

2018 Trustee & Employee Diversity Update

June 2018



FORD
FOUNDATION

2017 Highlights at a Glance

- Established DEI Task Force & Steering Committee
- DEI Transparency: **posted demographic data** publicly
- **Defined** “diversity, equity and inclusion”
- **Recruitment Focus** – continued to ensure recruitment strategy supports diversified workforce
- **Policies and practices** – Continued focus on incorporating DEI
- **Disability audit** of recruitment practices and policies
- Integrating **disability inclusion** in our work

2018 DEI in Focus

- Global DEI **audit** launched
- DEI **Guiding Principles** developed and shared
- **Learning** opportunities for staff
- 2018 **gender dynamics** Goal
- Implementing initial **recommendations** from DEI & Disabilities audits
- Diversity **recruitment**



Diversity Highlights

TRUSTEES

- Half are women and more than half are people of color (POC)
-

STAFF

5 YEAR TREND

- Strong overall representation of women and POC

2017

- High promotion and transfer rates for women
- Higher percentage of women represented in program vs. operations
- POC accounted for higher percentage of staff in program and half of staff in operations
- Strong overall representation of POC in transfers and new hires
- Generation X makes up half of the Ford population; millennial representation continues to grow

Diversity Areas of Opportunity

- **Women** hold the majority of positions in the foundation, yet only 2 out of 8 serve as VPs.
 - Work to strengthen the numbers of women in leadership roles throughout the organization.
 - With turnover, boost hiring of women in the regional offices that are experiencing a downward trend.
- The number of **POC** departing the foundation in 2017 trended up.
 - Boost internal opportunities for promotions and advancements of POC.
 - Continue to focus on the appointment of POC throughout the foundation, especially in senior leadership/director roles.

Appendix



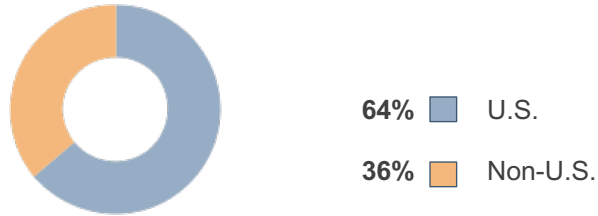
Active Staff at Year End 2017

Year End	Designation	US Citizen	Non-US Citizen	Total
2017	US-Paid Staff	283	43	326
	Overseas Local Staff	2	117	119
	Total Staff	285	160	445

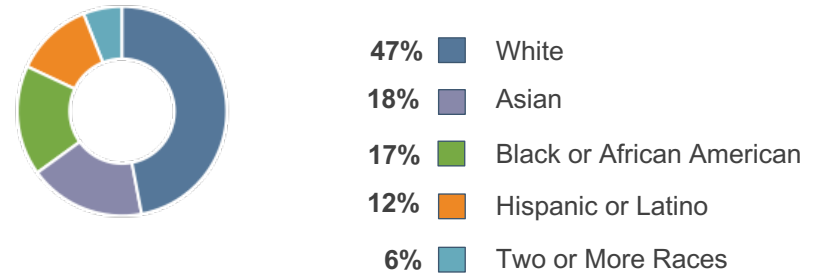
Year End	Designation	US Citizen	Non-US Citizen	Total
2013	US-Paid Staff	246	48	294
	Overseas Local Staff	1	95	96
	Total Staff	247	143	390

