Benchmarking Report Diversity, Equity and Inclusion

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GENDER AT WORK

gender at work

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Contents

Introduction

The purpose of this report is to illustrate current thinking and practices on equity and inclusion in philanthropy and development organisations, to inform C&A Foundation's approach. The report is designed to contribute to continued dialogue, learning and action – within the foundation and with grantees and other stakeholders – around what it takes for C&A Foundation to become a more equitable and inclusive organisation that positively impacts the rights and lives of garment workers.

The approach taken by C&A Foundation is informed by their statement of equity and inclusion, stating that:

- **equity** recognises that some groups experience more advantages or barriers than others, and in the pursuit of justice, actions are necessary to correct the imbalance.

- **inclusion** means proactively inviting, welcoming and leveraging the unique perspectives of diverse identities. Inclusion is not a natural consequence of diversity, so we must cultivate it.

In April 2018, C&A Foundation staff held a session to look at intersectionality, which helped staff to discuss how the foundation was dealing with different dimensions of identity, and to see what more the foundation can do to address inequities. This generated a set of insights about what the foundation was already doing, and a forward-looking set of ideas about next steps both internally (on employee benefits, diversity of staff and as part of organisational culture) and externally (diversity in programs and grantmaking and communications). As a result, an internal Equity and Inclusion Committee was established to increase understanding and action to ensure voices and perspectives, especially those from groups traditionally excluded, have a say in the core work of improving the apparel industry. The Committee is based on the recognition that this needs to include understanding the impacts of discrimination and exclusion on colleagues, partners and constituents.

While C&A Foundation's increased work on equity and inclusion is relatively new, the foundation entered the doorway of this work by developing its theory of change and grantmaking approach on Gender Justice. In this work, the foundation has focused on grantmaking to promote women's voices, leadership and capabilities to exercise their rights and influence decision making and ending gender-based violence. It's current and future work on equity and inclusion will build on this, aiming to end gender-based bias and discrimination as well as other systems of inequality, such as, race, caste, class, sexual orientation or disability. This work is currently being driven by a set of working groups, looking at equity and inclusion in grantmaking, staff diversity, employee benefits and communications.

This report focuses primarily on family and corporate foundations, but also draws from organisations oriented towards building more inclusive structures and systems as well as organisations that came to incorporate equity and inclusion later in their life cycles. It is organised around a series of questions, critical to understanding equity and inclusion work:

- How is diversity, equity and inclusion understood and defined?

- What is motivating this work in philanthropy and beyond?

- What main approaches are being used?

- What are the key practices and lessons learned?

- What does this imply for C&A Foundations?

In general, while more philanthropists are taking diversity, equity and inclusion seriously – particularly in these volatile and fragmented political times, where discrimination against marginalised groups is becoming more apparent – there is insufficient reporting on staff and grantee diversity, and on pathways to equity and inclusion. Further, European donors' have not yet engaged or published their efforts on diversity, equity and inclusion to the same extent as in the U.S. These are some limitations of this report, in terms of the breadth of the scan.

[1] https://www.candafoundation.org/latest/news/2018/10/ca-foundation-statement-on-equity-and-inclusion

How is diversity, equity and inclusion understood in philanthropy?

"It is not our differences that divide us. It is our inability to recognise, accept and celebrate those differences."

Audre Lorde

In philanthropy, NGOs and the corporate sector, diversity, equity and inclusion have become popular areas for inquiry and strategic action. Integrating diversity, inclusion and equity in grantmaking means creating a relationship with grantees that, in itself, transforms the status quo of power inequalities between funder and grantee, and beyond grantee relationships.

C&A Foundation's core purpose is fundamentally about transforming the fashion industry. This requires a whole new system, with safe and just working conditions, that regenerates ecosystems and strengthens economies and communities. This also requires transformational work on diversity, equity and inclusion inside of the Foundation itself.

In the field of philanthropy, much of this work to date has been framed around racial discrimination given the historic systemic and structural oppressions embedded in the culture and policies, and how these are replicated inside of organisations. Gender equality, and more recently LGBTI+ rights, have also been part of discussions, policy frameworks and organisational culture, with a focus on increasing diversity in leadership, equity in hiring, and pay and self-awareness of power and status in organisational hierarchies.

> Integrating diversity, inclusion and equity means creating a relationship with grantees that, in itself, transforms the status quo of power inequalities where the funder sets the priorities and the grantee accepts those terms

Outside of the US, there has been much less discussion and serious examination of what diversity, equity and inclusion mean internally. For these reasons, many of the resources in this report are drawn from key lessons from the U.S. context, a limitation of the report. Other limitations include the scarcity of information and data pertaining to groups who are marginalised as a result of their age, class, sexual orientation and identity and disability status. Additionally, there is limited reported evidence (in the form of data and reports) on whether working to achieve diversity in organisations leads to greater inclusion and equality. Organisations must also seek to be more inclusive and to work towards equity outcomes if they are to transform deeply embedded systems and cultures of exclusion.

WHAT DO WE MEAN BY DIVERSITY, EQUITY AND INCLUSION?

There are many different definitions and interpretations of the distinct but connected terms 'diversity', 'equity' and 'inclusion' (DEI) as noted by several interviewees for this report, and in the literature.

Inca Mohammed advisor to the Ford Foundation, and member of the Management Assistance Group, has a long history of diversity and inclusion work. She stressed the importance of combining clarity on these concepts with consideration of what diversity, inclusion and equity look like within a particular organisational culture and context. In other words, what diversity, equity and inclusion looks like within C&A Foundation, with its particular history, constituency and mission is likely to be different than a foundation, for example, focused on disability rights, gender or racial justice or LGBTI+ rights.

At this time, C&A Foundation is using the following definitions:

Diversity is a demographic mix of a specific collection of people, taking into account elements of human difference, but focusing particularly on women, racial and ethnic groups, LGBTI+ populations and people with disabilities.

Equity recognises that some groups experience more advantages or barriers than others and, in the pursuit of justice, actions are necessary to correct the imbalance.

Inclusion means proactively inviting, welcoming, and leveraging the unique perspectives of diverse identities. Inclusion is not a natural consequence of diversity, so we must cultivate it.

Intersectionality is when forms or systems of oppression, discrimination, or domination are linked. Sexism and racism and classism coming together to discriminate against poor women of colour, is an archetypal example of intersectionality.

