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Due to rounding, the percentages in each chart may not always add up to 100





# Our Vision and Strategy

"Our culture is something that we define and have the power to create. We each are responsible for improving where it needs improvement, affirming where it needs affirmation, and expressing to everyone with whom we work and partner. I believe that to fulfill our mission, we need to be conscious and deliberate about our culture." — **Darren Walker.** 

IN 2021, WE SET IN MOTION OUR MOST COMPREHENSIVE PLAN OF ACTION TO DATE TO ENSURE THAT DIVERSITY, EQUITY, AND INCLUSION (DEI) IS MORE THAN AN INITIATIVE, BUT CORE TO WHO WE ARE AT FORD. WHILE THE FOUNDATION HAS MADE SIGNIFICANT PROGRESS ON ITS DEI COMMITMENTS, WE FELT THE TIME HAD COME FOR US TO GAIN A DEEPER UNDERSTANDING OF THE ASPIRATIONS OUR COLLEAGUES HAVE FOR OUR CULTURE, THE TRAITS THEY BELIEVE CONTRIBUTE TO A MORE INCLUSIVE WORK ENVIRONMENT, AND THE MINDSETS, BEHAVIORS, AND STRUCTURES THAT STAND IN THE WAY.

We selected the Kaleidoscope Group in May of 2021 to support this effort.

Recognized as one of the top 10 pioneers in the DEI industry, the Kaleidoscope Group worked in partnership with People and Culture, the DEI Steering Committee, comprised of colleagues across the foundation, and the Executive Leadership Team to refine the foundation's DEI vision and develop a three-year strategy as our first step toward achieving it.

This was a tremendous undertaking that began with an objective assessment to understand how our culture is experienced by our colleagues and provide an honest view of our strengths and gaps for improvement.



### **INSIGHTS**

"THE IDEALISM THAT INSPIRES EMPLOYEES TO FOLLOW FORD'S MISSION AND COMMIT TO ITS WORK MEANS THAT THEY HAVE HIGHER EXPECTATIONS AND EXPERIENCE DISSONANCE WHEN THEIR IDEAL IS NOT MET." – THE KALEIDOSCOPE GROUP

During the assessment phase, the Kaleidoscope Group conducted one-on-one interviews, small group sessions, and surveys of over 150 of our colleagues across various levels, roles, and locations. These conversations provided extraordinary insights and perspectives about the concerns and expectations our colleagues have for the foundation.

While the primary focus of the assessment was to surface parts of our culture that need to be addressed, the following strengths emerged:

- o Ford colleagues are committed to the organization's mission, find it inspiring, unifying, and see it as a source of pride.
- o Forming significant relationships with people who make up the foundation and working together in pursuit of the mission is often noted as one of the best things about working at the foundation.
- o Our colleagues acknowledge that progress has been made toward improving our internal operations as it relates to DEI.

Although every individual's experience of the foundation is unique, over the course of the assessment phase, common themes and concerns surfaced. The insights provided by our colleagues serve as both a call to action and a roadmap for change.

- o Apply the same level of rigor to address inequality in Ford's internal practices and policies that we do in our programmatic work to disrupt inequality in the world.
- Establish safe spaces for open and honest conversation, facilitate continuous learning, and provide tools to help individuals at all levels of the organization close gaps in their awareness of personal biases, behaviors, and mindsets.







- Create a more consistent experience for all Ford colleagues by holding people managers accountable for developing diverse and inclusive teams, making equitable and transparent decisions, and modeling inclusive behaviors and practices.
- Instill a shared vision and understanding of what diversity, equity, and inclusion means at Ford and an overarching approach to embed it firmly within our culture.

OUR THANKS TO THE KALEIDOSCOPE GROUP AS WELL AS OUR COLLEAGUES WHO CONTRIBUTED TO THIS EFFORT. WE HOPE YOU RECOGNIZE YOUR WORDS AND SENTIMENTS ABOUT YOUR EXPERIENCE AT THE FOUNDATION. THEY HELPED US ARTICULATE A VISION OF THE WORKPLACE WE WANT TO BUILD TOGETHER AT FORD.

#### **OUR VISION**

Our DEI vision serves as our guiding star and is intended to unify and align our colleagues and illustrate what is possible when DEI is at the core of who we are. It is the lens through which we will hold ourselves and each other accountable for building a workplace grounded in respect and dignity where our colleagues feel a sense of belonging.

