Ford Foundation

Creating a Culture of Excellence



DIVERSITY, EQUITY, AND INCLUSION

Annual Report 2023

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I am immensely proud to present to you our 10 year Diversity, Equity and Inclusion (DEI) report. Over the past decade, the Ford Foundation has made significant progress in advancing our DEI commitment in all aspects of our work. After taking a critical look at ourselves and our practices, we have made meaningful strides toward creating a more just and equitable workplace.

While we celebrate this progress, we recognize that there is still much work to be done. As president, I must emphasize that diversity metrics alone do not fully capture the breadth of our commitment to creating an inclusive workplace. While we recognize the importance of representation, our ultimate goal is to foster a culture that empowers all employees to thrive. Our initial goal when we began this journey in 2013 was to enhance diversity. Then we shifted our focus to establish equitable practices for professional development and growth.

As our DEI approach evolved, we recognized that our efforts must go beyond simply changing our numbers or policies. Today our efforts are driven by a need for greater introspection, to examine our own beliefs and actions, and to take responsibility for upholding the social justice values that guide us. This is the natural next step and one that is essential to building a more equitable and inclusive workplace.

We have an unwavering commitment to diversity, equity, and inclusion, and this report serves as a testament to the hard work and dedication of our entire organization. We are proud of what we have accomplished, but we also recognize that our work is far from over. We will continue to challenge ourselves to do better and be better, and to create a more just and equitable world for all, starting with our internal culture.

Thank you for joining us on this journey.

Darren Walker President



At Ford, Diversity, Equity, and Inclusion (DEI) are intrinsically linked to our mission to ensure everyone is treated with dignity and respect. This requires us to model our values and foster a culture where DEI is more than a program or initiative but embedded in our DNA and a key metric when we assess organizational excellence.

Ten years into our DEI work, we can reflect thoughtfully on how far we've come under Darren's leadership as president, where we are as an organization today, and the steps we'll take as we enter the next decade.

In the early years of our journey, we focused on increasing workforce diversity. In this report's section—"DEI Journey,"—you'll see that we successfully increased the representation of women and traditionally underrepresented groups, especially in our leadership ranks, but also in roles that serve as a pipeline to leadership positions. Like most employers, we learned that diversity numbers are only one part of the story. While representation is important, building a culture where everyone can thrive is even more essential to our success. Once we began to make progress in increasing diversity, we turned our focus to ensuring equitable advancement and learning practices.

This work is ever-evolving as our knowledge and understanding grow. In 2022, we partnered with a consulting firm, The Kaleidoscope Group, to gain a deeper understanding of how some colleagues experience our current culture and discover their vision of the culture they wish to experience at Ford. We engaged almost half of our colleagues in this yearlong process. The insights and lessons learned were profound. You will see them reflected in our three-year strategy.

We are thinking about and implementing new diversity, equity, and inclusion practices at Ford, and we're excited to enumerate them in this report.

We are proud of our progress to date and energized by our plans for the future.

Diane Samuels

Vice President and Chief People Officer



Our DEI Journey

Our Mission and Purpose

We believe in the inherent dignity of all people. But around the world, too many people are excluded from the political, economic, and social institutions that shape their lives.

We are guided by a vision of social justice—a world in which all individuals, communities, and people work toward the protection and full expression of their human rights; are active participants in the decisions that affect them; share equitably in the knowledge, wealth, and resources of society; and are free to achieve their full potential. Our mission and purpose are critical when promoting DEI among our staff, as they remind us that all individuals deserve to be valued, respected, and have access to the resources needed to achieve their full potential.





Building a More Inclusive Culture: Highlights of Our Research Findings

Working with consultants from The Kaleidoscope Group in 2022, we gained valuable insights into the current state of the foundation's internal culture. It is evident that our mission serves as a powerful common bond, inspiring unity and pride among our staff. Many of our colleagues appreciate the opportunity to build meaningful relationships with individuals from diverse backgrounds and work together towards our shared mission.

The report also revealed both that we have some work to do and that our internal culture is sometimes at odds with the values of our global grantmaking. There is room for us to develop a more inclusive culture. We need to address inconsistencies in management approaches. And, we need to foster a shared understanding of diversity, equity, and inclusion across the foundation. There is also a need for growth at an individual level in order to build a better understanding of how to engage with individual differences and address personal biases.

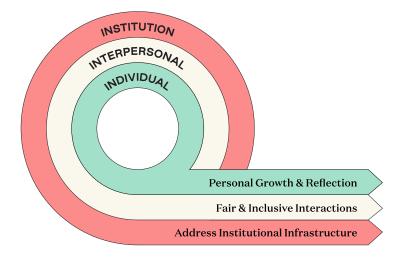
The report identified two facts that must be addressed:

First, the systemic injustices that shape our world impact, influence, and shape Ford's internal culture. The issues Ford works on so diligently to overcome walk in the door daily with our people because those injustices, dynamics, privileges, and lived experiences inform who we are. They inform our policies, procedures, and practices. The hurt felt by those excluded in any way from any aspect of our community because of this must be acknowledged and addressed.

Second, our internal culture at Ford impacts how we do our work. Building a more diverse, equitable, and inclusive Ford will enable us to better serve our work in the world around us. We must do the work internally with the same passion and fever we bring to our mission.

Our Approach

Transformation must happen at three levels: individual reflection, interpersonal relationships, and institutional policies, practices, and procedures. Change begins at the **individual level**: personal reflection and a willingness to engage with different viewpoints are prerequisites for any meaningful transformation. Next, we must change on an **interpersonal level**. Every single interaction, whether it is between individuals or teams, must be respectful. Finally, as an **institution**, Ford must continue to evolve its policies, practices and procedures as we learn and grow.



The first step is identifying these insights. Next, we spent several months creating a detailed strategy to address them. We now have a clear vision and definitions of what diversity, equity, and inclusion mean in the Ford context. These are detailed in the appendix.

A Decade of Progress

Ford has been devoted to making DEI progress for over a decade, and we remain resolute in our commitment to foster a diverse, equitable, and inclusive work environment. We firmly believe that these values are integral to the success of any organization, and we are dedicated to anchoring them in our identity—both internally and externally.

2012-2015 Introduced Rooney Rule - Top 3 candidate slate must have diversity Significant improvement in staff diversity 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 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 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 2019-2020 - DEI embedded in People & Culture strategy - Restructured DEI Groups - (Steering Committee Task Force, Employee Resource Groups) Increased opportunities for promotions - Greater accessibility to professional development - Revamped reasonable accommodations request process 2021 - Conducted second DEI assessment 2022 - Created DEI Vision and Three-Year Strategy

"We cannot address inequality and advance justice in the world if we are not conscious and deliberate about nurturing a culture of diversity, equity, and inclusion in our organization."

Darren Walker

Our Diversity in Numbers

Each year, Ford sponsors The Croner Company's custom survey of diversity, equity, and inclusion to gauge our diversity outcomes against those in the broader philanthropic sector. This survey gathers data about current and emerging practices for diversity, equity, and inclusion policies and practices among 26 peer organizations with assets greater than \$2 billion.

As a social justice organization, we recognized the importance of having a team that represents the communities we serve. Our approach was simple yet effective: We ensured that every final recruitment slate included a diverse candidate pool. As a result, our hiring managers met a robust pool of talented individuals from diverse backgrounds. This ultimately led to more diverse hires at every organizational level.

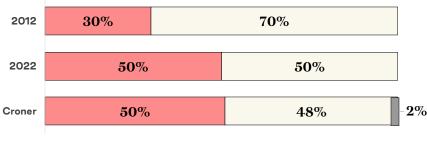
Today, we're proud to say that our staffing is more diverse than ever before—from our board of trustees to our executive leadership team to our administrative support staff. This significant progress over the last decade is a testament to the unwavering commitment of our hiring managers and staff, who share our belief in workplace diversity and inclusion. While the data in this section is focused on the demographics that have traditionally been required by the U.S. Equal Employment Opportunity Commission (EEOC), we will continue to share expanded reporting category details as more staff members choose to self-identify over time.



01 Board of Trustees

True diversity, equity, and inclusion can only be achieved when our organization's highest governance levels represent multiple identities and differences, which is why board diversity has been a foundation priority since 2012. Our trustees represent diverse sectors and countries, and their myriad experiences are what's needed to drive progress and innovation in today's rapidly evolving world.

