously in this report, in April of this year we began the process of refining our Diversity, Equity, and Inclusion vision and developing a three-year strategic plan. This is a large-scale effort that will involve staff at all levels of the organization and in all of our regions. The first phase will entail a review and analysis of our DEI work to date to clarify our strengths and gaps for improvement. The second phase will be focused on the visioning process and will engage diverse stakeholders throughout the organization. Phase three will be focused on developing the multi-year strategy, again engaging multiple stakeholders across the organization. The final phase will include socializing the vision and strategy broadly within the organization.









# In Closing

“And so, even as we look forward to the day we return to offices, schools and other places, we cannot—we must not—return to our old ways of working, learning, and connecting. Too much has been permanently disrupted, too many long-held beliefs disproved. We cannot permit ourselves to resume what was; we must reimagine what can be.” – **Darren Walker**

FOLLOWING A YEAR OF RACIAL RECKONING AND THE LINGERING IMPACT OF A GLOBAL PANDEMIC, WE HAVE THE OPPORTUNITY TO EMERGE BETTER, TO DO BETTER, AND TO BE BETTER. THIS IS THE TIME FOR TRANSFORMATION.

We’ve embarked on our most ambitious journey to date to address the complex, deeply rooted drivers of inequality within our workplace. This requires honest analysis, reconstruction, and a sustained investment in DEI. Of equal importance, we’ve committed to holding space and providing ongoing support for those who continue to bear the weight of injustice. We won’t let this moment pass.



# Appendix

# DEI CORE COMMITMENTS



# Ford's Diversity, Equity, and Inclusion Core Commitments

Building a diverse, equitable, and inclusive organization is a process, not a one time event. We must continuously adapt to changing social conditions by growing more and more fully into our strong social justice values. Specific behaviors include:

## COMMITMENT TO DEI

- Shows commitment to Ford's diversity, equity, and inclusion outcomes and holds self and others accountable to achieving these goals.
- Applies a DEI lens to inform discussion and decisions, specifically by making genuine inclusion of people from historically marginalized groups the heart of respectful daily interactions.
- Engages with all colleagues in ways that consistently foster a sense of dignity, belonging, fairness, and mutual respect.
- Leverages own position and authority to lead the organization in consciously equitable and inclusive decisions.

## SELF-AWARENESS AND CONTINUOUS LEARNING

- Commits to continuous learning, feedback and improvement around diversity, equity, inclusion behaviors and cultural competence.
- Seizes opportunities to learn from others, share, and be open to modifying



personal beliefs and work views.

- Identifies, confronts, and works to understand one's own role, power, privileges, biases, and less inclusive behaviors.
- Acknowledges one's own relationships to interpersonal, institutional, and systemic oppression and how those may confer unearned benefits that others do not receive.

## CULTURAL COMPETENCE

- Learns about the history, context, geography, religions, traditions, and languages of the regions in which the organization operates.
- Engages in respectful conversations with colleagues about their identities and lived experiences without putting the burden of education on them.
- Demonstrates an eagerness to adapt preferences, familiar norms, and mannerisms when faced with myriad dimensions of culture in order to be effective across cultural and local contexts.
- Seeks to understand subtle and complex diversity, equity, and inclusion issues as they relate specifically to the dignity of marginalized groups.

## EMPATHY, COMPASSION & ALLYSHIP

- Honors individuals' personal experiences and perspectives regardless of how they align with one's own by listening with an open mind, empathy, and compassion.
- Seeks to make amends after engaging in a disrespectful or insensitive manner.
- Engages in allyship by leveraging one's own privilege to improve workplace climate.
- Holds others accountable by exploring the impact of behaviors that appear to be non-inclusive, inequitable, or disrespectful; advocates for honest, reparative conversations where needed.

# EMPLOYEE RESOURCE GROUPS (ERGs)



# Employee Resource Groups at Ford

## ASIAN PACIFIC ISLANDER

The API ERG is a community gathering space open to all who wish to connect with and support the diverse stories and experiences of colleagues of Asian descent - including Asian-American, South Asian, East Asian, Southeast Asian, Pacific Islanders, Native Hawaiians, West Asian, Arab or Palestinian, mixed race/Hapa, and transracial/transnational adoptees.

## BLACK LEADERS ADVANCEMENT CIRCLE (BLAC)

Described as a “source of racial healing for members,” B.L.A.C. focused on providing resources, building relationships inside and outside of Ford, gaining more knowledge about the African Diaspora, learning to bring authentic selves and culture to meetings/events, and encouraging the use of self-care practices with a racial equity lens.

## CAREGIVERS

The Caregivers ERG serves primarily as an informal support network for caregivers feeling the pressure of managing life’s daily tasks while providing support for others relying on them, which has been particularly challenging during COVID. The group has been a source of refuge for parents, legal guardians, foster parents, those responsible for eldercare, aunts and uncles who routinely help out, and siblings (even pet parents are welcome)!



## DISABILITY

The Disability ERG is a community of colleagues who are passionate about continuing to build a disability-inclusive culture at Ford. They meet to share thoughts on important contemporary events and how they affect the disability community, while sharing personal and professional experiences in a safe space.

## HEALING FOR JUSTICE

Anyone with an interest in exploring an emerging area within social justice that envisions a more holistic, diverse, equitable, and inclusive model of social change are welcome to join Healing for Justice.

## JESUS TABLE TALK

Often referred to by its members as the “Jesus Table Talk,” Faith and Spirituality Table Talk is a community at Ford for participants to discuss issues related to faith and spirituality. It is open to all those who identify as members of the faith community as well as others seeking to learn and share in a welcoming environment.

## LATINX/BLATINX

The LatinX/BlatinX @ Ford ERG aims to promote the well-being of LatinX/BlatinX people and to share cultural heritage, diversity, and inclusion through team building and learning events, panel discussions, webinars, and luncheons. It facilitates important conversations about race, opportunity, and access that continue to affect LatinX/BlatinX individuals and communities.

## LGBTQIA+

This ERG welcomes those who identify as LGBTQIA+ as well as those allies who are passionate about building a LGBTQIA+ inclusive culture at Ford.



## MIXED ROOTS

This ERG is a discussion and support group for anyone who grapples with the questions of “What am I?” or “Where do I belong?” Mixed Roots aims to provide a safe space to explore racial and cultural identity in relation to dominant American culture.

## SISTERS IN SOLIDARITY (SIS)

Often referring to themselves as SISTers, this ERG is a dedicated safe space for Black women colleagues at Ford to share challenges and approaches to help relieve isolation and foster professional connections and growth.





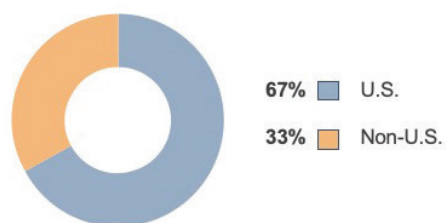


## Active Staff at Year End 2020

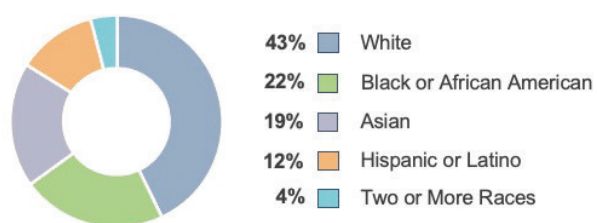
Designation	US Citizen	Non-US Citizen	Total
US-Paid Staff	280	47	327
Overseas Local Staff	2	94	96
<b>Total Staff</b>	<b>282</b>	<b>141</b>	<b>423</b>

