



Investing in Alignment: Lessons, Discoveries, and Key Opportunities for Jobs for the Future's DEIBW Practices

AT A GLANCE

Jobs for the Future's (JFF's) commitment to diversity, equity, inclusion, belonging, and well-being (DEIBW) is part of the organization's broader goal of creating equitable economic advancement for all. Valuable initiatives ranging from inclusive hiring practices, pay equity, employee resource groups, and gender inclusiveness training have significantly enhanced workplace culture and employees' sense of belonging.

AUTHORS

Presecia O. Cooper-Dennis
Senior Director, JFF

Marina Tavares
Senior Manager, JFF

Ally Tan
Analyst, JFF

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About JFF

Jobs for the Future (JFF) drives transformation of the U.S. education and workforce systems to achieve equitable economic advancement for all.

www.jff.org

About JFF's Language Choices

JFF is committed to using language that promotes equity and human dignity, rooted in the strengths of the people and communities we serve. We develop our content with the awareness that language can perpetuate privilege but also can educate, empower, and drive positive change to create a more equitable society. We routinely reevaluate our efforts as usage evolves.

info.jff.org/language-matters

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Executive Summary

Investing in Alignment: Lessons, Discoveries, and Key Opportunities for Jobs for the Future's DEIBW Practices provides a comprehensive overview of JFF's strategic investments and initiatives to foster a workplace culture that values diversity, equity, inclusion, belonging, and well-being (DEIBW). Key areas of focus developed between 2020 and 2023 include:



Fostering Connection and Belonging: JFF has established a DEI Advisory Committee and launched Employee Resource Groups (ERGs) to create a sense of belonging and support diverse perspectives. The ERGs, which cover a range of identities, have seen significant participation and positive impact on the organization's culture.



Equitable People Practices: JFF has implemented equitable hiring practices, including becoming a Fair Chance Employer and removing degree requirements from job postings. The organization has also focused on pay equity and transparency, conducting comprehensive reviews and adjustments to address disparities.



Building DEIBW Learning and Capacity: JFF has invested in training and capacity building, particularly around gender inclusiveness, including implementing pronoun usage and gender inclusiveness training for all staff.

Investing in Alignment connects JFF's mission in the field—to drive equitable economic advancement for all—and its North Star—in 10 years, 75 million people facing systemic barriers to advancement will work in quality jobs—to the organization's internal practices. JFF has publicly defined a quality job as one that offers not only good pay and benefits but also the flexibility, autonomy, stability, and advancement opportunities that are essential for people to thrive. The organization's People & Culture team and DEIBW initiatives seek to bring this work home and ensure that JFF is living the values it espouses in the field.

KEY FINDINGS

- › **Increased Diversity in Hiring:** Since spring 2020, JFF has driven an increase in the hiring of people of color (from 41% to 57%) and nonbinary individuals (4% increase), contributing to a more diverse workforce.
- › **Pay Equity and Transparency:** JFF has conducted thorough pay equity reviews and implemented pay transparency to address disparities and ensure fair compensation across all demographic groups.
- › **Significant Participation on ERGs Following the Launch:** At least one-third of full-time employees participate in an Employee Resource Group. (ERG participation may be anonymous, resulting in estimated participant counts.)



01.

Introduction

Investing in Alignment: Lessons, Discoveries, and Key Opportunities for Jobs for the Future's DEIBW Practices details how we have held ourselves accountable for our commitment to cultivating a workplace culture that values and celebrates diversity, ensures equity, and promotes an inclusive environment.

Our DEIBW efforts are a part of JFF's ongoing journey to build a workplace that represents our values, our North Star, and the impact we seek in the field. We are deepening our accountability by measuring, analyzing, and reporting on our efforts—all to make JFF a place where our staff can grow, develop, and thrive. We want to walk the talk.

The last several years have been meaningful for JFF's DEI journey. We set DEIBW priorities—fostering connection and belonging, equitable people practices, and building DEIBW learning and capacity—and we made multiple strategic investments in these core areas. This report highlights select initiatives across this work, including successes, lessons learned, and opportunities for growth.

Noteworthy structural investments have included hiring a dedicated internal team responsible for stewarding our DEIBW efforts in partnership with leadership, with two senior managers whose dedicated capacity focuses on DEI and well-being programs, and a senior director leading DEI efforts. We've used unrestricted capacity funding as an accelerant to launch new initiatives, and we partnered closely with a diverse set of JFFers through the Diversity, Equity & Inclusion Advisory Committee, sponsored by JFF's CEO, Maria Flynn.

FY23 further cemented the foundation laid for these DEI commitments, reinforced JFF's equity-centered people practices, and raised the bar for the organization's equity efforts for years to come. By further identifying the areas of opportunity for equity in our organization—and specifically understanding the demographic and intersectional groups that may not experience equal opportunity or engagement—we are able to direct investment and capacity-building intentionally to focus on the future.

02.

Fostering Connection and Belonging



A sense of belonging is the cornerstone of a diverse, equitable, inclusive, and well-being-focused workplace. At JFF, we hope to cultivate a sense of connectedness that promotes a culture of recognition, collaboration, and psychological safety. Our commitment to fostering connection and belonging extends beyond the workplace and contributes to the overall well-being of our employees and the strength of our organization.

