

2017 Trustee & Employee Global Diversity, Equity & Inclusion Update

May 2017



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2016 Highlights at a Glance

- DEI analyses throughout the year – moved from conducting annually to every 4 months
- Compensation equity reviews: annual analysis and adjustments, new hire practices to better ensure internal equity
- Team diversity composition assessments prior to each recruitment
- Targeted recruitment to ensure diverse candidate pool
- Robust onboarding for new hires to ensure better understanding of the culture and roles' contributions
- Better support for employees with families (including child & elder care) with overnight dependent care policy
- Exit interviews – incorporating DEI into exit process
- Ford Foundation commissioned first annual DEI survey of the largest foundations in the U.S. providing current data for the field

2017 DEI Initiatives

- Global DEI Audit
- Establishing DEI Task Force & Steering Committee
- DEI Transparency: posting demographic data publicly
- Defining DEI and making the connection to our Core Values
- Recruitment Focus – continue to ensure recruitment strategy supports diversified workforce
- Focus on ensuring our systems and structures incorporate DEI

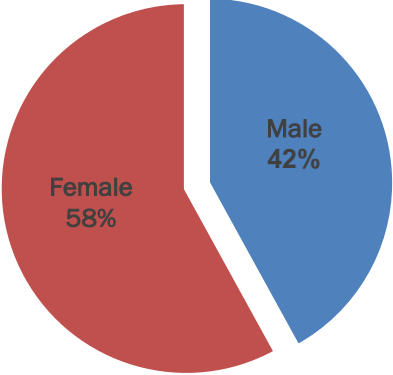
Active Staff at Year End (5 Year Snapshot)

Year End	Appointment	US Citizen	Non-US Citizen	Total
2016	NY-Appointed Staff	274	37	311
	Overseas Local Staff	1	107	108
	Total Staff	275	144	419

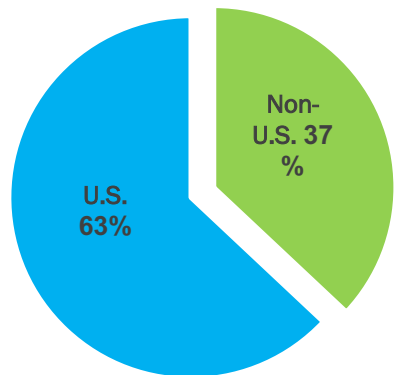
Year End	Appointment	US Citizen	Non-US Citizen	Total
2012	NY-Appointed Staff	227	47	274
	Overseas Local Staff	0	99	99
	Total Staff	227	146	373

