



ORGANIZATIONS
IN SOLIDARITY

Standing Against Racism and Discrimination

Baseline Survey Report

June 2021



WCAPS

WOMEN OF COLOR ADVANCING PEACE,
SECURITY, AND CONFLICT TRANSFORMATION



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Table of Contents

Introduction	3
Results of Analysis	4
How has your organization approached diversity?	6
We know that organizations are different types (academia and research, think tanks, NGOs, philanthropy). What are some of the unique challenges you face in combating racism and discrimination and promoting DEI at your organization?	8
We know that organizations have different substantive areas of focus (peace and security, foreign policy, art, national security, human rights, media, humanitarian). What are some of the unique challenges you face in combating racism and discrimination and promoting DEI in your field?	11
In your view, what does a diverse organization look like?	15
What are some of your plans to implement the 12 commitments in the WCAPS Sign-on letter, Standing Against Discrimination and Racism?	18
Of the 12 commitments, which do you feel are most challenging that you would like more assistance?	33
Please explain activities your organization is currently engaged in to combat racism and discrimination, and improve diversity, equity also inclusion, focusing on racial diversity?... ..	35
Please explain activities your organization is currently engaged in to improve gender diversity	37
What do you want to see your organization accomplish in the next year in combating racism and discrimination, and promoting DEI?	39
How will you measure success?	41
What opportunities exist in your organization to increase diversity and address the issue of microaggressions?	42
Can you explain some of the challenges you face in dealing with the issue of microaggressions at your organization?	44
How are staff and leaders held accountable for issues of race and discrimination and DEI results in your organization?	46
What is the best way to ensure organizations remain accountable?	47
Organization’s Metric Information	49
Does the diversity of your staff reflect the community you serve?	50
If you are a small organization or not representing an organization, in what way would you like to engage in the effort to combat racism and promote diversity, equity and inclusion?	51
Organization’s Demographic Information	52
Appendix	56



Introduction

We are happy to bring you this survey of the organizations and individuals who signed the WCAPS Statement that was launched in June, 2020, following the murder of George Floyd. The survey and work of Organizations in Solidarity (OiS) strengthens the ongoing work of WCAPS and it is an initiative of WCAPS. Within the Statement are 12 commitments to which the organizations that signed agreed to be held accountable. The goal of this survey is to provide a baseline of the organizations that signed regarding their efforts to combat racism and discrimination and promote diversity, equity, and inclusion in their spaces. We also seek to understand what organizations are planning to do to implement the 12 commitments in the Statement now and in the future. In that respect, we plan to do another survey in early 2021 to 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 then continue the conduct surveys of the OiS members on an annual basis.

We received a total of 94 responses to the survey from organization representatives and individuals. Some of the questions asked for written answers and a sample of responses received are noted in this document.

We hope that you will be enlightened when reviewing this information and seek pathways to work with us to reduce racism and discrimination that may be found at organizations.



Results of Analysis

Question	Response	Frequency	Percent
Are you the point of contact for your organization's engagement on the WCAPS Statement?	Yes	83	88.3%
	No	11	11.7%
Did you sign the WCAPS Statement as an individual or an organization?	Individual	24	25.5%
	Organization	70	74.5%
Which WCAPS Statement did you sign?	United States	73	77.7%
	United Kingdom	21	22.3%
Please indicate your organization's type	Academic or Research Institution	13	13.8%
	Foundation/Philanthropic Organization	14	14.9%
	For Profit Mission Driven Organization	2	2.1%
	Nongovernmental Organization	40	42.6%
	Think Tank	9	9.6%
	Others	16	17%
Please indicate the mission of your organization:	Civil and Human Rights	4	4.3%
	Foreign policy	12	12.8%
	Health	1	1.1%
	Humanitarian	1	1.1%
	Media	2	2.1%
	National security	11	11.7%
	Peace and Security (including Women, Peace and Security and UNSCR 1325)	35	37.2%
	Others	28	29.8%

A majority (88.3%) of the respondents are the point of contact for their organization's engagement on the WCAPS Statement, while only 11.7% are not. Since we have the majority of the respondents are the most appropriate audience, we then conclude that the study has a valid and significant target audience participation.

74.5% of the respondents signed the WCAPS Statement as an organization, while only 25.5% signed it as an individual. Also, the majority (77.7%) of the respondents signed the United States WCAPS Statement while 22.3% signed that of the United Kingdom.

For Organization's type, 42.6% of the respondents are working in Non-Governmental Organizations, 14.9% in Foundation/Philanthropic Organizations, 13.8% in Academic or Research Institutions, 9.6% in a Think Tank Organizations, 2.1% in a For-Profit Mission Driven Organization, while 17% work in a type of organization that is not



captured in the options (e.g. Consulting Firm, Intercultural Consultant and Research, Quasi-Federal Organizations, Research Group within a university, etc.).

For Organization's mission, majority (37.2%) have their mission around peace and security (including women, peace and security and UNSCR 1325), 12.8% as Foreign Policy, 11.7% centered around National Security, 4.3% on Civil and Human Rights, 2.1% on Media, 1.1% on Health, and 1.1% on Humanitarian, while 29.8% have missions not captured in the options, which included the following: arms control and non-proliferation, conflict transformation, strengthening democratic institutions, and achieving sustainable development, education, inclusivity, and feminist perspectives, gender equality, and women's leadership in international security; etc.



How has your organization approached diversity?

How has your organization approached diversity?	Responses	
	N	Percent
We have a formal diversity statement	39	17.7%
We have a formal diversity strategy	14	6.4%
We have explicitly stated "diversity" "equity" or "inclusion" as one of our core values	38	17.3%
Diversity, equity, and inclusion are addressed in our organization's overall strategic plan	45	20.5%
We have a diversity committee	25	11.4%
We have a formal budget for diversity initiatives, goals and/or objectives	10	4.5%
None of the above	15	6.8%
Other (please specify)	34	15.5%
Total	220	100.0%

36.2% of the respondents have other approaches not stated in the options. These include:

1. Colleagues have launched programs to focus on addressing different issues of diversity in the field.
2. Our formal diversity strategy is still in progress.
3. We are in the process of establishing our systems in terms of diversity and inclusion. We don't yet have a formal charter or strategic plan but we have stressed diversity and inclusion as a key value of the group.
4. I am deeply committed to combating racism in all areas of my life, as well as to promoting diversity. I am doing this by actively challenging myself and the people I work with to do better to rectify structural inequalities, including by refusing to be give up on this when I'm told that I should, and by reading and thinking more widely to better understand racial inequalities in my own life and through the world.
5. In June, we approved a plan to address institutional and systemic racism that includes all of the commitments from the WCAPS letter and specific actions that we are going to take in the next two years.
6. My work centers around a human rights-based approach to intercultural competence, which includes diversity, equity and inclusion training and advocacy. I have a page on my website dedicated to advancing the stories of women of color in foreign policy and other diversity related social media tools (including the WCAPS statement).



7. None of the above – while we do not have anything formalized with respect to our approach with diversity, we do take it into consideration in our hiring practice (i.e. post jobs on boards that promote diversity, present a diverse candidate slate to hiring managers, use staffing/placement firms that have a diversity initiative). We also look at diversity when evaluating pay practices (equitable across race and gender), and promotions.



We know that organizations are different types (academia and research, think tanks, NGOs, philanthropy). What are some of the unique challenges you face in combating racism and discrimination and promoting DEI at your organization?

WORKING STRUCTURE

- A lot of campaigners and active partners are deeply committed to anti-racism but struggle to engage Black, Indigenous and other people of color in this work. We face challenges in figuring out how to create work structures and environment that supports Black, Indigenous and other people of color in engaging in nuclear weapons policy work.
- As an international non-governmental organization that supports local partners, we face challenges in the inherent racism and colonialism in the aid system. We also face challenges in how we communicate about our partners to others in the right way. We are a predominantly Global North, white organization working predominantly with people of color in the Global South. We have sister organizations in the US and UK, with dual boards, and our DEI work is not fully consistent across all parts of the organization.

SIZE OF ORGANIZATION

- Our organization is fairly small and hires infrequently, especially for senior-level positions that often require specific funding and cannot always be advertised publicly. These factors present challenges for our recruitment and hiring of a more diverse staff.
- As a relatively small organization, the greatest challenge we have in contributing to efforts to combat racism and promote diversity are the near constant demands on our limited staff, as we constantly struggle to positively effect change in the nuclear weapons policy field while fundraising, retaining and mentoring staff, and executing our busy schedule of program work... *SEE APPENDIX 101*
- We are a small staff and have staff-wide buy-in for DEI at both an individual and organizational level. However, we are a primarily white and American organization with historical structures that we need to rebuild in order to be explicitly anti-racist and inclusive.

FUNDING

- We are very small and somewhat under-resourced. This is a significant barrier for anything we want to do/find important that's not directly linked to our project work.



- We are a small non-profit with 10 full time staff and just under \$2 million budget. Funding challenges affect our ability to recruit and retain a diverse staff due to salary levels and lack of resources for a formal HR function to promote more equity and inclusion among the team.
- Our whole mission is to promote DEI in the peace, security and conflict transformation fields. I would say an impediment we face in promoting this mission is financial resources. We are a new chapter and are working on gathering funds so that we can better help to promote DEI and elevate the voices and roles of women of color in the peace, security and conflict transformation fields.
- Low pay, especially at the entry level, makes it hard to retain staff. Currently, no pipelines exist for hiring more diverse staff. COVID-19 makes it difficult to fix either of these right now and I worry once it passes attention will have shifted to other things.
- Prioritizing resources: we operate with a tiny budget and this often means that things that aren't of immediate importance don't get attention. Figuring out how to build a budget for diversity initiatives etc. is a need, as is being more strategic about diversity. In general, we don't spend a lot of time on strategy as we're still in start-up mode, and much of our thinking doesn't extend beyond the year. This means we're much more reactive than proactive.
- Our biggest challenge right now is directing funds to DEI efforts. However, we make a concerted effort to recruit diverse voices and will direct funds as we continue to grow.
- As a volunteer-only organization without a budget, we are dependent on people volunteering themselves and stepping forward to take on leadership roles. While I strive to ensure that our senior leadership team is diverse and inclusive, it is not always easy to either find folks who are willing to step up.
- DEI is very baked into everything we do. Our challenge is the funds to hire and train new people since we are such a small organization.
- Funding for policy advocacy organization is heavily influenced by race in the US. Organizations such as ours are discriminated against despite the fact that we are Black and focused on Africa.
- We only have one paid staff member, but our membership has been largely color-blind. Member organizations are represented by a person of their choice, usually from senior management, and represent the mostly white strata in NGOs.
- I also find it difficult to figure out the boundaries of our organization because we are an affiliate of a national organization, and regularly work with mostly volunteer-led community chapters and allied organizations. Because of this structure, it's hard to figure out what we can implement where and how we could hold everyone accountable.
- We are a small organization with an all white staff and board, with almost no history of racial diversity, and no dedicated human resources department. Our



recent efforts in promoting DEI have focused on increasing female representation on our board. I see the main challenge as two parts: increasing diversity within and raising awareness among existing staff and board that we have a role to play on combating racism and discrimination regardless of the current make-up of the organization.