Trustees: Gender Identity



■Female □ Male ■ Gender Non-Conforming

Trustees: Race/Ethnicity



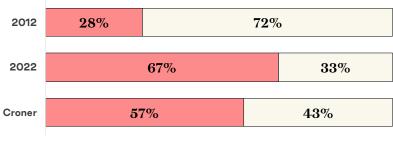
■Persons of Color □White



02 Executive Leadership Team (ELT)

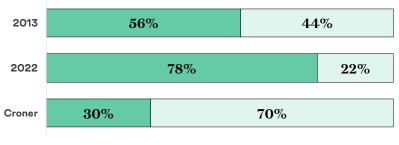
Over the past four years, we have built a leadership team that reflects more racial and gender diversity than in previous years. The foundation's ELT has six women and three men, representing significantly more women than the sector's 57% average. Since 2022, the ELT has consisted exclusively of baby boomers and generation X members. We anticipate changes when baby boomers retire. We also expect to see an increase in millennials, whose oldest members—now in their 40s—are gaining valuable management and leadership experience.

ELT: Gender Identity



■Female □Male

ELT: Race/Ethnicity (U.S. Only)



■Persons of Color □White

We are steadfast in our commitment to fostering a workplace culture that values diversity and inclusion at every level. We look forward to the positive impact that our evolving leadership team will have on our organization and the communities we serve.

03 Senior Leadership

There has been significant progress in achieving gender and racial diversity at our director level, which is considered senior leadership. Over the past decade, we have increased:

Female representation from 40% to 52%

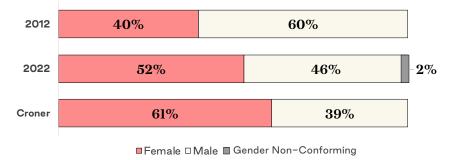
Gender-nonconforming representation from 0% to 2%

BIPOC representation from 26% to 53%

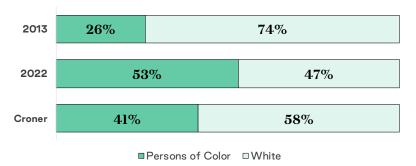
This is crucial progress because directors are on a pathway to becoming part of the executive team, which drives program and organizational strategy.

It is important to reflect the communities we serve at all levels of our organization. We are proud to have increased BIPOC and multiracial representation at the director level. Our representation numbers are consistently above average for the sector.

Directors: Gender Identity



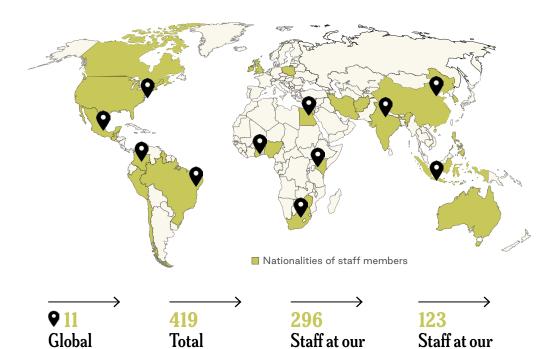
Directors: Race/Ethnicity (U.S. Only)



04 Our Staff

offices





(Data as of December 2022)

American offices

African, Asian

and Latin

Since 2012, the number of women at the foundation has remained stable, while the number of men has decreased. Additionally, we have seen increased representation of gender-nonconforming and non-binary staff. We believe that as gender diversity expands and staff feel more comfortable self-identifying, we will see an increase in this representation.

active staff

New York

office

We increased women's representation in global operations from 48% to 58% since 2017, meeting a commitment made five years ago. We experienced a slight decrease in women's representation on our program team, although men's representation has remained steady. At the same time, we have seen an increase in gender-nonconforming and non-binary colleagues, which speaks to our commitment to create a culture of belonging and inclusivity.

"With a staff population that represents 20 nationalities, we are proud that our colleagues reflect the global nature of our operations. Their diverse backgrounds and perspectives make Ford's work more impactful."

Diane Samuels

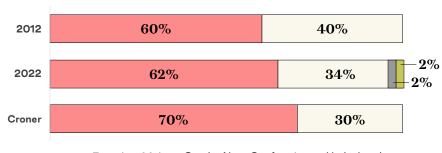
Representation of women from 60% to 62%

Representation of BIPOC individuals from 48% to 66%

Representation of gender non-conforming/ those who choose not to declare a gender increased by 4%



All Staff: Gender Representation



■Female □ Male ■ Gender Non-Conforming ■ Undeclared

US Staff: Race/Ethnicity

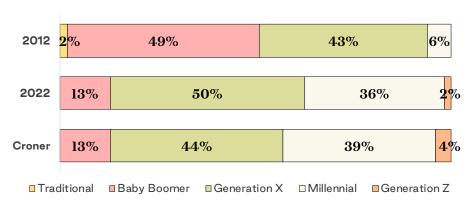


■Persons of Color □White

As our organization continues to grow and evolve, we are dedicated to providing our colleagues with essential resources, support, and opportunities for professional development.

Our workforce spans four different generations and we've prioritized improving our generational diversity over the last ten years. While our largest representation is currently from Generation X, we embrace the unique strengths and perspectives of all age groups. Moving forward, we anticipate an increase in our millennial and generation Z populations, as well as changes in our baby boomer numbers. We are dedicated to ensuring that regardless of age, all employees feel supported and valued in our workplace culture.

All Staff: Generational Composition



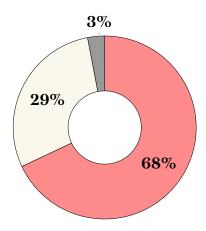




05 Growing and Retaining a Diverse Workforce

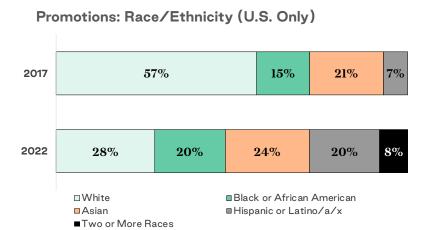
We are committed to hiring a diverse group of individuals who represent a range of backgrounds and identities, including those who identify as women, or choose not to identify with a specific gender. We have made significant progress in our efforts to promote diversity, and the majority of our new colleagues are Black, Indigenous, and people of color (BIPOC).

2022 Promotions: Gender Identity



■Female □Male ■Gender Non-Conforming

Over the past five years, promotions of BIPOC people have increased significantly, with a balanced breakdown by specific race and ethnicity categories. This includes 28% white staff, 20% Black or African American, 24% Asian, 20% Hispanic or Latino, and 8% two or more races.



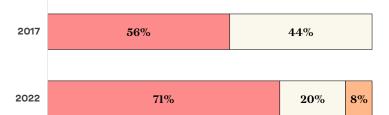
In 2021, we partnered with a woman and minority-owned firm, Landit, to pilot targeted professional development support to women and people of color. Referred to internally as "limitless potential," the program focused on coordinators and assistants from across the foundation-—a level at which we have significant diversity. Fifteen participants were provided with a robust platform that included one-on-one coaching, assistance setting up a personal board of advisors, and access to professional development tools, videos, and reading materials. The pilot garnered strong evaluations from participants, and 25% of the participants received expanded roles or promotions within a year of starting the program. The successful pilot led to program expansion in 2022. Two cohorts of 15 women and people of color are currently engaged in the Limitless Potential program; there is one group for administrative professionals and another for associates and managers. The program includes all of the pilot's offerings, plus learning and accountability partnerships as well as peer coaching circles for all 30 participants.



06 Departures

Across our staff base, we've noticed the highest turnover rates among administrative staff and individual contributors who often seek career growth, which can be limited at Ford because of our size. However, we're committed to supporting our staff in reaching their goals. Last year, 42% of non-program officer departures in the U.S. were among women of color, reflecting our general population. Although we saw a higher turnover rate among women, the majority were mid-career, which is expected.

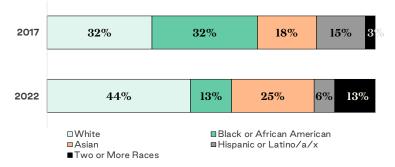
People of color comprise 56% of our staff, and we see alignment in turnover for this group. In 2022, we also saw a decrease in the departures of Black or African American staff. While we had more departures of white women than represented in the general population, men of color were underrepresented in departures. The majority of those who left the foundation in 2022 were millennials, who were seeking change in their careers.