Global Staff at Year End 2016

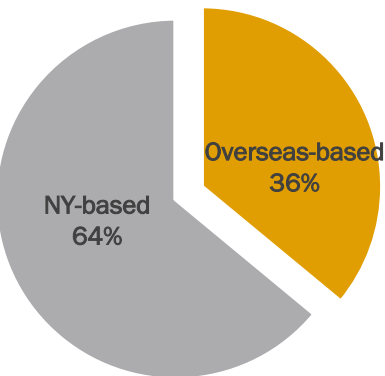
Global Staff by Gender



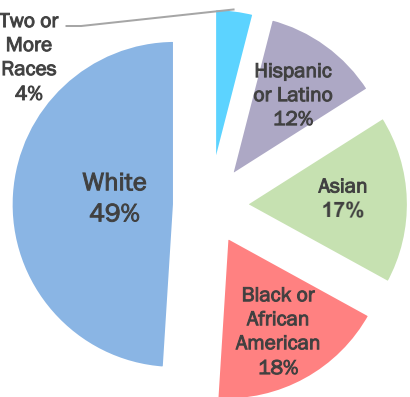
Global Staff by Citizenship



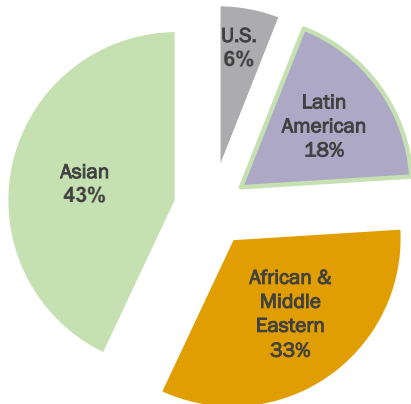
Global Staff by Location



