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, Rocio 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
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

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- 2022 GOALS

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- BOARD OF DIRECTORS
- HIRING AND TALENT

QUESTIONS & FEEDBACK
OUR NORTH STAR
**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.
OUR NORTH STAR

DEIA FRAMEWORK AT GLOBAL CITIZEN YEAR

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.
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.
2021 DEIA INITIATIVES

OUR NORTH STAR

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.
2021 DEIA INITIATIVES

Our North Star

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
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.
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.
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
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.

*All of the below data is from our 2020-2021 Fiscal Year
ACADEMY
PARTICIPANTS
2021 SPRING ACADEMY PARTICIPANTS

COMPOSITION

Race / Ethnicity

- Arab, Middle Eastern or North African*: 4.7%
- Asian/South Asian: 17.3%
- Black/African descent: 10.0%
- More than one race*: 8.7%
- Native Hawaiian or Pacific Islander*: 8.7%
- Prefer to self-describe: 22.7%
- White: 36.0%

N = 150 Spring Academy participants

* values with less than 10%

Gender Identity

- Cisgender Female/Woman: 72%
- Cisgender Male/Man: 21%
- Gender queer, gender non-binary or gender fluid: 1%
- Prefer not to disclose / Prefer to self-describe: 7%
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.

<table>
<thead>
<tr>
<th>Race Category</th>
<th>Agree/Strongly Agree</th>
<th>Neutral</th>
<th>Disagree/Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arab, Middle Eastern or North African</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asian/South Asian</td>
<td>92%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Black/African descent</td>
<td>91%</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>More than one race</td>
<td>77%</td>
<td>8%</td>
<td>15%</td>
</tr>
<tr>
<td>Native Hawaiian or Pacific Islander</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prefer to self-describe (please specify)</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>98%</td>
<td></td>
<td>2%</td>
</tr>
</tbody>
</table>
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
### Positive Learning Environment — By Race / Ethnicity

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

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Agree/Strongly Agree</th>
<th>Disagree/Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arab, Middle Eastern or North African</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Asian/South Asian</td>
<td>96% 4%</td>
<td></td>
</tr>
<tr>
<td>Black/African descent</td>
<td>91% 9%</td>
<td></td>
</tr>
<tr>
<td>More than one race</td>
<td>92% 8%</td>
<td></td>
</tr>
<tr>
<td>Native Hawaiian or Pacific Islander</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Prefer not to disclose/Prefer to self-describe</td>
<td>93% 7%</td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>96% 4%</td>
<td></td>
</tr>
</tbody>
</table>
Global Citizen Year Academy offers spaces for all students to share their experiences in a safe and supportive environment.
GLOBAL CITIZEN YEAR STAFF
**2021 STAFF COMPOSITION**

**Race / Ethnicity**

- White: 38.5%
- Cisgender Female/Woman: 23.1%
- Asian/South Asian: 15.4%
- Black/African descent: 11.5%
- More than one race: 7.7%
- Prefer to self-describe: 3.8%
- Indigenous*: 11.5%

*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%

**Gender Identity**

- Cisgender Female/Woman: 81%
- Cisgender Male/Man: 19%
## 2021 STAFF

**PRIDE IN WORKING HERE — BY RACE / ETHNICITY**

<table>
<thead>
<tr>
<th>Race / Ethnicity</th>
<th>Agree/Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian / South Asian</td>
<td>100%</td>
</tr>
<tr>
<td>Black / African descent</td>
<td>100%</td>
</tr>
<tr>
<td>Indigenous</td>
<td>100%</td>
</tr>
<tr>
<td>More than one race</td>
<td>100%</td>
</tr>
<tr>
<td>Prefer to self-describe</td>
<td>100%</td>
</tr>
<tr>
<td>White</td>
<td>90% 10%</td>
</tr>
</tbody>
</table>

**TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:**

**I am proud to work at Global Citizen Year.**
2021 STAFF
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.

Cisgender Female/Woman
- Agree/Strongly Agree: 95%
- Neutral: 5%

Cisgender Male/Man
- Agree/Strongly Agree: 100%

Legend:
- Green: Agree/Strongly Agree
- Blue: Neutral
- Red: Disagree/Strongly Disagree
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

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Agree/Strongly Agree</th>
<th>Neutral</th>
<th>Disagree/Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian/South Asian</td>
<td>50%</td>
<td></td>
<td>50%</td>
</tr>
<tr>
<td>Black/African descent</td>
<td>67%</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>Indigenous</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>More than one race</td>
<td>67%</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>Prefer to self-describe</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>70%</td>
<td>20%</td>
<td>10%</td>
</tr>
</tbody>
</table>
2021 STAFF
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.

- Cisgender Female/Woman:
  - Agree/Strongly Agree: 62%
  - Neutral: 24%
  - Disagree/Strongly Disagree: 14%

- Cisgender Male/Man:
  - Agree/Strongly Agree: 60%
  - Neutral: 20%
  - Disagree/Strongly Disagree: 20%

Agree/Strongly Agree
Neutral
Disagree/Strongly Disagree
TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

Global Citizen Year provides opportunities for growth & development.

