



ORGANIZATIONS
IN SOLIDARITY

2022 SURVEY REPORT: STANDING AGAINST RACISM AND DISCRIMINATION

MAY 2023



WOMEN OF COLOR
ADVANCING PEACE,
SECURITY, AND CONFLICT
TRANSFORMATION

VISION. EMPOWERMENT. PERSEVERANCE. UNITY.

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Introduction

We are happy to continue to bring you this survey of the organizations and individuals from across the peace and security, national security, and foreign policy fields who continue to stand in solidarity against racial injustices. The survey and work of Organizations in Solidarity (OiS), a WCAPS initiative, strengthens the ongoing work of WCAPS and our partners.

As we continue to seek to combat racism and discrimination in all of its manifestations as individuals and in our organizations, we are also working to diversify the fields of peace and security, foreign policy, and national security, making our work more inclusive and equitable. In this year's report, some of the highlights include:

- 82% of respondents have achieved or partially achieved progress in actively changing the face of international peace and security by ensuring their organization reflects the diversity of your country at all levels.
- 72% of respondents made progress in diversifying their board of directors and advisory committees to include BIPOCs.
- 57% of respondents made progress in providing support, including financial support and resources to groups that are led by Black people and people of color that promote our values.
- 78% has made progress on acknowledging the contributions of Black people and People of Color by crediting their work in the fields of international peace and security.

We hope you will gain an understanding of how organizations are moving forward in fulfilling the 12 commitments in the Statements as well as what challenges they are encountering in doing so. We will continue to conduct this survey of the OiS members annually, and continue to increase visibility and ways to reduce racism and discrimination that may be found at other organizations.

Sincerely,



Dr. Maleeka J Glover

Interim Executive Director

Woman of Color Advancing Peace, Security, and Conflict Transformation (WCAPS)
Organizations in Solidarity (OiS)

Data Summary

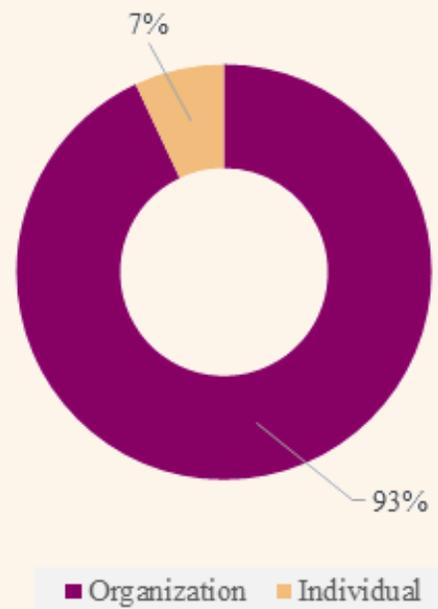
This report highlights the activities of organizations and individuals who signed the [Standing Together Against Racism and Discrimination](#), US, and UK WCAPs statements for the reporting period of October 2021 to October 2022.

The goal of the 2022 reporting survey is to track changes, trends, and highlight the efforts to combat racism, and discrimination, and promote diversity, equity, and inclusion in respondents' spaces between 2021 and 2022.

Key Considerations:

- There were a total of **54 respondents** to this survey.
- The survey contained **61 questions**, some being quantitative and others qualitative.
- The responses detailed have been edited and anonymized to protect the identity of the respondents. While they are not direct quotes, the content reflects the meaningful content of the responses provided.
- In instances where there are similar responses to a question, Responses are merged to create one unique response.
- Charts are used to document quantitative responses.
- The report is broken into four sections with each section detailing the responses to similar questions.

Respondents breakdown by type:



12 COMMITMENTS

12 Commitments

This section documents the survey participants' responses to questions focused on the 12 commitments at the core of OrgsinSolidarity (OiS). Three questions are posed for each commitment, two quantitative in nature which are reported in charts and one qualitative which is reported as text to detail the respondents' progress, plans, and challenges with each commitment. The overall purpose of these questions is to collect, catalogue, and share the approach OiS partners around each of the 12 commitments. Similar responses have been merged to provide unique and concise answers for the responses to each of the qualitative question.

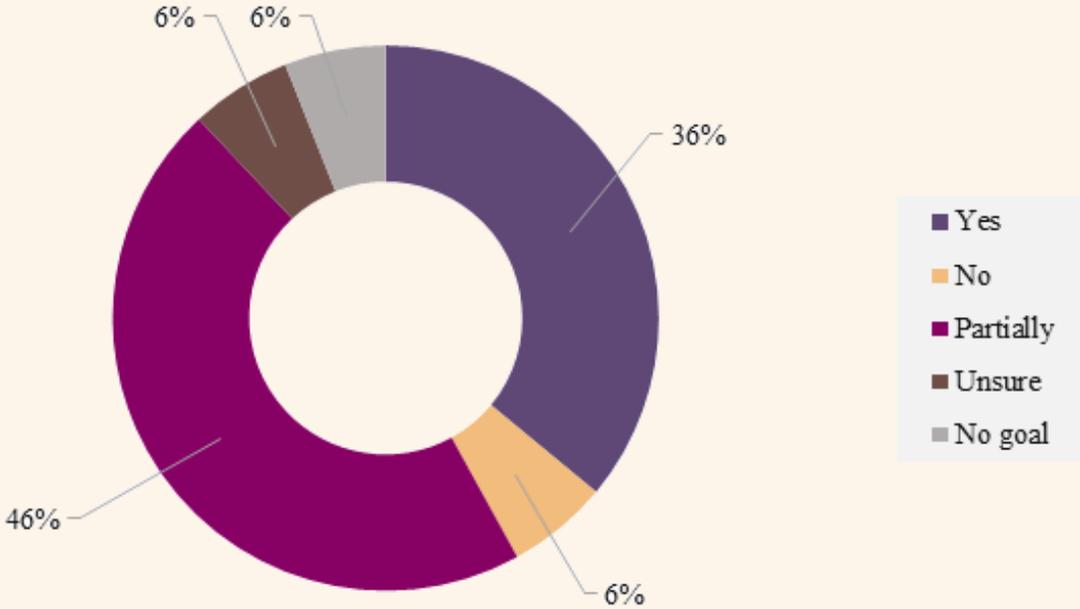
The 12 commitments as are follows:

1. Actively change the face of international peace and security by ensuring that our organization reflects the diversity of your country at all levels.
2. Diversify our boards of directors and advisory committees to include Black people and people of color.
3. Elevate the voices of Black people and people of color in the media and through other public engagements.
4. Educate our leadership and staff on the prevention of racism and discrimination, and their detrimental impacts.
5. Call out racism and share the burden of dismantling white supremacy.
6. Acknowledge microaggressions and their detrimental impact on Black people and people of color in the workplace.
7. Provide support, including financial support and resources, to groups that are led by Black people and people of color that promote our values.
8. Acknowledge the contributions of Black people and people of color and credit their work in the fields of international peace and security.
9. Develop a safe workplace where Black people and people of color can share their concerns on issues of racism and racial discrimination.
10. Develop meaningful diversity, inclusion, and equity strategies for Black people and people of color, and our efforts on gender diversity will include women of color.
11. Develop processes for hiring individuals from local and low-income communities.
12. Develop mentorship programs for Black people and people of color in our organizations.

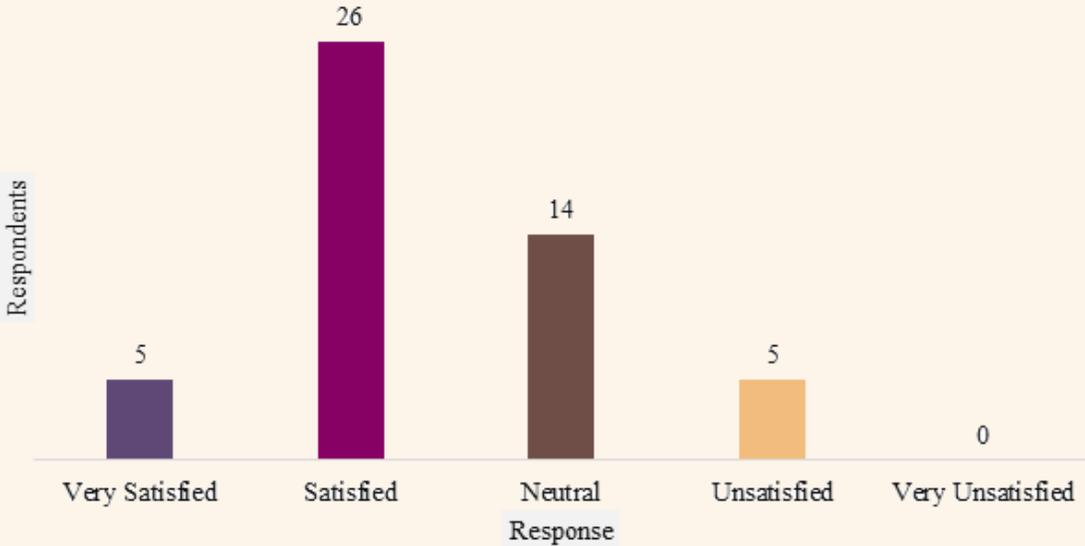
Commitment 1

Commitment 1: Actively change the face of international peace and security by ensuring that our organization reflects the diversity of your country at all levels.

In the past year has your organization achieved the goals it set out for itself around this commitment?



How satisfied are you with your organization's progress in this area?



Commitment 1

What plans does your organization have for the coming year around this commitment?

- We also work hard to **ensure a diverse range of experience, expertise, and opinion is included in all our activities**, including participation in research, peer review working groups, and contributors to our guides and tools. We actively seek to engage with young professionals in the global south to increase awareness of career opportunities within the humanitarian sector. We have discussed the importance of advancing the interest of young professionals during our forums and have encouraged our members to take good practice when considering whom to hire and how they can contribute to advancing opportunities for young professionals from diverse backgrounds.
- In our by-laws we have committed to "anti-racism", including clearly stating that we follow the by-lines of organizations in solidarity. With quarterly checks, we ensure our organization is living up to these standards.
- We plan to continue to ensure that BIPOC representation in the organization remains above 50% for leadership & non-leadership employee populations.
- By adding **new board members to reflect the diversity of our team/the movement**, commit to prioritizing hiring fellows and team members who reflect the diversity of the people we serve. Improve our equity standards and practices in our hiring process to minimize implicit bias and train all team members on racial equity and implicit bias. In our external work, we are selective about our partnerships and how we prioritize using our platform and access to uplift impacted communities, and underrepresented, Black, POC-led partners and advocates. Publicly and privately call in and call out problematic practices in the status-quo leadership in the space we operate.
- We aim to **increase equity and justice in nuclear policies and institutions by empowering diverse voices, cultivating inclusive spaces** (across identity, sector, and geography), and collaborating with new partners both inside and outside the nuclear field. Through our grant-making, we will continue to actively support diverse BIPOC project leads and organizations.

Commitment 1

- We will continue to both strive towards greater representation and diversity, as well as weave this core value of equity throughout all levels and everything that we do. **This work involves an ongoing, proactive assessment of how our sector has perpetuated inequality and White supremacy and excluded marginalized communities.** Our commitment to reflecting the diversity of this country includes being intentional about the voices and perspectives that inform our programs, from both inside and outside of the philanthropic sector. We also speak openly with members and external partners about harmful narratives and exclusive practices that persist in philanthropy, e.g., at conferences, via op-eds and social media, and in public fora. Through our affiliation with both OiS and others, we will strive to elevate the voices of underrepresented communities within our work and contribute to an inclusive peace and security field.
- For the first time in our history, over half of our staff were people of color. In 2023, we aim to:
 - Develop a DEI strategic plan that will support synergy and accountability across antiracism efforts.
 - Support and coordinate the collective and individualized paths for each staff team.
 - Update and expand the collection of staff self-reported identity.
- We are continuing to ensure the projects we run have membership and leadership which reflects both our and the recipient country remains a work in progress. While we have actively changed our teams, we are not fully diverse across all our projects. Internally, we are working on social mobility and continuing to diversify our workforce with better hiring practices. **We will take the lessons from the Microaggressions in the Workplace working group to ensure better retention of a diverse workforce.** Externally, we will continue to engage POC in the communities benefiting from our services, with a particular focus on creating senior positions in projects for POC.

Commitment 1

- We intend to broaden the diversity of organizations working within our sector in a variety of ways. Our organization consistently grows in non-Western parts of the world and works specifically to highlight the role that civil society organizations in Africa, Latin America, Asia, and the Pacific play in shaping global policy within our sector. This perspective is at the heart of our mission, to challenge the white supremacy and colonialism perspective that has dominated our sector for a long time. We will continue to consciously work to highlight the value of the expertise that comes with the experience in our sector and work to highlight perspectives and work from these communities. **We will award research grants to academic and policy researchers from communities impacted by the actions of players in our sector and those in the Global South to conduct and disseminate critical scholarship.**
- We commit to pursuing diverse perspectives for our planning and research, and to actively seeking participation from those outside of traditional channels to help us gain a clearer view of the professional fields in which we engage.
- We will continue to implement (and adjust as needed) our updated hiring practices to ensure we have pools of diverse candidates to consider. We will also continue to build a culture of inclusiveness so that as our team continues to grow it is welcoming of all.
- We succeeded in achieving near gender parity in our public discussions (49% of the speakers in our public events were women while 50% were men and 1% chose Non-binary/Non-conforming, Not Listed/Write Own, and Prefer not to Answer) in 2022 and increased our numbers of BIPOC staff. In 2023, our focus will be on continuing to diversify our board.
- In the last year, our organization has **added new staff who are not US citizens and new staff who are Latinx, but we do not adequately represent Black and other communities of color.** Our organization has created an internal DEI working group and plans to hire a DEI consultant in 2023.
- Diversify the board of directors by bringing on more Black and POC members when we fill open positions and use a new, more DEI-based hiring process developed this year with help from partner organizations for all new hires in the next year.

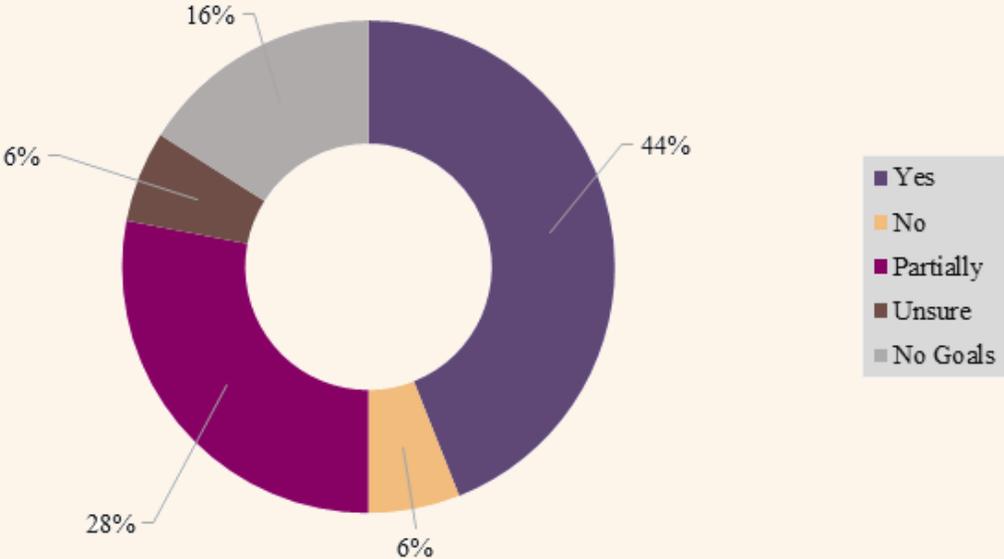
Commitment 1

- We have recently worked to make sure our research emphasizes the importance of diversity and provides organizations with concrete benefits derived from professional diversity. For example, **one of our recent research papers on partnerships highlights many of the benefits that come from racial and ethnic diversity in the partnerships one works with.** This paper mentions the importance of ensuring that local and national organizations provide opportunities to people of color at all levels. It highlighted obstacles to staff participation and created recommendations to ensure international and national security platforms are inclusive of historically marginalized voices. A follow-up paper builds on these ideas by providing practical guidance to organizations on how to ensure diversity when engaging with partners. It highlights the importance of addressing biases in partnerships (including racial biases), questions the ‘western’ vision of capacity, and provides advocacy tools to support NGOs looking to get their voices heard. **We have contributed to and developed campaigns and other content aimed at diversifying the sector.**
- The primary focus of our efforts in 2023 is focused on:
 - creating more diverse pipelines of applicants for positions in our field by diversifying our training and education programs and;
 - and working to improve the DEI dimension of our recruiting, hiring, and onboarding processes to increase the likelihood of hiring and retaining people of color, as well as people from local and/or low-income communities.
- We will expand current efforts to engage advisors, young professionals, and students from historically excluded backgrounds, and build the pipeline into international affairs. In specific, we will work to expand the resources we share regarding national security opportunities specifically.
- We have added women of color to our board of directors. This has been my primary focus and greatest success. Efforts to diversify staff have been less successful. Our main effort here has been to diversify where we recruit for new positions, including advertising key areas with people of color and outside our reach. This has not led to a more diverse candidate pool.

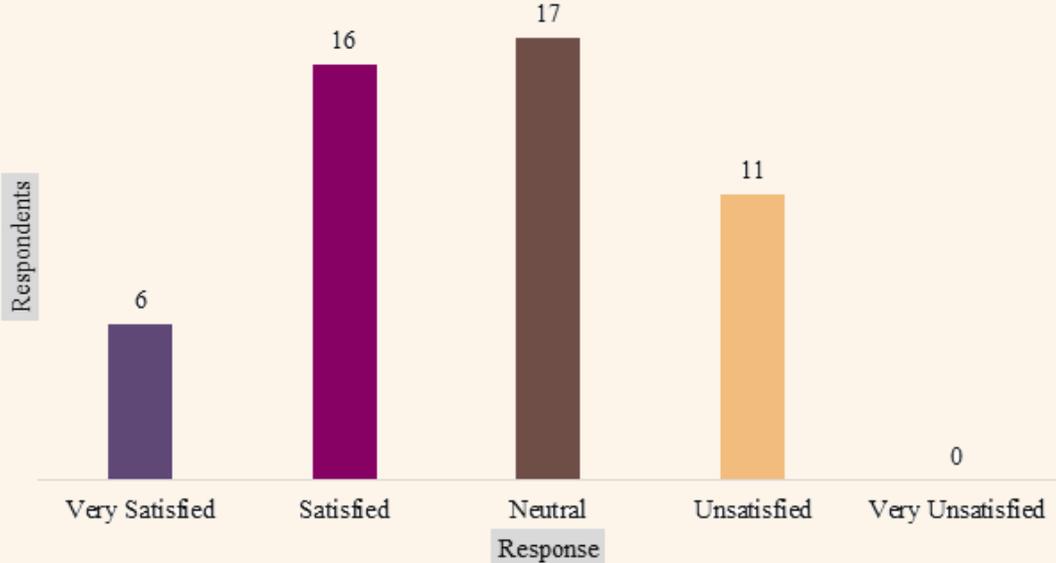
Commitment 2

Commitment 2: Diversify our boards of directors and advisory committees to include Black people and people of color.

In the past year has your organization achieved the goals it set out for itself around this commitment?



How satisfied are you with your organization’s progress in this area?



Commitment 2

What plans does your organization have for the coming year around this commitment?

- This has been a long-standing goal of ours. We have achieved bringing on new members who bring diverse backgrounds and perspectives. We also have a plan for moving forward with further recruitment of potential Board members from diverse backgrounds and identities.
- The organization's board is not diverse; we have created an advisory committee that is intentionally diverse about gender and inclusion of BIPOC colleagues.
- The following are our plans:
 - We have added people of color to our Governing Board. We aim to continually increase the diversity of our Governing Board.
 - Our Board is meeting soon to scope out its goals for adding diversity over the next year.
 - We are recruiting a new cohort of members. We are focused particularly on gender but aim to improve race and country of origin as well.
- We have **selected new board members that are Black and POC respectively to add to our board**. We will continue to assess our board makeup and seek out new members to reflect the diversity of our team and our activists.
- We will continue to support great, diverse leaders in our community and position them to take on leadership roles within the organization.
- We have largely met our goals in terms of Board development, but we are still a way to go on our Advisory Council which is largely white and Western. This upcoming year, we are focused on diversifying our Advisory Council.

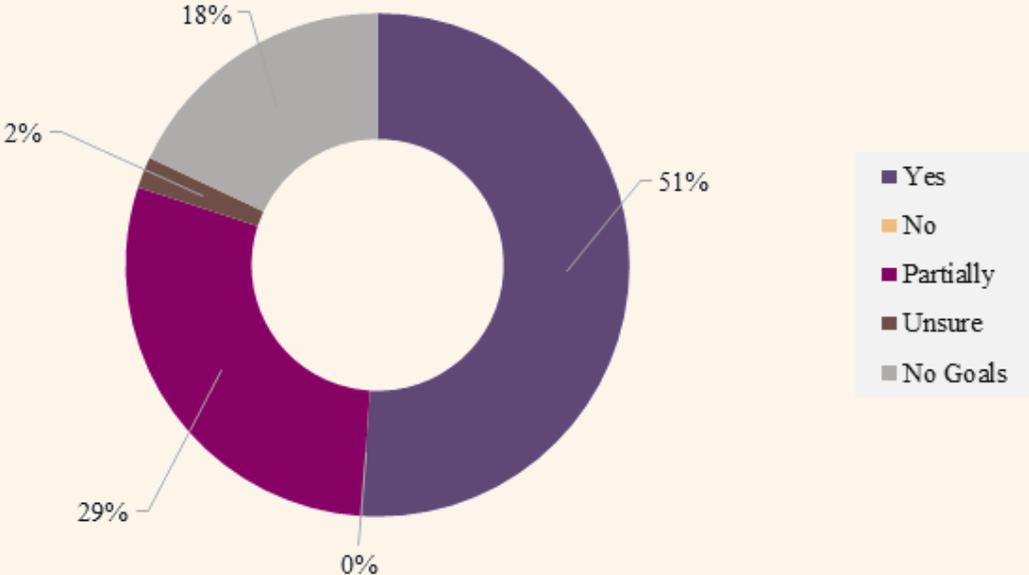
Commitment 2

- We are creating a matrix of skills we need for a complete board. We will use the matrix to help make sure we are reaching the full breadth of diverse experience to comprise our board.
- The Board of Directors Nominating Committee is regularly looking for diverse candidates to join from multiple diverse demographic categories, including people of color. We hope to re-invigorate efforts this year.
- This is something I'm less sure about. I am aware that in recent years, the board started an ongoing recruitment process that explicitly wanted to diversify the board. **In a previous survey, the strategy included purposefully focusing on shortlisting women of color candidates as well as advertising the board roles widely externally to ensure they reach groups who haven't heard of our organization before.** Our board remains majority white, but the gender balance is much stronger. This is something I would be interested to have conversations with our managing team about, to see how further progress can be made in the upcoming year.
- Currently, our board is reviewing additional strategies aimed at diversifying itself and the sector. At present, the sector, at the HQ level, is predominately white; this is a challenge felt and acknowledged by the wider sector. One impact is how it limits the candidate pool. Acknowledging this challenge, we are actively working to diversify the sector. **We have seen incremental improvement in the diversity of our board leadership.** This is a subtle growth in representation on our board, but we hope this trend will continue.
- While we have significantly improved the gender balance of our board the past year, we are still striving for better BIPOC representation though we did take some meaningful steps in that direction this year.
- We do not yet have a board or advisory committee. However, we are looking to incorporate it in the next few years and as part of that we will need to have a Board. As part of these discussions, we will think about diversity.