DEI Advisory Committee

The establishment of the DEI Advisory Committee (DEIAC) in 2022 underscores our commitment to transparent decision-making and fostering a diverse range of perspectives. JFF also demonstrates its commitment to equity and recognizes the work of DEIAC members by providing members with a stipend each year. Members serve a two-year term.

Between FY22 and FY24, JFF's first DEIAC cohort advised on strategic DEI initiatives, policy updates, and discussions about culture and DEI strategy. Committee actions included:

- ✓ Advising on and support for Employee Resource Group implementation
- ✓ Gender Inclusiveness Initiative, training, and workplace norms
- ✓ Partnership with the contracts team to advise on JFF's Vendor Diversity Program
- ✓ Partnership with talent acquisition team to update job descriptions and interview questions to ensure a more inclusive and equitable approach

The strategic support this committee has offered across the organization has helped to shape more effective, inclusive, and equitable outcomes for JFF.

Employee Resource Groups

For many years at JFF, employees have come together formally and informally to create communities of connection and support around shared identities and interests. These safe spaces have contributed to a sense of belonging among these groups and often offered learning opportunities inside and outside of group gatherings.

In 2023, inspired by foundation-setting employee-led practices, JFF launched an Employee Resource Group (ERG) initiative. ERGs at JFF have served as a resource and community where employees can connect, share, support, and learn from one another and act as an influential voice in JFF's culture.



Each JFF-sponsored ERG is partnered with a senior leader sponsor who offers coaching, support, and mentorship. The sponsor also certifies that the broader JFF strategic context is brought to the ERG to ensure alignment across organization-wide initiatives.

JFF's ERGs launched with a six-month pilot from April to September 2023. This phased approach enabled the implementation team to offer customized assistance to ERG leaders and members while learning what practices would best support the operational and structural components of ERGs moving forward.

JFF has prioritized ERGs as a key investment in 2023: all ERG leaders received an annual bonus for their contribution and each group has access to a budget for gifts, events, and activities.

“This role [of ERG senior leader sponsor] is founded on emotional safety and support. It assumes that safety and support result in increased trust, commitment, empowerment, and influence for staff. All are enabling conditions for a more powerful staff who are able to facilitate and perform our work at JFF in the most effective ways toward our North Star.”



— **Vanessa Vela Lovelace, senior leader sponsor of the Pan-Asian Collective ERG in FY23**

JFF's Identity-Specific ERGs
<p>Black Fellowship Self-identified as Black and/or African American</p>
<p>Diversability Self-identified as employee with a disability and/or who are neurodivergent</p>
<p>Orgullo Self-identified as Latine</p>
<p>PACCCT (Parents and Caregivers Creating Community Together) Self-identified as parents and/or caregivers</p>
<p>Pan-Asian Collective Self-identified as having ancestry in Asia (entire continent), Pacific Islands, and/or Hawai'i</p>
<p>QFF (Queer for the Future) Self-identified as LGBTQ employees</p>
<p>WE @ JFF (Women Empowered at JFF) Self-identified as women</p>



At least one-third of full-time employees are participating in an Employee Resource Group. ERG participation may be anonymous, resulting in estimated participant counts.

In a September 2023 all-staff poll, 63% of JFFers agreed or strongly agreed that Employee Resource Groups contribute to a sense of belonging at JFF.



Learning: In FY24, we will continue to strengthen ERG operations to support our seven thriving groups, prioritizing the scalability and sustainability of ERGs to ensure they become self-operated and managed.

Based on the pilot learnings, time and bandwidth can be a challenge for ERG leaders, who balance their day-to-day tasks with the additional complex role they play in their ERG leadership. ERG leadership requires many skills—such as facilitation, coaching, and project management—as well as time for planning and coordinating meaningful activities with members. For this initiative to continue to be successful, JFF must provide not only financial support but also increased capacity for ERG management.

We will continue to learn about ERGs' impact and influence by deploying organization-wide staff surveys, DEIBW pulse surveys, ERG summits, and roundtable discussions with group leaders and members.



“Being a leader of the Orgullo ERG has been an insightful experience that has helped me and others feel more in touch with our roots. For a long time, I felt I didn’t have time to be in touch with my culture, but it has been such a refreshing experience to be part of an ERG where others like me can celebrate, be vulnerable, and bring discussions to light that I thought were unique to me. I feel connected and a part of something, and the best part is that members have also said the same. It has been a rewarding experience developing the Orgullo ERG and serving the Latine community at JFF.”

— **Valeria Inoscencio, leader of the Orgullo ERG in FY23**

03.

Equitable People Practices



In our pursuit of creating a workplace that embodies the principles of diversity, equity, inclusion, belonging, and well-being, one of our priorities is equitable people practices. Equitable people practices remove the predictability of success or failure that can correlate with disparity. We unpack important ways JFF demonstrates that our talent matters to us through our people systems and practices and areas we need to strengthen. Below are outcomes from select practices and new investments made.

Hiring Practices

JFF's talent acquisition function holds equity-driven people practices at the center of the hiring process, signaling our commitment to equity throughout the candidate and employee life cycle, which aligns our internal practices to our work in the field. JFF has maintained this focus even through periods of high growth and change, implementing skills-based talent practices, eliminating degree requirements in all hiring, and becoming a Fair Chance Employer to expand access to employment by including language in our job postings that encourages people with criminal records to apply.