## Global Staff Snapshot at Year End 2020

GLOBAL STAFF BY CITIZENSHIP

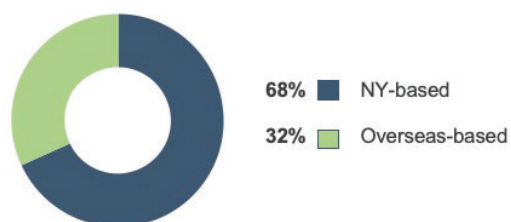


US CITIZENS BY RACE/ETHNICITY\*

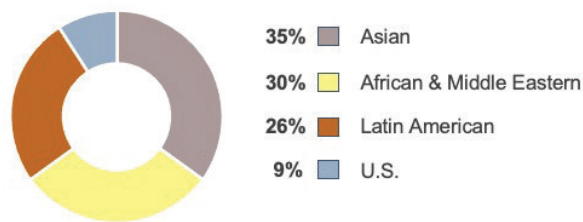


\*All US Citizens Globally

GLOBAL STAFF BY LOCATION



NON-US CITIZENS BY REGION

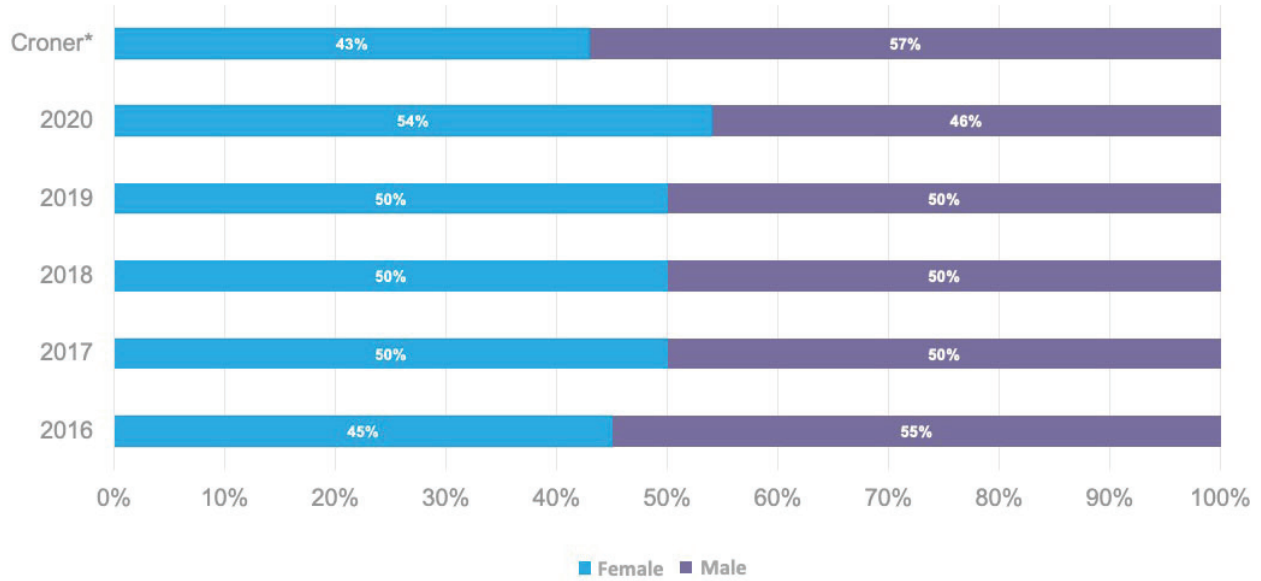






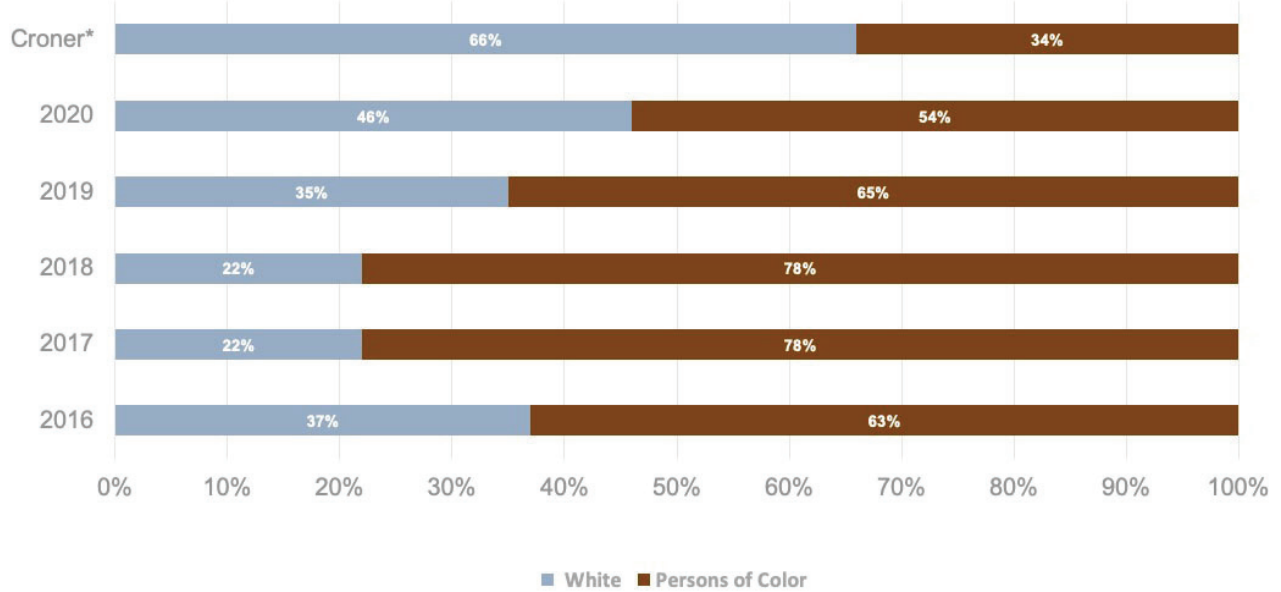
# Trustees (5-Year Trend)