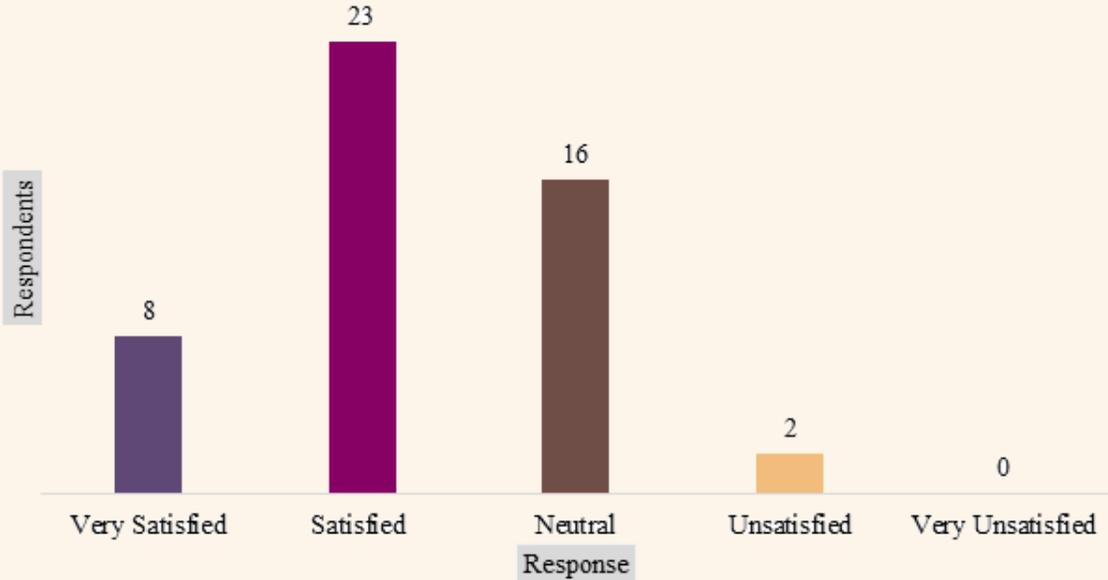
Commitment 3

Commitment 3: Elevate the voices of Black people and people of color in the media and through other public engagements.

In the past year has your organization achieved the goals it set out for itself around this commitment?



How satisfied are you with your organization's progress in this area?



Commitment 3

What plans does your organization have for the coming year around this commitment?

- We look to implement the toolkit developed by the Elevating Black and POC Voices working group and continue to leverage our social media strategy that includes goals for elevating the voices of Black people and POC.
- In 2023, we plan to hold a series of media training for our staff, particularly focused on teaching early to mid-career how to leverage such opportunities.
- For our strands of work that have a public-facing element, we have prioritized the voices of people of color on the substance of our work and communicating outputs. Our staff members have committed to panel parity for gender. When invited to represent the company in a public event, our staff members must ask about the composition of the panel they are on both in terms of gender and race.
- We have an internal policy of organizing diverse and representative workshops and panel events. I have seen a proactive effort from the team to ensure our events are diverse and inclusive, and this is something that will no doubt continue.
- We actively seek contributions to our research and blog series from groups who are currently underrepresented in global decision-making processes, in our sector. We are working on widening and diversifying our reach through our partnerships and communications to ensure our call for proposals is circulated widely among different and diverse networks globally. **We also ensure that our review and selection process consistently work to remove traditional barriers to publishing.** Ensuring diversity and representation in our research is committed to in our research strategy with each research series having quotas in place to ensure this. In the coming year, our Research Series will publish work from diverse topics and a range of issues that matter to them to amplify their views publicly. We will also aim to use our partnerships with other organizations to create opportunities for our Network members who are a diverse cohort of individuals to engage publicly about their areas of expertise.
- We continue to focus some of our programmatic work in ways to highlight People of color's perspectives and concerns and voices on the issues in our field.

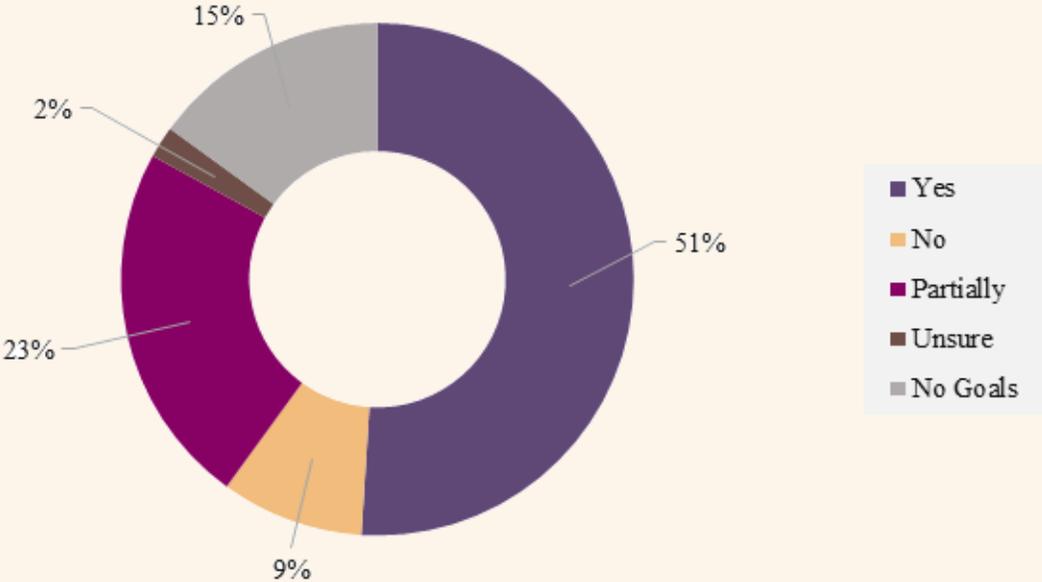
Commitment 3

- As an organization we have spent time putting forward our Black and POC members as experts for media, we also uplift Black and POC partners. We have centered BIPOC voices in public events and our publication; BIPOC is a criterion for author selection.
- We hosted a Black History Month-themed event, working with local artists and experts to showcase the work and success of Black communities in politics and international affairs through events and exhibitions. We will continue to do this and build on this work.
- We would like to concentrate on this more in the next year and are working with our communications team to find other ways to reach out to Black and POC writers. We are also hoping to get funding to begin paying writers honoraria, as opposed to just accepting articles written by those who approach us for our platform.
- Although we do have engagements centered around increasing access to Government and global institutions among our local partners - especially among Black partners. However, there has not been much of a concerted effort to do this with more intentionality or to address the existing challenges which often create barriers to this occurring.
- Our various public outreach efforts have elevated BIPOC voices, but we can do better. Our media outlet, for instance, has varied over the years in how much it elevates Black and Indigenous Canadians. But we have done a good job of helping WCAPS-C, a new organization, get platforms and get connected.
- Hire an outside consultant to assist with moving forward the development of with policies around diversity in panels/webinars/etc. composition, hiring, event accessibility, etc.
- We elevate the voices of Black people and people of color in both public and private engagements and events and will continue to do so in the future. **We have a longstanding commitment to include 50% speakers of color and 50% women or nonbinary people in our panels and events.** When we write op-eds, we will seek to cite researchers of color and call attention to issues that disproportionately impact communities of color.

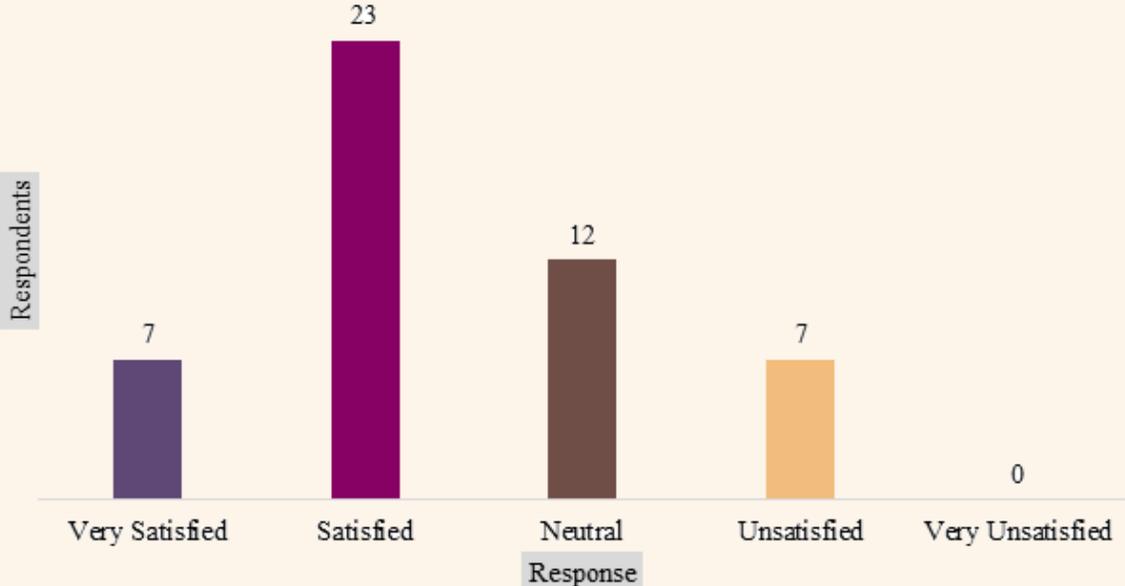
Commitment 4

Commitment 4: Educate our leadership and staff on the prevention of racism and discrimination, and their detrimental impacts.

In the past year has your organization achieved the goals it set out for itself around this commitment?



How satisfied are you with your organization's progress in this area?



Commitment 4

What plans does your organization have for the coming year around this commitment?

- Our organization strives to integrate and center DEI work in all our policies, practices, and programs. **We model accountability by making our DEI work and learnings visible and offering capacity-building resources to our members to help them do the same.** While we intentionally push ourselves and our sector to center DEI in all the work we do, some of our approaches that especially align with this goal include thought leadership, staff development, and shared learning. We will continue to invest meaningful time in deepening our DEI commitment and understanding, to be an example to and share learning with our members. We will do this by attending training, participating in learning cohorts, studying equitable facilitation, and convening techniques, and hosting monthly all-staff discussions based on DEI resources that pertain to our work.
- Since 2019, we have partnered with both external experts/facilitators and internal experts to offer routine training for staff on microaggressions, allyship/bystander training, and other issues that have a detrimental impact on people and communities of color. We will continue to do this in 2023.
- In 2022, we hosted a training series on DEI, bias, microaggressions, and white supremacist patriarchal culture (following 2021 staff training). In 2023, we aim to:
 1. Support racial affinity groups to explore our own needs and roles in deepening anti-racism.
 2. Explore collective action through staff management councils.
- We are continuing to work on awareness raising internally. We now have regular DEI-related internal training sessions. This year, they have covered: Black History Month in our country, Accessibility, Neurodiversity, and supporting culturally diverse teams. We will continue our internal DEI series in the coming year.
- We had **a company-wide training day and continued sessions with a working group from that day, which rotated between members of staff and senior management.** We are working with a consultant to continue this training so that it is a yearly, mandatory session, and include this training as part of our onboarding procedures, as we are hiring a lot of new people into the organization and will need to get them up to speed.

Commitment 4

- We have a comprehensive HR and DEI policy, which was updated recently to reflect the values we believe in as an organization. We hold regular training sessions to ensure this commitment is practiced by all members of the team and have a formal complaints policy to ensure we can respond appropriately to any possible incidents.
- We plan to continue our monthly hiring managers training to ensure continuity in providing leaders with the proper resources for recruitment and hiring. We will also launch our second management training in 2023 to highlight effective ways to be a leader for diverse teams.
- We are investing in a series of anti-racism and social inclusion training as well as practical application sessions to ensure our staff knows how to apply the lessons we're learning and stay accountable to them throughout the upcoming year.
- Due to a leadership transition in 2022, we did not achieve the key goals we set out in 2021 for our Board DEI committee; we plan to pick up where we left off in early 2022 but restart our BOD DEI subcommittee's work on a more comprehensive set of policies and a regular system for staff/BOD education on DEI and gender-inclusivity and anti-bias issues.
- The anti-racism program that we were planning for this year with a coalition of other groups fell apart for a variety of reasons, including a change of leadership, lack of funding, and an abrupt shift of focus due to the war in Ukraine. While the war is unfortunately still ongoing, the crisis phase has subsided some, and we hope to get back to organization-building activities such as Board education.
- We have developed internal resources and will continue to do so on these topics. We will continue to develop better recruitment practices and spend resources on education on the prevention of racism and discrimination. We will also encourage all board members and staff members to attend the WCAPS conference and participate in the various panels and workshops.
- Our leadership education has happened but not in a regular, recurring, and sustained way. Now that we have a leader coordinating these efforts this will improve and already has.

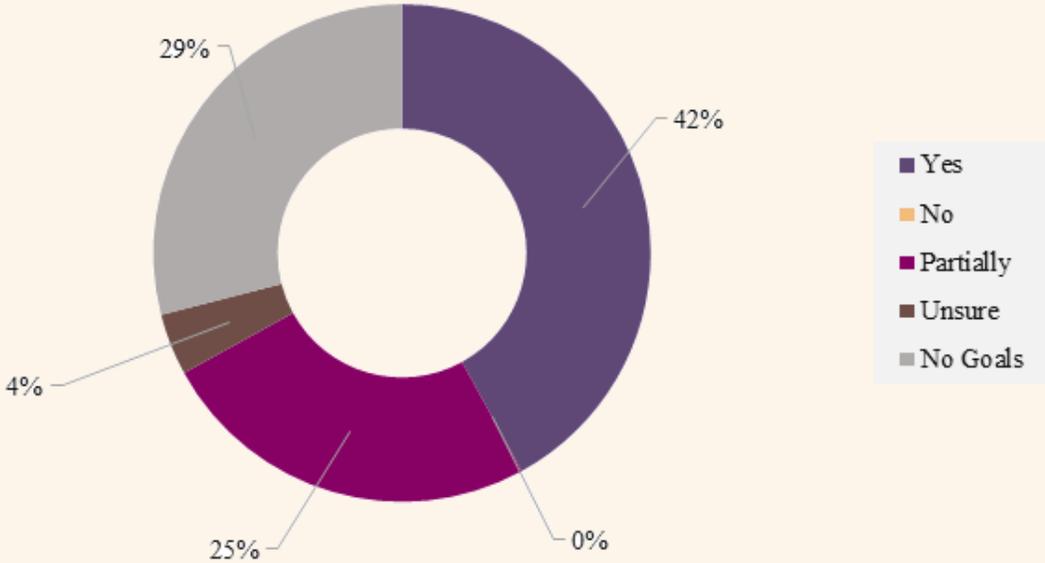
Commitment 4

- We have added annual DEI training that every staff person undertakes. We have made Juneteenth a day off. We continue to discuss ways to improve diversity. This all still seems underwhelming and there's more we can and should do.
- In our organization anti-racism and anti-discrimination in everything we do. As a team, we are committed to learning, developing, and sharing resources on this topic. We also make sure we center this as part of our team meetings and strategy meetings. However, we want to do more in this space and currently feel like we are limited because as a new, volunteer organization we do not have any funding to pay for diversity and inclusion training for our central team. This is something we are working on as part of our work on incorporation and fundraising. This is a major priority when we have the funds to make it work.
- All new staff/interns went through our "Encouraging EQUITY" training.
- We will hire trained educators to provide continued training on DEIJ and decolonization for the team, and partners in the movement. We plan to continue to adapt and improve our internal policies and practices to be more equitable, and inclusive, and to guard against structural racism and implicit bias.
- We recently transitioned to a staff-led DEI committee. The committee will continue to work with our DEI consultants on developing all staff learning opportunities as appropriate. Beyond that, **individual coaching and DEI-related professional development opportunities are available to all staff.** The Slack channel will remain open for sharing resources and learning opportunities. We also remain committed to further developing our relationship with indigenous groups in Iowa and elsewhere.

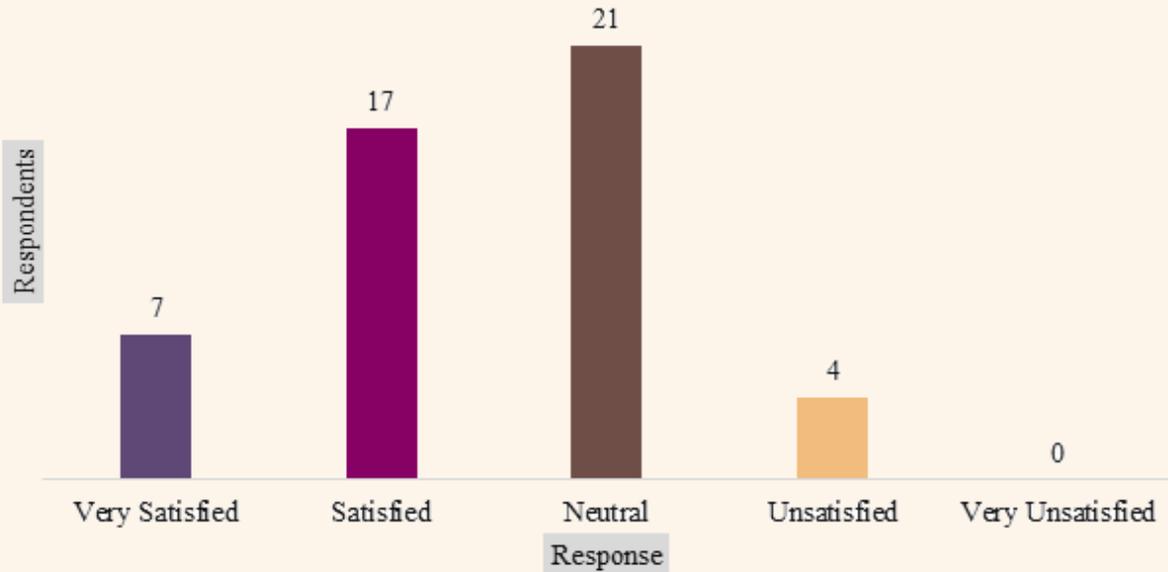
Commitment 5

Commitment 5: Call out racism and share the burden of dismantling white supremacy.

In the past year has your organization achieved the goals it set out for itself around this commitment?



How satisfied are you with your organization's progress in this area?



Commitment 5

What plans does your organization have for the coming year around this commitment?

- We will continue to support champions and partners who receive racist attacks in the media and call out those who prop up racist attacks and ideologies. We will continue to identify behaviors and habits of white supremacy in our team and work environment, and proactively create new systems, policies, and pathways of support to deter and repair harm. **We will create and improve our policies to allow our team to not engage with partners or media who exhibit racist or otherwise harmful behavior, and support partners who do the same.** Where possible, we will use our platform and access to call out and call-in leadership, partners, and colleagues that exhibit racist or otherwise harmful behavior.
- As part and parcel of both our values and our organizational goals directly addressing equity in peace and security, our staff continuously seeks to call out racism and white supremacy. **Over the past year, in every public (and private) forum - speaking on panels, writing several op-eds, giving interviews or quotes for public articles - our staff has raised racism and white supremacy as the existing context and as impediments to achieving lasting peace and security for all.** We will continue to center this issue in our conversations, program offerings, and public engagements in the coming year.
- We are continuously discussing ways that our organization can best play a part in dismantling white supremacy. We prioritize diversity to expand our audience by providing more diverse speakers at our events each year. To increase our work on these important issues over the last year, we hosted an inclusive podcast series led by one of our team members. Our podcast series explored many important themes that aid in the dismantling of white supremacy. In these episodes, we discussed institutional racism; inclusive security in global organizations, where we observe challenges to providing security to aid workers of all profiles; and what security managers of today look like. As a person of color who has been working in the sector for many years, they know the intrinsic value of inclusive security. As such, their role as hosts helped inform key discussions allowing for reflective acknowledgment and contributions from an array of diverse experts, black people, and people of color in the field of international peace and security.

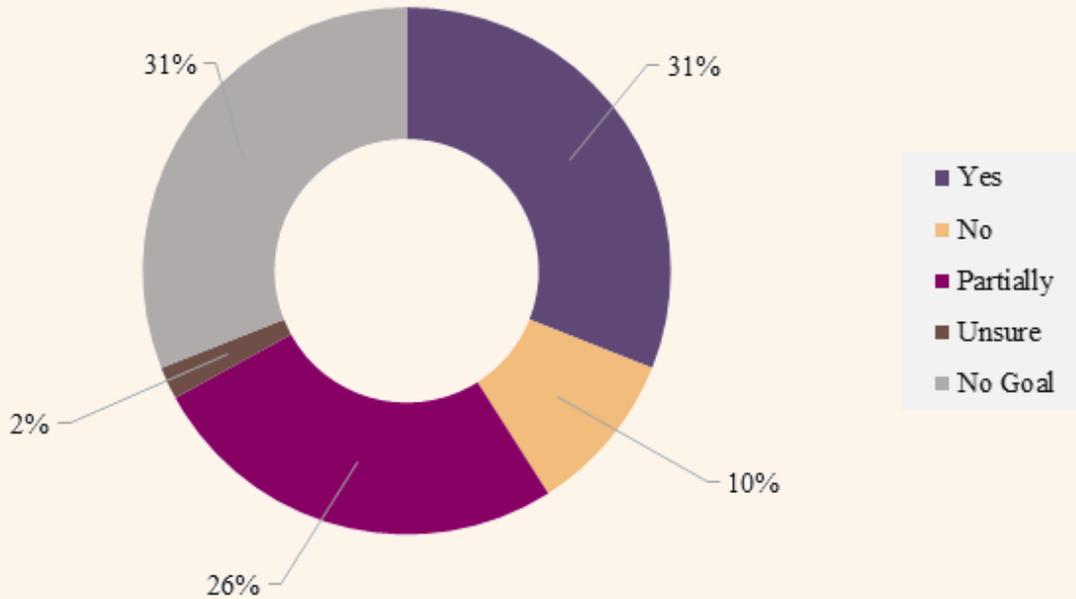
Commitment 5

- We will finish an organizational review to examine our ways of working and make needed changes to the center's workflows to be more inclusive, collaborative, effective, and growth-oriented. This includes addressing elements of white supremacy culture prevalent in our organizational culture. Center teams and/or the DEI committee may set additional goals related to this.
- We try to ensure that calling out racism and white supremacy is at the forefront of our events, panels, conferences, and training and education efforts. These topics are, for example, routinely included in the events we convene in-house, and the panels we propose for events. We will continue these efforts in 2023.
- Several opinion pieces have been written by staff which call out white supremacy, however, these are not enough. There has been no self-reflection or discussion of who is in the boardroom, at the director level, how our work affects people of color, and how we may use our work to dismantle oppressive systems such as white supremacy.
- We are in the process of **creating centers of excellence in our field offices to shift the power from an HQ model to a local office model**. We have also removed the language of HQ in our Handbook and other documents and used the local names only.
- This is something I am particularly keen on implementing in a more formal, concrete way. It seems previously, there was not so much a formal goal or plan made around this commitment, though it's positive to see that some team members actively engage in such conversations and are willing to speak on issues in a personal capacity. Whilst we don't have a plan yet, I have specifically joined the Confronting Racism and White Supremacy working group, to be able to gain some learning and reflection around this and begin to take more proactive steps around this in the upcoming year.
- Our policies, as stated in our Employee Handbook, and our recently published Code of Conduct, make it clear that we strictly and vigorously prohibit unlawful discrimination and harassment.

