

**EDC**

Education  
Development  
Center

2020

Equity, Diversity, & Inclusion Report



## About EDC

**Education Development Center (EDC)** is a global nonprofit that advances lasting solutions to improve education, promote health, and expand economic opportunity. Since 1958, we have been a leader in designing, implementing, and evaluating powerful and innovative programs.

With expertise in areas such as suicide prevention, early childhood development and learning, and youth workforce development, EDC collaborates with public and private partners to create, deliver, and evaluate programs, services, and products. From in-depth research endeavors to district- and country-wide reform initiatives, our programs provide individuals, families, and communities with the knowledge, skills, and support they need to achieve a better future.

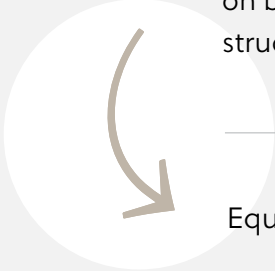
In all of our work, as well as within our own organization, we are committed to building equitable and socially just systems and programs.

# Executive Summary/Year in Review

In 2020, the Equity, Diversity, and Inclusion (EDI) Committee has seen the fruition of several key initiatives conceptualized by the committee over the past three years, including the following: the launch of **implicit bias awareness and mitigation training**; **a mentoring program to increase diversity in leadership at EDC**; and **incorporation of equity, diversity, and inclusion in our recruitment, hiring, and retention practices**.

This year has also been a time of great challenge. A pandemic, the visceral demonstrations of the impacts of systemic racism, #BLM, and a highly contested election have all tested our collective will and frayed our nerves. The COVID-19 pandemic has impacted numerous lives, unfortunately costing many of them, around the world. The protests and violence that erupted in the United States following the murder of George Floyd also left a lasting impact both domestically and internationally, sparking difficult, yet necessary conversations regarding racial inequality and police brutality. During these challenging times, the EDI Committee and EDC leadership worked to bring staff together through all-staff meetings to build a common understanding of the events and their root causes in systemic racism, and to think about how we individually and collectively as an organization can contribute to change.

As we move into 2021, our commitment to equity, diversity, and inclusion continues to be very strong. EDC's **Equity Principles** demonstrate our commitment to equity in all of our work. In 2021, the committee's work will focus on building awareness of these principles within EDC, soliciting feedback on the principles, and developing support structures and resources that will allow staff to operationalize these principles in their work. Further, equity, diversity,



Equity is about participation.

Equity requires understanding.

Equity is intentional.

Equity empowers.

Equity builds resilience.

and inclusion remain central to strategic planning across the organization. We are incorporating initiatives being championed by the EDI Committee to promote diverse hiring and to build upon inclusive practices that promote retention of our talented staff, such as the ongoing roll out of implicit bias awareness and mitigation training as well as the pathways to leadership mentoring program.

As we reflect on the tumultuous events of 2020, EDC continues to reaffirm its commitment to equity, diversity, and inclusion as core organizational values. These principles are fundamental to who we are as an organization and ultimately enable us to better design and deliver products and services that address the nuanced needs of the diverse populations we serve.

As we look ahead to 2021, the EDI Committee will continue to **champion initiatives**, including the following:



- ➔ Expand the mentoring pilot
- ➔ Strengthen and expand communication efforts to promote visibility and accountability
- ➔ Improve data collection efforts to enable employees to self-identify sexual orientation and gender identity data
- ➔ Roll out a recruiting and hiring training and certification
- ➔ Develop a company-wide retention support process and resource for employees with coverage gaps

We will do this by continuing to build strong partnerships with EDC's leadership, the Human Resources Department (HR), the Office of Communications, and division management.

Building a culture of equity, diversity, and inclusion is everyone's responsibility. We invite the entire EDC community to join us in advancing these efforts to make EDC an equitable and inclusive organization.

Handwritten signature of David G. Offensend in black ink.

**Dave Offensend**  
*President & CEO, Chief Diversity  
and Inclusion Officer*

Handwritten signature of Jessica Miranda in black ink.