At Ford, we will build a vibrant, global community:

- Where every unique identity, perspective, and experience is recognized and valued.
- o Where compassion, mutual respect, humility, and empathy define our relationships.
- Where our conversations are open, courageous, honest, and real.
- o Where we can find joy and fulfillment in our work.
- Where we continually work to embody the just, inclusive, and equitable society we want to see in the world around us.

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#### **OUR STRATEGY**

At the time of publication, we were finalizing the details of our three-year strategy. The high-level summary below outlines our focus areas and intent.

WITH THE KNOWLEDGE THAT CULTURE CHANGE IS A LONG-TERM, ITERATIVE PROCESS, WE ARE DEVELOPING A THREE-YEAR ACTION PLAN TO SUPPORT THE NEXT PHASE OF OUR EVOLUTION. IT WILL ADDRESS ASPECTS OF OUR EXPERIENCE AT THE FOUNDATION SUCH AS THE WAY WE WORK, HOW WE INTERACT AND SUPPORT ONE ANOTHER, AND OUR STRUCTURES AND PROCESSES.

The development of our strategy has provided an important opportunity to model inclusion as we have intentionally partnered with cross-sectional teams of our colleagues as well as our leaders and consulting partners throughout the process. Their insights, as highlighted below, have helped us shape the framework for our strategy.

- o **Great definitions are the foundation.** Definitions serve to create a common understanding of what DEI means at Ford. We must follow through with education, dialogue, and brave conversations to ensure that every individual who works at Ford understands, embraces their role in transforming our culture, and that they can observably demonstrate the behaviors that align with our DEI vision.
- Support leaders in leading the way. Establish clear expectations of
  inclusive leadership behaviors, provide relevant support to help our leaders
  grow, and embed accountability in our practices and processes, such as
  performance reviews.
- O DEI should be the basis for our inward-facing engagement with one another. Revisit and revise the ways in which Ford colleagues engage with one another especially across lines of authority, hierarchy, and geography to make certain everyone feels seen, heard, valued, and respected. This will include the way we provide upward feedback, creating "team norms" within and across functions, education, and training on honest conversations.











- o Equity of voice, opportunity, and career and professional growth are **essential.** Assess and refine policies and processes that impact the employee lifecycle with a DEI lens to help ensure the desired outcome of a more inclusive and equitable employee experience for all. This will involve a review and support of how teams function as well as a review of People and Culture policies and processes.
- **Efforts must be measurable, consistent, and sustainable.** Incorporate the right balance of measurement and accountability to ensure tangible progress and long-term sustainability. We are keenly aware that DEI efforts can fall flat when one or two key advocates are no longer in the picture or shift roles, so it will be important to ensure that the appropriate level of dedicated resources to lead, execute, and measure the impact of Ford's DEI work are in place.



# What We Mean by DEI

We believe in the inherent dignity of all people. Yet around the world, billions of people are excluded from full participation in the political, economic, and cultural systems that shape their lives. We view this fundamental inequality as the defining challenge of our time, one that limits the potential of all people, everywhere. Addressing inequality is at the center of

As expressed by our vision team, diversity, equity, and inclusion are vital to the Ford Foundation because they are at the heart of our mission and of who we are, what we aspire to become, and how we achieve our mission. DEI moves us from being a group of individuals to a more impactful community. DEI connects our community with our hope for a just world.

# HOW WE DEFINE DIVERSITY, EQUITY, AND INCLUSION AT FORD

As part of our visioning process, we modified the language we used to define diversity, equity, and inclusion. We started by ensuring the use of plain language to increase access to the foundation's DEI information by making it easier to read, understand, and use. For our definition of diversity, we moved away from listing specific identities because we realize that in doing so, we could unintentionally exclude the wide range of identities of our colleagues. We made a major shift in how we define equity in acknowledgment of the importance of removing barriers to leveling the playing field. And for inclusion, we introduced language about belonging to highlight the importance of our colleagues feeling wholly accepted, that their voices are heard, and that they have a role to play at the foundation. Our updated definitions can be found below:

## DIVERSITY

Diversity is the recognition, acceptance, and affirmation of our individual differences, identities, and our inherent dignity. It is more than representation. It acknowledges that the unique perspectives, experiences, and practices that we each bring to our Ford community and our work all have value.







