
**Ford
Foundation**

The Path Toward Organizational Excellence



**DIVERSITY, EQUITY,
AND INCLUSION**

Annual Report 2024

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As we continue our shared journey towards a more just and equitable society, I am pleased to share this year's Diversity, Equity, and Inclusion (DEI) report. Last year marked a pivotal moment as we launched our inaugural DEI strategy, a testament to our commitment to transparency and accountability in fostering organizational excellence. In our continually evolving world, this work is more important than ever.

At the core of our mission is the recognition of each individual's inherent dignity—a principle that guides our efforts in creating a culture of respect and inclusion within the Ford Foundation and beyond. This report serves as a progress update as we lay the path for change, illuminating the strides we've made and recognizing the challenges we continue to face on this strategic journey.

We are inspired by our accomplishments thus far and celebrate the impact of our external initiatives while equally valuing our internal efforts. Given the work we do and the principles we represent, it's important for us to carefully scrutinize our own practices and hold ourselves accountable. It is not enough to champion equity in the broader world; we must also ensure our internal practices reflect the values we espouse and we treat each other with dignity, respect, and unwavering support.

As we delve into the findings of this report, let us reaffirm our commitment to continuous growth and improvement. Together, we can harness the power of diversity, equity, and inclusion to drive meaningful change and build a future where everyone thrives.

Darren Walker
President



At the Ford Foundation, improving our employee culture has been an ongoing priority that is deeply connected to our DEI efforts. We firmly believe that a culture rooted in diversity, equity, and inclusion not only enriches our workplace environment but also propels us towards greater success and impact as an organization. While we have made strides in this journey, we acknowledge that there will always be areas for improvement.

In today's dynamic landscape, organizations must remain agile and responsive to both internal and external changes. This necessitates continual adaptation of operational systems and practices, whether through organizational design, compensation adjustments, or benefits modifications—all of which should be anchored in principles of equity and fairness. At Ford, we are steadfast in our dedication to ensuring that these changes reflect our values and contribute to a more equitable workplace.

As we embark on this journey of incremental change, we remain committed to building a baseline that propels us towards organizational excellence. Together, through our collective efforts and unwavering dedication, we can create a workplace where everyone has the opportunity to thrive and contribute meaningfully to our mission.

Diane Samuels

Vice President and Chief People Officer



Background

The Work Continues

At the Ford Foundation, our commitment to DEI is rooted in the belief that diversity, equity, and inclusion are not just moral imperatives but essential drivers of organizational excellence. For over a decade, we've remained steadfast in pursuing DEI progress, recognizing these values as foundational to fostering a more just and inclusive work environment.

As we continue our journey, we remain dedicated to cultivating a culture that embraces these values within our organization and in our external engagements.





Our Approach

In 2022, Ford embarked on a transformative journey by redefining our approach to DEI. Through collaboration with our consulting partners at The Kaleidoscope Group, we gained invaluable insights into the state of our internal culture. The insights revealed several key areas of focus:

1. Our mission is our common bond.
2. At times, our experiences internally are not in alignment with our mission and work in the world.
3. There is dissonance in how staff experience the culture and what they expect it to be.
4. We need a shared understanding of DEI.

With this heightened awareness, we developed our DEI vision. We aspire to cultivate 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.

“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.”

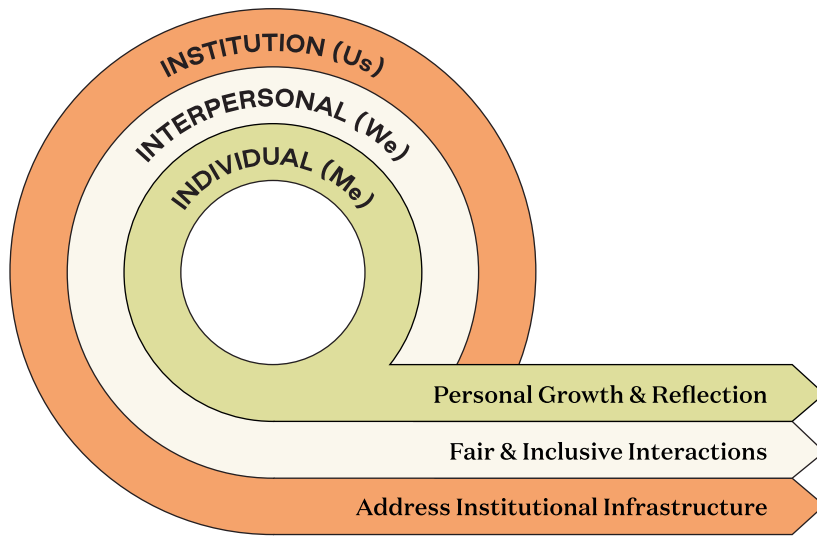
Darren Walker

This vision is our guiding star, uniting and aligning our colleagues towards a shared purpose. It’s the lens through which we hold ourselves accountable for creating a workplace grounded in respect and dignity.

To actualize this vision, we’ve identified four strategic areas of focus:

1. Our journey to understanding DEI
2. Strategic integration to drive shared responsibility and accountability
3. Supporting structures, systems, and processes
4. Sustainability and consistency





Our model for change consists of three core levels.

- First, at the **individual level (Me)**, we emphasize the importance of personal reflection and growth. This involves deep introspection and self-awareness.
- Second, at the **interpersonal level (We)**, we address power imbalances and aim to infuse our relationships with a sense of humanity, equity, and respect.
- Last, at the **institutional level (Us)**, we focus on continuing to review and refine policies and procedures to ensure they are inclusive, equitable, and responsive to the needs of a diverse internal community.

On the Path to Change

Mapping Our Progress – 2023

Achieving organizational excellence is neither a quick nor linear process—it’s a journey. In 2023, we began implementation of our three-year strategic plan. In the first year, our goal was to lay the necessary foundation for organizational change.

This past year, we concentrated on six key areas to lay the groundwork for this achievement:

1. Formal DEI Organizational Structure Implementation

- In 2023, a global equity role of director of organizational effectiveness and excellence was created and filled, reporting to the vice president, chief people officer, and executive vice president of programs. This marked a significant step towards formalizing our DEI efforts.

“It’s not enough to talk about diversity, equity, and inclusion; we must actively work to create an environment where every voice is heard, valued, and empowered.”

Rebecca Mattis-Pinard





2. DEI Council Creation for Integration and Accountability

- The Global DEI Council, established in June 2023, plays a crucial role in advancing our collective DEI vision across all DEI workstreams (disability, gender, and race/ethnicity).
- As an advisory body, it provides input on DEI strategy implementation, recommends approaches, pilots new initiatives, and advises on progress updates.

3. Equip the People & Culture team and DEI Council Members with the Intercultural Development Inventory (IDI) Tool

- Training on culture change featuring the IDI tool helped to enhance understanding of how individuals engage with interpersonal differences within the organization.

4. Creative Strategies for Lasting Impact and Ongoing Support

- Through the IDI assessment, individuals and teams have begun building commitments to their DEI work, leading to meaningful conversations and clear individual responsibilities.

5. Development for People Leaders

- Through a pilot program, we have led several manager groups through completion of the Intercultural Development Inventory (IDI) to enhance leader capabilities and global manager skills.
- We will continue to scale this initiative across the organization through Q1 2025 as part of a leadership learning series for managers focused on fostering greater accountability for inclusive leadership, assisting employees in managing workloads, and creating respectful and inclusive teams.

6. Foundational Education for All Staff

- We have designed a DEI learning series for all staff.
- The program incorporates sessions designed to foster a collective comprehension of diversity, equity, and inclusion at Ford. These sessions will address and transform power dynamics in relationships, enhance awareness of diverse identities, feature a workplace speaker series, and introduce the IDI, a tool used to help to understand how well someone interacts and communicates when there are differences at play.

These strategic areas and initiatives represent our commitment to building a strong foundation for change and advancing our journey towards organizational excellence through DEI.



Spotlighting Our Equity Practices

Our commitment to DEI encompasses ongoing efforts to embed equity in all of our practices and policies.

The foundation’s compensation philosophy is grounded in fair and equitable pay tied to market-competitive salaries and benefits for every employee. We continually examine pay equity in the following ways:

- A rigorous new hire offer evaluation to ensure equity with current staff based on competencies and similar years of experience.
- Promotion based on market pay for job responsibilities, tenure, and years of experience, blind to race, ethnicity, gender, disability, or age.
- A yearly internal equity review as part of the merit process.
- A third-party review as part of our biennial compensation review.

“The true measure of our commitment to DEI lies not in our words but our actions—how we lead, how we support, and how we create opportunities for all individuals to thrive and reach their full potential at the foundation.”

Diane Samuels





Even with these rigors, we found, like many organizations, that we must do more to close pay parity gaps. In May 2023 we began an annual process of reviewing pay for parity across genders and race/ethnicity.

The overall female-to-male parity across all pay levels was 87%, 5% higher than the national average of 82%. This was adjusted to bring to parity in December 2023 and implemented in January 2024 based on job level and tenure.

Our average parity across all pay levels for staff identified as people of color was 78% that of white counterparts, 2% above the national average of 76%. This was adjusted to bring to parity in December 2023 and implemented in January 2024 based on job level and tenure.

Analyzing and adjusting for pay parity is a nuanced process that must take into aspects such as parity at specific levels and tenure in the position. It is expected that compensation will increase with tenure which the analysis of all combined average pay levels does not account for. For 2024, we are performing a more in-depth analysis and look forward to reporting results in 2025.

Some of our other key equity initiatives and process updates include:

- In 2022, we began improving **transparency regarding our compensation structure** by sharing more detailed overviews of career levels and role positioning for all staff.
- In 2023, we **revamped healthcare support** to include mental and physical health resources, including a quarterly “Living Well” newsletter, onsite medical and dental services, and expanded open enrollment activities to raise awareness of all available programs, such as maternity, fertility and gender-affirming services.
- Since 2022, we’ve **expanded self-identification** beyond Equal Employment Opportunity Commission (EEOC) mandated categories such as race/ethnicity and gender. In 2024, we have expanded this practice to reach employees in our regional offices, customizing reporting categories to each region’s cultural context.
- Aligning with our values, we ensure that our minimum United States staff pay level equates to a **thriving living wage** in New York, guaranteeing that no employee earns below this threshold.
- Since 2015, we have conducted **annual equity reviews** of merit increases, assessing salaries by grade and ensuring fairness with respect to factors such as race, gender, age, length of service, and performance.



- Launched in 2021 in partnership with Landit, the **Limitless Potential Program** offers personalized career development, with a focus for women and people of color. After a successful 2022 pilot, a number of participants were promoted or transitioned to senior roles outside of the foundation in 2023.
- Launched in 2019, our voluntary **Employee Resource Groups (ERGs)** foster a strong sense of community, well-being, and belonging among employees based on shared identities, life experiences, and learning commitments. Ford ERGs include:

- Asian Pacific Islander (API)
- Black Leaders Advancement Circle (BLAC)
- Caregivers
- Disability
- Jesus Table Talk
- LatinX/BlatinX
- LGBTQIA+
- Muslims @ Ford
- Shalom: Jewish Life and Culture
- Sisters in Solidarity (S.I.S.)



Our Diversity in Numbers

Since 2012, Ford has prioritized ensuring diversity across all levels of the organization. Every year, we support The Croner Company's customized survey on diversity, equity, and inclusion to measure our diversity progress against peer organizations in the philanthropic sector with assets exceeding \$2 billion. This survey assesses diversity outcomes and practices and provides valuable insights into our DEI policies.



“In pursuit of organizational excellence, we must embrace the transformative power of DEI, recognizing that by amplifying diverse voices and experiences, we create a stronger, more innovative culture that benefits us all.”

Diane Samuels

Our Staff at a Glance



(Data as of December 2023)

As a global organization with staff representing over 30 nationalities, our operations reflect the diverse and inclusive nature of our workforce. 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 continue to share expanded reporting category details as more staff members voluntarily choose to self-identify over time.



OUR DIVERSITY IN NUMBERS

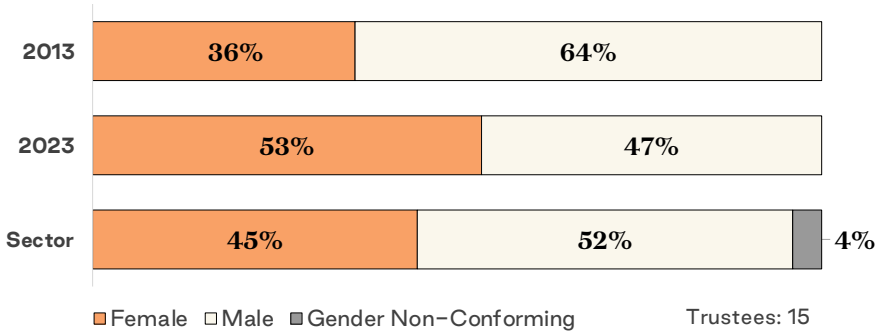
We are committed to continuously diversifying our staff and cultivating an inclusive culture for all. Through the efforts of colleague-led councils such as the Centering Gender Working Group, the Native American Working Group, Grantmakers United for Trans Communities Implementation Team, and the DEI council, we have identified areas for improvement in our recruitment efforts to encourage job applications from those underrepresented at Ford, specifically Native American, transgender, gender-nonconforming and individuals with disabilities. Additionally, our current data collection methods do not accurately capture information regarding our colleagues with disabilities. Through the identification of these gaps from these reports, we plan to develop methods to better capture the diversity of our staff.