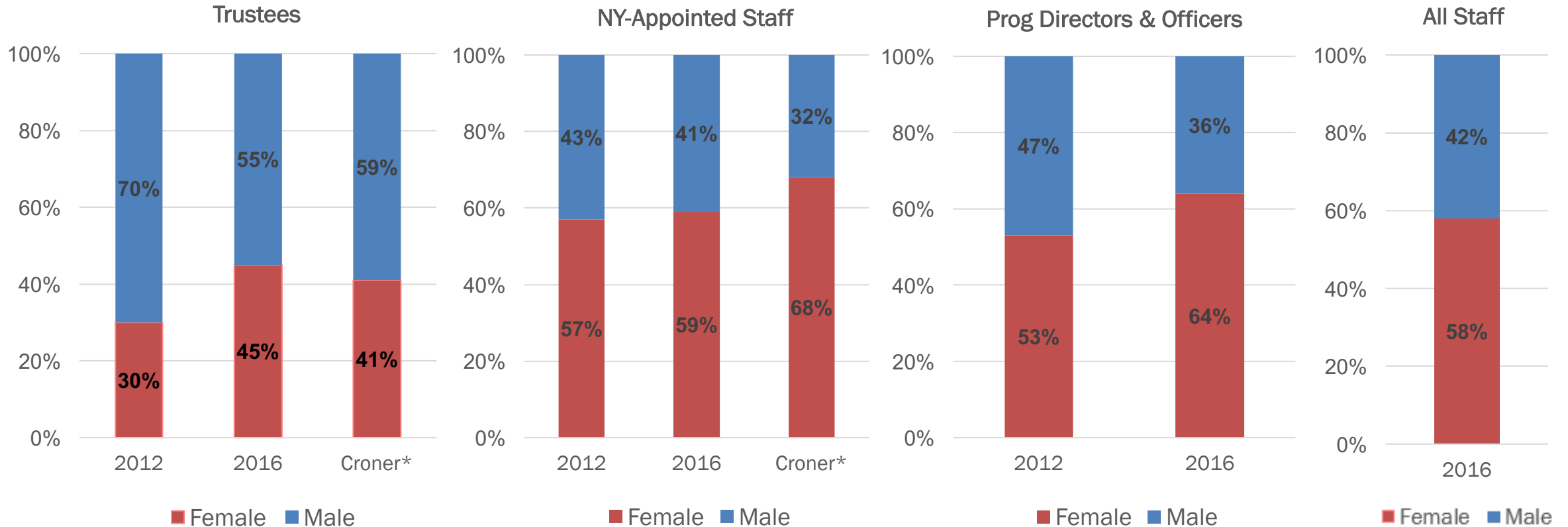
US Citizens by Race/Ethnicity



Non-US Citizens by Region

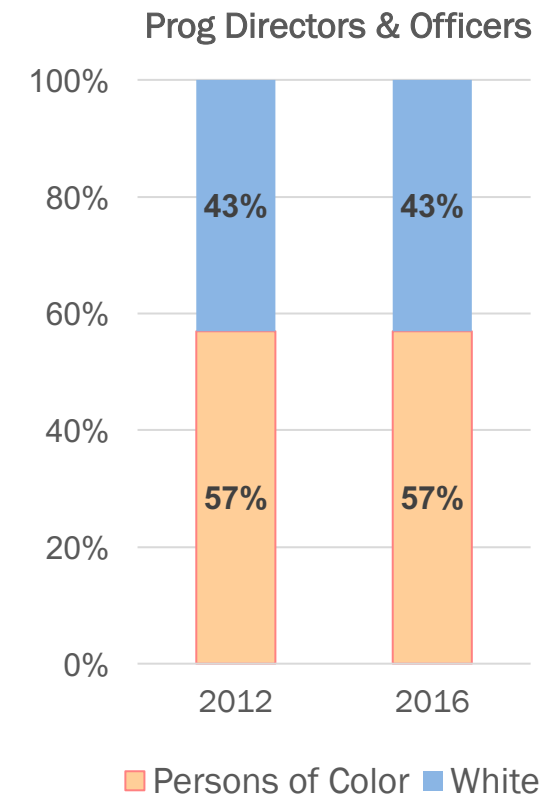
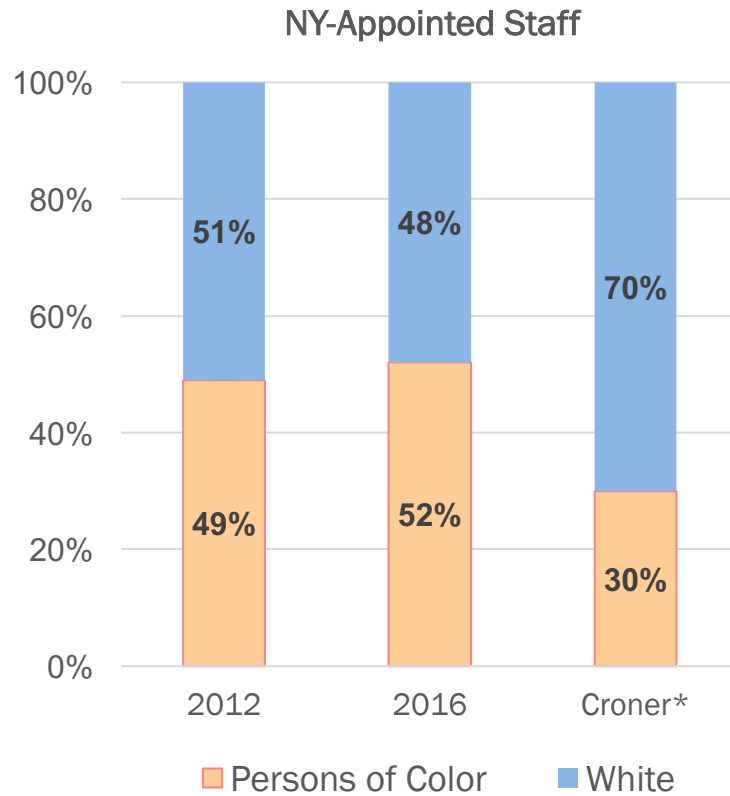
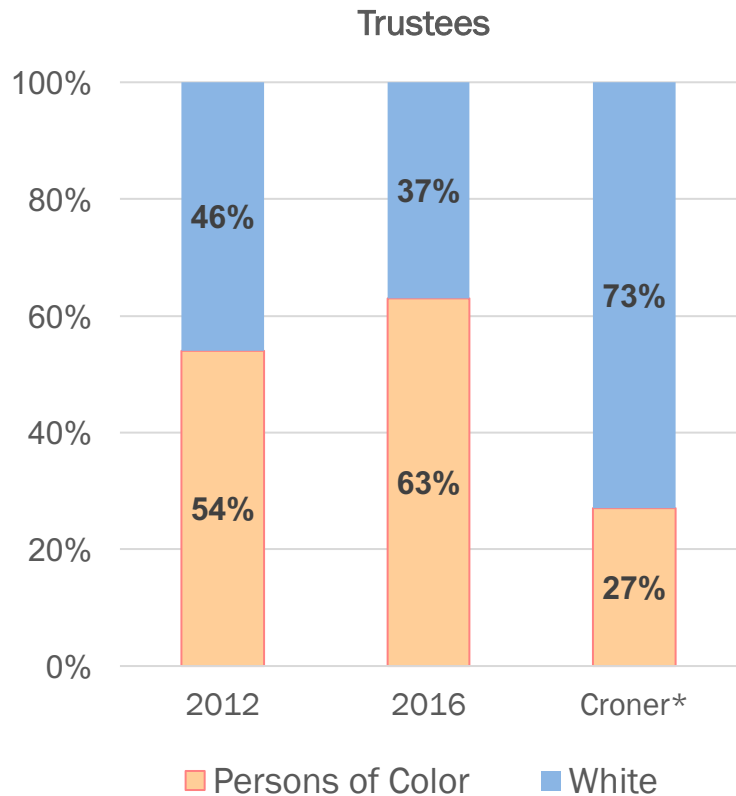