In addition, JFF does not conduct background checks or ask candidates to self-report prior convictions during the hiring process.

The talent acquisition team has consistently met a target of 50% or more of JFF's new hires identifying as people of color. Specifically, since spring 2020, the percentage of new hires identifying as people of color has increased from 41% to 57% and has contributed to JFF's overall staff members who identify as people of color increasing from 41% to 47%.

Since spring 2020, the percentage of new hires identifying as nonbinary has increased by 4%.

As a Fair Chance Employer, JFF does not exclude candidates with records or candidates who are incarcerated from our hiring process. We also work actively to ensure the conditions that enable all of our colleagues to thrive at JFF. This includes engaging with employees who self-identify as having a record to advise on our DEIBW practices.

Key Investments in Pipeline Building and Inclusive & Equitable Hiring Processes

- ✓ Sourcing and outreach to promote JFF's opportunities to populations identified in our North Star objective, including individuals whose highest level of education attained is less than a four-year degree; people of color; and people with records
- ✓ Questions at every interview stage that allow interviewers to assess a candidate's alignment to JFF's DEIBW commitments and practices as well as a candidate's prior experience applying a DEIBW-lens to their work
- ✓ Structured and consistent interviews to ensure a positive, equitable candidate experience
- ✓ Performance tasks/case study exercises used in all hiring processes to assess candidates' skills and abilities in action rather than relying solely on resume and interview responses
- ✓ All candidates provided with accommodations access to ensure inclusive hiring processes



Learning: As JFF deploys multiple pipeline-building strategies for FY24, we hope targeted recruitment efforts yield stronger results in hiring for populations who are underrepresented in our workforce, such as staff members who identify as Middle Eastern, North African, Indigenous, Native Hawai'ian, Pacific Islander, men of color, and nonbinary staff members of color.

Compensation Philosophy and Practices

JFF's compensation philosophy is designed to support the economic advancement of all JFF employees. JFF's annual performance-based reviews, pay equity reviews, pay transparency, and incentive compensation approaches center pay equity and pay for performance.

Pay Transparency Implementation



In FY23, JFF implemented pay transparency. Pay transparency ensures JFF's pay programs are transparent and clearly communicated to existing staff members and external candidates in job descriptions. JFF provides transparency regarding hiring ranges, base salary ranges, the employee's placement in range, incentive offerings, and benefits. JFF strives to ensure that all employees feel that they are fairly compensated for their positions relative to other JFF employees and the external market.

Pay Equity

Across all compensation processes, JFF organizes and analyzes compensation metrics to understand trends and validate equity in our processes. To ensure pay equity among demographic groups and to mitigate bias in compensation practices, JFF conducts an annual pay equity review that we report on transparently to all employees.

In spring 2023, we conducted a thorough equity review, revealing trends and insights that we have taken action on now, continuing through FY24 and beyond. JFF evaluated four main areas:

- ✓ Pay by race/ethnicity and pay grade description
- ✓ Pay by gender
- ✓ Pay by tenure
- ✓ Wage compression

How JFF Is Taking Action

As a result of recent pay equity reviews, JFF has taken the following actions:



Provided equity adjustments to staff members impacted by identified pay disparities. Effective July 2023, JFF made more than 20 staff equity adjustments to address disparities among impacted demographic groups.

Partnered with internal teams to refine performance development, advancement, and recruitment processes that may affect an employee's compensation to address root causes of pay inequities. JFF has implemented a rigorous calibration process that aims to mitigate

bias that may potentially affect employee compensation growth and a system to ensure merit-based pay increases do not off-balance corrections made during the pay equity review.

Committed to applying our principles of equity in compensation to JFF's new pay band implementation in FY24 to ensure previous disparity is not perpetuated in the new pay structure.

Expanded analysis to focus on intersectional identities to better understand areas for intervention to support pay equity.

Promotions and Career Advancement

JFF promotions data over the past year reveal progress in our efforts to promote diversity, equity, and inclusion within leadership roles and point to noteworthy areas of improvement to address disparities between some of JFF's racial groups. In our most recent spring 2023 promotions cycle, we observed that promotion nominations among men and women are proportionate to their representation in JFF's populations, 25% and 75%, respectively.

Our findings also show that our Black and African American colleagues are underrepresented in promotions nominations at 7% relative to their composition in JFF's workforce at 19%. As we aim to close this gap, JFF has offered several tools to support bias mitigation in performance management, including a calibration process

to identify potential bias among racial groups, an interrupting bias in performance evaluations training, and other capacity building to support managers.

In addition, we will evaluate advancement and wage equity against this baseline to understand where we may need to focus additional attention, make wage adjustments where needed, and invest in additional training, advocacy, and awareness.



Learning: As we continue to expand our compensation analytics approach, we expect to deepen our focus and point of view with an eye on intersectional elements of identity such as sexual orientation, first-generation college students, age, and others alongside dimensions of identity already considered. Deepening this focus will help us align more meaningfully with our commitment to equity and transparency in our compensation practices.



Employee Listening

JFF is committed to gathering real-time feedback and ideas from employees to strengthen our culture, inform our decision-making, and measure our progress over time. Feedback mechanisms, such as pulse surveys and all-staff polls, provide an opportunity to elevate employee voice and continuously improve our culture.