01 Board of Trustees

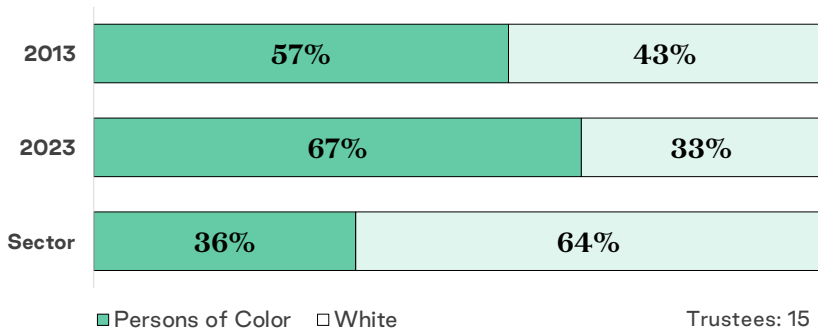
Our board’s composition reflects a commitment to diversity, with 53% women, 47% men, 67% persons of color, and 33% white members over the past year.

Trustees: Gender Identity



*Due to rounding, data may not equal 100% in all cases

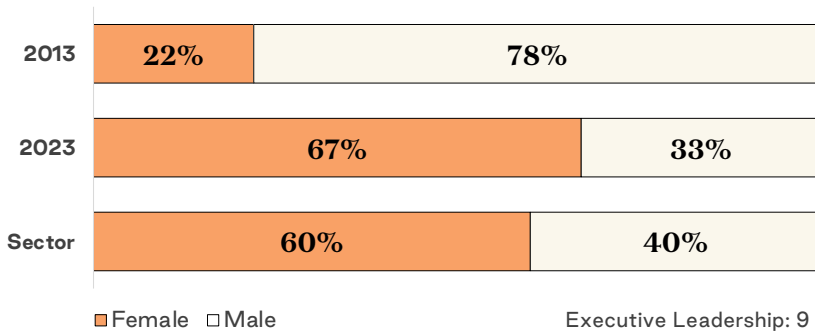
Trustees: Race/Ethnicity



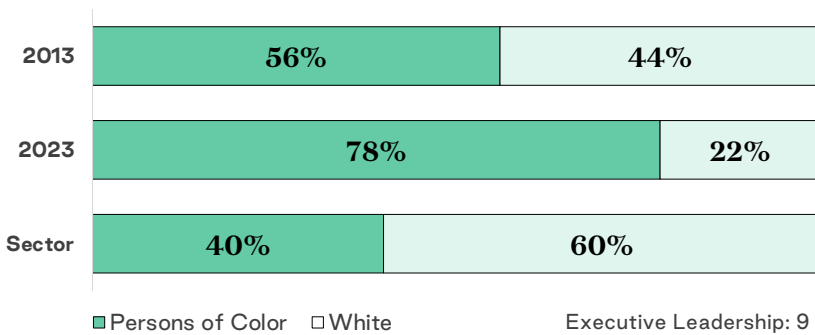
02 Executive Leadership Team (ELT)

Similarly, our Executive Leadership Team has maintained consistent gender and racial diversity since 2020, comprising 67% women, 37% men, 78% persons of color, and 22% white members.

ELT: Gender Identity



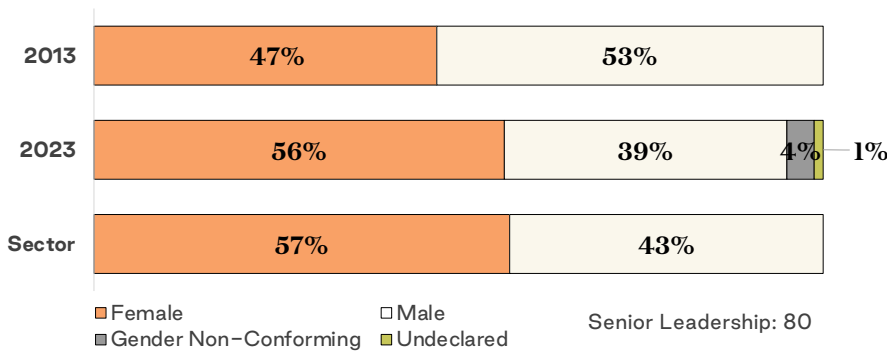
ELT: Race/Ethnicity (U.S. Only)



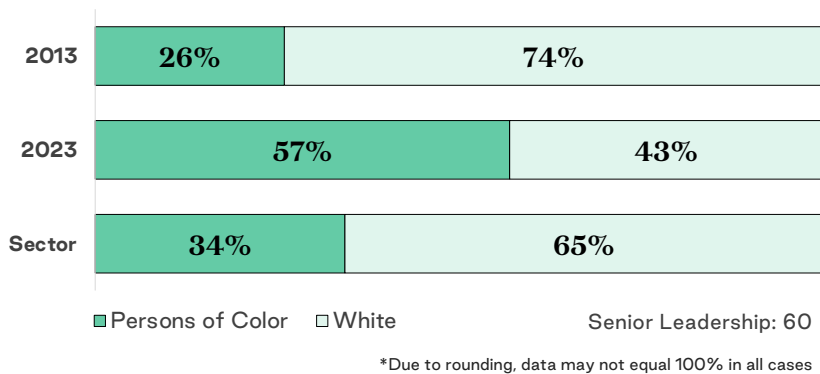
03 Senior Leadership

Within our senior leadership, represented across U.S. and regional offices, we've observed steady growth in gender and racial diversity, with female directors increasing from 52% to 56%, gender-nonconforming directors from 2% to 4%, and U.S.-based directors of color from 53% to 57%.

Senior Leadership: Gender Identity



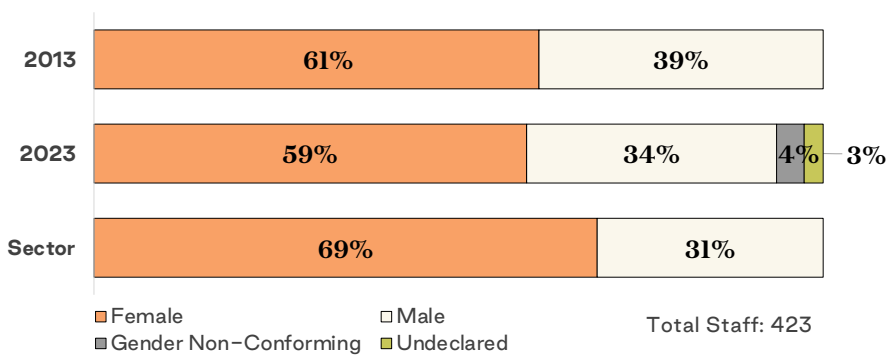
Senior Leadership: Race/Ethnicity (U.S. Only)



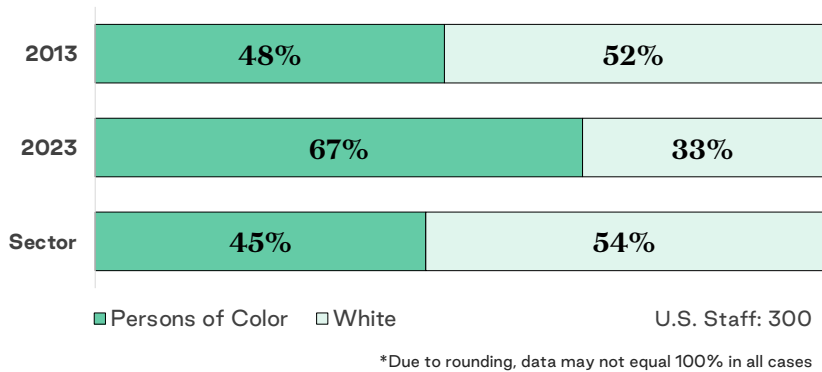
04 Our Staff

In terms of staff demographics, we continue to see an increase in gender-nonconforming staff from 2% to 4%, while women decreased from 62% to 59% and men remained consistent at 34%; 3% of staff did not declare any gender. Staff of color increased slightly from 66% to 67%, and white staff decreased slightly from 34% to 33%.

All Staff: Gender Identity



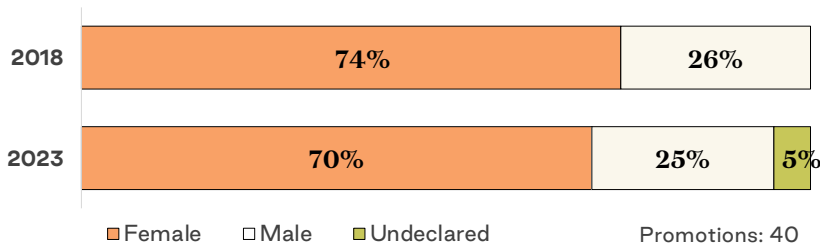
All Staff: Race/Ethnicity (U.S. Only)



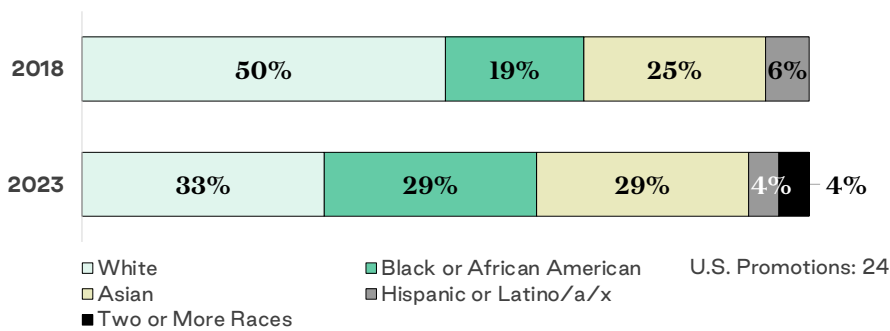
05 Growing and Retaining a Diverse Workforce

Notably, there were 40 promotions in 2023. 70% of those promotions were women, 25% men, and 5% undeclared. Within a U.S. context, 67% of promotions were of staff of color, and 33% of promotions were of white staff.

Promotions: Gender Identity



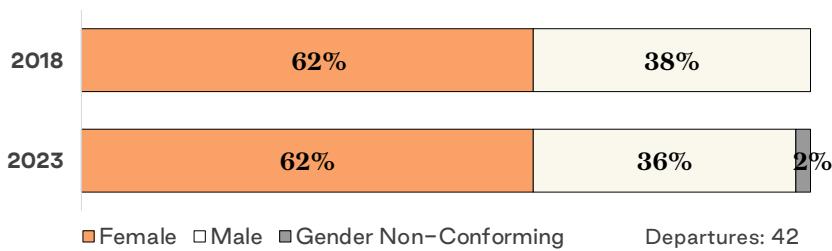
Promotions: Race/Ethnicity (U.S. Staff)



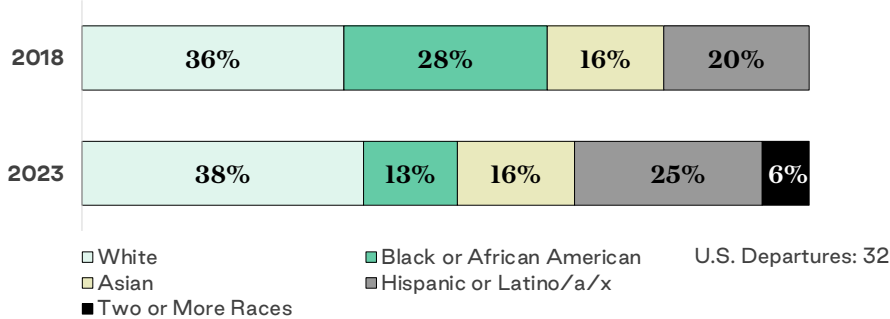
06 Departures

We also observed 42 departures of full-time regular employees from the foundation in 2023, of which 62% were women, 36% men, and 2% gender-nonconforming. Of these 42, 32 departures were based in the U.S. and comprised 28% white employees, 59% persons of color and 3% undeclared.

Departures: Gender Identity



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

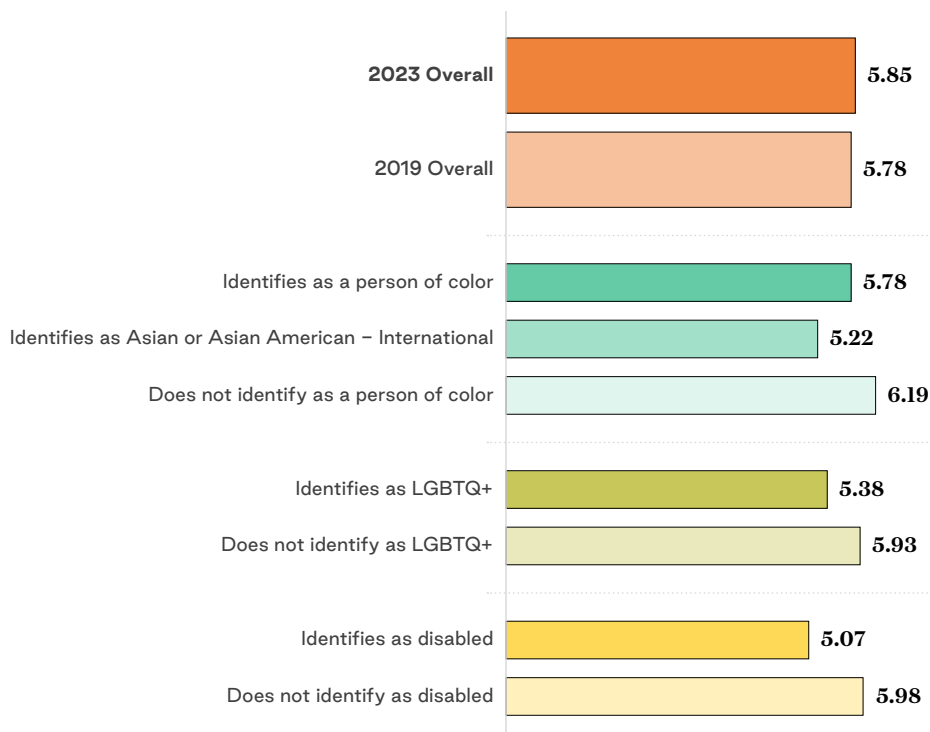


Center for Effective Philanthropy Survey Results

The Center for Effective Philanthropy (CEP) conducts Ford’s all-staff survey, resulting in a Staff Perception Report (SPR) that tracks our ratings over time. The insights we glean from the SPR are key to understanding staff perceptions of DEI progress and creating a vibrant, global community.