Departures: Race/Ethnicity (U.S. Only)

Departures: Gender Identity



^{*}Average Tenure for Departures: 10 years

^{*}Average Tenure by Job Level: Administrative Staff: 8 years, Director: 8 years, Independent Contributor: 10 years, Manager: 16 years, Vice President: 3 years

Looking Ahead

We understand change is not a quick process—it is a journey. It is important to create manageable time frames and establish achievable short-term goals.

Over the next three years, our goal is for Ford to feel prepared and accountable for co-creating an even more diverse, equitable, and inclusive foundation.

We will celebrate greater alignment between our global work and our internal employment experience. Emerging approaches to anti-racism, anti-blackness, anti-ableism, and gender inclusion will be integrated in locally appropriate, intersectional ways across the foundation.

- → **By the end of year one**, each Ford employee will have a common understanding, shared commitment, and foundational skills so that all colleagues, especially leaders, begin embodying the DEI Vision.
- → **By the end of year two**, we will each have deeper skills and shared practices across the foundation, supported by organization-wide infrastructure and resources.
- → By the end of year three, skills, structures, and shared practices will continue adapting and developing as we formally assess our efforts and begin planning the next three years.

"Diversity, equity, and inclusion are not only essential values that underpin our work, but they are also strategic imperatives that enable us to fully realize our mission and drive meaningful, lasting impact in the world."

Darren Walker

In Closing

Quantitative data and qualitative feedback from our staff reveal steady progress during the first decade of our DEI journey. While we have also moved the needle on improving our culture, more needs to be done. In 2022, we conducted an extensive and honest exploration of our culture. We now know how to bridge the gap between where we are and where we wish to be. Our 2023 - 2026 DEI strategy illustrates Ford's newly articulated DEI vision in action. It guides our organization's path forward and documents the journey each of us must take to build a diverse, equitable, and inclusive culture for everyone working at Ford.

Our internal culture and mission are inextricably linked. We must commit to doing this work internally, just as we commit to working for a just, equitable, and inclusive society for everyone.

Redefining DEI at Ford, 2023



Appendix

Building a More Inclusive Culture

Our Three-Year Strategy

Ford's DEI Strategy represents hundreds of hours and conversations with Ford staff worldwide under the guidance of our DEI Strategy Committee. I believe it meets the moment we are in and will be an essential piece of advancing our work in the coming years. This strategy articulates the steps that all Ford staff will take over the next three years at the individual, team, and institutional levels to develop self-awareness, common understanding, skills, and shared practices to better align our work in the world with our own experiences within the foundation.

- Darren Walker

Introduction

Shortly after becoming President of the Ford Foundation, Darren Walker set three major goals for his tenure: more impactful grant making, better use of our assets, and improving our culture.

Understanding the challenges and opportunities of becoming a truly diverse, equitable, and inclusive community requires us first to make peace with our history to move forward together effectively. Secondly, we must then think at multiple levels to determine what transformation means for each of us as individuals (the individual), for our teams, departments, and community the interpersonal), and for the foundation as a whole (the institution). Thirdly, we must envision a different cultural reality for all. Finally, we need a roadmap and execution plan to get from where we are to where we desire to be.

How the Strategy was Developed

The process of developing this strategy provided an important opportunity to model inclusion and intentionally shift the way we have approached DEI at Ford. One hundred and fifty colleagues were interviewed one-on-one or in focus groups, resulting in the findings. Two diverse staff groups were involved in creating the vision statement and the strategic plan. Finally, we ensured that other DEI workstreams' efforts were coordinated and integrated into this work – something we received feedback about during this process.

Understanding the Current State

Work done by our consulting partners, The Kaleidoscope Group, revealed the following insights about the current state of our internal culture:

Our Mission Is Our Common Bond

- Overall, staff see the Foundation's mission as inspiring, unifying, and a source of pride.
- Many respondents indicated that creating significant relationships with people from different places and backgrounds and working together to pursue Ford's mission is one of the best things about working at the foundation.
- Our colleagues see where we've made progress and acknowledge there is leadership commitment to continuous improvement.

Our Culture Embodies Many Paradoxes Related to DEI

Equity vs. Elitism

The foundation celebrates the diversity of opinion and freedom of speech, but some feel that internal hierarchy contributes to a "stay in your lane" culture. Hierarchy is not always negative, but at Ford, it can contribute to a bureaucracy and a sense that there is a "system" to be worked to get to decisions. This can lead to a lack of coordination and collaboration across the foundation. Some individuals feel valued less because of their role or because they don't work in program.

Staff with prestigious academic backgrounds or extroverted personalities are seen to do better. Speaking up is prized in our culture, creating an advantage for employees with those characteristics over those who may be operating outside of their first language, those who are more introverted, or people from cultures or backgrounds who value a more reserved approach.

Exclusive Inclusivity

Colleagues want a working environment where everyone can be themselves and be more curious, open, and engaged with each other. However, some respondents described a culture where using the "right" language is emphasized, resulting in exclusion. Some people feel uncomfortable because they do not conform to the majority culture because of their language, academic background, employment history, religion, or political views.

Global vs. "New York & the Regions"

Ford's desire to be a truly "global foundation" is not yet integrated into policy and day-to-day practices. Staff experience the foundation differently depending on whether they are based in New York or in regional offices. Several regional colleagues report tension in their relationships with New York-based colleagues, often in stark contrast to the strong, positive workplace culture they experience in their regional offices. There is also a lack of understanding of how DEI may be experienced differently in different cultures. Some regional colleagues sometimes feel excluded from conversations about DEI because those conversations do not reflect their lived experience.

There is Dissonance in the Employee Experience

The idealism that inspires employees to follow Ford's mission and commit to its work means that they have higher expectations of Ford and experience dissonance when their ideal is unmet.

The Role of Individual Managers & Leaders

As in many organizations, an employee's individual experience of Ford can be heavily shaped by their manager. There is a lack of consistency in approaches to people management, including management and leadership competencies and skills. Program Officers are seen to operate with considerable autonomy, extending beyond grant making to their approach to leading teams and colleagues. Some interviewees expressed perceptions that some policies and practices are not enforced equitably because of the permissiveness of some managers and leaders.

Access to Growth Opportunities and Promotions

Some noted that it was hard to break out of their role and move up in the organization. Opportunities were expressed to be dependent on an individual's manager. These feelings were expressed more often by people in New York rather than outside New York.

The Power of Job Title and Role

Some individuals feel they are overqualified for their roles but unable to progress because they are seen as "only" assistants or associates. They feel unable to speak up, offer suggestions, or contribute to meetings.

The Experience of Women of Color

There is genuine concern and a desire to understand why women of color continue to have a different experience than others. We heard from some participants about experiences that can best be summarized as microaggressions, consistent challenging by peers and direct reports, failure to understand that race is always part of the dynamic and relationship, and issues with white women within the foundation. There is an intersection of cultural hierarchy and women of color in administrative and operational roles.

We Lack a Shared Understanding of DEI

The lack of shared definitions and holistic thinking about what diversity, equity, and inclusion mean was a key challenge. Many define DEI in terms of their personal identity, affinity, or interest area or revert to thinking of it regarding Ford's grant making. This leads to a sense of "doing well" without acknowledging issues or doing work at the personal or team level. There is an assumption that doing "good work" makes you a "good person," lessening the need for personal reflection on internal attitudes and external behavior.

DEI sits at an individual, team, and organizational level. There is a need for individual growth to build a better understanding of how we engage with differences and of individuals' own biases and gaps in awareness.

Important Observations About Assessment Findings

Our consultants observed that while we have made progress in improving our culture in the last ten years, there is one major barrier to further significant improvement:

- We view our work through a social justice lens that, by its nature, advocates for the underrepresented and the historically/traditionally excluded.
- When we translate that approach to working on our internal culture, it can prevent us from being able to take a holistic view we don't see the whole because we are more adept at addressing the needs of the part.
- Therefore, attempts to lead us to examine both the whole AND the parts are often misconstrued as not honoring the voices of specific communities.
- That belief set creates a dynamic tension that impedes forward progress.

In short, the case for change is not merely aspirational. It is essential. The greatest challenge may be a natural tendency to want to "change the system," "change leadership," or "change the other person." While these things are necessary, if we are to achieve our highest vision of DEI, it will be important for each of us also to embrace the need to change ourselves.