## GENDER REPRESENTATION



# Trustees (5-Year Trend)

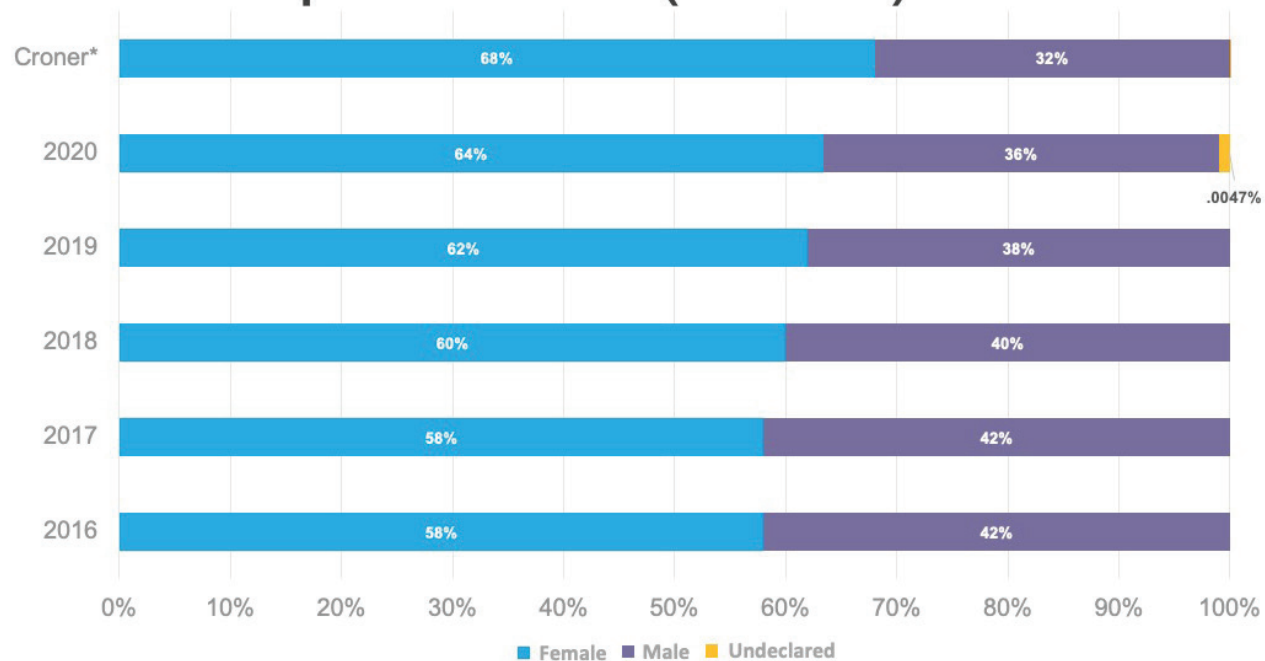
## RACE/ETHNICITY



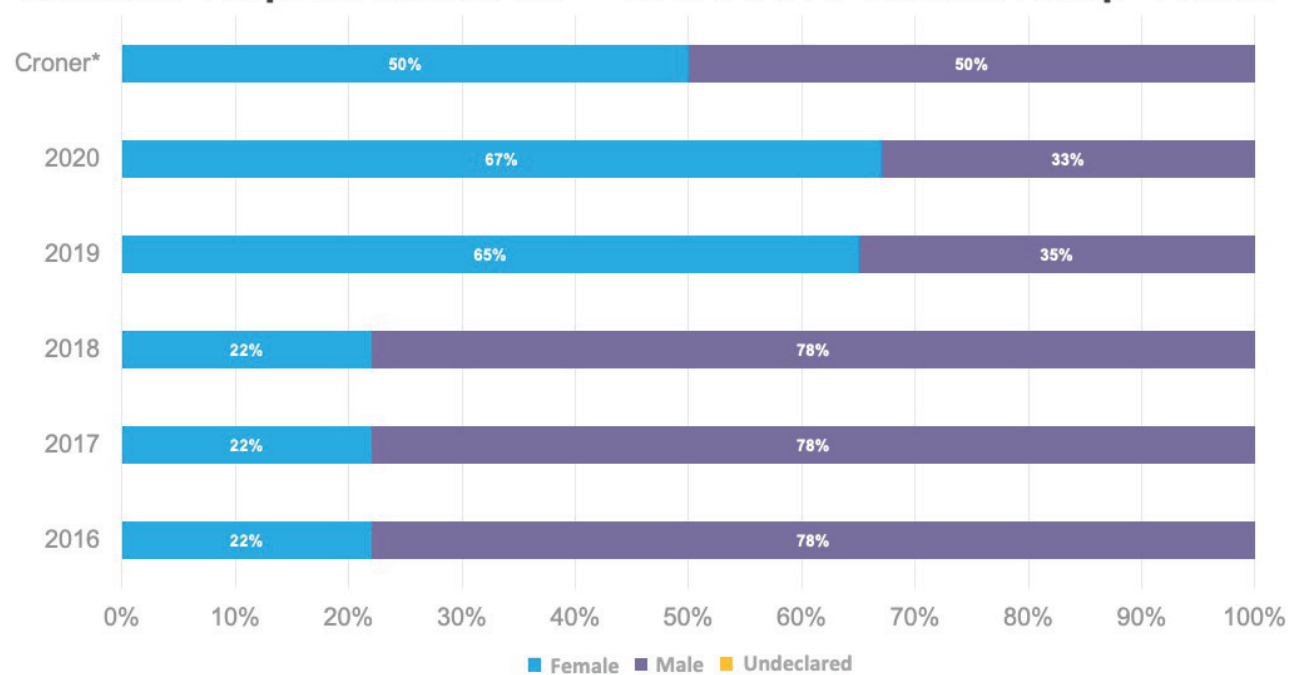




## Gender Representation (All Staff)

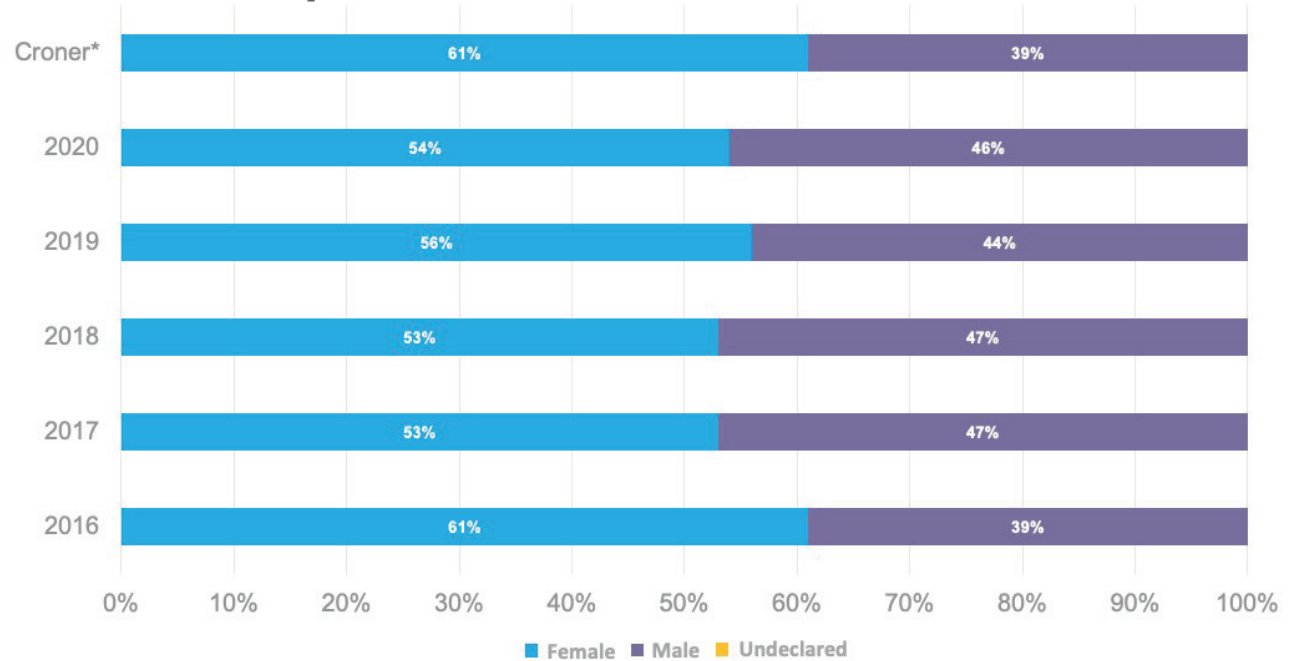


## Gender Representation – Executive Leadership Team

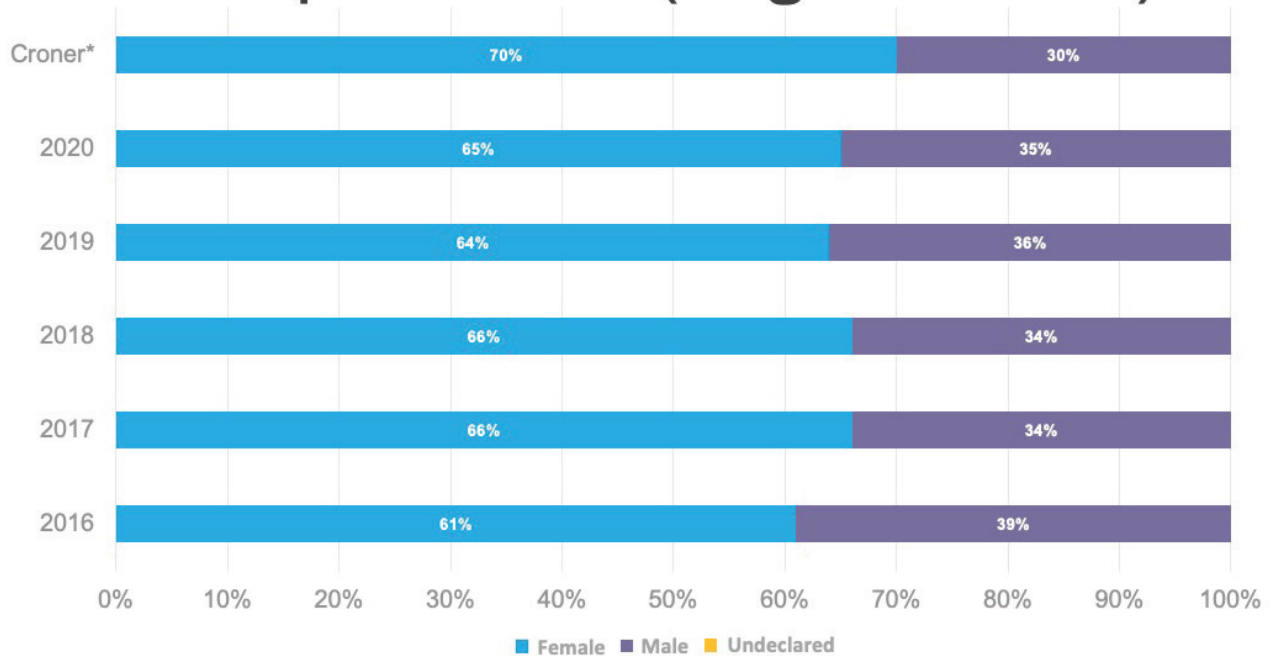




## Gender Representation - Directors



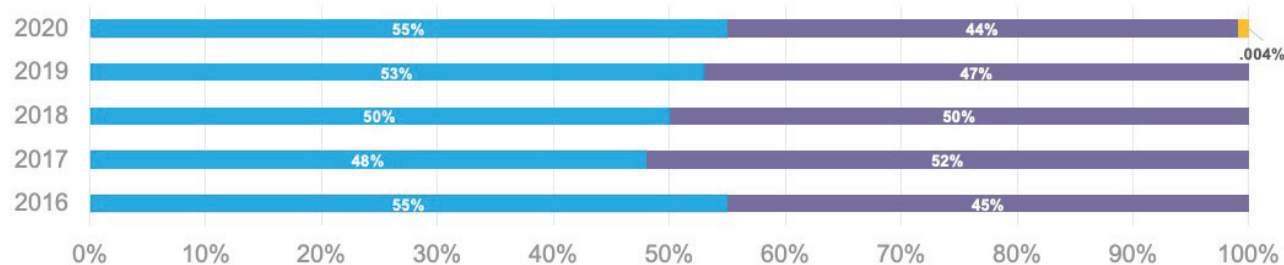
## Gender Representation (Program Officers)



