THE STATE OF DIVERSITY IN ENVIRONMENTAL ORGANIZATIONS
LIMITED DEMAND, EFFORT AND RESULTS IN ENVIRONMENTAL C-SUITE SEARCHES

July 2014
Interns

Hired Staff in past 3 years

Leadership

Board Slots

- 22.5% are people of color
- 12.8% are people of color
- 12% are people of color
- 4.6% are people of color

- 22.5% are people of color
- 11.7% are people of color
- 19% are people of color
- 6.9% are people of color

- 36.4% are people of color
- 17.1% are people of color
- 12.4% are people of color
- 13.3% are people of color
REPORT FINDINGS

+ The Green Ceiling

+ Unconscious Bias, Discrimination, and Insular Recruiting

+ Lackluster Effort and Disinterest in Addressing Diversity
DIVERSITY DERAILLED
LIMITED DEMAND, EFFORT AND RESULTS IN ENVIRONMENTAL C-SUITE SEARCHES
NEW YORK CITY | DECEMBER 2016
WHAT IS HINDERING DIVERSITY IN THE SEARCH PROCESS?

Differences in perspective inhibit organizations’ and search firms’ ability to achieve their common goal of diversifying organizational leadership.

- Breakdown of diversity as a search priority
- Existing biases and compressed search timelines
- Overemphasis on cultural fit
PERCEIVED BIAS/RESISTANCE TO DIVERSITY BY NGOS AND SEARCH FIRMS

<table>
<thead>
<tr>
<th>Category</th>
<th>Search Firm</th>
<th>NGOs and Grantmakers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Resistance to Diversity in Searches</td>
<td>15.9%</td>
<td>87.5%</td>
</tr>
<tr>
<td>Bias a Problem in Searches</td>
<td>27.5%</td>
<td></td>
</tr>
<tr>
<td>Unconscious Bias in Organization</td>
<td></td>
<td>46.4%</td>
</tr>
</tbody>
</table>
DIFFERENCES OF OPINION ON FACTORS HINDERING DIVERSIFICATION

- People of Color Recruited Not Well Known
- Bad Cultural Fit for Applicants of Color
- Diverse Applicants Not Interested
- Organization Not Ready
- Not Enough Qualified Applicants

[Bar chart showing opinions from Search Firm, NGO, and Foundation]
MANDATING DIVERSE SLATE —
SEARCH FIRMS, NGOS AND FOUNDATIONS

- **Foundations**: 43.8%
- **NGOs**: 28.3%
- **Search Firm Mandates Diverse Slate if Client Prioritizes**: 68.8%
- **Search Firm Mandates if Client Does Not Prioritize**: 43.8%
BEST PRACTICES FOR DIVERSITY IN SEARCHES

Mandate diverse slates of candidates and diverse search and interview committees

Structure the interview process to minimize bias

Track leaks throughout the hiring process

Measure process and outcomes
BEST PRACTICES IN READINESS, RECRUITMENT, AND RETENTION

- Integrate diversity into the structure, mission, and bottom line
- Require accountability
- Provide incentives
- Establish a diversity committee or manager
BEST PRACTICES IN READINESS, RECRUITMENT, AND RETENTION

1. Develop a comprehensive plan with evaluation.
2. Employ metrics to identify organizational needs.
3. Use metrics to attract diverse applicants.
4. Recognize limitations of diversity training.
#LeakingTalent
#DiversifyGreen

Leaking Talent
How People of Color are Pushed Out of Environmental Organizations

WHITNEY TOME
Diversity

Efforts to increase diversity focus on the selection, promotion, and retention of people with diverse backgrounds.

Inclusion

The act of creating environments in which any individual or group can be and feel welcomed, respected, supported and valued to fully participate where differences are embraced.

Equity

The guarantee of fair treatment, access, opportunity and advancement while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups.

Justice

Embracing a vision of society in which the distribution of resources and access to decision making is equitable and all members are physically and psychologically safe and secure.
WHAT IS THE STATE OF DIVERSITY IN THE Environmental Movement?

40 largest green NGOs:
★ 20% of the staff and 21% of the senior staff identified as People of Color
★ Represents a stark increase from 14% senior staff in 2017

Environmental foundations:
25% of the staff and 4% of the senior staff POC.
Why does that matter?

- Greatest benefits of diversity at least 25% of the senior leaders (Labaye, 2012)
- Turnover rates are 34% higher among POC (Schwartz, 1991)
What can be done?

- A 10% increase in one’s racial group reduced the probability of turnover by 7.4% for POC (Zatzick, Elvira, & Cohen, 2003).

- Support for diversity including fair employment practices around promotion practices (McKay et al., 2007; Nishii, 2013).

- Top-level leadership support for DEI (Johnson, 2017).
The diversity of experiences, the diversity of backgrounds, the diversity of ages is extremely important when we make decisions.

BLACK FEMALE

We need diverse voices to build the case for the work we're doing. We need to convince everyone else that what we're doing is really important.

BIRACIAL FEMALE

By broadening our programs and by including environmental justice into those programs, we can build partnerships regionally and statewide with communities that aren't traditionally served by the conservation community.

WHITE MALE

One of the ways diversity has helped us is our fundraising efforts. We are able to translate and tell our story to a broader demographic base than I've seen in the past.

BLACK FEMALE
Any time a POC gets a job, promotion, is seen as successful, it is seen as disingenuous. Their skills, abilities, commitment are questioned. They are taking the promotion from somebody else.

ASIAN FEMALE

Te people who engage in development varies greatly by race and gender. So, do much more outreach. We proactively work with women of color for career planning and career development.

WHITE FEMALE

I know people have left, including Whites who got frustrated by not seeing a clear path forward and I think that's worse when you come from a diverse racial and ethnic background.

HISPANIC MALE

Opportunities for special projects may not be open to everyone. Not everyone can compete for them. Instead, if you form a relationship with someone you might get access to those opportunities.

BLACK FEMALE
Fairness of DEP Practices

- This organization invests in the development of all of its employees.
- The performance review process is fair in this organization.
- This organization has a fair (free of racial and gender bias) promotion process.

Intent to Stay

- I plan this organization for at least another year.
- If offered a similar role elsewhere, I would stay here.
- I plan to stay in this organization for a long time, possibly for the rest of my career.

Employee-reported intent to stay
Results

- Unconscious Bias Training
- Development Opportunities
- Use of DEIJ Metrics
- Transparency Around Pay
- Diversity Committees
- Top Leadership Sets DEIJ Strategy
- Transparency Around Promotions
- Long Term DEIJ Goals
- Top Leadership Sets DEIJ Mission
- Diversity Committees
- Development Opportunities
- Use of DEIJ Metrics
- Transparency Around Pay
- Transparency Around Promotions
- Long Term DEIJ Goals
- Top Leadership Sets DEIJ Mission
Key HR practices

- Use unconscious bias training
- Increase pay transparency
- Improve promotion practices
- Development opportunities
- Create a diversity committee
- Create long-term DEIJ goals
- Develop metrics around DEIJ

Key CEO Actions

- Include DEIJ in the strategic planning process
- Include DEIJ in the mission, vision, and values of the organization
- Increase focus on equity and inclusion
@DiverseGreen

#DiversifyGreen

www.diversegreen.org

GREEN 2.0

WHITNEY TOME