



# ***DEIA PROGRESS REPORT***



2021

## **A LETTER FROM PRESIDENT & COO, ERIN LEWELLEN**

Throughout our organization's history we have been on a journey to deepen our understanding and commitment to DEIA work. In the past year, we've made significant strides toward enriching this commitment, and are now at a moment when living our values means it is time to share our learnings openly.

Our goal is to invite others in, to show people what we are learning, where we are making progress and where we are falling short. We want to invite feedback from our greater community and hopefully, through that dialogue, advance the collective journey toward championing equity.

This year we focused on two primary bodies of work: 1) Developing a set of strategic practices toward integrating our DEIA commitment across our organization and 2) Establishing the DEIA Council in order to bring more teammates into our DEIA work. As a result of these two focus areas, we instituted significant reforms to our hiring and staff recruitment practices, staff engagement metrics, social media strategy, and more.

At our core, we believe that equity, empathy, curiosity, courage, and conviction are the drivers that will make the world a more just and sustainable place, and we will continue to do the deep work that living our values entails, even and especially when it's uncomfortable and hard. As President/COO, I know it's critical I serve as an active participant in this work with humility and openness, squarely alongside the collective work of our team. I am grateful for my teammates on the Council — Tsering Alleyne, Doug Bozick, Rocío Bravo, Odiaka Gonzalez, Renato Guimaraes, Abby Lindsay, Emmy DeFigueiredo, Archana Rao, and Molly Lister Weissman — for driving many of these efforts. And thank you to our community for your ongoing support of our work on this long road toward dismantling systems and structures of oppression. We look forward to hearing your thoughts.

Sincerely,  
Erin Lewellen  
President & COO

## **A LETTER FROM VP OF PEOPLE & OPERATIONS, ODIAKA GONZALEZ**

In order for our organization to thrive, we must cultivate a workplace in which employees feel comfortable and encouraged to bring their authentic selves to work. Our progress toward this goal requires a concerted focus on DEIA efforts, which we develop through a dynamic process of implementation, reflection, learning, and growth guided by our core values:

- **Conviction:** we know that our DEIA work is absolutely essential to our mission and we must champion its importance across our organization in order to have greater impact with the young people we serve.
- **Courage:** we must lean into difficult and uncomfortable conversations with staff and our greater community, recognize and admit our shortcomings, and take responsibility for our actions and impact.
- **Equity:** we must own that advancing equity is embedded within every aspect of our work and do what we can to provide equitable opportunities for our participants and staff.
- **Empathy:** we must put the person first by taking the time to listen, understand and learn from all of our stakeholders.
- **Curiosity:** there is so much we don't know, it is imperative that we remain humble, ask questions, invite feedback, and take time to reflect on where we've been and where we're trying to go.

Looking forward, these values will continue to guide us on our DEIA journey. We are honored and humbled to be able share this reflection on our efforts in the past year.

Sincerely,  
Odiaka Gonzalez  
VP of People & Operations

## OVERVIEW

# TABLE OF CONTENTS

### **OUR NORTH STAR**

- ORGANIZATIONAL VALUES
- DEIA FRAMEWORK
- OUR PROCESS
- 2021 DEIA INITIATIVES

### **REFLECTIONS & LOOKING FORWARD**

- WHAT'S GOING WELL
- WHERE WE CAN IMPROVE
- 2022 GOALS

### **OUR COMMUNITY BY THE NUMBERS**

- INTRODUCTION
- PARTICIPANTS
- STAFF
- BOARD OF DIRECTORS
- HIRING AND TALENT

### **QUESTIONS & FEEDBACK**

***OUR NORTH STAR***

## OUR NORTH STAR ORGANIZATIONAL VALUES



### **Lead with Conviction**

We live our mission through our work, decisions, and the communities we serve.



### **Embrace Courage**

We seek experiences outside our comfort zone, speak our truth, lead out loud, and take responsibility for our actions and impact.



### **Advance Equity**

We strive to provide equitable opportunity for everyone to actualize their potential and impact.



### **Reach for Empathy**

We put people first, and take time to know, and understand all perspectives.



### **Nurture Curiosity**

We practice humility, ask questions, reflect, and never stop learning.

A series of thick, overlapping yellow brushstrokes that sweep across the left side of the slide, behind the main title.

# ***Diversity, Equity, Inclusion, Anti-racism***

- Create a brave and courageous environment to reflect, learn, and communicate about DEIA across our global community.
- Lead out loud on DEIA issues across the spaces we occupy.
- Strive to provide the necessary support and systems so that all program participants feel seen, known, and heard and can thrive throughout their whole experience from recruitment through program completion.
- Hire and retain a diverse workforce where their experiences, voices, and perspectives are included and valued.
- Continue to reflect, seek guidance, ask the hard questions, and push ourselves into our stretch zones as individuals and as an organization.

**In July 2020, ten members of our global team volunteered to create the Racial Justice Council to formalize the work we were already doing and set the direction and programming for our anti-racist work as individuals and as an organization.**

All Global Citizen Year staff engaged in this work – either by being on the council, participating in workshops and learning series, or supporting the annual goals through their own work streams. Some of the accomplishments of our work are outlined in the coming slides.

The Racial Justice Council created norms, designated co-chairs, outlined priorities, and divided into subcommittees to move each priority forward. This work ultimately shaped the latest version of our DEIA framework and our 2022 goals.



## OUR NORTH STAR

# 2021 DEIA INITIATIVES

## CULTURE & LEADERSHIP

LEARNING

DATA & SYSTEMS

### Racial Justice Council

Established a Racial Justice Council to lead the direction and programming for our anti-racist work as individuals and as an organization.

### Leading Out Loud

Leveraged our voice and platform to highlight equity issues that are happening nationally or globally, and center other voices that are leading on DEIA work.

### Election Day Policy

Instituted a policy where each global region's office gets off on their national election day. Encouraged staff to practice **curiosity** by learning more about what is on the ballot and ways to get involved, have **conviction** to vote according to one's values (if you have that privilege or right), and have the **courage** to make one's voice heard.