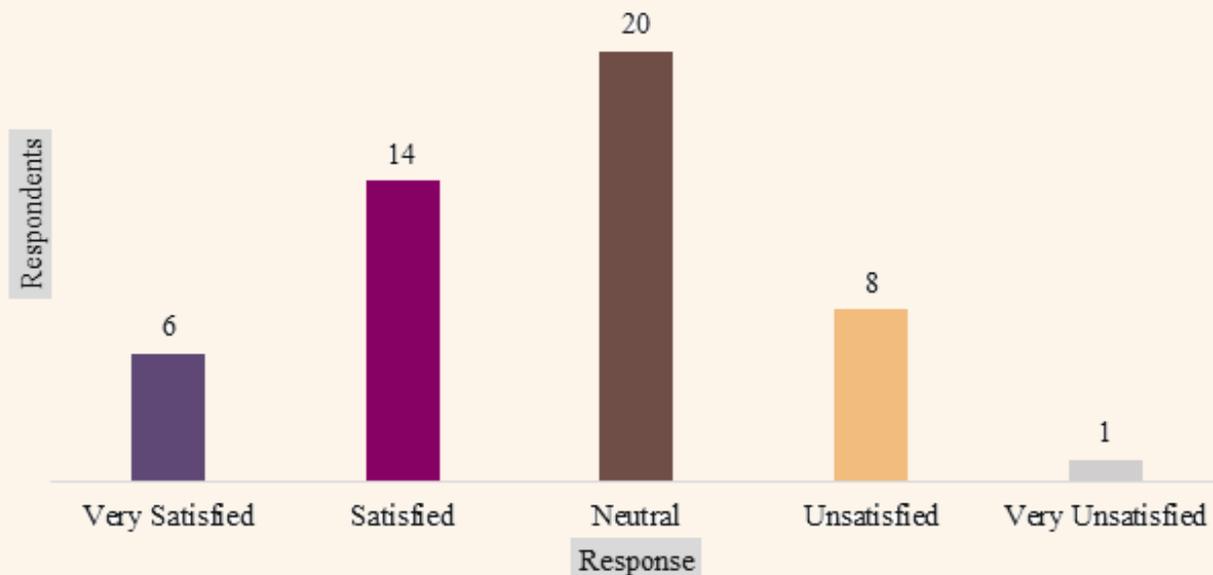
Commitment 6

Commitment 6: Acknowledge microaggressions and their detrimental impact on Black people and people of color in the workplace

In the past year has your organization achieved the goals it set out for itself around this commitment?



How satisfied are you with your organization's progress in this area?



Commitment 6

What plans does your organization have for the coming year around this commitment?

- **Become active in the OIS Microaggressions and the Workplace working group, consider the use of an OIS ombudsperson/work on figuring out how in a small org without an HR team**, can support Black colleagues without making them feel like they must carry the burden of pointing out racism and discrimination (work on internal feedback mechanisms).
- We will continue required teamwide education on DEI, microaggressions, anti-racism, and addressing the habits of white supremacy that can negatively shape our behavior and work environment. We will continue to adapt, re-familiarize ourselves with, and put into practice our accountability policies, and our goals of holding accountability as a daily practice. Additionally, we will continue to create more pathways for feedback across all levels of the team to provide space for harm to be addressed adequately.
- We are currently exploring whether - and how - to formalize a microaggressions policy for our organization. In the past, our staff and Steering Committee members have specifically called out microaggressions, where we have been in the room when they happened or when they've been brought to our attention by a member.
- We hosted trustee training series on DEI, bias, microaggressions, and white supremacist patriarchal culture (following 2021 staff training). In 2023, we aim to:
 - Implement target learning and development on microaggressions.
 - Explore well-being solutions for affinity groups.
- In the past year, **our staff has been actively involved in microaggressions in the workplace working group**. Our commitment to supporting this commitment is only partially achieved as we must work to embed the products of the Working Group into our existing practices. We will be continuing this commitment into the new year.
- This time last year, we were a small team where we did not see many microaggressions, and when they happened, we addressed them directly and quickly. In the last year, we have seen a rapid expansion of our core team and collaborators, and with this, we will make sure we have in place internal policies to deal with these situations should they arise.

Commitment 6

- We haven't had any reports of microaggressions or other discriminatory acts (although we are aware that doesn't mean it's not happening). Had unconscious bias training in the past but it wasn't well received because staff felt with the knowledgeable staff around the subject already, we needed something more robust- so we haven't had another one and we are looking for another vendor that is a better fit.
- We focused on this a lot during our company training sessions on EDI and will continue to train and make staff aware of this via our EDI working group and onboarding procedures. This is a topic that we often discuss as a team and will continue to encourage members to call these out not only internally, but when representing the organization in other spaces.
- Last year, we launched a DEI Workshop series for all staff – one of the included topics of the Inclusive Culture workshop was microaggressions. This topic will be re-addressed in the updated Inclusive Culture workshop being held next month.
- We hold regular training sessions around our policies and values, ensuring that new staff members are brought up to speed. I'm hoping to envision other ways beyond our training sessions to make this a more frequent, active conversation.
- **We have held numerous pieces of training over the course of the year to educate, build awareness, and provide practical tools to avoid microaggressions**, support employees who experience it, and eradicate any racism or discrimination in the workplace.
- We have bylaws set around microaggressions when used by our staff as well as by partners and protocols in place for when things happen (luckily has not been an internal issue) but re-visit quarterly.
- We will be committed to this action moving forward as we diversify our central team. Ensuring we are conscious of this in the workplace will be essential and we will make space for discussion about this issue. However, we still have limitations regarding funding for formal learning in this space.

Commitment 6

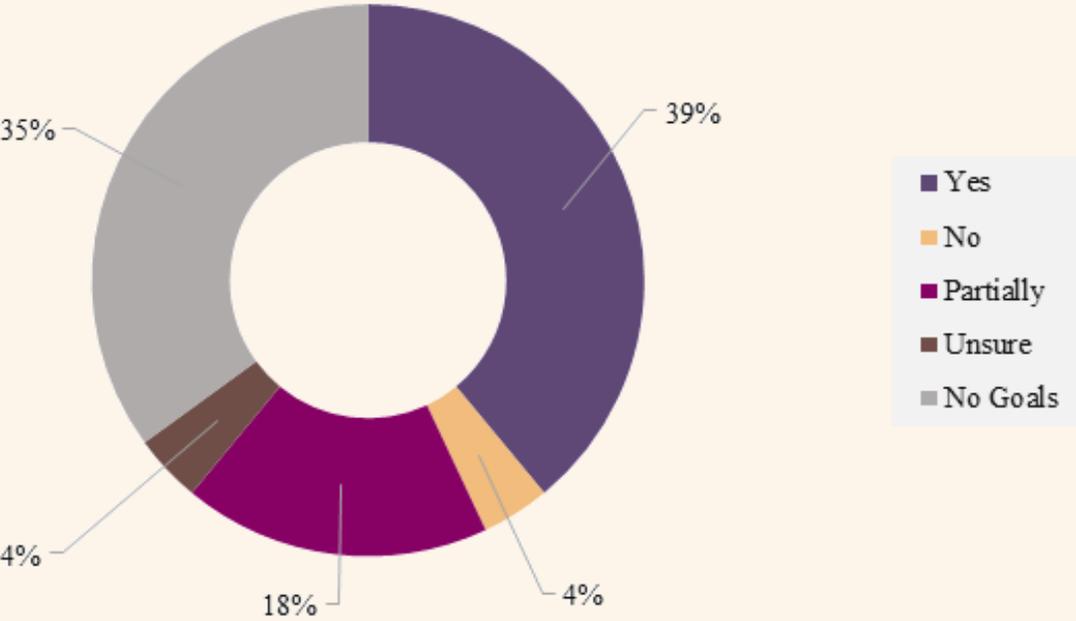
- Our DEI training for staff and board included conversations about microaggressions. We are also developing a Code of Behavior for all online and in-person events.
- We had all-staff discussions on the negative impact of microaggressions through the lens of misgendering and how to educate oneself to do better. We plan to hold more discussions in 2023 on this theme, exploring it through the angle of race and culture.
- We have had robust annual in-house training on the prevention of and response to microaggressions (as bystanders, managers, etc.). We will work to make these effective new institutions in 2023, as well as examine gaps that might require additional or refresher training. We feel the most important thing we can do to create a safer workplace/educational space is to recognize there is no end point to these activities, which require constant cultivation and regular refresher activities.



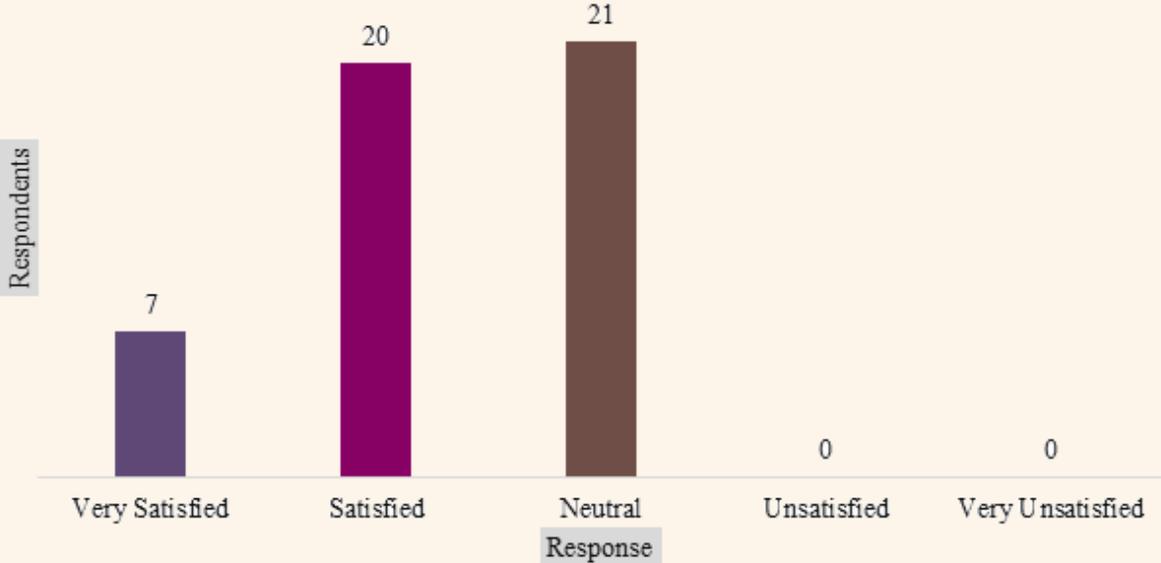
Commitment 7

Commitment 7: Provide support, including financial support and resources, to groups that are led by Black people and people of color that promote our values.

In the past year has your organization achieved the goals it set out for itself around this commitment?



How satisfied are you with your organization’s progress in this area?



Commitment 7

What plans does your organization have for the coming year around this commitment?

- As an organization engaged in constant fundraising to meet payroll, we don't experience a lot of opportunities to provide financial support and resources to external groups. **We try to take every small opportunity to help in this regard that we can, for example by donating to our local WCAPS chapter and renewing our membership in the OrgsinSolidarity Jobs Board.** Additionally, when we hired an external firm previously for DEI Consulting, we selected them in part for the fact that it was led by women, including women of color. The other major way in which we try to financially support groups led by people of color is through the strategic use of sub-contracting to better serve local communities with our training and education programs.
- We will expand our practice of putting forward the names of Black people and people of color for grants, leadership, and training opportunities. This includes leveraging the relationships that we have with funders and connections to other sources of power and resources in the movement space to uplift Black leaders and leaders of color.
- While we did not achieve our goal from last year to adopt a DEI vendor policy, again due to the disruption of the war on all our programs, the war has provided opportunities we could not have foreseen. This includes donations to provide humanitarian aid and evacuation support to Black Ukrainians.
- Our Fund provides grants to a variety of organizations and individuals. We do not currently have metrics on the percentage of grants awarded to people of color. However, we have created a process to collect this data and over the course of 2023, we will establish a baseline to understand what our grantee pool makeup is in this regard.
- While we are not a grant-making institution, we do exercise "choice points" around where we spend our money for events, catering, venue, and consultants. For example, **for our consultant contracts, we prioritize and always try to engage consultants that are women of color or women of color-owned businesses;** for venues, we prioritize and always try to convene or meet up at person-of-color-owned and/or operated venues, or - at the very least - those that have social justice values and goals that align with our own. We will continue to do so in the future.

Commitment 7

- In the previous year, we completed an Initiative, giving funds to black- and POC-led groups working to fight racism and build power in communities of color; Reviewed and analyzed data on our grantee demographic profile; Prepared race, ethnic, and gender field analyses for all fields of grant-making; and experimented with applying an equity and justice lens to evidence of progress. This year, we aim to:
 - Implement changes in our grants management systems to better support collections of grantee demographic data information on grantee efforts.
 - Complete guidance for grantee engagement on race, gender, and ethnic justice and equity.
 - Develop a multi-year plan for program reviews that incorporate racial, ethnic, and gender justice and equity analysis and tools.
 - Present a package to the board to illustrate how our programs have embraced and advanced our commitment to racial, ethnic, and gender justice and equity.
- Our staff have extended their volunteering to local schools, especially those in ethnically diverse boroughs. They provide employability support to students. We have molded this commitment into our new strand of sustainability work.
- We regularly partner with Black and POC-led organizations and plan to continue to strengthen those partnerships in the coming year. This includes engaging Black and POC-led organizations as sponsors and partners for our annual leadership summit in 2023.
- We will continue to provide funds, sponsorship, and technical assistance to our partners through our grants program, sponsorship programs for larger conferences, and campaign tools and resources. We are planning to organize larger campaign events in 2023, as well as increase our budget for grants to partner organizations in different regions. These organizations are almost all led by black people and people of color.
- We signed Black Interns and are actively recruiting for paid internships within the Black and POC communities. We are growing as an organization, and our current and future recruitment will focus on providing these opportunities.

Commitment 7

- Although it is not a group led by people of color, we worked to build presence and opportunity for diverse participants in key activities. **We provided funding to an institute to help diversify their membership and conference attendance, providing opportunities to participants who may otherwise be unable to attend.** Additionally, we successfully sought funding to increase the participation of people from less-developed countries in an international dialogue. We set forth quantitative goals for this metric and exceeded them. We will continue to move forward in similar projects moving forward.
- As a relatively small organization, I am unsure if we have the capacity for financial support, etc. But we actively platform events by WCAPS and I hope to engage with other similar initiatives, events, and more led by Black people and people of color.
- We will continue to build on our coalition-wide DEI Compact, which was launched this past year and includes a compendium of practical resources such as a library of DEI trainers and consultants and a directory of non-profit consultants of color.
- We have created bylaws to uplift black and people of color groups but are spending the next creating tangible relationships and making sure this is a feature of our relationship building.
- We are not a grant-making organization; therefore, we do not provide financial support. However, we commit to actively providing resources and facilitating access to all team members, partners, associates, and community members, regardless of rank or position.
- We created two fellowship programs to engage more people of color. Our Fellows program is the only program that compensates contributors. We aim to continue to support this initiative with internal funds. Competition for the program is surprisingly stiff.
- We will continue to support the work of our members and others in the community (both are a global and diverse network) and we will champion their work and the work of their organizations. However, we are limited in the support we can give as a volunteer organization without any formal funding.

Commitment 7

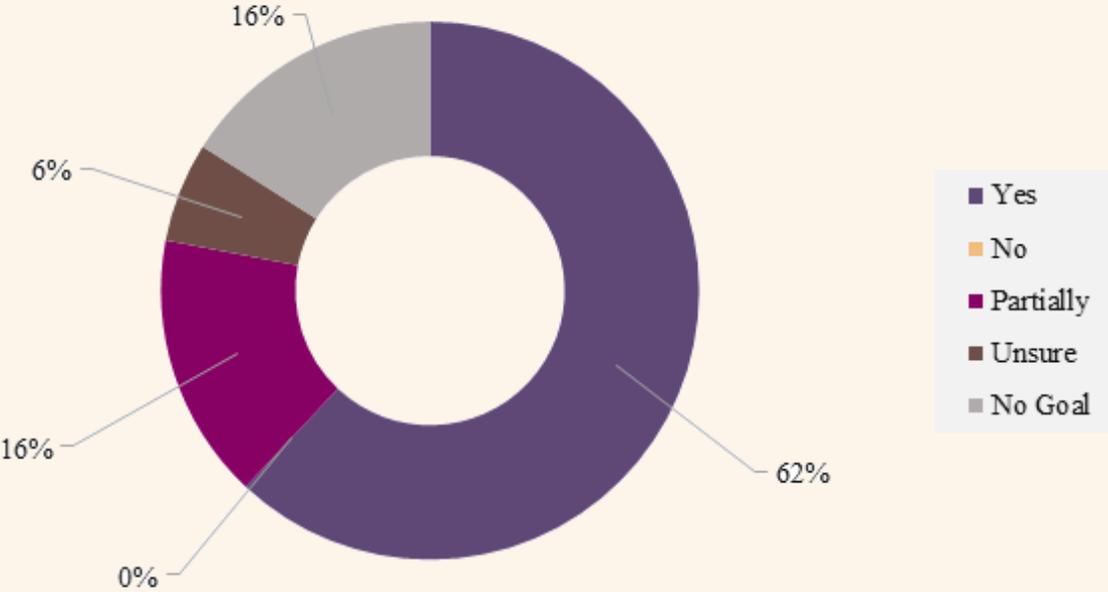
- We will continue to use our programmatic and financial resources to partner with and elevate individuals, organizations, and networks led by, consisting of, and serving underrepresented voices in our programming areas. We will also continue to examine other ways we can provide support to groups led by Black people and people of color that promote our values.
- While we did not set a specific goal for this commitment, **we provide professional development and fully funded fellowship opportunities to scholars every year.** We also work directly with civilians in conflict areas as well as climate-impacted vulnerable populations. We plan to continue these activities in 2023.
- Our program areas consistently provide funding to POC-led organizations and people of color, but this varies by programmatic area. Our organization will discuss creating funding priorities that are consistent with elevating Black people and people of color.



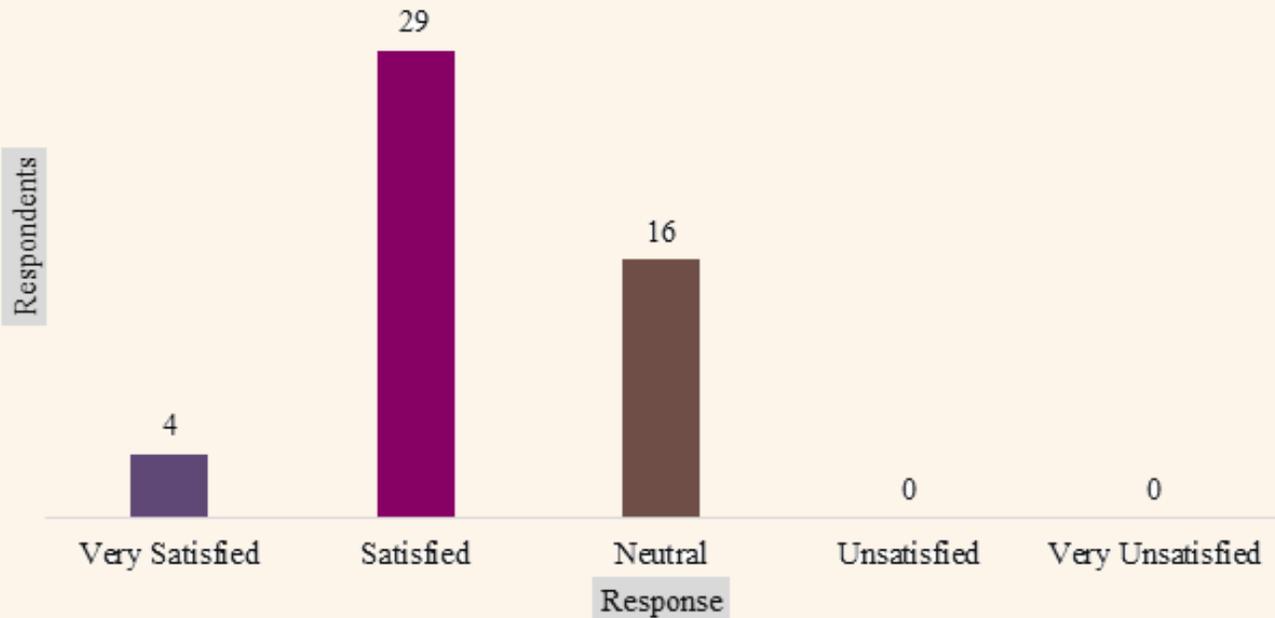
Commitment 8

Commitment 8: Acknowledge the contributions of Black people and people of color and credit their work in the fields of international peace and security.

In the past year has your organization achieved the goals it set out for itself around this commitment?



How satisfied are you with your organization's progress in this area?