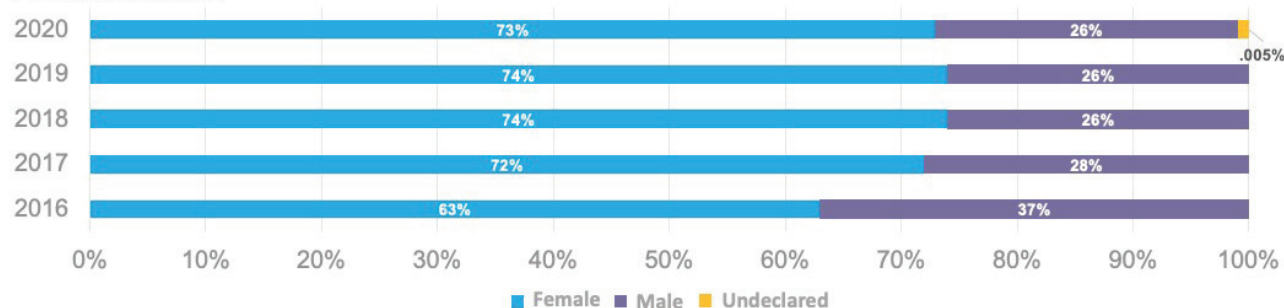


## Gender Representation (Operations & Program)

### OPERATIONS (GLOBAL)

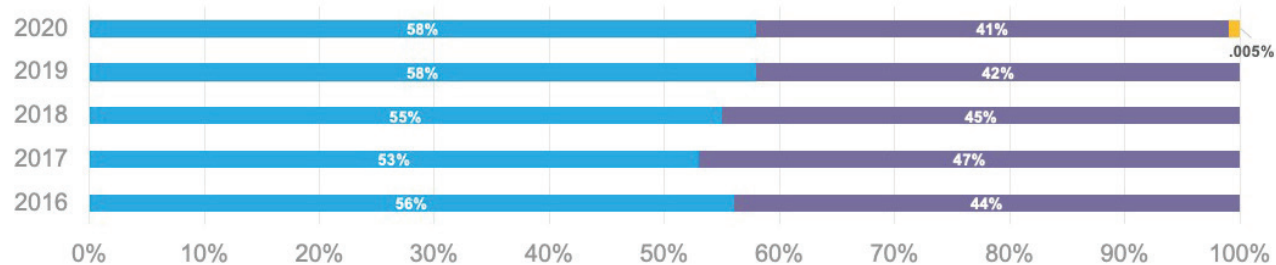


### PROGRAM (GLOBAL)

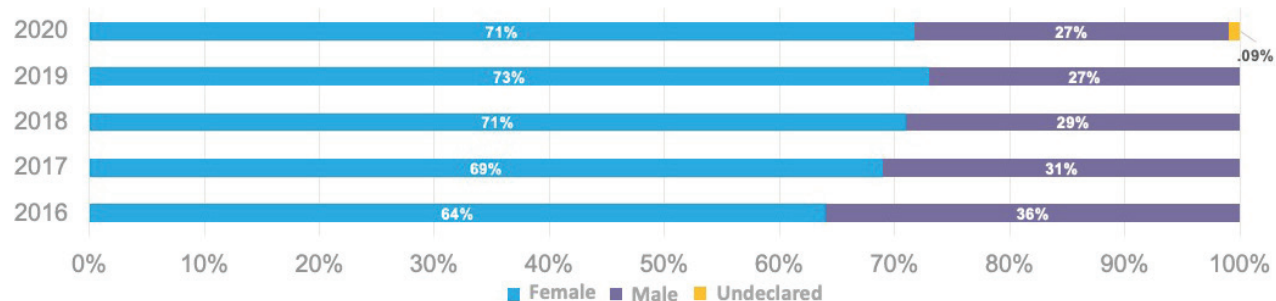


## Gender Representation (Operations & Program)

### OPERATIONS (NEW YORK)



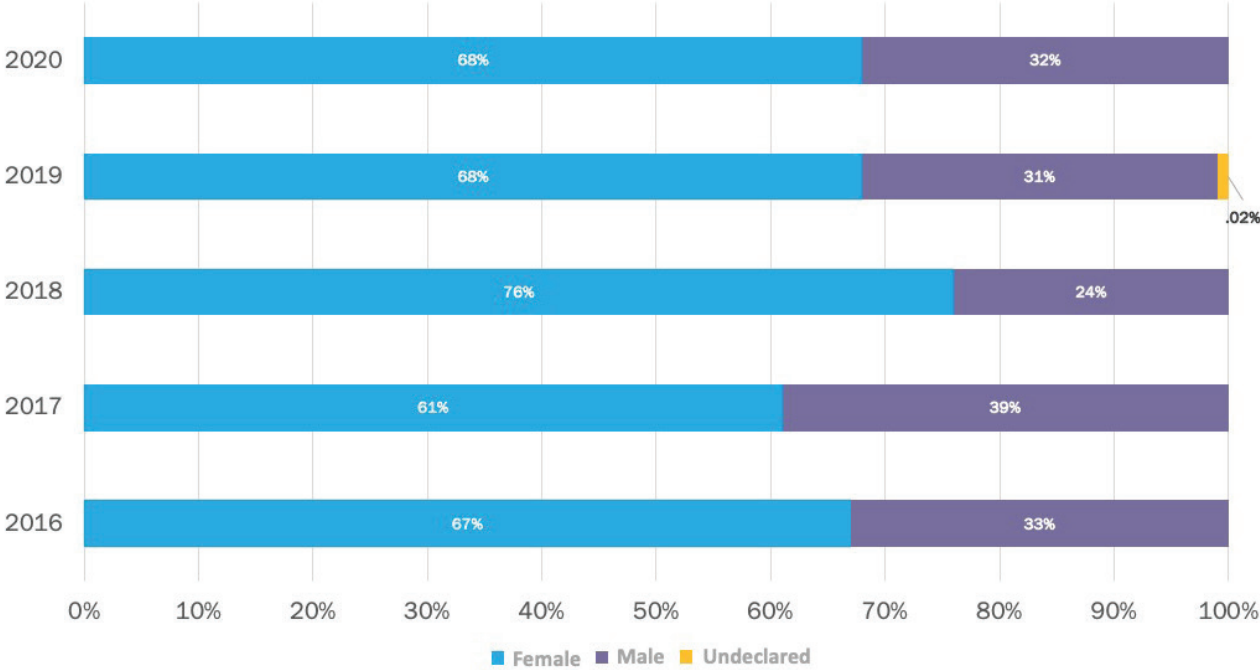
### PROGRAM (NEW YORK)