## OUR NORTH STAR

# 2021 DEIA INITIATIVES

CULTURE & LEADERSHIP

**LEARNING**

DATA & SYSTEMS

### DEIA Learning Journey

Curated a learning journey for our staff including books, podcasts, and documentaries focused on DEIA; launched a monthly book group to dig into issues of equity.

### All Staff DEIA Trainings

Invited outside experts ([Inclusion Design Group](#)) to lead our global staff through equity training; supported our part time instructor staff with training resources so they can best serve our diverse student population.

### Brave Spaces

Created spaces for staff to engage in discourse about traumatic and violent things that have happened in our society this year related to race.

## OUR NORTH STAR

# 2021 DEIA INITIATIVES

*CULTURE & LEADERSHIP*

*LEARNING*

**DATA & SYSTEMS**

### **All Staff Survey**

Conducted our first all staff survey focused on equity and inclusion.

### **DEIA Progress Report**

Created our first ever DEIA Progress Report and established systems for collecting the data and reporting on representation metrics across our Board of Directors, Staff, Students and Fellows, and job candidates. We will continue to implement annually.

# ***REFLECTIONS & LOOKING FORWARD***

A series of thick, overlapping yellow brushstrokes that sweep across the left side of the page, creating a dynamic, energetic background for the main title.

# **WHAT'S GOING WELL**

## **Students feel supported & safe**

**94%** of participants indicated that they felt supported by Global Citizen Year staff and that the Academy offers spaces for all students to share their experiences in a safe and supportive environment.

## **Staff are proud to work here**

**96%** of staff are proud to work at Global Citizen Year.

## **Staff feel supported, utilize their skills, & have opportunities for growth**

**88%** of staff get the emotional and social support they need at work, **88%** feel their talents and skills are valued and utilized, and **85%** agree that Global Citizen Year provides opportunities for growth and development.

A series of thick, yellow, hand-painted brushstrokes that sweep across the left side of the page, partially obscuring the text.

# WHERE WE CAN IMPROVE

## Staff compensation

Staff do not agree that compensation is fair relative to the market. **62%** of staff indicated that their base salary is fair relative to the market.

## Board composition

The racial/ethnic identity of board members is not representative of participant and staff composition. Members who are from historically underrepresented racial/ethnic identities constitute **44%** of the Board, compared to **64%** of participants and **61%** of staff.

## Talent pipeline

Our talent pipeline is not representative of candidates from historically underrepresented racial/ethnic identities. **49%** of candidates identify as White.

## LOOKING FORWARD

### 2022 GOALS

# OUR 2022 GOALS

## Departmental DEIA Goals

Each department will set 1-2 goals related to DEIA work. These will be reported on a quarterly basis and at the end of the fiscal year.

## Staff compensation

Create and implement Global Citizen Year's compensation philosophy and multi-year strategy. Increase the percentage of staff who feel their compensation is fair relative to the market.

## Board composition

Ensure our Board of Directors represents our commitment to DEIA work and reflects the racial/ethnic communities we serve.

## Talent pipeline

Increase the diversity of highly qualified candidates at each major stage in the interview process. Recruit more candidates from historically underrepresented racial/ethnic identities and increase the diversity of candidates who move through the hiring process.

# ***OUR COMMUNITY BY THE NUMBERS***



## OUR COMMUNITY BY THE NUMBERS

### INTRODUCTION

***We proactively collect and track the demographics of our students, staff, and board to ensure we build and maintain a diverse organization.***

We use a variety of instruments, including program participant, staff, and board surveys, to collect this data\* and inform our initiatives and goals.

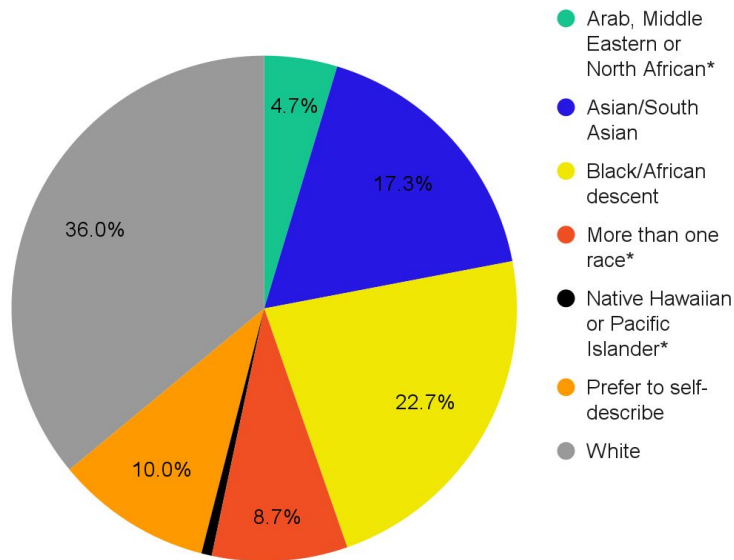
We use this information to better understand our community, respect and embrace our diversity, and foster an environment where we can all show up as our full selves.