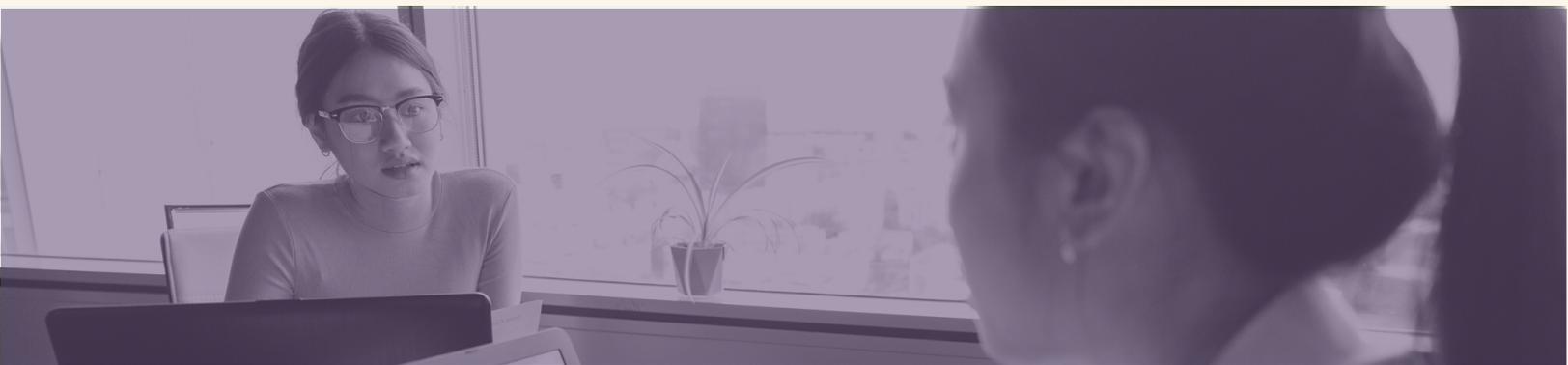
Commitment 8

What plans does your organization have for the coming year around this commitment?

- Our honoraria policy specifically calls out and centers equity. **We have paid our interns a living wage, from the very beginning of our fellowship program, and given them a networking stipend.** Through our staff participation in the Fair Recognition Working Group, they will bring back lessons and ideas to our organization on what more we can be doing on this commitment.
- We provide attributions and acknowledgments of all the people, including Black people and people of color, who contribute to our research and events. Our research paper further reminds readers of the necessity to acknowledge the contributions, capacity, and knowledge of L/NNGOs. **We hosted an inclusive podcast series led by our staff. As a person of color who has been working in the sector for many years, they know the intrinsic value of inclusive security.** As such, their role as hosts helped inform key discussions allowing for reflective acknowledgment and contributions from an array of diverse experts, black people, and people of color in the field of international peace and security.
- Our Task Force began the internal distribution of a monthly newsletter highlighting events and contributions to history by people of color and other diverse actors who have helped shape culture. The newsletter is designed to remind all staff about the contributions of diverse people and celebrate them.
- We don't do anything further beyond our policy around organizing diverse and representative events. This extends to publications where we aim to cite a broad and representative range of authors. **We plan to continue key partnerships and publish a press release recognizing diverse voices.** We will also continue to engage diverse experts in collaborating in research and programming.
- Continue to build on our coalition-wide DEI Compact, which was launched this past year and includes multiple avenues for acknowledging the contributions of Black people and people of color.

Commitment 8

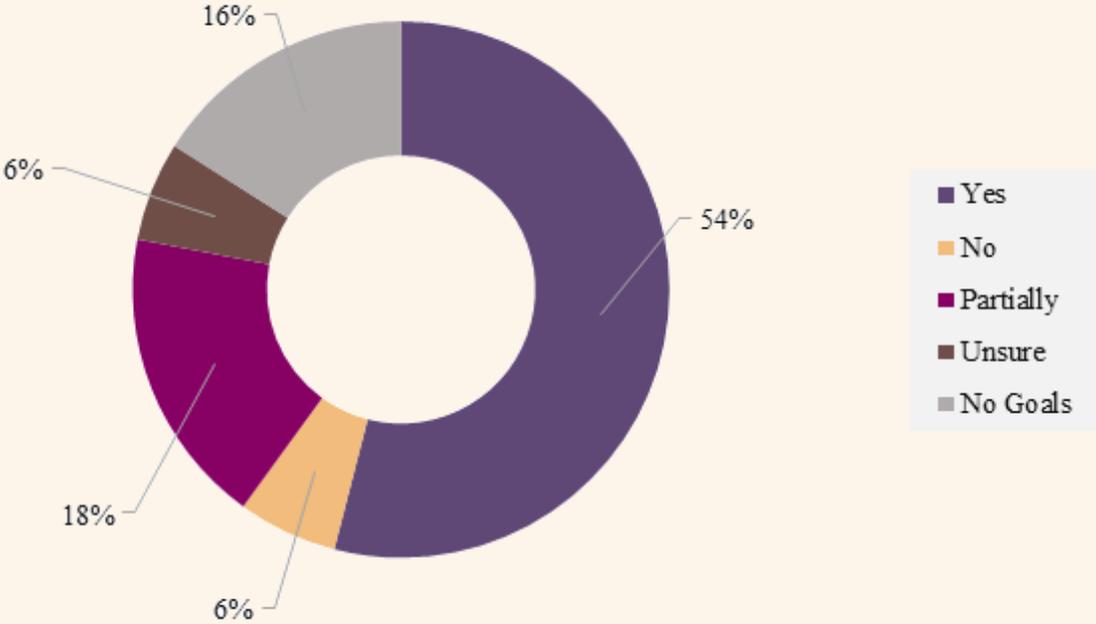
- We will continue to do this through our research, and it is one of our key research principles. We will continue actively seeks op-eds, research topics, blog series, and other forms of expression from individuals and groups who are currently underrepresented in global decision-making processes, in peace and security, including but not limited to Black, Indigenous, minority ethnic, people of color, residents of the global south, disabled and LGBTQ+ applicants. **We aim to publish the work of Black people and people of color and within all our research strive to reference, acknowledge, and build upon the work of Black people and people of color in the fields of international peace and security.** We also aim to acknowledge and credit the work of both our Advocates and partners in this space as we build up a public profile.
- We have hosted several events where the work of Black people has been centered and celebrated. We hope to do more of the same in the coming year. We will continue efforts not only to recognize but expand the opportunities for queer people of color.
- This commitment and progress meeting are closely linked with the commitment to elevating BIPOC voices. A big part of our work in this area has been **spotlighting BIPOC voices at our panels, conferences, and training and education events.** We have also been advocating in the context of the DEI Task Force, for efforts to do this more effectively in the context of our organization, and to bring BIPOC voices to campus routinely.
- We will expand our practice of crediting Black people and people of color for their leadership in our work and the movement space, and we will be proactive in uplifting the leadership of impacted community-led organizations. We will find more pathways and places in our work where we can publicly acknowledge and give credit to Black leaders and leaders of color for being instrumental in developing and shaping our work.



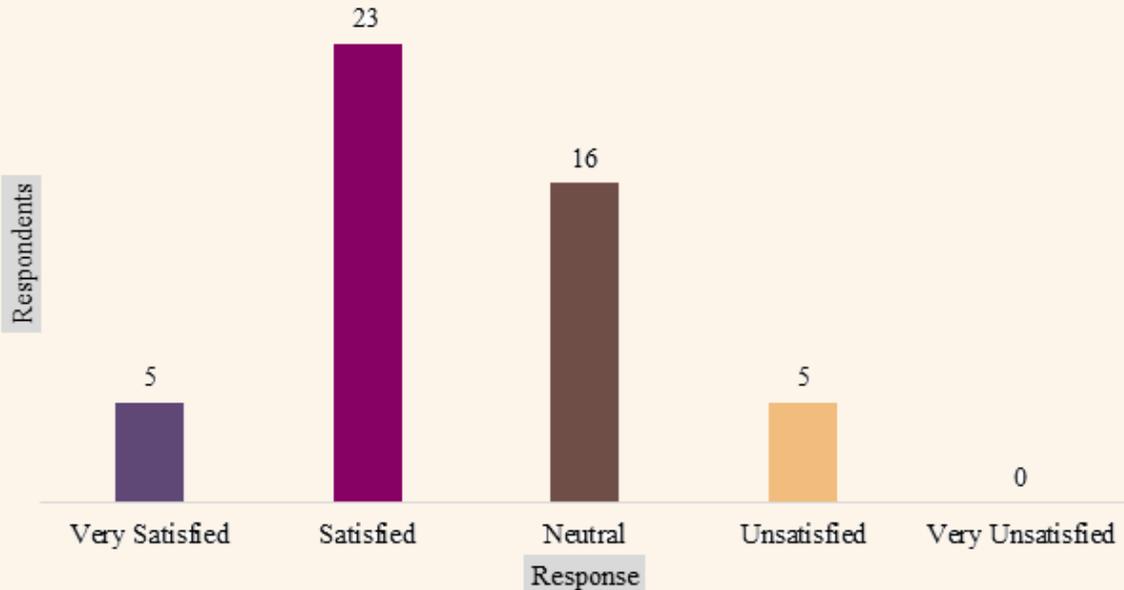
Commitment 9

Commitment 9: Develop a safe workplace where Black people and people of color can share their concerns on issues of racism and racial discrimination.

In the past year has your organization achieved the goals it set out for itself around this commitment?



How satisfied are you with your organization's progress in this area?



Commitment 9

What plans does your organization have for the coming year around this commitment?

- Our main progress this past year in this area has been regarding finding ways to address prevention and restorative practices around bias incidents that don't rise to the level of harassment. The anti-harassment process is focused on legal compliance rather than harm prevention and reduction involving incidents that don't rise to the legal threshold for action. As such, **our Deputy Director pushed successfully for the creation of a Response Team and an Ombuds Program, as well as for additional training for managers and staff on microaggressions, bystander training, and restorative practices.** We will look to further institutionalize this work in 2023. We are also working with HR to provide more management and supervision best practices training.
- We will continue to prioritize our ongoing goal to consistently re-evaluate and adapt our standards and practices on the team to make it a safer and more comfortable environment for Black people and people of color to share their concerns and any harm that may occur, and to receive adequate accountability and justice should any harm occur. This will take shape in our proactive equity training and work across the team, in our upcoming equity audit, and in the accounting policies that we put into practice. **There will never be a "finish line" or end point at which we'll stop working toward greater safety and comfort for Black people and people of color - we will only ever continue to evolve and better nurture the needs that we are presented with.**
- We conducted a staff-wide survey on organization policies and culture, which we plan to make a regular process. There is interest and support from leadership to address issues of discrimination and inequity.
- In 2022, we established racial affinity groups, issued staff belonging surveys, and built a diversity office. In 2023, we aim to:
 - a. Support ongoing work in affinity groups.
 - b. Socialize the definitions and implementation of tenets of "belonging" at us based on equity audit findings.
- We had set out to review our policies on inclusivity with our HR provider. We have done so. In the coming year, our work is likely to focus on social mobility and inclusivity. We will weave this through ensuring safe workplaces.

Commitment 9

- In 2021, with a desire to look more deeply at organizational culture and how to ensure alignment with racial equity values and practices, we engaged consultants, to conduct an equity audit to provide recommendations for strengthening racial equity within our culture and functioning. The results of this audit were shared fully with our members - both in written form and via a meeting with the staff (where members were able to ask questions about the report and learn how they, too, could engage in a similar process). The audit made recommendations for us, which we are now implementing and have integrated into both our overall strategic plan and our DEI work plan. One of the recommendations from the audit was to develop a workplace culture that is inclusive and supportive of Black people and people of color, but we were warned that doing this without a staff of color on board would remain theoretical until we hire a staff member of color. **However, we were encouraged to begin to develop “conflict resolution” guidelines and explore how to create a psychologically safe workplace.** To that end, our entire staff is attending a psychological safety training in January 2023, and we plan to share the learnings back with our members as a model and - hopefully - inspiration for how to create safe workplaces.
- We strive to create a safe and open environment where staff can voice concerns on several issues. We have ongoing conversations among the team to discuss issues of racism and racial discrimination. We continue to invest in initiatives combating racism and discrimination, and incorporate these efforts in our research, events, and collaborations.
- We already have a very transparent system that engages staff of all levels in developing an annual personnel manual and annual strategic planning and we plan to continue that process. And we also look forward to exploring potential anti-bias and anti-racism training for staff that will equip leaders to continue to create safe spaces for our team.

Commitment 9

- According to our policy, any concerns about racism and racial discrimination should be directed to the Steering Group. We have developed an internal safeguarding protocol for staff, campaigners, and partner organizations to report problems and incidents. We will continue to discuss this issue at Steering Group meetings and develop tools and mechanisms for strengthening this work.
- We will continue EDI training and the EDI working group, which all members of staff join on a rotating basis, allowing us to continuously improve and provide a safe space for raising issues and concerns. HR will also be doing training specific to EDI, racism, and racial discrimination this coming year.
- In our recent DEI Assessment, conducted by a consultant, we received very favorable results on all inclusion responses. However, the percentage of favorable responses was lower from those who identified as Black or multiple races, and we will continue to explore why and work to continuously improve inclusivity for all.
- The BIPOC (Black, Indigenous, and People of Color) ERG is the most active of the six ERGs at our organization. They will continue to receive a budget for our programming, stipend compensation for the co-chairs, recognizing them for their time and effort, and support from the program.
- In our by-laws we have made a commitment to "anti-racism", including clearly stating that we follow the by-lines of Organizations in Solidarity. With quarterly checks to ensure our organization is living up to these standards.
- I have tried to create an open environment for this, but as a white man, it is hard for me to say how comfortable BIPOC people are. **Our diversity audit of last summer made us aware of problems that we have sought to address.**
- We will be committed to this action moving forward as we diversify our central team. Ensuring we are conscious of this in the workplace will be essential and we will make space for discussion about this issue. However, we still have limitations regarding funding for formal learning in this space.

Commitment 9

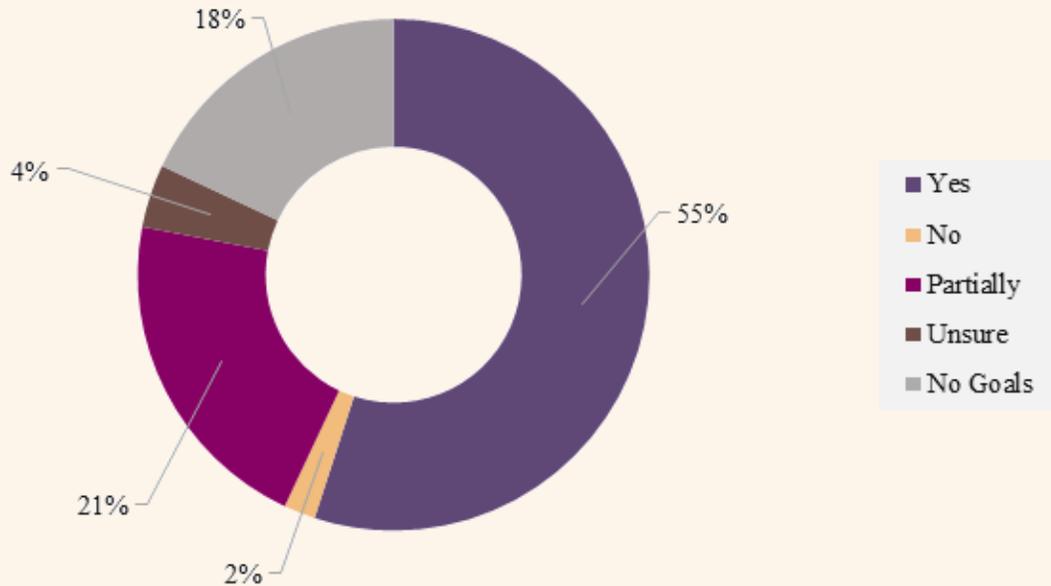
- Through the DE&I committee, our learning sessions, and DE&I resource sharing in all-staff meetings, we have made a lot of efforts in 2022 to create a safe environment to have difficult but necessary conversations around racism and other forms of discrimination. We also created secure and trustworthy channels of communication between staff and DE&I committee members so they could freely report anything they are uncomfortable with. **The leadership also held town halls to create a culture of transparency and the president and HR made themselves available to staff for any questions they may have about the organization and work culture. We plan to continue these approaches in 2023.** Consider the use of OIS ombudsperson/work on figuring out how in a small org without an HR team, can support Black colleagues without making them feel like they must carry the burden of pointing out racism and discrimination (work on internal feedback mechanisms).



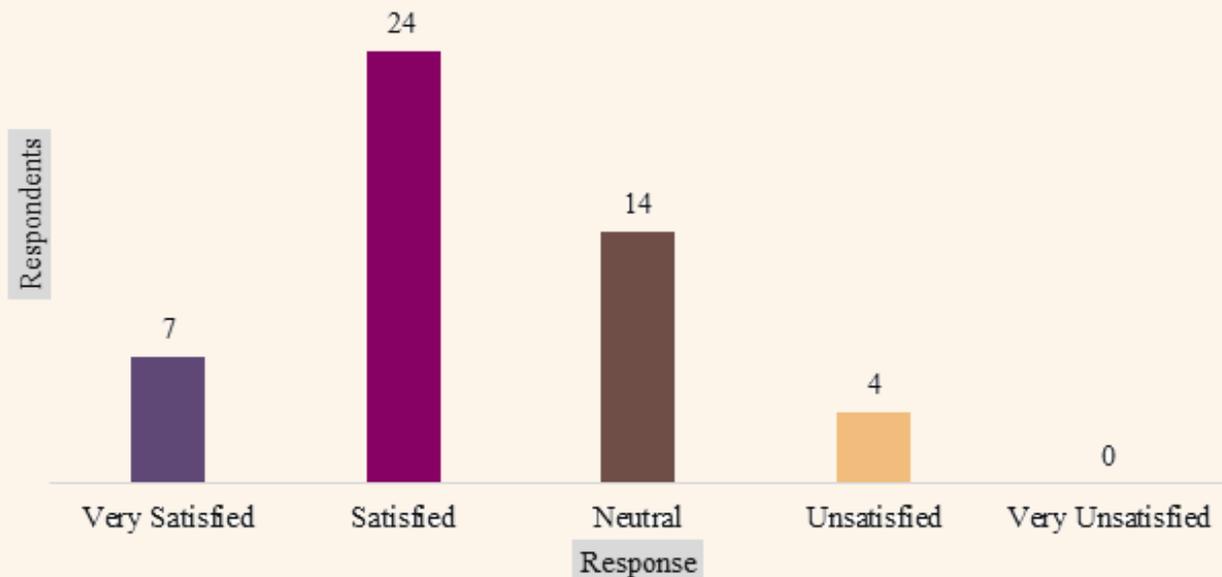
Commitment 10

Commitment 10: Develop meaningful diversity, inclusion, and equity strategies for Black people and people of color, and our efforts on gender diversity will include women of color.

In the past year has your organization achieved the goals it set out for itself around this commitment?



How satisfied are you with your organization's progress in this area?



Commitment 10

What plans does your organization have for the coming year around this commitment?

- We will continue with our proactive, teamwide equity training done by a trained educator, to address anti-Black racism and habits of white supremacy that appear in our behavior, in our team systems, and our partnership spaces. In our upcoming equity audit, each member of the team will be given space to voice their flags and concerns that they would like to see addressed on the team, as well as what they would like to see built into our equity-related goals and projects moving forward. We will continue to adapt our planning to suit the team's needs and priorities.
- We will continue to work on this commitment through our external commitments and our own internal DEI work plan, which is a deeper dive into our strategic goals (from a DEI lens). This work plan is a living document, refreshed on an annual basis when we do our annual planning. Additionally, coming out of our equity audit, we adopted from Diane Goodman (www.dianegoodman.com) a set of questions that offer an equity lens for all our programs. Using this intentionally guides our staff on our programmatic choice points to develop meaningful DEI strategies through our programs. **In the coming year, we will implement a new metrics system for tracking the demographics of consultants, co-authors, panelists, and our other collaborators, and we will work with a monitoring, evaluation, and learning consultant to further hone our data collection process.** This will help us assess in real time how well we are adhering to our diversity and inclusivity commitments.
- We will continue gender-blind recruitment (we are prioritizing applications from BAME applicants, which is why we have decided to keep the ethnicity indicators for our recruitment). We will also continue this year's success of blinding institutional credentials to ensure more equitable hiring. In the coming year, we will continue to focus on diversifying the talent pipeline in our local communities. We are likely to develop more goals around meaningful retention and promotion of people of color.
- We plan to deepen our DEI Compact work across our coalition, which itself is a strategy to advance diversity, equity, and inclusion for Black people and people of color, as well as gender and women of color, disability, and LGBTQIA+.

Commitment 10

- Currently we are following our host organization’s HR policy on diversity. At present, our host has a basic ‘equal opportunities’ HR strategy; however, they are reviewing this to create a more comprehensive and impactful DEI policy which we will adopt. Moving forward, we are planning to incorporate the improved DEI policy as an essential standard that our current and future members will need to comply with to join our organization. We take a holistic approach that recognizes that different organizations, programs, and staff face different risks to ensure inclusivity. These risks are based on the diversity of their organization’s values and activities, the profiles and roles of their staff, and the context in which they operate. **In the aid sector, a particular focus must be placed on national staff and local organizations.** Statistics show that these staff overwhelmingly bear the brunt of security incidents in the aid sector.
- We encourage and hope to continue to build a positive workplace culture and environment that feels safe, accessible, and inclusive for all our team members, and is importantly reflective in our work. We have worked to review and update our HR and DEI policies, and our recently launched Network aims to platform and boost the presence and participation of early-career professionals in our sector, and this year we have particularly focused on pushing for more members from the Middle East region, and more African states. This will be a focus for the upcoming year, but I am keen to build other ways to focus on actioning this commitment also.
- We have expanded our efforts to include a dedicated focus on race as well as gender beyond a binary and disability. **We are in the process of establishing baseline metrics to understand the makeup of our grantee partners regarding race, gender, and disability.** We have established internal departmental goals related to diversity, equity, inclusion, and accessibility and are creating tracking and accountability mechanisms for these goals.
- We do not have a DEI policy and do not provide DEI training. It is a real shortcoming that I am working to address. Our deputy director is participating in the Meaningful DEI working group as part of this effort.