JFF’s employee listening strategy includes an annual, comprehensive engagement and well-being survey as well as shorter pulse surveys focused on specific factors of employee engagement, well-being, and DEIB. JFF deploys employee polls during all-staff meetings when looking to obtain quick sentiments on a specific topic. Additionally, when employees begin and end their tenure at JFF, they are offered the opportunity to participate in onboarding and exit surveys.

Employee Listening Insights

More than 90% of JFF employees participated in the March 2023 pulse survey, with an 85% or higher response rate for almost all demographic groups (business unit, race, tenure, age, gender, etc.).

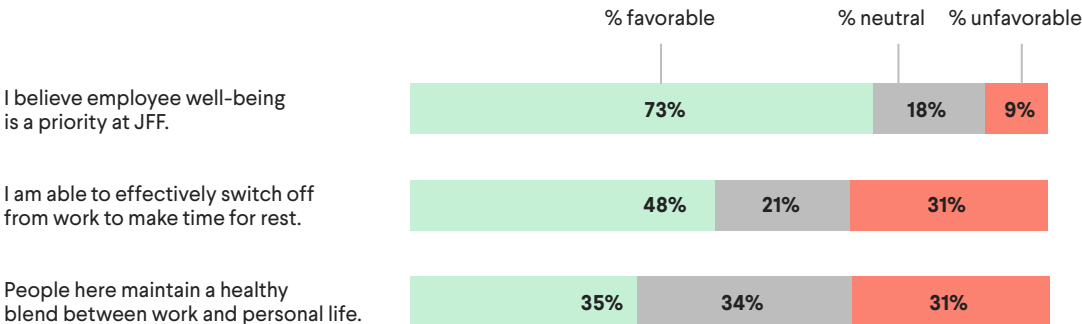
The survey included three assessments of well-being at JFF. Perceptions of well-being at JFF, while improved since 2022, continue to be the greatest area of opportunity at JFF.

Overall, employees continue to feel that JFF prioritizes well-being (six-point increase year-over-year). In contrast, fewer staff members feel they can effectively switch off from work to make time for rest (a seven-point decrease year-over-year).

We saw an 11-point increase year-over-year for the statement, “People maintain a healthy blend between work and personal life.”

We will continue to find ways to ensure staff members not only know we value well-being but also know our commitment to it is lived out in organizational practices, and that JFF made several investments in FY23 to support our well-being journey.

Well-Being at JFF Survey





Well-Being Initiatives

At JFF, we aspire to help each employee thrive in a company culture that encourages balance, care, and purpose-driven work. In FY23, we made several investments with this aim.

Organizational Redesign

In FY23, JFF undertook a reorganization to maximize our impact. The new organizational design aims to increase JFF's operational efficiency, create multiple career pathways for JFF's talent, provide employees with a clear understanding of their role responsibilities, and create balanced workloads with room for professional development.

Ways of Working

At JFF, we aspire to be a great place to work, learn, grow, and have a meaningful impact on our mission. JFF's Ways of Working (WOW) define the cultural commitments and practical expectations that support employee well-being and enable more efficient and effective progress toward our North Star. WOW—aligned with JFF's Compass (competency model)—set expectations for how we work together, offering shared language and accountability.

Focus Fridays

In response to employee feedback about meeting fatigue and overbooked calendars, and in alignment with our desire to strengthen employee well-being, JFF established Focus Fridays, which offer designated focus time with no meetings so employees can catch up

on individual work. Every Friday, JFF blocks staff calendars from noon until 5 p.m. ET to support balance as staff members wrap up the work week. During this block, staff members are encouraged to catch up on email correspondence, complete independent work, and enjoy opportunities for learning.

August Fridays

For the last two years, JFF has offered August Fridays. JFF closes every Friday starting the first Friday in August and concluding Labor Day weekend to help employees recharge, engage in activities that bring them joy, and enjoy extended summer weekends with loved ones.

During this time, JFF asks employees to fully unplug from work and create space to step away from day-to-day responsibilities. CEO Maria Flynn contacted external partners to share JFF's abbreviated schedule. Having learned from last year's pilot, JFF created more infrastructure to support staff members to fully adopt this new practice.



Learning: Like many fully remote and hybrid organizations, JFF is learning how to meaningfully engage employees in a virtual context. JFF continues to invest in creating an accessible remote-first company culture through using technology, virtual team-building events, strategic and intentional in-person meetings, and the organization's annual in-person all-staff retreat to increase connection and belonging for its staff.

In a recent staff poll, **more than 80% of the organization reported that August Fridays contributed positively to their well-being.** When prompted to share one word of what August Fridays represented to them, **most participants indicated that they were "needed" and "restful."**

"I am the primary parent to my toddler, work full time, and, like all of us, balance a myriad of other identities and responsibilities. My life is and feels full in every sense of the word. ... So, my immediate response to learning about the return of August Fridays was, 'Thank goodness, a chance to get caught up.' But then I paused and thought about how I would feel at the end of August if I filled the time with house projects, errands, appointments, and miscellaneous work tasks. The first word that came to mind was tired. So instead, I committed to using every single August Friday to indulge. When I reflect now on how August Fridays made me feel, here's what comes to mind: They made me feel whole—like more than an employee and a mom. August Fridays were such a bright spot in my year, and the memories both big and small will be little beacons for me in the year ahead."