In terms of overall ratings for demonstrating DEI commitment in our work environment and practices, Ford has consistently scored well, with ratings of 5.85 out of 7 in 2023 and 5.78 in 2019. Despite this positive trend, there are areas that require further attention, as specific groups had slightly lower ratings in 2023, such as staff of color (5.78), internationally based staff (5.62), LGBTQ+ staff (5.38), Asian or Asian American international staff (5.22) and staff with disabilities (5.07). These findings highlight the importance of targeting areas for improvement to ensure inclusivity and equity across all aspects of our organization.

DEI Commitment Ratings



In Closing

Reflecting on the past year, it's evident that our commitment to diversity, equity, and inclusion at Ford has yielded substantial progress that we find encouraging as we pursue greater progress. Both the numbers and staff feedback affirm the tremendous strides we've taken towards our vision of organizational excellence. The 2023-2026 DEI strategy provides us with a clear roadmap, guiding our efforts to foster a more inclusive and equitable workplace.

Looking ahead, we are energized by our progress and the ongoing evolution of our culture. The journey to achieving comprehensive DEI goals is complex and multifaceted, requiring continuous adaptation and improvement. As we move forward with steadfast dedication to our values and a collaborative spirit, we are confident in our ability to create a workplace in which every individual feels valued, respected, and empowered to be their authentic selves and contribute their unique perspectives to our mission.

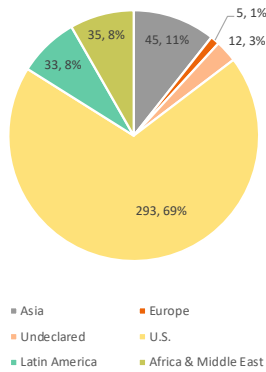


Appendix

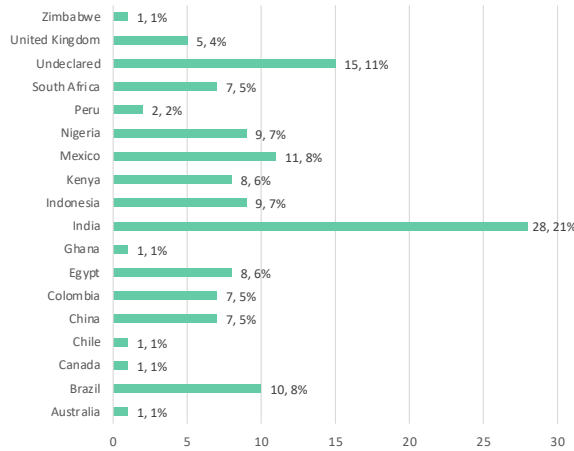
Staff Composition

Active Staff: 423

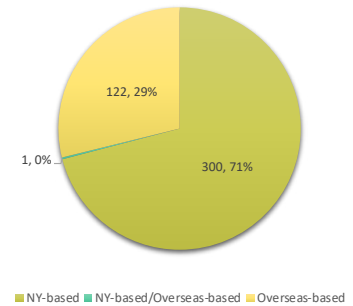
Global Staff: Citizenship



Non-U.S. Citizens: Country



Global Staff: Location



Self-Identification (Expanded Categories)

GLOBAL STAFF: GENDER IDENTITY

Gender Identity	Total #	% of Grand Total
Female	251	59%
Male	145	34%
Non-binary	4	1%
Genderfluid	4	1%
Genderqueer	2	0.473%
Transgender Male	1	0.236%
Undeclared	16	4%
Grand Total	423	100%

GLOBAL STAFF: NATIONALITY

Nationality	Total	% of Grand Total
Afghanistan	1	0.236%
Argentina	1	0.236%
Brazil	10	2%
Canada	4	1%
China	5	1%
Colombia	9	2%
Egypt	3	1%
Ghana	2	0.473%
Guatemala	1	0.236%
Guyana	1	0.236%
India	11	3%
Indonesia	5	1%
Iran	1	0.236%
Jamaica	1	0.236%
Kenya	7	2%
Korea, Republic of	1	0.236%
Mexico	8	2%
Nigeria	7	2%
Peru	2	0.473%
Philippines	2	0.473%
Poland	1	0.236%
South Africa	7	2%
United Kingdom	3	1%
United States of America	150	35%
Zimbabwe	3	1%
Ecuador	1	0.236%
Algeria	1	0.236%
Puerto Rico	1	0.236%
Dominican Republic	2	0.473%
Malawi	1	0.236%
Ethiopia	1	0.236%
Georgia	1	0.236%
Undeclared	169	40%
Grand Total	423	100%

U.S. STAFF: SEXUAL ORIENTATION

Sexual Orientation	Total #	% of Grand Total
Bisexual	7	2%
Gay	12	4%
Heterosexual	53	18%
Lesbian	4	1%
Member of the LGBTQIA Community	2	1%
Queer and/or Questioning	6	2%
Pansexual	1	0.333%
Undeclared	215	72%
Grand Total	300	100%

U.S. STAFF: RELIGION

Religion	Total #	% of Grand Total
Christianity	28	9%
Interfaith	1	0.333%
Islam	6	2%
Judaism	3	1%
Two or More Religions	2	1%
Unaffiliated, including atheism or agnosticism	23	8%
Other	8	3%
Tribal and Indigenous Faiths	1	0.333%
Buddhism	4	1%
Hinduism	1	0.333%
Sikhism	1	0.333%
Undeclared	222	74%
Grand Total	300	100.00%

U.S. STAFF: MILITARY STATUS

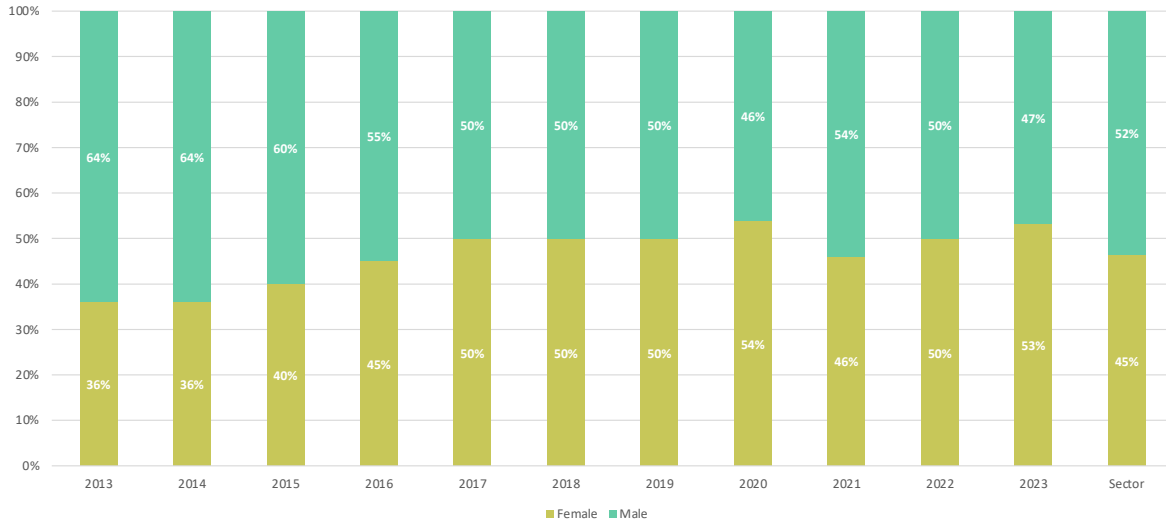
Military Status	Total #	% of Grand Total
I am not a veteran	12	4%
Undeclared	288	96%
Grand Total	300	100.00%

U.S. STAFF: DISABILITY

Disability	Total #	% of Grand Total
Yes, I identify as an individual with a disability	14	5%
No, I do not identify as an individual with a disability	17	6%
Undeclared	269	90%
Grand Total	300	100%

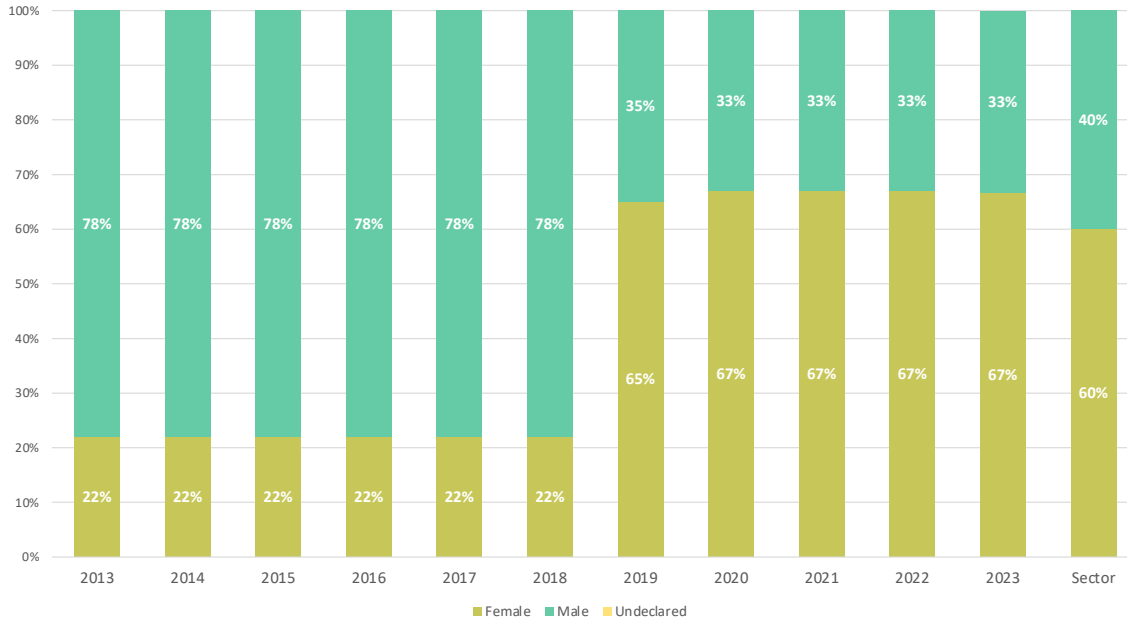
Gender Overview and Trends

Trustees: Gender Identity



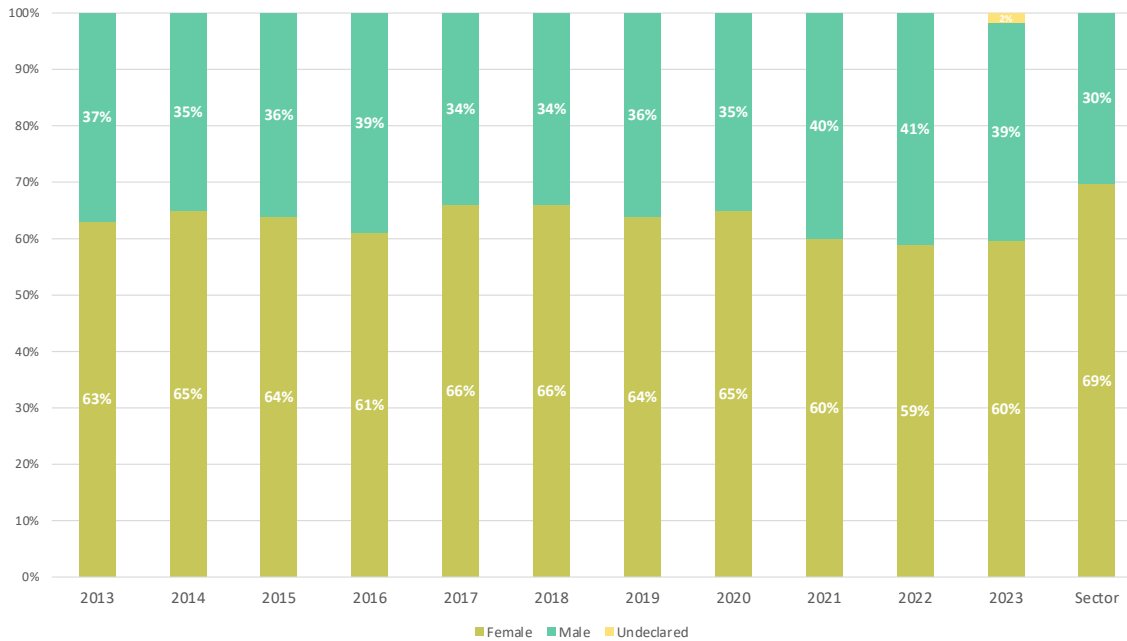
Trustees: 15

Executive Leadership: Gender Identity



Executive Leadership: 9

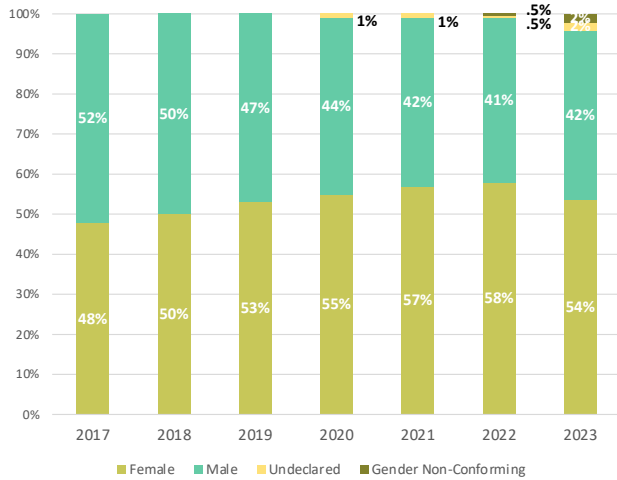
Program Officers: Gender Identity



Global Program Officers: 57

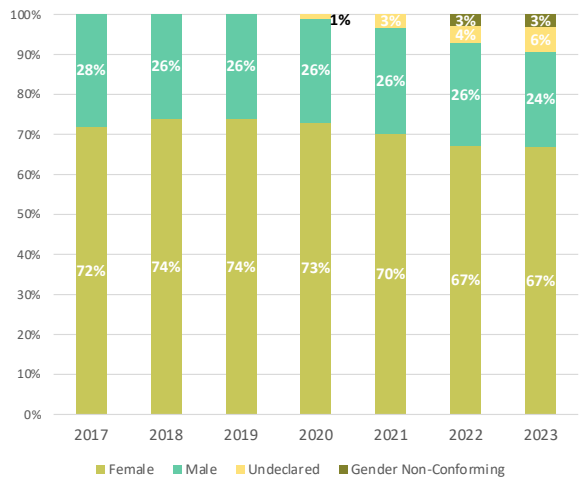
Gender Identity

Operations (Global)