NEW FIRMS/ORGANIZATIONS

- As a foundation, we do not yet have a strong history in making grants that combat racism, though we are more familiar with how we can use our grant making to promote gender diversity. As a grant maker, we have to be cognizant (for legal and ethical reasons) of what we ask/ask of our grantee partners. From a fundraising perspective, we have to figure out how this fits with our mission so donors don't think we are in the midst of "mission creep."
- As a new research group, we are at an early stage in working on these issues. I think we face similar challenges to other institutions and need to ensure we provide a supportive inclusive and equal environment for all members and ensure that colleagues from minority backgrounds are able to benefit from membership of the our group.

DIVERSITY

- Since we do not have a formal diversity strategy, we do not currently offer training in this area so there may be a knowledge gap about these issues and awareness may be lacking in some instances.
- We are a highly dispersed organization. While the organization as a whole is diverse, individual offices are less diverse, largely reflecting local populations (i.e. 100% of our Somalia-based staff is Somali; 76% of our Colorado based staff is Caucasian/white, etc.). We struggle to get the cross-cultural learning and growth across offices.
- We deal with and must overcome the historic patterns of our field. For example, many organizations have White advocacy managers, including groups specifically focused on raising up the perspectives and rights of diverse communities in the US and abroad. When we convene the appropriate stakeholders, based on their roles, it produces a collective audience that lacks racial and ethnic diversity.

In summary, points raised by the respondents are categorize under the following headings:

1. Working Structure
2. Size of organization
3. Funding
4. Challenges as a New Firm/Organization
5. Diversity



We know that organizations have different substantive areas of focus (peace and security, foreign policy, art, national security, human rights, media, humanitarian). What are some of the unique challenges you face in combating racism and discrimination and promoting DEI in your field?

LITTLE KNOWLEDGE ON RACISM

- Colonial mindsets among development actors who control funding; oppressive structures within organizations who don't have proper anonymous reporting mechanisms; the politicization of racial inequality used as a means to making a subject taboo or "too risky" to address; Boards of Trustees that are predominantly white and male; and a lack of information and education on colonialism and structural racism within education systems that render counterparts to say racist things without even knowing it is actually racist.
- There is a continuous perception that diversity is a nice to have but not a must-have and that devoting time to these issues is less serious and less career-enhancing. There is also political polarization on these issues in a space where non-partisanship is still prized.

WEAK REPRESENTATION

- Weak representation of especially Black students in graduate programs, which are major feeders into organizations in the peace and security field.
- Addressing racism and inequality within academia. Whilst we can contribute to and support the platforms that are working for change within the organization there is a wider systemic problem within academia and the foundations of our institutions.

FAIR CHANCES

- Ensuring that all voices, on either side of a conflict are heard and that representation across gender and ethnic groups are identified and at the table.
- As a small, highly specialized organization, there is sometimes the notion or assumption that this is not our area or that we don't have a role to play.

LACK OF DIVERSITY

- Foreign policy has traditionally been the domain of white men from privileged backgrounds. Those of us working in peace and security and related fields need to do a better job of motivating the rest of the country to understand their talents and voices are needed more than ever in the NGO space. By recruiting and providing an opportunity for more diverse groups, we hope in a small way



to help diversify the foreign policy establishment by having our alumni work for NGOs, the federal government, academia, and media.

- I am new to the women, peace and security area of focus. In development at my previous institution the level of DEI seemed slightly higher than I currently experience. In my project, we do ensure diversity among our collaborators and have a process in place to monitor this. It is imperfect, as it is based on health, psycho-social and demographic data that we are aware of, so it could be improved.
- Similarly, one of the main challenges is the lack of diversity within the field, which appears to be [white](#)/Caucasian and male dominant. Also, inclusion is a major challenge given the field itself is based on the premise of the grand bargain of the nuclear-haves and nuclear-have nots. In addition, a lack of women in leadership roles is also notable, though it is important to observe that positive progress in the last five years has contributed to more women in senior level positions.
- The field is White, White, White. As a media organization, promoting more diverse voices means actively seeking those voices out every day.
- The nuclear field is not racially diverse and does not have a common understanding/vocabulary on how to talk about racism, which puts us pretty close to square one for figuring out best first steps.

RESOURCES/FUNDING

- Another factor may be that many organizations in this field do not generally have the resources (or have not allocated the resources) for HR and management efforts that can help put a greater emphasis on DEI goals in a sustainable way, which makes it more difficult for executive directors and program directors to recognize and address diversity, equity and inclusion problems in their own organizations and the field as a whole.
- Mindsets and entrenched practices—people are happy to be more “inclusive” but don't want to spend resource on it. Organizations expect us to do the work for them.
- Outer space was the domain of governments at the beginning of the space race. Today, the US, Russia, China, and the EU dominate the discussion on developing policy for the use of near Earth outer space. Pre-COVID, meetings were often held in person and in exclusive UN venues. The travel costs often preclude representatives from emerging States to engage in these policy discussions. The organization provides travel support to ensure representatives (women, men, people of color) from these emerging States are able to participate in these discussions.
- The nuclear policy and health security fields are heavily dominated by older White men who are reluctant to bring others along. The power within the field is jealously guarded.



- Women, peace and security focuses on getting women involved in peace and security processes but it is often narrow as far as which women are being encouraged to be involved. Honoring the intersections of women of color, young women, and LGBTIA women to be included are a challenge for the new "partners" to the agenda.

PREFERENCES

- As an organization that targets gender diversity, we have to work hard to ensure that the elevation of women does not undercut efforts to also elevate people of color.
- At the moment, in the field of security, men often predominate and minorities do not get the recognition they deserve. We have to actively work to redress these imbalances. These problems are less present perhaps at lower levels, but we need to ensure that we are inclusive and provide support for all of colleagues, otherwise these imbalances will likely persist.
- Because the US has the most think tanks and NGOs, civil society is Americentric. At the same time, US policymakers and heads of organizations tend to be white, male and over 50. The lack of representation at the top means few young people of color are attracted to the field in the US and Europe.

TAKING RESPONSIBILITY

- One of the key challenges is moving our fields away from "talking the talk" and into the "walking the walk." We see a lot of organizations (and people) paying lip service to anti-racism yet they may be the same organizations who uphold racist structures. We have to interrogate the racism that lives in each one of us and our organizations, and then we need to rebuild those structures. It's hard when so much international work is framed as "out there." The problem is "out there." We need to work "out there." Anti-racist work has to happen "here" and that's a deep mindset shift that I see the field grappling with.
- One overarching issue of concern in attracting people of color to the field of nonproliferation and keeping them in the field seems to be tied to the issue of "seeing yourself" represented in the field. While this challenge is somewhat mitigated in international negotiating forums where there are many prominent diplomats of color, there are very few people of color in high-level nonproliferation and disarmament roles in the United States (not only in government, but also in academia, think tanks, etc.). We frequently find in talking to undergraduates of color considering internships or graduate study that they have a hard time picturing themselves in this field because of its lack of diversity.
- Our role is building the media and communications capacity of the groups we work with, and training and promoting a more diverse and representative set of experts and spokespeople. In that role, it is difficult to influence the DEI



commitments and efforts of our member groups externally, beyond the spokespeople we train and promote.

- Resistance to change and to opening up “requirements” to be at the table; gatekeeping and closed-mindedness (close ties with military-industrial complex, elite educational institutions, executive branch; funder priorities, though this is less true in the sub-field of disarmament) tends to weed out people not already welcomed in all of those spaces by the time they get to the point of entering the field. Once here, many seem to get frustrated by ongoing inequities of pay and opportunity, the degree to which power remains entrenched, and the lack of a larger analysis and commitment to the work required to achieve diversity, equity, and inclusion. The space is predominantly made up of older white men and is not exactly accepting and inclusive of new and diverse minds... *SEE APPENDIX 202.*

In summary, points raised by the respondents are categorized under the following headings:

1. Little knowledge of Racism
2. Lack of Diversity
3. Weak Representation
4. Fair Chances
5. Lack of Resources/Funding
6. Preferences
7. Taking Responsibility



In your view, what does a diverse organization look like?

MULTILINGUAL/MULTI RACIAL

- More multilingual day-to-day operations, culturally inclusive, diverse staff and leadership, and receive funding from sustainable and ethical sources.
- The "typical employee" isn't easily defined by race, gender, religion, socio-economic background. Employees should have cultural competence with each other or can get help when they need it.
- A diverse organization has multiple people of different backgrounds, races, creeds, sexualities, and abilities actively participating in the organizational decision-making process.
- One that is multi-racial, has leadership of color and an explicit commitment to address white supremacy in the organization and how it works in the world.

DEI POLICY

- Recognizes that DEI is everyone's job, not someone else's job.
- A diverse organization is one whose policies take an intentional DEI lens (racial, gender, sexual orientation, etc.), rejects "color blindness," promotes people's creativity and gives everyone leadership opportunities, where hierarchies don't rule, that is representative of the communities where they work, that works on anti-racism and social inclusion both externally but also internally in their own staff/culture, etc.
- A diverse organization practices humility, empathy, listening for understanding and are self-aware of their DEI history and practices. They are willing to admit when they are wrong and actively seek solutions. They do not "self-protect" when there are human rights violations. They review and implement intercultural policies that ensure DEI practices and clear pathways to address DEI issues... *SEE APENDIX 303* .
- It has a broadly inclusive composition of staff, fellows, interns and board and participates in regular diversity and anti-racism trainings while imbedding DEI in mission and strategies.

A GOOD CULTURE

- An organization that develops a culture of appreciation and makes sure that people's efforts are appreciated. Mistakes are opportunities for learning and lead to positive results. People are asked to offer suggestions for how to do things differently when offering criticism. There are realistic work plans, where other people's time is respected and taken into account.
- A diverse organization actively works to make the organization accessible to everyone, giving specific attention to the barriers to access that may be apparent for marginalized groups and communities, and taking comprehensive measures to address those barriers. Diversity is not simply about



representation, it is also about changing systems of power that have meant that true diversity has not been possible. A diverse organization is committed to this work both internally and externally.