- Asian/South Asian: 100%
- Black/African descent: 100%
- Indigenous: 100%
- More than one race: 67% Agree, 33% Neutral
- Prefer to self-describe: 100%
- White: 90% Agree, 10% Neutral

Legend:
- Green: Agree/Strongly Agree
- Blue: Neutral
- Red: Disagree/Strongly Disagree
Global Citizen Year provides opportunities for growth & development.
TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

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

### 2021 STAFF
**TALENTS & SKILLS FEEL VALUED — BY RACE / ETHNICITY**

- **Asian/South Asian**: 100%
- **Black/African descent**: 100%
- **Indigenous**: 100%
- **More than one race**: 67% Agree/Strongly Agree, 17% Neutral, 17% Disagree/Strongly Disagree
- **Prefer to self-describe**: 100%
- **White**: 90% Agree/Strongly Agree, 10% Neutral
TO WHAT EXTENT DO YOU Agree WITH THE FOLLOWING STATEMENT:

At work, my unique talents and skills are valued and utilized.
TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

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

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Agree/Strongly Agree</th>
<th>Neutral</th>
<th>Disagree/Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian/South Asian</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black/African descent</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indigenous</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>More than one race</td>
<td>83%</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>Prefer to self describe</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>80%</td>
<td>20%</td>
<td></td>
</tr>
</tbody>
</table>
TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT:

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

- Cisgender Female/Woman:
  - Agree/Strongly Agree: 86%
  - Neutral: 14%

- Cisgender Male/Male:
  - Agree/Strongly Agree: 100%

Legend:
- Green: Agree/Strongly Agree
- Blue: Neutral
- Red: Disagree/Strongly Disagree
# 2021 STAFF
## STAFF RETENTION & TENURE — BY RACE / ETHNICITY

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

### STAFF RETENTION & TENURE — BY GENDER IDENTITY

<table>
<thead>
<tr>
<th>Gender Identity</th>
<th>2021 Retention Rate</th>
<th>Average Tenure (in years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>81%</td>
<td>4.5</td>
</tr>
<tr>
<td>Male</td>
<td>83%</td>
<td>3.0</td>
</tr>
<tr>
<td>Prefer to self-describe/Decline to state/Gender non-binary</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>82%</strong></td>
<td><strong>4.1</strong></td>
</tr>
</tbody>
</table>
BOARD OF DIRECTORS
BOARD OF DIRECTORS

COMPOSITION

Race / Ethnicity

- Asian / South Asian*: 9.1%
- Black/African American/African descent: 18.2%
- Hispanic or Latinx*: 9.1%
- White: 54.5%

Gender Identity

- Decline to state/Prefer to self-describe: 9%
- Female: 45%
- Male: 45%

N = 11 board members

* values with less than 10%
HIRING & TALENT
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.
## Hirings Stages — By Race / Ethnicity

<table>
<thead>
<tr>
<th>Stage</th>
<th>Arab or Middle Eastern</th>
<th>Asian/ South Asian</th>
<th>Black/ African/ African American/ African descent</th>
<th>Hispanic or Latinx</th>
<th>Indigenou s/ Native American or Alaska Native</th>
<th>More than one race</th>
<th>Prefer to self-describe/Decline to state</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Applications</strong></td>
<td>1%</td>
<td>13%</td>
<td>12%</td>
<td>10%</td>
<td>0%</td>
<td>7%</td>
<td>7%</td>
<td>49%</td>
</tr>
<tr>
<td><strong>Screening Interview</strong></td>
<td>1%</td>
<td>13%</td>
<td>10%</td>
<td>12%</td>
<td>0%</td>
<td>6%</td>
<td>5%</td>
<td>53%</td>
</tr>
<tr>
<td><strong>Hiring Manager Interview</strong></td>
<td>0%</td>
<td>21%</td>
<td>8%</td>
<td>17%</td>
<td>0%</td>
<td>4%</td>
<td>8%</td>
<td>40%</td>
</tr>
<tr>
<td><strong>Senior Leadership Team Interview</strong></td>
<td>0%</td>
<td>27%</td>
<td>8%</td>
<td>19%</td>
<td>0%</td>
<td>4%</td>
<td>4%</td>
<td>38%</td>
</tr>
<tr>
<td><strong>Candidates Hired</strong></td>
<td>0%</td>
<td>25%</td>
<td>0%</td>
<td>50%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>25%</td>
</tr>
</tbody>
</table>
### Hiring Stages — By Gender Identity

<table>
<thead>
<tr>
<th>Stage</th>
<th>Female</th>
<th>Male</th>
<th>Prefer to self-describe/Decline to state/Gender non-binary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Applications</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>100%</td>
<td>64%</td>
<td>30%</td>
<td>5%</td>
</tr>
<tr>
<td>Screening Interview</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33%</td>
<td>72%</td>
<td>24%</td>
<td>4%</td>
</tr>
<tr>
<td>Hiring Manager Interview</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10%</td>
<td>62%</td>
<td>35%</td>
<td>4%</td>
</tr>
<tr>
<td>Senior Leadership Team Interview</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5%</td>
<td>62%</td>
<td>35%</td>
<td>4%</td>
</tr>
<tr>
<td>Candidates Hired</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2%</td>
<td>88%</td>
<td>12%</td>
<td>0%</td>
</tr>
</tbody>
</table>
QUESTIONS & FEEDBACK

Please direct questions, comments, and feedback to Odiaka Gonzalez, VP of People & Operations
odiaka@globalcitizenyear.org