HOW IS DEI ENHANCED BY INTERSECTIONALITY?

"If you don't have a lens that's been trained to look at how various forms of discrimination come together, you're unlikely to develop a set of policies that will be as inclusive as they need to be"

Kimberle Crenshaw, originator of the term 'intersectionality'

Increasingly, an intersectional perspective and approach is also being discussed in equity and inclusion work, going beyond race or gender as single issues, to incorporate how multiple identities converge to influence individuals' and groups' experiences of discrimination and exclusion. This provides an opportunity for more holistic approaches that recognise the realities of people's lives, rather than assuming that, for instance, all people from any group are the same or

that we live single issue lives. It also helps to recognise that in a given context a person may be disadvantaged in one area (e.g. race) and still have privilege in other areas (e.g. education, class).

Some foundations are now considering how a more intersectional perspective to advancing equity and inclusion, based on the understanding of the nuances of power and privilege, can improve inclusiveness and impacts of grantmaking. A helpful guide on *Intersectional Gender Analysis* offers some basic definitions, examples and tools.

Taking an intersectional perspective presents a paradox essential for organisations working with this lens to be in active dialogue about:

- an intersectional perspective is critical for transcending some of the barriers more binary approaches to equity and inclusion have failed to transform, creating more nuanced, reality- based recognition of barriers, privileges, and possibilities for more creative and innovative policies, practices and culture initiatives. This perspective is argued, for instance, in a recent *article* by the Deloitte University Leadership Center for Inclusion. And yet,

- some warn that taking an intersectional perspective can lead to ignoring or bypassing difficult conversations, e.g. around white privilege and whiteness cultures in organisations, on class or on sexual misconduct. For example, a recent event by the *Center for Intersectional Justice* warned of a trend in Germany towards erasing race from discussions of intersectionality.

What are the key approaches to DEI?

MOTIVATIONS TO WORK ON DEI

The impetus to engage in diversity, equity and inclusion work comes from different sources and pressures. As noted above, identity-based foundations (women or disability run organisations or foundations) usually have a strong commitment to ensuring inclusion of the population they represent. Many are explicit about their commitment to diversity and inclusion from the start and see this as fundamental to their legitimacy. Others, given the rise in many contexts of fascism, white supremacy, patriarchy and heteronormativity, are increasingly more attuned to the need for inclusion of other excluded groups. They understand that there is an ethical imperative to working to advance inclusion and equity in all that foundations do, not only as project aims, which enhances the credibility and authority of such groups to advocate more broadly for human rights, gender, ethnic, racial and other forms of equity.

Equity and inclusion work has typically been initiated because of strong leadership from the top; staff or partners calling on leadership to make improvements; or negative publicity surrounding crises e.g. sexual misconduct cases of Oxfam and other international NGOs, that raise issues about race, class and geography. Much of the work on diversity, equity and inclusion has been initiated by organisations in response to concerns about liabilities related to racial and gender discrimination. Solutions have often been managed by human resource teams.

More recently, the rise in grassroots actors and approaches to fundraising (e.g. crowdfunding) has created new demands for considerations of diversity equity and inclusion in grantmaking. This trend has changed power dynamics in funding and led to new initiatives that aim to create more accountability among peers (e.g. CEO Action, D5 coalition or demanding grantees to 'do' DEI). The benefits of DEI in grantmaking include:

- Achieving greater impact by reflecting values in grantmaking and organisational practices
- Reflecting the diverse perspectives and identities of grantees and partners

- Increasing the foundation's legitimacy and effectiveness in speaking on gender and other forms of justice

However, as Transform Resist[2] – a series on philanthropy that challenges and offers alternatives to systemic oppression – has noted, what is often absent from the conversations is *'an understanding of the historical exploitation necessary to amass the financial resources they're redistributing'*. This is an important conversation to make explicit as part of impactful authentic approaches to diversity, equity and inclusion, particularly for corporate foundations. The possibilities of integrating lessons on DEI include a greater sense of belonging and solidarity among staff, partners and grantees, as grantmaking that is more responsive to the process, and exchange is desired.

MAIN APPROACHES

The basic elements of building racial equity and gender equity culture cited in interviews and desk reviews appear to be similar. This includes a sequence of related strategies, which may or may not be in this order:

- **Building conceptual clarity** around concepts of diversity, equity and inclusion related themes;

- **Collecting information / data** on the organisation, looking at people, programs, policies and culture;

- **Reflecting on this data** and what it means for the organisations' goals, leverage points and approach to equity and inclusion;

- **Organising a group** of staff that is responsible for driving this work forward with the engagement of top leadership;

- **Creating a roadmap / action plan** that lays out organisational equity and inclusion goals, approach, key actions, resources and accountabilities;

- **Developing staff capacity** to integrate diversity, equity and inclusion in their areas of work, including in dialogue and support of grantees;

[2] https://medium.com/@ResistFoundation/transforming-resist-an-introduction-to-a-series-on-radical-philanthropy-981b88712a47

- **Communicating** regularly with staff, the board, grantees and other stakeholders about the purposes of this work, successes and lessons learned.

The publication *Awake to Woke*, based on the experiences and lessons of practitioners in diversity, equity and inclusion, places these elements on a scale of stages:

- **'Awake':** the organisation begins by focusing on building a diverse staff and board with a primary focus on representation
- **'Woke':** increased focus on organisational culture and the cultivation of an environment where all staff can talk about inequities; and finally
- **'Work':** systems integrate an equity lens into all aspects of the organisation.

The framework offers different levers for change such as senior leadership, data, work on organisational culture, building a learning environment, engaging board of directors, communities and managers to implement changes. Another way of looking at these approaches is to consider entry points of diversifying 'who gives' – so that the workforce of grantmakers reflects more diversity, including representation of the constituency the foundation seeks to benefit – or 'who gets' so that the focus is on diversifying the grantee base. In the case of C&A Foundation, the initial focus on strengthening the gender justice portfolio, partnerships and grantees suggests the latter approach has been the entry point.

The Annie E. Casey Foundation is offered as a best practice in engaging in a long-term, committed effort to promote diversity, equity and inclusion. Early on in the establishment of the Race, Culture and Power group, they developed a theory of change. This process included a series of difficult conversations which ultimately led them to define outcomes and performance measures and articulate a commitment to capacity building to guide the group's work.