Global Operations Staff: 239

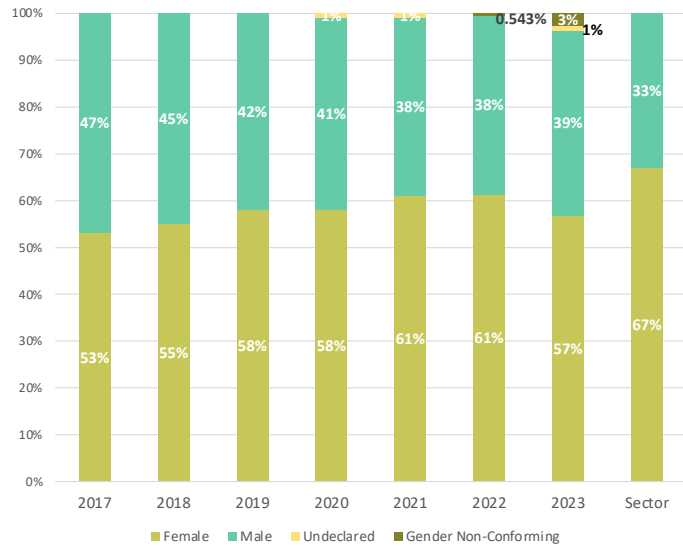
Program (Global)



Global Program Staff: 184

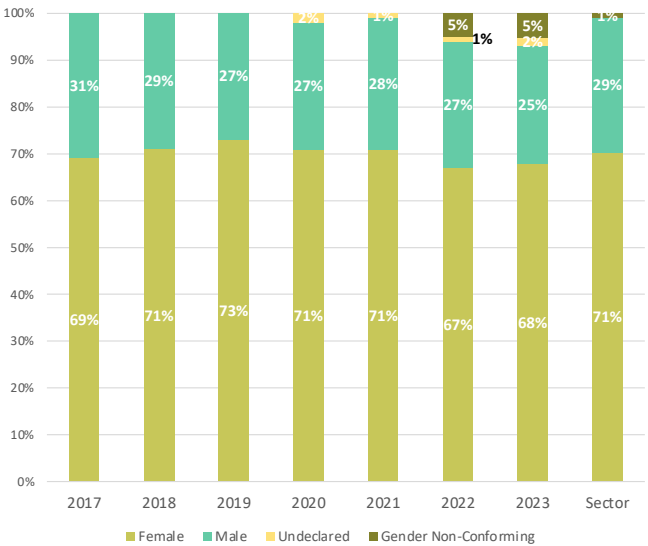
Gender Identity

Operations (U.S.)



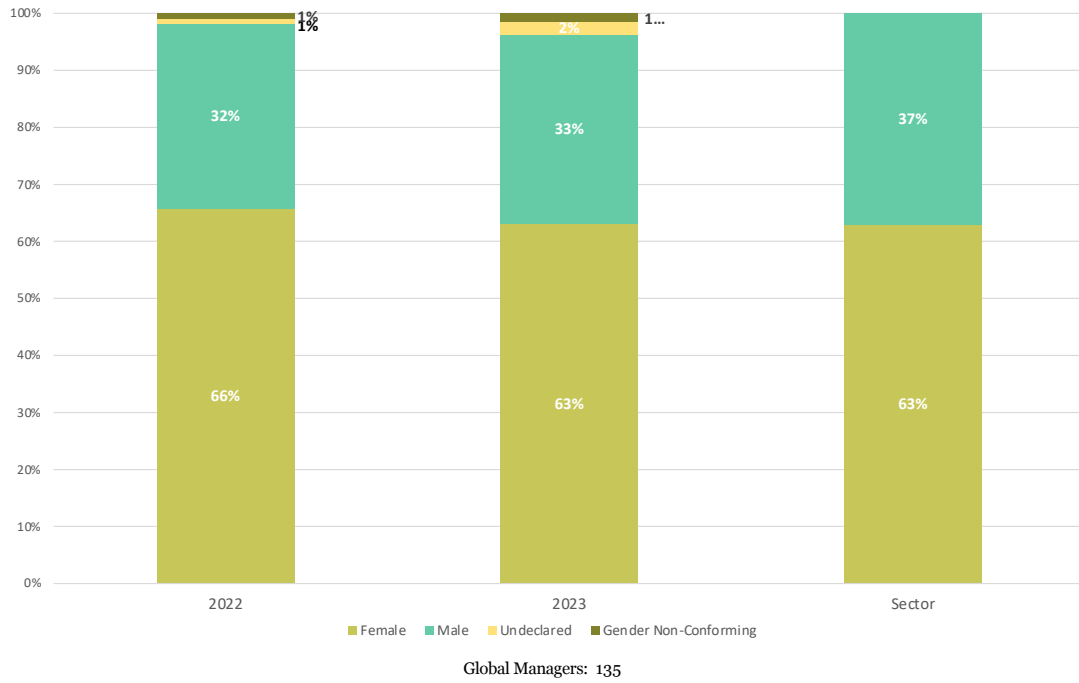
U.S. Operations Staff: 185

Program (U.S.)

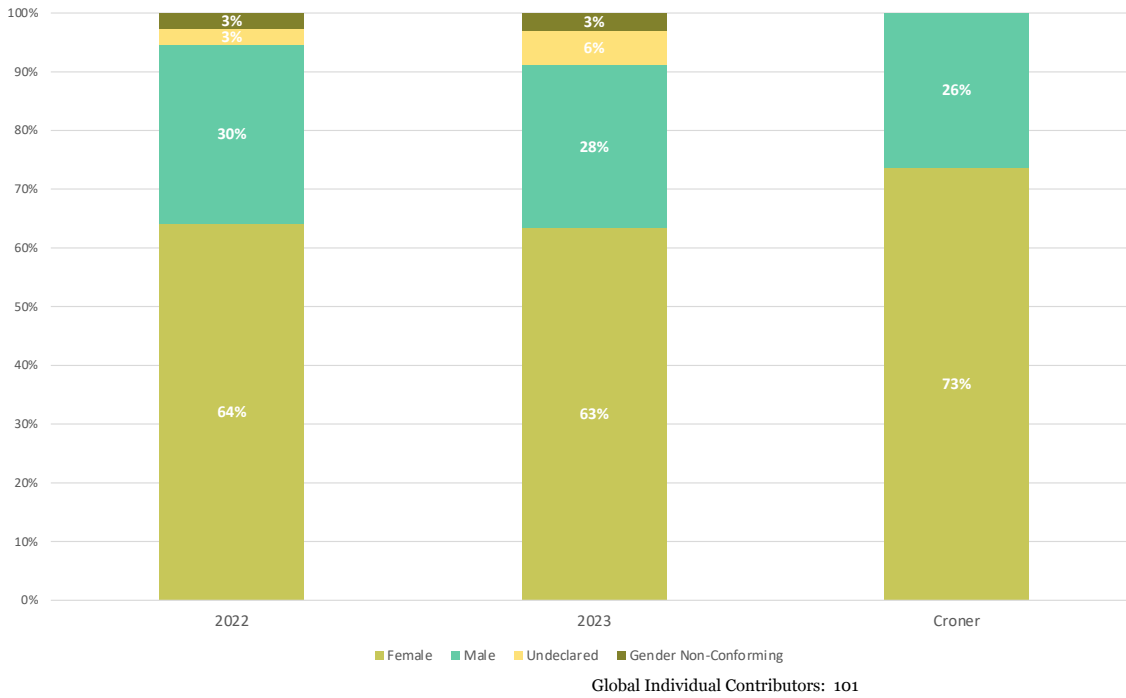


U.S. Program Staff: 115

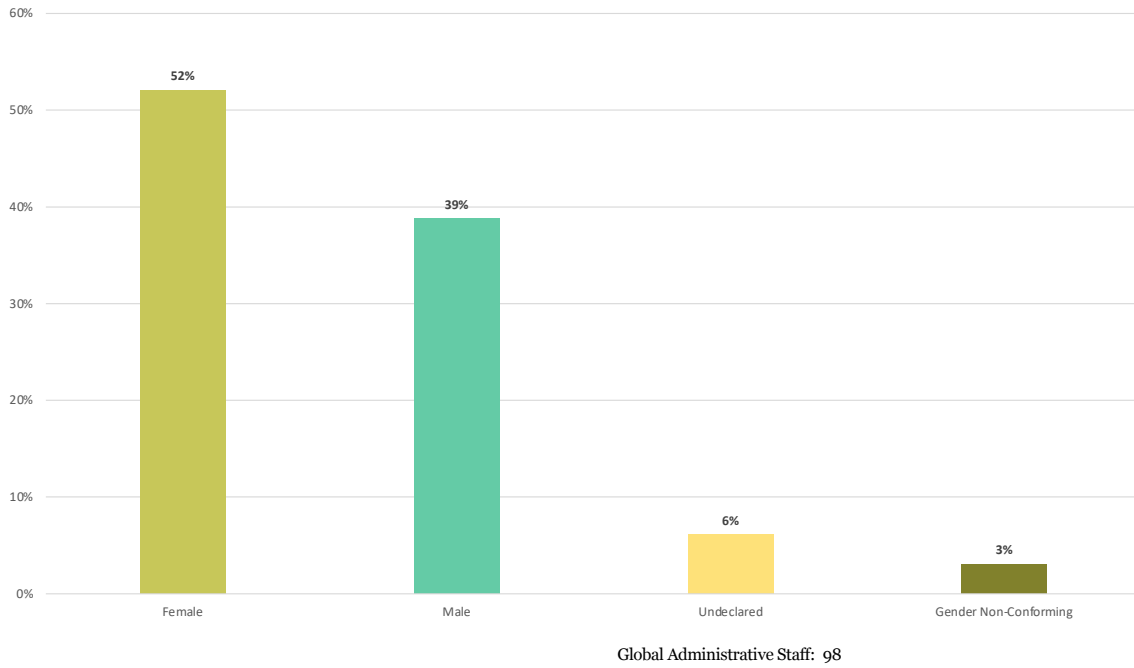
Managers: Gender Identity



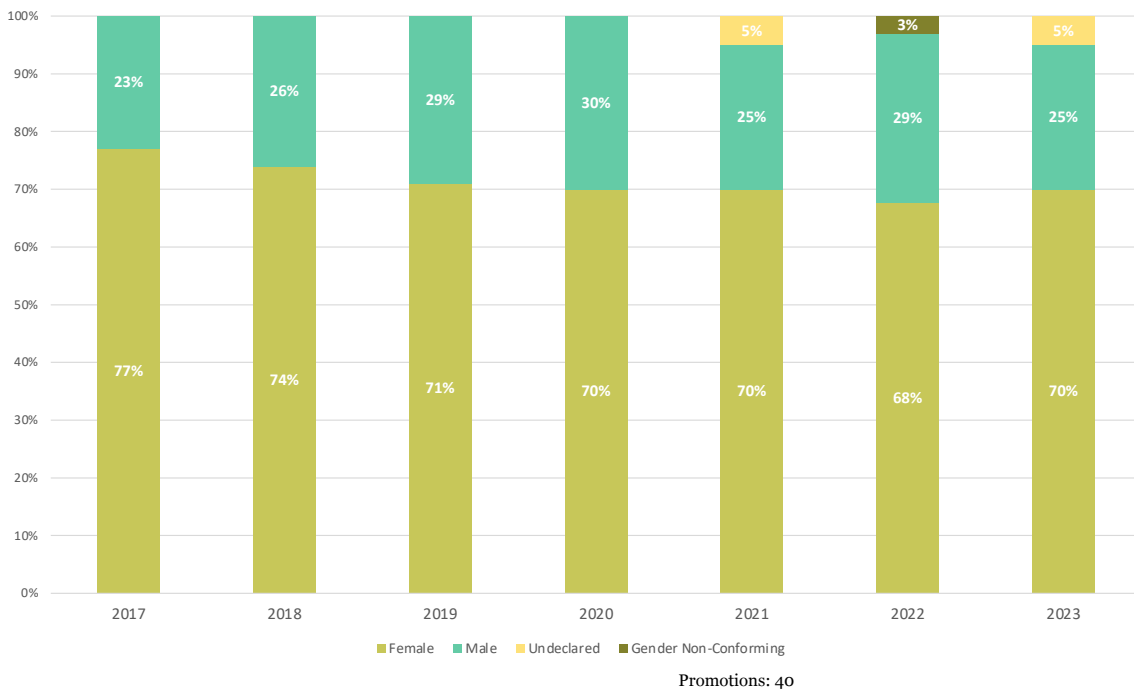
Individual Contributors: Gender Identity