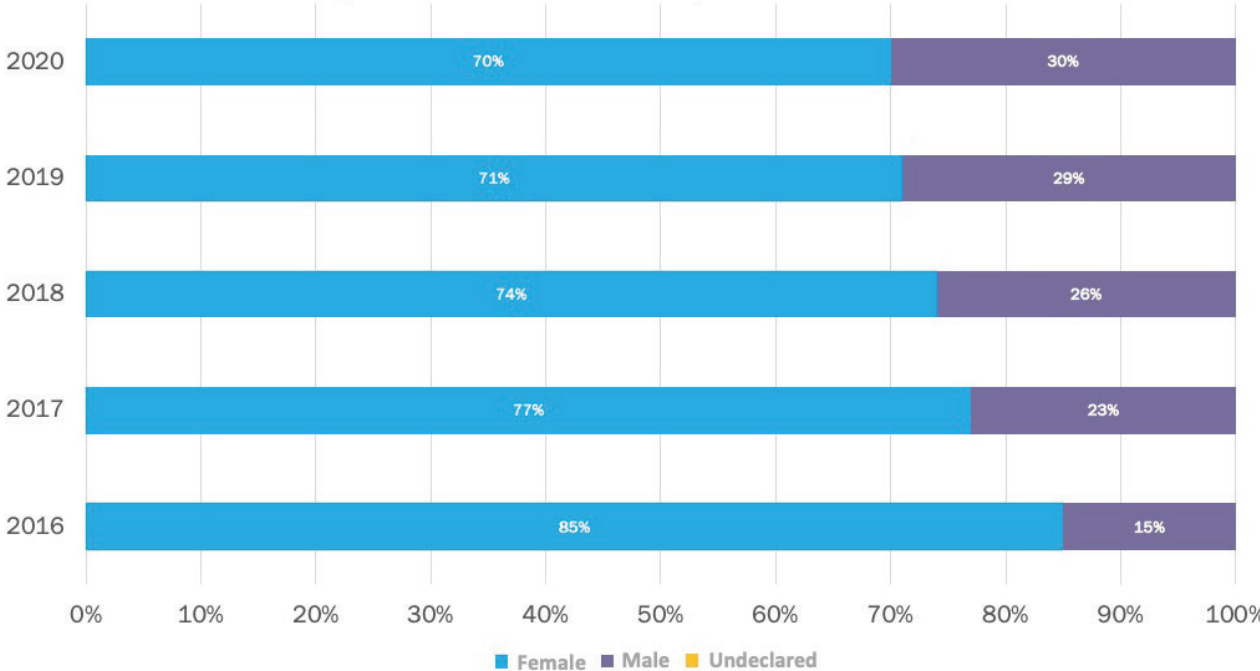




# New Hires (5-Year Trend)



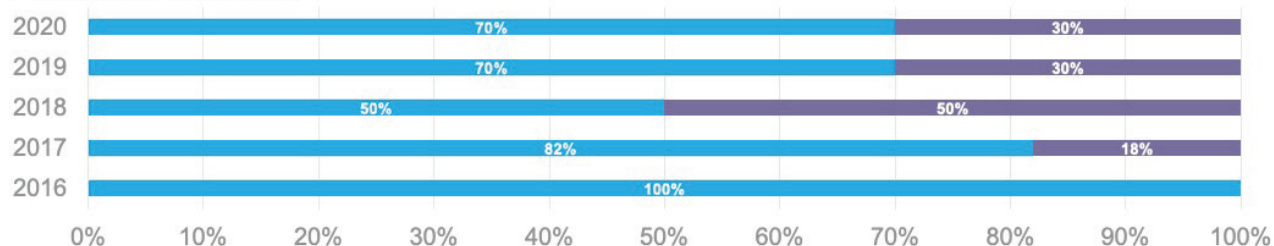
# Promotions (5-Year Trend)





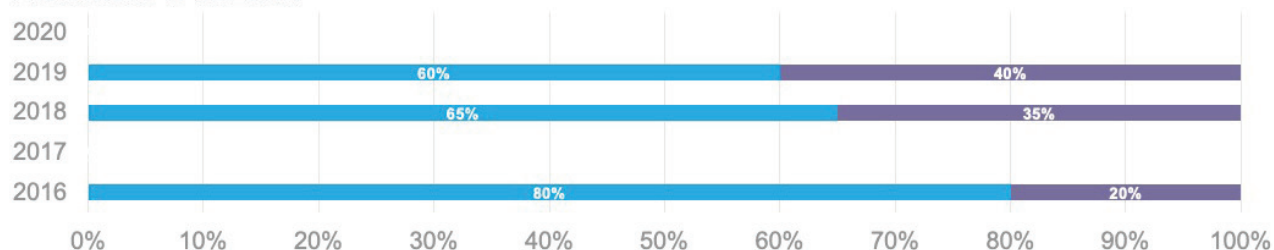
# Gender Representation (Promotions)

## PROMOTIONS TO MANAGER\*



\* 9 women promoted to 'Manager' in 2020.

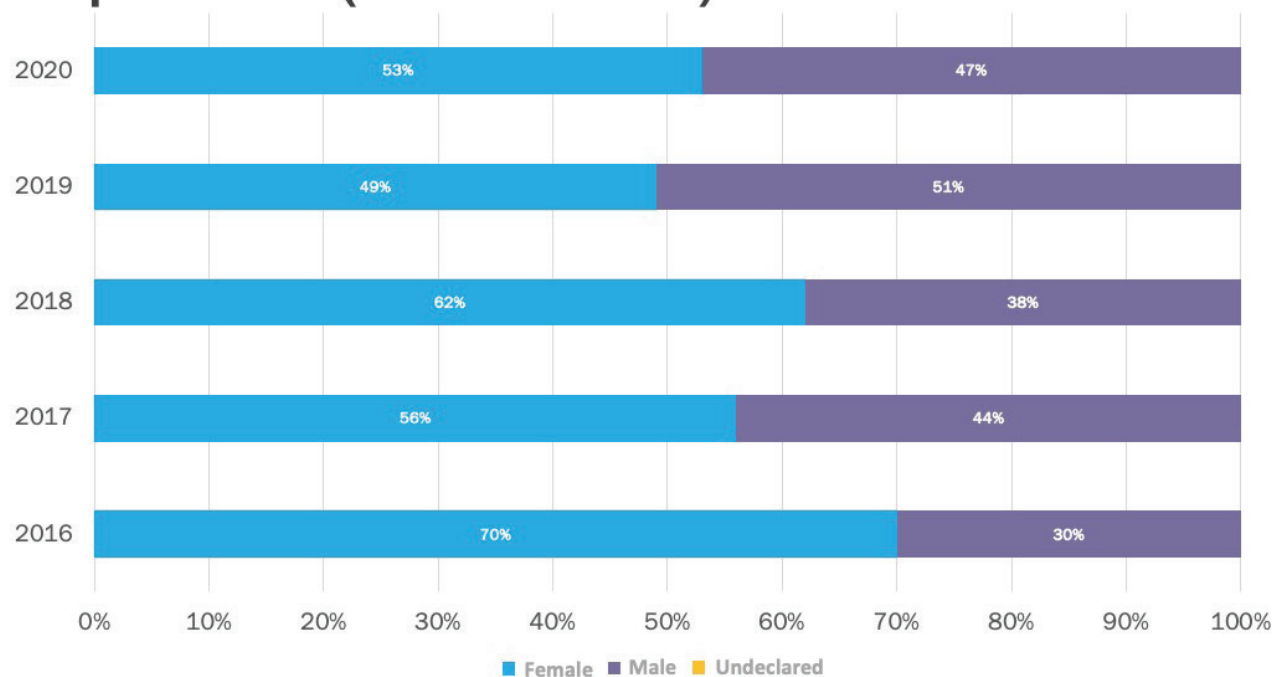
## PROMOTIONS TO DIRECTOR\*



\* 0 promotions to 'Director' in 2020 (and 2017).

■ Female ■ Male ■ Undeclared

# Departures (5-Year Trend)

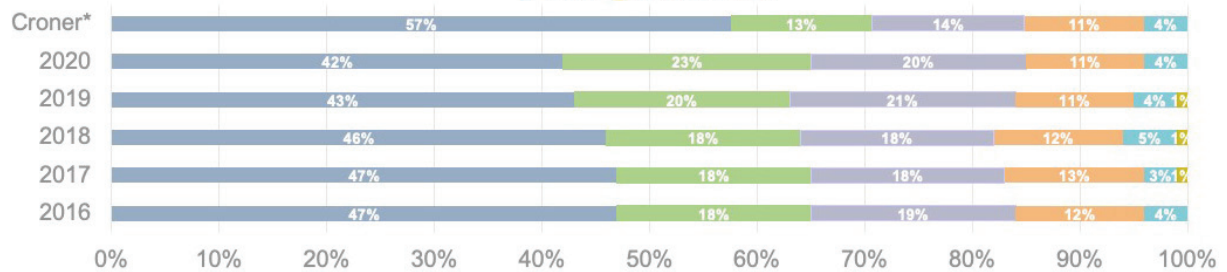
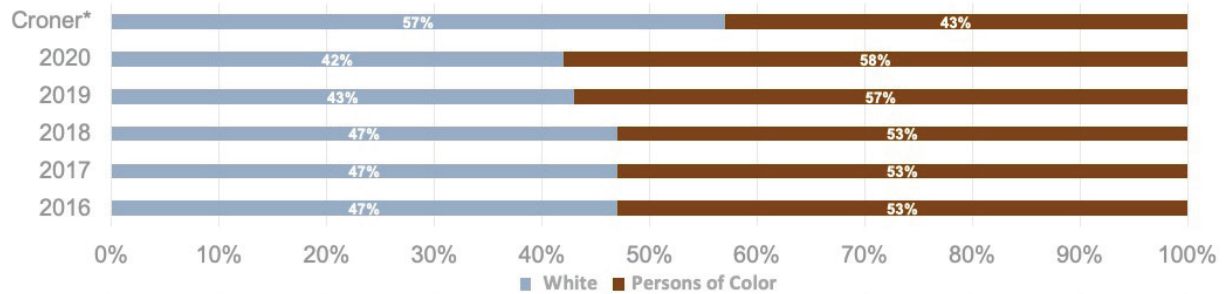