**Jessica Miranda**  
*EDI Committee Co-chair*

Handwritten signature of Sarita Pillai in black ink.

**Sarita Pillai**  
*EDI Committee Co-chair*

# EDI Background and History



EDC has a long history of diversity initiatives that were quite disparate in nature. Some grew organically out of individual staff interest and some through more structured approaches, including past employee resources groups for staff of diverse cultural and linguistic backgrounds. However, none of the prior initiatives took a whole-organization approach, and as a result, they were not sustainable and were disbanded over time.



In 2016, President and CEO David Offensend created a **cross-EDC Diversity Task Force**, with the full support of the Leadership Team, to develop recommendations for improving diversity and inclusion efforts at EDC. He charged the group with identifying short-term actions, which could be implemented in fiscal year 2016, and ideas for how to structure future diversity and inclusion efforts. The Task Force focused its early conversations on the **definition of diversity at EDC** and the importance of **attending to both equity and inclusion** as part of this work.



In May 2016, the committee published a report that outlined **key short-term, structural, and long-term recommendations**. Key recommendations included the following:

- Build senior management buy-in and support of EDI initiatives
- Consider appointing a chief diversity and inclusion officer (CDIO)
- Establish an EDC-wide equity, diversity, and inclusion (EDI) committee supported by the President’s Office
- Intentionally work to diversify EDC’s staff at all levels, including senior management, the Leadership Team, and the Board of Trustees

# 1958 - 2020

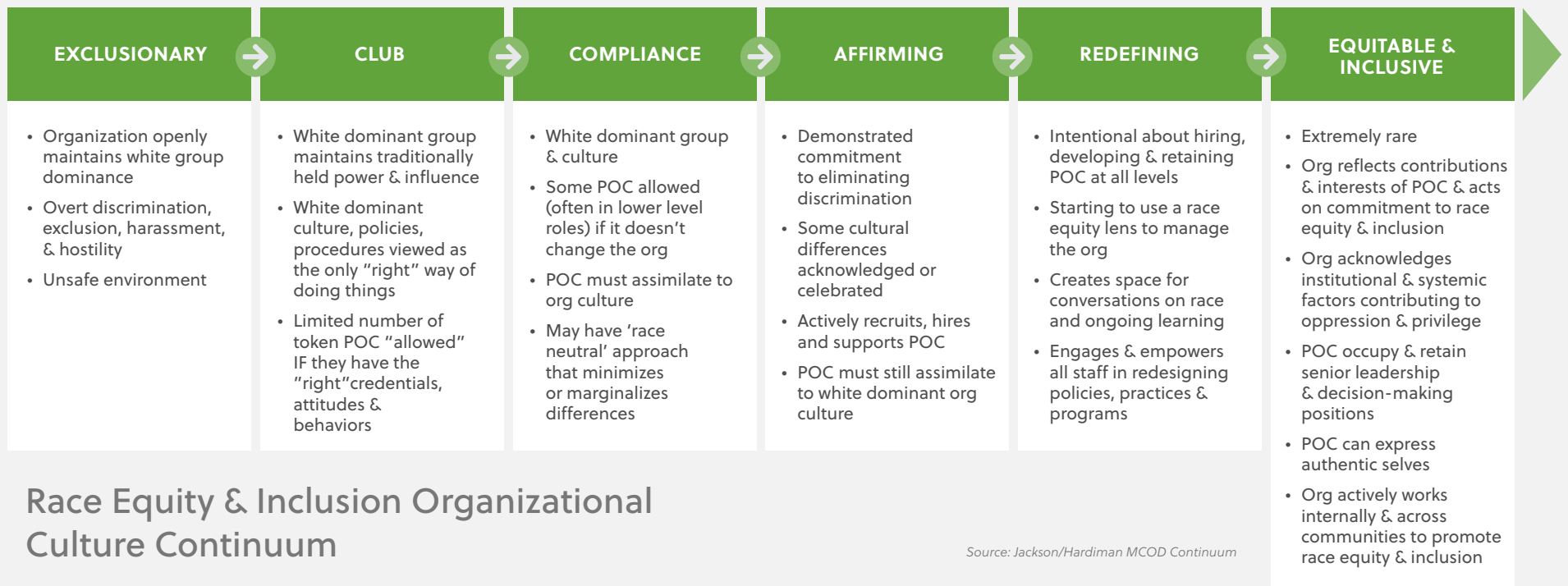
In response to these recommendations, Dave assumed the role of acting-CDIO, thereby affirming a leadership commitment to EDI as fundamental to who we are as an organization and central to the work we do. The EDI Committee was launched in 2017 in partnership with the Leadership Team and HR to implement the recommendations outlined in the Task Force report and to institutionalize key EDI-conceptualized initiatives. Examples of these initiatives included the following:

- 2019 launch of an annual implicit bias awareness and mitigation training for all U.S.-based staff
- Planned 2021 rollout of a mentoring program to cultivate diversity in the next generation of EDC leadership
- Incorporation of equity, diversity, and inclusion in EDC's recruiting, hiring, and retention policies, practices, and resources

## Framework for Race Equity & Inclusion Organizational Culture Continuum

Organizational culture related to racial equity and inclusion falls along a continuum. In Figure 1, exclusionary organizations are on the far left. In the middle are organizations that focus on compliance or affirming cultures. EDC's efforts, however, are focused on transforming the organization into an equitable and inclusive organization for systemically excluded groups, which is on the far right. While these efforts are led by the EDI Committee, we will only achieve this goal through the collective efforts of every EDC employee, from our newest hire to our most senior leadership, and everyone in between.

FIGURE 1. Organizational Continuum



Source: Jackson/Hardiman MCOB Continuum

## Race Equity & Inclusion Organizational Culture Continuum

**The committee began to intentionally bring more awareness to racial justice issues by increasing internal and external communications via all-staff meetings, blogs, and articles.**

## EDI Committee Structure

The EDI Committee consists of 15 members from across the organization, led by Dave Offensend, president, CEO, and CDIO, and two co-chairs, Sarita Pillai from the U.S. Division and Jessica Miranda from the International Development Division. Senior leadership is an active voice on the committee to support EDI initiatives and institutionalize programs that are borne out of equity, diversity, and inclusion. An organizational chart of EDI Committee members is included in [Appendix A](#).

In response to the pivotal events that occurred this year in the United States focused on police brutality against Black Americans and the response to George Floyd's unjust death, the EDI Committee changed its meeting schedule from monthly meetings to weekly meetings. The purpose of this change was to help engage the EDC community and EDC leadership in racial justice conversations. The committee began to intentionally bring more awareness to racial justice issues by increasing internal and external communications via all-staff meetings, blogs, and articles. We also provided more frequent updates to EDC's leadership, including the Board of Trustees.

## Subcommittees

The EDI Committee's work is driven by five subcommittees, which include members from across EDC. This past year, the committee has been primarily focused internally on communicating with staff and rolling out and institutionalizing pilot initiatives. The subcommittees conducted various activities during the year, as described below. To join a subcommittee, please contact a subcommittee chair. See the EDI Committee organizational chart in [Appendix A](#).

**Communications** The Communications Subcommittee works to communicate EDC's organizational commitment to diversity both internally and externally. The subcommittee works across EDI subcommittees and employee resource groups to raise internal awareness of their activities, leads learning opportunities that highlight diversity and inclusion initiatives at EDC, and works with corporate communications to build visibility of EDC's commitment to equity, diversity, and inclusion.



**Pathways to Leadership** The Pathways to Leadership Subcommittee provides input to EDC initiatives and professional development programs that help employees develop and progress on their personal pathway to leadership. In 2020, the committee implemented and evaluated the mentoring program pilot, which showed that mentees made progress or achieved their goals related to leadership, specific skills and expertise, business development, and internal visibility. The committee will launch the next iteration of the program in 2021 in partnership with HR.