# ***ACADEMY PARTICIPANTS***

## 2021 SPRING ACADEMY PARTICIPANTS

### COMPOSITION

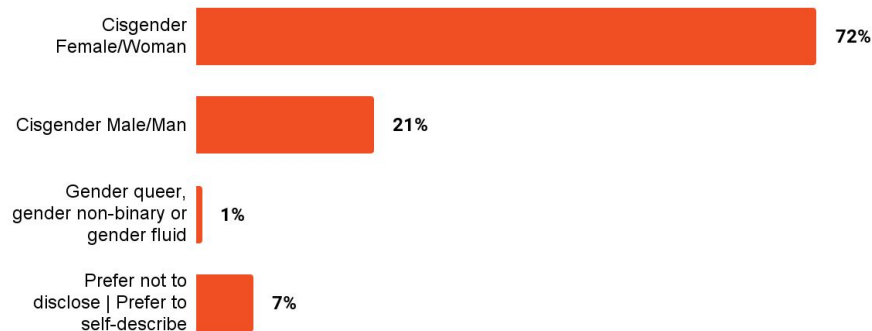
#### ***Race / Ethnicity***



**N = 150 Spring Academy participants**

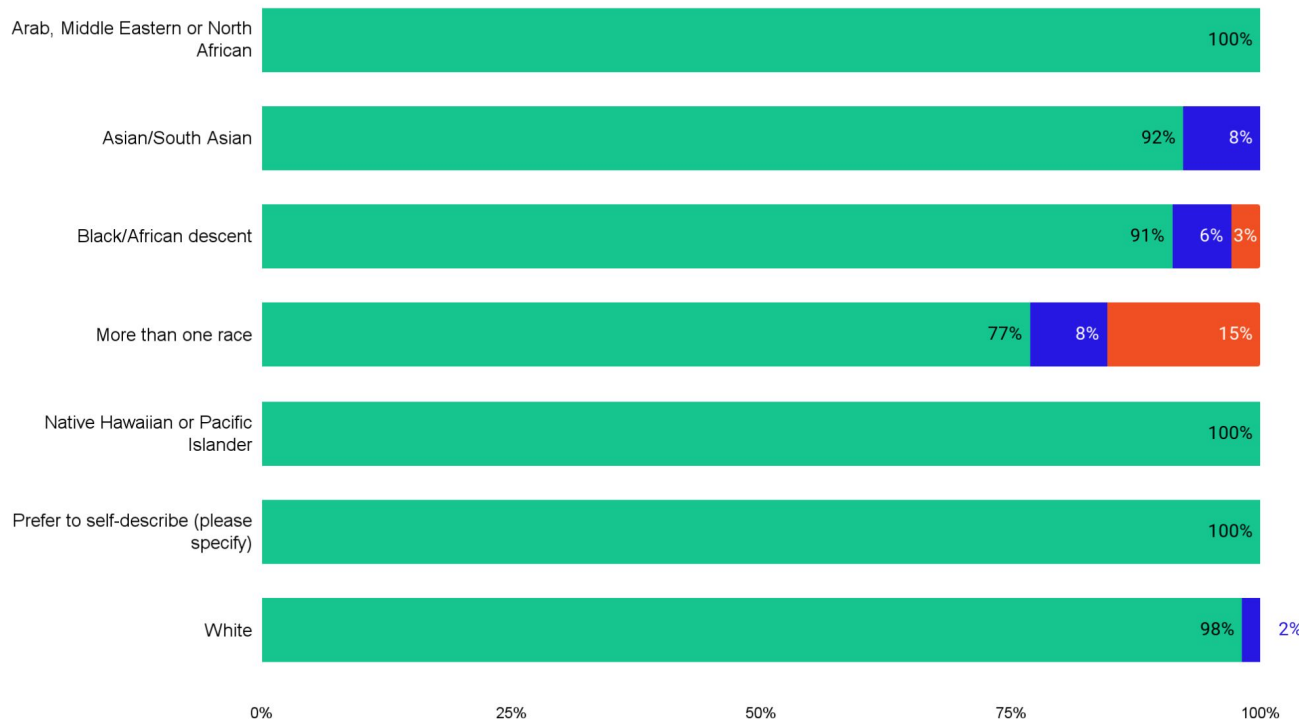
\* values with less than 10%

#### ***Gender Identity***



## 2021 SPRING ACADEMY PARTICIPANTS

### FELT SUPPORTED BY STAFF — BY RACE / ETHNICITY



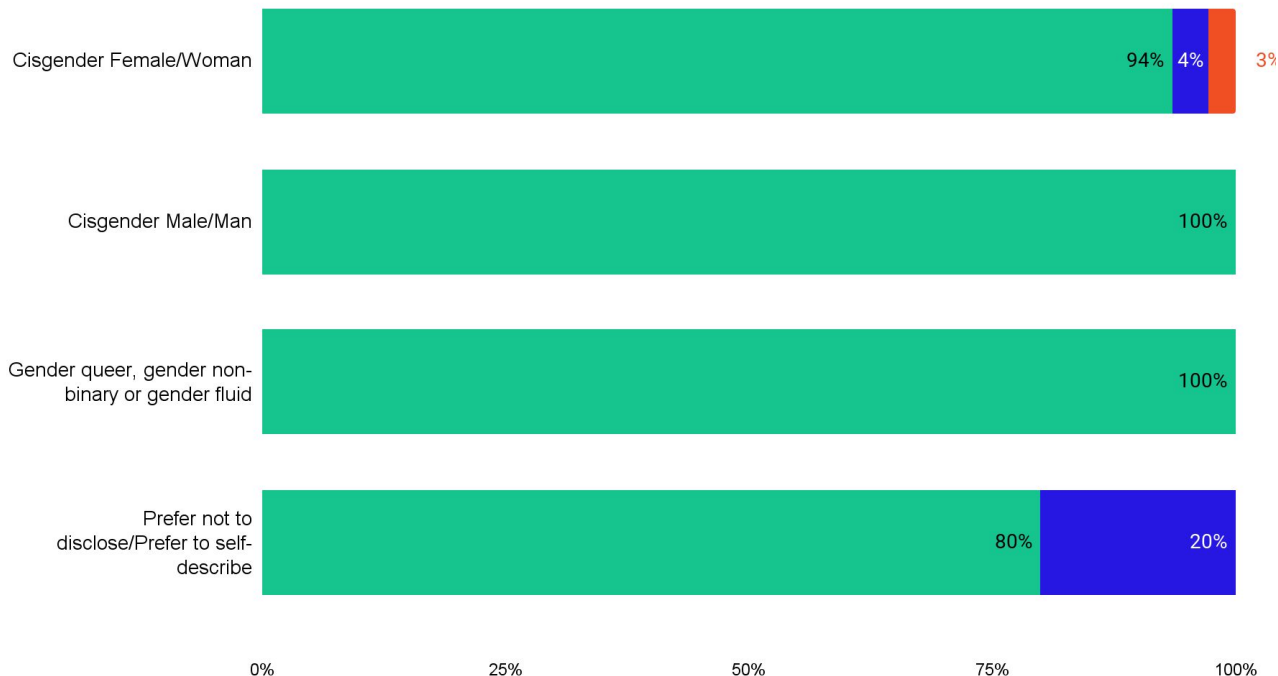
TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