■ Female ■ Male ■ Undeclared



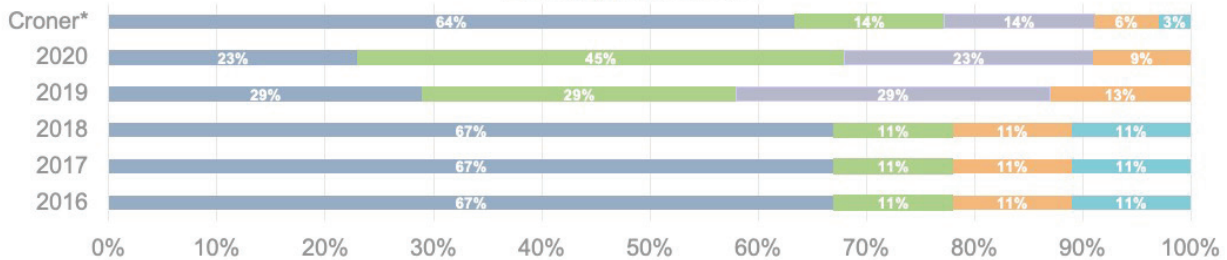
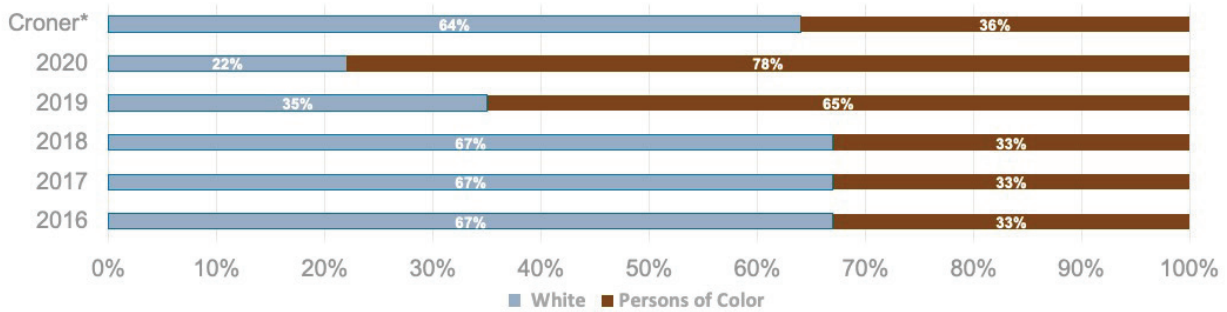


## Race/Ethnicity (U.S. Staff)



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

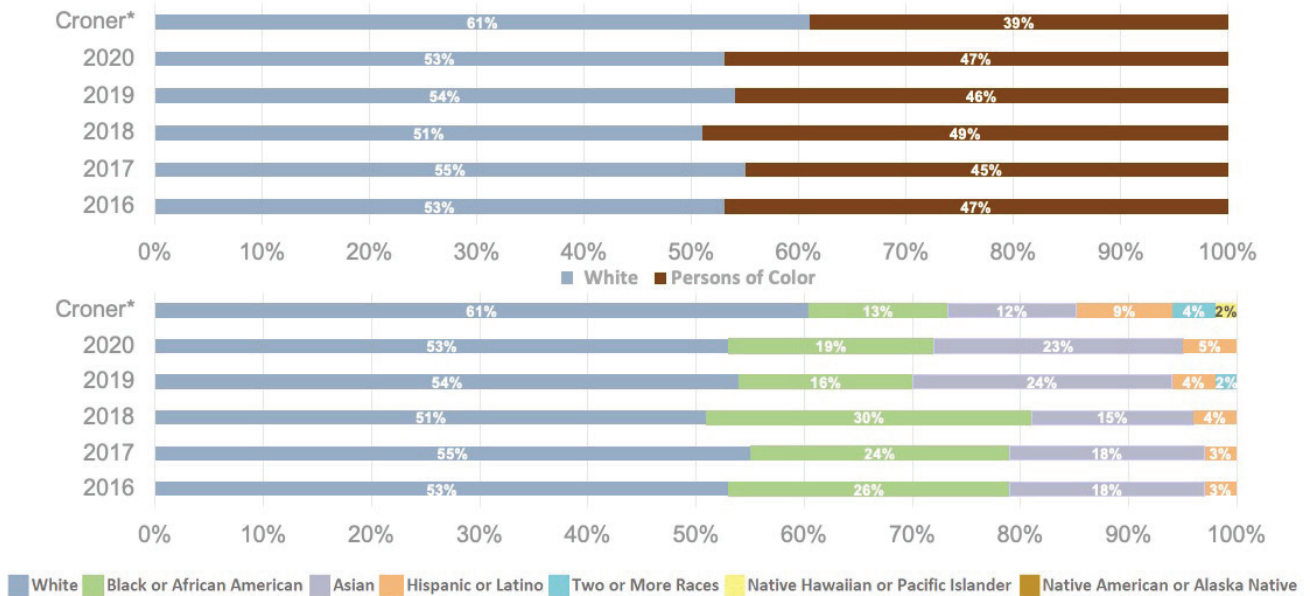
## Race/Ethnicity (U.S. Staff) – Executive Leadership Team



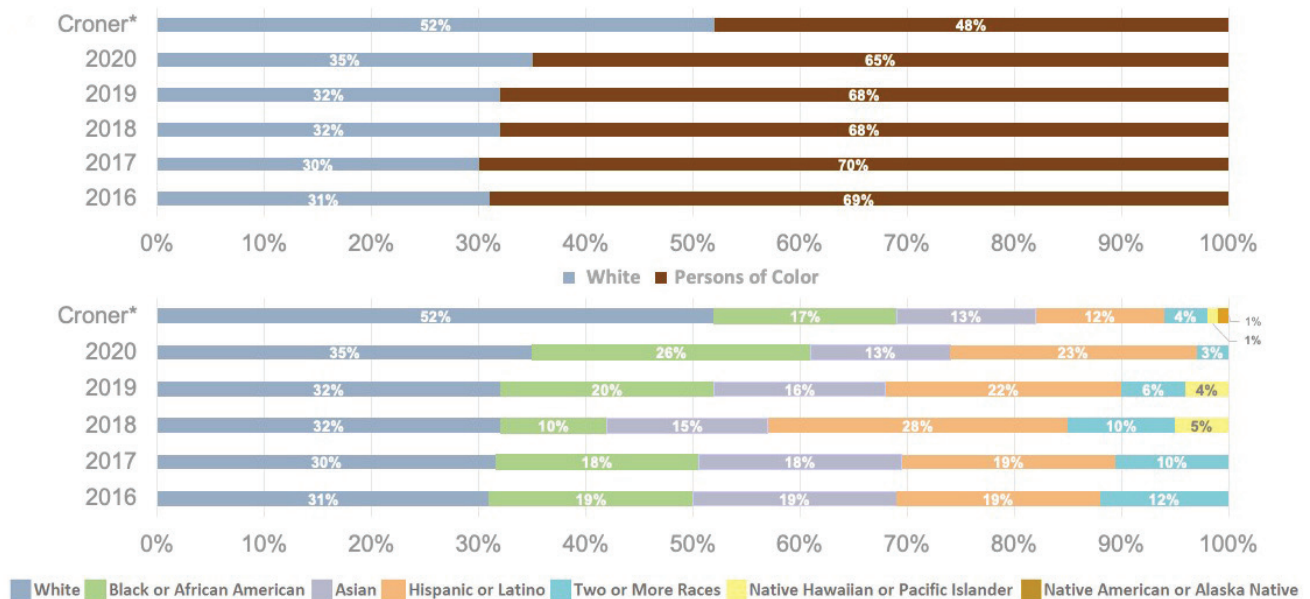
■ White ■ Black or African American ■ Asian ■ Hispanic or Latino ■ Two or More Races ■ Native Hawaiian or Pacific Islander ■ Native American or Alaska Native



## Race/Ethnicity (U.S. Staff) – Directors



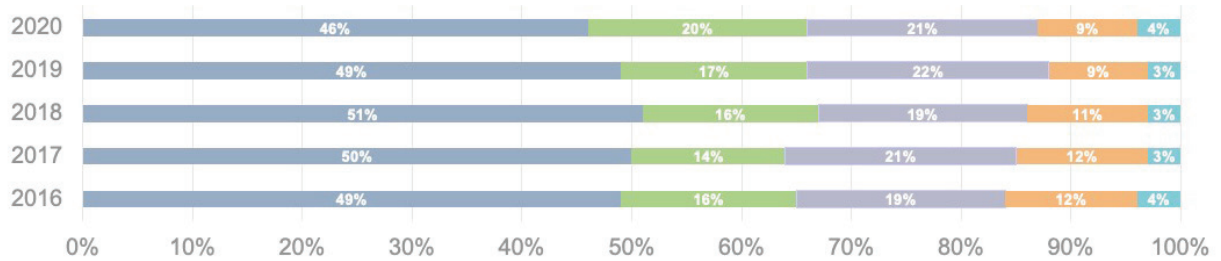
## Race/Ethnicity (U.S. Staff) – Program Officers