- A diverse organization needs to be one that comprises and actively welcomes, recruits and values minoritized people, including women of color, at all levels of staff, management and boards. Diverse organizations tend to provide opportunities for lifelong learning and training, work-life balance options, equal pay, equality of opportunity and procedures to monitor diversity, address complaints of sexual, racial or other forms of harassment within the organization or towards the organization's personnel from outsiders.
- A diverse organization offers equal career chances to all employees.

ENCOURAGES EVERY LEVEL

- A diverse organization has staff, board and members of different gender, color, country of origin, class, sexuality, physical ability, etc.
- A diverse organization is a place where all voices are represented at the table-- not just the table where conversations are had, but the tables where decisions are made, contracts are signed, and policy is being established.
- An organization that attracts people with diverse identities (age, nationality, race, ethnicity, religion, gender, sexual orientation, politics), backgrounds, talents, experiences and perspectives which reflect and represent the communities and people the organization serves; and which nurtures an organizational culture that provides all with a voice to contribute to building the organization in a culture of learning where diversity is embraced as a strength.
- Different ethnicity, sexuality, genders and ages represented at different levels of the organization. Mutually respectful cultures, a mixture of genders, ages, races, education, life and work experiences, ideas, perspectives, and work styles.
- A diverse organization is where there are people of all different genders, races, ethnicities, ages, and sexualities, and where they are not just employed at an organization but in leadership and decision-making positions in that organization.

EQUITABILITY

- A diverse, inclusive and equitable organization is one that has a 100% leadership commitment to do the hard work to close the racial, ethnic, and gender gaps in the ranks, a tailored approach based on the unique needs of the organization, and metrics for gauging progress. Most importantly, a diverse organization ensures that employees are directly involved in developing solutions and in assessing the impact of ongoing measures... *SEE APENDIX 302*
- The organization can't be only focused on hiring, it needs to make sure that all people have the same chances, and are safe from discrimination and bullying



- A diverse organization values people for the variety of perspectives they each bring. Valuing people means maintaining space for these perspectives and supporting an organization's people, particularly individuals from underrepresented backgrounds and backgrounds that have been and are discriminated against.
- One that includes, empowers and actively seeks out the perspectives and interests of all social groups, including racial, faith, regional, gender, age and class.



What are some of your plans to implement the 12 commitments in the WCAPS Sign-on letter, *Standing Against Discrimination and Racism*? If you are not yet sure, please let us know in each of the following 8 questions¹:

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

ANTI RACISM RECRUITMENT

- We are trying to do this by recruiting a more diverse group of writers and board members, including our science advisory board.
- We actively work across the nation and globally to engage girls from diverse backgrounds and will continue to do so while making race, as well as identity, part of a larger conversation.
- We are currently seeking to hire a communications consultant, specifically seeking diverse candidates whose experience and positionality would contribute to our organization's goal to catalyze cross-community, cross-disciplinary conversations to create multidimensional, structural, feminist gendered analyses...*SEE APENDIX 401*
- Yes, we actively recruit and hire leaders from the country and region where the work is done and see ethnic and gender balance. We have some American or international appointees in countries where mobility is an issue but we try to limit this.

INSTITUTIONAL TRANSFORMATION

- On an organizational level, the organization is currently undertaking a "an institutional transformation that puts equity, particularly racial equity, at the center of our organization and its work." The aim of this process is "that within three years, our staff and contractors, our work, our partners and our culture will all reflect the new America that we are trying to build."

REVISION OF LAWS

- We will fund organizations in this field that are led by and represent people of color. We will support alliances between peace and security groups and domestic racial justice movements.

¹ The following 8 questions reflect responses from eight of the twelve commitments in the Solidarity Statement. The other four questions were not included in the original survey.



- Within the events that I organize, I make an effort to include speakers and experts from different backgrounds to showcase the work and thinking that is being done within the field.

SUPPORT

- Reviewing our recruiting practices, where we advertise roles and ensuring that the next time we recruit, we reach groups we may not currently reach.
- We are working on a plan for when we are in a position to hire more staff. We are mentoring a diverse group of young professionals.
- We are working on this over the summer as we develop next steps for our program, through our grant making, external activities, and internal steps.
- We have pretty good representation at the student level but we have been working on involving more senior scholars from less well represented communities.



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

ALREADY EFFECTIVE

- Actively recruiting new board members with diverse racial, ethnic, geographic, gender, etc. backgrounds. The organization just welcomed its first Black female board member this Spring.
- This commitment has been an explicit part of our board recruitment process for several years and is something we continue to implement.
- We are already diverse by race, gender, and youth.
- We are committed to diversity on our board of directors. The chair of our board is African-American and we will continue to ensure diversity on our board and will expand our diversity to include beneficiaries of our programs and youth voices.
- We currently have 4 out of 5 women of color on our board, including one Black person.
- We have an extremely diverse board with people of all nationalities and race, sexual orientation.
- We will continue to have diverse representation on our board.
- Yes, we have been working on this for a while. We have recently diversified our board quite significantly and are working on intentional steps to do the same with the advisory committee.

IN PROGRESS

- The nominating committee includes racial diversity as a criteria for considering new candidates to the board and committees.
- This is something we are in the process of doing to ensure that our board reflects the diversity of people in our society and who we work with through our work.
- I work as a board liaison in my 9-5 and I am working on this. We have a lot of talented people in the pipeline but we are trying to build a cultivation process to bring people closer to the organization so they would say yes to joining rather than just having friends of friends join.
- We are actively reviewing the composition of our International Steering Group, which includes members of our network of partner organizations, to make sure that it is representative of all of our campaigners from around the globe.
- We are currently in the process of developing a more robust board of directors and advisory committee. Therefore, we are intentionally reaching out to diverse communities in order to include Black people and people of color.
- We are undergoing a board recruitment process at the moment and our board has agreed that diversification is sorely needed. They have assured us that they



have drawn up a recruitment strategy, which spans the next 18 months and includes a diverse long-list of candidates.

- We have been struggling with board recruitment and board diversity overall, but are committing to any new recruitment strategies being intentional of specifically including Black people and people of color.

NOT A DECISION MAKER

- I don't have influence over this within my role and am unsure of how to implement this.
- I can't speak on behalf of my organization but there is an active effort with resources behind it to diversify our board and advisory committees.

DON'T HAVE BOARD OR ADVISORY COMMITTEE

- We don't currently have a board or something similar, but we will make sure it is inclusive if/when we do.
- We do not have a board of directors. However, we are committed to increasing the representation of Black, Indigenous and other people of color on our advisory councils, and this is an explicit objective of our internal DEI sub-committee working on WCAPS commitments.
- We do not have advisory committees. Our small board follows and supports rather than leads staff vision and program.
- We don't have a board or advisory committee as such but we are introducing diversity guidance for our small steering group.



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

COMMITTED TO STRATEGY

- We are creating a staff editorial committee to reflect the diversity of our staff in institutional communications and seeking new opportunities for all staff, and not just leadership, to communicate through blogs, media interviews, etc.
- We amplify Black people and people of color on social platforms, invite diverse voices to contribute to initiatives and include Black people and people of color in recruitment efforts commissions and working groups, and explore partnerships centered on mentorship, and professional development, including media training for Black, people and people of color.
- We continue to ensure that the individuals we show and give a platform to reflect our partner populations, which are mostly people of color.
- We are planning a multi-day symposium, for which we have invited a diverse range of panelists to participate, including Black women and women of color. Of the 20 panelists, nine are women of color... *SEE APPENDIX 601*
- I consistently initiate concepts for virtual and in-person events that take DEI into consideration. My initial social media tribute to women of color in foreign policy was conceptualized when working with a partner organization that had one person of color on their board. Most of my collaborations center around the advancement of people of color in higher education and foreign policy sectors.
- In the last year, the organization has sought to elevate the voices of victims of testing, development and production of nuclear weapons, many of whom are poor, disadvantaged and people of color. We have worked with groups representing those affected to build support for the expansion and extension of programs to provide them compensation.

NO STRATEGY

- We currently do not have a strategy on this.
- We have not begun to work on this commitment.
- The organization does not yet have a strategy for this.

ACTIVE STRATEGY

- Actively include the voices of Black people and people of color in our ongoing online event series; and promote our media training activities within spaces with greater diversity than our organization's current audience.
- The organization's research strategy is specifically aimed at diversifying voices in research and commentary on women's peace and security and youth peace and security by co-creating with our community a platform for young, diverse voices. We actively seek contributions to our research and blog series from



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 LGBTIQ+ folks... *SEE APPENDIX 602*

- The organization works to elevate voices by including experts who are Black or people of color to present at our panel events and workshops.



4. Call out racism and share the burden of dismantling white supremacy

SENSITIZATION VIA VARIOUS PLATFORMS

- We are taking the time to read and share how racism manifests itself within our different disciplines, from international relations to international human rights law, to how we measure impact and communicate the women's peace and security agenda, and our research. This is in the form of an internal reading group held every three weeks where we share an articles, book chapters, journal articles and discuss as a group. We hope these discussions will inform the work we do on the 12 commitments that we have signed up to.
- As an organization, we posted a statement stating that we unequivocally stand in solidarity with the Black community and against the deeply anti-Black, racist and patriarchal structures that perpetuate police violence and impunity, and that also lead to the disproportional impact of the COVID-19 pandemic on Black, Brown and Indigenous communities, along with innumerable other injustices... *SEE APPENDIX 701.*
- I do this on social media, in conversations with partner organizations, and with family and friends. This has caused a strain on some personal relationships within my extended family but I believe some uncomfortable conversations have moved the needle for some with regards to an comprehensive understanding on racism, especially in the US. I have helped people process intercultural conflict on campuses, in foreign policy organizations and with family. Often, it is about asking good questions, listening for understanding, and giving space and grace for people to process.
- I have tried to do this personally and politically in my campaigning, writings and other work since the 1970s, but have recently intensified my efforts to call out racism if I see it. Humanitarian disarmament approaches and treaties such as the TPNW, Mine Ban Treaty and CMC are helping to empower Global South nations to take greater leadership roles in the UN and other international institutions, which is a small start towards dismantling white supremacy in our field.
- I have personally been calling out racism and encouraging our larger network to have a serious discussion and reflection on how ourselves and our organizations contribute to white supremacy. We have not gotten very far yet, but I am hoping to continue pushing on this and hopefully have some allies from within our organization to help with this as well. We have a lot of work to do in this area, but I am hoping if we plan to have an annual anti-oppression and anti-racist training to reflect on ways we contribute to white supremacy and on ways we can dismantle it, that will help.