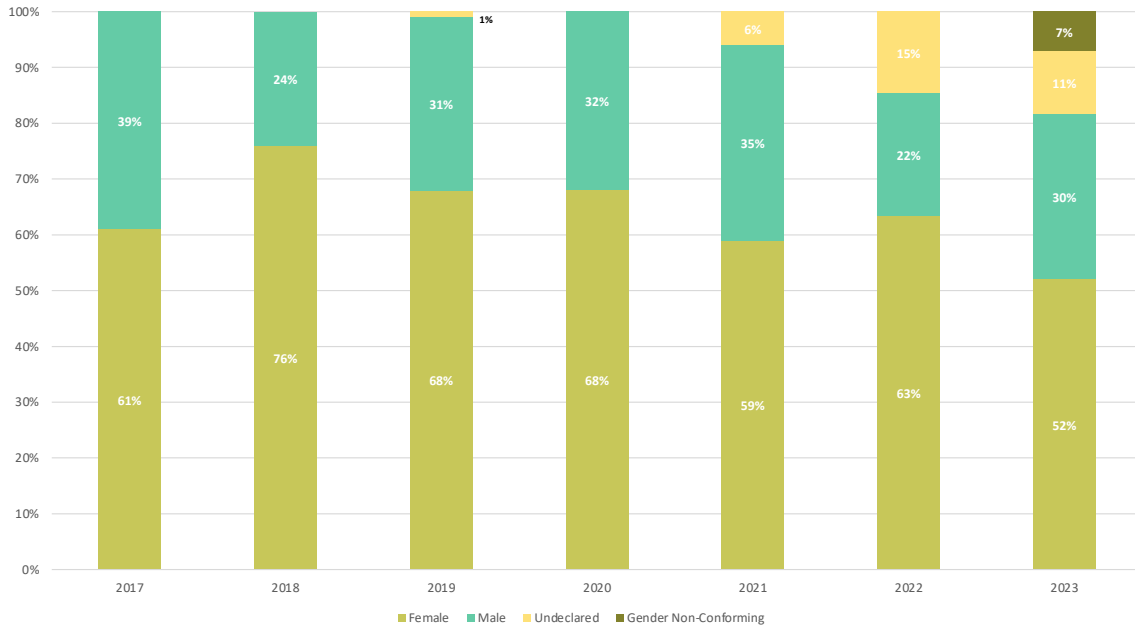
Administrative Staff: Gender Identity



Promotions: Gender Identity

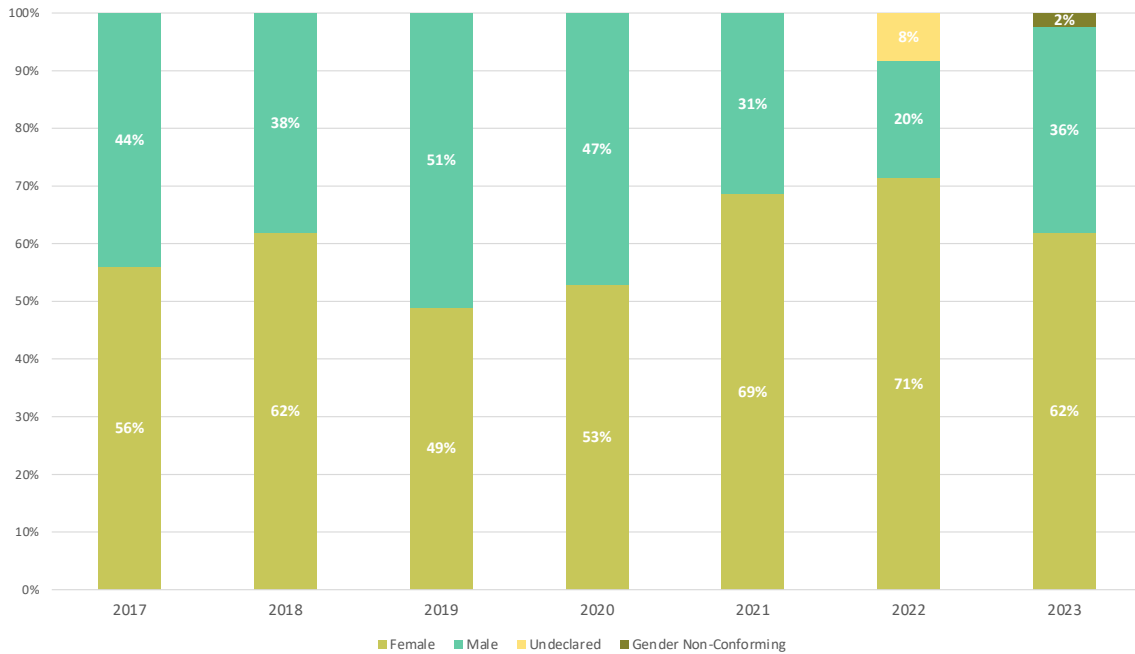


New Hires: Gender Identity



New Hires: 71 (Regular – 43, Interns – 22, Temporary – 6)

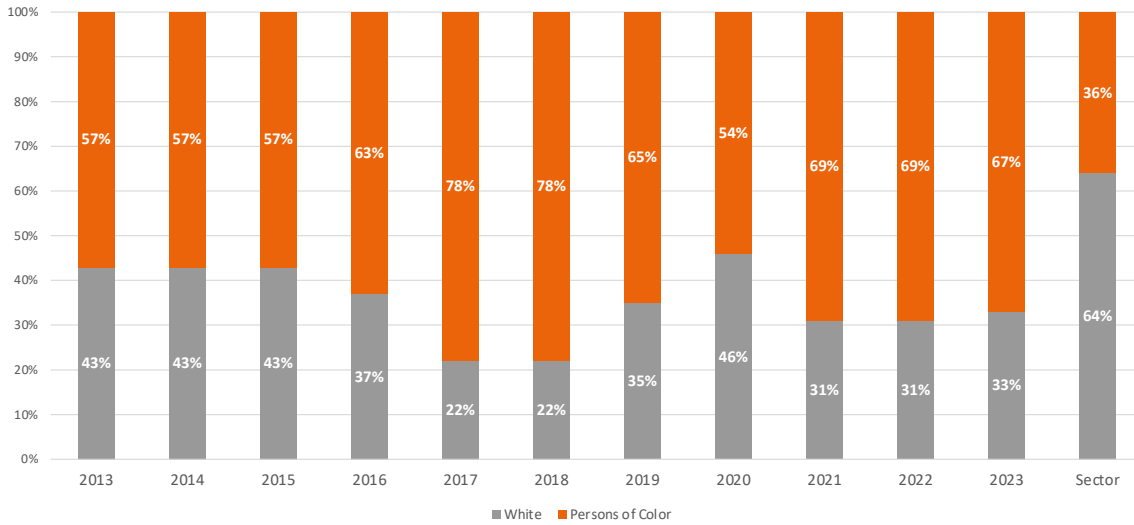
Departures: Gender Identity



Departures: 42

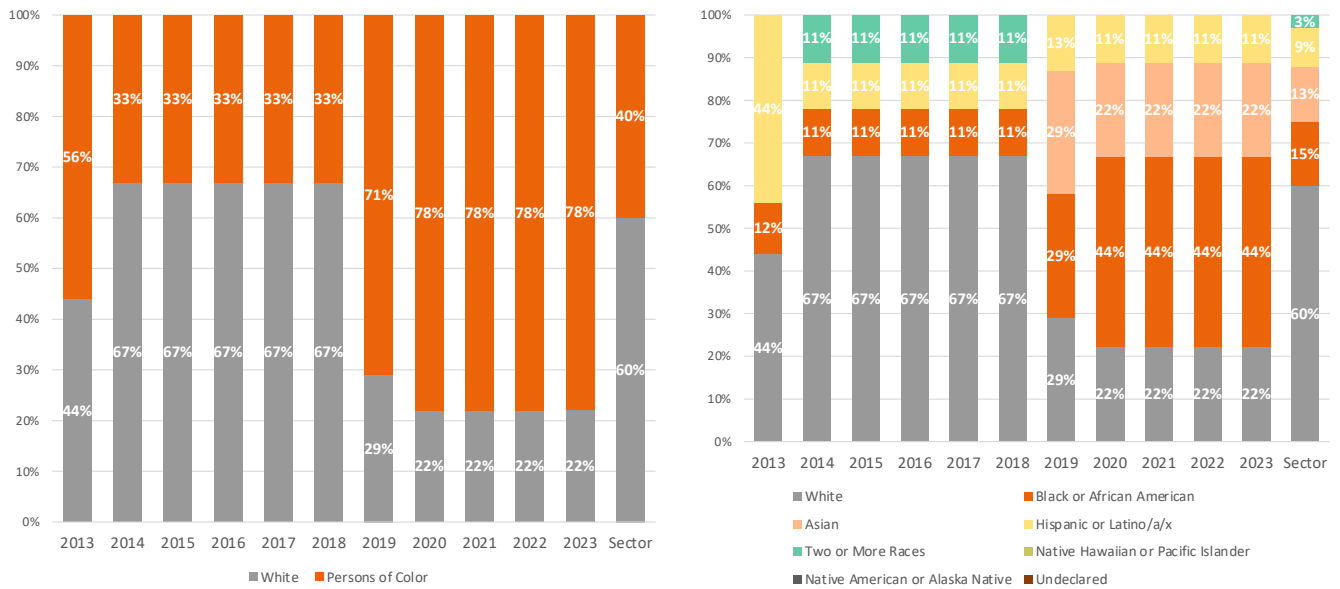
Race/Ethnicity Overview and Trends

Trustees: Race/ Ethnicity



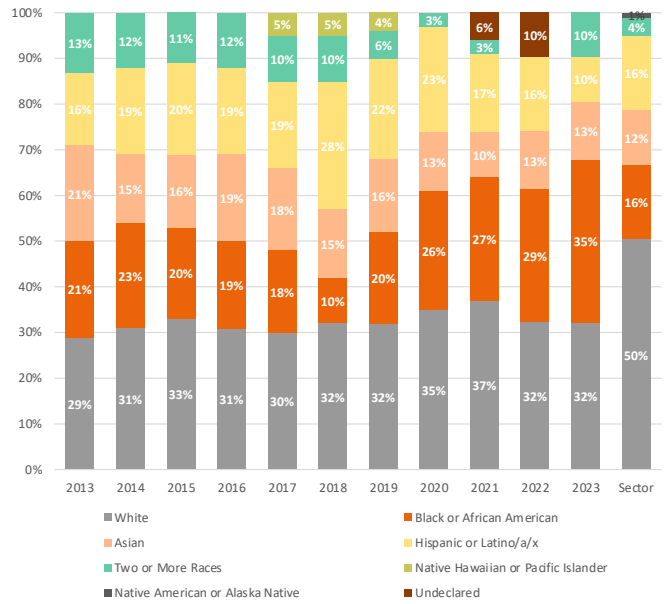
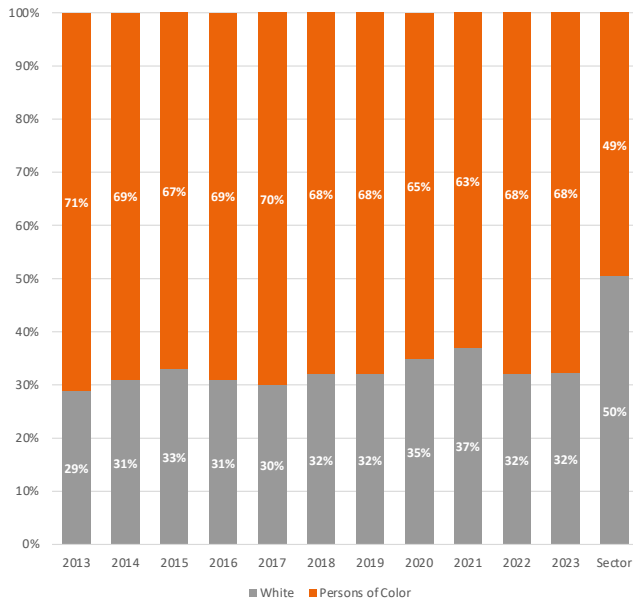
Trustees: 15

Executive Leadership: Race/ Ethnicity (U.S. Only)



Executive Leadership: 9

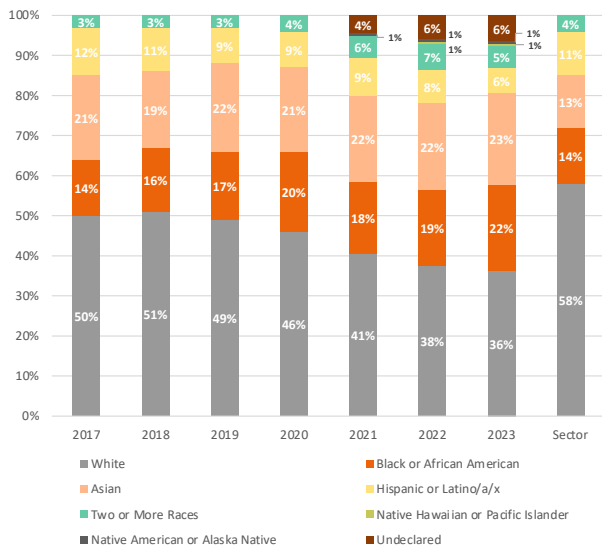
Program Officers: Race/ Ethnicity (U.S. Only)



U.S. Program Officers: 31

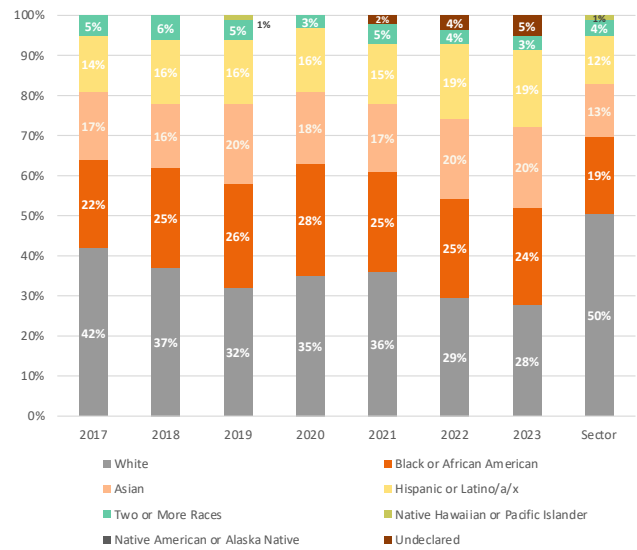
All Staff: Race/ Ethnicity (U.S. Only)