## **EQUITY**

Equity requires us to acknowledge the power imbalances and the unequal circumstances we all face. We recognize that each of us must actively work to remove barriers to everyone's ability to participate and succeed by providing tools, resources, access, and support that are appropriate for each person and each context.

## **INCLUSION**

Inclusion is intentional, ongoing work to create a Ford Foundation where everyone can participate as their true selves. The goal of inclusion is to collectively build a global culture of belonging within the Foundation. We are all accountable for creating this together.



# Our Journey

When Darren Walker became president of the Ford Foundation in 2013, he took bold steps to strengthen our commitment to DEI. Since then, we have made great strides on our journey to create an internal culture and way of working that reflects the changes we want to see externally through our grant-making. Below is a synopsis of our journey to date:

#### 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 disabilityfriendly recruitment process

Broadened summer internship sourcing to attract individuals with disabilities

Conducted global DEI audit

Monitored professional development with DEI lens

2021

Assessed progress

DEI Vision and Three-year Strategy

#### 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

#### 2022 - 2025

Create a shared understanding that DEI is everyone's job

Educate and equip our colleagues to show up differently

Set clear expectations and accountability for inclusive leadership

Dedicate resources to lead, execute, and measure the impact of our DEI work









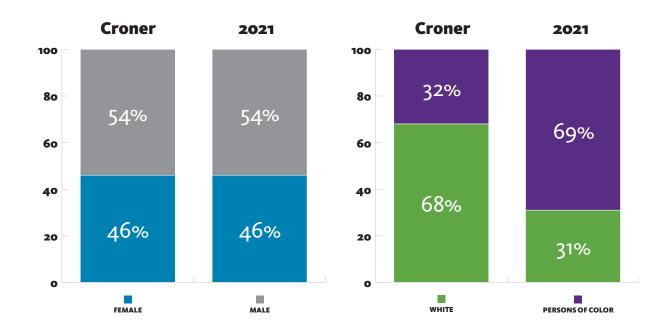
# Ford Today: Our Data and Progress

In order to gauge our diversity outcomes against those in the broader philanthropic sectors, 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 sixth year, the survey gathers information about the current and emerging practices of DEI policies and practices among peer organizations which included 20 foundations with assets greater than \$2 billion.

### **BOARD OF TRUSTEE DEMOGRAPHICS**

The diversity of our Board of Trustees continues to be a priority for the foundation. For the last five years, we have consistently maintained gender representation at about 50% with minor fluctuations. In 2021, board members consisted of 46% women and 54% men.

Over the last five years, the foundation has maintained majority persons of color representation, again with minor fluctuations. As of December 2021, Ford's Board of Trustees consisted of 69% persons of color and 31% white members.







### STAFF DEMOGRAPHICS

As of December 31, 2021, the foundation had a total of 408 staff members globally, 281 based in our New York office, and 127 based in our offices in Africa, Asia, and Latin America.

Within this section, we have highlighted three areas of focus for 2021 - gender, disability, and women/women of color. A complete overview of the foundation's diversity metrics, trends, and outcomes can be found in the appendix.

## **GENDER**

Because of the foundation's goal to center gender in our grantmaking we chose to place a similar emphasis in our DEI work. Overall, the foundation's representation of women colleagues continues to be aligned with the sector, with Ford's representation being 63% compared to the sector average of 69%.











With no change at the Executive Leadership level in 2021, representation remained consistent from the previous year with 67% women leaders. This continues to be significantly higher than the sector average of 53%. Directors make up our senior leadership and at this level representation of women colleagues remained consistent at 56%, compared to 54% in 2020.

WE ARE PLEASED TO REPORT THAT WE CONTINUE TO SEE A SLIGHT INCREASE IN THE REPRESENTATION OF NON-BINARY COLLEAGUES IN OUR TOTAL STAFF POPULATION AT THE FOUNDATION, FROM .004% IN 2020 TO 2% IN 2021, AND ANTICIPATE THAT THIS NUMBER WILL CONTINUE TO CLIMB.