Yet another approach has been to set global standards, and encourage voluntary compliance with standards, such as the *Women's Empowerment Principles* and the *EDGE Certification*. Both offer tools, guidance and a network of peer organisations sharing knowledge and experiences to improve women's empowerment and gender equality among businesses globally. The Women's Empowerment Principles were an initiative of the UN Global Compact, to which 1800 business leaders have signed.

FRAMING DIVERSITY, EQUITY AND INCLUSION IN TERMS OF ORGANISATIONAL CHANGE

Years of experience advancing intersectional gender equity cultures shows that holistic approaches, yielding changes across different organisational domains where discrimination and exclusion perpetuate, are most effective. This includes changes in discriminatory consciousness and capabilities, access to resources, rules and policies, social norms and deep cultures. The Gender at Work framework provides a place to map the challenges and strategies for change, based on Ken Wilber's integral framework of human behaviour to understand what changes lead to gender equality in organisations and in society. The quadrants are not separate, but interconnected in that they build on each other, influence each other and rely on each other in different configurations depending on context and issue.

CONSCIOUSNESS & CAPABILITIES (QUADRANT I)

This upper left quadrant is about foundation staff. It highlights level of awareness of women's rights and gender equality issues, whether these are valued and whether staff are willing and capable to take action to make the organisation, grantees and the communities they work with more gender equitable.
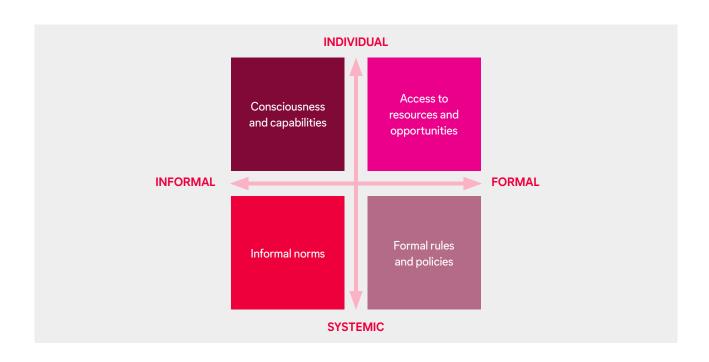
RESOURCES (QUADRANT II)

The top right-hand quadrant is about resources. In the community context, resources refer to such "assets" as women's access to income, security, freedom from violence or social/political capital. Within philanthropic organisations, we are referring to resources available for work on gender equality such as access to leadership, budgets, and mechanisms of protection against exclusionary and oppressive practices. This could also be applied to grantees.

RULES & PROCEDURES (QUADRANT III)

The bottom right-hand quadrant refers to formal policies, rules or arrangements. Within philanthropic organisations, and among grantees, this refers to whether there are policies and rules, which will advance gender equality or whether the existing rules are gender discriminatory and need to be changed. For example, some organisations have implemented family-friendly human resource policies, a gender strategy, non-discrimination policy, or safeguarding policies.

SOCIAL NORMS & DEEP STRUCTURES (QUADRANT IV)

The bottom left-hand quadrant is about the collection of values, history, norms and practices that form the "normal" unquestioned ways of working and living. Because gender carries such strong power and identity dynamics, the deep structure is a pattern of the deepest held, stated and unstated norms and practices that govern gender relations. These norms are often invisible because they are so "normal". In many parts of the world few people notice or challenge traditional gender roles or division of labour. When we look at organisations, we examine how the "normal" way of doing things affects women's power and the ability to make a full contribution to the organisation.

Here we map strategies for strengthening diversity, equity and inclusion in philanthropy:

INDIVIDUAL

INFORMAL

FORMAL

INDIVIDUAL CONSCIOUSNESS & CAPABILITIES

- Build individual awareness of identity-based sources of power and privilege
- Build understanding of race, gender & class privilege and how it enables exclusion
- Build understanding of explicit and implicit bias[3]
- Develop individual plans of action for promoting equity and inclusion

RESOURCES

- Invest in staff development to promote an institutional culture of equity and inclusion (e.g. personal awareness, context analysis, programs and policy setting)
- Invest in grants to a diverse range of grantees
- Invest in capacity building among grantees to promote understanding and promotion of diversity, equity and inclusion and connect to organisational missions
- Engage staff and grantees from impacted communities in shaping how resources are spent
- Develop shared language on diversity, equity and inclusion and aspects the foundation will focus on promoting

SOCIAL NORMS & DEEP STRUCTURE

- Increasing opportunities for staff to get to know each other, their cultures, and appreciate both similarities and differences
- Increasing personal connections to issues gender, race, class or other forms of equity through different types of engagements with diverse groups
- Creating opportunities for staff, managers, leadership and the board to reflect collectively on power and privilege.
- Doing an audit to look at how practice differs from formal policies and procedures and why that may be.
- Approaching diversity, equity and inclusion with a learning orientation, so that relevant data is regularly reviewed and mined for insights, and mistakes are not seen as failures but as opportunities to increase understanding and improve results

RULES / POLICY

- Invest in staff development to promote an institutional culture of equity and inclusion (e.g. personal awareness, context analysis, programs and policy setting)
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- Develop shared language on diversity, equity and inclusion and aspects the foundation will focus on promoting

SYSTEMIC

Unfortunately, most approaches to diversity, equity and inclusion have not been systematic. This is because of a lack of consistent leadership from the top and a related lack of accountability for agreed actions; approaches that have been driven by assumptions or sense of urgency, without adequate information on which to base the work; strategies that ignore the hearts and minds of staff and leaders, focusing primarily on policy formation (rules/policy quadrant) or one-off initiatives that do not interrogate e.g. power and privilege, whiteness culture and patriarchy.

[3] Implicit Bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control. Residing deep in the subconscious, these biases are different from known biases that individuals may choose to conceal for the purposes of social and/or political correctness.

WHAT DOES IT LOOK LIKE IN PRACTICE?

LEADERSHIP

Discussions around power and privilege are often challenging for leaders who come from relative power and privilege themselves, as is so often true in the worlds of NGOs, corporate and family foundations.

According to a 2017 Boardsource *study* of 1,700 leaders from over 1,300 non-profits in the U.S. people of colour make up only 16% of nonprofit board members despite making up 39% of the population. In philanthropy, a 2015 Council on Foundations *report* found that racial and ethnic minorities account for only 8% of CEOs and 24% of full-time staff, while (overwhelmingly white) women represent 57% of CEOs and 77% of all full-time positions. Leaders that acknowledge their own identities and backgrounds, in relation to their sources of power and privilege are best positioned to lead impactful equity and inclusion work.