5. Acknowledge microaggressions and their detrimental impact on Black people and people of color in the workplace.

LISTENING

- We will listen to any concerns that arise and verbally acknowledge the validity of a person's feelings. We will also include a training on microaggressions in our Orientation training for our internships.
- Listening to and supporting members of our coalition as they share their experiences and perspectives. We are hiring an outside consulting firm that will likely raise these issues.
- We strive to ensure that our organization is a supportive and safe environment for women of color, free from issues like microaggressions, but we will listen to our members if they experience any microaggressions from others within the chapter (and outside) and act accordingly to ensure things like that do not happen again.
- The organization acknowledges that microaggressions have a detrimental impact on Black people and people of color. As a small volunteer run organization we create and hold space for conversations around emotional wellbeing and actively try to provide opportunities for dialogues on these issues. However we recognize that this is not enough and we are working to include specific measures in our organizational policy to be actively implemented to ensure it is not tolerated or has a place in our organization.

NO STRATEGY

- As a white woman founder, I am committed to doing the personal work necessary to identify my own shortcomings, wherever they may lie.
- As an all-white team with our first remote Black woman team member, I have been thinking about how to navigate this a lot and do not have a clear path forward yet. Need more work here."
- Expect this to emerge through staff and board diversity training.
- Individual staff members are committed to calling out microaggressions, but we have no formal training or mandate in this.
- Not sure yet. Training to raise awareness of microaggressions and follow up by leadership to ensure the microaggressions end and no new ones manifest.
- We don't currently have a strategy on this.
- We need to work on this much more. In the past we have had staff do implicit bias training and have had conversations, but with a lot of new/different staff now, we need to incorporate this more into our regular all-staff reflections.



ORGANIZATIONAL TRAINING

- Establish a code of conduct for behavior at our events, online or otherwise, that explicitly addresses racism and what our response to it will be.
- Phase 1 to be carried out in 2020: Hire a consultant to conduct yearly training on racial equity and bias for all staff, including training on hiring, supervising, and microaggressions in the workplace. General Guidelines: Hold monthly internal discussions among staff based around educational resources created by Black and people of color educators on organizational culture and ways white supremacy may manifest itself in our work and interactions; and research ways to engage in discussions with a larger community.
- We are pursuing a mandatory staff and board implicit bias workshop session(s).
- We are working on and implementing an updated set of human resource policies and our staff will receive training which includes training on diversity and equality.
- We completed a full-day all-staff training in February on DEI topics, with a special focus on allyship, acknowledgement, repair, and prevention of microaggressions, and other critical DEI topics... *SEE APPENDIX 803*
- We're not sure how to best achieve this other than facilitating an awareness amongst the team that this is an issue that Black people and people of color face, as well as pointing out any use of offensive language that may be even inadvertently hurtful or damaging.
- Provide support, including financial support and resources, to groups that are led by Black people and people of color that promote our values.



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

ALREADY SUPPORTING

- Gathering diversity information on grantees to assess our support for Black and people of color led groups, including a \$10 million initiative to move resources to groups that advance racial equity with particular focus on combating anti-Blackness and a commitment to invest 25% of endowment assets with Black people and people of color, particularly women-led investment firms.
- Given the nature of our work, a significant portion of programmatic and operational funds support local organizations led by Black people and people of color in our priority countries. Individual programs have prioritized funding organizers and social movement organizations led by Black people and people of color in countries where we work.
- As a nonprofit, we cannot provide financial support. However, we do provide free memberships to specific people and organizations so they have access and support from the organization. We also provide support and resources to our chapters and affiliates, and will continue to seek out and support groups led by Black people and people of color that promote our values.
- As a small grassroots organization, we do not have a lot of financial flexibility, but we have used our lists and platforms to encourage our members to donate to and financially support Black-led organizations that promote our values. We do have some funds meant for supporting our community chapters that I would like to consult the board about and see if we can specifically use this money to support Black people other organizers of color in our network.
- As a small NGO we are not in a position to offer financial support. However, we do offer paid internships and will seek to connect with groups, individuals, and academic institutions that help raise awareness about our opportunities with communities of color.
- I've been doing this in my personal capacity for many years, but the organization does not have capacity or legal capability to provide financial support to other NGOs.
- In addition to designing and incubating programs that are led by people of color, each of our programs support other organizations led by people of color (e.g., Somali businesses, Colombian civil society groups, etc.).
- Our fellowship program is paid to ensure that we are not asking for free labor from individuals newly engaging in this space. Further, we provide in-kind support to movement partners for events, protests, etc.



- Phase 1 to be carried out in 2020: Pay interns \$60 transportation stipend per month and ensure that petty cash or credit card is on-hand for expenses such as cabs.
- This is a core part of our mission as an organization supporting local peacebuilding groups in countries of conflict. We actively fundraise and provide other forms of support to local groups in Africa, Asia, and the Middle East.
- The organization provides \$250,000 per year for an innovation fund designated to support competitive proposals from programs or groups of staff to fund racial equity projects. The organization has used funds it was awarded under the program primarily to hire Black consultants who worked to recruit Black people who had an interest in our issues but did not have a seat at the table.” We will be doing so going forward through our limited grant program. We are also reviewing our consultants with the same goal in mind



7. Acknowledge the contributions of Black people and people of color and credit their work in the elds of international peace and security

PUBLIC EVENTS ALREADY IN PLACE

- Revised peacebuilding program framework makes "equity and inclusivity" an explicit lens for grantmaking decisions.
- This is part of our regular advocacy and communications work. We are also one of a few international peacebuilding orgs with a person of color CEO.
- We are actively involved in events that acknowledge the contributions of these voices and credit their work in the field.
- We have and will continue to recognize the role of Black and Indigenous peoples, particularly their role in the struggle against nuclear weapons and for an end to illicit small arms proliferation.
- We have hosted international events, including a side event at the UN General Assembly, to provide a platform for leaders from Sierra Leone to share the story of their transformational work for inclusive, whole-system, locally-led peace and development.
- We regularly highlight the contributions of Black, Indigenous and other people of color on our website, blog, and social media. Our annual training includes a session on the intersections of African Americans and nuclear advocacy.
- We take and create opportunities to elevate Black women and women of color and their contributions, and will continue to look for future opportunities or windows to create such opportunities.

NOT YET OPERATIONAL

- This is being done on an ad hoc basis but lacks a plan with clear goals.
- As a network that aspires to be inclusive, we need to credit the work of people of color by making the effort to involve them actively and equally in our membership and work.
- Intentional effort to use principles from our organizational commitment to cite, credit, and engage with Black people and people of color in the field.
- No concrete plans beyond using our current platforms, including our podcast and website, to uplift those stories among our grantees and partners.
- Include Black people and people of color in our events as expert speakers; and within our advisory groups and organizing teams. Promote and support the work of our Black and other minority ethnic colleagues.
- One of our current goals is to ensure that we are including research done by Black academics and academics of color.
- Phase 2, to be carried out in 2021: Commit to inviting 40% Black and leaders of color on every delegation to the region.



- Revising course curriculum to include more Black people and people of color authors and topics.
- Share resources and help colleagues build a database of alternative resources that celebrate diversity of thought and encourage them to think about their work within a wider context.



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

ALREADY EXIST

- Absolutely! This is built into my life work.
- Always open to discussions and conversation through social media and our general info email. We encourage our members and others, especially Black people and people of color, to feel comfortable letting us know how we can be more inclusive.
- As a youth-run, feminist organization that works very hard to integrate intersectionality and anti-oppression into all of our work, we have dedicated a significant amount of time into establishing an organizational structure that fosters inclusion. Prior to the launch of the initiative in late 2019, we spent almost a year working to establish a mandate, structure, and business operations model that pushes against the normative hierarchical structure found in peace and security. By doing this, we believe that we are not only developing a safe space for young people to find shelter, solace, and solidarity in a field that often erases their existence and expertise, but we are also changing the face of peace and security as a whole... *SEE APPENDIX 1101*
- As needed, and we strive to provide a safe space for students for listening and advising.
- Because the organization is made by and for women of color, I like to think that our chapter is a safe place for women of color and Black, Indigenous and other people of color writ large to gather and share their concerns about issues of racism and racial discrimination.
- Ensure diversity in the workforce and a commitment to transparency and dialogue to live up to the organization's commitment to making all staff views heard and seen.
- Fostering a workplace culture of strong physical and psychological safety where all people can thrive is a top priority, and one which we made explicit through our partnership with an external DEI firm starting mid-2019, which resulted in organizational data gathering, trainings, 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 in the past year and those on the agenda for the upcoming year are well-aligned with this and other DEI priorities.
- The organization's leadership will lead by example by continuing to foster open discussion and a safe workplace, and will encourage and give equal value to input from all levels of staff. The organization will acknowledge organizational shortcomings, especially as a predominately White-led organization, and commit to doing better and being open to feedback, and will set up an opt-in



committee on DEI in order to constantly be assessing progress and identifying areas for improvement. All of this will be done with the knowledge and understanding of the need to not pile emotional labor and the work to develop the space onto Black, Indigenous and other people of color.

- The organization expressly prohibits any form of unlawful employee harassment or discrimination based on any protected characteristics. Improper interference with the ability of other employees to perform their expected job duties is not tolerated. We are committed to creating and maintaining a workplace in which all employees have an opportunity to participate and contribute to the success of the business and are valued for their skills, experience, and unique perspectives. Because diversity makes us stronger and smarter, we call on all employees of our community to share in the responsibility of weaving inclusiveness, recognition of the individual, and personal empowerment into the very fabric of our organizational culture.

NO PLANS YET

- This is something I have been thinking a lot about and don't have a plan yet. I need to figure this out as soon as possible and build it into our strategy and policy.
- Recent events have demonstrated this is an on-going challenge for us. We are working diligently to seek to address it and are committed to making a fully anti-racist organization where Black people and people of color feel safe and supported.
- The organization does not have a policy on this, however the Director does make overt requests for staff to come to her if they feel there is a problem. In addition, our parent foundation has two methods for anonymously reporting, in addition to traditional HR methods. One is an anonymous digital drop box where employees can send questions, complaints, or "kudos." Another, is a paid app called Tiny Pulse where employees can send "Suggestions & Solutions" or "Cheers for Peers" which are anonymized and sent to HR.
- This is another area of priority focus for us internally in the coming year. We have a diverse staff, but we need to continue to open up the channels of communications and build our teams and relationships internally to ensure that these conversations are happening, that issues are raised, and addressed.
- We are currently developing a framework for action for the next year that will incorporate the 12 commitments from the WCAPS sign-on letter. We look forward to sharing more detail in next survey.
- We don't currently have a strategy on this. Given the recent events, we encouraged and supported one Black person on our team share her concerns about racism in the US and how her experience connected with what many of our partners face globally. We would like to develop a safe workplace for all to share their concerns.



Of the 12 commitments, which do you feel are most challenging that you would like more assistance?