This past year, the foundation signed the Grantmakers United for Trans Communities (GUTC) Pledge, which seeks to build upon and improve the Ford Foundation's support to transgender communities in our grantmaking, our internal culture, and in the philanthropic space more broadly. Internally this will result in a steadfast commitment to improving our recruitment and retention of trans and gender non-conforming staff and board members. Specifically, this will impact the following areas:

- o Implementing recruitment strategies that target transgender communities to increase the diversity of our candidate pool.
- Ensuring P&C policies and practices incorporate the needs of trans people.
- Educating staff.
- Capturing data that includes gender identity, sexual orientation, and transgender status to inform our current programs and offerings.

### **DISABILITY**

While we have only just begun asking staff and candidates to self-identify on disability, among other diversity dimensions, it is important to share the information that we currently have, which is the number of reasonable accommodation requests we have received over the last three years. We had revised our reasonable accommodation policy and process in 2019, however, we knew from the questions we received in recent months, that some of our staff did not fully understand how to access this policy. So, in 2021, we further simplified our policy and process and conducted training.



In addition to our disability community, we have colleagues who provide care for children under the age of five and who have household members who are particularly vulnerable to COVID-19 due to a medical condition. As we planned our return to the office, they raised concerns about what our return could mean for the health of their loved ones, so we added temporary accommodations that enable these colleagues to work fully remotely at this time. We currently have 32 colleagues using this policy.

As we return to our offices globally, foundation staff will do so three days in the office each week. Seven of our colleagues have received an exemption from our in-office days because of a disability. We currently have seven colleagues who are exempt from the foundation's vaccine and booster policy due to reasonable accommodation.

# 2022 ACCOMMODATIONS EXEMPTIONS TO FLEXIBLE WORK ARRANGEMENTS POLICY

Child Under Age Five	23
Vulnerable Family Member	11
Disability	15
Exemption from Vaccination – Medical	02
Exemption from Vaccination – Religion	01
Exemption from Booster – Medical	04
Other	01
Total	57

arrangements to enable them to carry out the duties and responsibilities of their job or enjoy the perquisites of employment. These categories include disability, religious-based subject to domestic violence, sex offense, or stalking.







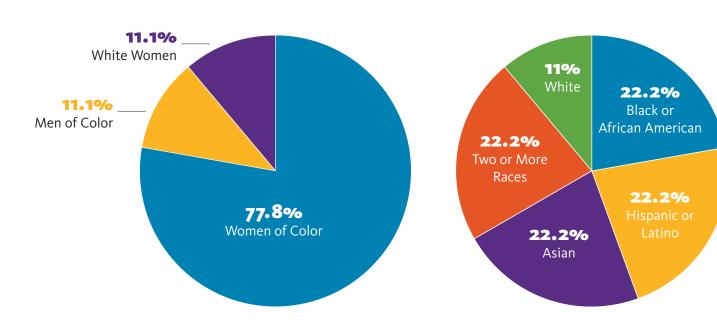
#### **WOMEN OF COLOR**

Although women have continued to be promoted at a high rate, representing 70% of promotions in the last two years, as we have noted previously, some women and women of color report having a less positive experience at Ford. Women in management and leadership roles reported experiencing a lack of legitimacy from colleagues, peers, and those they manage or lead. And other women spoke more about issues connected to power and hierarchy dynamics.

In response to this feedback, last year we piloted Limitless Potential with our administrative support staff, a particularly diverse group within the foundation, and a group we want to ensure has access to support. The program ran from January through December and provided 16 of our colleagues with individual and group coaching, supported participants in building their personal brand, and provided tools to help them manage relationships with managers, peers, and other colleagues. We plan to roll out the program more broadly this year. Below is the demographic breakdown of the participants:

#### LIMITLESS POTENTIAL PARTICIPANTS

Since launching the program, four Limitless Potential participants were promoted, three women of color, and one white woman. The feedback we received from participants has been extremely positive.



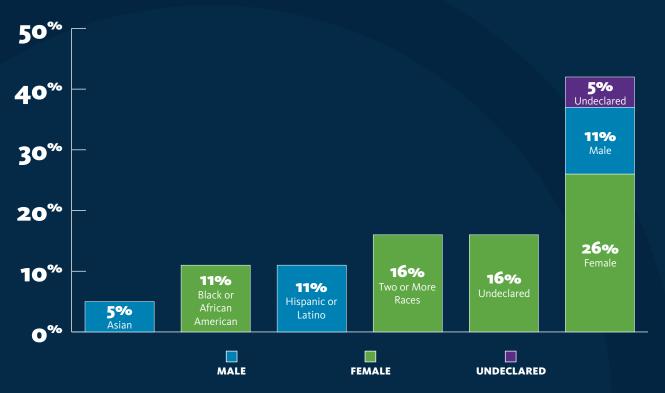




## **PROMOTIONS**

The foundation promoted 20 individuals in 2021. As stated above, women have continued to be promoted at a high rate. Women of color accounted for 43% of all promotions in 2021, while white women accounted for 26%. Men of color represented 16%, while white men represented 11%. Five percent of all promotions were colleagues who did not declare a gender.