WHAT IS MOTIVATING LEADERS TO WORK ON EQUITY AND INCLUSION?

Leadership motivation for working on equity and inclusion can be attributed to different factors, including personal interest and/or ideology/politics, demands by staff for greater equity (especially as organisations become more diverse) and by peers in the industry or desire for improved performance.

A foundation's history and sources of wealth influence which approaches top leaders take to equity and inclusion. For instance, the first feminist women's fund, *Mama Cash*, has prioritised diversity, equity and inclusion since the beginning. Mama Cash was founded by a group of white women feminists who received an endowment to fund women's rights work. Early on, the leadership confronted issues of race and migration as integral to its focus on funding and empowering women's and LGBTI+ groups.

The new ED, Zohra Moosa who has worked in movements for much of her career herself is explicit about how her identity informs her approach as a leader:

"I take an intersectional approach. As a queer woman of colour, for me it doesn't make sense to only work on racism, or only work on sexism or only work on homophobia. Because that's not how I live my life and it's not how I experience the world and neither do the people who I have been in movements with... whatever topic I'm working on now, I am still taking an intersectional perspective..."

FRIDA | The Young Feminist Fund, which was founded 8 years ago with support from Tides Foundation and incubated in the *Association for Women's Rights in Development (AWID)*, similarly began with an intersectional feminist approach. FRIDA has used a co-leadership model at the top, has emphasized collective leadership within its teams, and pays strong attention to geographic diversity in particular. Tides Foundation itself is committed to diversifying the field of philanthropy, including through the *Emerging Leaders in Philanthropy* initiative. The Arcus Foundation has targeted support to emerging LGBTI+ leaders through its *Social Justice Grants*.

Disability Rights Fund founded the *Global Advisory Panel* which is comprised of disability and human rights communities and a mix of *staff* and *board* with people with disabilities themselves. FRIDA uses a board tool to recruit diverse board members that reflect the range of geographies and backgrounds of the young feminists they support.

In contrast, it is common among larger corporate and family philanthropists, such as *The Bill and Melinda Gates Foundation* and *Novo Foundation*, for a focus on equity outcomes to begin with grantmaking and shift to conversations about leadership and messaging later on. Melinda Gates, for instance, has powerfully driven the foundation's commitment to significant new funding for women's economic empowerment, as well as a prioritization of data collection on gender parity in tech and speaking on values of diversity, equity and inclusion internally. The foundation is now engaged in a significant process of strengthening its gender lens in its internal operations. At the outset, the Buffets, founders, Co-Chairs and Co-Presidents of the Novo Foundation, consciously recruited a diverse staff to provide a counter-balance to their own racial and economic power and privilege.

Catalyst, is a leading organisation in building inclusive workplaces for women. Based on its experience working with CEOs and companies around the world, they have identified a cycle that needs to be broken for greater gender equality. It focuses on a leadership cycle that discriminates – e.g. leaders, who set the tone and organisations cultural norms and can often embed discrimination by predominantly hiring and valuing people that look like them, act like them or come from the same backgrounds; HR who risk setting up recruitment, development and advancement systems that entrench bias, including not valuing different types of competencies (e.g. judging against masculine standards, or standards of whiteness); and managers, who may not distribute work fairly, involve only certain staff in discussions and decisions about priorities, and not pay attention to potential emerging leaders. Breaking this cycle involves changing behaviours, processes and work priorities of leaders.

WHAT ARE THE MAIN APPROACHES/PRACTICES?

- Ensuring that the diversity, equity and inclusion goals created resonate with the foundation managers and staff.

- Self-examination of power and privilege for the leader, board of directors and senior staff.

- Engaging in culture shift practices that give visible recognition to staff of diverse backgrounds, and work styles to signal their contributions are valued.

- Supporting a pipeline of emerging leaders from diverse backgrounds, particularly from key constituencies that the foundations supports.

- Ensuring that recruitment, development and retention are scrutinised regularly from an equity and inclusion perspective, to root out and address bias.

- Consistently communicating to managers, staff, board of directors, grantees and other stakeholders that diversity, equity and inclusion is a priority, linked to the foundation mission and goals.

- Institutionalising accountability for diversity, equity and inclusion, so that disparities can be explicitly addressed whether they are happening in grantmaking or internally.

WHAT DOES THIS IMPLY FOR C&A FOUNDATION?

Some key questions for C&A Foundation leadership and board to proactively consider are:

- What sources of power and privilege are at play in the board of directors and senior leadership of C&A Foundation?

- What would a more equitable C&A Foundation look like? What difference would it make in the fashion industry? What difference would it make to garment workers?

- How does this influence the direction of diversity, equity and inclusion in foundation operations and grantmaking?

- What opportunities are there to transform inequitable systems and processes, so that staffing, grantmaking, culture all promote greater diversity, equity and inclusion?

STAFF DIVERSITY

"To the groups requesting grants it is important they are represented in an organisation, understood and welcomed. Every organisation goes through a lot of trouble to maintain this level of diversity. Diversity never comes easy"

Marjan Sax, Founder of Mama Cash

Improving staff diversity through recruitment and training has been a major approach to equity and inclusion in foundations and INGOs. This includes efforts to prioritize the recruitment of women, those from minority groups (e.g. racial and ethnic minorities, from LGBTI+ groups, disabled) and local or national hires (in the case of international organisations and foundations). The above mentioned 2015 Council on Foundations survey on race and gender in philanthropy found that of full-time staff, 57.4% are female, of which 7.6% black, 5.2% Hispanic, 4.1% Asian, .3% each Pacific Islanders and American Indian and biracial 1%.

WHAT ARE THE MAIN APPROACHES?
Moving from basic awareness raising to equity cultures *ProInspire* outlines steps organisations are taking to set up a baseline, including disaggregating and reviewing data. From an intersectional perspective, e.g.

1. Reviewing compensation data across staff levels in the organisation, through the lens of different aspects of identity (e.g. race, gender, class, age, education, (dis)ability, sexual orientation).

2. Disaggregating internal staffing data to identify areas where race disparities exist, such as compensation and promotion.