Global Staff Snapshot at Year End 2017

GLOBAL STAFF BY CITIZENSHIP

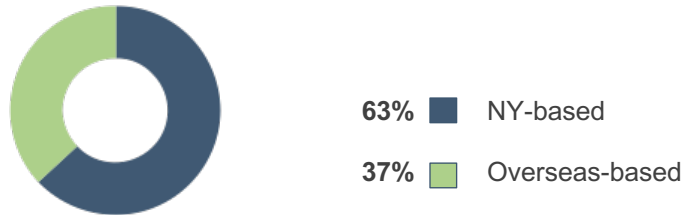


US CITIZENS BY RACE / ETHNICITY*

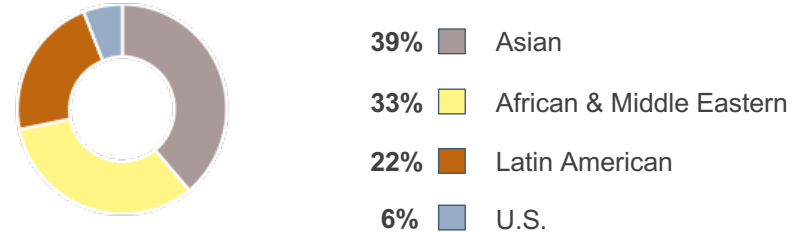


* All US Citizens Globally

GLOBAL STAFF BY LOCATION

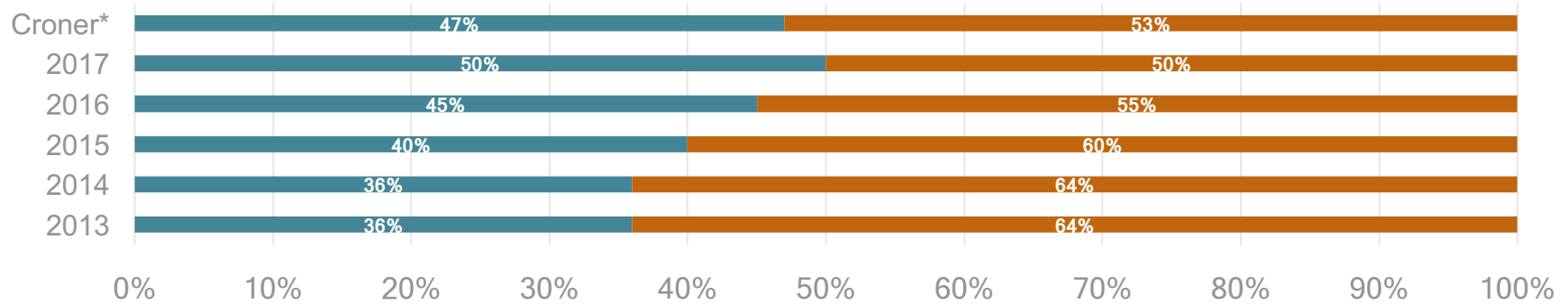


NON-US CITIZENS BY REGION

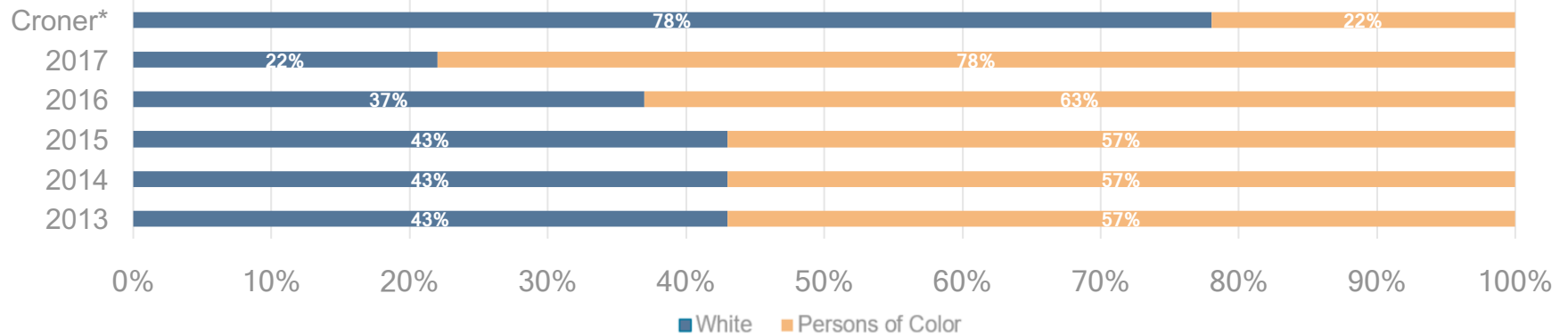


Trustees 5-Year Trend

GENDER REPRESENTATION



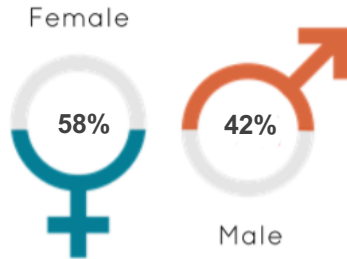
RACE / ETHNICITY



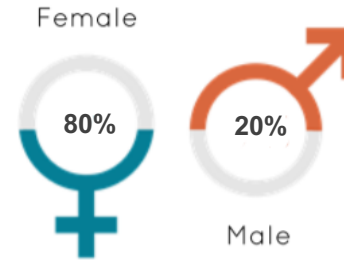
*Croner = The Croner Company conducted a survey sponsored by Ford Foundation and gathered data about current and emerging practices around diversity, equity and inclusion ("DEI") policies and practices among 19 large foundations (with assets greater than \$2 billion), excluding Ford Foundation.

Gender Overview at Year End 2017 - All Staff

ACTIVE STAFF

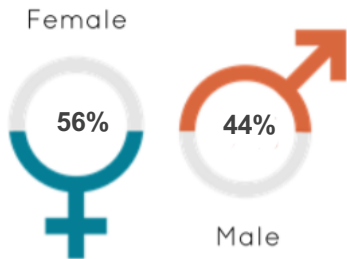


PROMOTIONS AND TRANSFERS



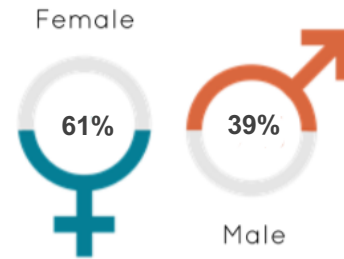
Note: 26 promotions/transfers overall in 2017; 21 female and 5 male.

TURNOVER



Note: 42 total terminations in 2017; 30 voluntary terminations (13 male and 17 female) and 12 involuntary terminations (5 male and 7 female).