The next section of this strategy presents the outputs of the various working teams: Case for Change, Our Definitions, Our Vision for Our Culture and From Vision to Reality - Our Strategic Approach. The strategy sets forth how we get there together.

The Case for Change

Diversity, equity, and inclusion (DEI) are vital to the Ford Foundation because it is the heart of our mission and who we are, what we aspire to become, and how we achieve our mission. Embracing DEI will move us from being a group of individuals to a more impactful community. DEI connects our community with our hope for a just world.

Our Definitions

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 we each bring to our Ford community and work 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 Vision for Our Culture

- At Ford, we will build a vibrant, global community where:
- Our unique identities and experiences are recognized and valued.
- Compassion, mutual respect, humility, and empathy define our relationships.

- Our conversations are open, courageous, honest, and real.
- · We can find joy and fulfillment in our work.
- We continually work to embody the just, inclusive, and equitable society we want to see in the world around us.

From Vision to Reality - Our Strategic Approach

The change we seek is straightforward:

- Move Ford's internal culture from one of paradoxes to **alignment with its mission and work** in the world.
- Move from a sometimes complex and challenging employee experience to one more equitable and inclusive for all.
- Move from divergent perspectives on DEI to a **shared understanding** that is clear, embraced, and lived by all.

To realize our vision, we must embrace change. Our strategy is based on three key factors.

1. The Intersection Between Our Culture and Our Mission

Our mission and work are to address systemic inequalities in the world around us. We believe in the inherent value of all people, and we focus our work on addressing the exclusion of people from the political, economic, and social institutions that shape their lives.

In looking at our own internal culture, we must acknowledge two truths:

- The systemic injustices that shape the world around us impact, influence, and shape Ford's internal culture. The issues that Ford works so diligently to overcome walk in the door daily with our people because those injustices, dynamics, privileges, and lived experiences inform who we are. They also inform our policies, procedures, and practices. The hurt felt by those who are excluded in any way from any aspect of our community because of this must be acknowledged and addressed. There is a need for healing and experiences across the foundation to be excavated, explored, honored, and reconciled before effective, lasting change is possible.
- Our internal culture at Ford impacts how we do our work. Building a
 more diverse, equitable, and inclusive Ford will enable us to better
 serve our work in the world around us. We must do the work internally

with the same passion and fervor we bring to our mission.

2. Our Model for Change

To address the two truths above, healing and change need to happen at three levels:

- The individual: addressing the need for each of us to do our reflection work. Much of Ford's work in the world is focused on deep analysis and insights into the causes of systemic injustice. To move forward to create belonging, we need to look in the mirror. To address Ford's internal culture, we need to move from analysis of the issues to deep personal reflection.
- The interpersonal: addressing the power imbalances and lack of "humanity" in our relationships. This will involve identifying ways to overcome some of the paradoxes within Ford, for example, the dynamic between New York and our other offices, between program and operations, and the perceived inequitable access to promotion, support, and accommodations due to an inconsistent management ethos.
- The institution: addressing policies and procedures, reviewing those that may unintentionally favor or privilege some over others or that may not fully address the needs of everyone within Ford. These include but are not limited to talent acquisition and development and those policies which determine access to training, technology, and appropriate accommodations for those who may be disadvantaged, for example, women of color and those with disabilities.

3. Change Begins With Understanding

Without listening, healing, and mutual understanding, change cannot truly begin. Our goal is to create the conditions for change by facilitating deep encounter work across the foundation, addressing the interpersonal and individual issues at the heart of Ford's culture. This will drive institutional change. At the institutional level, we will move ahead on reviewing and revising policies and procedures which will support interpersonal and individual work.

2023-2026 Strategic Plan

Change is not a quick process – it is a journey. This fact makes it necessary to plan in manageable time frames and establish achievable short-term goals.

Over the next three years, our goal is for everyone working at Ford to feel prepared and accountable for co-creating an ever more diverse, equitable, and inclusive foundation, having spent three years becoming more personally skilled, collectively aligned, and organizationally supported. We will celebrate greater alignment between our work in the world and our employment experience internally. Emerging approaches to anti-racism, anti-blackness, anti-ableism, and gender inclusion will be practiced in locally appropriate, intersectional ways across the foundation as we carry out our day-to-day work.

- By the end of Year I, each Ford employee will have a common understanding, shared commitment, and foundational skills so that all colleagues, especially leaders, begin embodying the DEI Vision.
- By the end of Year 2, we will each have deeper skills and shared practices across the foundation, supported by organization-wide infrastructure and resources.
- By the end of Year 3, skills, structures, and shared practices will continue adapting and developing as we formally assess our efforts and begin planning the next three years.

Against that backdrop, we have identified four areas of strategic focus:

1. Our Journey to Understanding

We operate under the assumption that adults do best when they have the opportunity to examine their belief systems, unpack how those belief systems impact their choices and decisions in the workplace, and have the opportunity to consciously choose to show up differently in the essentials of day-to-day work. But understanding is not enough. People need skills—often a new set of skills—if they are going to function differently. Attending a workshop does not produce transformation unless there are intentional ways to support them in applying those new skills.

2. Strategic Integration to Drive Shared Responsibility and Accountability

This strategy creates the opportunity to ensure that all of Ford's DEI work is coordinated to deliver an inclusive, equitable employee experience for all. Though the strategy deliberately focuses on the internal organization, we have incorporated other workstreams and a process to ensure that these continue to be effectively integrated into Ford's culture. This approach will assure synergy, ultimately reduce duplication, provide the opportunity to "check and adjust" ongoing work, and ensure accountability for meeting objectives and delivering key actions. It will also manage the potential overload of information, training, and change that can arise from multiple, siloed simultaneous workstreams.

3. Supporting Structures, Systems, and Processes

This focus area looks at institutional aspects of ensuring we can turn our vision for DEI into reality. These include structures, systems, and processes that impact the employee life cycle and the experience.

4. Sustainability and Consistency

This focus area will include measurement and accountability to drive sustainability. We know that DEI efforts can falter when the principal advocates are no longer in the picture or change roles. Therefore, we will deliberately build sustainability anchors in the form of accountability structures throughout our three-year strategy to ensure that we do not lose momentum due to any change in leadership.

Strategic Focus Area	Objective	Activity	Primary Outcomes	Launch Year	3-l's
1: Journey to Understanding	1.1: Foundational education for all staff ASAP	Deliver globally relevant foundational DEI experiential learning series that addresses regionally specific priorities; [require of all] + integrate into onboarding	Awareness of the reasons for change, as well as the desire to make these changes Connect the individual and interpersonal with the institutional Mutual understanding and support become the reference point for individual	Y1	Individual
1: Journey to Understanding	1.2: Individual development for all people leaders	Deliver initial Intercultural Development Inventory (IDI) assessment to begin building leader capacity and manager skills globally	responsibility and accountability •Appreciation of unique cultural and regional differences •Understanding of individual mindsets regarding differences •Commitment to what each individual manager will do differently and what all managers will do differently •Common language to speak to how we engage across lines of difference	Y1	Individual Interpersonal Institutional
1: Journey to Understanding	1.4: Innovative approaches that foster reinforcement, application, and sustainability	Conversations within and across teams Establish clear individual commitments about what we can each do personally to achieve DEI goals Use change communications to reinforce, apply and sustain insights	Basis for future guidelines or competency development Clear feedback loops & opportunities to celebrate progress Awareness of why and how DEI efforts increase our ability to achieve our mission Spaces for storytelling, topical explorations, powerful connections, and the establishment of empathy and compassion More "brave spaces" that build trust, empathy, and collegial support	Y1	Individual Interpersonal
2: Strategic Integration + Accountability	2.1: Formal DEI Structure	Create a Global Equity Role with dual reporting to VP of P&C and EVP, Programs	Leadership and execution capacity to complete the work the strategy demands Demonstrate importance of DEI, backed by institutional resources Ensure organizational desire and ability to implement the change in order to achieve the expected performance level	Y1	Institutional
2: Strategic Integration + Accountability	2.3: Create DEI Council to integrate all DEI workstreams (race/anti- blackness, disability, and gender), engage key stakeholders and foster accountability	Create a Global DEI Council to align various ongoing DEI streams of work	A clear structure for oversight, input, and shared accountability for the results Assurance that people from the various workstreams and stakeholder groups provide leadership Structures that allow for real-time "check and adjust" to mitigate outcome slippage Organizational ability to implement the change and achieve the desired performance level	Y1	Institutional
2: Strategic Integration + Accountability	2.4: Equip P&C and DEI Council Members	Deliver culture change training; assess periodically	People in key roles know what to do, have a structure that supports powerful execution, and develop over time Critical groups are effective in their respective roles Organizational and individual ability to implement the change and achieve the desired performance level	Y1	Institutional
1: Journey to Understanding	1.3: Develop 3 Year Map for All Staff	Set minimum expectations for foundational education, for example Global DEI, unconscious bias, inclusive comms, allyship, etc.	Defined and agreed stakeholder groups Agreed requirements for knowledge and competencies Agreed expectations based on role Broad knowledge and ability necessary to implement change	Y2	Institutional