***I felt supported by Global Citizen Year staff.***

- Agree/Strongly Agree
- Neutral
- Disagree/Strongly Disagree

## 2021 SPRING ACADEMY PARTICIPANTS

### FELT SUPPORTED BY STAFF — BY GENDER IDENTITY



TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

***I felt supported by Global Citizen Year staff.***

- Agree/Strongly Agree
- Neutral
- Disagree/Strongly Disagree

## 2021 SPRING ACADEMY PARTICIPANTS

### **POSITIVE LEARNING ENVIRONMENT — BY RACE / ETHNICITY**



TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

***Global Citizen Year Academy offers spaces for all students to share their experiences in a safe and supportive environment.***

- Agree/Strongly Agree
- Neutral
- Disagree/Strongly Disagree

## 2021 SPRING ACADEMY PARTICIPANTS

### **POSITIVE LEARNING ENVIRONMENT — BY GENDER IDENTITY**



TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

***Global Citizen Year Academy offers spaces for all students to share their experiences in a safe and supportive environment.***

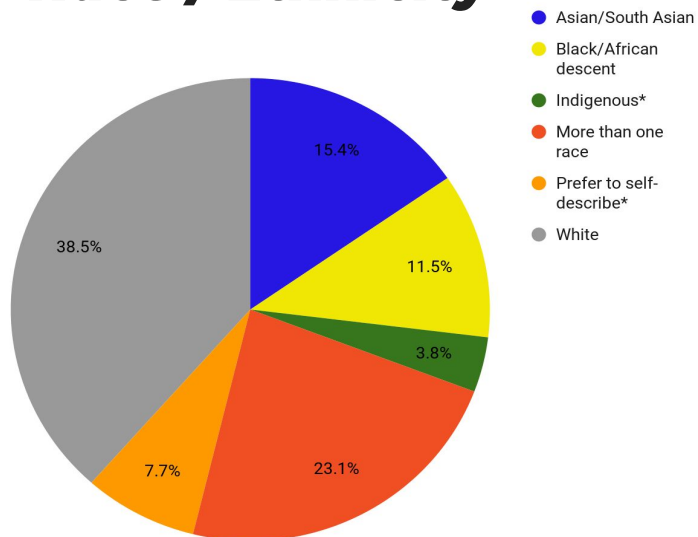
- Agree/Strongly Agree
- Neutral
- Disagree/Strongly Disagree

# ***GLOBAL CITIZEN YEAR STAFF***

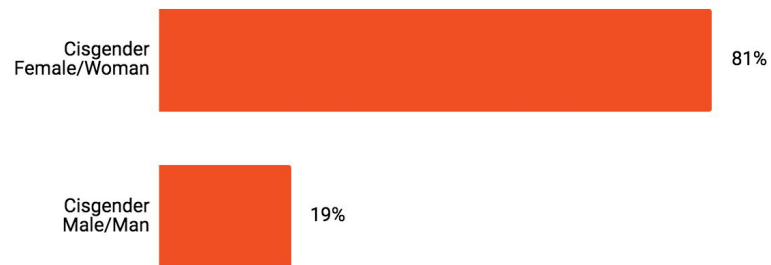


## 2021 STAFF COMPOSITION

### ***Race / Ethnicity***



### ***Gender Identity***



**N = 26 staff members**

This data reflects all full-time and part-time employees. It does not include contractors or interns.