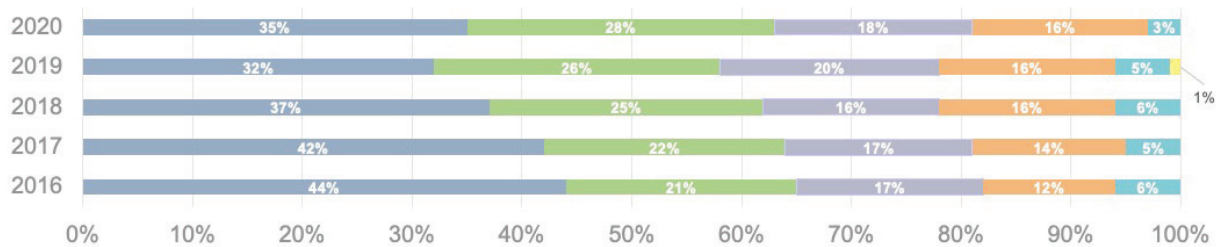


## Race/Ethnicity (U.S. Staff) – Operations & Program

### OPERATIONS

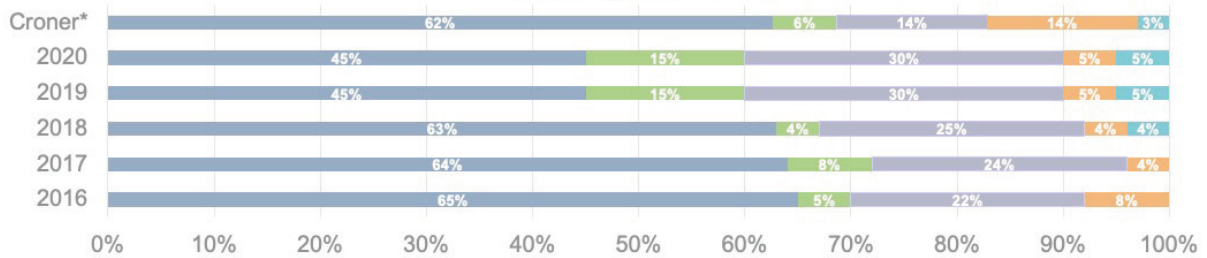
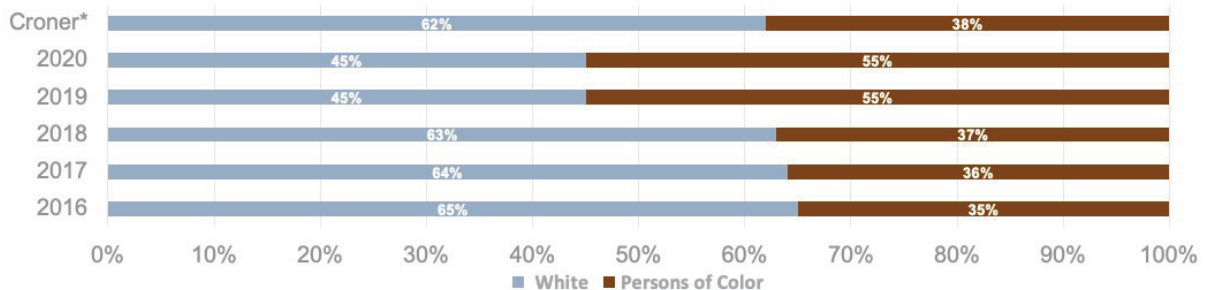


### PROGRAM



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

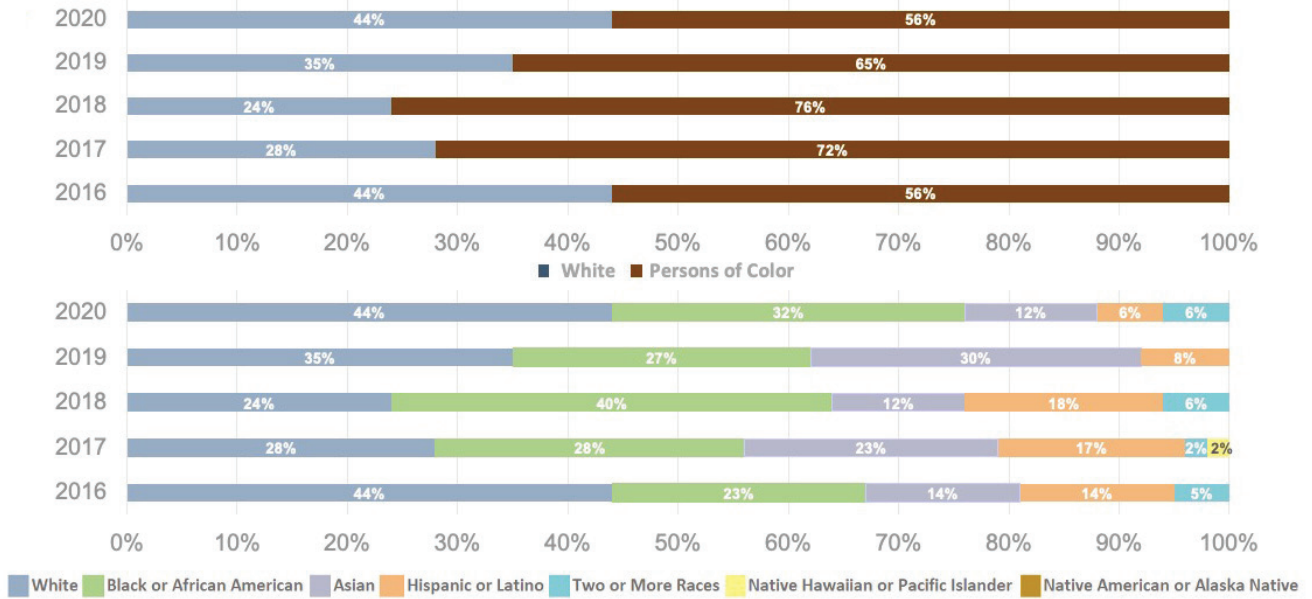
## Race/Ethnicity (U.S. Staff) – Operations Managers



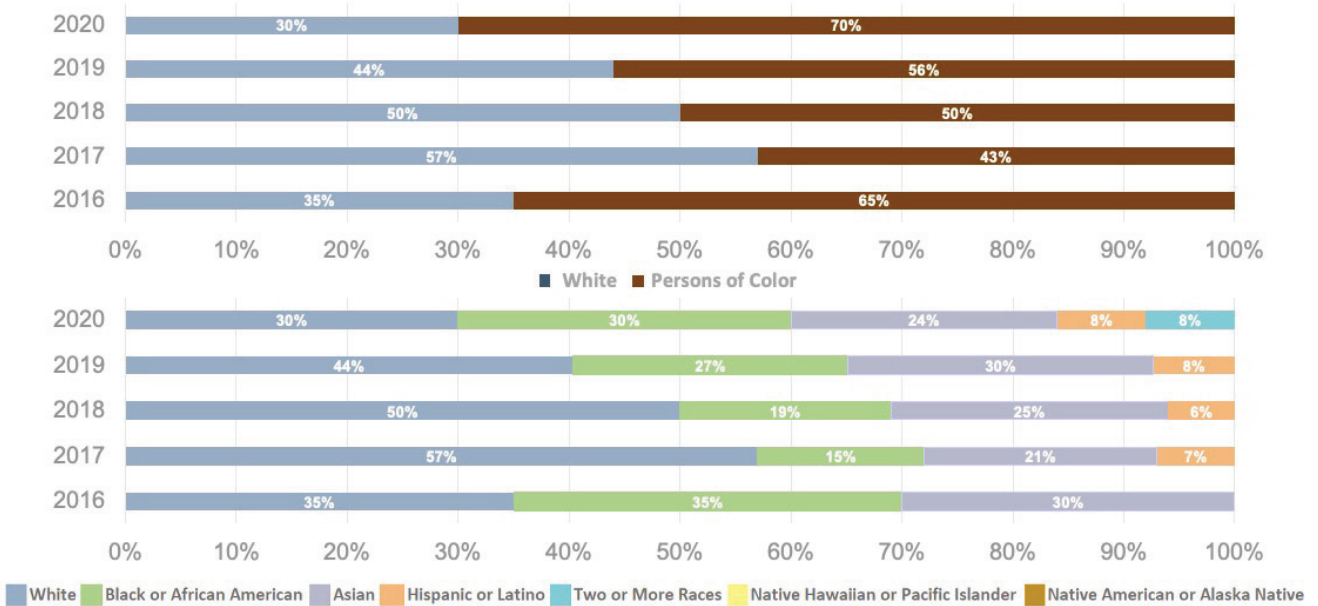
White Black or African American Asian Hispanic or Latino Two or More Races Native Hawaiian or Pacific Islander Native American or Alaska Native