— Sara Vander Zanden, Senior Manager, JFF



Featured: Supportive, Inclusive Benefits for JFF's Talent

Flexible Paid Time Off

JFF's Flexible Paid Time Off (Flex PTO) policy provides employees the freedom to balance their work and personal responsibilities with the understanding that they will continue to contribute to JFF at a high level. The policy takes the focus off accrued and tracked time and puts it on the contributions the employee is making to JFF's success over time while supporting the employee's personal needs. Flex PTO policy includes vacation, sick leave, personal time, and bereavement.

Parental Leave

JFF aims to be a supportive and welcoming place for team members at all stages of life. For those employees who grow their families through birth, adoption, or foster care placement of a baby or child, JFF provides generous paid family leave designed to ease concerns during such an important time. Full-time employees—irrespective of birth-giving status or gender—receive 14 weeks of paid leave at 100% of the employee's salary.

In 2019, JFF rebranded the Human Resources Department to People & Culture to symbolize the organization's commitment to attracting, developing, and retaining diverse talent pools with equity-centered, transparent practices, policies, and benefits. The up-leveling of JFF's talent practices has been an integral part of JFF's transformation.

Winter Break

Every year, JFF provides a paid winter break during the holiday season for staff members to enjoy time with loved ones and rest as we enter a new year. Full organizational closures have been an important well-being practice for JFF, as they allow the full organization time to step away from the office collectively.

Health Care Travel Reimbursement

It is JFF's intent to ensure accessible and consistent health care to employees including but not limited to major medical conditions, mental health, and reproductive care for all benefit-eligible employees regardless of where they live. JFF will reimburse employees up to \$4,000 per fiscal year for travel, meals, and lodging when they are forced to travel over 100 miles from their home address for any medical treatments, services, or procedures.

04.

Building Our DEIBW Learning and Capacity



As JFF evolves, we must continually increase our knowledge, skills, and abilities in our DEIBW capacity. By fostering a culture of learning and continuous improvement, we ensure that our employees have the ability to champion DEIBW in the workplace and in the broader community. This capacity building, in turn, increases inclusion and enriches employee well-being. This section of the report details an important FY23 initiative that increased our capacity and helped foster a more inclusive JFF.

Gender Inclusiveness

Pronouns Implementation

As a part of our work to foster inclusion and create psychologically safe spaces for trans, nonbinary, and gender-nonconforming staff members, JFF formally launched the optional use of pronouns in 2022 with detailed guidance and resources for staff members to incorporate sharing their pronouns as part of their regular communications. JFF has included pronouns in our organizational chart, staff introductions, and biographies, aiming to raise the visibility of gender inclusion as a part of JFF's workplace culture and reinforce inclusive practices.

After a year of implementation and capacity-building, a September 2023 staff poll revealed that 74% of respondents reported the current use of pronouns in their day-to-day communication.

Given that using pronouns at JFF is optional, subsets of our workforce may be choosing not to use pronouns in their day-to-day communication. We continue to reinforce the practice internally and hope to reassess our data on day-to-day pronoun usage. We also hope that deepened engagement with training topics, over time, will increase our workforce's comfort level with using pronouns as an integrated part of their day-to-day communication.

Capacity Building

In the rollout of pronouns in 2022, JFF buttressed the implementation with training to build staff capacity to serve as effective stewards of the practice. We provided staff members with the opportunity to engage with the training and learn more about the ways gender discrimination affects us all and how it uniquely oppresses transgender, nonbinary, and gender-nonconforming people.

People & Culture composed a Gender Inclusion Task Force (Sarah Beu, Marissa Bradstreet, Kevin Dillon, Taylor Sprague, Aimée Vargas, and Charlene Volk), a representative group of staff members passionate about gender inclusion, to inform and strengthen this effort. The task force helped identify, vet, and select a consultant partner to support JFF's gender inclusion training work through a Request for Proposal process, also supporting the design and delivery of live reflection sessions.

In 2023, JFF offered required gender inclusiveness training to all staff members: Navigating the New World of Gender to Help Your Organization. This foundational gender inclusiveness course, offered in partnership with Reimagine Gender, was delivered asynchronously. The broader initiative also included a required live manager engagement and optional reflection spaces for all staff members.

We are encouraged that the learning from Navigating the New World of Gender to Help Your Organization will support a more inclusive JFF and enable sustained learning and engagement in gender inclusion, as the training is a required component of new hire onboarding.

92% of JFF staff members engaged with the asynchronous training, and 94% of JFF people managers attended a live reflection space. The capacity building also included a learning hour facilitated by JFF employees Taylor Sprague and Shai Wolf, focused on ways employers can create inclusive environments for transgender, nonbinary, and gender nonconforming colleagues.

Marissa Bradstreet, a member of the Gender Inclusion Task Force, said:



“This learning will help to make meetings more inclusive and help me be more comfortable in situations where gender is a topic. Overall, my knowledge of gender, specifically on how it relates to the workplace, has expanded, and that will help me be more inclusive with everything I do within JFF.”