**Recruitment & Hiring** The Recruitment & Hiring Subcommittee targets its efforts to attract and hire qualified individuals from diverse backgrounds at EDC. The subcommittee launched the *Join Us at EDC* video on the Careers at EDC webpage. The video highlights diversity and inclusion in our work and in our company culture. The subcommittee also reviewed EDC's recruiting and hiring process and developed a toolkit to strengthen efforts to equitably recruit and hire diverse employees. In addition, they updated diversity language on job description templates.

**Retention** The Retention Subcommittee promotes efforts to retain current employees by analyzing data related to workplace culture and recommending initiatives to keep and engage diverse staff. Activities included reviewing exit interview data, partnering with HR on the employee engagement survey, developing an EDI dashboard that captures and presents diversity data using visual graphics in a dashboard format, and liaising with EDC departments to make changes to existing policies and processes so we retain and value our most important asset—our staff.

**Equity Principles** Equity Principles, the newest subcommittee, weaves our philosophical approach to our equity work around the globe into the programmatic and operational work of our divisions. This year, the subcommittee conducted an informal audit of staff to gain a better understanding of our collective experiences and perspectives on equity and to discover if these principles were known to staff and how they were being integrated into their work. The subcommittee also expanded its membership this year and, looking ahead, has a more formal communications strategy in the works.

Currently, EDC has three ERGs: Afro-Diaspora; Lesbian, Gay, Bisexual, Transgender, Queer+ (LGBTQ+); and Conversations and Resources about Disabilities (CaRD).

## Employee Resource Groups (ERGs)

EDC's Employee Resource Groups (ERGs) are voluntary, employee-led groups that can be created by any staff or group of staff with shared ideas and common interests. ERGs exist in support of our diverse workforce as a resource for employees, providing networking and learning opportunities in the interest of promoting an inclusive work environment. These groups are called to be community driven, to involve committed staff willing to conceptualize and lead the group, and to have clearly defined goals and objectives.

Currently, EDC has three ERGs: Afro-Diaspora; Lesbian, Gay, Bisexual, Transgender, Queer+ (LGBTQ+); and Conversations and Resources about Disabilities (CaRD). The work of the ERGs is connected to the EDI Committee and falls under EDC's EDI umbrella. But they also ensure that all staff within the organization have the opportunity to create and participate in groups of special interest to them.

To ensure coordination and feedback with EDI efforts organization-wide, a member of the EDI Committee serves as a liaison to each employee resource group at EDC. To join an ERG, please contact an ERG chair. (See the EDI Committee organizational chart in [Appendix A](#)).

**Afro-Diaspora** Established in June 2020, Afro-Diaspora is a new ERG designed to serve as a collective space for Black/African heritage staff to maintain an open dialogue, make recommendations to EDC Leadership on actions and policies that either directly or indirectly affect Black/African heritage EDC staff, and promote opportunities for professional development and upward mobility for staff. Overall, Afro-Diaspora's goal is to create a culture where all can thrive, build community, and advance at EDC. So far this year, Afro Diaspora has appointed two co-chairs and is in the process of further structuring their group.

**Conversations and Resources about Disabilities (CaRD)** Over the past several years, CaRD has built an engaged membership of both employees identifying as having a disability and allies. Notable accomplishments included hosting a brown bag event in late 2019 to educate staff on invisible disabilities and working with HR to create a quick reference resource about EDC's accommodation request process.



This ERG had been led by two excellent co-chairs, both of whom stepped down in fall 2020. CaRD has since appointed two interim co-chairs and has identified three strategic goals for 2021:

1. Collaborate with the Recruiting and Hiring Subcommittee to enhance an existing resource on inclusive hiring practices
2. Host a virtual brown bag event to educate staff on the topic of neurodiversity and promote the resource
3. Build the group's membership

**Lesbian, Gay, Bisexual, Transgender, Queer+ (LGBTQ+)** Fiscal year 2020 marked the fourth year of the LGBTQ+ ERG. LGBTQ+ works to improve EDC's LGBTQ+ competence to strengthen our work serving LGBTQ+ communities in the United States and improve EDC's internal workplace policies and culture. This ERG led the following efforts:



1. Authored an EDC.org blog post on COVID-19, racial justice, and LGBTQ pride, "**Lessons from Queer History,**" June 2020
2. Developed standardized sexual orientation and gender identity demographic questions for EDC internal workplace surveys and forms
3. Added LGBTQ+ professional organizations and job boards and suggested recruitment guidance for hiring managers
4. Worked with HR to revise language in *The Employee Engagement Survey Report* to be aligned with sexual orientation and gender identity questions in the survey and to be culturally competent
5. Created the internal *Resources for LGBTQ+ Travels* for the intranet and suggested edits to EDC's Travel Policy to address traveler safety for employees with diverse traveler profiles, including those who are LGBTQ+
6. Hosted a virtual brown bag presentation and discussion on Two Spirit identity and history

# 2020 EDI Flagship Initiatives

## Implicit Bias Awareness and Mitigation Training

This year, 2020, marked the third year of **implicit bias awareness and mitigation training** at EDC. In October, we launched our largest training cohort to date, with 77 employees participating from all parts of the company, including EDC's Leadership Team. The sessions start with an understanding of implicit bias and the neuroscience behind it, and then explore our own implicit biases and how to practice mitigation strategies in the workplace. The five-month program, led by 20 EDC staff facilitators who serve as trainers and mentors, includes monthly cohort meetings, independent study, and small-group and partner meetings. Since 2018, 131 employees have been trained in implicit bias awareness and mitigation.

## Mentoring Program

In February 2020, the Pathways to Leadership Subcommittee launched a **Mentoring Program** pilot. The Mentoring Program is the first initiative of its kind at EDC to help staff of diverse backgrounds develop leadership skills. The pilot aimed to enhance the professional growth of staff using the framework of EDC's *Professional Development Guide*. Ten mentor-mentee pairs, across EDC divisions and office locations, participated in the pilot. An evaluation of the pilot showed that all 10 mentees indicated that their professional development goals were met. One mentee shared that *"being able to get a high-level perspective on issues I might be having and learn about somebody else's career development path at EDC"* were the most rewarding experiences of the program. The next iteration of the program will launch in 2021.

## Recruiting and Hiring Portal

The Recruiting and Hiring Subcommittee worked with people from all three divisions, employee resource groups, the Human Resources Department, the Digital Design Group, and IT to transform EDC's existing recruiting and hiring intranet pages. The goal was to provide a **Recruiting and Hiring Road Map** that would provide easy-to-follow instructions for navigating the recruiting and hiring process, while embedding EDI best practices and sharing tools and resources for mitigating bias in every phase of recruiting and hiring. Examples included videos on unconscious bias in recruiting, clear instructions for drafting effective job descriptions, a list of places to post jobs to increase applicant pool diversity, tips for forming interview panels, and sample interview questions. The new tools and resources were piloted by the USD School Improvement Portfolio as part of their search for a new portfolio lead. Feedback from the pilot revealed increased efforts to mitigate bias, more inclusive decision-making, and positive candidate feedback on the inclusive language in the job description.

Implicit bias training of trainers and pilot rollout

Mentorship program pilot

All-staff meetings

Media and presentation resources

Learning events (brown bags)

# EDI in Action 2020

Observation of Juneteenth

ERG guidance

Recruiting and hiring portal

Blogs

Holiday calendar

# By the Numbers

## Demographic Information – Regular Employees

**77%** Female: **74%** of employees in leadership positions\* are female.

**29.9%** Employees of Color: **21%** of employees in leadership positions\* come from racially diverse backgrounds.

**12%** LGBTQ+ Employees (from 2018 Employee Engagement Survey)

*\* Leadership positions are defined as Grade 10 and higher. Representative titles are project director, research scientist, senior technical advisor, and chief of party.*