APPENDIX

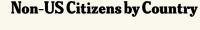
Strategic Focus Area	Objective	Activity	Primary Outcomes	Launch Year	3-l's
1: Journey to Understanding	1.4: Innovative approaches that foster reinforcement, application, and sustainability	Explore developing restorative justice type of mediation to support difficult situations or conflicts	Supportive structures for accountability, growth and strong collegial relationships after difficult interactions occur Shared practice for having courageous conversations related to DEI	Y2	Interpersonal Institutional
2: Strategic Integration + Accountability	2.5: Create Resource Plan and Tracking Structure	Resource Plan to identify sponsor, owner, and contributors Track activities and associated evaluations	Accountability roles are clearly defined and agreed upon One-stop tracking of outcomes and impacts Infrastructure to strengthen and reinforce the change for individuals and the foundation	Y2	Institutional
3: Structures & Systems + Processes	3.3: Develop and Deliver Training to Differentiated Talent and Teams	Deliver learning opportunities outlined in the 3-year learning map	Activate development focused on the specific needs of differentiated talent and teams Impact on career advancement Build the ability necessary to implement change at the team level	Y2	Interpersonal
4: Sustainability + Consistency	4.2: Key Performance Indicators (KPIs) for Each Strategic Element	KPIs established Communications plan to socialize developed and executed Report progress periodically	Clear expectations for measuring progress and success Shared accountability for DEI outcomes and experience of working at the foundation Reinforcement to sustain the change	Y2	Institutional
4: Sustainability + Consistency	4.2: Key Performance Indicators (KPIs) for Each Strategic Element	Evaluate work done to date Identify areas of focus for Year 3 Begin designing a full assessment in order to measure impact and determine the next multiyear DEI Plan	Transparency on impact in Years 1 and 2 Specific adjustments and objectives for year 3+	Y3	Institutional
4: Sustainability + Consistency	4.3: Enjoyable opportunities to connect and counteract fatigue	Create timebound opportunities for engagement to refresh perspectives and energy, ranging from team celebrations to site visits and retreats Forums to connect with one another outside of work meetings	Build trust Build connections Build employer brand among those who work at Ford Reinforcement to sustain the change	Y1, Y2, Y3	Individual Interpersonal

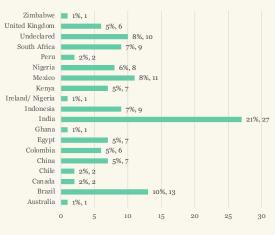
Staff Composition

Active Staff Overview: 419 Individuals

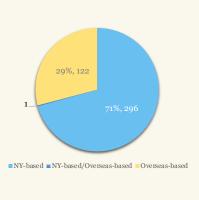
Global Staff by Citizenship

- African & Middle Eastern - Asia





Global Staff by Location



DEI at Ford

Ford Foundation

Undeclared

Self-Identification (Expanded Categories)

Global Staff by Gender Identity

	% of
	Grand
Total #	Total
256	61%
143	34%
1	0.239%
2	0.477%
3	1%
1	0.239%
13	3%
419	100%
	256 143 1 2 3 1 13

US Staff by Religion

	Total	% of Grande
Religion	#	Total
Christianity	17	6%
Interfaith	1	0.338%
Islam	2	1%
Judaism	2	1%
Prefer not to say	13	4%
Two or More Religions	2	1%
Unaffiliated, including atheism or		
agnosticism	18	6%
Other	4	1%
Undeclared	237	80%
Grand Total	296	100%
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US Staff by Nationality

		% of Grand
Nationality	Total	Total
Afghanistan	1	0.239%
Argentina	1	0.239%
Brazil	11	3%
Canada	5	1%
Chile	1	0.239%
China	5	1%
Colombia	8	2%
Egypt	2	0.477%
Ghana	2	0.477%
Guatemala	1	0.239%
Guyana	1	0.239%
India	10	2%
Indonesia	5	1%
Iran	1	0.239%
Jamaica	1	0.239%
Kenya	6	1%
Korea, Republic of	1	0.239%
Mexico	8	2%
Nigeria	7	2%
Peru	2	0.477%
Philippines	2	0.477%
Poland	1	0.239%
South Africa	7	2%
United Kingdom	4	1%
United States of		
America	147	35%
Zimbabwe	3	1%
Undeclared	176	42%
Grand Total	419	100%

US Staff by Sexual Orientation

	Total	% of Grand
Sexual Orientation	#	Total
Bisexual	3	1%
Gay	7	2%
Heterosexual	37	13%
Lesbian	3	1%
Member of the LGBTQIA		
Community	2	1%
Queer and/or Questioning	1	0.338%
Undeclared	243	82%
Grand Total	296	100%

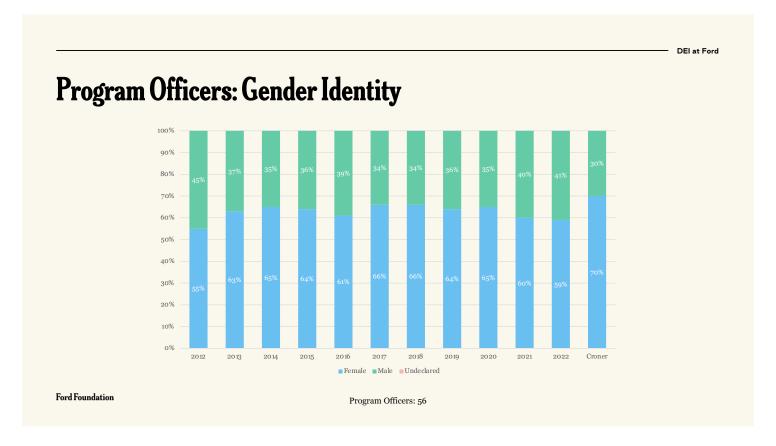
US Staff by Military Status

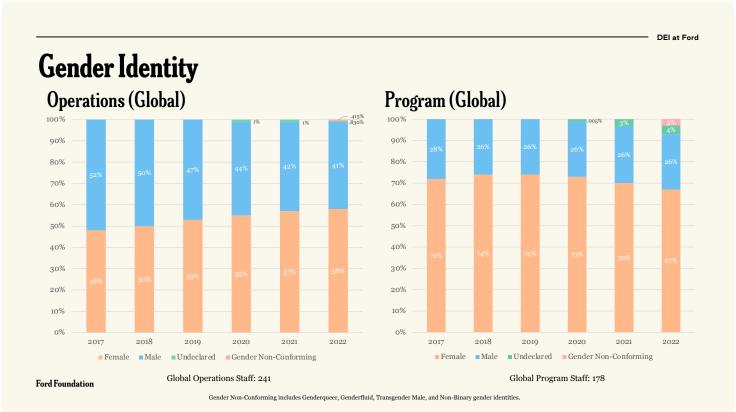
Military Status	Total #	% of Grand Total
I am not a		
veteran	6	2%
Undeclared	290	98%
Grand Total	296	100%