Commitment 10

- Our organization is committed to improving diversity, equity, and inclusion within our institution, sector, and among our partners. We work to center intersectionality in all the spaces we work and engage in, including in our products, messaging, visual representation, partner and vendor selection, and project content. We have protocols in place – continuously refined – for our website development, event panel selection, social media engagement, photo selection, and word choice. We will continue to diversify whom we work with, who the coalitions we are members of work with, and what voices are highlighted and heard. We will work to ensure organizations and people from low- and middle-income countries, BIPOC, and other traditionally excluded groups are engaged, heard, and have their perspectives, needs, and challenges included in our work. Our team will uphold these ideals in ways of working, and by using our voice and power to support changes in the spaces we work and engage in. **We have a process for internal review, reflection, and change, with an internal task force for instituting changes, consultants to support with surveys and recommendations, and a team of cross-cutting staff across our offices to inform this work.** We recognize this process is ongoing and requires consistent and considerable evaluation, given we touch on deep systemic biases, racism, institutionalized inequities, and numerous forms of oppression. For us, this works right inequities and ensures justice is vital to our collective growth. In November 2021, the DEI working group conducted an additional analysis of recent staff engagement/DEI survey results, and those findings were presented to all staff and our global board of directors in January 2022.
 - Diversity at our organization overall is relatively high, and staff satisfaction with policies and management regarding diversity and inclusiveness is relatively high.
 - Most staff do not feel there is overt discrimination, but some (37%) report discrimination.
 - The head office needs to improve diversity significantly, especially at senior levels.
 - We need to review and restate its diversity, equity, and inclusion values and principles publicly.
 - Racial reckoning has opened the needed conversation on effectiveness and power dynamics in international development.
 - New paradigm for international development must focus on equal distribution of resources and decision-making power to organizations in the Global South.
 - We should lead the way in building and supporting enduring, sustainable, world-class institutions in the Global South.

Commitment 10

- Our vision is founded on this powerful and important paradigm shift - Future GOALS:
 - Goals from external DEI firm - DEI mission and specific goals based on the results of the survey.
 - Incorporate more targeted diversity recruitment - price out other platforms like Circa (received two quotes but need one more).
 - Communicating more about what we do towards our diversity efforts by providing more training so staff to make them more aware of our policies and procedures.
- Mostly we plan to continue to ensure that our efforts include people from historically excluded communities and that our planning includes people from such communities so that they have input on our program planning.
- Although we already have diversity and inclusion running through our working principles and strategies, we have struggled to create standalone ED&I strategies. This is partially due to bandwidth in a volunteer-led team, not having the correct expertise and not being able to pay to bring this expertise on board due to not having funding. We feel it is important that any labor in the ED&I space should be compensated monetarily. However, we hope that expanding our central team will give our co-founders more time to work on this project over the next year whilst still trying to ensure this is mainstreamed throughout all the work we do.
- In 2023, we will continue to pursue our organizational goals for DEI and being more anti-racist. **The new DEI committee intends to map our efforts to date to better measure progress, identify gaps and overlapping efforts, and help them guide our efforts going forward.**
- In 2022, the DE&I committee developed a resource on best practices for inclusive hiring covering everything from job posting to resume review to interview and final selection and shared it with HR. The recommendations included advertising all jobs to diverse job boards (particularly focused on BIPOC) and blind resume review (i.e., scrubbing names and institutions of candidates), to name of a few. In 2023, HR will consider these recommendations and best practices for inclusion in our handbook and hiring processes.

Commitment 10

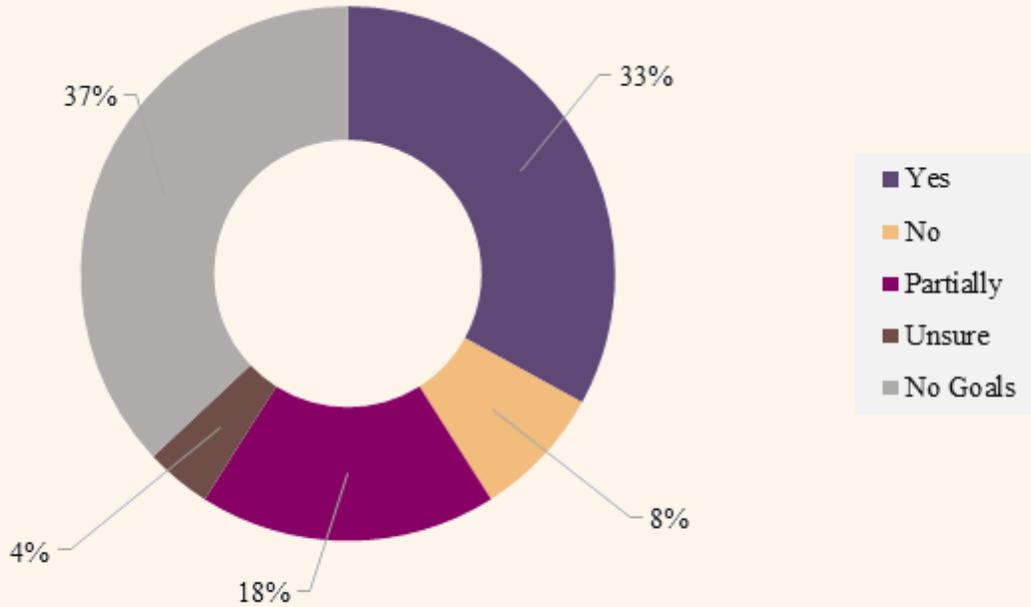
- We worked on a policy for sensitive and effective outreach to impacted communities, where the meaningful participation of impacted communities, including indigenous peoples, black people, and people of color, was critical.
- We have committed to both anti-racism and feminism. Noting that our feminism is intersectional period! We will continue to monitor how well we uphold these values in our pod centered around integrity and quarterly staff update.



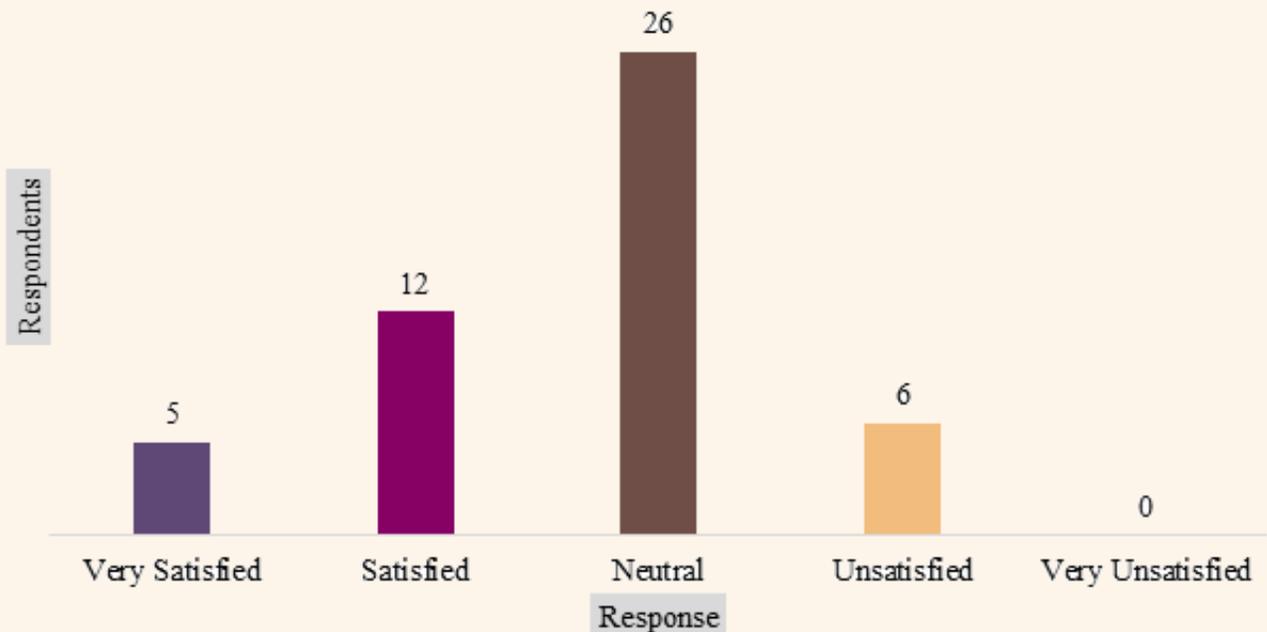
Commitment 11

Commitment 11: Develop processes for hiring individuals from local and low-income communities.

In the past year has your organization achieved the goals it set out for itself around this commitment?



How satisfied are you with your organization's progress in this area?



Commitment 11

What plans does your organization have for the coming year around this commitment?

- In terms of our overall staff hiring process, we are working to improve the DEI of our hiring practices, and one important step was moving to a modernized recruiting system in Workable, as our old system was very difficult for applicants to find and navigate. The biggest challenge we face in meeting this commitment is that it is not necessarily practical to find candidates in the local/low-income communities with the required expertise, especially in our offices. While the pandemic caused us to be more open to hybrid and remote work arrangements, which are accommodating a more diverse pool of applicants, much of our work still happens in person. We would appreciate guidance from OiS on strategies for being more effective in meeting this commitment. In the meantime, **we are working to reduce any unnecessary educational/experience gatekeeping in our job listings and will be training with DEI in search committees.**
- We will continue our efforts to increase baseline pay to exceed livable wage standards so that positions are open to a wider socioeconomic candidate pool. We will work to improve outreach to low-income or underrepresented communities by creating relationships with new partners, schools, or communities. We will continue to adapt job descriptions and hiring standards to encourage low-income or underrepresented candidates to apply, and to ensure that we are guarding against as much implicit bias and use of unfair standards as possible.
- We recently developed a portal, in which individuals at the start of their careers can easily upload their qualifications and express their interest in taking on an internship or entry-level roles. Once their applications have been uploaded, our members around the world can read their profiles and reach out to the individuals through the contact details the young people have provided. We hope this portal allows better access for young people to enter and navigate the sector. **We have an array of free professional resources for anyone entering humanitarian security that can be accessed on our website.** This allows interested parties from local and low-income communities to deepen their knowledge. We have an array of free resources for anyone looking to expand their knowledge and experience with humanitarian security risk management. These initiatives encourage far-reaching accessibility by being inclusive by offering an array of translations.

Commitment 11

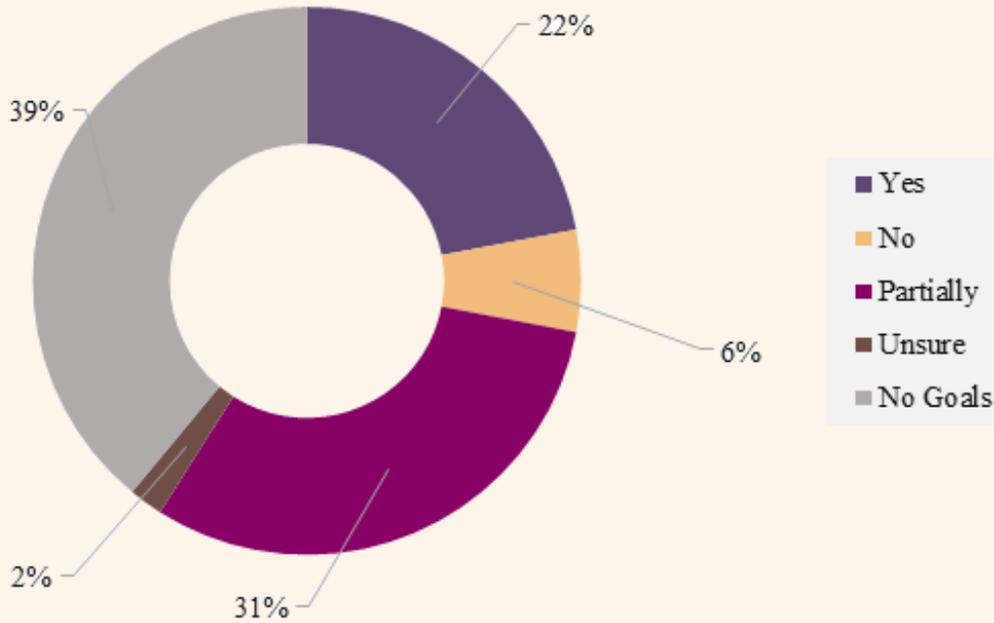
- We are in touch with several organizations that can work with us to reach candidates from local and low-income communities. We plan to grow our team next year and hire candidates through these organizations.
- Since we rarely hire as a small team, we continue to be very intentional about our hiring processes. Specifically, and soon, we will sponsor a colleague's visa from the Global South to ensure their ongoing ability to work for US-based organizations.
- Our internship program will continue to ensure that students and young professionals from low-income communities are not disadvantaged when applying for internships. Our hiring practices also have a strong focus on socio-economic diversity.
- While we advertised our jobs to a wide variety of schools and institutions to ensure geographic and income diversity, we were not able to make much progress on doing information sessions for institutions that may not have heard of or would likely not come across our organization. We hope to do that in 2023 as well as accomplish our goal of making all our internships a paid opportunity.
- We plan to connect with local HBCU Howard University, participate in career fairs, or find other ways to connect with students there. Find new ways and places to advertise open positions.
- We do not have a dedicated process for hiring individuals from local and low-income communities, however, we do aim to post positions in as many places and networks as possible that connect to people outside of our traditional nuclear field.



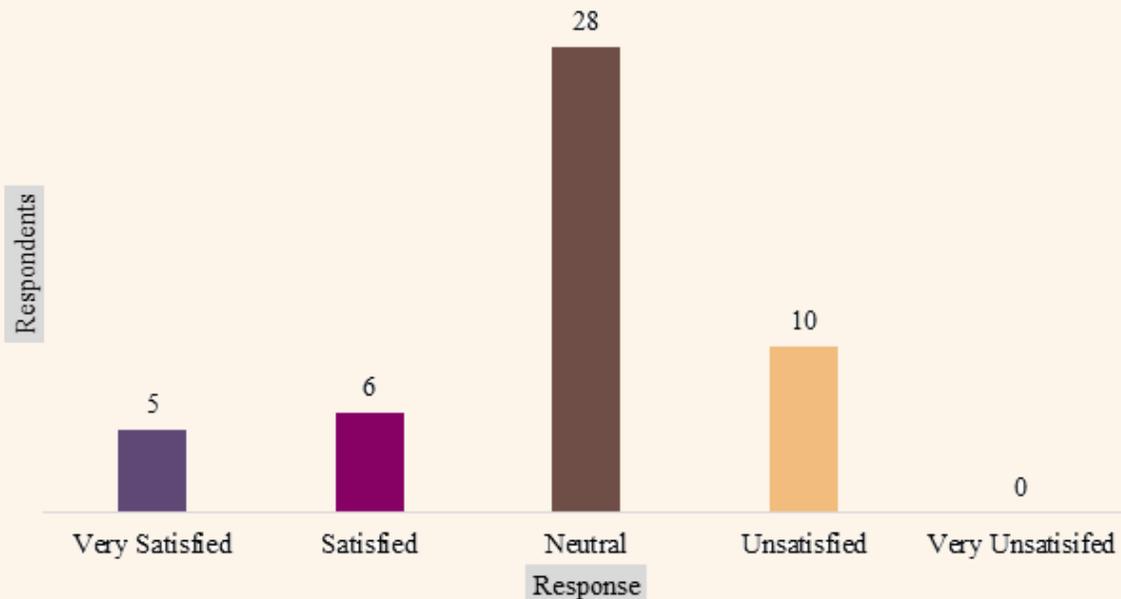
Commitment 12

Commitment 12: Develop mentorship programs for Black people and people of color in our organizations.

In the past year has your organization achieved the goals it set out for itself around this commitment?



How satisfied are you with your organization's progress in this area?



Commitment 12

What plans does your organization have for the coming year around this commitment?

- Towards the end of 2022, we began working to **establish a more comprehensive, inclusive, and equitable onboarding process, including establishing a new program internally for new employees.** We hope that providing every new employee with an in-house non-supervisory mentor, and creating resources with common onboarding questions, will provide a more welcoming and accessible environment to all new staff. While the program is not specifically directed at people of color, it has been our DEI Committee's concern and observation that it is women and people of color who are most negatively impacted by the lack of such a program and process.
- We will expand our practice of finding and supporting professional development and coaching for people of color on the team. We plan to build out more formal infrastructure around mentorship and professional development opportunities for people of color on the team to ensure that each team member has available options and agency in shaping their professional development. This may include clearer policies around budget, past partnership opportunities that staff can relate to, or staff capacity to help research and find professional development or mentorship opportunities.
- We support others' mentorship initiatives and field many requests to connect students with Black alumni/students and students/alumni of color. We also work to build community among the students of color across our schools.
- Our mentorship/professional development program was sidetracked this year. We expect to continue it in the future, with BIPOC presenters and topics that are meaningful to our BIPOC members.
- We had a fellowship program for several years, which centered on people of color and those from underrepresented communities in the peace/security space. We decided to discontinue this program in 2021 because - with COVID and moving to a fully remote team - we felt that the fellows would not receive the type of mentorship and experience that made this fellowship worthwhile. We revisit the fellowship annually during strategic planning in July but have not yet decided to bring it back. Informally, two staff mentor several people, including women of color in the peace/security space.

Commitment 12

- We would like to use our Initiative to continue to support young, diverse leaders. We are particularly interested in partnering with DEI leaders to provide professional and mentorship opportunities for Black people and people of color.
- We have not developed any internal mentorship programs, but we have recommended and supported staff members and campaigners for media training programs, fellowships, scholarships, etc. We also offer well-paid internships which have been given to interns and provide speaking and publication opportunities for professional development and mentoring opportunities for interns. We will strengthen this work to ensure that black people and people of color in the staff team and the campaign achieve more opportunities like this. Our Human Resources Committee is discussing mentorship programs and will provide recommendations.
- There is a new mentorship program at our organization, however, it does not consider people of color or Black people. There is no separate group or program for people of color in our organization.
- We agree that mentorship opportunities are beneficial, especially for Black people and people of color. We have not developed a formal mentorship program within our organization.
- We don't have a specific mentorship program for Black people and people of color, but we have an extensive mentorship and professional development program for all of our staff members. Its focus on **including more members from the Global South is something that will involve mentoring black people and people of color more actively.**
- We have designed a Leadership Fellowship Program focused on accelerating the career advancement of emerging leaders from under-represented communities, and we have also used our coalition's DEI Compact to promote this concept and encourage others to do the same, but we are still seeking the necessary funding to get the program off the ground.
- We have created a mentorship scheme in our organization including for our Black and POC staff and are deeply engaged in the mentorship working group in OIS.

Commitment 12

- We created a mentorship program, looking to allocate greater reach and focus on underrepresented communities.
- In 2021, we tried to institute a one-on-one mentorship program but quickly realized that for the size of our organization and our availability of resources, we would be better suited to group mentorship opportunities and professional development training. In 2022, we surveyed our early to mid-career staff on the type of training they would find most useful but could only arrange one session. We hope to do more training and career talks in 2023.
- As a first step, work to provide one-on-one meetings and informational interviews for Black and POC interns with Black and POC people in the field.
- We support others' mentorship initiatives and field many requests to connect students with Black alumni/students and students/alumni of color. We also work to build community among the students of color across our schools.

Section Two

DIVERSITY

Diversity

This section details the response to questions regarding the respondents' activities on diversity within their organization. Charts and visualizations are used to show the year-on-year changes in demographic make up within their organizations.

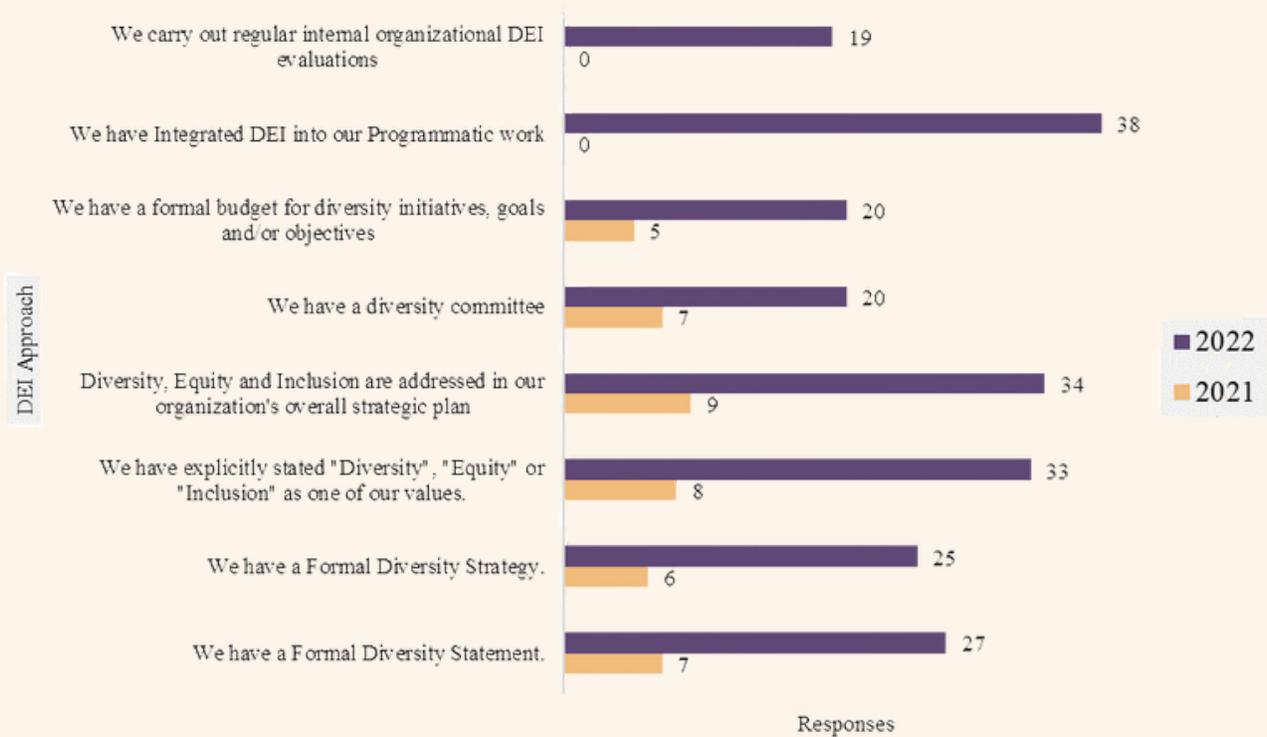
The charts compare the 2021 report survey and the 2022 survey, which helps to show progress in different areas of diversity. In some cases, the data visualized may not provide complete insights in measuring change due to a difference in sample size. The sample size for the 2021 survey was 36 respondents, while the sample size for this survey is 54 respondents. It is essential to keep this in mind while navigating this section as the increase slightly skews the data.

The question included are:

1. How Has Your Organization Approached Diversity?
2. Does The Diversity of Your Staff Reflect on The Community You Serve?
3. What size is your organization?
4. What is the representation of people of color on your Board of Directors?
5. What is the representation of people of color on your Advisory Board (if your organization has one)?
6. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Asian?
7. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Biracial/Mixed Race?
8. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Black?
9. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Hispanic/Latino/Spanish origin?
10. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Middle Eastern or North African?
11. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Native Hawaiian or Other Pacific Islander?
12. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as White?
13. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as men, women, nonbinary, or do not identify?