Best practices in staffing for equity and inclusion include:

- **Recruitment**: Requiring diversity in candidate slates (e.g. all open positions, including leadership roles, include two or more qualified women as well as two people from underrepresented racial/ethnic groups). Additionally, announcements should encourage diversity, such that job descriptions do not presume preference based on gender or other forms of identity. Instead, consider whether positive-bias will rectify the situation.

- **Evaluation**: using transparent, standardized and objective criteria to recruit, evaluate and promote staff so that performance becomes the focus rather than potential, which often embeds bias.

- **Assess compensation annually**: so that all men, women and non-binary staff across racial, ethnic, age, and sexual orientation lines are paid equally for equal work, and to prevent any bias-based gaps from growing over time.

- **Capacity building and professional development**: so that staff have a good understanding of why it is important to promote equity and inclusion and are able to directly connect this to the purpose of the foundation's grantmaking efforts.

In fact, while philanthropic efforts on equity and inclusion have often gone into increasing recruitment and retention of diverse staff, training staff to connect with grantees is also key. And yet, as Inca Mohammed from MAG noted, few funders require Program Officers to take equity and inclusion training. If a training is organised, too often they take place in locations or at times that busy Program Officers find difficult to attend. As a result, only staff that have a personal interest tend to participate. It is best practise to integrate these new skills into the existing opportunities for training required for the position.

WHAT ARE SOME EXAMPLES?

There are many tools and handbooks which offer guidance on how to ensure a diverse and inclusive workplace via staff recruitment, onboarding and retention. Some examples of staffing for diversity equity and inclusion, are:

- *Ford Foundation* undertakes quarterly diversity, equity and inclusion analyses; annual analyses and adjustments for compensation equity; a team diversity assessment and diversity targets for each recruitment; orientation for new hires that includes an introduction to the organisations culture and rules; supports employees with families (including child & elder care) with overnight dependent care policies; and incorporates DEI in exit interviews.

- Many organisations provide a professional development stipend to encourage staff to develop specific skills or to advance their careers. This includes resources for groups to develop skills and opportunities for staff to share their skills on a peer-to-peer basis.

- Google has supported self-initiated affinity groups (e.g. for disabled, older, vets, and LGBTI+ staff) to cultivate a more inclusive culture for its staff.

- Annie E Casey Foundation's Toolkit for Equity, Diversity and Inclusion[4] comes out of its extensive experience in engaging staff and their own transformation into more equitable foundation. It offers tools for strengthening staff awareness and capabilities in equity and gathering diversity and inclusion data on the workforce, among others.
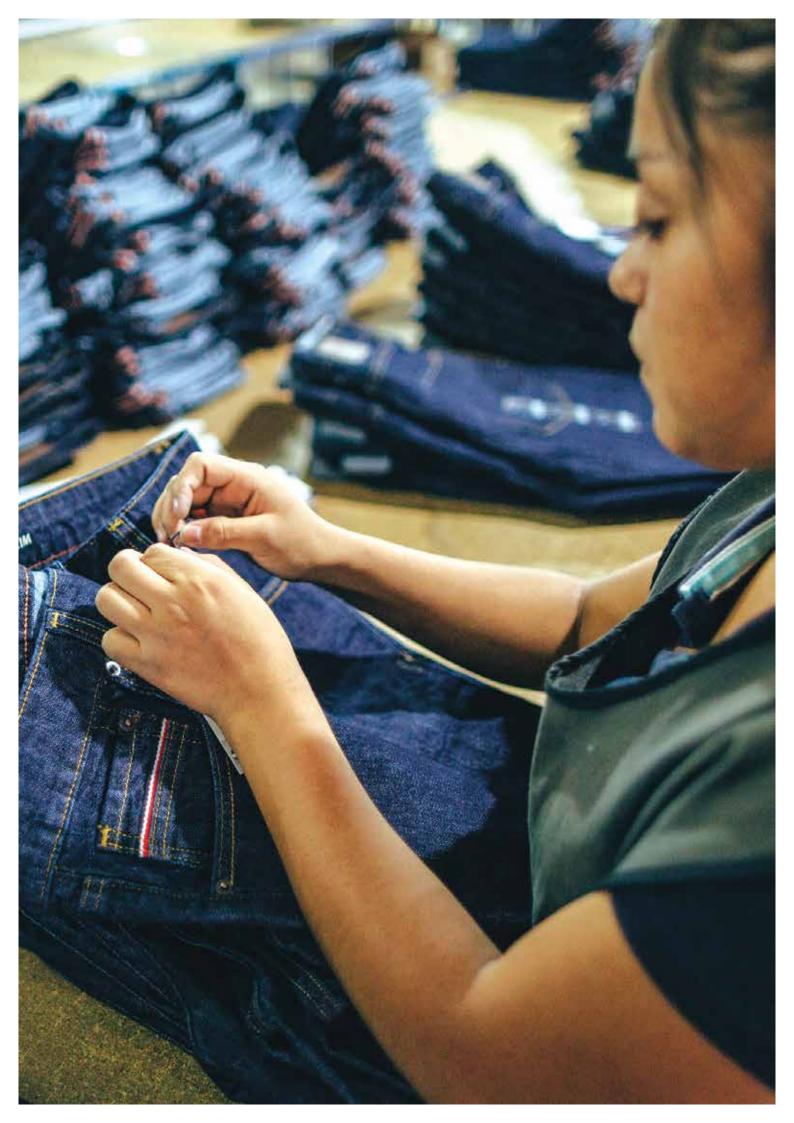
WHAT DOES THIS IMPLY FOR C&A FOUNDATION?

In order for C&A Foundation to take steps forward in addressing staff diversity, it will be important to consider the following:

- What would a C&A Foundation workforce that reflected its core constituency and mission look like?

- What kinds of information (e.g. geography, race, gender, class, education, age, sexual orientation + identity, (dis) ability status) about staff are important to collect and analyse to inform the foundation's approach to equity and inclusion?

- What procedures need to be put in place to increase recruitment, retention and promotion of a more diverse staff?

- What kind of training or professional development will we put in place to support our staff to promote equity and inclusion internally and in grantmaking?

[4] https://www.aecf.org/resources/advancing-the-mission-tools-for-equity-diversity-and-inclusion/

ORGANISATIONAL CULTURE AND POLICIES

Organisational cultures influence how leadership and staff relate to each other, determine the organisational climate or 'mood', include both spoken and unspoken biases, how decisions are made and who holds formal and informal power. Organisational policies and their implementation are where the intention of institutions to advance equity and inclusion come into play. The two reinforce each other, and both are critical to transforming inequitable organisations, as articulated in the Gender at Work framework above. Indeed, gender justice work has long recognised the importance of changing social norms, culture, policies, resources and individual understanding and beliefs. And notably, leadership development frameworks of international NGOS and donors are now taking up models that recognise this, such as the Gender at Work framework.