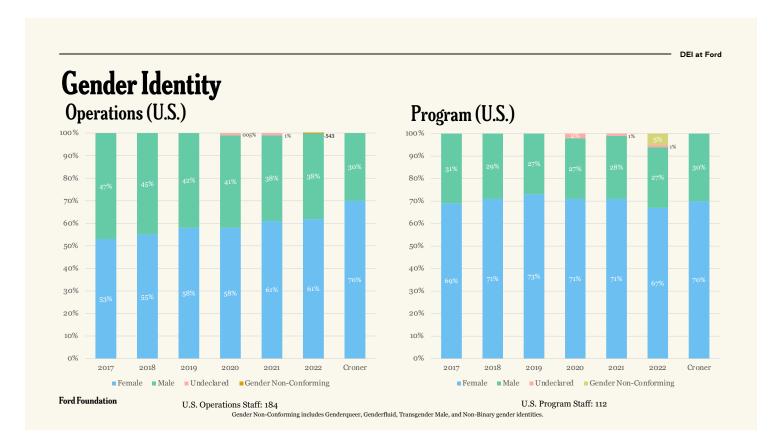
US Staff by Disability

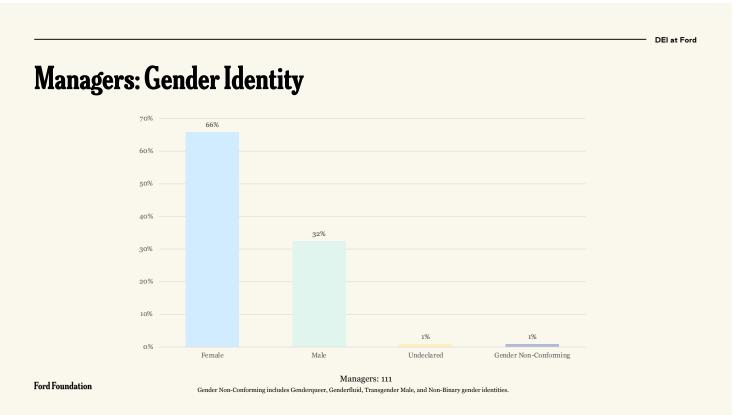
Disability	Total #	% of Grand Total
Yes, I identify as an individual with a disability No, I do not identify as an individual	13	4%
with a disability Undeclared Grand Total	14 269 296	5% 91% 100%

Gender Overview and Trends

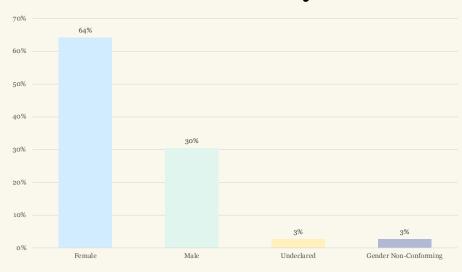








Individual Contributors: Gender Identity

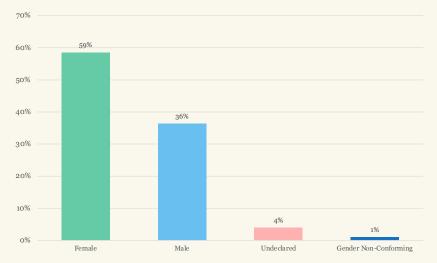


Ford Foundation

 $Individual\ Contributors: 148$ Gender Non-Conforming includes Genderqueer, Genderfluid, Transgender Male, and Non-Binary gender identities.

DEI at Ford

Administrative Staff: Gender Identity



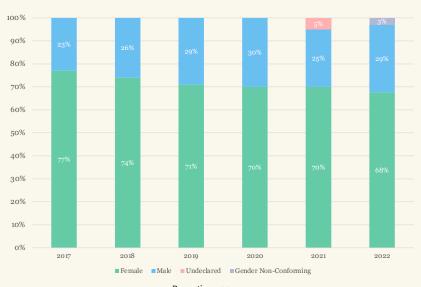
Ford Foundation

Gender Non-Conforming includes Genderqueer, Genderfluid, Transgender Male, and Non-Binary gender identities.

Administrative Staff: 99



Promotions: Gender Identity

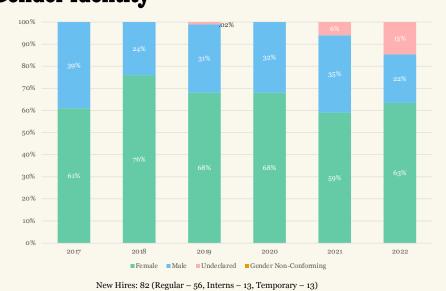


Ford Foundation

Promotions: 34

Gender Non-Conforming includes Genderqueer, Genderfluid, Transgender Male, and Non-Binary gender identities.

New Hires: Gender Identity

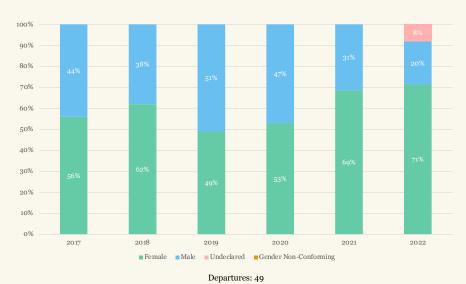


Ford Foundation

Gender Non-Conforming includes Genderqueer, Genderfluid, Transgender Male, and Non-Binary gender identities.



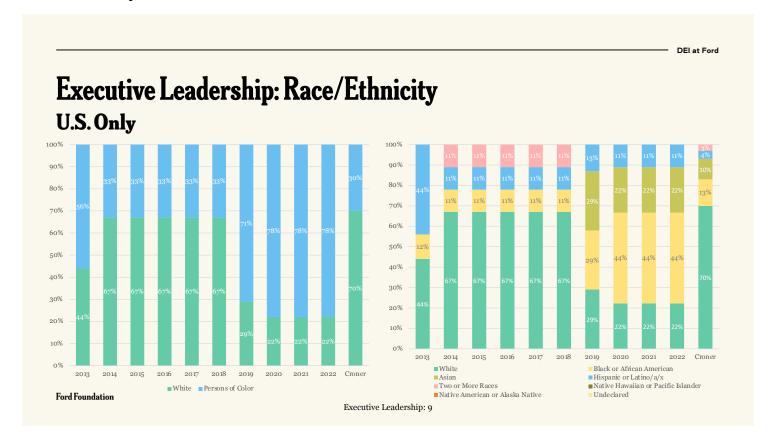
Departures: Gender Identity

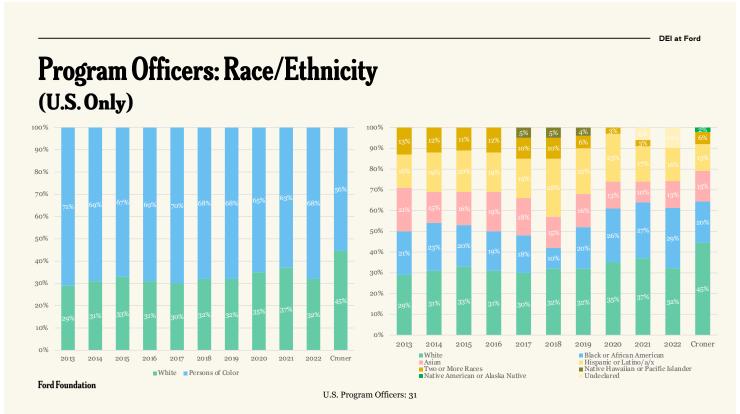


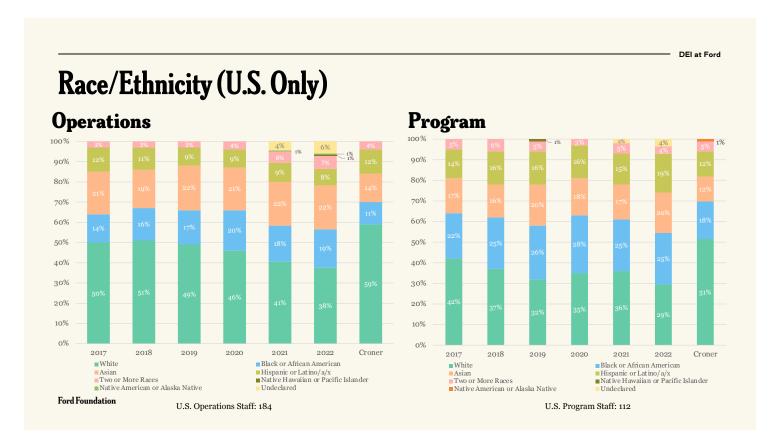
Ford Foundation

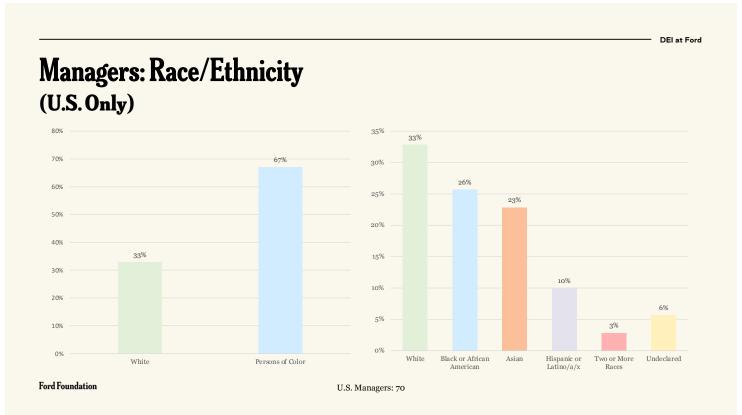
 $Gender Non-Conforming\ includes\ Gender queer,\ Genderfluid,\ Transgender\ Male,\ and\ Non-Binary\ gender\ identities.$