5 Year Snapshot – Gender



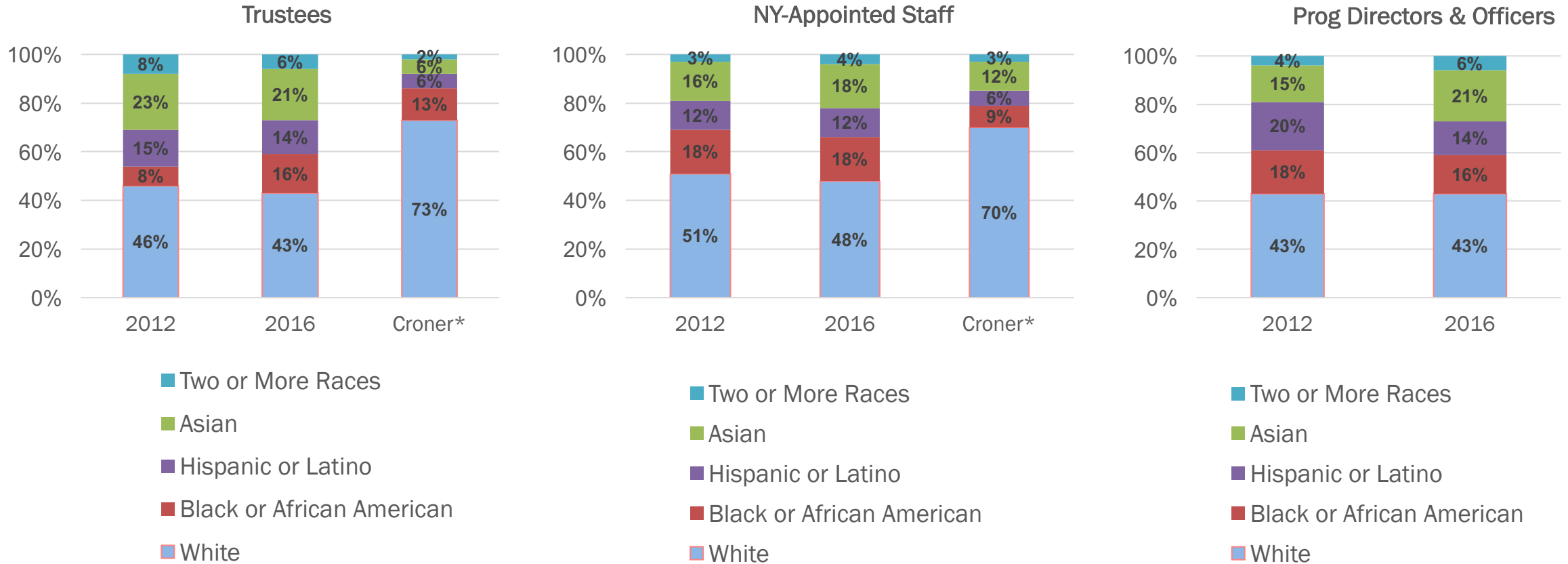
*Croner = The Croner Company conducted a survey of Diversity, Equity and Inclusion practices, sponsored by Ford Foundation. 33 large foundations with assets greater than \$2 billion were invited to participate. 16 submitted data.