### **PROMOTIONS: GENDER AND RACE/ETHNICITY**



## **DEPARTURES**

While employers in many sectors have experienced increased turnover as a result of what is being referred to as the Great Resignation, the foundation's turnover rate has remained consistent year-over-year. Where we have seen a difference is in the composition of our turnover related to both gender and race. This shift is aligned with changes occurring during the Great Resignation where increasingly women and people of color are leaving their jobs.







Although it is important to recognize external factors impacting attrition rates, we remain focused on addressing the root causes and acting thoughtfully to develop programs to retain our high performing colleagues. To do this, we look at why colleagues leave Ford to assess the overall employee experience and identify opportunities to improve retention and engagement.

Fifty-one full-time, regular employees departed the foundation in 2021, 30 of whom left voluntarily. The majority of those who left voluntarily did so to pursue a higher level position, for a change in the type of work they do, to relocate, or to return to school. A few colleagues who left in 2021 cited dissatisfaction with the quality of supervision they received or a desire for more growth opportunities in their area of work. The remaining 21 colleagues left involuntarily, including program officers who are on eight-year term assignments. Additionally, a small number of positions were eliminated in our regional offices. In both of these instances the majority were women.

We also listened to feedback provided in staff engagement surveys where we have heard that women want more career development opportunities. This type of insight was the impetus for programs like Limitless Potential, which we successfully piloted in 2021 and will roll out more broadly in 2022.

Insights from our DEI vision work, exit interviews, as well as our yearly staff engagement surveys have all been reflected in our newly-developed strategy which includes:

- o Developing programs that support specific populations.
- Educating all staff about the importance of DEI and creating a common understanding that each of us is accountable for the changes we want to see in our culture.
- o Recognizing the impact of leadership on an employee's experience.
- Developing leaders to ensure a more consistent experience for each of our colleagues across teams, regions, and levels.

Input from our colleagues will continue to guide us as we take steps toward transformational change.







## **SELF-IDENTIFICATION**

We are excited to report that we have made good on our commitment to more fully reflect the foundation's diversity and acknowledge the many identities we each hold. In 2022, we are working to expand our voluntary self-reporting categories for U.S. staff and applicants beyond those required by the U.S. Equal Employment Opportunity Commission (EEOC), which are U.S.-centric and limited to race/ethnicity/age/gender (i.e., male/female). This data will enable us to provide enhanced programs and support to our colleagues.

#### **SELF** IDENTIFICATION

# **Expanded Categories**

o Race/ethnicity

#### New **Categories**

- Gender (to include non-
- Sexual orientation Preferred pronouns
- Race/ethnicity (expanded from EEOC list)
- o Disability
- o Veteran status
- o First-generation, college goer status

Although our colleagues and candidates now have additional options to selfidentify, there are questions that we can't ask as well as questions that staff and candidates will be prohibited from answering in some countries where our offices are located.

We are grateful for the contributions of our Employee Resource Groups in helping us ensure appropriate category names and thinking through the sensitivities of each group impacted by our expanded categories. For example, in some of our regional offices it is illegal to identify as a member of the LGBTQIA community. In the U.S. there are sensitivities around the use of Latinx, Latina, Latino, and Hispanic. We worked with our Disability ERG to ensure we have a definition of disability that is simple and less restrictive than the definition outlined in the ADA.

Footnote: For purposes of this report, the foundation uses the U.S. Equal Employment Opportunity Commission (EEOC) categories though we are aware that our colleagues have identities such as gender non-binary, disabled, and others that are not yet broadly monitored and reported.







# In Closing

"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." –

#### Darren Walker

We are all responsible for building a workplace grounded in respect and dignity where each of our colleagues feels a sense of belonging. To do this, we commit to making space for ongoing dialogue, encouraging new thinking to address challenges and concerns, and holding ourselves and each other accountable for modeling the beliefs, values, and behaviors that support our DEI vision and addressing those that compromise it.