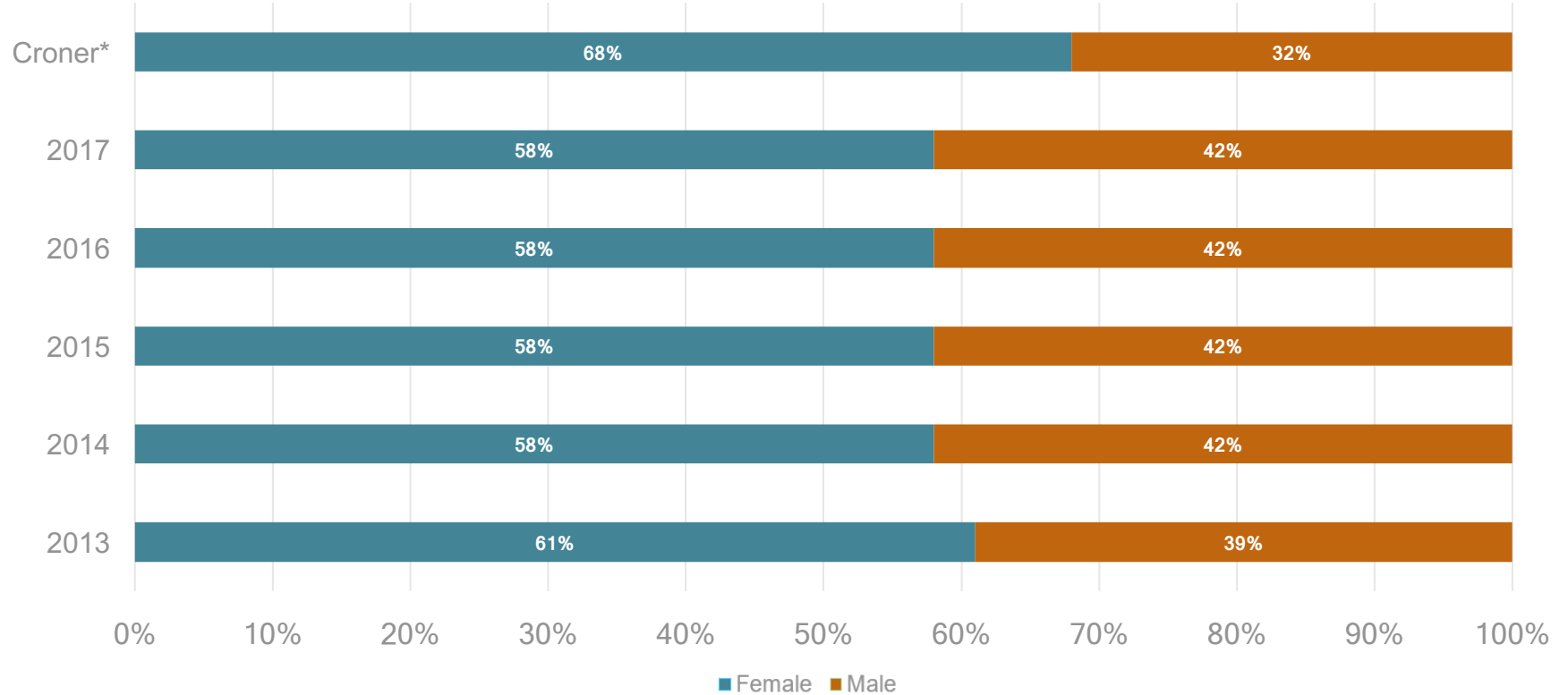
NEW HIRES



Note: 62 hires overall in 2017; 38 female and 24 male.

Gender Representation

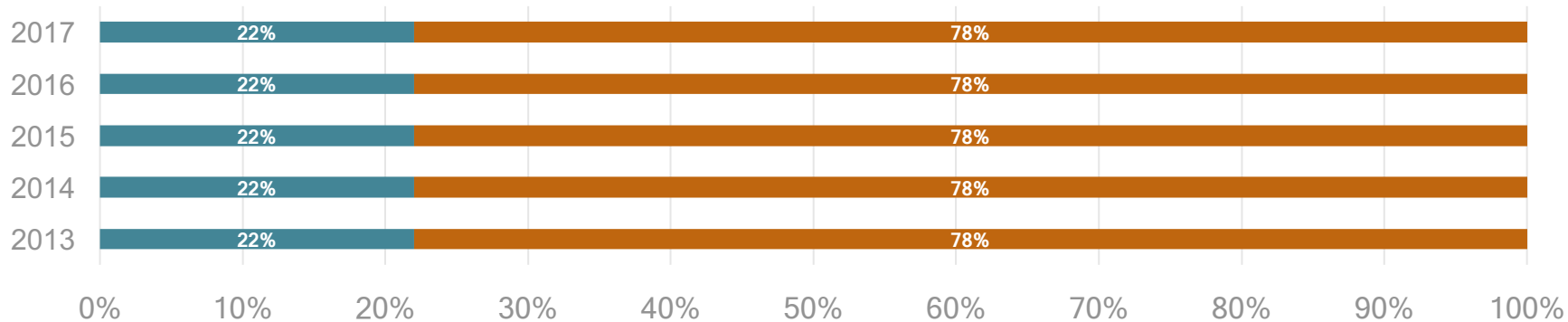
ALL STAFF



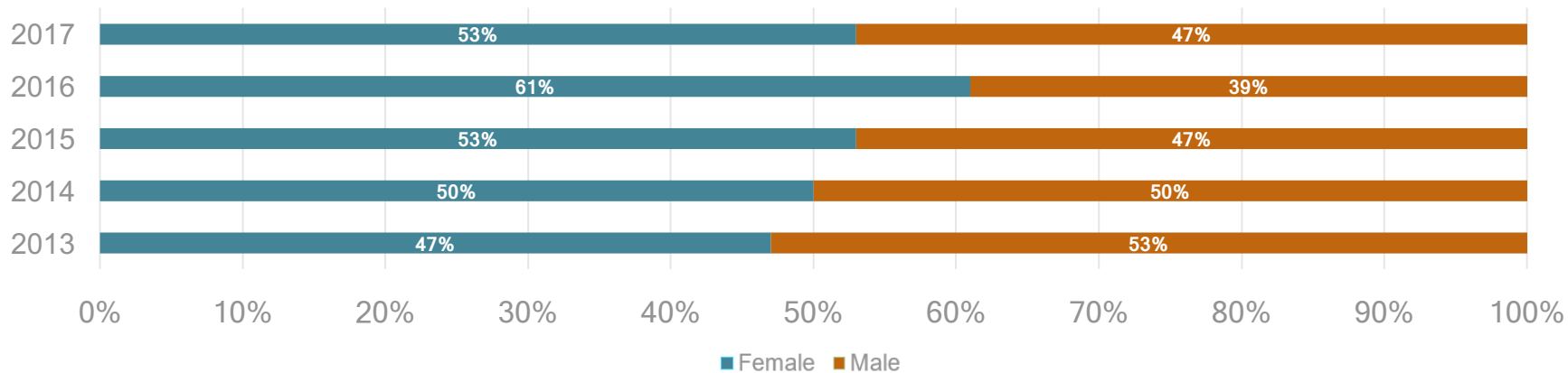
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Gender Representation