**4.6%** Employees with Disabilities

**2%** Veterans

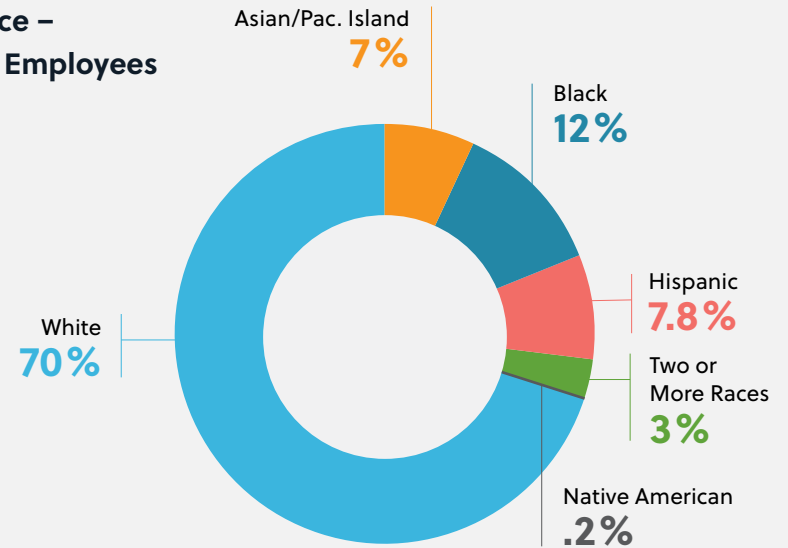
**640** International Field Office Staff

## Racial Diversity – Regular Employees

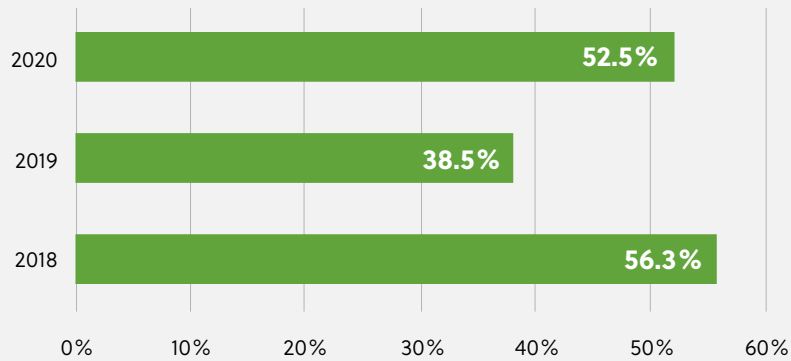
2016 **26.8%** → 2020 **29.9%**

Currently, 29.9% of U.S. employees are from racially diverse backgrounds (Asian/Pacific Islander, Black, Hispanic, Native American, and two or more races).

## % By Race – Regular Employees

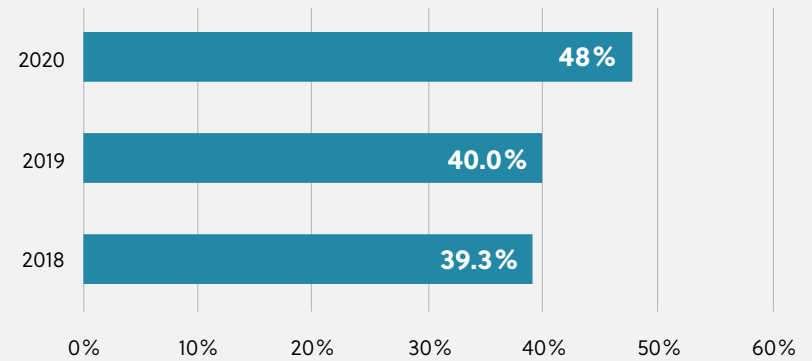


### % of Racial Diversity of New Hires



Over the past three years, employees of color represent 49% of new staff hired (on average), reflecting intentional strategies to recruit diverse talent.

### % of Employees Leaving EDC Who Are Employees of Color



Reasons for leaving EDC include reduction in program funding, new employment, school, retirement, etc. Programs to mentor and retain all staff, particularly employees of color, are essential to ensuring our staff feel included and engaged.

To reiterate, as we reflect on the tumultuous events of 2020, **EDC continues to reaffirm its commitment to equity, diversity, and inclusion as core organizational values.** These principles are fundamental to who we are as an organization and ultimately enable us to better design and deliver products and services that address the nuanced needs of the diverse populations we serve.