Diversity

1. How Has Your Organization Approached Diversity?

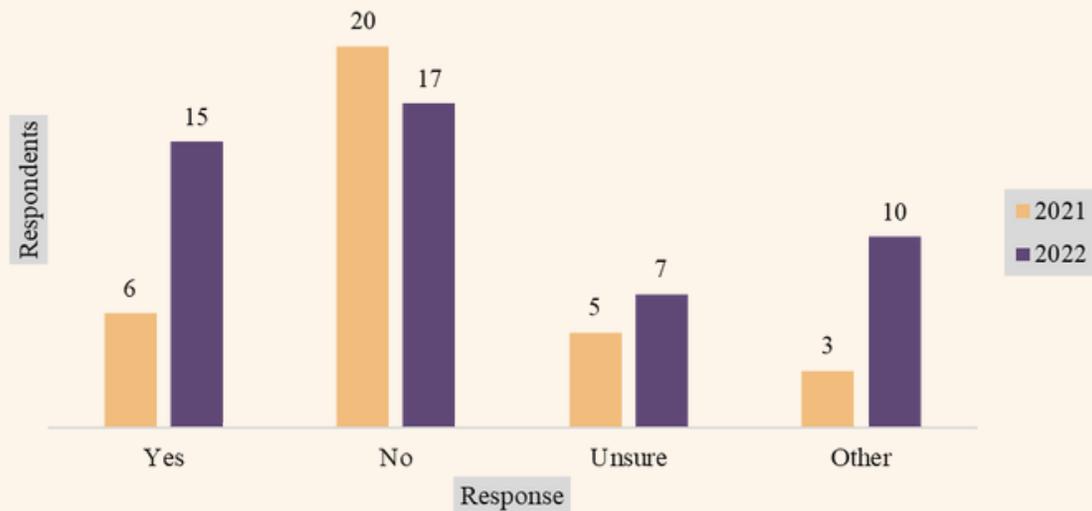


Other responses:

- We continue to engage the services of a professional DEI consultant. We have begun incorporating DEI explicitly in our programming strategies. We implemented several new policies this year related to justice and equity and received our first Just label.
- We have hired a VP for Equity and Inclusion and are in the process of hiring a JEDI Coordinator to report to that position.
- We work under a host agency and follow our host agency's DEI measures. We do, however, explicitly mention on our website that being inclusive and promoting inclusivity in the sector is one of our missions.
- We have invested in our capacity to catalyze sector-wide advances in DEI by developing and launching a DEI Compact that now has more than 75 organizations signed on. More than 50 participated in a recent baseline survey to measure progress against the Compact.

Diversity

2. Does The Diversity of Your Staff Reflect on the Community You Serve?



Other responses:

- Not exactly, but in extremely broad gender and white/POC terms, yes, we are now broadly representative of the country we operate from.
- We have made progress, but our staff does not represent the diversity of the city we are in or of the international partners with whom we work.
- The percentage of our non-white staff (roughly 21%), is unfortunately not representative of the county or global community we operate in. However, roughly 50% of our staff are from countries other than the country we operate in, including from many regions of the world traditionally underrepresented in our sectors such as Africa, Central Asia, Latin America, and the Middle East. **Our gender parity reflects the community we serve.** Because we have a small staff, with especially frequent turnover among junior staff, our gender parity numbers shift multiple times per year but remain within the 45-55% range (sometimes women make up the majority and other times men).
- Team polling shows that most people feel that we reflect the community that we serve for the most part or to a degree, but that the diversity in our team is not reflected across the hierarchy.
- Our organization serves a truly global audience with grant-making in the world. While our small country staff cannot fully reflect global demographics, we are striving to align our staff more closely with the city's demography. We also make every effort to hire place-based program staff that reflect the racial and ethnic backgrounds and experiences of the populations served.

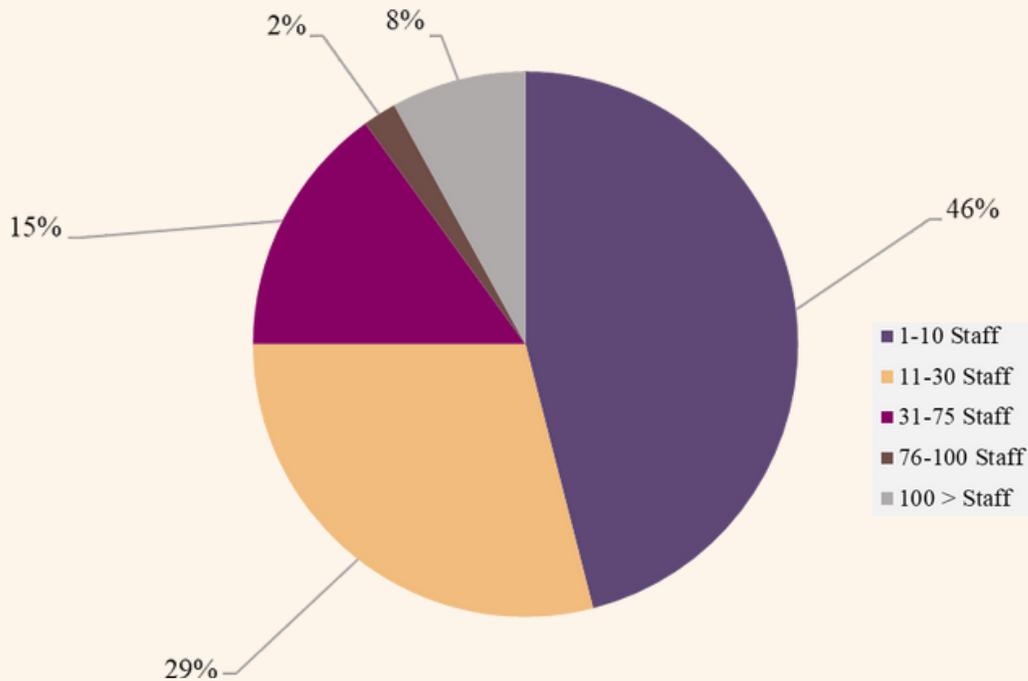
Diversity

Other responses:

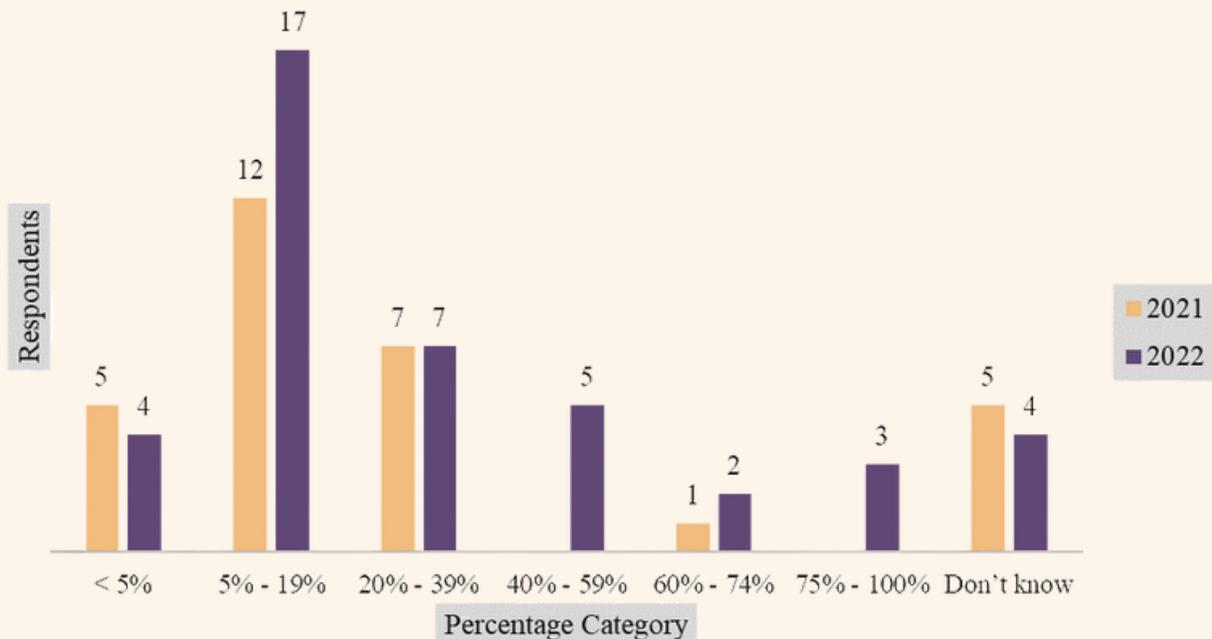
- Our primary audience is managers from international organizations whose headquarters are based in Western countries. This audience is more often white and male, although we see an increasing level of women occupying such positions. Approximately 75 percent of our staff identifies as white, and 25 percent identify as a person of color (new staff is currently being recruited). **We also aim to serve the wider humanitarian and development community, including regional and national security managers, expanding our reach to more diverse audiences.** Our team is making progress in being reflective of that audience through notable diverse collaborations. We hope to see greater diversity within our core audiences.
- I don't think so. We are making policy recommendations for a set of topical and regional issues. We can do a better job of getting more diversity to reflect the intersectional issues we tackle. But part of that is realizing that DEI, and anti-racism is part of the work of every program at the Center. Some can see the linkage better than others.
- Our community is truly global and therefore we would like to do more to be more diverse and reflective. We would like more people in our central team from the Global South.



3. What size your organization?

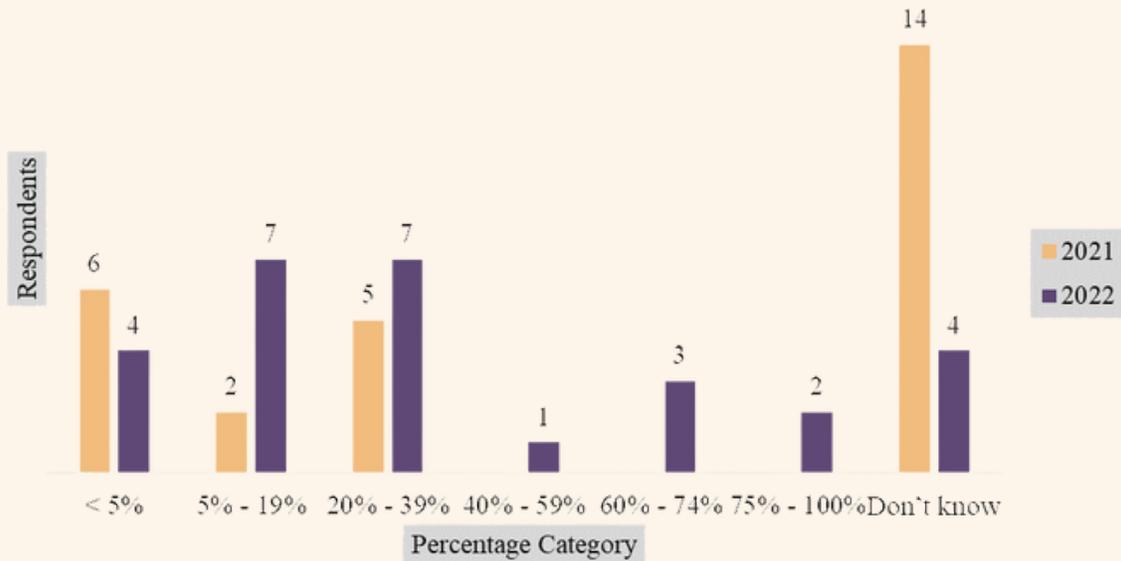


4. What is the Overall representation of people of color on your Board of Directors?

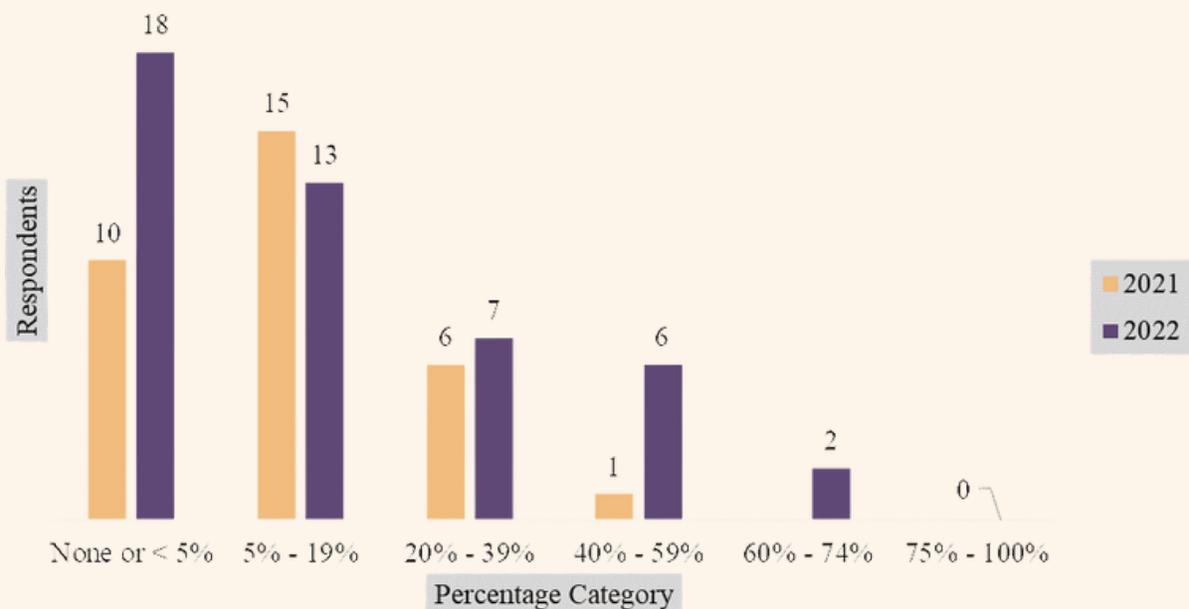


Diversity

5. What is the representation of people of color on your Advisory Board (if your organization has one)?

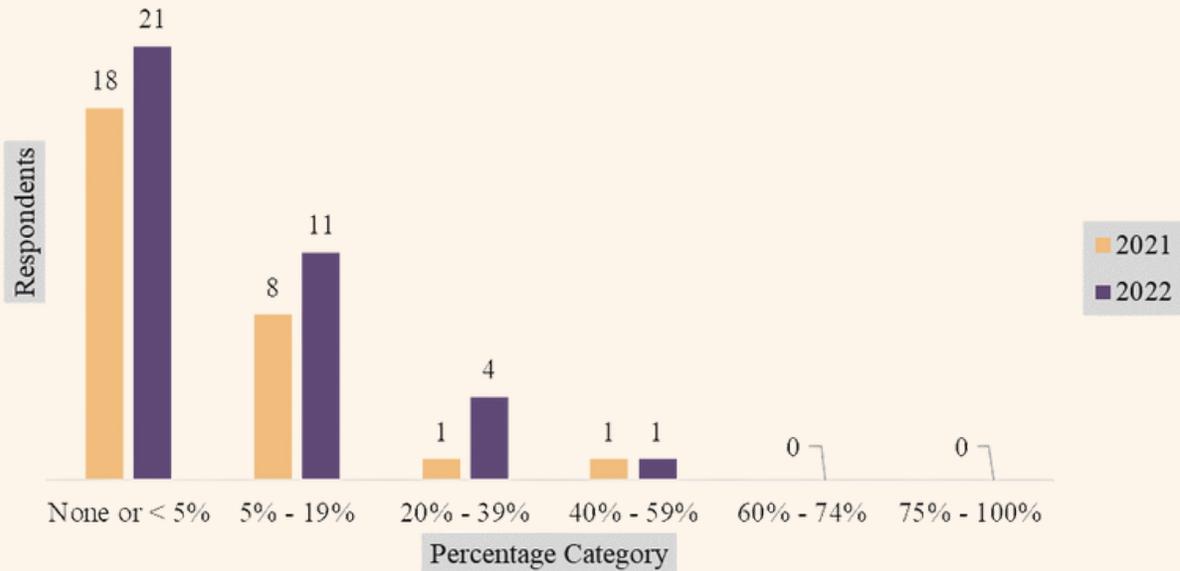


6. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Asian?

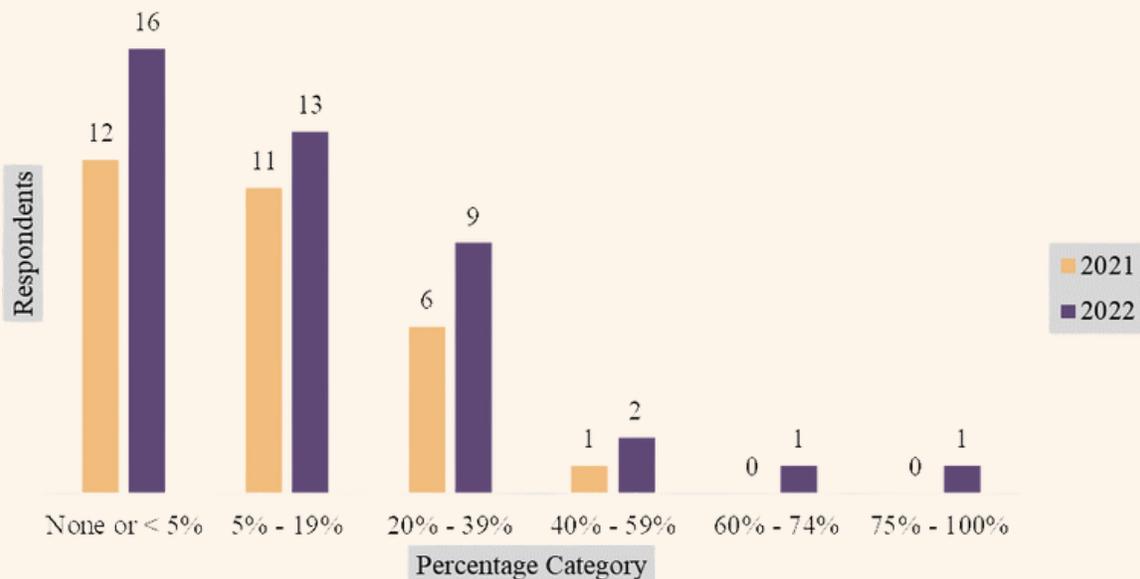


Diversity

7. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Biracial/Mixed Race?

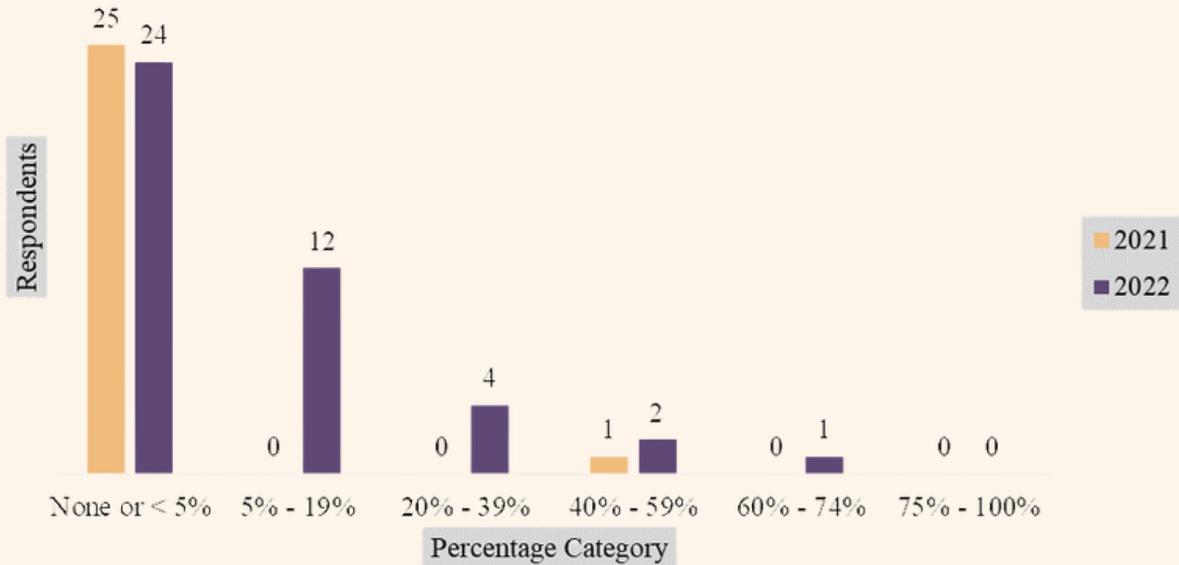


8. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Black?

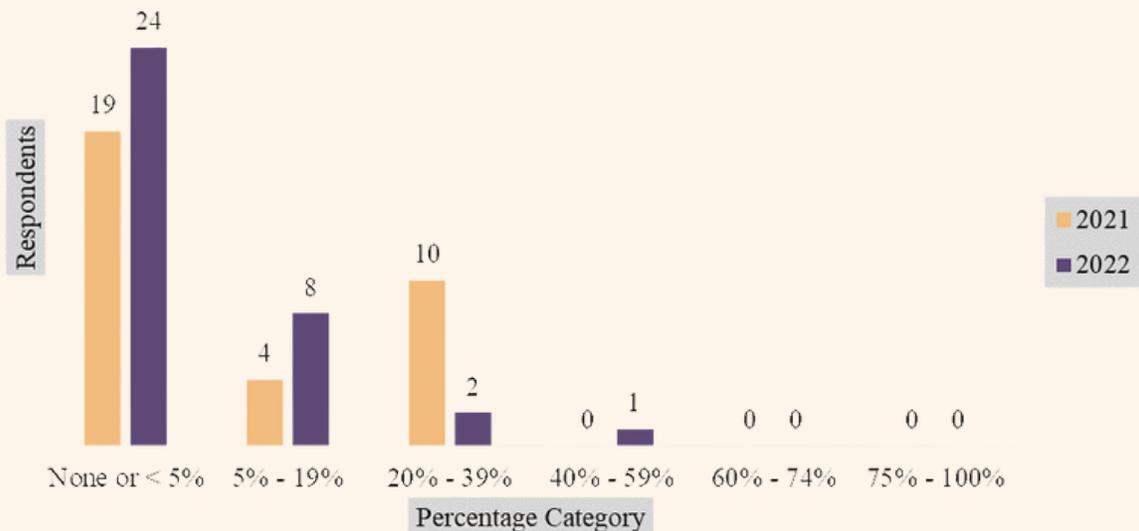


Diversity

9. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Hispanic/Latino/Spanish origin?