EXECUTIVE LEADERSHIP TEAM

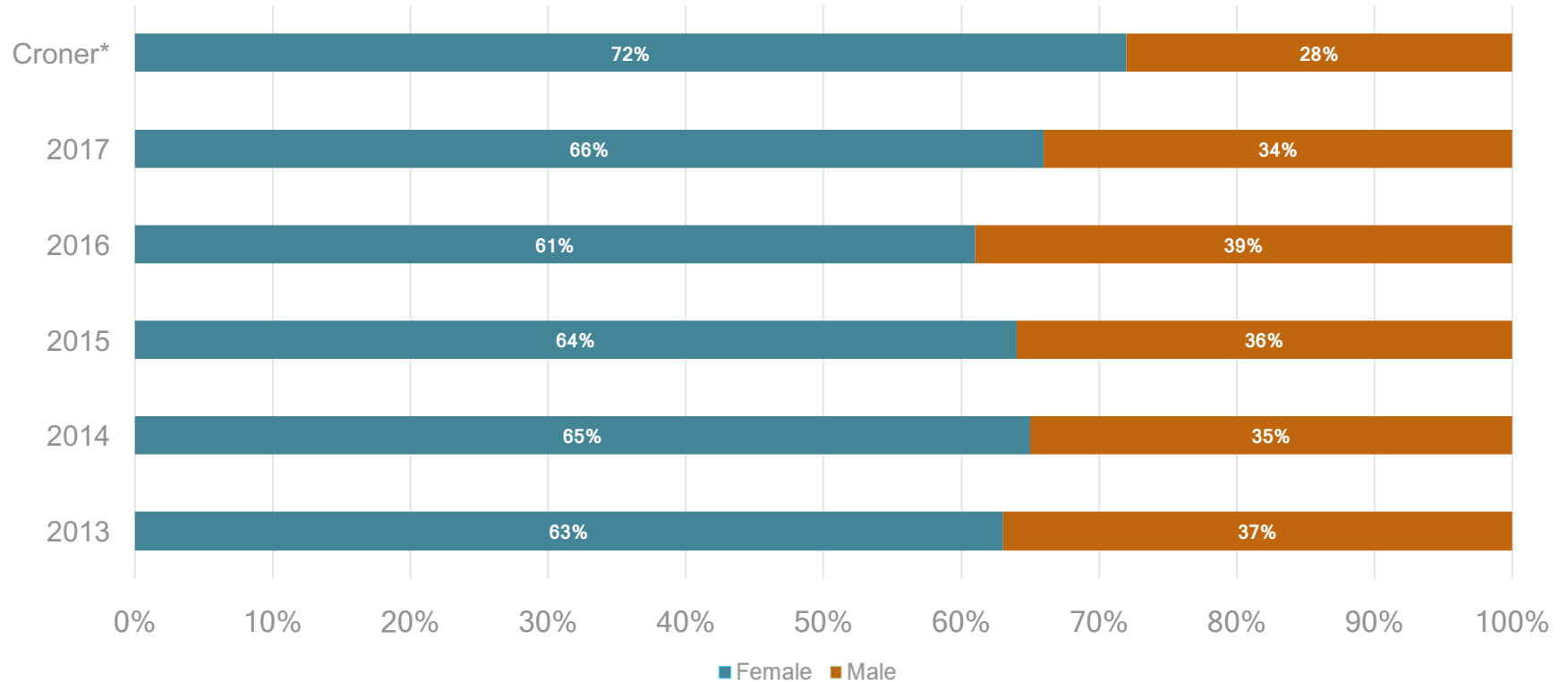


DIRECTORS



Gender Representation

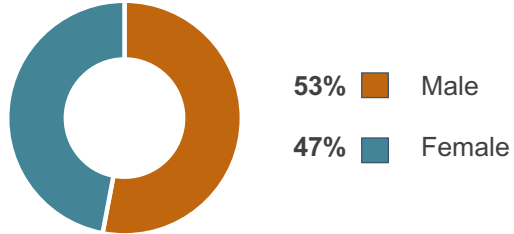
PROGRAM OFFICERS



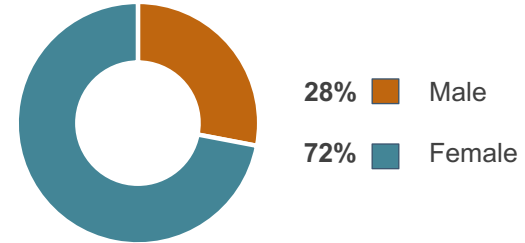
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Gender Overview at Year End 2017 – Ops/Program Comparison

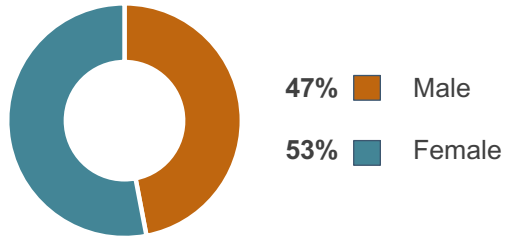
GENDER IN OPERATIONS (ALL STAFF*)



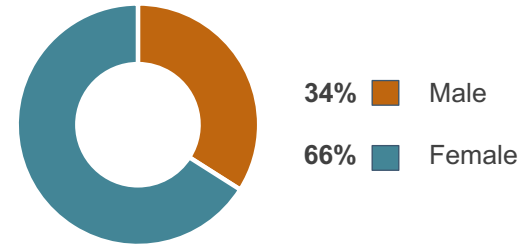
GENDER IN PROGRAM (ALL STAFF*)



GENDER IN OPERATIONS (NY-PAID STAFF)



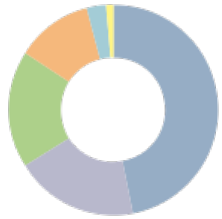
GENDER IN PROGRAM (NY-PAID STAFF)



* Includes regional office staff.

Race / Ethnicity Overview at Year End 2017 - U.S. Only

ACTIVE STAFF



- 47% White
- 19% Asian
- 18% Black or African American
- 12% Hispanic or Latino
- 3% Two or More Races
- 1% Native Hawaiian or Other Pacific Islander

PROMOTIONS AND TRANSFERS



- 60% White
- 15% Asian
- 15% Black or African American
- 10% Hispanic or Latino

Note: 20 promotions/transfers in NY.

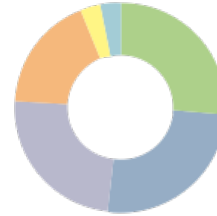
TURNOVER



- 34% Black or African American
- 32% White
- 17% Asian
- 15% Hispanic or Latino
- 2% Two or More Races

Note: 2017 Turnover Rate is **10.5%** based on 29 terminations in NY.