WHAT ARE THE MAIN APPROACHES?

The scrutiny of international NGOs and UN agencies in light of sexual misconduct, has led to renewed commitments, policies and *accountability* around safeguarding populations against abuse. But efforts have over-emphasized mitigating risk for the organisations rather than changing organisational cultures influenced by racism, sexism, classism and colonialism. Work to advance equity from a gender perspective in organisations that do not focus on gender, for instance, aim to build awareness of and shift the deep structures that hold inequities in place.

Gender at Work and others promote building a more inclusive organisation and culture, by reducing the divisions between internal and external approaches - for instance, advancing feminist leadership internally and in programs, building closer relationships with women's organisations to increase consciousness and grantmaking focused on relationship and collaboration with grantees. A range of activities can support strengthening the culture, such as:

- Increasing opportunities for staff to get to know each other's similarities and differences.

- Increasing personal connections to issues of gender, race, class or other forms of equity through informal lunches and engagements with diverse groups

- Creating opportunities for staff, managers, leadership and the board for self-reflection on their own power and privilege.

- Doing an audit to examine how and why reality may differ from formal policies and procedures.

- Providing opportunities for leaning. Data should be regularly reviewed and studied for insights. Mistakes should not be seen as failures but as opportunities to increase understanding and improve results.

WHAT ARE SOME EXAMPLES?

- Between 2008-2012 *Rockefeller Brothers Foundation* implemented an organisation-wide diversity, equity and inclusion initiative. More recently, in response to a broad survey of staff satisfaction, RBF decided to focus on strengthening its organisational culture, including how power dynamics are handled. Through engaging in difficult conversations RBF has decided to focus on organisational culture recognizing the influence it has on management practices, operational procedures, workplace behaviors, systems, practices, policies and procedures that inform 'how' we do our work; and leadership in philanthropy.

- In 2006 *Oxfam Canada* shifted from a 'gender mainstreaming' approach to focusing its entire organisational commitment, systems and structures on women's rights. This process began by consulting its partners, and women's rights organisations through a Gender Audit and by clearly articulating the links between the poverty reduction mission and achieving women's rights. This identified gaps and strengths in how women's rights and gender equality principles were integrated into the organisation's policies, procedures and operations, including looking at decision-making, organisational culture, engagement with constituencies along with other aspects of programmatic performance.

- The *Western States Center* offers helpful tools in looking at organisational culture and readiness for equity and inclusion work, on a scale that gauges where the organisation is on in its journey (from no progress (red light), to beginning (yellow) to fully on board (green).

- The *Women's Empowerment Principles* offer a checklist and process to help companies self-assess in terms of workplace leadership, culture and policies.

- The Gay and Lesbian Fund for Colorado, a program of the *Gill Foundation*, has implemented a *toolkit* that covers inclusive policies, from non-discrimination and employment policies, focused on the rights of LGBTI+ people.

WHAT ARE THE IMPLICATIONS FOR C&A FOUNDATION?
In order for C&A Foundation to strengthen its policies and culture, it will be important to consider:

- How might the values that guide C&A Foundation's external efforts be applied to its internal operations?

- How are key decisions made, and who is involved?

- How would the foundation's staff and board rate the foundation's internal working environment?

- How are existing policies supporting the needs and interests of existing staff? What policies and accountabilities are needed to improve this? (E.g. for pay equity, childcare, parental or adoption or family care leave, disability, professional development, work-life balance)

- How staff from different functions (e.g., program, finance) or at different levels (e.g., executive, administrative) rate the culture, policies, and procedures differently?

GRANTMAKING

When it comes to grantmaking, there is increasing recognition within philanthropy that transforming power in the world requires power dynamics in grantee-donor relationships to change. *Ellen Sprenger writes* that:

> ## "CSOs need to break with the notion that funds are a means to an end and begin to develop financial models that are integral to the mission of their organisations."

Incorporating diversity, equity and inclusion into grantmaking therefore happens on two simultaneous levels: it happens *within* the grantee and donor relationship, and in the way that foundations or donors decides *what* and *how* to distribute resources.

Incorporating diversity, inclusion and equity as an approach to grantmaking is critical: the *Roadblock Analysis report* found that "funder-created obstacles" account for 46% of the challenges that non-profits, or grantees, face. Those obstacles include 'changes in funder strategy' and 'funder policy inflexibility.' In grantmaking, diversity, inclusion and equity isn't just about who you fund, but how you fund. **When the how is based on donor priorities that are not inclusive of grantee perspectives, or do not approach the relationship from the perspective of equity and respect, the grantees work is diminished**. As a result, foundations are increasingly seeking ways to be part of the transformative change through re-distributing resources in new and thoughtful ways; they are moving beyond a top-down model where decisions about funding are made in Northern headquarters and engaging with grantees in ways that are more participatory.

WHAT MAIN APPROACHES ARE BEING USED?

There are a few key approaches that philanthropic organisations are utilizing to integrate diversity, inclusion and equity into their grantmaking process and allocation. One of the most significant is a shift towards a participatory grantmaking model, where grantees and sometimes the communities they support are actively involved in deciding where the funding goes. Cynthia Gibson's report for the Ford Foundation, "*Participatory Grantmaking: Has its Time Come?*" explores the various models and methods to make grantmaking more participatory and finds that "there is a great deal of talk about participation in the field but comparatively little commitment to integrating these practices into foundations' strategies and activities." The report offers lessons for how grantmaking can "empower communities where foundations work by putting money and power into residents' hands," and "it allows for more flexibility and, in turn, more innovation and creativity."