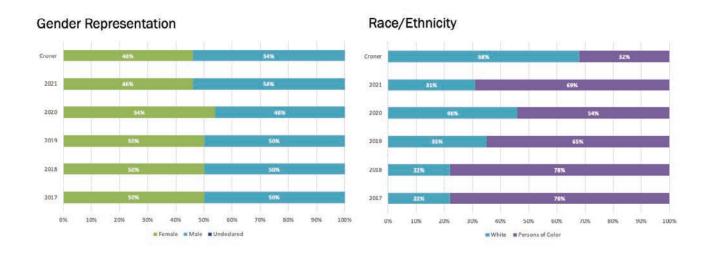
The work continues.

# Appendix

DIVERSITY METRICS

# TRUSTEES

# **Trustee Diversity**



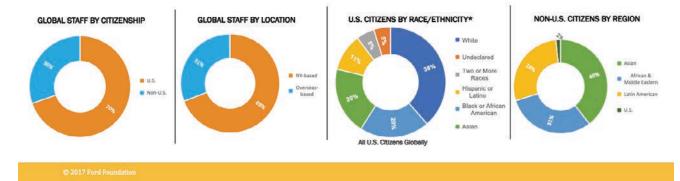
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# STAFF COMPOSITION

## **Active Staff**

Designation	US Citizen	Non-US Citizen	Total
US-Paid Staff	282	38	320
Overseas Local Staff	2	86	88
Grand Total	284	124	408



Due to rounding, the percentages in each chart may not always add up to 100%.

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# GENDER OVERVIEW AND TRENDS

## **Gender Representation**



# **Gender Representation**

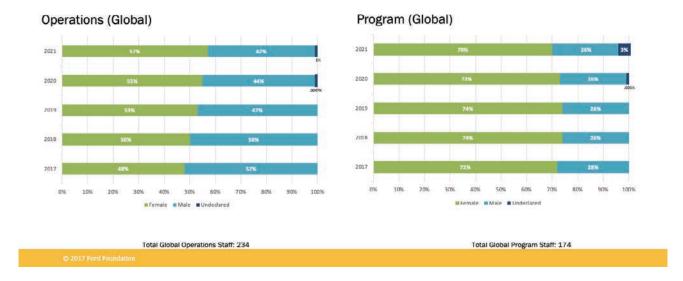


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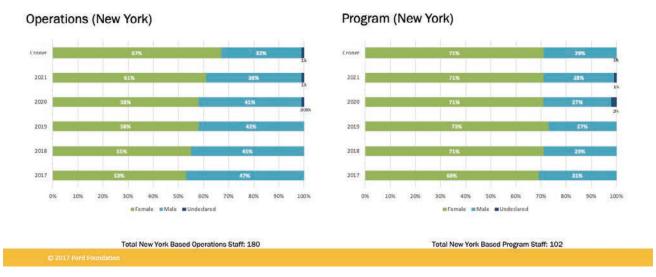
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## **Gender Representation**

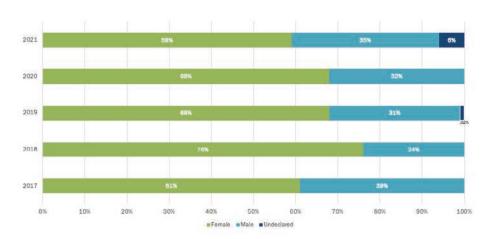


## **Gender Representation**



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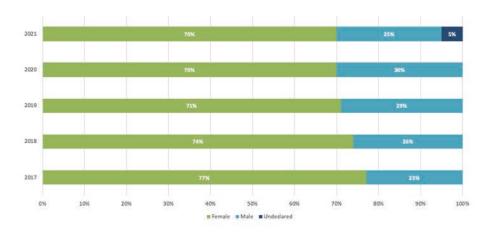
## **New Hires**



Total New Hires: 49

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## **Promotions**



Total Promotions: 2

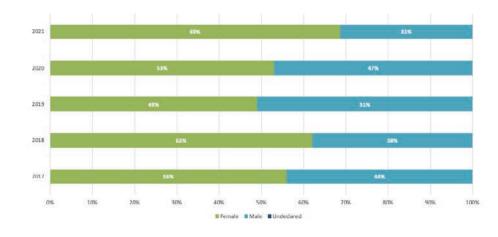
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# **Gender Representation: Promotions**



