



**Vision**

A world in which people from all backgrounds and experiences feel connected to the environmental challenges we face, and are engaged in the process of creating and implementing durable, equitable solutions.

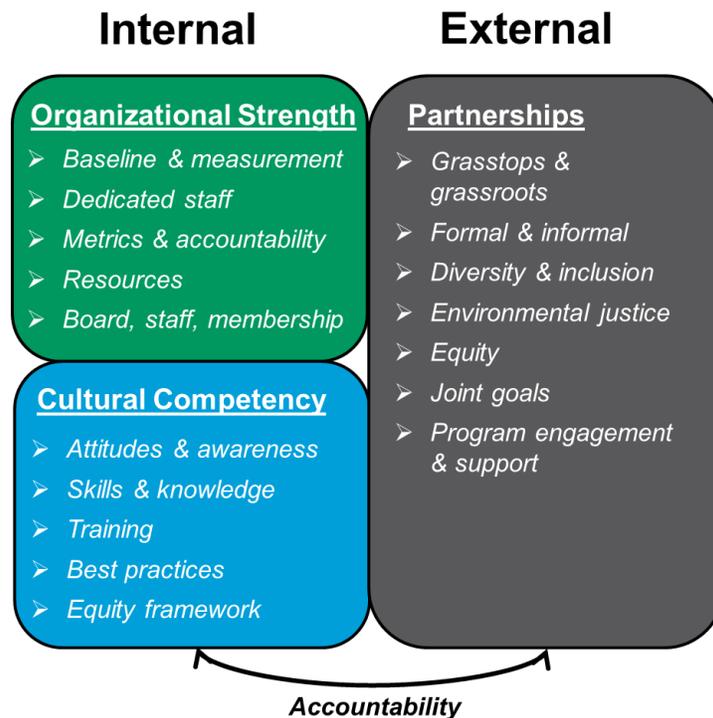
**Goal**

Cultivate and attain the internal mindsets and capabilities needed to become a culturally competent organization. Externally, increasingly forge diverse, inclusive, and collaborative partnerships rooted in common aspirations and values, aimed at collectively tackling the world's most serious environmental problems.

**Theory of Change**

To remain a global leader in creating innovative solutions to the world's most pressing environmental problems, EDF needs to adapt to rapidly changing demographics in the US and to shifting socio-economics around the world. EDF will harness the perspectives, skills, and ideas of a diverse workforce, board, and membership, as well as build strong relationships with diverse constituencies to secure meaningful and durable environmental outcomes that are linked to broader societal imperatives.

**Critical Components**





**Organizational Strength** refers to the skillsets and mindsets that allow EDF to effectively work with diverse constituencies, both internally and externally, with appropriate resources, programs, structures, and accountability systems that allow us to track progress over time.

### Milestones

**Overarching milestone:** EDF is demonstrating continuous improvement in the diversity of our staff, Trustees, and members.

- I. An organizational diversity baseline is established against which to measure outcomes and evaluate progress.
- II. A full-time, high level Diversity officer is hired, who has support from the Executive team and access to staff and Trustees.
- III. Diversity metrics are developed, and are incorporated into executive performance and accountability systems.
- IV. Significant resources are invested in supporting implementation of the Diversity Strategic Plan.
- V. Career advancement opportunities are accessible and transparent to all staff, enhancing our ability to attract and retain a more diverse executive team and senior staff.

### Tactics<sup>1</sup>

1. Develop a baseline study of the organization including:
  - a. % of hired people of color (including fellows and interns);
  - b. % people of color in short lists for hiring, promotion, and board pipeline;
  - c. retention rates;
  - d. budget and programs explicitly dedicated to retention of diverse individuals; and
  - e. how EDF is perceived externally, both within and beyond the environmental sector.
2. Secure dedicated staff, including a dedicated Diversity officer, to facilitate implementation of the diversity strategy.
3. Expand Development's capacity to identify and engage more diverse donors and prospects in support of EDF's overall strategic plan and the diversity strategic plan, specifically.
4. Maintain existing diversity via regular retention analyses to determine where improvement is needed.
5. Improve diversity in EDF's hiring process through:
  - a. expanding the pool of diverse candidates,
  - b. removing biases in job descriptions,
  - c. providing necessary training for hiring managers, and
  - d. conducting regular reviews of program and departmental hiring processes.
6. Create accountability through:
  - a. inclusion of diversity milestones in the department and program goals, with regular reviews during Ops Reviews and at program/department retreats;
  - b. inclusion of measurable diversity goals in all managers' performance goals and evaluations; and
  - c. updates from Diversity officer to Trustees at Board meetings, as appropriate.
7. Diversify the board by increasing representation of people of color and younger candidates in the Board pipeline.
8. Diversify domestic and international membership and the online activist population to better reflect the demographics of the nations in which we work.