NEW HIRES

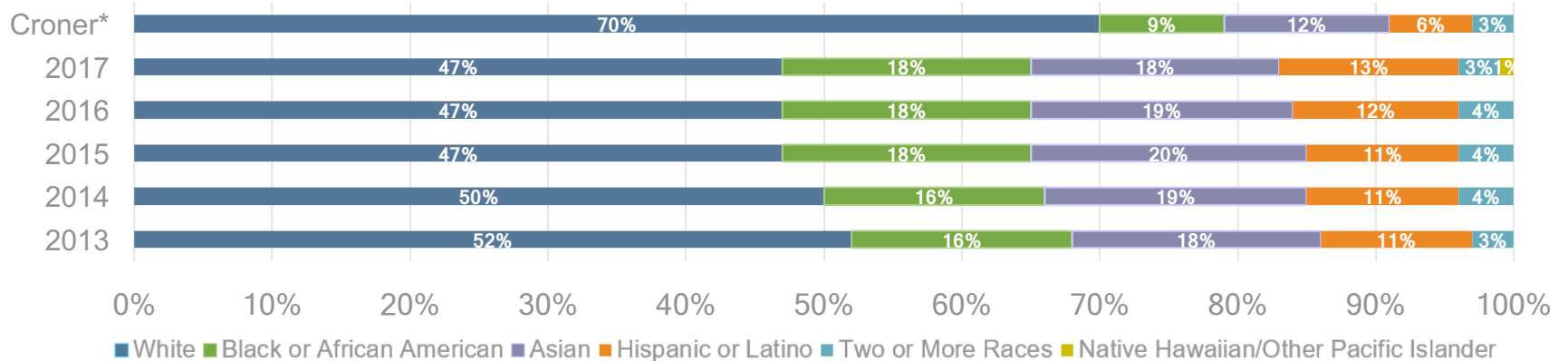
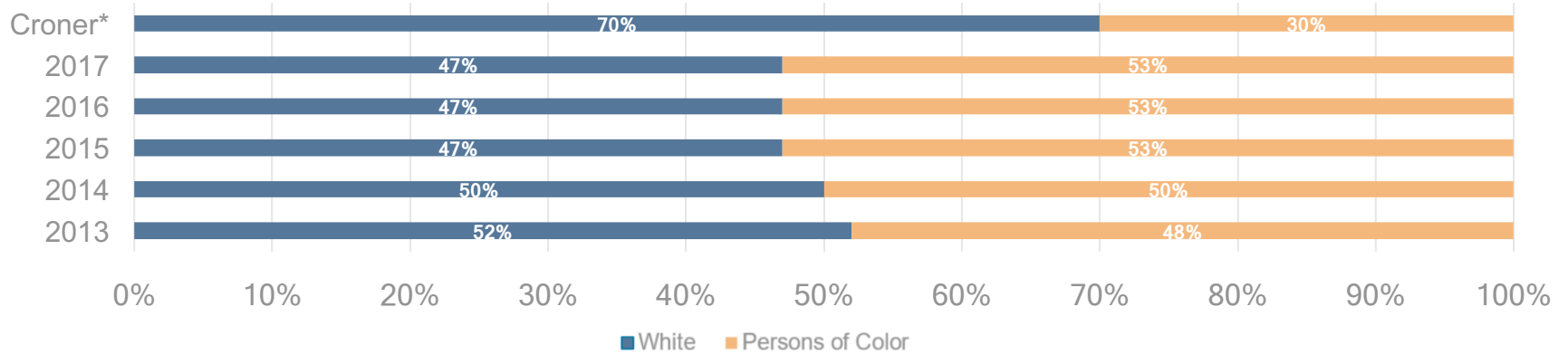


- 26% Black or African American
- 26% White
- 24% Asian
- 18% Hispanic or Latino
- 3% Native Hawaiian or Other Pacific Islander
- 3% Two or More Races

Note: 40 new hires in NY.

Race / Ethnicity (U.S. Only)

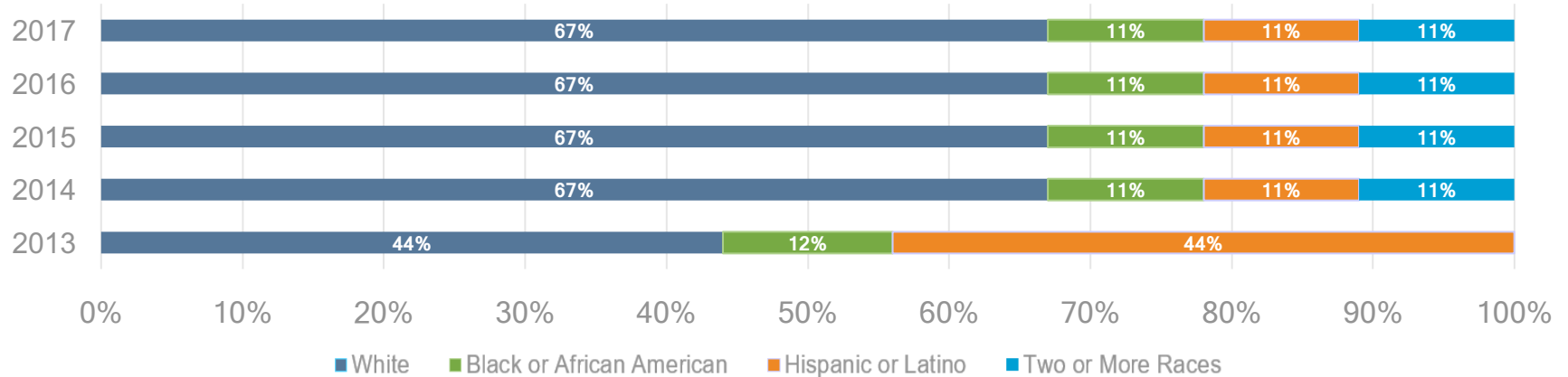
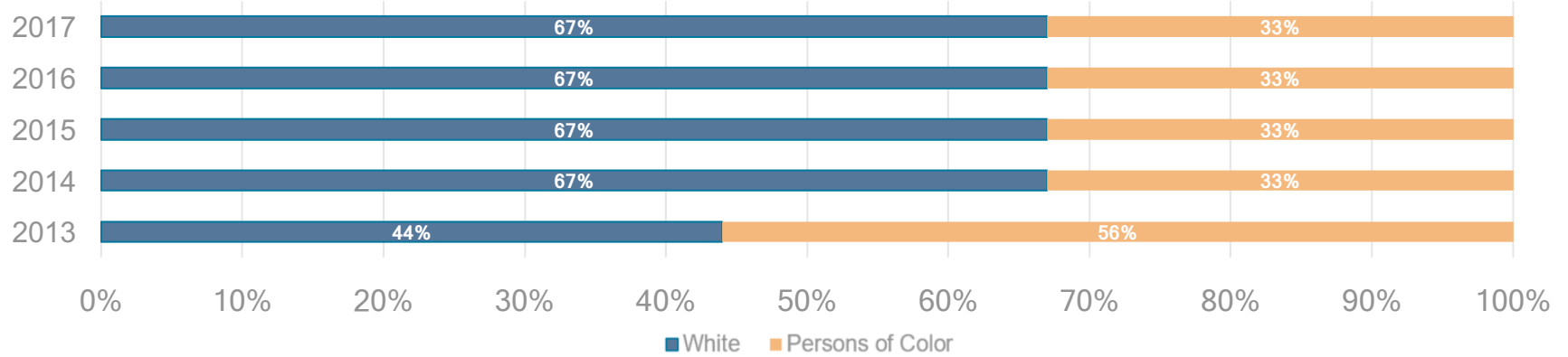
OVERALL STAFF