\* values with less than 10%

## PRIDE IN WORKING HERE — BY RACE / ETHNICITY

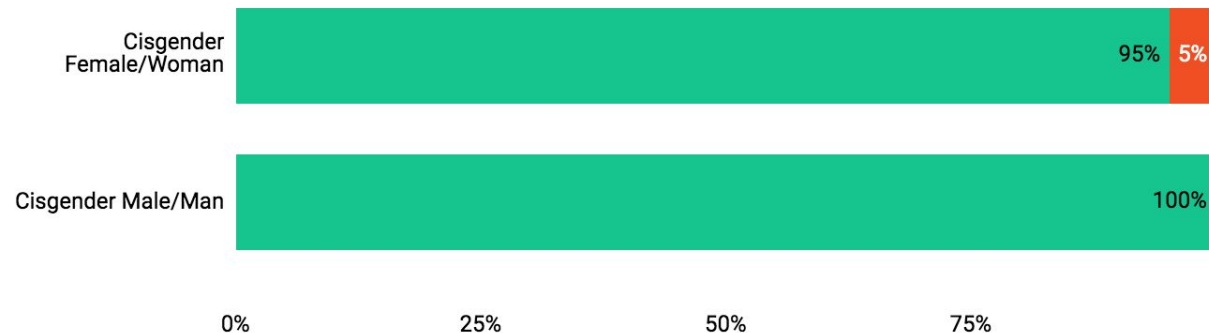


TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

***I am proud to work at Global Citizen Year.***

- Agree/Strongly Agree
- Neutral
- Disagree/Strongly Disagree

## PRIDE IN WORKING HERE — BY GENDER IDENTITY

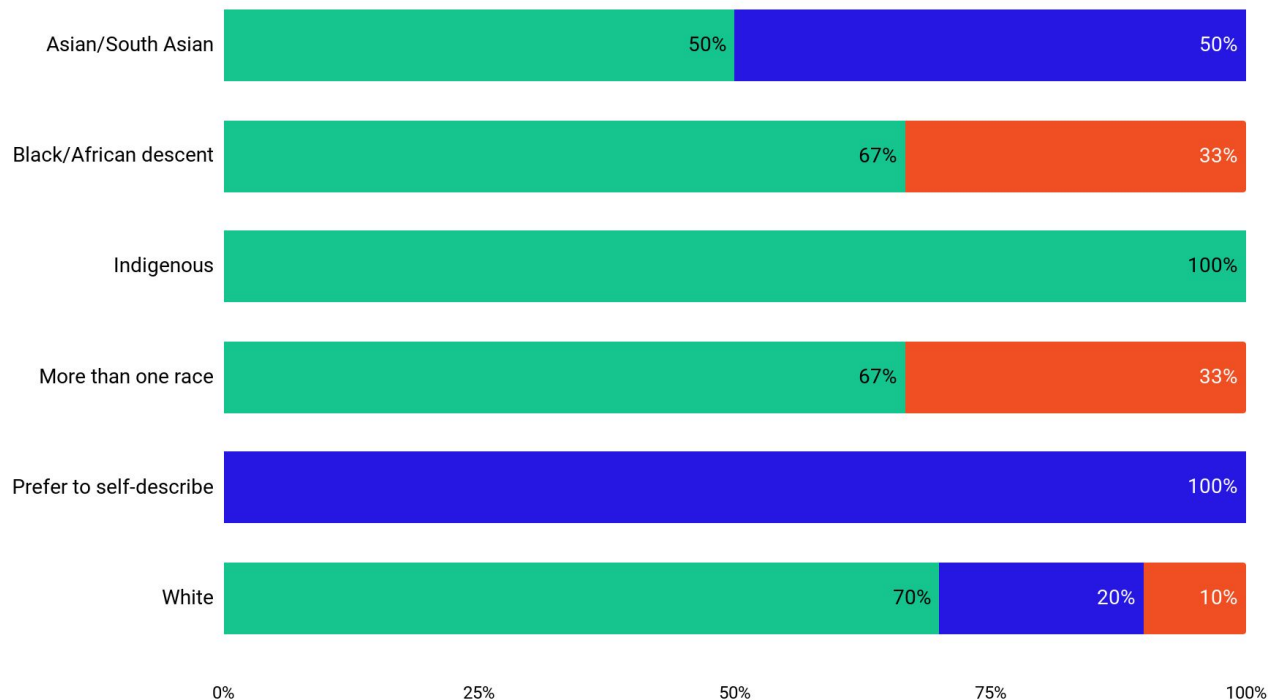


TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

***I am proud to work at Global Citizen Year.***

- Agree/Strongly Agree
- Neutral
- Disagree/Strongly Disagree

## PERCEPTION OF SALARY — BY RACE / ETHNICITY

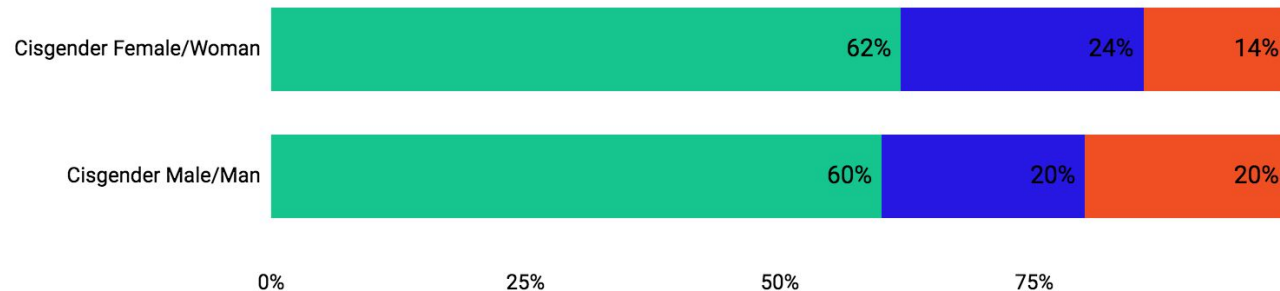


TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

***My base salary compensation is fair relative to the market.***

- Agree/Strongly Agree
- Neutral
- Disagree/Strongly Disagree

## PERCEPTION OF SALARY — BY GENDER IDENTITY

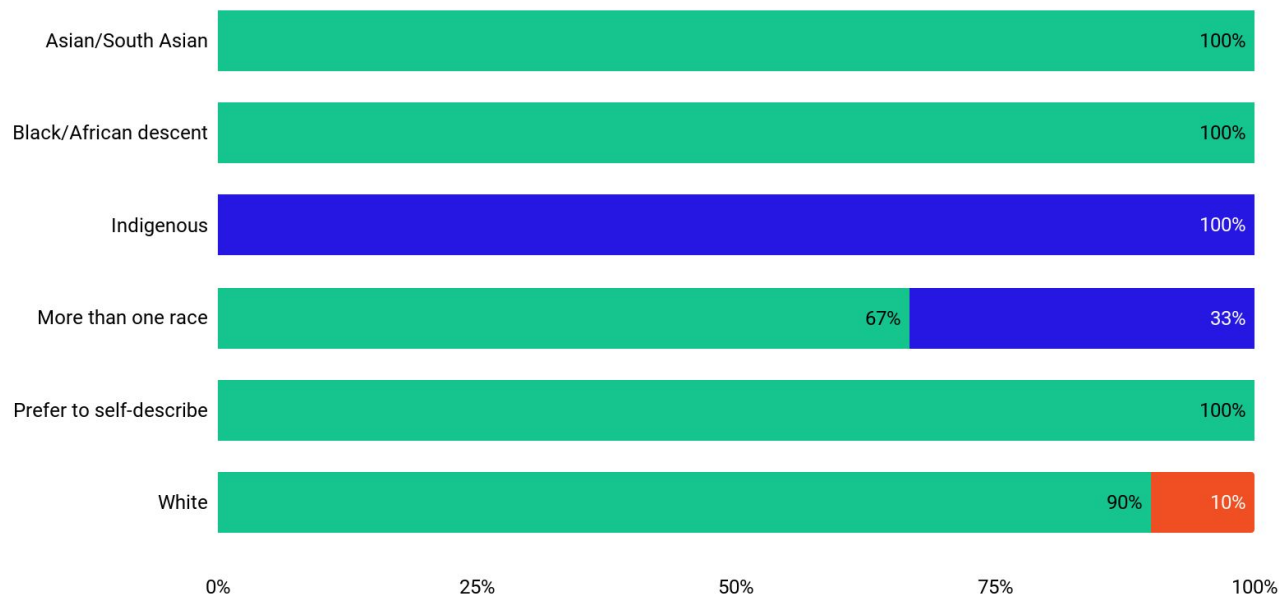


TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

***My base salary compensation is fair relative to the market.***

- Agree/Strongly Agree
- Neutral
- Disagree/Strongly Disagree

## PERCEPTION OF GROWTH OPPORTUNITIES — BY RACE / ETHNICITY

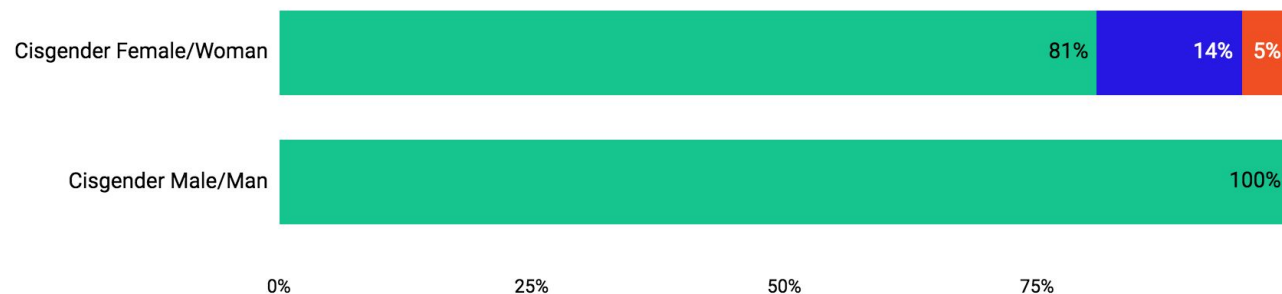


TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

***Global Citizen Year provides opportunities for growth & development.***

- Agree/Strongly Agree
- Neutral
- Disagree/Strongly Disagree

## PERCEPTION OF GROWTH OPPORTUNITIES — BY GENDER IDENTITY

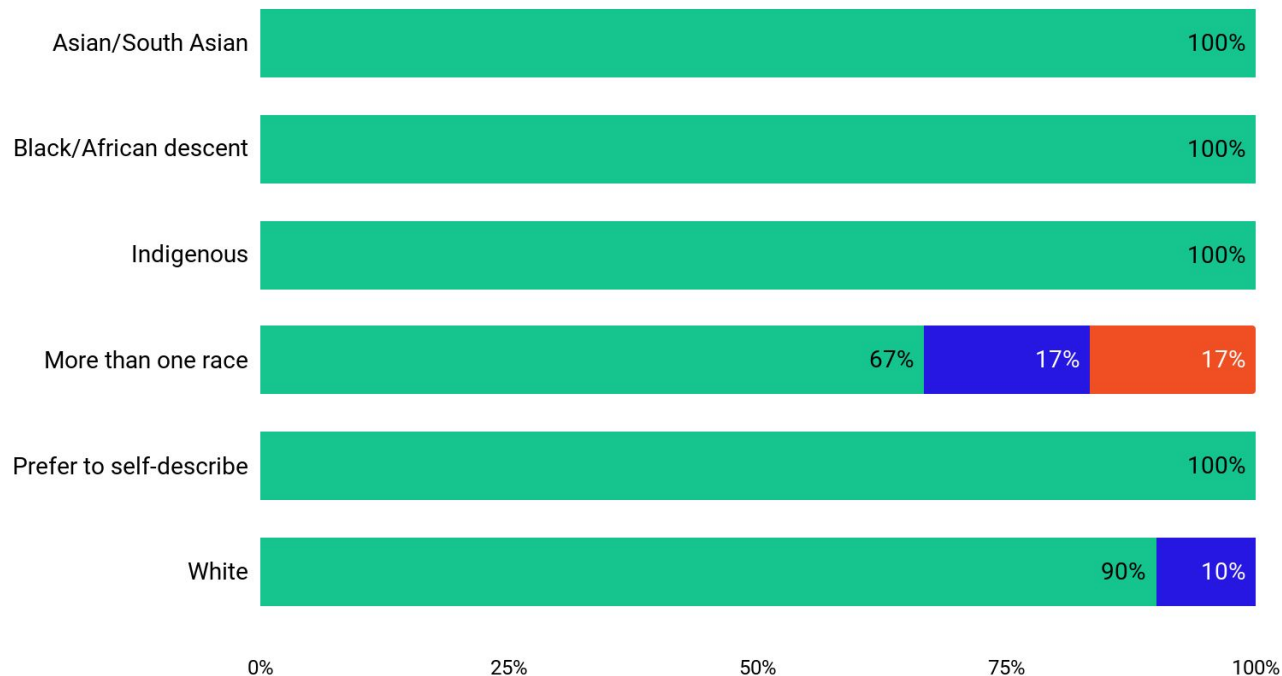


TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

***Global Citizen Year provides opportunities for growth & development.***

- Agree/Strongly Agree
- Neutral
- Disagree/Strongly Disagree

## TALENTS & SKILLS FEEL VALUED — BY RACE / ETHNICITY



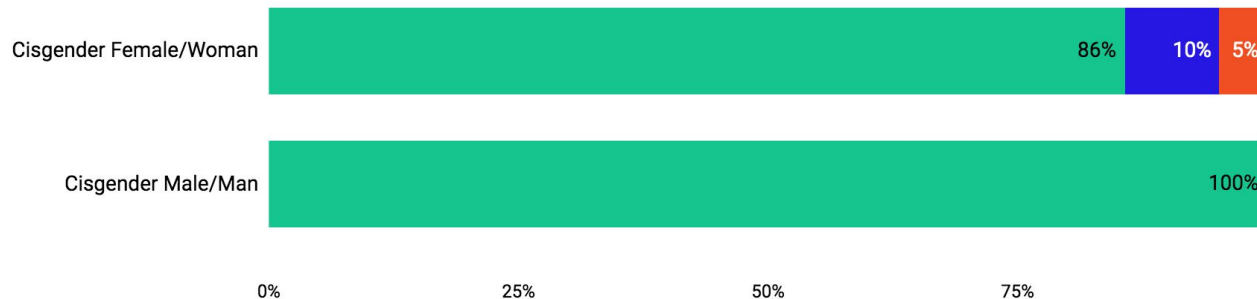
TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