Of the 12 commitments, which do you feel are most challenging that you would like more assistance?	Responses	
	N	Percent
Actively change the face of international peace and security by ensuring that our organizations reflect the diversity of your country and at all levels.	24	12.0%
Diversify our boards of directors and advisory committees to include Black people and people of color	21	10.5%
Elevate the voices of Black people and people of color in the media and through other public engagements	8	4.0%
Educate our leadership and staff on the prevention of racism and discrimination, and on their detrimental impacts	11	5.5%
Call out racism and share the burden of dismantling white supremacy	13	6.5%
Acknowledge microaggressions and their detrimental impact on Black people and people of color in the workplace	19	9.5%
Provide support, including financial support and resources, to groups that are led by Black people and people of color that promote our values	17	8.5%
Acknowledge the contributions of Black people and people of color and credit their work in the elds of international peace and security	3	1.5%
Develop a safe workplace where Black people and people of color can share their concerns on issues of racism and racial discrimination	14	7.0%
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	19	9.5%
Develop processes for hiring individuals from local and low-income communities	28	14.0%
Develop mentorship programs for Black people and people of color in our organizations	17	8.5%
None	6	3.0%
	200	100.0%

The five (5) most challenging of the 12 commitments are:

1. Develop processes for hiring individuals from local and low-income communities (32.2%).
2. Actively change the face of international peace and security by ensuring that our organizations reflect the diversity of your country and at all levels (27.6%).



3. Diversify our boards of directors and advisory committees to include Black people and people of color (24.1%)
4. Acknowledge microaggressions and their detrimental impact on Black people and people of color in the workplace (21.8%), and
5. 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 (21.8%).



Please explain activities your organization is currently engaged in to combat racism and discrimination, and improve diversity, equity, and inclusion, focusing on racial diversity?

COLLABORATIONS

- We work with a lot of environmental groups and some academic institutions to give them tailored DEI trainings and analysis.
- We work with an international campaign of activists from around the world on nuclear disarmament and promote all of those campaigners, including those from the Global South, as agents of change on international peace and security issues. We provide funding and opportunities for our campaigners from the Global South to participate in meetings at the United Nations, including the Nuclear Non-proliferation Treaty meetings and the negotiations of the Treaty on the Prohibition of Nuclear Weapons. These campaigners have delivered many statements on behalf of the organization at these meetings. We feature our campaigners and the work they do from around the globe in our public messaging.
- We are doing an iterative plan at the moment. We're going to report on our stats next, and then will start reporting quarterly. We're following the OrgsInSolidarity commitments. We're also continuing policies that we know work, such as always interviewing candidates of color for positions.

NO ACTIVITIES

- Since I signed as an individual and these efforts are coordinated by our senior leadership. I'm not in a position to summarize all of this work but we have an ongoing DEI program with outside experts who have made major reforms to our recruitment processes, reviews, interview practices, and trained staff on unconscious bias. Many of our commitments reflect several of these efforts.
- These plans need to be discussed with the group as a whole as we try to make decisions collectively, but I would really like to hold an event to showcase the work of Black and African scholars in security, especially female scholars, whose voices are often not heard nor given sufficient recognition.

HIRING AND LEADERSHIP DIVERSITY

- Priority placed on Board of Directors diversity.
- Work to hire diverse candidates by creating new networks, connections, and relationships with HBCUs and Black and people of color-run organizations, interview multiple diverse candidates per role for every role, and commit to



funding our internship program. Commit to inviting 40 percent Black and other people of color leaders on every delegation to the region.

- Hired a consultant to create a vision, strategy, and implementation plan to create a culture of DEI and racial equity, and become an anti-racist organization.
- The Organization signed the Solidarity Statement, and has an active hiring strategy. We are part of a larger organization which has additional activities.
- We are a member of this initiative and are actively looking for people of color to serve on our three boards: governing, science and security, and board sponsors.

TRAINING AND STRATEGIC PLANS

- Mandated DEI training, use of a third-party ombudsperson, peer advisors support program, and “summer delegates”
- We are currently working on a strategic plan that explores what we could further be doing to improve DEI within our own organization and our membership. We are planning on hosting conversations. We have been working with individuals in another organization to engage in anti-racist learning, and also hired them to do a 3-part series during our annual meeting for members to also go through that training.
- We're new on this journey and have pushed DEI to the top of our organizational priorities. As such, we have a dedicated person to move this strategy forward with the support and guidance of an external DEI expert.
- Commitment in strategic plan, creating an organization model with benchmarks to advance goals, using anti-racist and anti-oppression plans for major decisions, affirmative action, and dialogues across the organization on power and decision-making.
- Our organization is currently in the process of setting up a DEI roadmap to help guide our internal policies and strategies. Our parent organization has also offered a series of educational webinars combating racism and discrimination.
- Outside of a diversity and inclusion policy, we have never had any sort of strategy to make anti-racism explicitly in our work/org. We're figuring this out right now, which includes both strategic planning and also a series of webinars and work that will focus on this.
- We have sought to enhance the participation of Black, Indigenous and other individuals of color 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 under-served regions, such as Africa, where we have now hosted 2 large trainings focused on regional expertise-building (the third was postponed by COVID-19).



Please explain activities your organization is currently engaged in to improve gender diversity.

HIRING PROCESS

- Through institutional policies that address parental needs; and prioritize gender during our hiring process.
- Gender diversity across the organization has been improving for the past several years. Eighty percent of our leadership team is female, as is 68% of our staff. We do, however, have some teams within the organization that have been less successful. We will continue to encourage employees to engage with external programs to help build a more diverse field of expertise in specific program areas. We will also continue to evaluate our current recruiting efforts to ensure we are sourcing all qualified candidates.
- Half the board is women and all investment professionals on the investment committee are women, including a Black committee chair. Two-thirds of our staff are women. Gender will also be part of upcoming diversity trainings.
- HR is working on a new recruiting and retention strategy plan, though the organization is currently majority female across the board and in management positions.
- In addition to lagging on racial diversity, we also lag on gender diversity, especially at the more senior levels of the organization. In order to cast the recruitment net more widely, the organization is conducting open searches for vacant positions.
- Internally, we are conscious of the composition of staff, board and advisors. We try to balance representation as vacancies arise. Externally, the organization hosts many panel events and has worked to elevate the voices of women aerospace and policy professionals in the very male-dominated industry.

REGULAR PARTNERSHIP

- Currently all our staff and our board chair are women and we partner regularly with and support the work of feminist peace organizations.

EVENTS AND SPEAKING ENGAGEMENT

- The organization leads efforts toward gender diversity through coursework, events and speaking engagements on the topic of gender in international affairs.
- The organization provides media training for staff with a particular focus on women who can be positioned as experts for media engagement. In addition, all staff will be trained on the role of women in the movement and ways to highlight gender parity during media interactions. The organization is calling



out sexism when it occurs and ensuring people across the gender spectrum have a platform, celebrating, amplifying and citing the contributions of women, non-binary and gender non-conforming individuals, and vocalizing the necessity of and making sure we are including all genders in gender diversity work.

- I have made commitments related to panel participation, recruitment, board diversity, publishing opportunities for junior staff. We also offer paid internships at livable wage and have partnered with all-women colleges for recruitment.
- The organization-wide commitments include: No employee will speak on a panel or participate in a conference whose invited panelists and speakers do not represent the populations most affected by the topic, particularly as it relates to gender and nationality. The organization pays employees equally regardless of gender, and will publish aggregate pay information on its website. Each of the organization's programs will develop diversity and inclusion goals for their respective impact assessments, and will report progress on the website.
- One core part of our training for staff and interns/volunteers is sustained gender analysis training that emphasizes what is problematic about understanding men, women, girls or boys as homogenous groups, and that emphasizes building skills in doing analysis of structural power relations. This type of analysis is at the core of the organization's work, and so appreciating and working with an intersectional feminist lens informs our day-to-day jobs. As an organization, we are staffed by, and our intern cohorts are made up of, primarily women.
- Our whole mission is gender diversity! We have three primary initiatives ongoing right now: (1) assembling a database of women who are ready to serve in the next administration; (2) webinars to educate women about the political appointments process; (3) recommendations to Transition/Presidential Personnel on process improvements to impact gender diversity.



What do you want to see your organization accomplish in the next year in combating racism and discrimination, and promoting DEI?

REVIEW PROGRAMS

- Review and revise criminal justice program to consider deeper solutions to structural racism (e.g. reparations). Review climate change solutions strategies with global climate/racial justice lens.
- I hope the organization will have stronger strategies, policies and actively implemented practices for promoting DEI and tackling racism and discrimination.
- I hope that we will adopt policies about developing a safe workplace where Black people and people of color can share their concerns on issues of racism and racial discrimination and on work on processes to hire individuals from local and low-income communities.
- I would like to develop and implement policies and begin to track data on our performance.
- In a year's time, we want to have an up-to-date suite of HR policies and a recruitment strategy which allows us to recruit confidently the next time we need to recruit.
- In the next year, we want to have DEI integrated into our operations and programs, governance and strategic plans.
- In the next year, I'd like to see us improve our board recruitment process and continue to build on the diversity of our student network. I'd also like to see us have formal plans and accomplishments around implementing the 12 commitments of the WCAPS letter and have more resources and support for people of color on staff.
- Clearer, more formal policies for combating racism and discrimination and promoting DEI. Include anti-racist and anti-colonialist perspectives in our work through events, publications etc.
- The organization's strategy is to become a more cohesive and inclusive organization, working on building connections between each of its three pillars (advocacy, research and outreach) to bring coherence to the organization's work, as well as to ensure that anti-oppression, equality, diversity, and inclusion is centered in all of the organization's work... *SEE APPENDIX 1503*
- Once our framework for action is finalized, we would carry out planned actions over 12 months. We plan to conduct quarterly reviews as we move through the year. If desired, we can share our draft and/or final framework for action.
- We should, within a year, have developed 3-5 concrete initiatives that we can implement and sustain and measure on a regular basis.



RECRUITMENT PROCESS

- Develop and begin to address initial recommendations to improve racial and gender equity among staff based on audit results.
- Hire staff at all levels that is more representative of America particularly at leadership level. Launch initiative to highlight Black people and people of color in global nonviolent struggles and peacebuilding.
- We will continue incorporate in our advocacy around diplomacy the need to promote DEI within the State Department and other foreign policy related organizations. We may seek to nudge the conversation forward on white supremacy and racism in American foreign policy.

DIVERSITY

- Find new ways of reaching more diverse audiences, in terms of hiring, authorship, and readership.