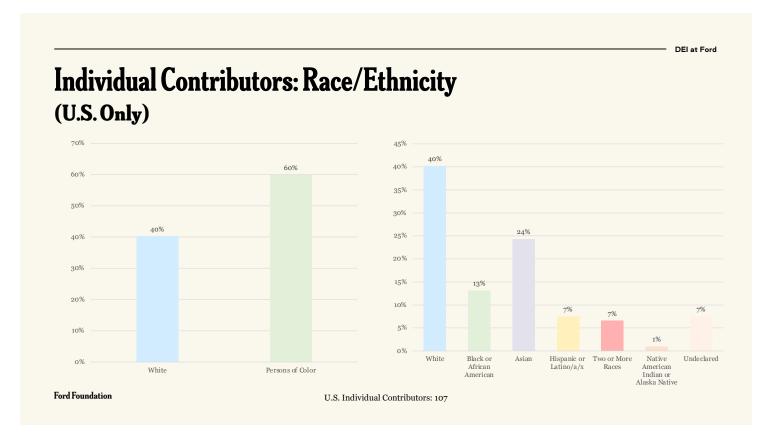
Race/Ethnicity Overview and Trends

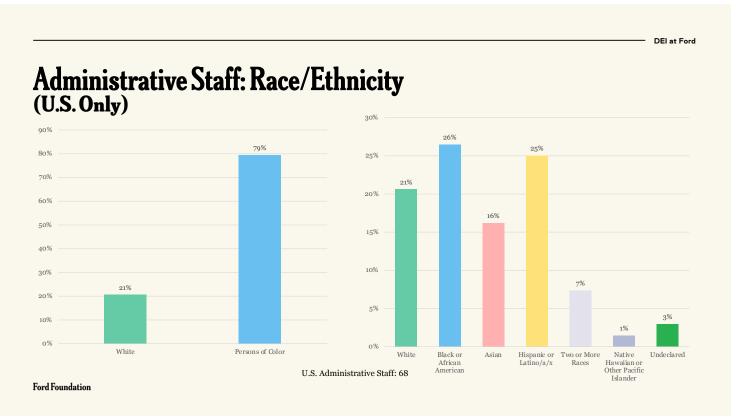




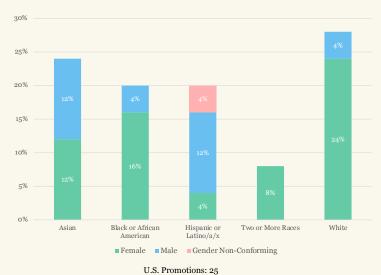






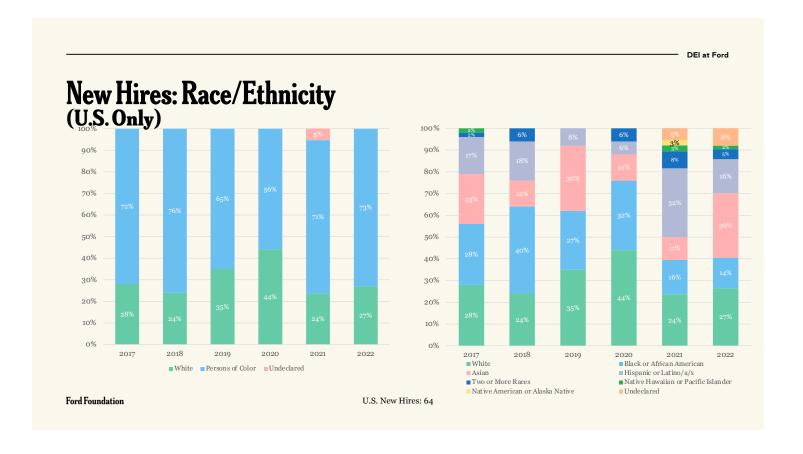


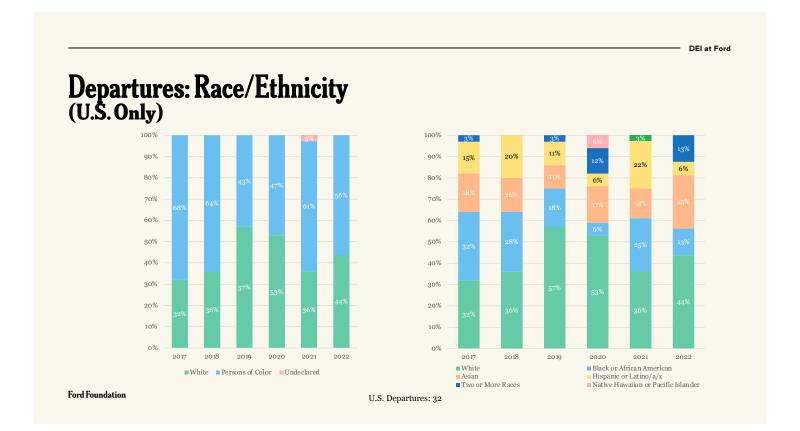
Promotions: Gender and Race/Ethnicity Gender and Race/Ethnicity (U.S. Staff)



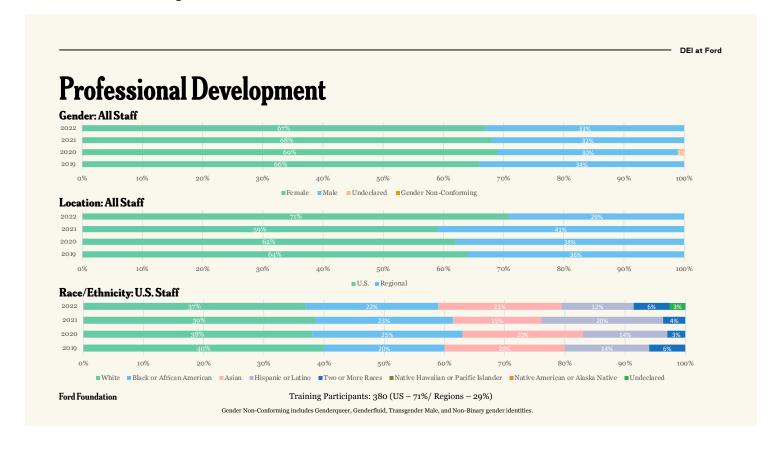
Ford Foundation

Gender Non-Conforming includes Genderqueer, Genderfluid, Transgender Male, and Non-Binary gender identities.