Diversity, equity and inclusion can also play a role in how grants are selected, monitored and evaluated. The *Ford Foundation*, which has achieved a high level of diversity in its identity and its *board*, has collected information on grantee diversity for years. But recently found their data-focused approach was insufficient to understanding how their grantees were thinking about diversity, inclusion and equity. They moved to a model that looked at integrating diversity, inclusion and equity as a progression, rather than an end goal, which allowed them to understand trends and identify gaps and barriers in their own grantmaking. Critically, Ford notes that part of their efforts to integrate diversity, equity and inclusion required collecting information from and about grantees in a way that does not expose them to *security risks* (e.g. where particular groups are monitored and targeted for their identity or activism).
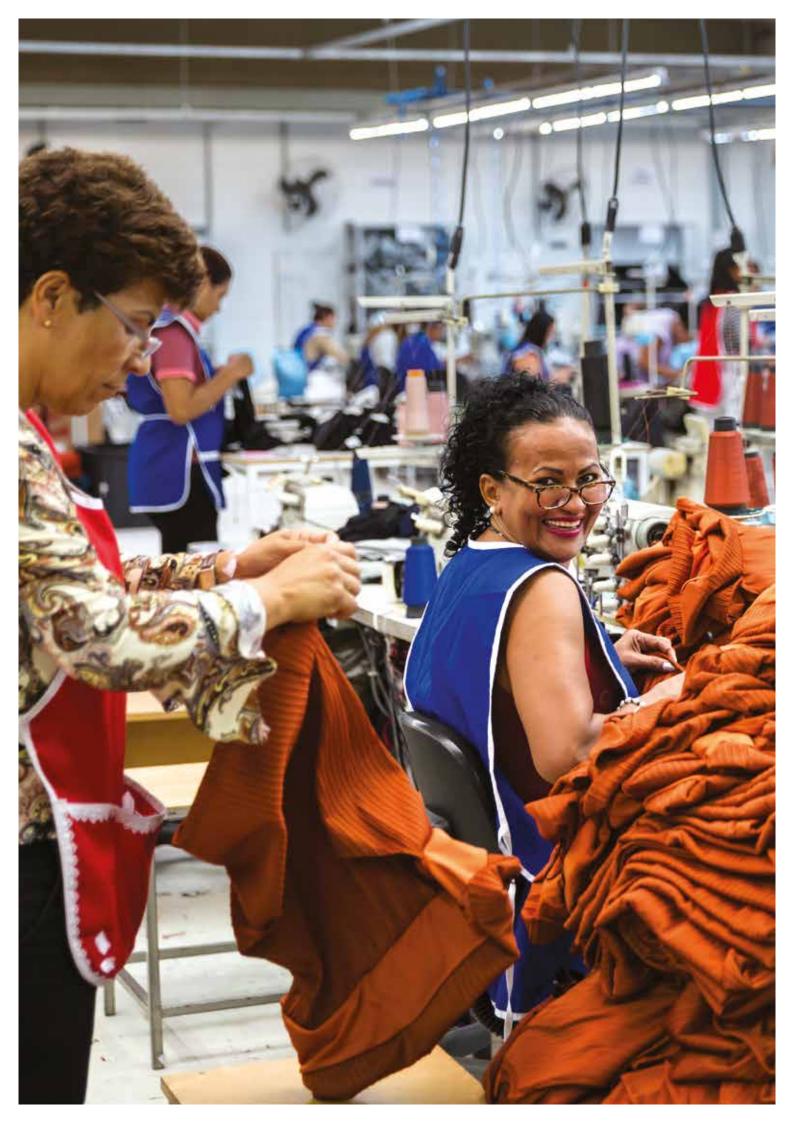
WHAT ARE SOME EXAMPLES?

As noted above, integrating diversity, inclusion and equity means creating a relationship with grantees that, in itself, transforms the status quo of power inequalities where the funder sets the priorities and the grantee accepts those terms.

- *Women Thrive Worldwide*, focuses on milestones rather than timelines, creating 'horizontal' communications between grantees and donors were they collaboratively identify priorities and pathways, and create alternative, flexible, responsive funding mechanisms (rather than 'one size fits all' funding disbursements).

- *Pay-What-It-Takes* Philanthropy considers whether grantees should be allocated funding to cover their full operational costs, rather than allocating a percentage of programming costs to cover overhead. Empowering grantees to determine their own operational costs- rather than providing a cap- is another way to shift traditional power dynamics between grantees and donors.

- Participatory grantmaking can generate a relationship between donor and grantee where power dynamics are explicit, named, and subverted. FRIDA's 2015 report, "*Letting the Movement Decide*," identifies how their foundation built a participatory approach in a way that was, in itself, participatory. Young feminist groups were involved in building, critiquing, and reiterating the model.

- Grantcraft's "*Deciding Together: Shifting Power & Resources Through Participatory Grantmaking*," identifies the different mechanisms for and benefits of engaging communities in grantmaking, and demonstrates how participatory grantmaking can be "a lever for disrupting and democratizing philanthropy." They also identify some challenges: among them, a participatory model can be more resource intensive and it can lead to risks (in terms of security and delivery).

WHAT DOES THIS IMPLY FOR C&A FOUNDATION?

Ellen Sprenger writes, "frontline leaders and their grant makers need to move from a transactional to a transformational relationship. CSO leaders need to develop and share their vision and model for future financial resilience, and grant makers need to think of themselves as investors, trusting their partners to find their own unique way to adapt to changing contexts. And this includes giving them permission to fail." There are many ways to make grants in a way that disrupts power imbalances and integrates diversity, inclusion and equity both in process and result. Some questions the C&A Foundation might want to consider:

- In what ways does the C&A Foundation want to democratise their engagement with partners?

- What are the current power dynamics intrinsic to funding, selection, monitoring and evaluation within the C&A Foundation model, and how could those power dynamics be challenged or transformed?

- What impact do these power dynamics have on the mission or vision of the partner organisation? What is the appetite for risk or innovation? What is the potential for results?

- What would a more inclusive approach to grantmaking, that transforms the power relationship of donor-grantee, look like? What steps would it take to make it happen?

COMMUNICATIONS

Communications is how organisations make their diversity, equity and inclusion practices visible, and can be an expression of an organisation's culture in that some are enabled to speak and be heard. Organisations and foundations use communications as a tactic: both the content and means of production for external communications can serve to influence target audiences. Internal communications, too, can be a political tool: strong inclusive internal communications systems ensure all staff have a voice and are heard by decision makers.

Diverse, equitable and inclusive communications work is motivated primarily by two forces (a) a desire to influence change (for example, Mama Cash's communicates about its work in part to *influence philanthropy*) and (b) a practical need to avoid and mitigate brand risk (as required by the *American Red Cross* after media reports of inept and illegal practices).

WHAT MAIN APPROACHES ARE BEING USED?