## **Departures**



Total Departures: 51

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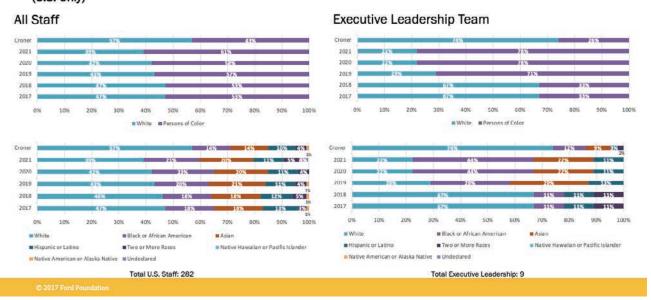
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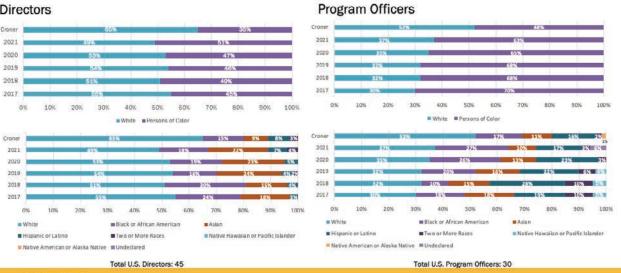
# RACE/ETHNICITY OVERVIEW AND TRENDS

# Race/Ethnicity



# Race/Ethnicity

Directors

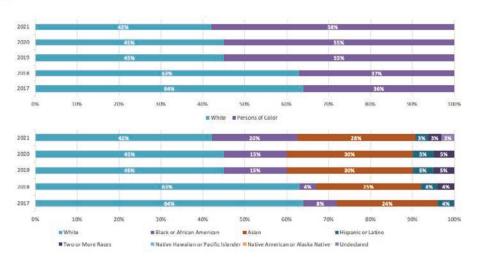


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# Race/Ethnicity: Operations Managers



Total U.S. Operation Managers: 64

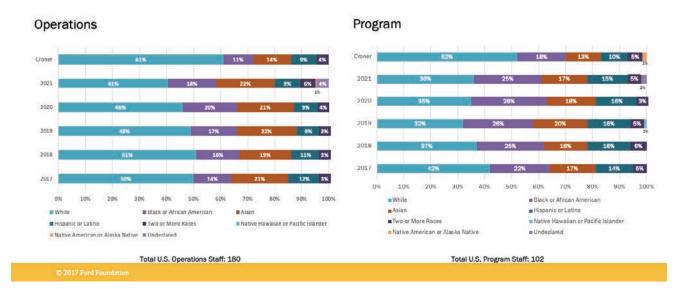
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# Race/Ethnicity (U.S. Only)

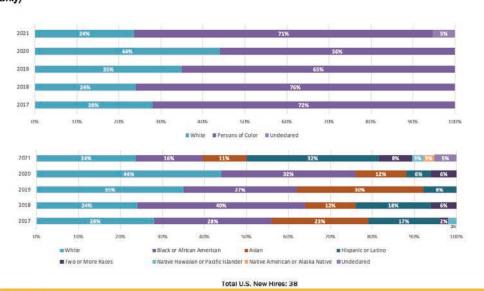


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# Race/Ethnicity

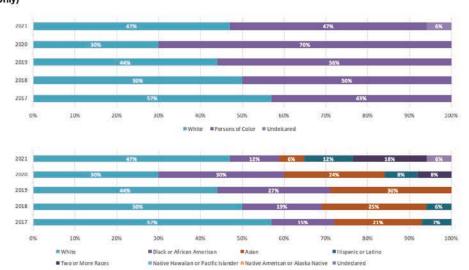


# Race/Ethnicity: New Hires



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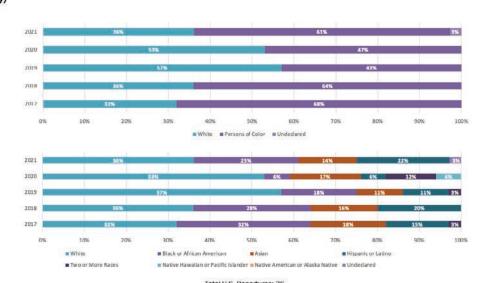
# Race/Ethnicity: Promotions