Learning: In FY24, we will create opportunities to go deeper into concepts introduced in the initial training. We will also consider systems for accountability aligned to the DEI expectations outlined in JFF's Compass, our leadership competency model, creating important connections with JFF's performance development system and emerging learning and development strategy.

05.

Conclusion



JFF's work to build equitable and inclusive systems that bring forward best practices and reinforce our commitment to our North Star is an ongoing journey. This year, as we endeavored to align our internal practices with the work in the field, we learned many lessons and found future areas that will need attention in the next phase of this journey. Some of these lessons have been represented throughout this report, and others are highlighted in the appendix below—specifically the attention we're bringing to data collection and transparency.

It's clear that data are instrumental in driving business decisions and better understanding employee experience. FY23 reinforced the importance of consistent data collection and analysis practices that help us understand employee perception about DEIBW, which is foundational to the strength of JFF's culture. We recognize that as we continue to grow and diversify our workforce, there are increased opportunities for disaggregating data to better understand employee experience—especially among demographic groups that have faced longstanding systemic oppression—and to

elevate areas where disparity may exist.

We must also continue to seek understanding about our own data challenges to promote visibility of all groups of employees.

One identified opportunity around data collection is the need to further disaggregate people of color as a racial identity, with the understanding that it can render invisible communities that need additional attention. An illustrative example in our ecosystem is the difference in the rate of promotion among our Black staff members, which is disproportionately low compared to other people of color. In FY24 and beyond, we also recognize the need to better investigate and address the lower levels of engagement among our Asian American, Native Hawai'i'an, and Pacific Islander staff members, demonstrated in surveys, and ensure we are not perpetuating sentiments of invisibility. We hope to continue engaging the Pan-Asian Collective ERG to ensure two-way feedback loops and identify other organization-level strategies to center the voices and experiences of these populations in our work and people practices.

We aim to continue to be informed by internal groups (such as Employee Resource Groups and the DEI Advisory Committee) and external partners (such as speakers and consultants) to remove the cultural and systemic barriers that may promote invisibility and result in disengagement while investing in organization-wide cross-cultural, anti-oppression capacity-building to support this work.

Another data limitation we are aware of is the potential lack of targeted support to identity groups where there is low representation and/or lack of disclosure in our current workforce—such as employees who are veterans, gender nonconforming, or formerly incarcerated and employees with disabilities. We aim to continue to find ways to understand each of these groups' needs through varied approaches such as focus groups, one-on-one conversations, anonymous surveys, and Employee Resource Group engagement.

Finally, we also hope to take a closer look at intersectional data sets that create stronger connections across our demographic groups.

As we continue to refine our data, we will further invest in sharing our DEIBW journey internally and externally to foster a shared understanding of our commitments to promoting transparency, accountability, and a more inclusive workplace culture. Doing so should encourage employees to participate actively in our DEIBW efforts.

We will also continue to share obstacles and lessons, allowing for collective problem-solving and continuous improvement. Sharing our story externally demonstrates the organization's values and commitment to partners, funders, and the community, and enhances our influence. It also aligns values and expectations with external stakeholders and collaborators, ensuring consistency and trust in the organization's DEIBW objectives.

JFF remains dedicated to fostering a workplace where diversity is celebrated, equity is ensured, and every individual's voice is valued. Together, we will continue to build an organization that thrives on the richness of our collective experiences, and reflects our public commitment to build a future that works—for everyone.

06.

Appendix: JFF's Demographic Data

JFF is committed to data transparency and signaling our commitment to inclusion and equity through our reporting practices. We demonstrate this in a variety of ways, including data reporting on various demographic categories such as race and ethnicity, gender identity, sexual orientation, disability, and other factors. We understand that these data are sensitive, and we take the utmost care to prioritize the privacy of our JFF community.

It is important to note that our data collection and usage are conducted in full compliance with local laws and regulations, ensuring the protection of our employees' information and privacy. This includes any voluntary information that is provided by our staff.

In some cases, due to rounding of categories, the individual percentages may not add up exactly to the overall percentage.

Terms and Definitions

Workforce representation refers to all data collected as of September 30, 2023.

Outside of categories used for legal compliance reporting, JFFers are asked to provide a variety of onboarding information, including self-identification for the following:

Race/Ethnicity
Asian
Black or African American
Hispanic or Latine
North African or Middle Eastern
Two or more races
White

Disclaimer

At JFF, we recognize the importance of self-identifying language as a way to honor individual identities and experiences, including nonbinary constructs of gender. However, when we collect data from external sources, such as the federal government or people operations systems, we use their terminology to preserve data accuracy. This is why we use terms such as “Asian,” “Hispanic,” and “LGBTQIA” in this report, although we recommend alternate terms in JFF’s “Language Matters Guide.” We encourage open dialogue and flexibility in our approach to language and terminology.