5 Year Snapshot – Persons of Color



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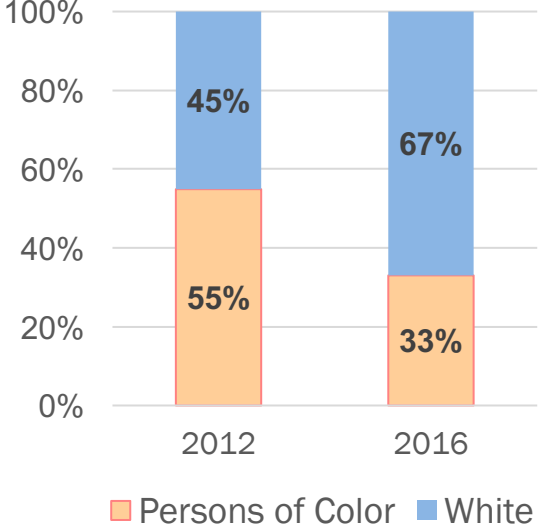
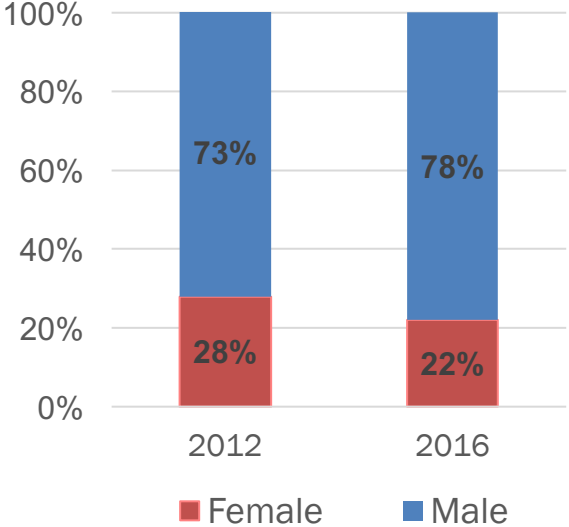
5 Year Snapshot – Race/Ethnicity



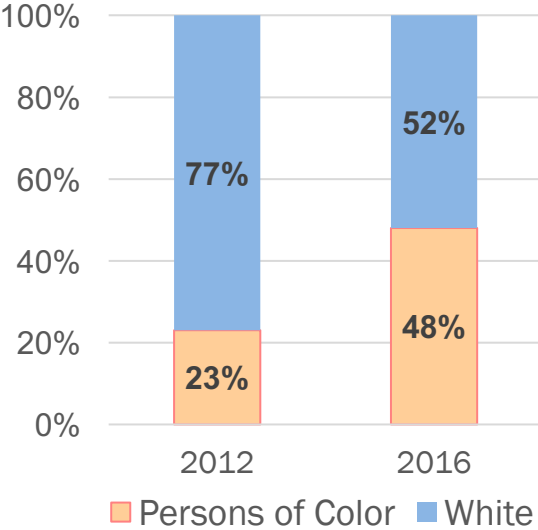
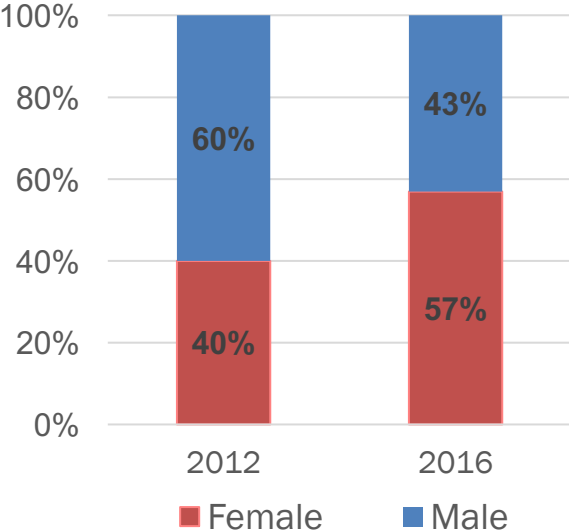
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5 Year Snapshot – Job Level