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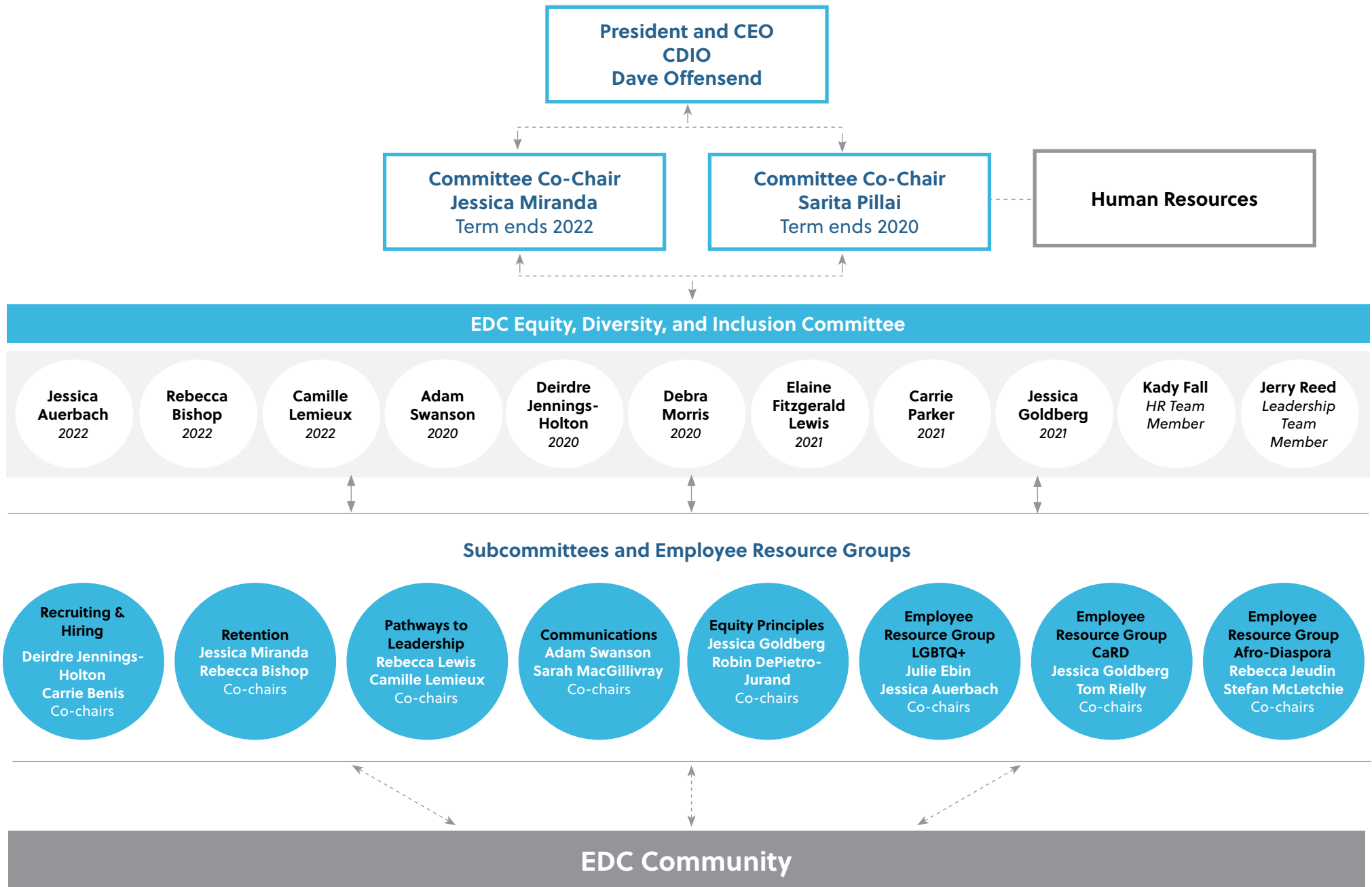
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**Building a culture of equity, diversity, and inclusion is everyone's responsibility.**



# Appendix A: EDC Equity, Diversity, and Inclusion Committee





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