Gender
Woman
Man
Nonbinary
Prefer not to say

Sexual Orientation
LGBTQIA
Not LGBTQIA
Prefer not to say

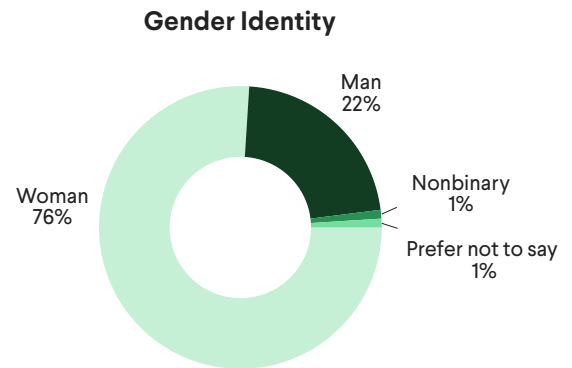
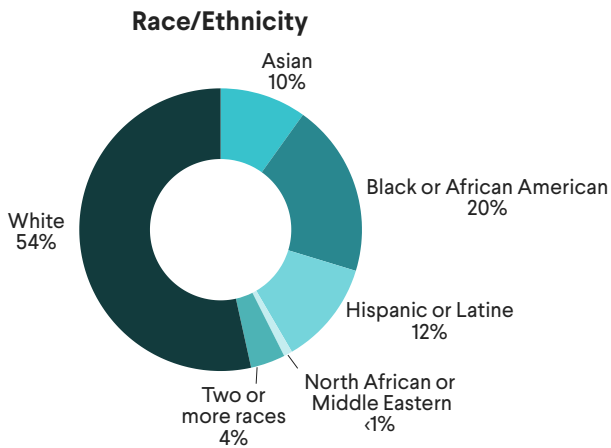
People of Color (POC)
Employees who self-identify as a person of color.



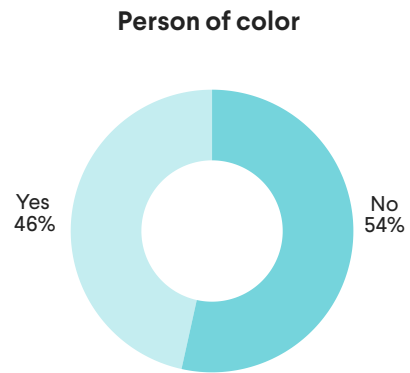
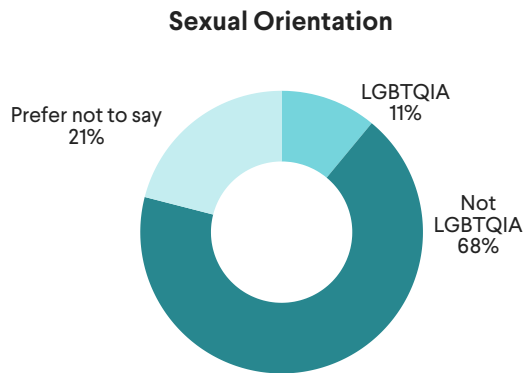
Workforce Representation as of September 2023

JFF Representation

In September 2023, JFF's staff headcount reached 347 full-time employees. As mentioned in Hiring Practices, 47% of our staff currently identify as people of color. With regard to gender diversity, 76% of employees identify as women and 22% as men, and nonbinary individuals comprise 1% of our team.

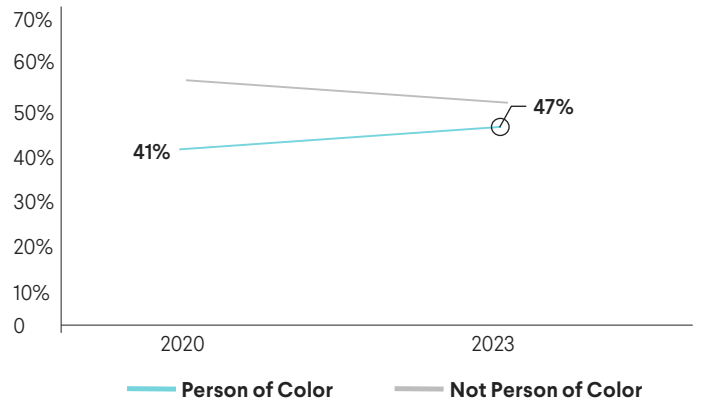


*Due to small population sizes for North African and Middle Eastern, representation represents less than 1%. As such, some categories were rounded to the nearest whole number.





People of Color Staff Trend FY20 - FY23



First-Generation College Graduate

Yes	30%
No	54%
Unspecified	16%

Attended Community College

Yes	15%
No	65%
Unspecified	20%

EEOC Categories by Person of Color (POC)*

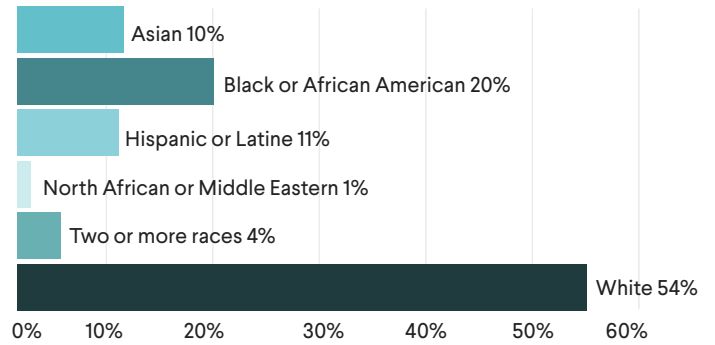
	POC	Not POC
Executive/senior level officials and managers	57%	43%
First/mid-level officials and managers	27%	73%
Professionals	47%	53%
Administrative support workers	50%	50%

*Uses EEOC job classification definitions, which can be reviewed [here](#).