Approaches to communications can be understood in three categories. The first is the external communications that organisations use to share the work they are doing and how they are doing it in a diverse, inclusive and equitable way. A good example of that comes from *Google*, which produced a public report that documents how the company is striving towards and benchmarking their work on diversity, inclusion and equity within their organisation's staff, leadership and hiring practices.

The second approach is the external communications that are used to influence and transform inequality. This includes campaigns, reports and publications that intentionally avoid stereotypes and familiar tropes (like women as victims) and contribute to shifting audience's way of thinking about power. For example, *FRIDA's reports* and *publications* supports the idea that young women and girls are the experts of their own reality and should be seen, celebrated, heard and funded.

The third approach that organisations use to increase diversity, inclusion and equity in their communications is by ensuring that internal communications broaden opportunities for a variety of voices and perspectives within the organisation to be heard by staff and leadership. Little information has been published on this approach but anecdotally, we know that organisations are using methods like newsletters, in person gatherings, video blogs, platforms like Slack, open mics, and town hall style forums to facilitate internal communications that effectively represent their staff.

WHAT ARE SOME EXAMPLES?

There is a great deal to be learned from how media organisations are integrating diversity, inclusivity and equity into their products:

- *UNESCO's gender sensitive indicators for media* offers indicators for all forms of media in two main areas: (a) the production of content, which looks at who is producing the content and what beliefs or implicit bias they may have that could inadvertently shape the messaging and (b) the content itself, which looks at whether individuals and groups are given a platform to have a voice and/or portrayed to either reinforce or subvert bias, whether there is multi-dimensional expression and representation, and whether the work that the organisation does to consider diversity and inclusion is highlighted. .

- *The Tides Foundation* annual report includes pictures and text that are representative and depict people from marginalized communities taking action and transforming power.

- IFEX, a network that defends and promotes freedom of expression recently conducted *a gender audit of their external-facing communications work*. Their findings reveal that it's not just the content, but the understanding and reception of content (i.e., where that content goes, who reads it, and how it is taken up) that must be tracked and measured.

- *Mama Cash* has explicitly documented their journey to embrace diversity in their staffing and board, identifying the challenges they've faced (such as moving past the white/ black binary and cultivating an organisational culture that all staff could identify with.) Transparency around failures and setbacks is critical in communicating the journey towards inclusion.

- The *Annie E. Casey Foundation offers lessons* in how to tell the story of becoming a more diverse, inclusive organisation. They describe their journey as a winding road and explain that how the telling of the story is, in itself, politicised: the tellers of the story represent a specific vantage point, tone, and set of claims on how the journey transpired. The Casey Foundation experience, documented in report titled "*Operationalizing Equity*," also demonstrates the importance of having a shared language and common messaging when it comes to communicating about diversity & inclusion efforts, within the organisation and externally.

There is much less public information about internal communications. Anecdotally, we know that strong internal communications does four key things: (a) It creates a coherent narrative, story and set of key messages that all staff understand and feel connected to; (b) It maintains a clear internal communications structure where system and processes enable staff to communicate effectively and transparently about successes *and* challenges; (c) it enables staff to know what is happening across the network so they can make strategic connections across their work; and (d) it enables staff working on similar issues to connect, share and discuss the challenges they face and share tips or make strategic connections across their work.

WHAT DOES THIS IMPLY FOR C&A FOUNDATIONS?

When it comes to external communications, these findings suggest that C&A Foundation may want to determine the purpose and agenda of the communications produced, e.g. informing about programmatic or organisational achievements and/or influencing audiences towards a new understanding.

C&A Foundation initially may want to ask the following questions:

- How is C&A Foundation communicating its work, and what messages is it sending- either explicitly or implicitly- about diversity, inclusion and equity?

- Does C&A Foundation have an influencing agenda around diversity, inclusion and equity in its communications strategy? If so, what does that look like?

- What mechanisms is C&A Foundation using to communicate internally? Does everyone have a voice/opportunity to share their work, or do some people have more 'coverage' for their work than others?

- Are there language barriers (i.e. is internal communications inclusive of those who don't have English as a native language)?

Once determined, a process (similar to that undertaken by IFEX) to review the communications outputs and set benchmarks may be of value.

Implications/recommendations for action

There are different 'on ramps' or 'doorways' to begin work on diversity, equity and inclusion. One study notes that "*Foundations whose on-ramp focused initially on revising vision, mission, and/or value statements are more likely to implement DEI efforts, layer upon layer, into a cross-cutting organisational commitment.*" Given the initial work together on gender justice and subsequent discussions around diversity, equity and inclusion in the foundation and possible ways forward, C&A Foundation is making a positive start. The emphasis on partnerships and grantmaking for gender justice is also a strong foundation for this work. The next step is to develop a strong Action Plan that is owned and implemented by the organisation and should include:

1) Ensure that the vision and purpose of the Equity and Inclusion Committee and its sub groups is clear and shared widely. Organize around particular learning questions that they seek to answer through its Action Plan, e.g.:

- What do we mean by equity, diversity, and inclusion?

- What are our organisational goals with respect to each?

- Where are we currently in relation to these goals?

- What action strategies will get us to our goals?

- How and to whom do we want to be accountable?

- How do we work together to achieve them?

2) Identifying short term challenges to building an organisational culture in which equity and inclusion are prioritised and that are seen as a priority for the Committee. This may include, for instance:

- Addressing data gaps on current status and practices in staff diversity, organisational culture, policies or grantmaking procedures

- Addressing need for conceptual clarity and awareness among staff on equity and inclusion in the context of C&A Foundation's mission

- Building staff capacities on how to skilfully hold conversations on inclusion and equity with grantees

3) Deciding the outcomes and results that the foundation will work towards in an Action Plan that includes goals, learning, changes in policies, practices, resources and culture of C&A Foundation, e.g.

- Establishing a baseline within C&A Foundation in the identified priority areas for action

- Consulting with staff around the goals and priorities with respect to equity and inclusion

- Learning from other foundations, INGOs and corporations & making recommendations

- Establish communications and accountability for actions

- Clarifying how evaluation and learning will take place and how decisions will be made

4) Clarifying the learning agenda the foundation will put in place, including reflecting on how the working groups and others are involved in implementing actions towards a more equitable and inclusive Foundation.

INTERVIEWEES

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Yee Won Chong, Say This, Not That

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