***At work, my unique talents and skills are valued and utilized.***

- Agree/Strongly Agree
- Neutral
- Disagree/Strongly Disagree



## TALENTS & SKILLS FEEL VALUED — BY GENDER IDENTITY

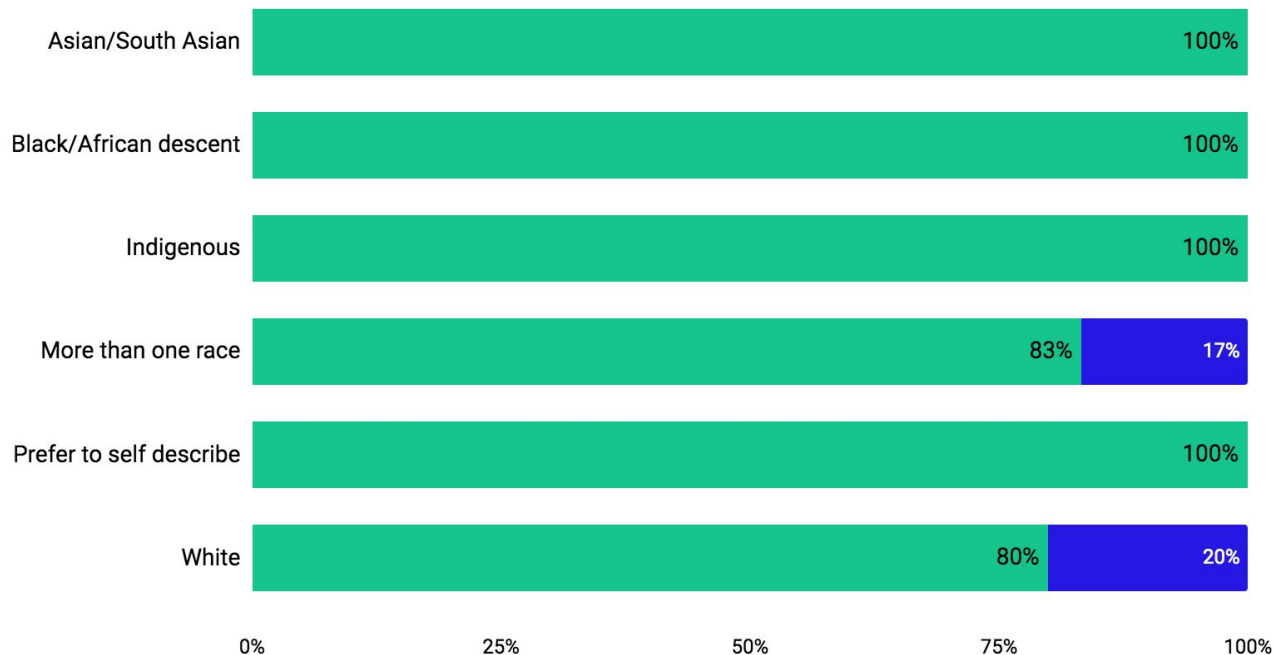


TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

***At work, my unique talents and skills are valued and utilized.***

- Agree/Strongly Agree
- Neutral
- Disagree/Strongly Disagree

## EMOTIONAL & SOCIAL SUPPORT — BY RACE / ETHNICITY

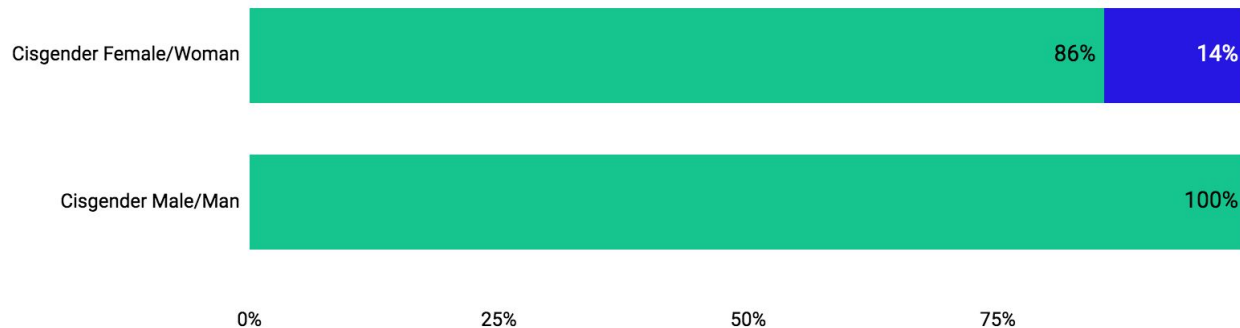


TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

***I get the emotional and social support I need at work.***

- Agree/Strongly Agree
- Neutral
- Disagree/Strongly Disagree

## EMOTIONAL & SOCIAL SUPPORT — BY GENDER IDENTITY



TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

***I get the emotional and social support I need at work.***

- Agree/Strongly Agree
- Neutral
- Disagree/Strongly Disagree

**STAFF RETENTION & TENURE — BY RACE / ETHNICITY**

Race / Ethnicity	2021 Retention Rate	Average Tenure (in years)
Arab or Middle Eastern	N/A	N/A
Asian/South Asian	100%	5.3
Black/African/African American/African descent	80%	3.0
Indigenous/Native American or Alaska Native	100%	1.9
More than one race	100%	1.8
Prefer to self-describe/Decline to state	100%	2.8
White	70%	5.1
<b>Total</b>	<b>82%</b>	<b>4.1</b>

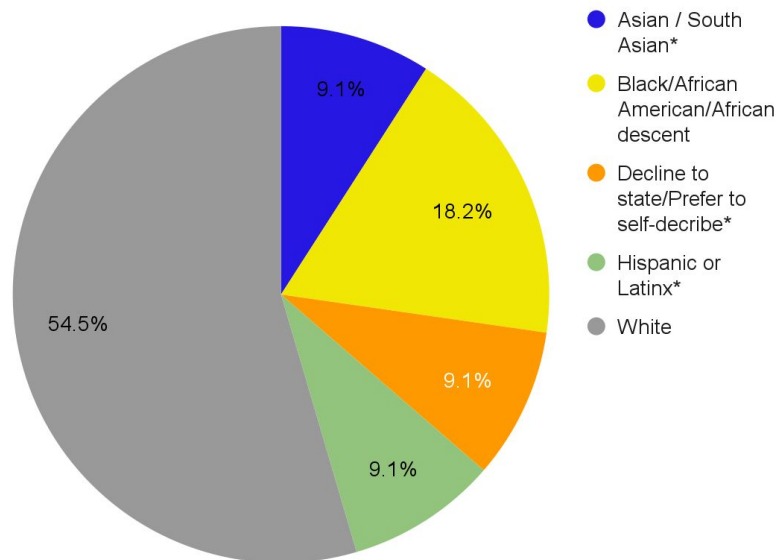
**STAFF RETENTION & TENURE — BY GENDER IDENTITY**