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<sup>1</sup> NOTE: Tactics for each critical component are organized in order of priority. For further detailed recommendations, metrics, and critical considerations, see individual sections in the complete strategic plan document, 'EDF 2014 Diversity Strategy and Recommendations'.



**Cultural Competency** is possessing the awareness, attitude, knowledge, and skills needed to understand and effectively interact with people across diverse cultures and backgrounds. More specifically, it is an individual's:

- **Awareness** of one's own worldview and its impact on both interpersonal and cross-cultural interactions with others,
- **Attitude** about beliefs, cultural differences, and people who are different,
- **Knowledge** about different cultural practices and worldviews, and
- **Skills** in communicating across differences, including gestures and other forms of non-verbal communication that vary across cultures and backgrounds.

### Milestones

*Overarching milestone:* All staff are trained in diversity and inclusion, including through refreshers for current staff and on-boarding for new staff.

- I. A baseline study about staff attitudes and experiences has been conducted, with follow-up studies completed 1, 3, and 5 years later.
- II. A training program and experiential learning opportunities on diversity and inclusion are developed and implemented for US staff, and country-specific training is provided for international staff.
- III. Other environmental institutions begin identifying EDF as a leader on diversity and approaching EDF for best practices related to integrating diversity into their organizations.
- IV. In 3-5 years, EDF is engaged with cross-sector and multi-issue work that is achieving positive environmental and equity outcomes.

### Tactics

1. Conduct a baseline study, and follow-up studies, to assess staff awareness, attitudes, knowledge, and experiences related to diversity, to understand in which areas and how staff need support in developing attitudes of inclusion and solidarity, as well as how these attitudes change and develop over time.
2. Train all staff on diversity and inclusion, with support from third party consultants/experts and guidance from Diversity officer and staff.
3. Establish an on-boarding program in diversity and inclusion for new staff.
4. Maintain and support the EDF Diversity Committee to champion training, encourage staff engagement, and promote values of inclusion and diversity within the staff.
5. Develop a living, online resource library to compile information on upcoming trainings, best practices, tools, and other resources to build institutional knowledge.
6. Develop program-specific training and experiential learning opportunities to equip staff for collaboration with new, diverse strategic partners, on an as-needed basis.
7. Develop country-specific cultural competency on-boarding and training programs for all international staff and staff working with international partners.
8. Incorporate an equity framework that assesses social equity outcomes into planning and decision making for all major projects and policy initiatives.



**Diverse Constituent Partnerships** involve an agreement with grassroots and/or grassroots organizations to share resources and mutually accomplish a goal important to both parties, while enhancing inclusivity and equity outcomes.

- A formal partnership may involve a memorandum of understanding (MOU) that outlines organizational roles, staff time, and allocation of funds or other resources.
- Informal partnerships do not require MOUs, but may have a work plan to outline the goals of the partnership. The goals may be broad, such as ‘relationship building,’ or more narrowly defined to include specific outcomes and tasks. Staff time, expertise, and other resources are required.

### Milestones

*Overarching milestone:* EDF is engaged in substantive grassroots and grassroots partnerships with diverse constituencies, including environmental justice communities, across our four program areas: Climate, Oceans, Ecosystems, and Health.

- I. EDF has dedicated financial and human resources to support both formal and informal partnerships.
- II. Each program has a tailored process for systematically identifying and cultivating new, strategic partners among diverse constituencies and with organizations that are unconventional environmental allies.
- III. Diverse constituent partnerships in each program have clearly defined joint goals that are tied to EDF’s programmatic goals, and programs are responsible for demonstrating progress in these collaborations, *as outlined in the Organizational Strength section of this document.*
- IV. Program staff working with diverse constituent partners have received the training necessary to work effectively with new partners, *as outlined in the Cultural Competency section of this document.*

### Tactics

1. Train and equip staff to cultivate strong, long-term, collaborative relationships and trust with potential partners. This includes the tools, protocols, and resources necessary to create productive partnerships with grassroots and grassroots entities (*see Cultural Competency*).
2. Analyze and define diversity partnership needs on a program-by-program basis.
3. Develop program-specific criteria for regularly and systematically identifying potential new diverse constituent partners that can be strategic allies.
4. Incentivize programs to build strong working relationships with national political and grassroots advocacy groups representing a wide range of diverse constituencies, particularly ethnic, socio-economic and generational constituencies.
5. Support cross-cutting teams (e.g. Development, MarComm, OCS, OEPA, CFO, Chief Counsel, etc.) in engaging non-traditional and new diverse constituents beyond program-specific partnerships (e.g. Latino-serving media outlets; racially diverse major donors; etc.).