PROVIDE SUPPORT

- 1) Providing a platform for Black scholars and people of color. 2) Providing a supportive and inclusive environment where racism and discrimination are rejected. 3) Providing opportunities for Black scholars and people of color to advance their research (and in so doing their research careers).
- Develop and promote a more representative network.



How will you measure success?

REVIEW OF PUBLICATION AND STRATEGIC PLAN

- Qualitative and quantitative trends in our performance review system, and periodic feedback mechanisms with all staff.
- Creating SMARTIE² goals from the organization's strategic plan and checking-in on progress monthly or bi-monthly in team check-ins to get feedback from staff at all levels. Staff will feel that they have a greater voice in decision-making and priority setting. Staff, board of directors and Movement Leaders will reflect the communities we are serving with more Black, Indigenous and other people of color, and more amplification and centering of Black, Indigenous and other people of color's work in nuclear arms control and nonproliferation, and nuclear disarmament.
- For recruitment and board diversity we will be gathering diversity data so that we can improve practices and measure increased diversity over time. DEI is part of our five year strategy so we will hold specific DEI reflections and assessments every six months.
- Identify key outcomes and measurements that will be reviewed on a quarterly basis by global leadership teams, org. departments and teams.
- Look into conducting a yearly review on our adherence to these commitments.
- Our framework for action for the next year will include defined, specific goals, success indicators/metrics, action steps, and assigned responsibility and authority as appropriate. We can provide more details once they are developed.
- Review panelists and keep counts of communities represented.
- The DEI strategy will include indicators on inputs (e.g., consultations, both internal and external, to inform DEI efforts), outputs (e.g., pay gap analysis) and outcomes (e.g., diversity in staff, at events, in partnerships).

² SMARTIE goals drive performance and must be: Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive and Equitable. "SMARTIE goals are about including marginalized communities in a way that shares power, shrinks disparities and leads to more equitable outcomes."
<https://www.managementcenter.org/resources/smartie-goals-worksheet/>



What opportunities exist in your organization to increase diversity and address the issue of microaggressions?

HIRING DIVERSITY

- Currently hiring new president. Senior Leadership, Directors, and Emerging Leaders forums exist that could be used to discuss ways to increase diversity and address microaggressions. Research assistant opportunities, which often lead to future hiring, could be better promoted at HBCUs and through partnerships with Black and people of color-led peace and security organizations and networks. Position openings at all levels could be better promoted in partnership with Black and people of color-led organizations and networks in peace and security. Program directors could prioritize DEI in their staffing recruitment, hiring, and promotions.
- Increase diversity in the people and voices we feature on the website. More Black volunteers. Microaggressions volunteers training with proper reporting channels and exit interviews.
- The university has a Diversity Officer and a Diversity and Inclusion Initiative at the university level. There is a formal process for making a complaint of discrimination, as well as mandatory discrimination training.
- There is opportunity to increase diversity in the expansion of the board and movement leaders. Hiring, once resources are secured, is another area to increase opportunity. Starting a working group on DEI will help address the issue of microaggressions..
- We have entire training series on this.

TRAINING AND DISCUSSION

- Senior staff and the organization's programs are still largely White. This issue must be addressed directly. The organization is about to embark on a program of learning for our staff who identify as White, led by trained facilitator. These will be 6 month learning groups looking at issues of race, racism and how White people contribute to a white supremacist culture and how White staff can be better allies to staff of color at the organization.
- Employees have discussed a desire for training and submitted it to the leadership level of the organization. That being said, COVID-19 has forced cutbacks and it is likely we cannot currently afford third party resources. Likely our organization's employee-organized clubs on will divide the work up.
- Establish a code of conduct for behavior at our events, online or otherwise, that explicitly addresses racism and what our response to it will be.
- Hold monthly internal discussions among staff based around educational resources created by Black and people of color educators on the organization's culture and ways white supremacy culture may manifest itself in our work and



interactions. Research ways to engage in discussions with a larger community.....*SEE APPENDIX 1702*

- The first step is to implement an effective implicit bias training program for our staff and board to help better identify and address sexist and racist microaggressions.
- We can integrate a training on microaggressions into our onboarding procedures for staff and interns. There is also an opportunity to get feedback from our interns and from workshop attendees and event participants on the issue of microaggressions. We also have the opportunity to prioritize hiring Black, Indigenous and people of color individuals moving forward, dependent on grant-funding for team expansion.
- We can start by conducting a diversity survey and training. We need to start by ensuring all staff have a similar understanding of what microaggressions are before we make progress.
- We hold conversations with our staff nearly weekly on how to improve diversity in our organization, monthly meetings and discussions with the organization's chapters and affiliates, and remain open to honest communication with our membership and others who follow us on social media.



Can you explain some of the challenges you face in dealing with the issue of microaggressions at your organization?

RACIAL MAKEUP

- Concerns about subjecting colleagues of color to added trauma or stress related to white staff learning about microaggressions, burdening staff of color with questions, etc. Entrenched behaviors rooted in long-tenured staff who are primarily white. Racial make-up of functional teams: program staff is more white, finance and operations staff more diverse. Equitable recognition of contribution to work outcomes. Issues around sense of belonging and bringing authentic self to work.
- Black colleagues and people of color colleagues may not feel safe discussing their experiences with microaggressions, though the establishment of the Anti-Racism Coalition and the outside consulting firm may facilitate more open, honest conversations.
- Relevant training offered organization-wide has been terrible. I'm not sure all senior staff would agree that micro-aggressions are a thing, or what they are.
- We have a white majority organization where we have not had many conversations about how staff who are Black or people of color experience the organization, leading to an initial challenge of ensuring all staff know what they are and then creating a framework (like ouch/oops) to address them.
- We have an older, white governance as well as the largest part of our constituents. Many either think there is no race problem, or that they are not the problem or have no role in helping to address the problems. There is a deep-seated belief that many of the issues are "generational" and that perhaps with more training, those offended wouldn't be. We are working now to address this faulty mindset.

INADEQUATE TRAINING

- A major challenge was lack of training on the subject, which we addressed by conducting training earlier this year. We also believe it is critical for leadership to model appropriate behavior, and to take all reports of microaggressions seriously. Staff also specifically requested bystander training, which was included in the microaggression training, to try and provide staff with tools for behaving as allies if and when they witness a microaggression. This issue of how to respond as a bystander is likely to be a continuing area for staff development, since like any skill it requires practice.
- As a predominantly white staff and board, our first challenge is to make sure the entire staff and board are aware of what to look for and how to address microaggressions.



- At this point we understand some of our challenges to be lack of awareness and a need to build a culture that encourages joint responsibility and openness to calling them out.
- Lack of awareness of how they might occur and how to prevent them.

SIZE OF ORGANIZATION

- Because of the size of the organization, there is more at stake when there are conflicts and microaggressions. We don't have an HR person to deal with these issues.
- As a newly established and a volunteer-based organization, we acknowledge our limitations in dealing with the issue of microaggressions, as we are a small group without a formal HR structure or reporting mechanism. The organization, however, tries to foster a collaborative and stress and aggression free space where members and contributors feel encouraged to engage depending on their will, availability and personal circumstances. We create and hold space for discussions on these issues and undertake facilitated dialogues to address issues that arrive. As we are such a small team we also work to foster relationships of trust between all colleagues and take the time for bi-weekly emotional check in's with all staff. We ultimately believe that a feminist space is also a space of care and support.
- We are an extremely small staff and office, and that means we have less of a structured way of dealing with microaggressions. It falls on me, as the only staffer of color, to have the willpower and emotional energy to bring this up and educate my fellow staff members and board chair.
- Because the organization itself is small, reporting microaggressions depends on trust since everyone knows and works with everyone.
- Just as is the case at many organizations some may feel that presenting a problem makes them a problem, our organization is quite small with a flattened hierarchy, so we tend to raise issues with management, especially as our HR and Operations Manager is a woman of color, freely but being a small organization may also make it easier for problems to be taken personally.
- Personally, my team is one of the smaller programs at our organization so I just don't have exposure to the work of other teams to call out or expose microaggressions and I would like to find a way to be a better ally to Black people and other staff members of color who may experience this on a daily basis but whom I don't work with.
- Small organization with heavy workload and corresponding stress level.



How are staff and leaders held accountable for issues of race and discrimination and DEI results in your organization?

HANDLED THROUGH INTERNAL SYSTEMS

- There is a Staff Concerns Committee that has helped resolve and adjudicate certain issues.
- Discrimination would be covered under the organization's code of conduct and anti-discrimination policies. DEI is covered by annual objectives for broadened membership and movement-building.
- The organization has open communication on issues of race, discrimination and DEI, and will continue to expand the space for DEI-focused discussion, including listening sessions. Staff at all levels are encouraged to raise any issues, identify areas for improvement and/or offer ideas for DEI work. Staff develops SMARTIE³ goals twice per year and develops a plan to check-in on progress with their managers. DEI is included in areas of current strategy and goals but could be more holistically applied and is something we are currently implementing.
- In developing our framework for action, we are using a transparent and inclusive process with direct involvement of all staff. This helps with accountability to the plan. We will also consider where we can have more accountability as we develop the plan. As a part of our accountability, we plan to regularly report to the board about the framework for action.
- It's mostly me who is held accountable. For the teams, the team leader has ownership of their recruitment and retention process, but they show me their initial interview selection, and I ask them to go back to the candidates if it's an all-white list.
- Our fiscal sponsor has a formal whistleblower policy. But staff can first go to the Executive Director and also to the Steering Committee to discuss any issues. The DEI Advisory Committee helps keep us accountable and on track for our DEI work in general.
- The obvious is not tolerated. The subtle is overlooked.

STAFF EVALUATION

- All staff are evaluated in their annual performance review both on their participation, if any, in hiring to create a diverse workforce and on the components of their work that contributes to racial equity at the organization.
- We have solid reporting mechanisms that are managed through HR. If there are any allegations of discrimination reported, they are swiftly addressed. DEI strategy is still to be developed.

³ SMARTIE Goals, *supra* note 1.



What is the best way to ensure organizations remain accountable?