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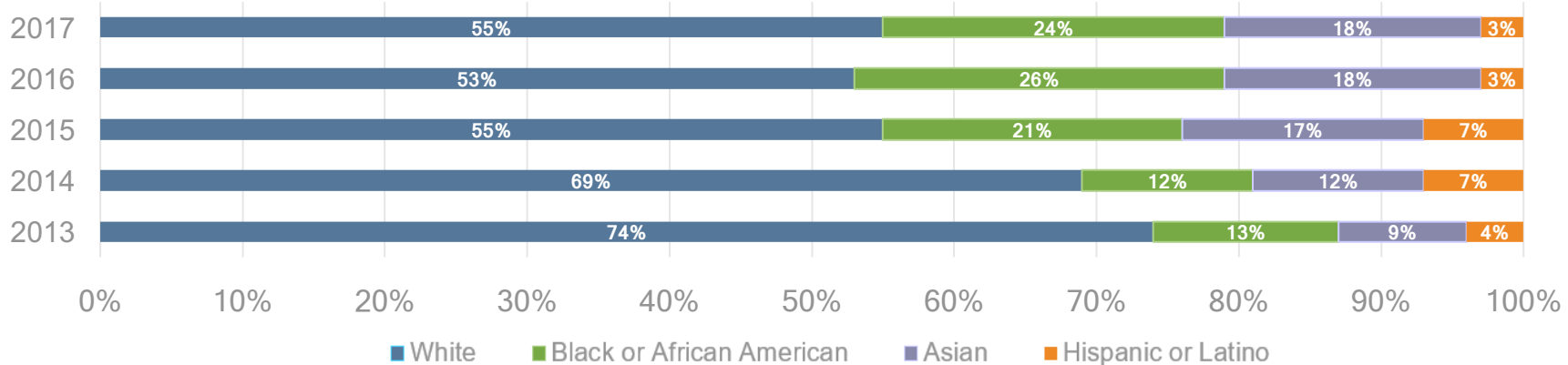
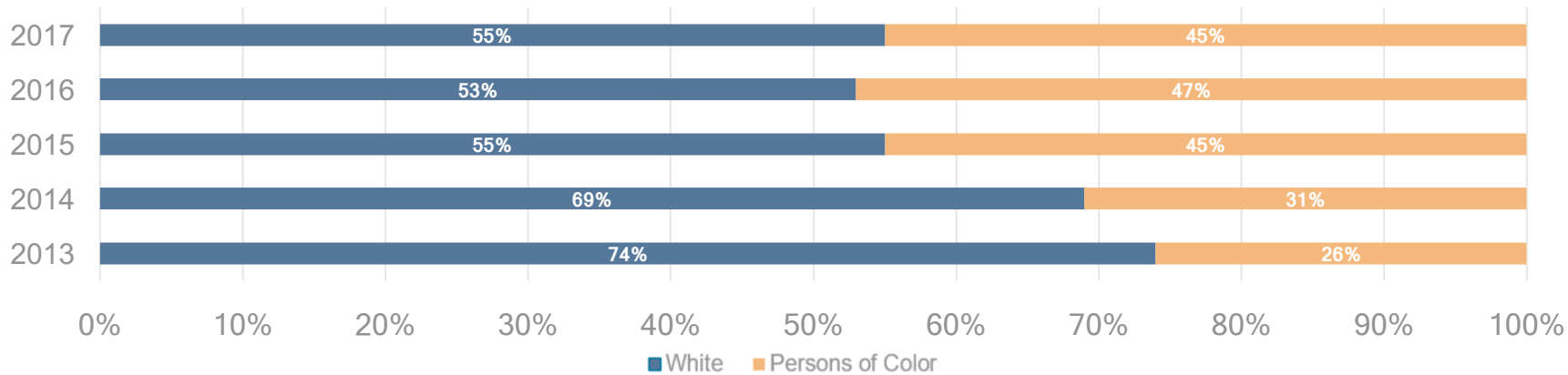
Race / Ethnicity (U.S. Only)