Operations



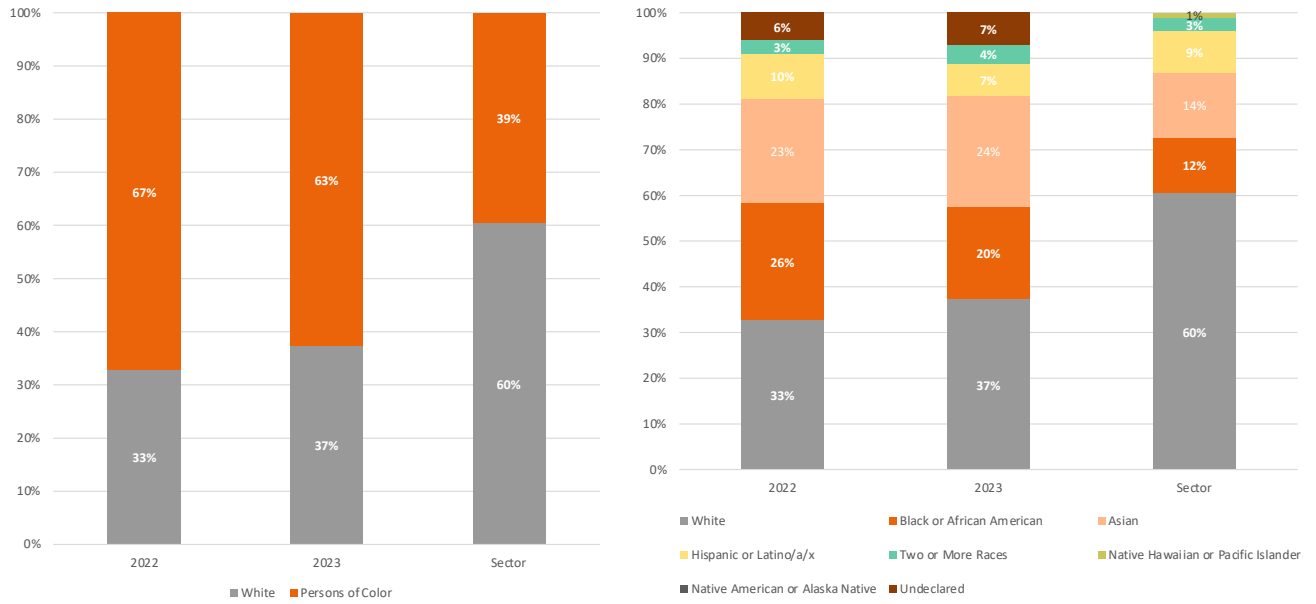
U.S. Operations Staff: 185

Program



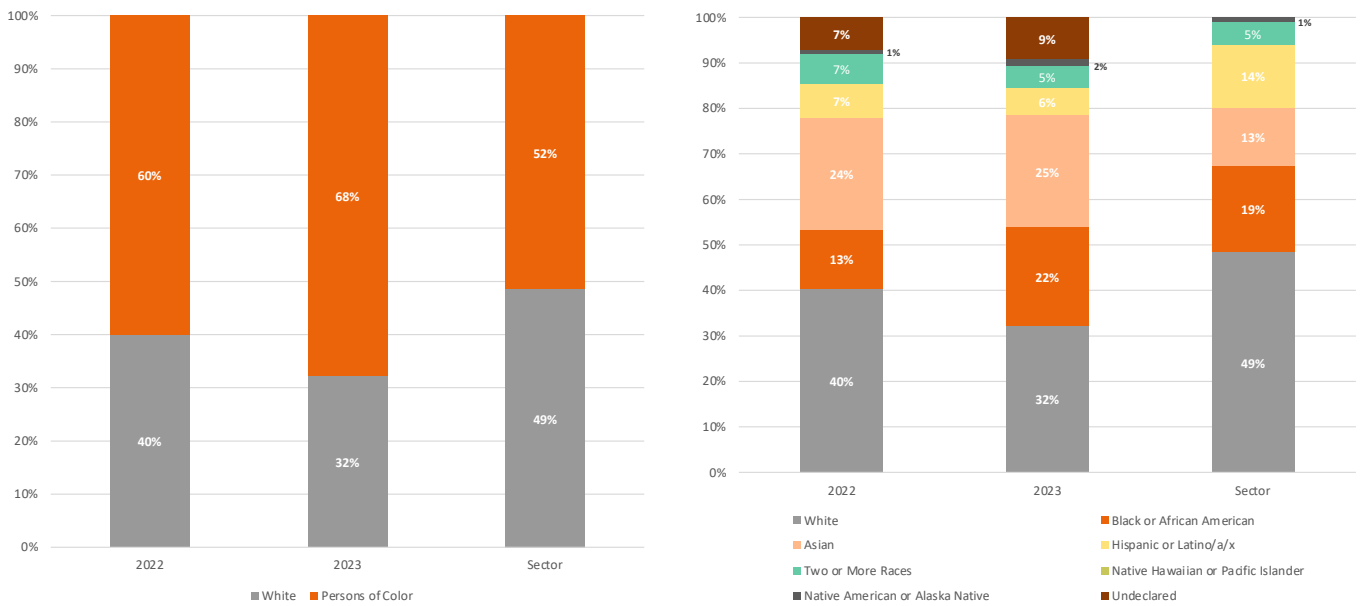
U.S. Program Staff: 115

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



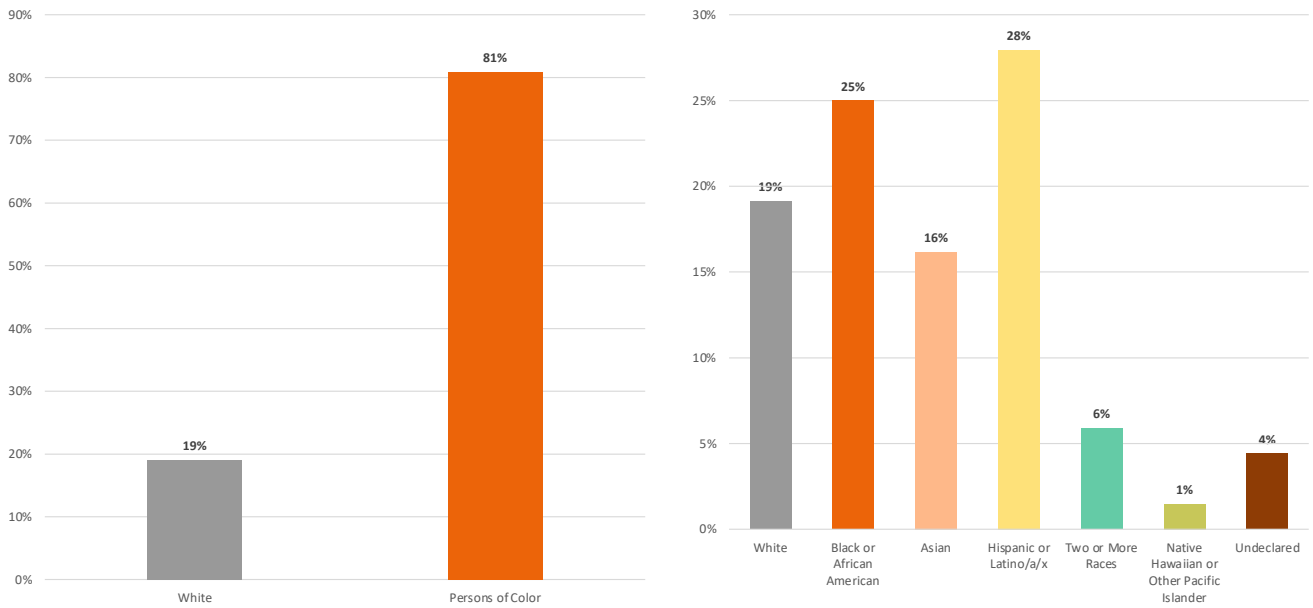
U.S. Managers: 99

Individual Contributors: Race/ Ethnicity (U.S. Only)



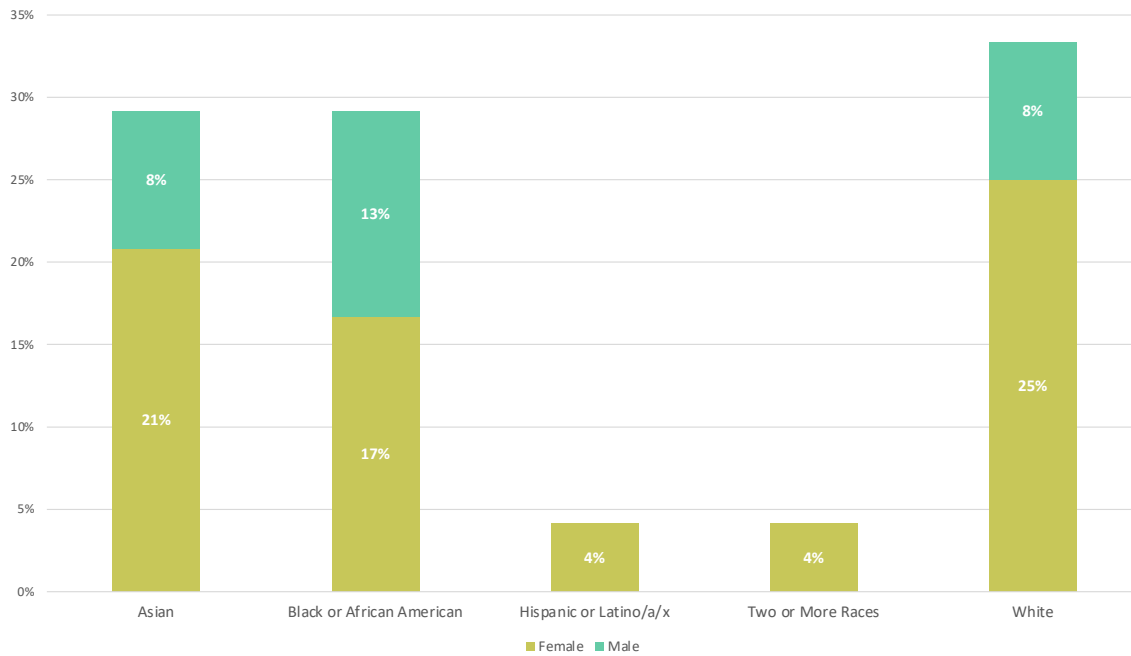
U.S. Individual Contributors: 65

Administrative Staff: Race/ Ethnicity (U.S. Only)