PUBLIC AND PRIVATE ACCOUNTABILITY

- A combination of internal and external accountability through other organizations, such as WCAPS and consultants, and by holding ourselves accountable to the communities we work for.
- Public reporting and inter-organization working groups like this one. Focusing on transparency and culpability.
- Continuing to be true to our values and provide an open platform that encourages all employees to address issues important to them, understanding that addressing those issues is central to our integrity and growth.
- Concrete commitments with meaningful metrics that can be assessed periodically and openly.
- The existence of formal mechanisms for promoting and enhancing DEI, accountability throughout the organization, immediate and sincere action taken when problems arise, and fostering a culture where people of color are made to feel welcome.
- In the environmental space, I think the best approach has been to agree to publicly hold ourselves accountable to each other, but also to the public. Outside initiatives have been established to measure the field's progress, such as board diversity, and publicly communicate the results. This has resulted in some bad press for the environmental movement, and I suspect this has been a motivator for some groups to change.
- Ongoing, vocal pressure from staff, constant communication and education surrounding the issue among all staff. Creating a safe space for open dialogue whether it's as a whole or on the individual level (e.g., during performance reviews). Fostering that same safe space, communication and education in the broader nuclear arms control community. Funding is dependent upon making changes and being committed to principles of diversity, equity, and inclusion.
- Publicize the activities of organizations that have been successful in these efforts, which should inspire other organizations to act.
- The best way to make sure organizations remain accountable is to have a third-party audit or assess the organizational culture and accountability mechanism on an annual, bi-annual or five-year basis.

GOALS AND PLANS

- By being transparent about their goals, public in their efforts to achieve them and open about their successes and failures.



- By having a written formalized plan, we will be able to look back on it, the same way we do with our other organizational goals and reflect on what we have accomplished and what we are still working on. To me, DEI work is always ongoing.
- Externally publish our DEI strategy and objectives, as well as progress toward them. This initiative is very helpful in helping us stay accountable.
- Have policies and strategies in place to ensure accountability.
- Having boards and committees that are fully on board with the DEI work that we do, that will ask us about our progress and setbacks.
- Having support groups and working groups where we can learn about best practices and to have specific commitments written into strategic plans and performance evaluations.
- Setting clear goals, breaking those goals into specific initiatives that they will undertake to achieve them, and identifying how success will be measured. Probably the most direct way to hold organizations to these goals is to make them part of a funders grant deliverables on which the subsequent renewal of their grant is contingent.
- Surveys like this one are a strong start, especially if regularly conducted and with published results to keep momentum up, and allow for collaborative conversations among organizations that are looking to make progress.
- The best way to ensure accountability is to have our goals and efforts documented in our strategic plan, our internal policies, and openly talking about our challenges.



Organization's Metric Information

My organization has implemented the following metrics to measure progress with diversity efforts/initiatives:

Responses	Responses	
	N	Percent
Race, gender, age and/or diverse ability metrics	35	30.4%
Inclusion metrics (present within workplace culture/staff satisfaction surveys)	17	14.8%
Retention metrics (for minority groups)	9	7.8%
Pay or rewards-based metrics	5	4.3%
We have not implemented any diversity metrics	30	26.1%
Other	19	16.5%
Total	115	100.0%

For the metrics put in place by respondents' organizations to measure progress with diversity efforts/initiatives, race, gender, age and/or diverse ability metrics is the most selected for the respondents (41.7%), followed by inclusion metrics (present within workplace culture/staff satisfaction surveys). 35.7% have not implemented any diversity metrics, while 22.6% chose Other.



Does the diversity of your staff reflect the community you serve?

YES, IT DOES

- 90% do.
- At the moment, yes. However, we intend to serve broader communities and need to become increasingly more diverse.
- In terms of women, yes. We are always working to promote racial and ethnic diversity as well.
- Yes, with regard to color. However, we have more women represented than our field typically demonstrates.

DIFFICULT TO DETERMINE

- As an international foundation, we serve an exceptionally broad base against which it is difficult to measure.
- It likely does not, if we define the community we serve as the broader American and global citizenry.
- Not yet. We are a relatively new organization, established by a group of UK University graduates, who are mostly from global north, mainly middle class, majority white, cisgender, and able-bodied. Acknowledging these privileges, we are committed to self-reflexivity and opening up our space and platforms to be more diverse and inclusive, which is why we recently joined by three new co-founders, one of whom will serve as a Equality, Diversity, and Inclusion champion. This will allow us to be more reflective and intentional in all our work about how power and resources are distributed, taking into account the background of this organization and how we would like it to transform going forward.

NO, IT DOES NOT

- As a DC-based organization with a national and international scope, we serve a wide range of communities, but our staff does not reflect them all.
- No - we are predominantly white and America when we are an international organization. We have a lot of necessary work ahead of us.
- No, but as only 3 total staff this would be hard to accomplish (though we could be better at it). We also work with community chapter leaders and partner organizations, so I think overall as a network we have more diversity than just our staff, but we do still need a lot of work on it. It's a complicated question though because of our structure (we have both a c3 and a c4 organization; we have filled this out based on the c3 organization, since that is who pays us as staff).
- Our policy programming is global, so no. It doesn't for our global education programming in our community either.



If you are a small organization or not representing an organization, in what way would you like to engage in the effort to combat racism and promote diversity, equity and inclusion?

COMMUNICATION

- As a small organization we strongly believe in an interdisciplinary, intersectional, feminist approach in both the work we undertake and the working environment we foster. As a collective, we are actively committed to fighting against any form of discrimination or oppression through our work and our working methods. Our aim is that the work we produce and the space we work in will allow the sharing of different perspectives, knowledge and experiences; and that these perspectives, knowledge and experiences will be listened to with respect, and learnt from. For example, through our pillars, we encourage and promote contributions and participation from individuals from groups who are currently underrepresented in global decision making processes, in peace and security, including but not limited to Black, Indigenous, and other people of color, residents of the global south, disabled and LGBTIQ+ applicants.
- Being able to be part of conversations, or have access to resources or discussions with other small organizations would be very helpful. because we have a chapter structure and are mainly volunteer-based, it's hard to figure out how we would implement some of the 12 commitments without a large budget or more staff



Organization's Demographic Information

To the best of your knowledge, what is the representation of people of color on your Board of Directors and Advisory Board?

Question	Response	Frequency	Percent
What is the representation of people of color on your Board of Directors?	None	18	24.0%
	5% - 19%	18	24.0%
	20% - 39%	14	18.7%
	40% - 59%	6	8.0%
	60% - 74%	1	1.3%
	75% - 100%	5	6.7%
	Don't know	13	17.3%
What is the representation of people of color on your Advisory Board (if your organization has one)?	None	12	20.7%
	Less than 5%	4	6.9%
	5% - 19%	9	15.5%
	20% - 39%	9	15.5%
	40% - 59%	4	6.9%
	75% - 100%	3	5.2%
	Don't know	17	29.3%

Considering demographics information about respondents' organizations, majority (24%) have no representation of people of color on their board of directors, followed by 24% with only 5%-19%. The representation declined sharply towards 100%. For board of Directors, aside 29.3% of the respondents that doesn't know, majority (20.7%) have none, only 15.5% each have 5%-19%, and 20%-39% respectively.



To the best of your knowledge, what percent of your leadership, researchers and staff identify with one of the following racial/ethnic identities?

Question	Response	Frequency	Percent
To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Asian?	None	21	26.3%
	Less than 5%	7	8.8%
	5%-19%	27	33.8%
	20% - 39%	10	12.5%
	40% - 59%	2	2.5%
	60% - 74%	1	1.3%
	75% - 100%	1	1.3%
	Don't know	11	13.8%
To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Biracial/Mixed Race?	None	25	31.6%
	Less than 5%	12	15.2%
	5%-19%	10	12.7%
	20% - 39%	3	3.8%
	40% - 59%	2	2.5%
	75% - 100%	2	2.5%
	Don't know	25	31.6%
To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Black?	None	19	23.8%
	Less than 5%	9	11.3%
	5%-19%	28	35.0%
	20% - 39%	9	11.3%
	40% - 59%	2	2.5%
	75% - 100%	2	2.5%
	Don't know	11	13.8%



To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Hispanic/Latino/Spanish origin?	None	28	35.0%
	Less than 5%	12	15.0%
	5%-19%	18	22.5%
	20% - 39%	6	7.5%
	60% - 74%	1	1.3%
	75% - 100%	1	1.3%
	Don't know	14	17.5%
To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Middle Eastern or North African?	None	34	43.0%
	Less than 5%	11	13.9%
	5%-19%	11	13.9%
	20% - 39%	3	3.8%
	60% - 74%	1	1.3%
	Don't know	19	24.1%
To the best of your knowledge, what percent of your leadership, researchers, and staff identify as Native Hawaiian or Other Pacific Islander?	None	54	67.5%
	Less than 5%	6	7.5%
	5%-19%	1	1.3%
	40% - 59%	1	1.3%
	Don't know	18	22.5%
To the best of your knowledge, what percent of your leadership, researchers, and staff identify as White?	None	5	6.3%
	Less than 5%	1	1.3%
	5%-19%	2	2.5%
	20% - 39%	1	1.3%
	40% - 59%	15	18.8%
	60% - 74%	27	33.8%
	75% - 100%	17	21.3%
	Don't know	12	15.0%



Majority (33.8%) of the respondents have their organization's leadership, researchers, and staff identify as Asian, followed by no representation (26.3%), and the representation decreased sharply towards 100%.

For Biracial/mixed race employees, 31.6% of the organizations represented in this report have none, 31.6% have no idea of the number, and a steady decline is seen from Less than 5% representation (15.2%) till 75%-100% (2.5%)

Majority (35%) of the leadership, researchers, and staff of the respondents' organizations identify as Black, followed by none (23.8%), 11.3% each with Less than 5%, and 20%-39% each respectively.

For Hispanic/Latino/Spanish leadership, researchers, and staff representation, majority (35%) of the organizations represented have none, followed by 22.5% representation between the 5%-19%.

43% making most of the respondents have none of their leadership, researchers, and staff identify as Middle Eastern or North African, while 24.1% cannot give the numbers, and 13.9% each Less than 5% and 5%-19% respectively.

67.5% of the organizations represented in this study have no Native Hawaiian or Other Pacific Islander in the make-up of their leadership, researchers, and staff while only 7.5% have Less than 5% representation.

Lastly, we see a huge spike in the result when asked the percent of leadership, researchers, and staff that identify as white in the respondents' organizations with the highest (33.8%) having 60%-74% representation and 21.3% with 75%-100% representation.



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

	Men:	Women:	Nonbinary:	Do not identify:	Other:
Mean	25.5833	44.3243	1.1622	.5152	.9259
Std. Deviation	21.70464	31.65530	2.72349	1.22783	2.85450
Minimum	.00	.00	.00	.00	.00
Maximum	71.00	100.00	15.00	5.00	14.00

Based on the respondents considered in this study, the result shows that women make up most of their leadership, researchers and staff.