Total II S Promotions: 17

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# Race/Ethnicity: Departures



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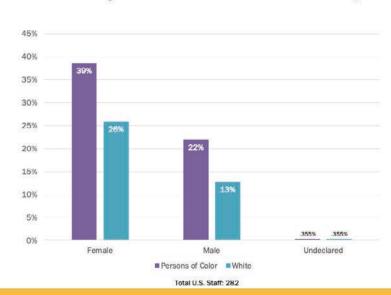




# INTERSECTIONAL DATA

## Intersectionality: Gender and Race/Ethnicity

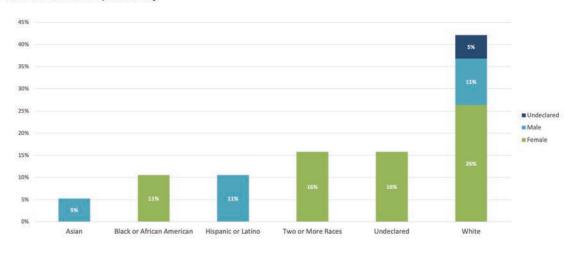




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## **Promotions**

#### Gender and Race/Ethnicity



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## Departures: Gender and Race/Ethnicity



Due to rounding, the percentages in each chart may not always add up to 100%.

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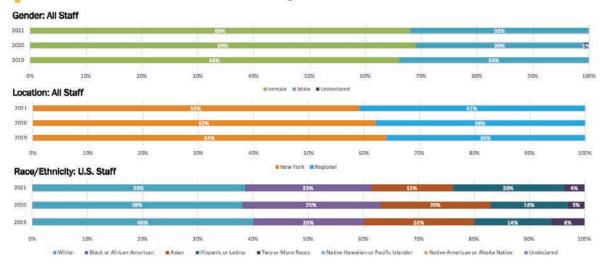
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# PROFESSIONAL DEVELOPMENT

# **Professional Development**



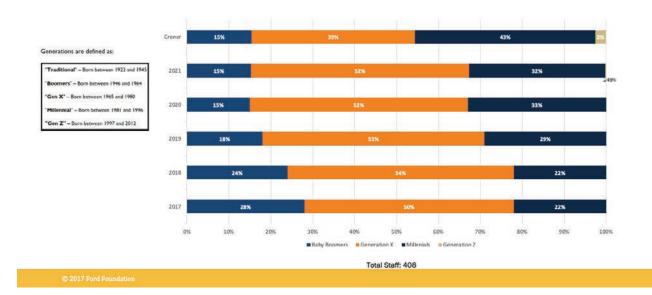
2021 Total Training Participants: 185 (US - 59%/ Regions - 41%)

2017 Ford Foundation

Due to rounding, the percentages in each chart may not always add up to 100%.

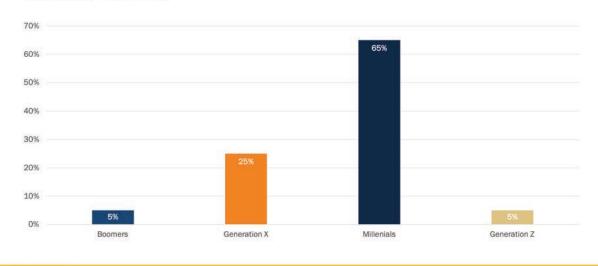
# GENERATIONAL COMPOSITION

# **Generational Composition**



## **Promotions**

#### **Generational Composition**

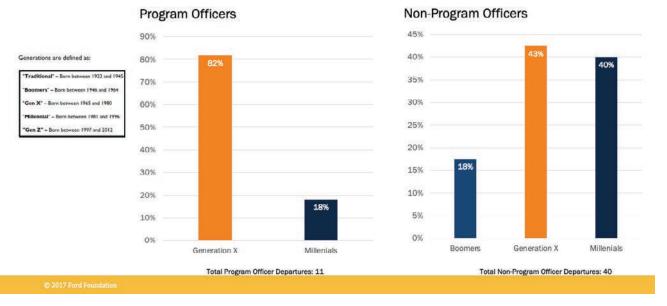


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# **Departures: Generational Composition**



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