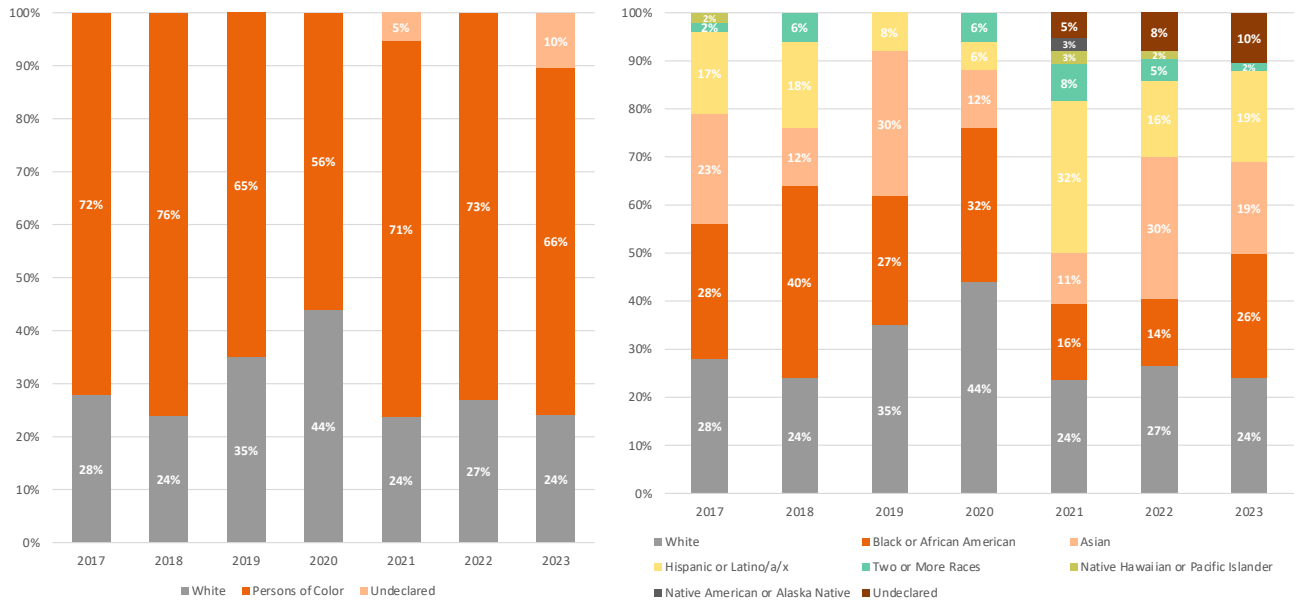
U.S. Administrative Staff: 68

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



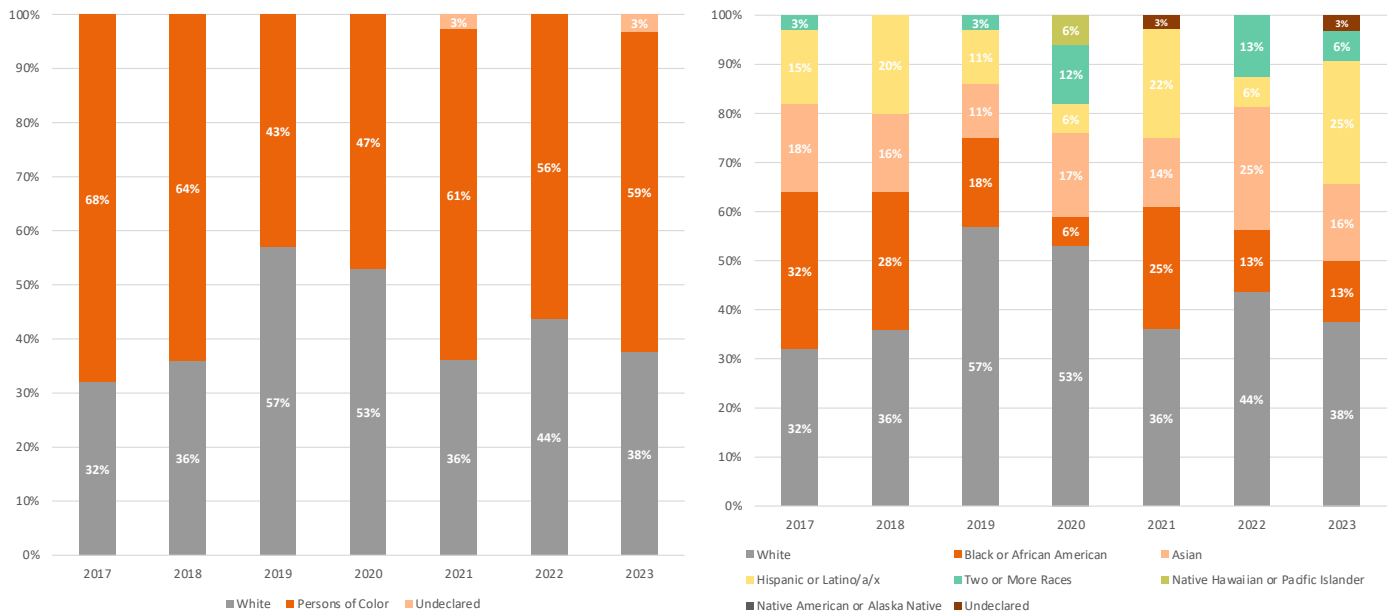
U.S. Promotions: 24

New Hires: Race/ Ethnicity (U.S. Only)



U.S. New Hires: 58

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

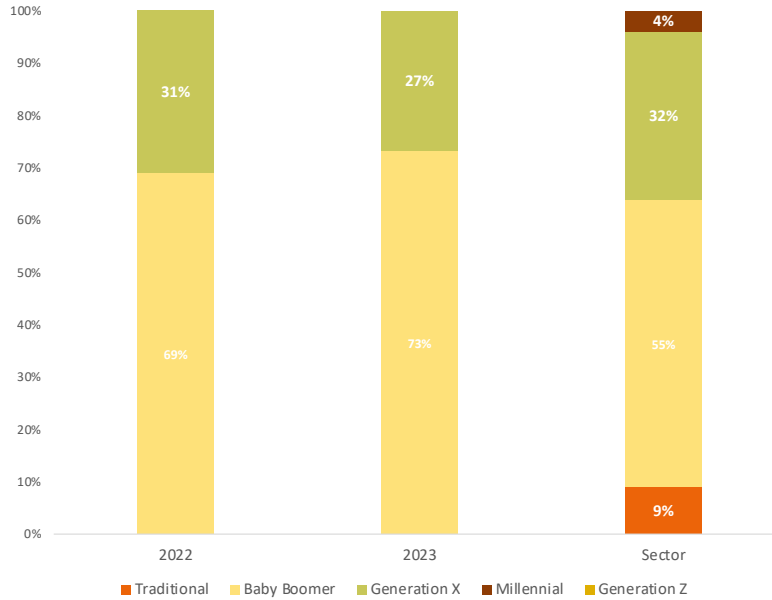


U.S. Departures: 32

Generational Composition

Trustees: Generational Composition

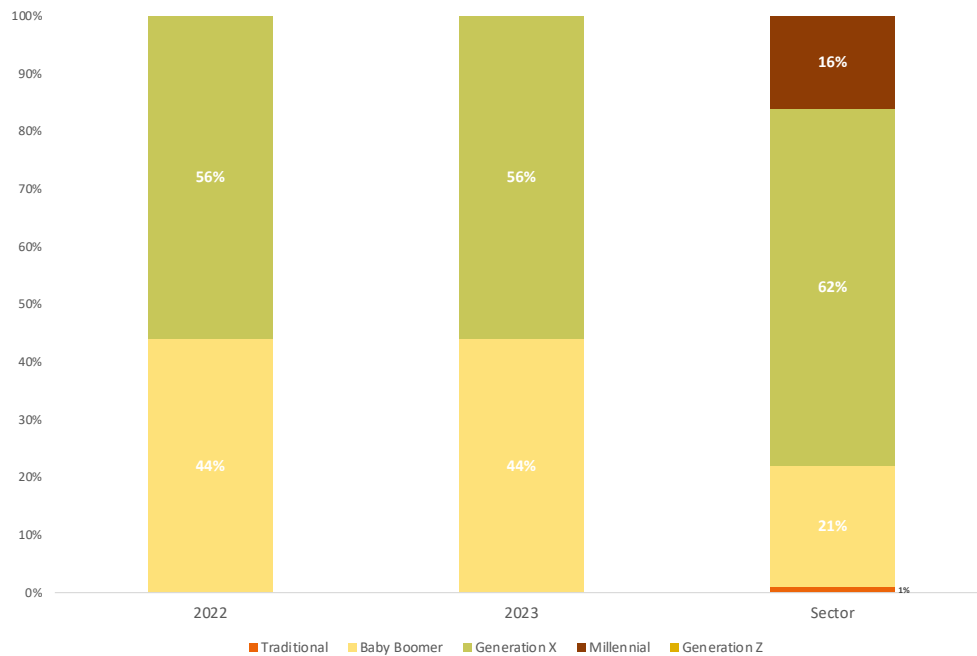
Generations are defined as:
 Traditional: Born 1922 - 1945
 Baby Boomer: Born 1946 - 1964
 Generation X: Born 1965 - 1980
 Millennial: Born 1981 - 1996
 Generation Z: Born 1997 - 2012



Trustees: 15

Executive Leadership: Generational Composition

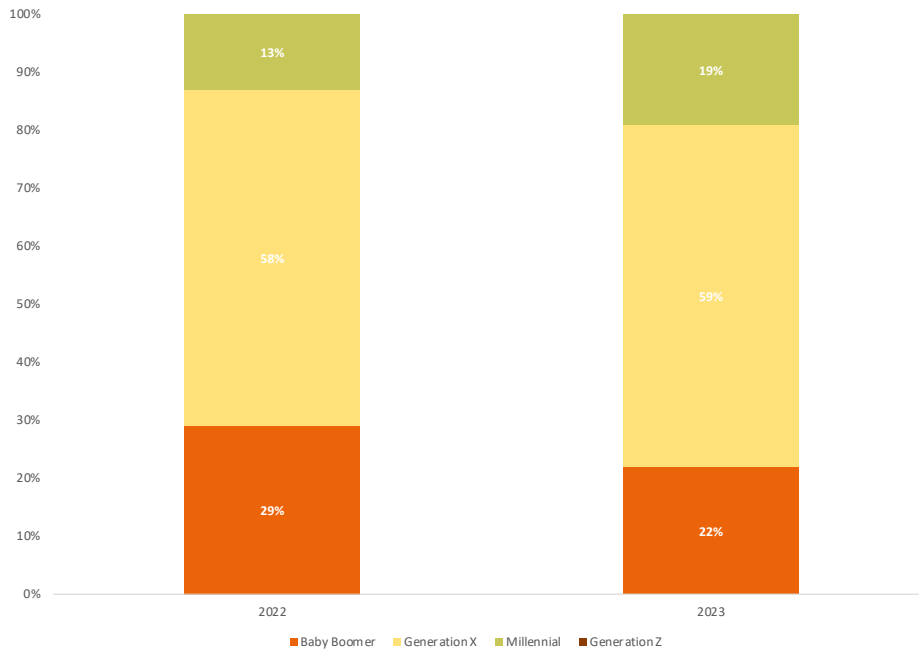
Generations are defined as:
 Traditional: Born 1922 - 1945
 Baby Boomer: Born 1946 - 1964
 Generation X: Born 1965 - 1980
 Millennial: Born 1981 - 1996
 Generation Z: Born 1997 - 2012



Executive Leadership: 9

Senior Leadership: Generational Composition

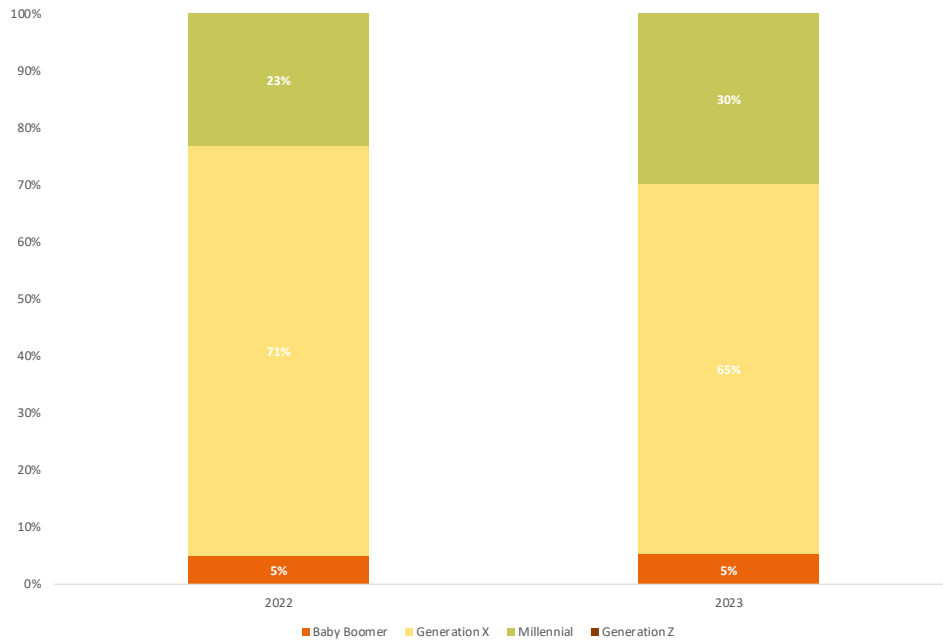
Generations are defined as:
 Traditional: Born 1922 - 1945
 Baby Boomer: Born 1946 - 1964
 Generation X: Born 1965 - 1980
 Millennial: Born 1981 - 1996
 Generation Z: Born 1997 - 2012



Senior Leadership: 80

Program Officers: Generational Composition

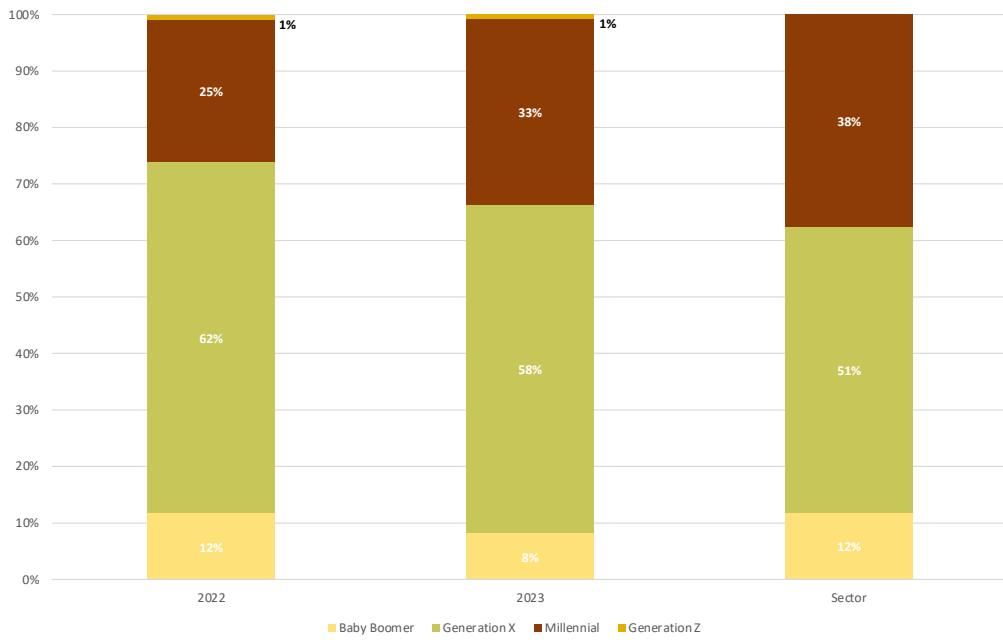
Generations are defined as:
 Traditional: Born 1922 - 1945
 Baby Boomer: Born 1946 - 1964
 Generation X: Born 1965 - 1980
 Millennial: Born 1981 - 1996
 Generation Z: Born 1997 - 2012