EXECUTIVE LEADERSHIP TEAM



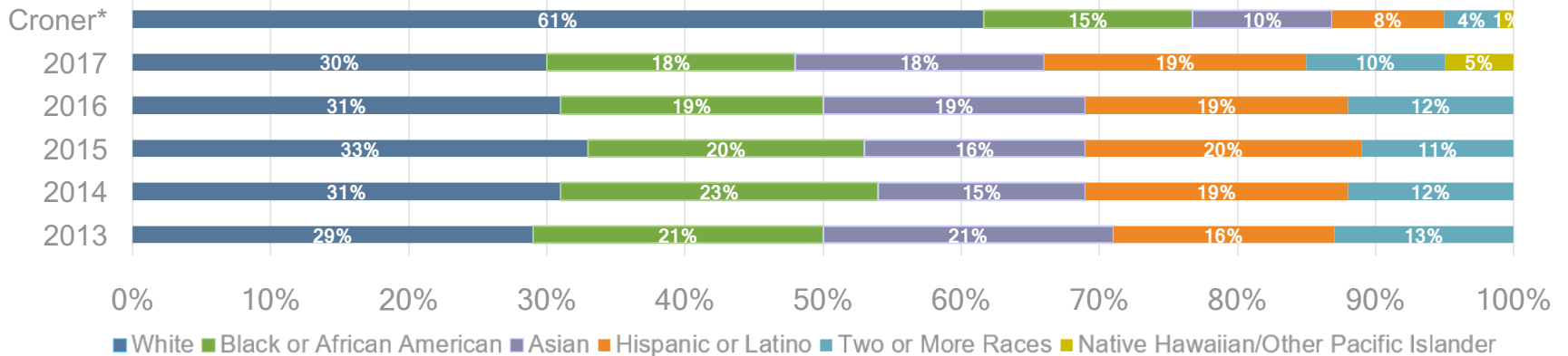
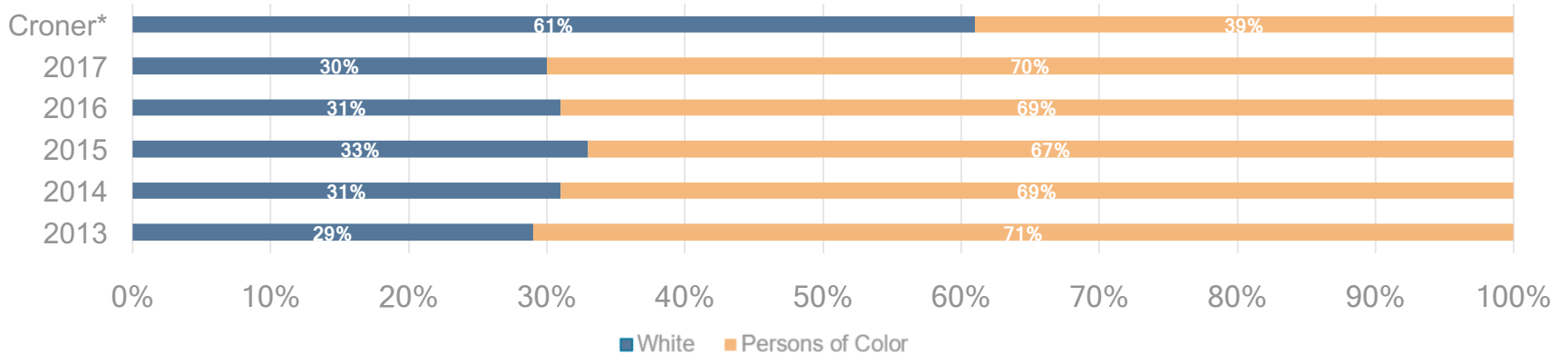
Race / Ethnicity (U.S. Only)

DIRECTORS



Race / Ethnicity (U.S. Only)

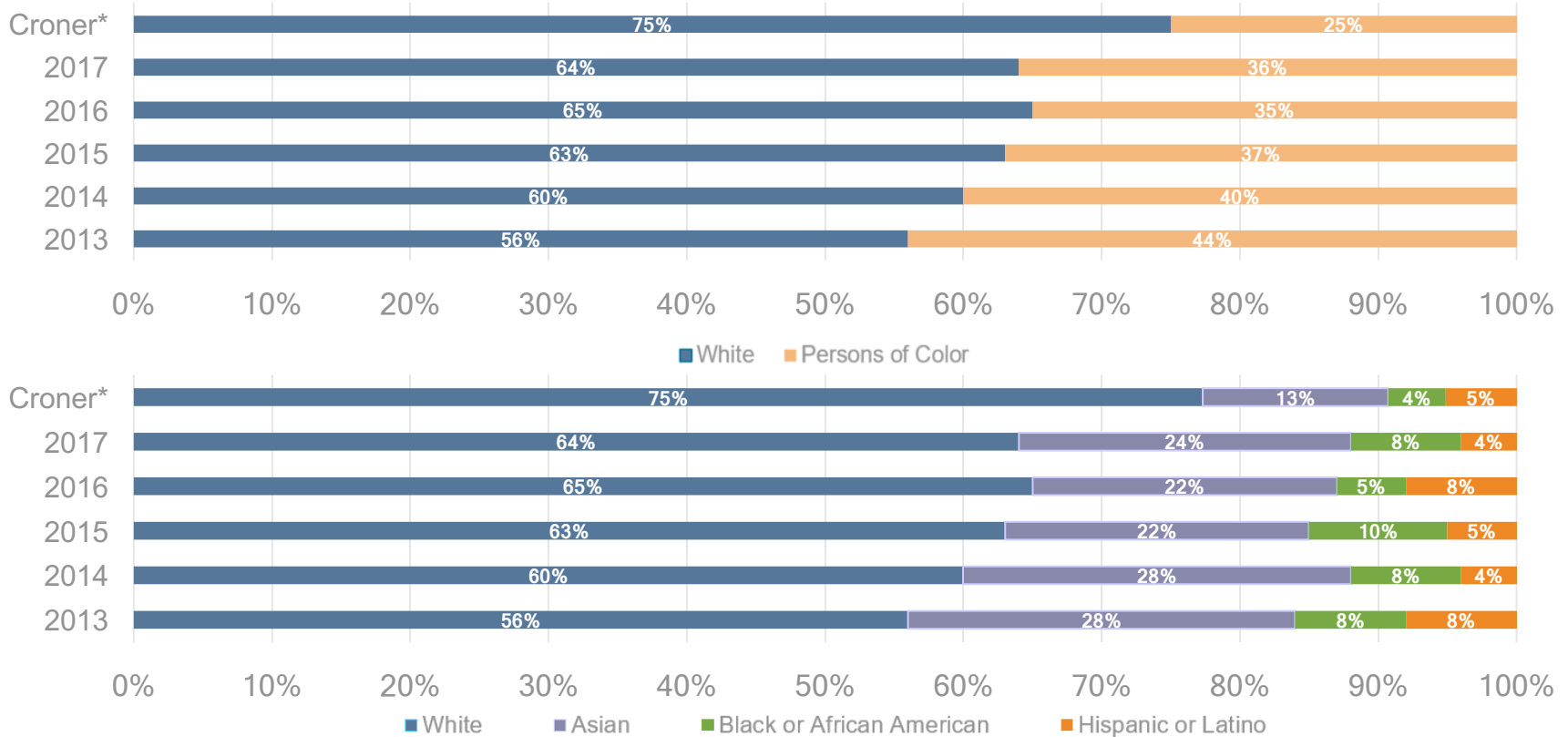
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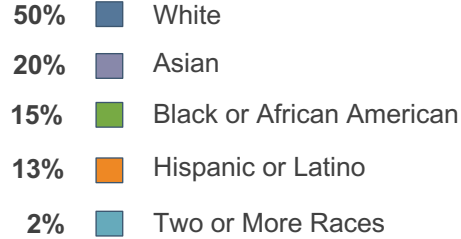
OPERATIONS MANAGERS