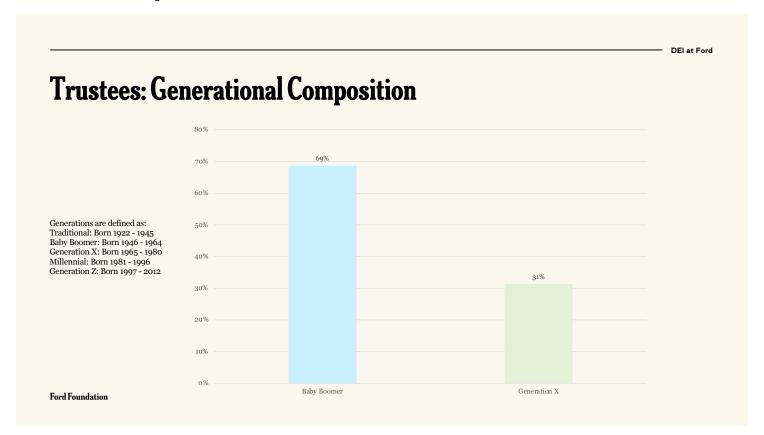


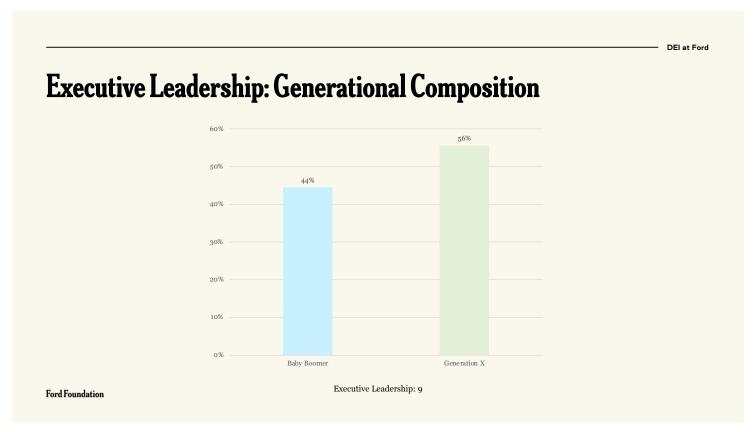


Professional Development

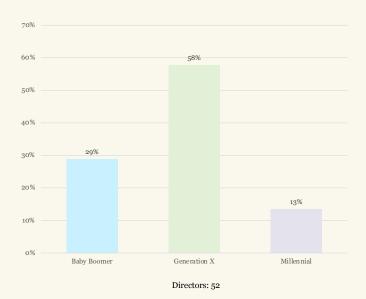


Generational Composition





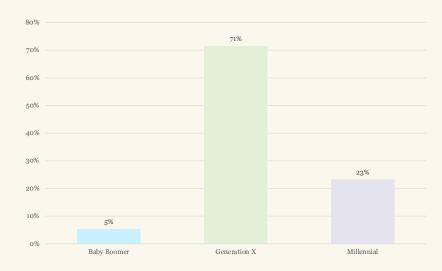
Directors: Generational Composition



Ford Foundation

DEI at Ford

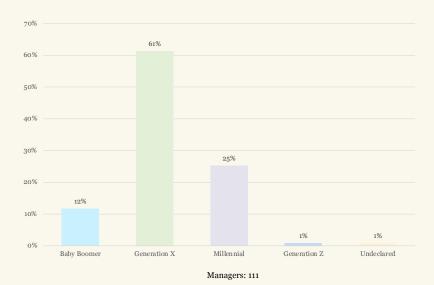
Program Officers: Generational Composition



Ford Foundation

Program Officers: 56

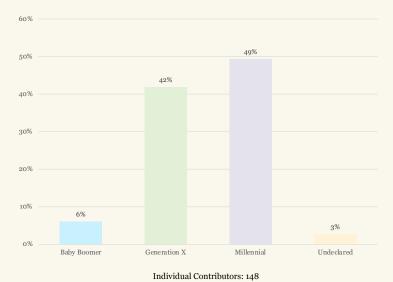
Managers: Generational Composition



Ford Foundation

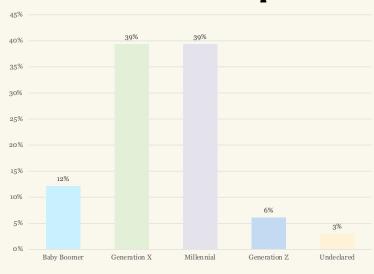
DEI at Ford

Individual Contributors: Generational Composition



Ford Foundation

Administrative Staff: Generational Composition



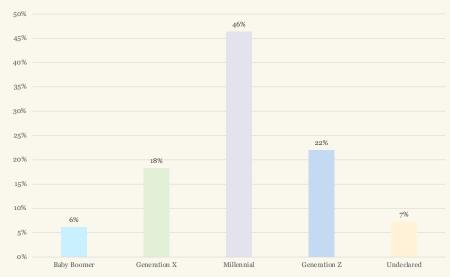
Administrative Staff: 99

Ford Foundation

DEI at Ford

New Hires: Generational Composition

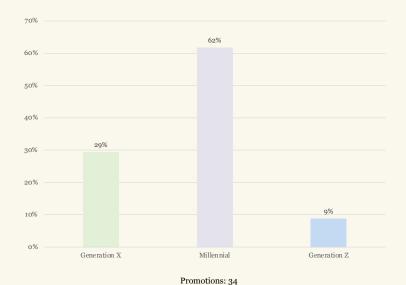
Generations are defined as: Traditional: Born 1922 - 1945 Baby Boomer: Born 1946 - 1964 Generation X: Born 1965 - 1980 Millennial: Born 1981 - 1996 Generation Z: Born 1997 - 2012



Ford Foundation New Hires: 82 (Regular – 56, Interns – 13, Temporary – 13)

DEI at Ford

Promotions: Generational Composition

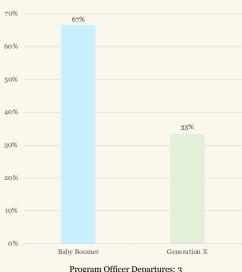


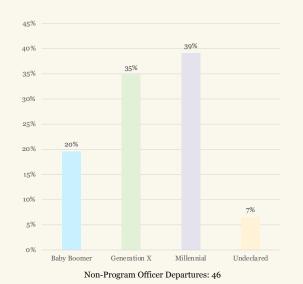
Ford Foundation

Departures: General Composition

Generations are defined as: Generations are denned as: Traditional: Born 1922 - 1945 Baby Boomer: Born 1946 - 1964 Generation X: Born 1965 - 1980 Millennial: Born 1981 - 1996 Generation Z: Born 1997 - 2012

Ford Foundation





Program Officer Departures: 3

Glossary of Terms

The glossary below only includes a partial list of terms. We recognize that this or any other list will never be fully inclusive and must continue to evolve over time.

Anti-racism: An individual who does not support racism in any form and who actively fights against it. It is not enough to be "not racist."

Allyship: A member of a social group that enjoys some privilege but who works to understand their privilege and end oppression.

BIPOC: Black, Indigenous, and people of color.

Disabled Person/Person with a Disability: These two ways are how individuals who belong to the disability community generally identify. Each person in the community may identify differently, and there is no consensus that reflects the entire disability community. In general, individuals who were born before the disability rights movement use the term person with a disability to highlight that they are a person first (often referred to as "person-first language"). Individuals born a little before or after the passage of the ADA often identify as a disabled person to show how they believe disability is an identity (often referred to as "identity-first language"). It is best to ask each individual how they identify. For the purpose of this report, the two terms are used interchangeably.

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.

Employee Resource Groups (ERGs): ERGs are voluntary, employee-led groups made up of colleagues who come together based on shared identity, life experiences, and commitments to learning with others. While ERGs are intended to explore issues specific to certain groups, within the foundation, all employees are welcome to join any group they may wish to join.

Equality: Equality is about ensuring that every individual has an equal opportunity to make the most of their lives and talents regardless of the way they were born, where they come from, what they believe, or whether or not they have a disability.

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.

Ethnicity/Ethnic Group: Ethnicity refers to a grouping of people who identify with one another based on shared attributes (e.g., social, cultural, historical experiences) that stem from common national or regional backgrounds that are different from other groups.

Gender Pronouns: Pronouns are a way for individuals to identify themselves or others in place of using names. Gender pronouns are the terms people choose to refer to themselves that reflect their gender identity such as he/him, she/her, or gender-neutral pronouns such as they/them. Knowing and using a person's correct pronouns fosters an inclusive culture and affirms an individual's identity.

Historically Marginalized Group: A member of a group that has been and continues to be a target of a system of oppression.

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.

LGBTQIA+: An abbreviation for lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual, and more. These terms are used to describe a person's sexual orientation or gender identity. This is not an exhaustive list of terms: different cultures, both historically as well as today, have used diverse language which express the wide range of sexual orientations and gender expressions, such as "Two-Spirit", which refers to Native American and First Nations people who fall outside Western gender norms, while "hijra" typically refers to South Asian individuals who were assigned male at birth, but identify as women or as a third gender.

Self-Identification: When an employee voluntarily discloses aspects of their identity to their employer (e.g., ability status, gender, sexual orientation, age, religion, ethnicity, etc.). Employers typically collect these insights to understand intersectional identities, measure representation and to build a more inclusive and equitable workplace.