Global Program Officers: 57

Managers: Generational Composition

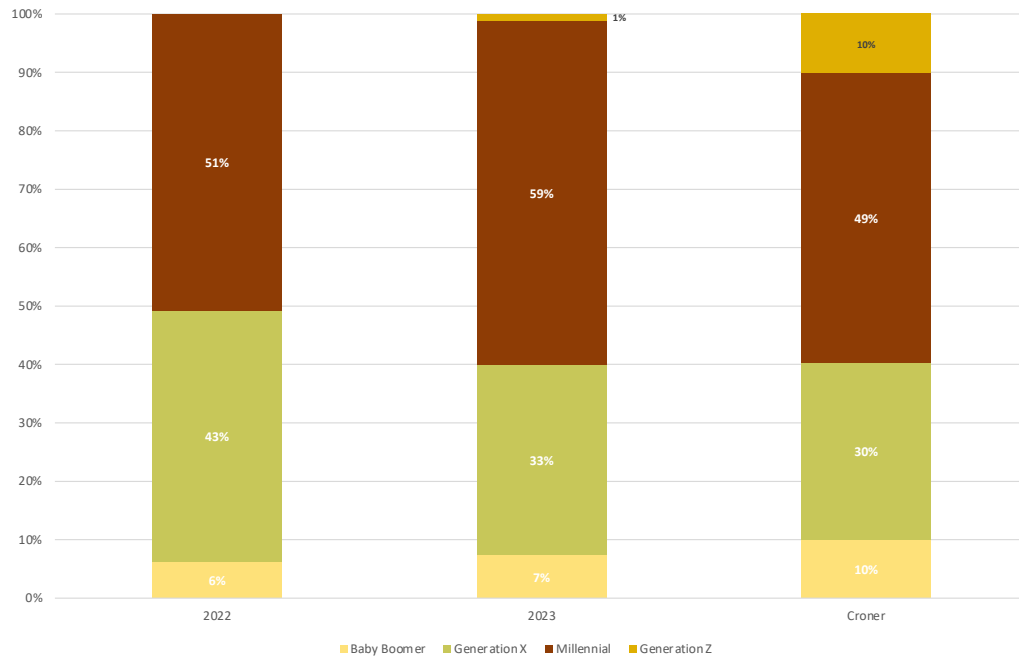
Generations are defined as:
 Traditional: Born 1922 - 1945
 Baby Boomer: Born 1946 - 1964
 Generation X: Born 1965 - 1980
 Millennial: Born 1981 - 1996
 Generation Z: Born 1997 - 2012



Global Managers: 135

Individual Contributors: Generational Composition

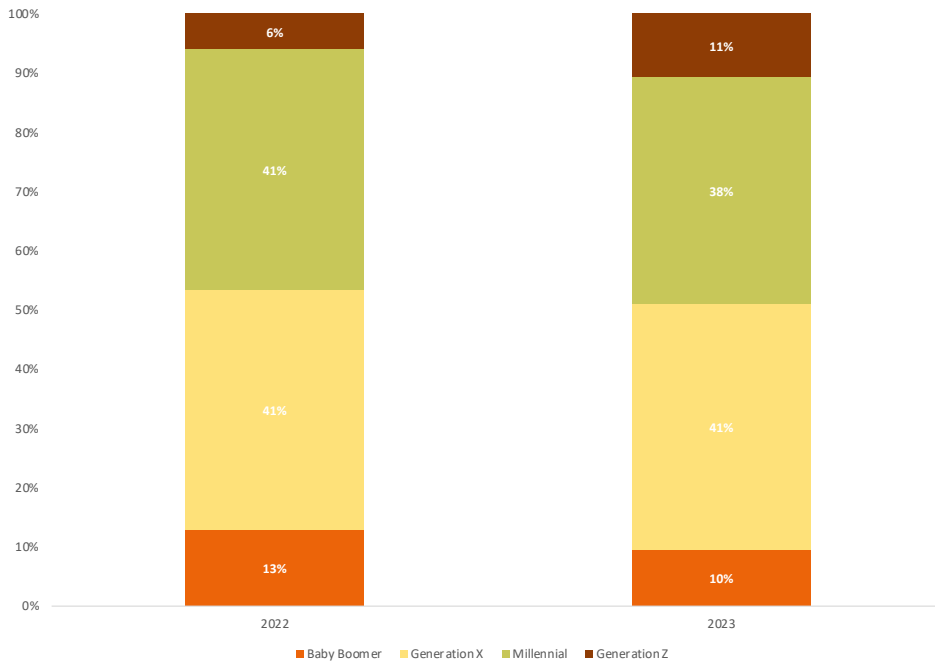
Generations are defined as:
 Traditional: Born 1922 - 1945
 Baby Boomer: Born 1946 - 1964
 Generation X: Born 1965 - 1980
 Millennial: Born 1981 - 1996
 Generation Z: Born 1997 - 2012



Global Individual Contributors: 101

Administrative Staff: Generational Composition

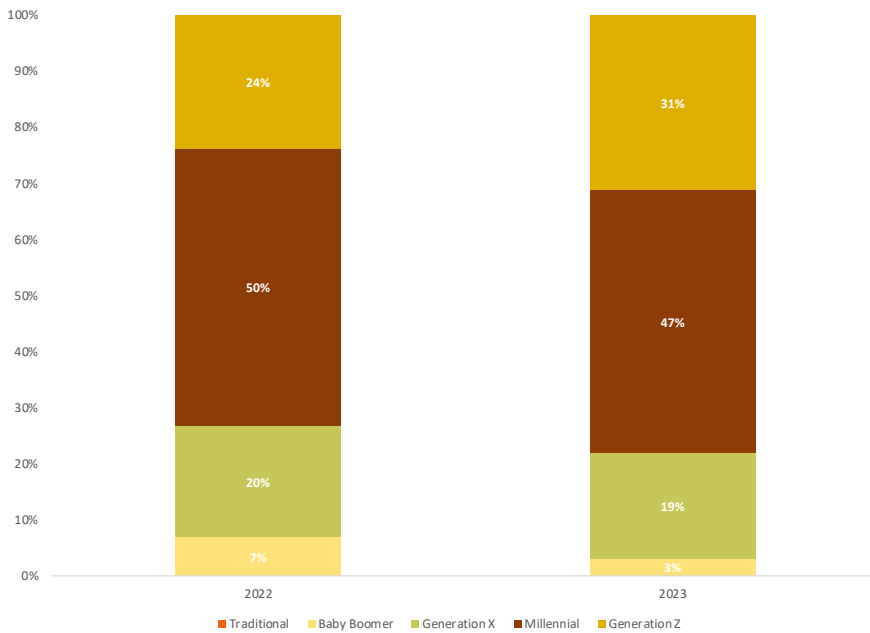
Generations are defined as:
 Traditional: Born 1922 - 1945
 Baby Boomer: Born 1946 - 1964
 Generation X: Born 1965 - 1980
 Millennial: Born 1981 - 1996
 Generation Z: Born 1997 - 2012



Global Administrative Staff: 98

New Hires: Generational Composition

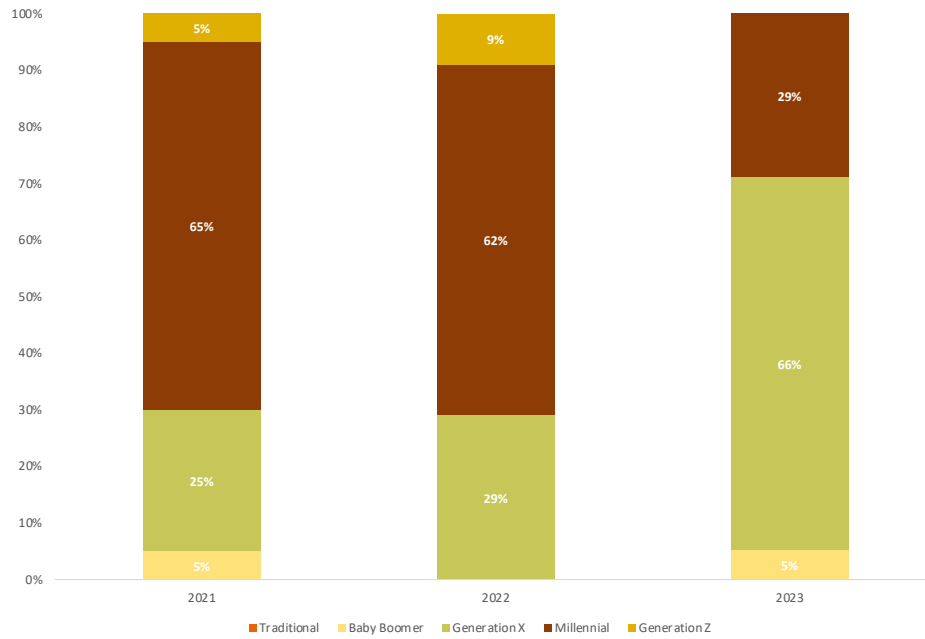
Generations are defined as:
 Traditional: Born 1922 - 1945
 Baby Boomer: Born 1946 - 1964
 Generation X: Born 1965 - 1980
 Millennial: Born 1981 - 1996
 Generation Z: Born 1997 - 2012



New Hires: 71 (Regular – 43, Interns – 22, Temporary – 6)

Promotions: 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

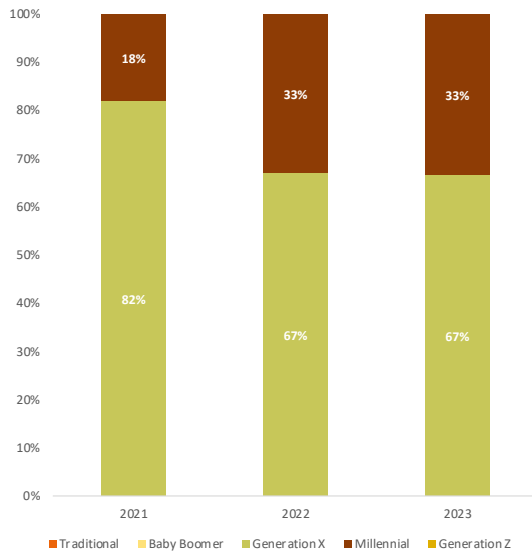


Promotions: 40

Departures: Generational Composition

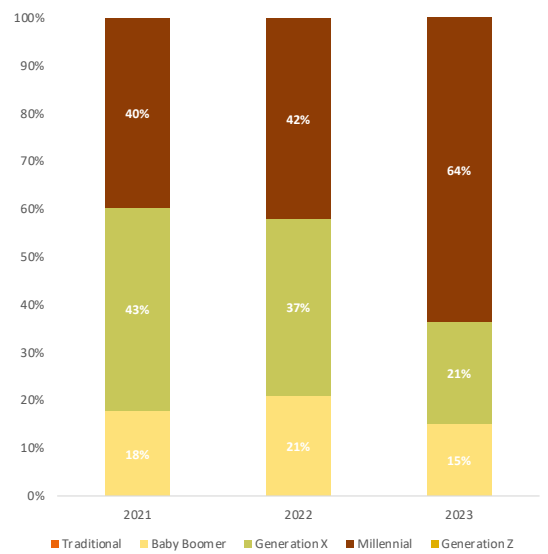
Generations are defined as:
 Traditional: Born 1922 - 1945
 Baby Boomer: Born 1946 - 1964
 Generation X: Born 1965 - 1980
 Millennial: Born 1981 - 1996
 Generation Z: Born 1997 - 2012

Program Officers



Program Officers: 9

Non-Program Officers

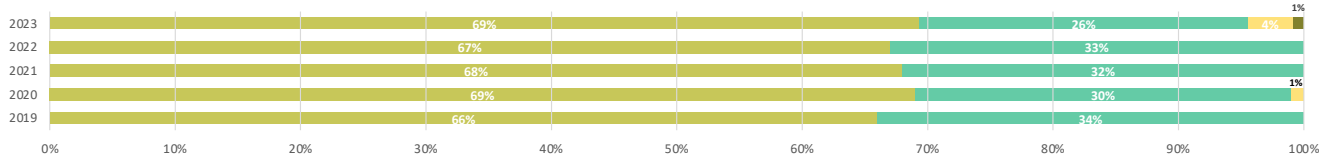


Non-Program Officers: 33

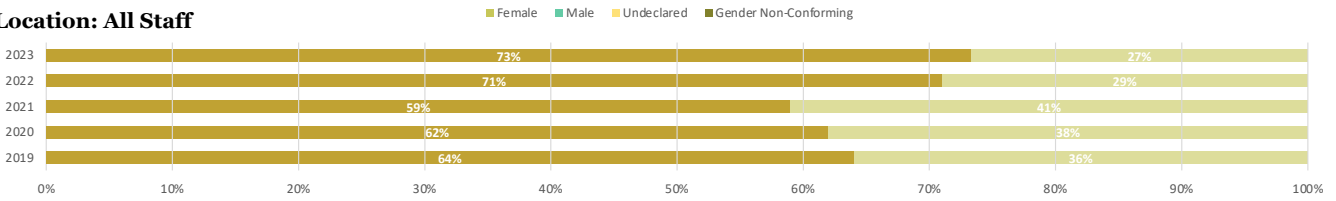
Professional Development

Professional Development

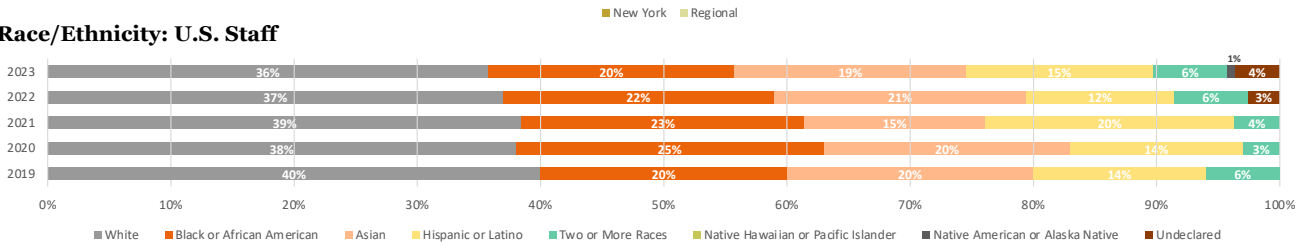
Gender: All Staff



Location: All Staff



Race/Ethnicity: U.S. Staff



Training Participants: 225 (US – 73% / Regions – 27%)