APPENDIX

OPEN ENDED QUESTION TABLE

101	<p>As a relatively small organization, the greatest challenge we have in contributing to efforts to combat racism and promote diversity are the near constant demands on our limited staff as we constantly struggle to positively effect change in the nuclear weapons policy field while fundraising, retaining and mentoring staff, and executing our busy schedule of program work. While DEI goals are and have been part of our thinking, we have rarely gotten a push from our Board to do more, this has not been a priority of our major institutional funders, nor has assistance and advice about how we can more effectively contribute and improve ourselves been readily available. Until recently, we had not committed our finite resources to a paid internship program (a key entry point into the field) that reduces financial barriers for applicants without independent/additional financial means that is often necessary to live in DC. That said, over the past 20 years, we have made it a priority to diversity the gender and racial composition of our staff and we have, over time, recruited and elected a Board of Directors that reflects a much wider diversity of experience and backgrounds.</p>
202	<p>Resistance to change and to opening up “requirements” to be at the table; gate-keeping and closed-mindedness (close ties with military-industrial complex, elite educational institutions, executive branch; funder priorities, though this is less true in the sub-field of disarmament) tends to weed out people not already welcomed in all of those spaces by the time they get to the point of entering the field. Once here, many seem to get frustrated by ongoing inequities of pay and opportunity, the degree to which power remains entrenched, and the lack of a larger analysis and commitment to the work required to achieve diversity, equity and inclusion. The space is predominantly made up of older white men and isn't exactly accepting and inclusive of new and diverse minds. There is a systemic problem of lack of operational DEI funding, including paid internships and DEI-focused professional development, which creates a barrier in the pipeline for people from marginalized communities. Also dealing with lack of understanding of tokenism, unconscious bias, and microaggressions; hesitancy to effectively call in/out, especially with senior leaders or funders; lack of understanding of the need to amplify and center marginalized voices; generally just not making the space for DEI in cross-organizational strategy meetings at the field, and especially the policy level.</p>



302	A diverse, inclusive and equitable organization is one that has a 100% leadership commitment to do the hard work to close the racial, ethnic, and gender gaps in the ranks, a tailored approach based on the unique needs of the organization, and metrics for gauging progress. Most importantly, a diverse organization ensures that employees are directly involved in developing solutions and in assessing the impact of ongoing measures. Further, an inclusive environment is one that embraces, promotes, and capitalizes on the differences that unique individuals bring, and can enable innovation, higher performance, and better retention of at-risk groups. An inclusive culture is requires cultivating an environment of physical and psychological safety, and addressing not only structural barriers, but also 'invisible' barriers, such as persistent micro-inequities.
303	A diverse organization practices humility, empathy, listening for understanding and are self-aware of their DEI history and practices. They are willing to admit when they are wrong and actively seek solutions. They do not "self-protect" when there are human rights violations. They review and implement intercultural policies that ensure DEI practices and clear pathways to address DEI issues. DEI is reflected in their policies, hiring practices, training, promotion, mission, projects, etc. They are willing to change if they become aware of violations. They continue to seek opportunities for employees to grow in intercultural competence, to celebrate difference, to have healthy open conversations. They do everything to protect the organization from toxic leaders and bridge burners, they promote bridge builders gifted in their area of expertise and committed to DEI. The organization should reflect any statement of commitment to DEI. The Board and Administrative Leadership should be known for their commitment and skill in this area. They should be known for interculturally competent attitudes, behaviors, and skills and as leaders who are accepting and adaptable.
401	We are currently seeking to hire a communications consultant, specifically seeking diverse candidates whose experience and positionality would contribute to our organization's goal to catalyze cross-community, cross-disciplinary conversations to create multidimensional, structural, feminist gendered analyses. The organization has always had a very small paid staff, and leverages work through partnerships, as well as relying heavily on intern and volunteer help. We feel that relying on unpaid help is morally ambiguous, at best, and one of our ways of dealing with that is to ensure that our internship program includes robust training, education and professional development components. Another element of moral hazard in an unpaid internship program is that it would be easy to fill the program with very talented young people from privileged, racially, ethnically and economically homogenous backgrounds. To instead prioritize diversity in our recruiting and hiring of interns, we take a wide range of actions. In recruiting, this includes advertising



	<p>and doing outreach in places that we know will reach a diverse range of applicants; it also includes working hard to secure stipends for some applicants who would otherwise be unable to take on unpaid work. In hiring, we prioritize inclusion of students who do not come from elite educational institutions or privileged socio-economic backgrounds. So in our selection criteria, for example, we value histories of paid work experience in unglamorous jobs during high school and college at least as highly as resumes filled with other unpaid internships, even when they are topically relevant to our work.</p>
601	<p>Currently, we are planning a multi-day symposium, for which we have invited a diverse range of panelists to participate, including Black women and women of color. Of the 20 panelists, nine are Black, Indigenous or other women of color. Additionally, over the course of the organization's history, we have sought to promote diverse voices and research through our programming. Since 2018, six of the twelve speakers hosted have been Black women and women of color working in the gender and security field. We commit to continuing to promote Black and women of color's voices in this field through our public facing events, and we will prioritize promoting researchers from the Global South.</p>
602	<p>The organization's research strategy is specifically aimed at diversifying voices in research and commentary on WPS/YPS, by co-creating with our community a platform for young, diverse voices. We actively seek contributions to our research and blog series from 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 LGBTIQ+ folks. We are working on widening and diversifying our reach through our partnerships and communications to ensure our call for proposals are circulated widely among different and diverse networks globally. We also ensure that our review and selection process consistently works 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 addition, the organization ensures and supports underrepresented individuals to have access and directly participate in decision-making platforms and public events related to peace and security. For example, the organization supported a young individual and opinion leader to participate in activities and provide perspectives and views on various barriers and challenges youth face in peace and security spaces. These efforts will be formalized later in 2020 with the launching of a network for young people working in peace and security. The network will have a DEI strategy in place to ensure Black people, people of color, and other marginalized communities are equitably represented in the network and have</p>



	equal access to opportunities. This network will be used as a tool to ensure a diverse group of young people have increased access to peace and security spaces.
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701	As an organization, we posted a statement stating that the organization unequivocally stands in solidarity with the Black community and against the deeply anti-Black, racist and patriarchal structures that perpetuate police violence and impunity, and that also lead to the disproportional impact of the COVID-19 pandemic on Black, Brown and Indigenous communities, along with innumerable other injustices. Our grant-funded project starts with the perception that international institutions promote policies and actions in postwar contexts which tend to deepen pre-existing inequalities; our purpose is to design and promote policy alternatives which will instead work to transform the inequalities, marginalization and exclusions – including racism and white supremacy – that underlie armed conflicts and the globalized extractive economy. The project takes an explicitly intersectional feminist approach, meaning that we are concerned with the multiple axes of power which structure political, social and economic inequalities within and between social groups. To be a bit more blunt, we are not interested in achieving gender equality within otherwise inequitable structures of power; rather, it is the transformation of the multiple forms of inequality, marginalization and exclusion that underlie armed conflicts and injustice that we seek to facilitate.
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803	We completed a full-day all-staff training in February on DEI topics, with a special focus on allyship, acknowledgement/repair/prevention of microaggressions, and other critical DEI topics. This was the culmination of seven months of ongoing meetings by leadership and the staff DEI committee with the external consultant, which included data gathering, crafting an internal DEI statement, and completing other pre-work. We have also committed organizationally to explicitly looking at DEI behaviors as a part of annual staff performance evaluations. We are committed to building and upholding a workplace culture of psychological safety where microaggressions rarely occur, and when they do, they are not passively or actively tolerated by bystanders or management.
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1101	As a youth-run, feminist organization that works very hard to integrate intersectionality and anti-oppression into all of our work, we have dedicated a significant amount of time into establishing an organizational structure that fosters inclusion. Prior to the launch of the organization in late 2019, we spent almost a year working to establish a mandate, structure, and business operations model that pushes against the normative hierarchical structure found in peace and security. By doing this, we believe that we are not only developing a safe space for young people to find shelter, solace, and
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solidarity in a field that often erases their existence and expertise, but we are also changing the face of peace and security as a whole. This safe space is something that we take extremely seriously, especially for our community members who are Black, people of color, or face other systems of oppression and marginalization. While this will be a continuous learning and unlearning process for us, a few ways that we are working to create a safe workplace for our whole community, and especially marginalized communities, includes: Maintaining a flat, non-hierarchical structure that recognizes all community members as equal, and grants shared decision making power; Developing and implementing feminist working principles that guide all of our work - everything from how we operate to who we partner with; Centering of self-care and prioritizing individual and collective wellbeing over productivity; Being intentional about anti-oppression and EDI in all tenets of our work; Fostering collective ownership of organizational initiatives by our community. We recognize that this is ongoing work, so to provide surge capacity to the organization to do this better, we recently recruited an additional co-founder of the organization serving as an Equality, Diversity, and Inclusion Champion. Our DEI champion is currently developing a work plan, which will help us continue to build a feminist organization that puts inclusivity and anti-oppression at the center of our work internally and externally. We are developing an intersectional feminist audit tool which measures all aspects of our operations (from how we make partnership decisions to how we commit to constant learning as individuals). This tool will benchmark our working principles against what intersectional feminism means to the organization and will hold us to account on all our practices and behaviors.

1403 Institute monitoring of the demographics we work with. Showcase the voices of Black people and people of color in our online event series. Organize a session on racism and science at our conference in the autumn. Include anti-racism and anti-colonialism perspectives in at least one of our online webinars. Establish a code of conduct for our events, and share this with our members and on our website. Recruit Black people and people of color to our parent organization through advertising the free membership option for people under 30 and students. Establish clearer structures for our organization. Continue to actively review and develop the commitments we have detailed here.

1503 The organization's strategy is to become a more cohesive and inclusive organization, working on building connections between each of its three pillars (advocacy, research and outreach) to bring coherence to the organization's work, as well as to ensure that anti-oppression, equality, diversity, and inclusion is centered in all of the organization's work.



	<p>Endeavour to finalize the creation of and implement the organization’s feminist working principles that will be a guide to support our activities ensuring that all decisions we take are in line our intersectional feminist values. These will also be an important accountability framework for us to continue to return to as our work grows and develops. Externally, the organization’s goal is to mainstream DEI in platforms and conversations happening around peace and security and to support young professionals from the field to be directly represented at various platforms on peace and security discussions.</p>
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1702	<p>Hold monthly internal discussions among staff based around educational resources created by Black and people of color educators on the organization’s culture and ways white supremacy culture may manifest itself in our work and interactions. Research ways to engage in discussions with a larger community. Strong commitment to ensuring that every organizational event includes a panel has Black and/or people of color representation and touches on how the primary topic of the panel intersects with race. When partnering with other organizations and businesses, give preference to those with a high percentage of Black and people of color employees, particularly in Black and people of color employees in leadership positions. Ensure that we work with foundations and grant-makers that prioritize racial justice and work that benefits Black people and people of color. Partner more closely with grassroots organizations, local NGOs, and people on-the-ground whose lives are directly affected by the policies we advocate for.</p>
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