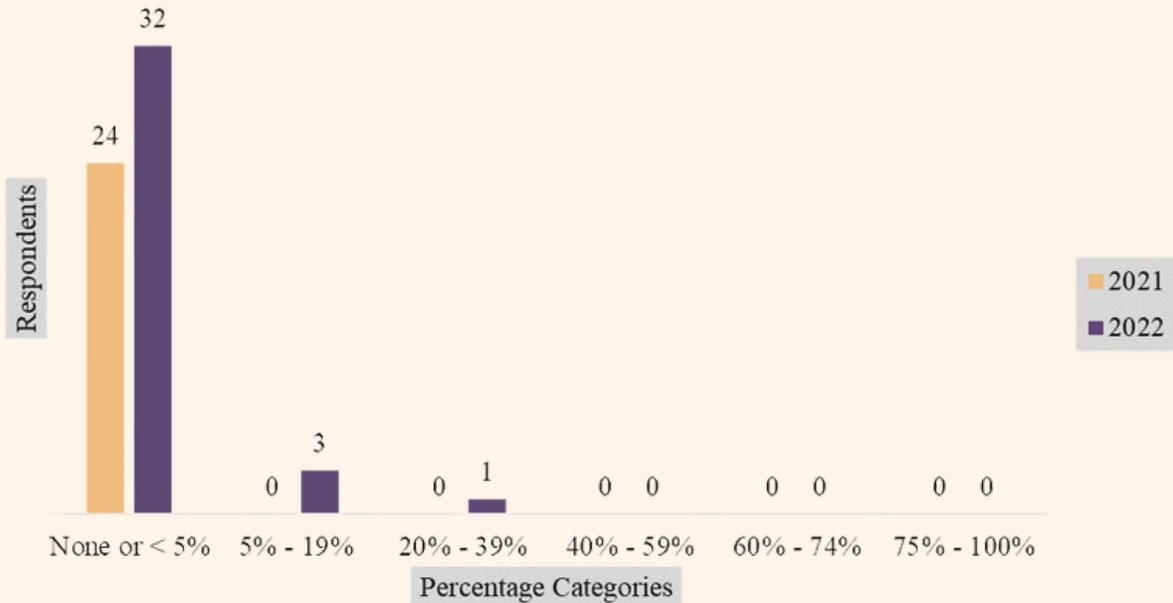


10. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Middle Eastern or North African?

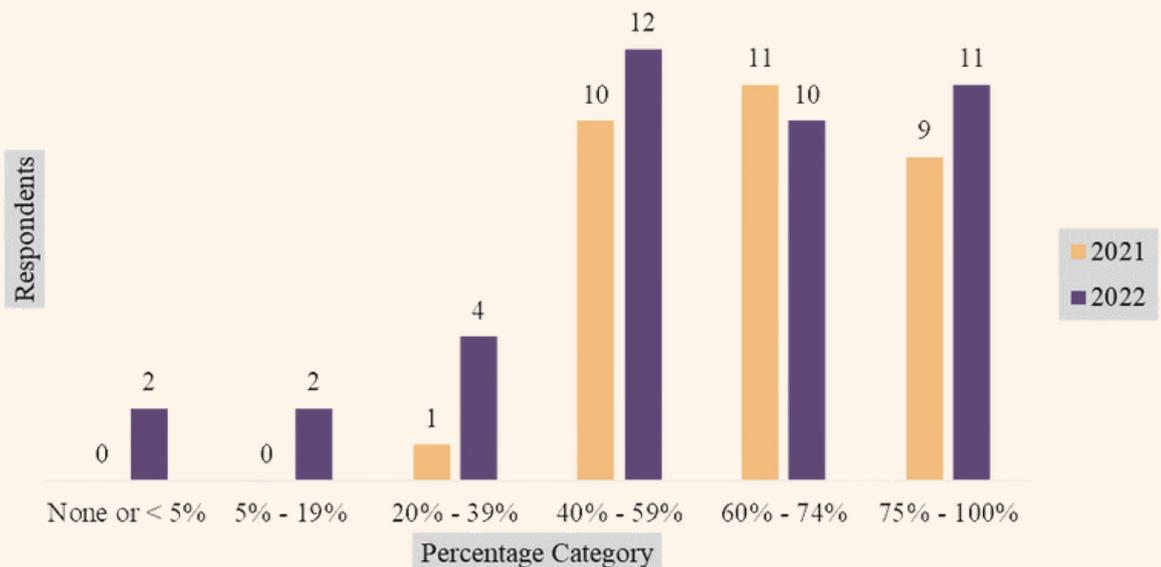


Diversity

11. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Native Hawaiian or Other Pacific Islander?

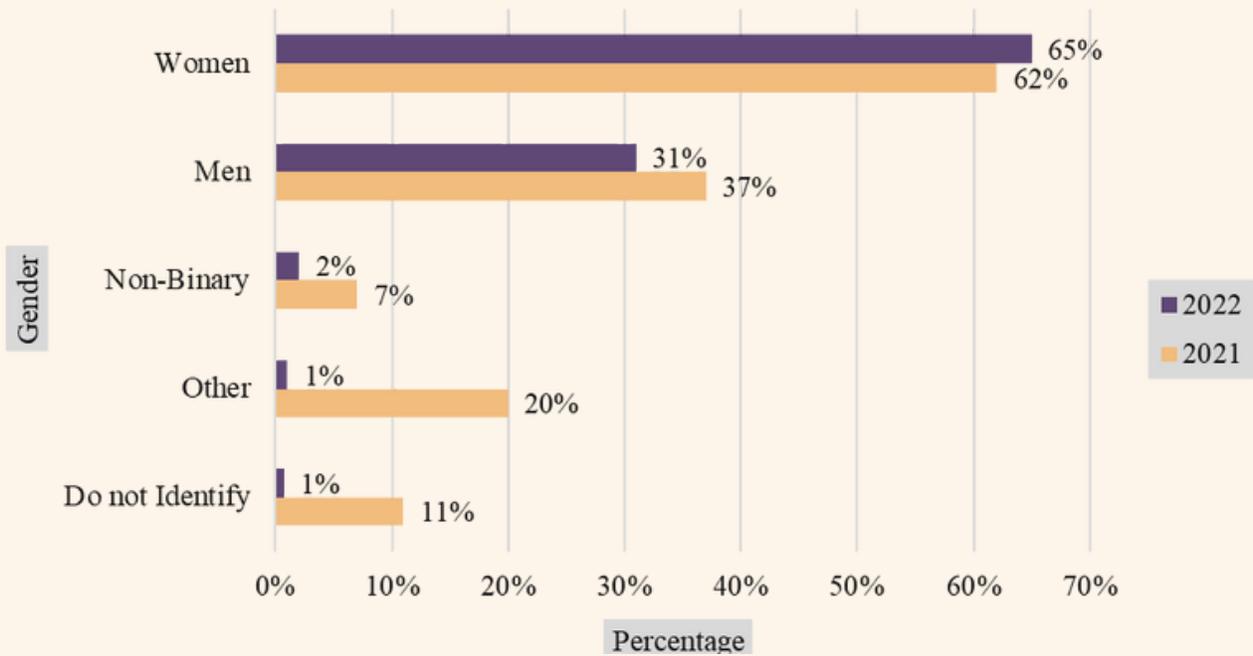


12. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as White?

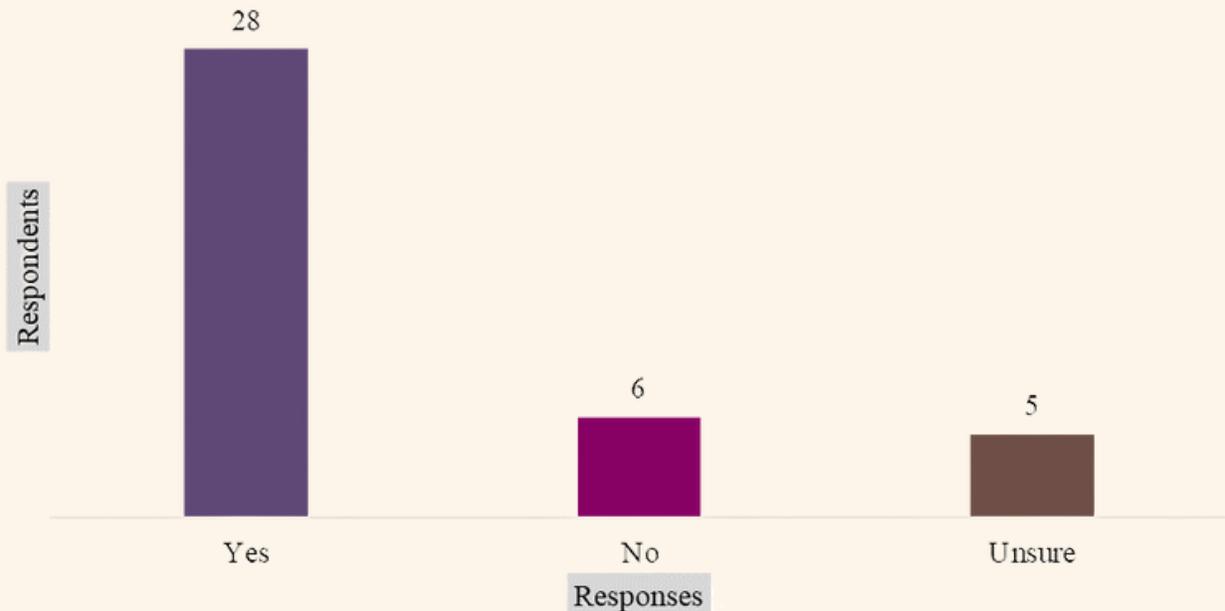


Diversity

13. To the best of your knowledge, what percent of your leadership, researchers, and staff identify as men, women, nonbinary, or do not identify?



To Your Knowledge Has Your Organization Made Meaningful Progress in Any of These Demographics Areas in The Last Year Working With OIS? If so, how?



Diversity

How has your organization progressed:

- We have increased our number of Black and POC staff over the past 2 years, but there is still more work to do.
- We have recruited our first black employee, our first trans trustee and we have continued to diversify our governance and advisory bodies as regards ethnic background.
- We have increased the number of people on our staff who are not US citizens and who are Latinx.
- Our most significant progress in improving demographic diversity has been in terms of **reaching more diverse pools of participants with our education and training programs**, some of whom are temporary employees, such as our paid summer undergraduate fellows and paid graduate and undergraduate research assistants. All these groups have experienced improvements in the above-listed diversity metrics, as diversifying them has been a priority.
- We have increased our hiring standards and practices and have upheld our commitments to hire a more diverse staff.
- Not significant progress in terms of numbers and representation but meaningful progress in terms of hiring efforts.
- Our Steering Committee became more racially diverse in 2022 than it's ever been. Our Nominating Committee and operating agreements (organizational bylaws) do require that **we consider a person's racialized identity when making nominations for the Steering Committee.**
- We have been **making conscious efforts to prioritize recruitment of diverse communities and ensure they feel supported once in the workplace.** We have used best practices shared within OiS to do so.

Diversity

- Over the last year, we have continued efforts to encourage more diversity among candidates and its staff. Thanks to our relationship with OiS, we have been able to further amplify these issues, even in our work. Our team has seen additional resources allocated to improving knowledge of how race, ethnicity, and racism impact our sector. Within our team culture, we continue to work on incorporating anti-racist practices. Moreover, we are pleased to continue to be involved with OiS and events aimed at addressing these issues.
- The diversity of our Board and Advisory Board has improved over the last year. Our staff is equally as diverse as it was last year but given the number of staff changes we made over the last year we are proud to have been able to maintain diversity levels.
- We have added one more member organization to our International Group during this time. This, therefore, increases the number of representatives of color in our steering group. We are working to include more organizations, particularly from the Global South, to increase diversity.
- **We have worked to add more diversity to our board, our manager, and above levels** (top tier) and recently added an Asian woman as our board Chair replacing a White male, and recently added a Black woman to our executive team to head our centers of excellence initiative.
- We have increased the number of people of color on our team and our board, and our gender diversity is taking a positive development.
- Progress on the intern's end. **Some progress on the junior staff ends in terms of racial diversity and good gender diversity at the junior and senior levels.**
- Our next annual internal DEI survey will tell us what areas we have made meaningful progress in and in which others we may have fallen back. This effort is not directly connected to working with OIS, though.
- We have increased the number of women within the African diaspora, which is our target population.
- We have inducted 2 men into the advisory committee and now are recruiting men into our team.
- **We have recruited more people from underserved communities.**

SUSTAINED WORK ON DEI

Sustained Work in DEI

This section details the respondents' progress in working with OIS and other activities they have put in place to stride towards achieving the 12 commitments. These questions are majority qualitative because the respondents go into detail about the strategies, plans, and activities.

The questions are as follows:

1. Other Than Those Listed Above What Do You Want to See Your Organization Accomplish in The Next Year In Combating Racism And Discrimination, And Promoting DEI?
2. Please Explain Any Additional Activities Your Organization Is Currently Engaged In To Combat Racism And Discrimination, And Improve Diversity, Equity, And Inclusion by Focusing On Racial Diversity.
3. Please Explain Activities Your Organization Is Currently Engaged in To Improve Gender Diversity.
4. If You Are a Small Organization or Not Representing An Organization, In What Ways Have You Engaged In The Effort To Combat Racism And Promote Diversity, Equity, And Inclusion?

Sustained Work in DEI

Other Than Those Listed Above What Do You Want to See Your Organization Accomplish in The Next Year In Combating Racism And Discrimination, And Promoting DEI?

- We want to continue to make progress in the areas we have already identified and assessed we can contribute to at this time; I would note that we, as a small non-profit, continue to face multiple challenges brought on the by the pandemic and the hybrid workplace setting it necessitates, by major fundraising shortfalls in our field, and by major challenges to the core mission of our organization. As a result, many more ambitious DEI goals will require additional staff/time and resources, and expertise that is not currently available to us.
- I want our members to continue to grow in diversity and not just include more people of color but also organizations that specifically work for racial justice/inclusion.
- We have noted some of our initiatives and new proposals designed to support anti-racism in our field. **In addition to those initiatives, we see upholding those OrgsinSolidarity commitments internal to our own workplace as an ongoing priority, and as such our DEI work with our parent organization is key.** As a company, with a parent organization, we have limited autonomy in many areas affecting DEI, such as those involving system-wide HR policies and practices. This is the reason many of the Deputy Director DEI-related hours have been focused on participation in the new DEI Institutional Task Force. Because of the Task Force, our parent organization hired a new expert, authorized the hiring of the first JEDI Coordinator, and authorized the creation of a Response Team and an Ombuds Program. We hope to concentrate many of our internal DEI efforts in the coming year on partnering with these new staff and organizations to support institutional DEI goals such as an improved more DEI-conscious recruiting process and further integration of DEI best practices in numerous other HR-related practices such as performance management.
- We want to build more infrastructure around uplifting the voices of Black team members and people of color on the team and build more support and guidance for professional development opportunities.

Sustained Work in DEI

- We should refocus our efforts on advocating equity and social justice within our community, as well as our membership.
 - Develop strategies to implement specific programming centered on supporting areas of work that advance our DEIA goals as they relate to grant-making. For example, develop a funding strategy, for responsibly engaging and supporting frontline and/or indigenous communities, who historically have been sidelined in our field.
- We have been pushing our members to embody DEI values more fully in their decision-making for over 5 years now. While many of our members understand the importance and intersectionality of race and peace issues, some of our members are pushing back, saying they're tired of hearing about anti-racism and white supremacy as it relates to our sector. And some of these members no longer attend our programs (all of which center DEI), which isn't good because they are tapped out of the community and not getting the learning (and community) they need to truly change policies, practices, and power-shifting in the sector. So, we are hoping to find the right balance between leading with anti-racism content and weaving it in more subtly to reach those who would otherwise not come to the programs.
- We plan to host a podcast episode and publish another blog. It would also be great to collaborate with others in OiS to advance these endeavors.
- As our organization grows, I would like to see a more diverse staff that recognizes and accommodates multiple generations. This is something I'd like to see represented in the International Steering Group as well. Finally, I would like to see us develop procedures for hiring people from low-income and local communities.
- I'd like to see some investment in time for staff to attend the task force meetings- staff currently don't want to give their own time (which is understandable). However, the financial situation of the organization is not good, and this must be put on hold for now until we are in better standing to invest.
- Our organization has had a lot of transitions. It is our goal to make sure we have properly identified our goals and institutionalized our policies such that our work can be long-lasting.

Sustained Work in DEI

- We'd like to see the organization leading in combating racism and discrimination outside of Europe, particularly in countries where we often work that are still openly discriminatory to minorities.
- We are hoping that our staff, not just those that serve on our DEI Taskforce, will take a more active role in the working groups of OIS.
- I would like to see how we can build our work in the day-to-day around these values, beyond conversation and similar values in a personal capacity. The culture of commitment and learning around these issues is something that can be built on further, always.
- We plan to produce more scholarly work examining the intersection of DEI and international affairs. We also plan to increase its number of partnerships with internal research programs at our organization and external policy organizations.
- We will continue to come up with new and innovative ways to promote DEI including summits and campaigns on the 2023 horizon.
- We are focused on expanding inclusion and belonging in the workplace by incorporating Belonging, Dignity, and Justice as alternative values that center the voices and experiences of marginalized people.
- Adopt a formal policy and provide education and training on DEI for staff. Improve our recruitment process to generate a more diverse candidate pool.

Sustained Work in DEI

Please Explain Any Additional Activities Your Organization Is Currently Engaged in To Combat Racism and Discrimination, And Improve Diversity, Equity, And Inclusion by Focusing On Racial Diversity.

- In 2023: Annual Inclusive Dialogue to bring renowned Black writers/writers of color into conversation with residents to build a more welcoming, globally-aware community; pay audit; full launch of staff-led DEI committee; a new cohort of our Accelerator Initiative (a career development opportunity for early-career women or nonbinary people working in our sector); continue building relationships with local Indigenous communities; ongoing individual and organizational learning; ongoing individual learning through professional development and otherwise; ongoing intentional selection of Black vendors/vendors of color in our operations and programming; complete our organizational review process; continue staff inclusion survey at intervals.
- In 2023, we will be seeking to encourage currently parallel inclusion and anti-discrimination initiatives, OIS, and other commitments, to better align some of their objectives and activities and to consider cross-organizational initiatives that can support progress toward respective goals and objectives across the sector. We are at the point in trying to advance these initiatives where, we believe, individual volunteers working in smaller organizations cannot significantly address systematic challenges across the sector. This necessitates adjustments in how individual organizations engage with OIS and how OIS needs to think about designing its outreach and support activities.
- In 2022, we created a DEI working group to create new DEI-related goals for our strategy document and to work long-term to reshape how DEI is considered throughout our work. More broadly, our different programmatic areas elevate partners internationally and domestically from many different backgrounds, including Black people and people of color. We also emphasize equitable funding and partnership relationships.
- Every 3 years we have an equity audit conducted by an external, highly trained consultant to help guide our DEIJ work. This includes participation and feedback from the full team to get a clear picture of our growth areas. We will continue to hold proactive equity work as a requirement across the team and hold training on different topics within DEIJ for the full team.

Sustained Work in DEI

- We are continuing the wide range of initiatives outlined in our previous survey submission. This includes increasing the participation of BIPOC in our education and training programs through new recruiting strategies, new paid opportunities for on-the-job training, and through geographical expansion of our training activities to underserved regions such as Africa, where we have now hosted 3 large pieces of training focused on regional expertise-building. Additionally, fostering a workplace culture of strong physical and psychological safety where all people can thrive remains a top priority and one which we made explicit beginning with our partnership with an external DEI firm in mid-2019, which resulted in organizational data gathering, training, the formation of an internal DEI Committee, and progress toward a DEI roadmap. DEI is a long-term commitment, but we believe the steps we have taken since 2019 and those on the agenda for the upcoming year are well-aligned with our anti-racism work and other DEI priorities. We conduct routine refresher training on allyship and respect in the workplace.
- We host regular programming to reach communities historically excluded from our space because of their race/ethnicity. We have improved our data collection systems. We ensure these issues are discussed at our regular meetings. We work to share opportunities more broadly with communities historically excluded from our space because of their race/ethnicity.
- We have revamped our RFP process for consultants through an equity lens, including paying honoraria to those who submit a proposal. We're exploring alternative leadership models (like co-directors and an advisory council made up of grantee partners).
- Gender analysis training from the team, presentations and training from the DEI group, and presentations and training from the Gender, Race, Religion, Ethnicity, and Nationality group.

Sustained Work in DEI

- We are raising awareness on social media by sharing resources with our online community to help them learn how they can help end racism and discrimination, as well as highlighting issues related to colonialism. We will continue to challenge racism and discrimination by calling it out and sharing the burden of deconstructing white supremacy. We encourage these individuals to learn more about the historical context of racial prejudice and discrimination, and we will continue to share resources that highlight the humanitarian consequences of nuclear weapons while also highlighting the racist disproportionate impact of nuclear weapons on people of color, particularly indigenous communities. We are listening to and educating ourselves by focusing on the voices of people who have experienced racism, including our partners from impacted communities and the Global South.
- Accomplishments from years 2021 and 2022:
 - Recruitment:
 - a. Post on diversity websites, and post with career centers.
 - b. Post the salary range on the website and discuss the position salary range with candidates.
 - c. Make sure Job Description requirements are relevant to the job and consistent.
 - d. Lowered or removed some education requirements in certain jobs and added equivalent years of experience.
 - e. Consistent interview evaluation process with metrics of candidates' skills and qualifications.
 - f. Standardized interview process with defined interview questions for each job.
 - g. Use of skills tests in the application process.
 - h. Use a diverse interview panel of all levels.
 - i. Recognizing our unconscious bias and checking ourselves.
 - j. Added additional demographic questions (sexual orientation, gender identity, disability, veteran, etc.) to the applicant tracking system to measure whom we are reaching.
 - k. Performance Management/Professional Development:
 - Training all staff on the promotion process.
 - Standardized promotion process with professional pathways for development.
 - Respect for career goals and aspirations whether accelerated or work-life balance.

Sustained Work in DEI

- Equal access to professional development and stretch assignments.
- HR review of all manager evaluations for fairness and that ratings match written justification.