Gender Identity	2021 Retention Rate	Average Tenure (in years)
Female	81%	4.5
Male	83%	3.0
Prefer to self-describe/Decline to state/Gender non-binary	N/A	N/A
<b>Total</b>	<b>82%</b>	<b>4.1</b>

# ***BOARD OF DIRECTORS***

## BOARD OF DIRECTORS COMPOSITION

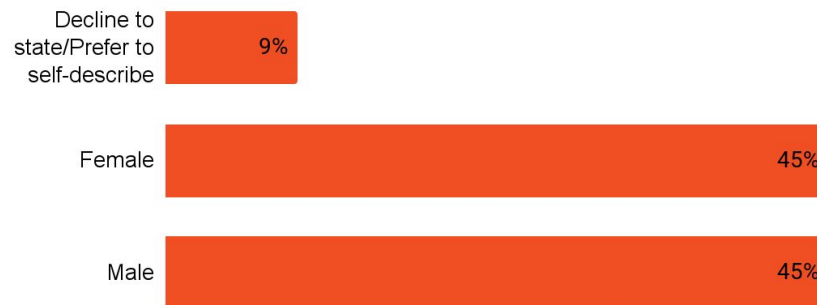
### ***Race / Ethnicity***



**N = 11 board members**

\* values with less than 10%

### ***Gender Identity***

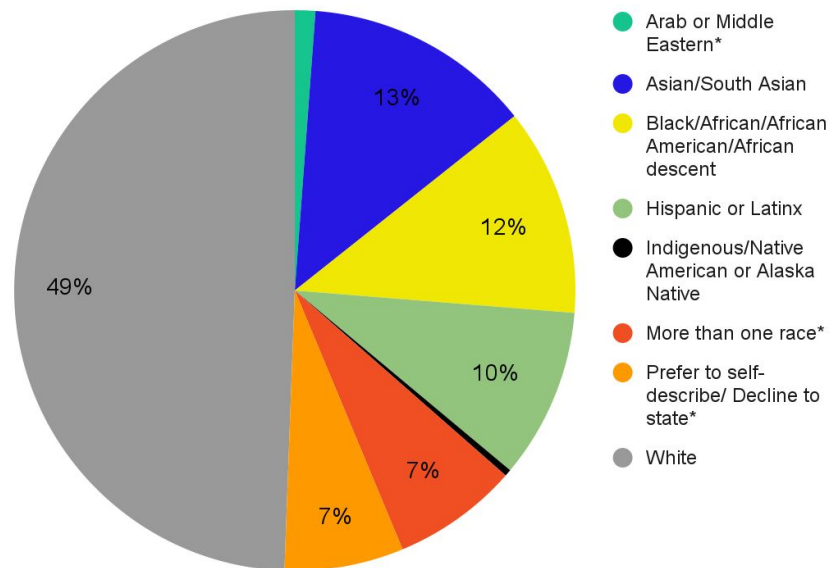


# ***HIRING & TALENT***



## HIRING & TALENT COMPOSITION

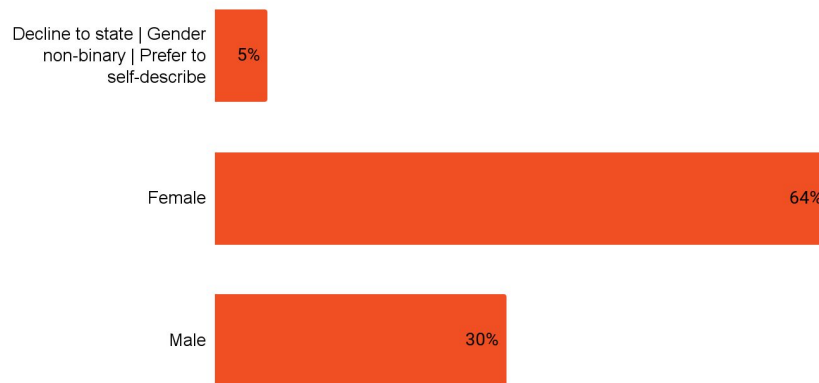
### Race / Ethnicity



**N = 510 job applicants**

\* values with less than 10%

### Gender Identity



**We began proactively tracking the demographics of applicants in January of 2021 to ensure we build and maintain a diverse work environment.** By tracking demographic data, our team is able to review recruitment strategy, selection procedure and hiring decisions, and make appropriate adjustments as needed for a more diverse applicant pool. And, in turn, a more diverse workforce.

## HIRING & TALENT

### HIRING STAGES — BY RACE / ETHNICITY

	Arab or Middle Eastern	Asian/ South Asian	Black/ African/ African American/ African descent	Hispanic or Latinx	Indigenou s/ Native American or Alaska Native	More than one race	Prefer to self-descri be/Declin e to state	White
<b>Total Applications</b> 100%	1%	13%	12%	10%	0%	7%	7%	49%
<b>Screening Interview</b> 33%	1%	13%	10%	12%	0%	6%	5%	53%
<b>Hiring Manager Interview</b> 10%	0%	21%	8%	17%	0%	4%	8%	40%
<b>Senior Leadership Team Interview</b> 5%	0%	27%	8%	19%	0%	4%	4%	38%
<b>Candidates Hired</b> 2%	0%	25%	0%	50%	0%	0%	0%	25%

## HIRING & TALENT

### HIRING STAGES — BY GENDER IDENTITY

	Female	Male	Prefer to self-describe/ Decline to state/Gender non-binary
<b>Total Applications</b> 100%	64%	30%	5%
<b>Screening Interview</b> 33%	72%	24%	4%
<b>Hiring Manager Interview</b> 10%	62%	35%	4%
<b>Senior Leadership Team Interview</b> 5%	62%	35%	4%
<b>Candidates Hired</b> 2%	88%	12%	0%

# ***QUESTIONS & FEEDBACK***

***Please direct questions, comments, and feedback to  
Odiaka Gonzalez, VP of People & Operations***

***[odiaka@globalcitizenyear.org](mailto:odiaka@globalcitizenyear.org)***