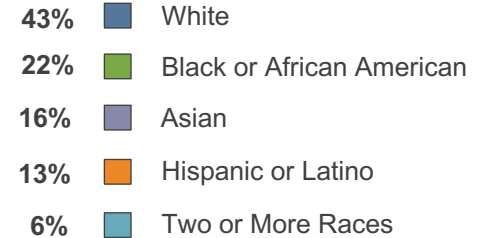
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Race / Ethnicity Overview (U.S. Only) – Year End 2017

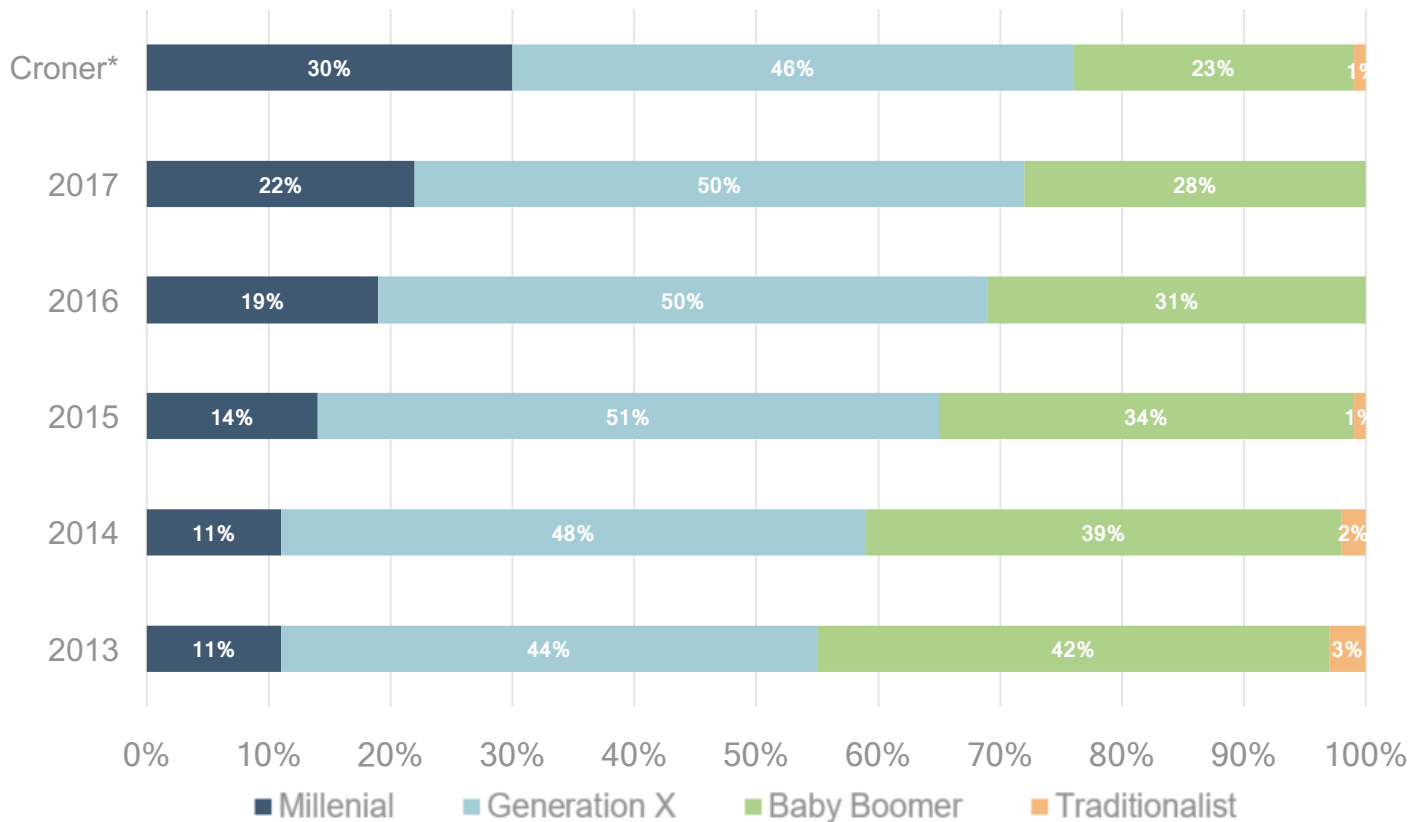
OPERATIONS



ALL PROGRAM



Generational Representation (US-Paid Staff)



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

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

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Summary Discussion