Executive Leadership Team



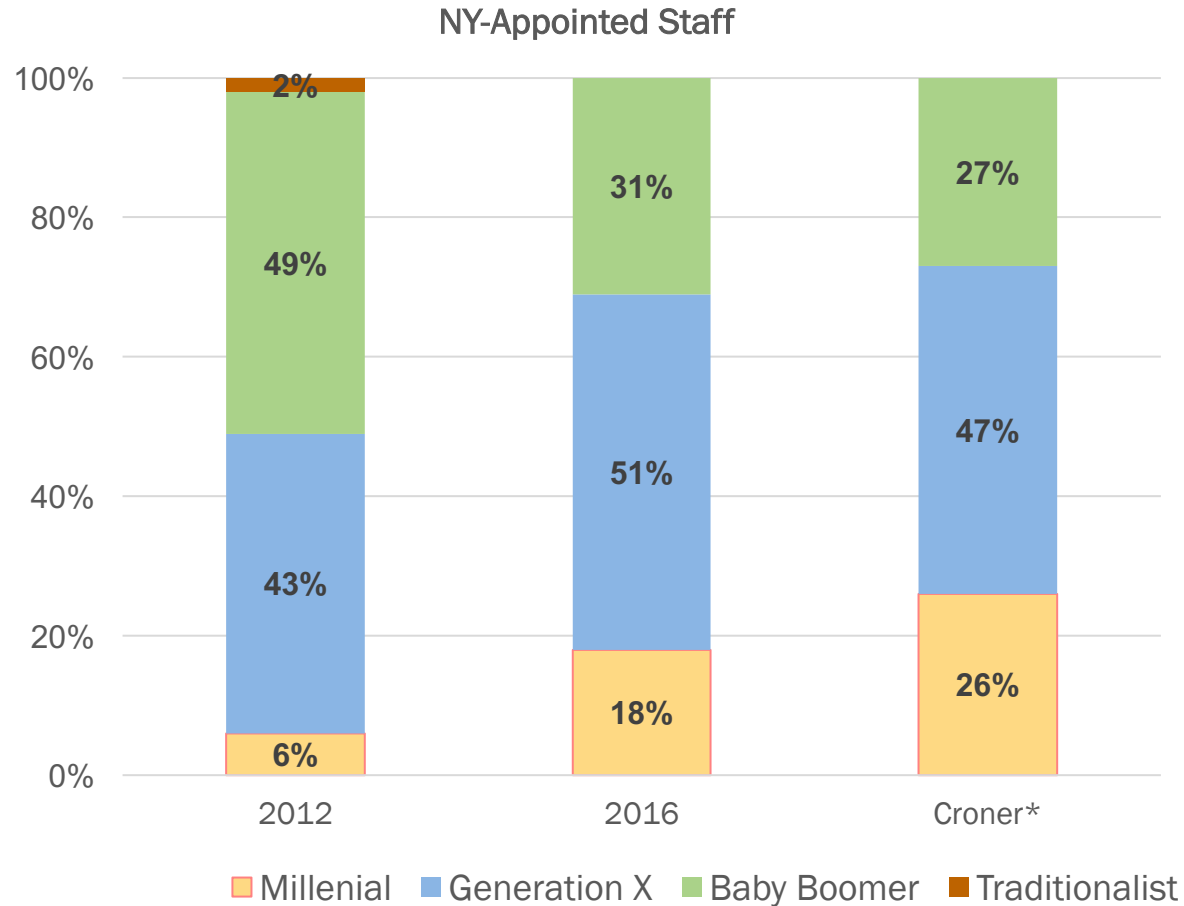
Directors and Regional Directors



5 Year Snapshot – Generational Makeup

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

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



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