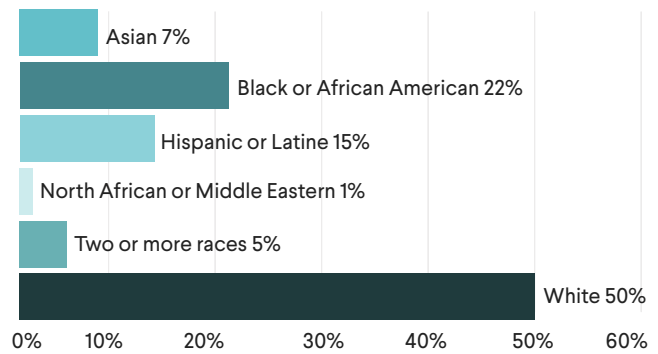


*Staff Intersectionality

Race/Ethnicity (Women)



Race/Ethnicity (Men)

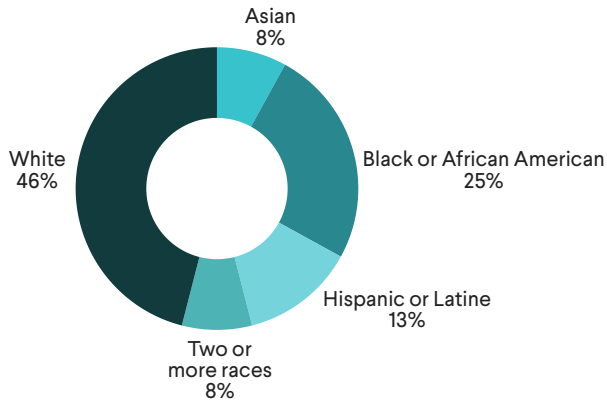


*Some gender identity categories may not be displayed to protect the privacy of smaller populations.

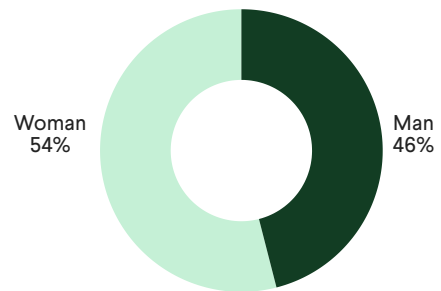
Executive Leadership Representation

The executive leadership team at JFF comprises 25 members, reflecting a diverse representation of our workforce as of the end of FY23. Among these leaders, a majority identify as women. JFF demonstrates its commitment to equity and inclusion through its representation of leaders who bring various perspectives, backgrounds, and voices.

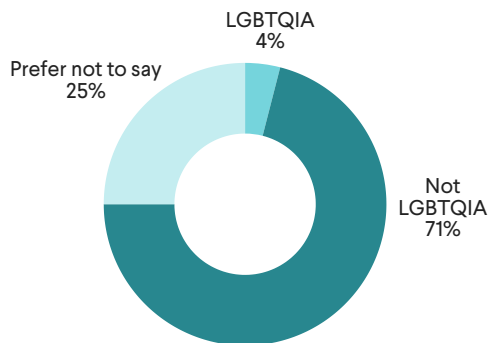
Race/Ethnicity



Gender Identity



Sexual Orientation

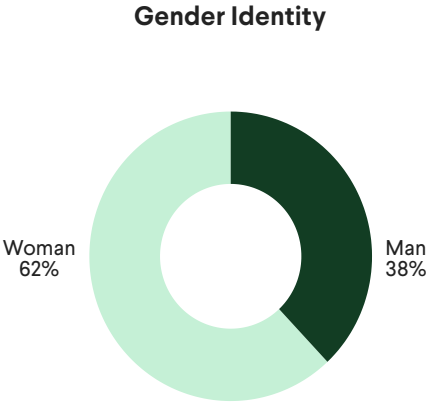
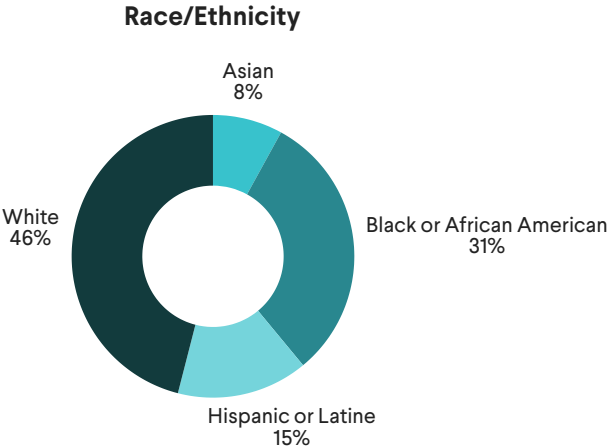


Person of Color



Board of Directors Representation

At the end of FY23, JFF’s board of directors consisted of 13 members from all types of industries, including wholesale retail, finance, nonprofit consulting, and education. The gender representation of our board of directors is noteworthy, with a majority—62%—identifying as women, reflecting a commitment to gender equality and fostering an inclusive governance structure. This composition ensures a multifaceted perspective in steering JFF’s strategic direction, considering the needs and viewpoints of a broad spectrum of stakeholders.



*As of this report, we did not have leadership representation identifying as North African, Middle Eastern, or two or more races.



Building a Future
That Works
For Everyone