## U.S. New Hires (5-Year Trend)



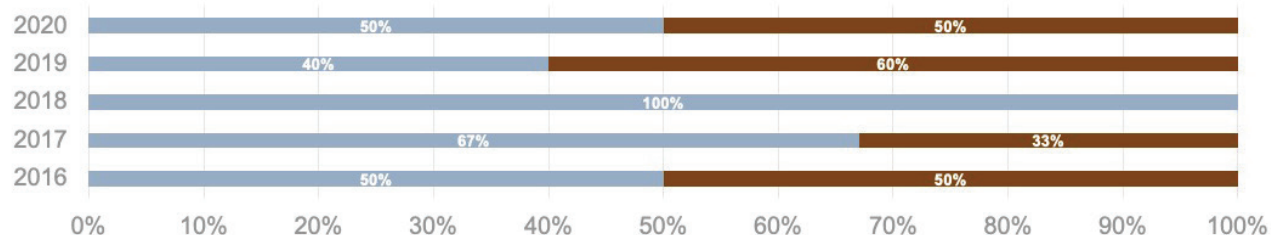
## U.S. Promotions (5-Year Trend)





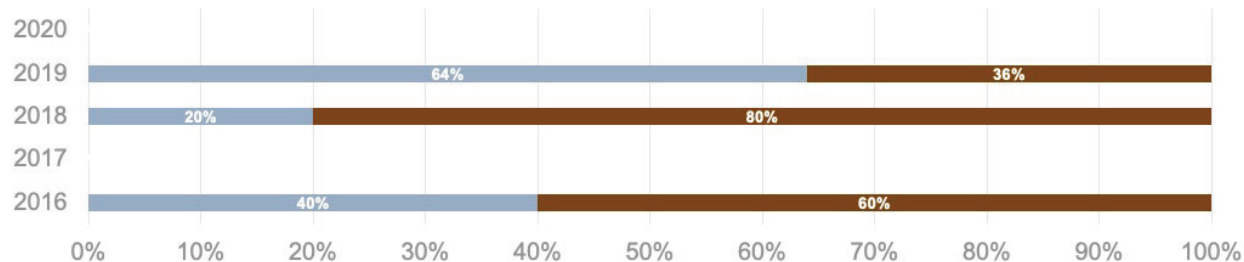
# Race/Ethnicity (U.S. Staff) – Promotions

## PROMOTIONS TO MANAGER\*



\* 1 PoC promoted to 'Manager' in 2020.

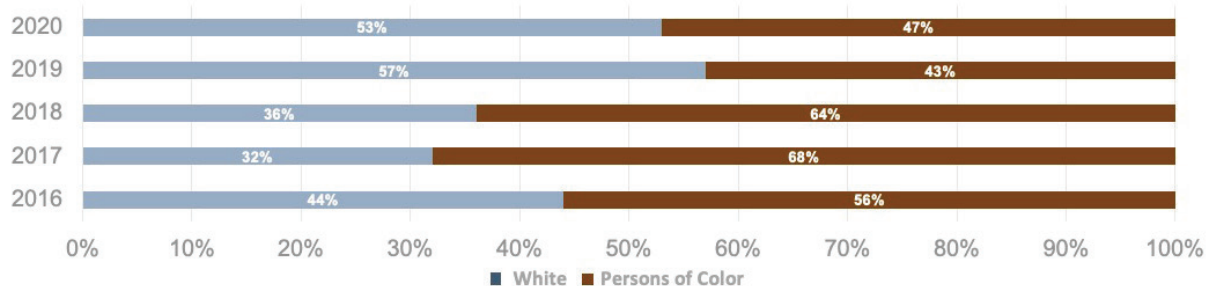
## PROMOTIONS TO DIRECTOR\*



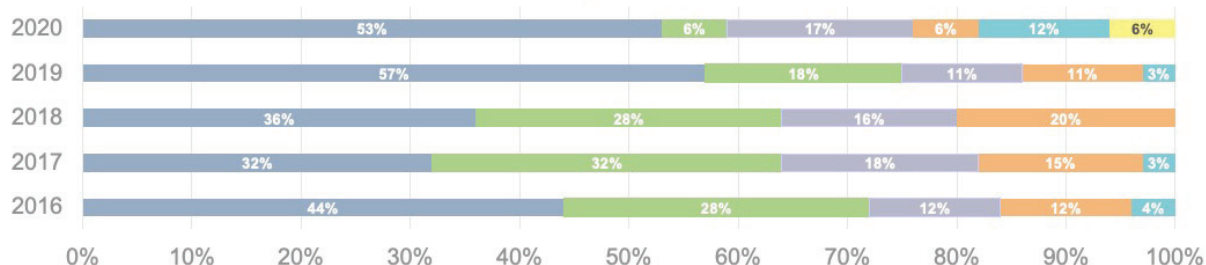
\* 0 promotions to 'Director' in 2020 (and in 2017).

■ White ■ Persons of Color

# U.S. Departures (5-Year Trend)



■ White ■ Persons of Color



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

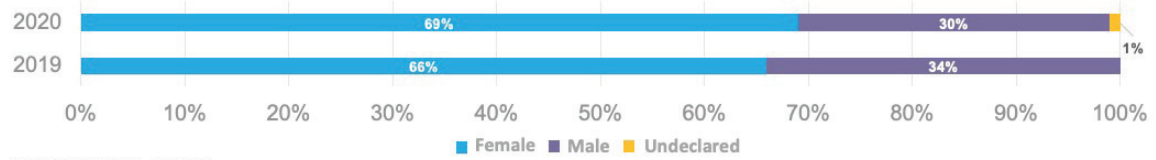


# PROFESSIONAL DEVELOPMENT

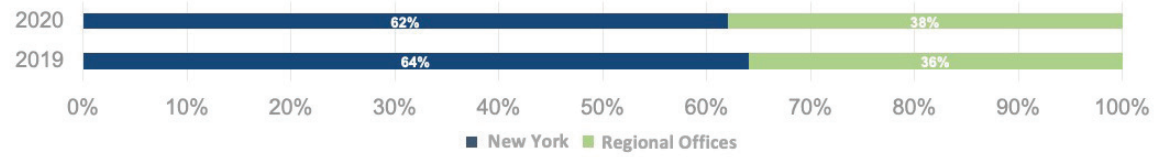


# Professional Development (2-Year Trend)

## GENDER (ALL STAFF)



## LOCATION (ALL STAFF)



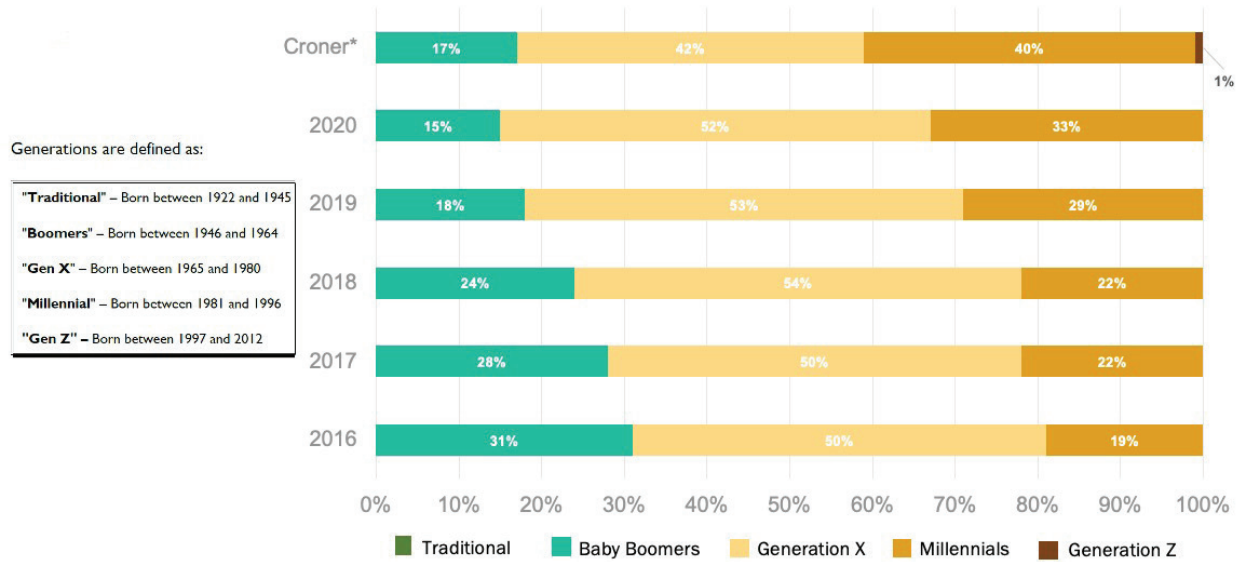
## RACE/ETHNICITY (U.S. STAFF)



# GENERATIONAL COMPOSITION



## Generational Composition (5-Year Trend)





FORDFOUNDATION