I. Removed years required in the current job before eligible for promotion to next level compensation:

- Salary offer recommendations consider external equity (Market data as well as internal equity (comparison of years of exp, skills, and education of peers in similar or same roles/grade ranges)
- Provide compensation record statements with entire grade ranges with personalized compa-ratio within specific grade ranges.
- Salary ranges are updates every year for the passage of time and compared to the external market every two years.
- Provide equitable, fair, and competitive pay, hired an external compensation consultant to do a global review and market analysis. Use internal equity analysis with salary offers and promotions, and are transparent with our grade ranges with candidates and staff.
- Do reviews of salary equity within race and gender twice or more per year.
- Health Benefits
 - Domestic partner insurance coverage
 - Global Employee Assistance Program for mental health
 - Paid parental leave (any gender) for birth or adoption
 - Offer flexible work schedules for all including work from home up to 3 days/wk., compressed work week (4 days/wk.), and flex time per day (work later or earlier)
 - Offer to sit and stand workstations.
 - Offer floating holiday (personal day)
 - Staff voted Holidays with the option to swap out two for their days of significance.
 - Part of the renewal process at open enrollment to look at our medical benefit offerings with a DEI lens.
 - Bereavement leave covers close friends and chosen family, miscarriages, and abortions Culture/Training/Tracking.

Sustained Work in DEI

- m. Promote and provide resources on different cultures and perspectives.
 - n. Actively seek and value new perspectives and ideas.
 - o. Promote cross-cultural understanding and use of skills globally.
 - p. Expanded DEI statement for the website, handbook, and all posted jobs.
 - q. Have provided unconscious bias training.
 - r. Tracking of race, ethnicity, gender, and age within the board, leadership, mid-manager, and lower tiers and presented to board and staff twice a year.
 - s. Engaged with DEI Expert to help flesh out our DEI mission statement and future goals.
 - t. Have a global diagonal staff DEI committee.
- Our HR manager is undertaking specialized EDI training, focusing on diverse recruitment practices, racism in the workplace, and microaggressions.
 - We just completed a second annual DEI Employee Assessment. These results will be reviewed and incorporated into the setting of 2023 and beyond goals for the DEI Taskforce, Gender Champions, Human Resources, and the organization.
 - Training, Commemorative Months, ERGs. Annual climate workplace survey and focus groups based on those results.
 - We have invested in our capacity to catalyze sector-wide advances in DEI by developing and launching a DEI Compact that now has more than 75 organizations signed on. More than 50 participated in a recent baseline survey to measure progress against the Compact. Our DEI Compact took care to center issues of racial equity and diversity.
 - We have an entire pod that is committed to our integrity and making sure that our internal organization and partners are held to our values standard. We also have noted justice and equity as core features of all our work and make sure any time we pick up a new activity is tested to be reflective of these values.

Sustained Work in DEI

- We are currently working on an update to our marketing materials to be more representative of our community and the community we aspire to be. We are also currently working on utilizing Hispanic Heritage Month to include our Latinx community in our DEI efforts, partnering with organizations dedicated to providing paid internships and support for school applications to Latinx communities, as well as partnering with Big Brothers Big Sisters to help build opportunities for youth in the community and expand the pipeline.
- We have a new JEDI office charged with leading these efforts through the implementation of a strategy for the organization.



Sustained Work in DEI

Please Explain Activities Your Organization Is Currently Engaged in To Improve Gender Diversity.

- We have a strict no-manels policy for internal events and external events that staff is invited to speak on. We are engaged in several projects with a clear and explicit gender focus, especially in our field.
- Our efforts around gender diversity include we have made specific commitments to gender diversity; directly supporting through planning and resources strategic planning for our Gender network; we will have a new cohort of our accelerator initiative in 2023.
- We have Strict adherence to our panel diversity standard, i.e.:
 - Public events and private meetings of 15 people or more with more than 2 speakers must include at least one woman in an expert role, with the goal of gender parity at 4 speakers or more. Any exceptions to this standard must be cleared by the Office of the President and will only be considered on an exceptional basis.
 - Public events should strive for a balance of racial, ethnic, and all other forms of diversity.
 - Public event moderators should take questions from a diverse set of attendees; and
 - Public events focused on the concerns of a particular people or part of the world should include perspectives from that community or place.
 - Providing professional development opportunities and skills training to our early and mid-career staff (most of whom are women).
- We have a program area focused on Women, that elevates women peacebuilders around the world in a range of ways. We also consider gender diversity when creating panels and speaking events.
- Our organization will not participate in or organize panels where our staff are the only women. Our programmatic work on migration has a strong focus on women, girls, and LGBTQI+ persons, who are particularly at risk along the migratory route through the Americas. We work to interview these migrants and elevate their experiences in our research and recommendations.

Sustained Work in DEI

- By applying the Gender Parity Pledge to the recruitment of speakers at events that we organize or co-sponsor, including inter-organizational projects with which we are formally associated, Gender balance in our main publication. We will continue to ensure that at least 33% of the non-staff authors who contribute to our publications in any given year are women; and that we devote at least one feature article or news report in our publication, that addresses issues relating to gender diversity in the field. Professional Development - Our research staff will continue to participate in at least one formal media training a year (and are in practice engaging in several) to help equip our young professional staff with key career skills. They also receive significant mentoring and support from senior staff. Promoting Gender-Balanced Roster of Experts. To help increase the availability of female experts to help inform and shape coverage in our field, we will ensure that at least 50% of press releases and “experts available” media advisories over the year include quotes or experts who are women on our staff and/or Board of Directors. For all but one of the past four years, we met our gender parity pledge for the authors of the feature articles published. In the past 12 months, half of the non-staff contributors to our publications were authored or co-authored by women. In 2021, we launched a column in our publication to encourage younger (under 35) and newer writers to contribute their ideas to the field.
- We are committed to having an expert list that is at least half women or nonbinary individuals. At least half of the fellows we host must be women or nonbinary individuals. We will not participate in panels or other events that are more than half comprised of cis men. We have trained our team on the impacts of gendered feedback and how to avoid it. We have given our team the resources to seek accountability for harm done to the team, including gendered discrimination and sexual harassment.
- We host programs specifically on these questions, have adjusted our data collection, adjusted our internal meeting agenda to include these issues, and convene female leaders in our space, and other projects.
- We have not had a gender diversity problem in the past. However, with the next iteration of our Board, we will have lost almost all the male Board members. This is an area we will need to focus on in the future.

Sustained Work in DEI

- We track the gender demographics of our grantees, specifically the gender identity of both the organizational leads and project leads, to better track the gender diversity of not only the organizations we support but also the specific people whose work is supported by our grants. This information is later used to better understand the gender diversity of not only our grant-making overall but also across our different areas of work, to identify which funding areas are lacking in diversity or have room to improve.
- Here are our commitments:
 - Programming will have diverse panels that include at least 50% women and non-binary people, as well as 50% people of color so that we are intentional with what experiences we highlight.
 - Commit to non-participation on external panels that do not have 50% women and non-binary speakers.
 - Any new consultation teams must be at least 50% women and non-binary to ensure we are challenging our views at every opportunity.
 - Half of 2020/21 written collaborations will be with women and non-binary writers to include perspectives from all corners of the philanthropic field.
- We have signed onto the Gender Champions panel parity pledge and have encouraged all staff to commit to the pledge to avoid appearing on, sponsoring, or hosting single-gender panels. We are also working to better represent and support nonbinary employees, including through expanded staff self-reporting on identity.
- We will continue to follow our host organization's HR policy. At present our host has a basic 'equal opportunities' HR strategy; however, they are reviewing this and working towards creating a more comprehensive and impactful DEI policy which we plan to incorporate. We are exploring an essential DEI standard that our current and future members may need to reach/ comply with.
- We are attempting to create an inclusive workplace in our organization. The staff is currently made up of 43% men and 57% women. By removing gender biases from job descriptions, we are increasing gender diversity in the workplace. We are transitioning from a job description with a list of qualifications to a job description with a performance-based impact. We also avoid using gendered language.

Sustained Work in DEI

- Inclusive hiring practices and having a core team and advisory board which is mostly made up of women has been our main way to ensure we improve gender diversity.
- The gender diversity of leadership has substantially and intentionally increased over the past two years. We will continue to identify ways to keep these efforts going.
- Our organization is actively recruiting more women and women of color into our executive board. Our team is more than 60% women. We are also focusing on recruiting more women into our networks.
- We are co-chair for Gender in our field, a leadership network that brings together heads of organizations working in our sector, who are committed to breaking down gender barriers and making gender equity a working reality in their spheres of influence.
- More than 70% of our staff identify as female, so gender diversity takes on a rather specific meaning in that context. At the leadership level, we have for years, held a special women's CEO retreat alongside our annual CEO retreat. This past year overall retreat attendees were 50% male and 50% female, representing a significant change from even 10 years ago. We also do work to focus on gender considerations related to LGBTQIA+ rights, gender-based violence in development and humanitarian contexts, and preventing sexual exploitation, abuse, and harassment.
- We have high levels of gender diversity in our organization. We will continue to monitor metrics to determine if adjustments in strategy are necessary. First, we need to conduct a staff survey as a starting point to build a strategy to improve gender diversity.
- We have always done well on this dimension as our leadership has been 50-50 male/female. We have non-binary people in leadership positions, but we do not have a clear accounting of LGBTQ2S+ in our network as we have not asked people to tell us how they identify. Our post-docs and book workshops have tended to involve women more than men. Our conferences tend to be evenly balanced. Our podcast has had about as many women as men on it, and our co-hosts are a diverse mix.

Sustained Work in DEI

- Each of my 3 boards is counting women on the board and trying to increase representation significantly. We also work to ensure there is gender diversity on each of our internal teams.
- We are an all-female central team and we have had discussions about trying to diversify but for now we are happy with this as we are trying to raise the profile of young women in this space so we are concentrating on other forms of gender, race, ethnicity, ability diversity. We continue to push for gender diversity in our broader community.
- We have added additional women to our Board of Advisors. We started a women's coalition on campus and continue to support our women of diplomacy leadership program.
- We are very gender diverse already. But we are trying to include people from other vulnerable communities so that we have more perspectives.
- We have rooted ourselves in being intersectional feminists and make sure that we always hold ourselves to this standard.



Sustained Work in DEI

If You Are a Small Organization or Not Representing an Organization, In What Ways Have You Engaged In The Effort To Combat Racism And Promote Diversity, Equity, And Inclusion?

- We have actively recruited people of color at staff, governance, and partnership levels. We have instituted diversity criteria in our events (e.g., speakers, panels) and developed research methodologies to be accessible to promote participation by minoritized groups including by race, gender, disability, and location.
- Our core value is to **center equitable partnerships and co-create knowledge and solutions with partners** around the world and here in the city we operate as we work to end cycles of violence.
- We are a relatively small organization with limited turnover, and whose potential staff hiring pool is small and limited in diversity due to education and training prerequisites, many of our most meaningful efforts have occurred in the context of our training and education programs. The only way to diversify our organization and field longer-term is to encourage and materially help interested young people to pursue the education and training required to become experts in our sector.
- **We've attended OiS meetings, conducted yearly DEI reviews for our org, continued to bring up DEI and remind colleagues of our commitments** (such as more racial diversity on board and panels) when editing memos and reports have commented on the wording on gender and sexuality when it seemed to not uphold our DEI values.
- We do what we can to raise these questions with our members. When hiring - which is rare - we take these questions into account. We do not engage as much with OiS as we would like due to time constraints.
- We engage in the effort to combat racism and promote DEI by engaging with our working groups, developing, and giving staff training, and individually integrating this perspective into my work/my program's work.

Sustained Work in DEI

- We use our unique position to push and support our members to adopt more inclusive practices (through our programs, modeling, and our thought leadership). We have heard anecdotal evidence from several of our members over the years that because of us, they have adopted more inclusive practices and policies. Additionally, **we've been asking questions in our annual member survey to assess whether our DEI efforts are working.** Every year, members report that because of their engagement in our network, they have advanced in their DEI learning. We're heartened by these results! And will continue to survey our members and provide them with the support they need to continue to advance.
- As a small organization, we are proud of our DEI work. We must also be realistic about the amount of time and resources we can commit to DEI work, which has not always been consistent. In the new year, **we will work to strengthen our commitment to OIS by participating in Working Groups more actively.** We are extremely grateful for the support of the WCAPS and OIS teams, as well as their kindness and guidance along this journey.
- While much of our policies reside under our host agency, within our team culture we have taken time to discuss diversity, equity, and inclusion openly, and more specifically acknowledge and explore ways we can better address this in our work. An example of this is our podcast series launched this past year dedicated to including our sector. The host of the series is a Person of Color. We have also published an article that unpacked the intersection of race, ethnicity, nationality, and racism in our sector.
- We hired consultants to re-vamp our compensation structure/program to make sure pay was equitable - including adding ways to track gender and race to combat inequities within those groups.
- As a small organization, we are continuously learning more about diversity, equality, and inclusion as a team. We also have a policy that our staff members do not take part in all-male panels and will recommend women or people of color instead.
- We are a small organization and we have mostly focused on the things we can control: our own culture, hiring practices, and policies. We also try to practice these values in our programs and work.

Sustained Work in DEI

- We have engaged in the effort by developing and hosting task forces, holding racism-focused listening sessions, enlisting consultants, developing a fellowship program concept, and designing, launching, and managing a DEI Compact with more than 75 organizations as signatories.
- **Outside of OiS, we continue working with groups in higher education as intercultural consultants.** Additionally, my work is to help individuals transition and deepen their antiracist development. I always promote OiS in the spaces I occupy, especially spaces with people of color. I find ways to elevate the voice of marginalized individuals and am very involved in helping Native Americans advocate for themselves.
- Within my organization I have promoted a variety of measures to promote DEI, including a review of our hiring practices to identify and minimize race-related bias, training for staff on active bystandership and unconscious bias, and promoting better diversity at our events.
- Through curriculum changes, events, training, opportunities for students, partnerships, curriculum, mentorship, diversifying our boards, building the pipeline through high school programs, diversifying our marketing efforts, and storytelling.

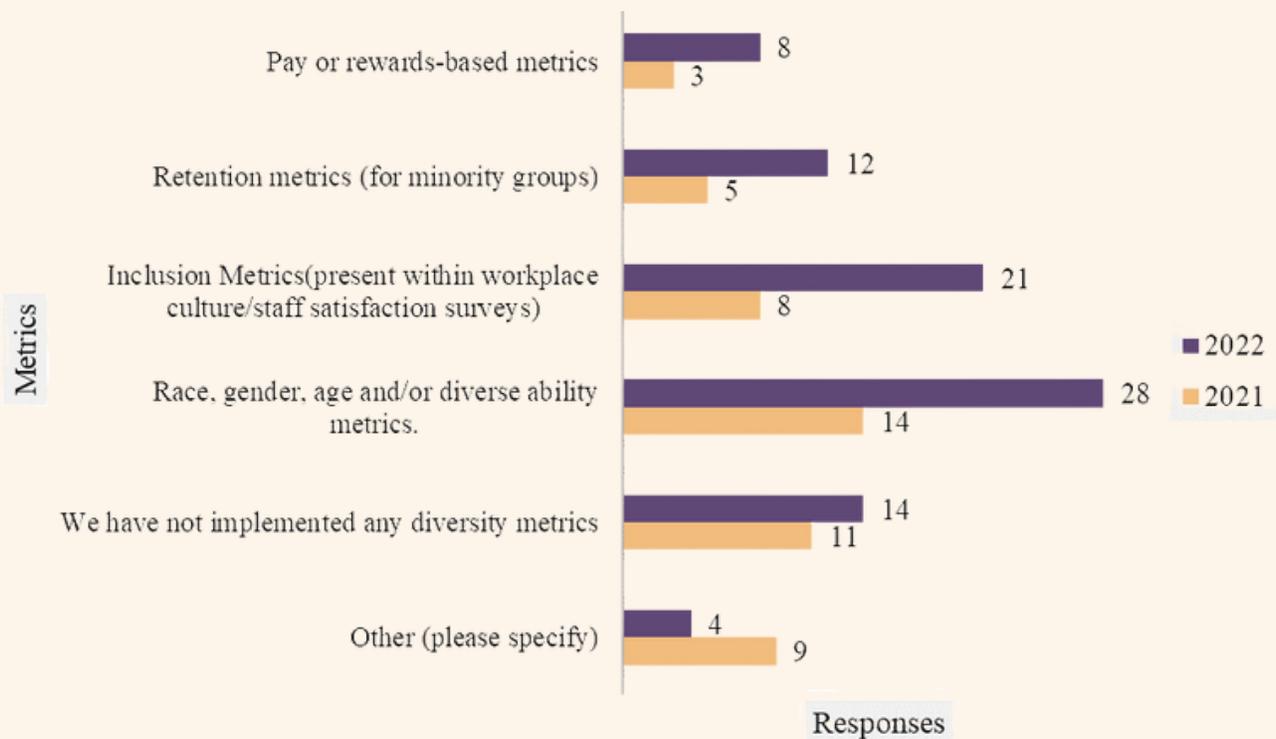
A photograph of three women in a meeting. One woman stands in the center, leaning over a table where two other women are seated. They are looking at documents and a laptop. The woman on the left is holding a coffee cup. The woman on the right is holding a pen. The background shows a modern office setting with shelves and decorative items.

MEASURING PROGRESS

Measuring Progress

This section details the respondents' plans and strategies to measure progress in their organization around DEI work. This first question focuses on possible metrics that are used by many organization.

1. My Organization Has Implemented the Following Metrics to Measure Progress with Diversity Efforts/Initiatives (select all that apply):



Measuring Progress

2. How Will You Measure Success on All of These DEI Efforts?

- With programming efforts, we develop activity-specific measures of evidence or indicators of progress (e.g., key stakeholders share ideas/concepts/recommendations beyond those directly involved in a programming event). The pay audit should come with a set of recommendations that will help us measure progress. Our DEI consultants will also work with the new DEI committee to help us to identify what can/should be measured as we undertake our larger organizational effort.
- Annual tracking and reporting of staff and event speaker demographics - Formal survey of staff and informal, discussion-based evaluations to measure progress and get feedback.
- We will conduct a mid-calendar year internal staff evaluation and we will report and discuss it at our Board Meeting and through our Board DEI subcommittee.
- Currently, we have monitoring and evaluation discussions every three months. As we reshape our DEI goals, they will be considered in these discussions each time.
- About our efforts to diversify our training programs, we can look at concrete metrics like whether the number of BIPOC participants in our courses has increased. Other metrics, such as fostering a safe and inclusive workplace, are somewhat more difficult to measure, though our DEI committee has administered anonymous surveys and virtual suggestion boxes to address concerns from staff. **We would certainly be interested in learning more about what other organizations are doing to measure success in DEI and anti-racism since a lot of DEI data is anecdotal rather than numerical.** Additionally, some DEI metrics on employees are collected by our parent organization's HR department rather than by us, and as such we do not have direct access to all relevant data. While we could in theory duplicate some of this data gathering, it is unclear what policies we would need to have to use and store it responsibly, and the size of our staff would make it hard to properly anonymize data.
- Growth of our student and faculty populations from communities historically excluded from our space because of their race/ethnicity and gender.

Measuring Progress

- Our organization conducts a yearly DEI review and intends to begin conducting a quarterly DEI review to better hold ourselves accountable and to be more engaged with the work. These reviews will compare our goals to what occurred and therefore help measure our success. We will also continue to **collect and examine optional demographic data from intern applicants, including race, gender, university student, and low-income status, and examine what demographics we are interviewing and hiring.** We will begin applying this demographic data collection to new permanent hires and consultant hires as well. We will compare the demographic composition of our staff and board to the population we serve.
- It is very difficult in an organization such as ours to establish metrics. We have a very informal membership enlistment process and do not ask our members to self-identify.
 - Any programmatic strategies developed to support specific issues are shared with members of impacted communities to obtain feedback and ensure their voices and needs are part of the strategy development process from the beginning. **The gender demographics collected inform the gender diversity of our grantees, which in turn could either confirm our current approach or provide us with insights on what funding areas we can improve upon.**
- Currently, we included both our OiS and other commitments in our Metrics Tracker spreadsheet, which staff update monthly to track progress. For 2023, we hired a consultant's team to help us better track our progress and develop a learning agenda.
 - Ongoing staff surveys and informal check-ins to gauge a sense of belonging and impact, etc.
 - Annual metrics show increased racial and gender diversity among staff and trustees.
 - Annual metrics show upward trending diversity of grantee organizations.
 - Annual metrics show increased trends of partnerships with vendors that are owned, managed, or staffed by racially and gender-diverse people.
- When a member of the staff team leaves the organization, we will **conduct an exit interview to uncover specific reasons why people are leaving.** We will also use data to better understand why male and female employees leave our organization.
- We have so few men that it's easy to see the metrics. We do track gender and race and report our numbers to the board, we also track metrics on both within our compensation program to ensure equity.

Measuring Progress

- Success will be measured by having our blog and podcast episodes be released and disseminated throughout our network and the wider sector. Also, we hope to diversify the facilitators for events and speakers for podcast episodes to create a more inclusive humanitarian community. This diversification strategy also allows us to improve gender diversity. We are exploring mechanisms to better track diversity by looking to include diversity questions in our registration form to better measure the diversity of our attendees. We currently complete an annual diversity report for our members. Regarding the research that we publish that promotes inclusive security and brings attention to the impact of race, ethnicity, and nationality on one's security, **we do measure how those in the humanitarian sector interact with our research and publication as a metric.** We've seen an increase in views, downloads, and likes reshares on social media further increasing the diversity of our audience.
- Specific metrics will be decided on in collaboration with our, JEDI, People, and Culture Office, and organizational effectiveness director.
- **We keep close logs on the metrics of our network members** and our executive board is collectively reaching out to women and women of color in their networks so that we achieve gender parity on the board.
- The answer to this question depends on the project. Some DEI-related projects have quantitative ways to measure success. Others will be assessed through the follow-up DEI survey to be administered in 2024.
- We have an integrity pod that holds metrics for success. **We meet quarterly to discuss updates and how we are holding up.** and any new goals or projects we bring to our organization must be SMARTIE (which includes inclusive and equitable) but we also make sure it is diverse and has a justice angle.
- By continued efforts where internal structures, partnerships, and outputs are viewed through the DEI lenses and OiS principles.

CONCLUSION

Conclusion

In the years since the inception of OrgsinSolidary we have seen an incredible amount of persistence, and dedication from our organizational partners across the peace and security field. They continue to integrate the imperative to diversify our field into the way they do their work in a vast array of ways and came together to grapple with the realities of racism and white supremacy in a meaningful and sober fashion that is heartening for the continuation of our work into the future. With the continued collaboration, dedication, and ingenuity of our partners, both organizational and individual, we can continue to make progress toward a more equitable and just peace and security field.

Yet we must still bear in mind that the list of Black and Brown people who have been killed at the hands of police and other inequitable systems continues to grow, repressive practices still flourish, and racism and white supremacy continue to do untold harm. Troublingly, the focus these issues received following the summer of 2020 has waned in the intervening years. We have made progress, but we still have much farther to go, and the continued commitment of the organizations in our network is vital. We must champion justice for those who have suffered in silence. There is no peace and security until we all share peace and security.

There is much work to be done.



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