

DIVERSITY & INCLUSION



Rockefeller Foundation 2012 Report

OUR MISSION:

John D Rockefeller, Sr. established The Rockefeller Foundation in 1913 to promote the well-being of humanity around the world.



Rockefeller Foundation

Innovation for the Next 100 Years

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A MESSAGE FROM OUR PRESIDENT

In the spring of 2012, we announced the launch of a comprehensive diversity and inclusion program for The Rockefeller Foundation. This important initiative is a priority for the Executive Team and our Board of Trustees. Its purpose is to continue and grow our focus on diversity and inclusion, a trademark of any successful organization committed to excellence.

Diversity and inclusion are integral to our ability to be creative and effective. They bring us a wider view of the world, opening the door to new insights and new and innovative solutions. As a team, we have achieved a tremendous amount of work this year, and this first annual Diversity and Inclusion Report sets out our achievements as well as our goals.

We have made deliberate efforts to be inclusive, because fostering an environment where we all feel empowered to contribute to the work is key to the Foundation's ultimate success. As we further embed diversity and inclusion into the fabric of our organization, I am greatly encouraged by the participation of everyone on our team in achieving our goals—for the coming year and well into the future. I look forward to seeing this robust program have a resounding impact upon the way we see, work with, and relate to everyone with whom our organization interacts.



Judith Rodin, PhD
President,
The Rockefeller Foundation

THOUGHTS FROM OUR DIVERSITY AND INCLUSION AMBASSADOR GROUP

"The Diversity and Inclusion Ambassador Group was established with the goal of broadening and extending the conversation on diversity and inclusion beyond the Human Resources Department, the Executive Team, and the Board of Trustees. We are committed to weaving these concepts into the fabric of our organization to such an extent that it will become ingrained in our culture, helping to drive everything that we do."

"As ambassadors for the Diversity and Inclusion Program, we are establishing it from the ground floor, setting strategy, rolling out a plan, and identifying ways to enhance the effect of diversity and inclusion throughout The Rockefeller Foundation. We have started the conversation. Now, it's up to all of us to participate in this ever-important, ever-changing dialogue, as we make the concept of diversity and inclusion a reality."



Diane Samuels
Diversity and Inclusion Ambassador Group
D&I Ambassador Group Chair/Human Resources Manager

"Of fundamental importance is to raise awareness of diversity and inclusion, and how it contributes to the effectiveness of The Rockefeller Foundation."



Penny Hawkins
Diversity and Inclusion Ambassador
Senior Evaluation Manager

"It's important to ensure that we have a culture that lets diverse individuals know that they are valued, and feel empowered to contribute their best efforts."



Brinda Ganguly
Diversity and
Inclusion Ambassador
Associate Director

"I think that The Rockefeller Foundation has shown a remarkable sense of diversity and inclusion in its hiring practices. The fact that the Ambassador Group has been formed reinforces these practices and allows us to engage with other organizations seeking similar goals."



Jacquie Myers
Diversity and Inclusion Ambassador
Administrative Assistant

"One of the main objectives is to ensure that there is no discrimination in the recruitment, retention, training and development of staff on the basis of gender, age, or seniority."



Busaba Tejagupta
Diversity and Inclusion Ambassador
Grants and Office Manager

ABOUT THE ROCKEFELLER FOUNDATION: A CENTURY OF PHILANTHROPY

The Rockefeller Foundation supports work that expands opportunity and strengthens resilience to social, economic, health and environmental challenges—affirming its pioneering philanthropic mission since 1913 to promote the well-being of humanity.

The Foundation operates both within the United States and around the world. The Foundation's efforts are overseen by an independent Board of Trustees and managed by its president through a leadership team drawn from scholarly, scientific, and professional disciplines.

The Rockefeller Foundation is committed to using the power of its philanthropic resources to achieve equitable growth by expanding opportunity for more people in more places worldwide, and to build resilience by helping them prepare for, withstand, and emerge stronger from acute shocks and chronic stresses. To achieve this vision, The Rockefeller Foundation uses innovation, influence and intervention to achieve impact for its strategic goals.

Throughout its 100-year history, The Rockefeller Foundation has supported the ingenuity of innovative thinkers and actors by providing the resources, networks, convening power, and technologies to move innovation from idea to impact. From funding an unknown scholar named Albert Einstein to accelerating the impact investing field, The Rockefeller Foundation has a long tradition of enhancing the impact of individuals, institutions and organizations working to change the world.

In today's dynamic and interconnected world, The Rockefeller Foundation has a unique ability to address the emerging challenges facing humankind through a 100-year legacy of innovation, intervention through well-structured initiatives and the influence to shape agendas and inform decision-making.

DIVERSITY AND INCLUSION AT THE ROCKEFELLER FOUNDATION

Our Diversity Vision:

Our vision is to create an environment that fully supports and leverages the collective differences and similarities of all Rockefeller Foundation employees in order to ultimately promote the well-being of humanity.

At The Rockefeller Foundation, diversity and inclusion are more than concepts. They are the guiding force behind our thoughts and our actions. We define diversity as valuing and leveraging the collective differences and similarities of our staff. For our purposes, inclusion is an extension of that concept, meaning the creation of an environment in which each individual is empowered to use their voice to constructively and fully contribute to our success.

Recognizing that a diverse, inclusive, and talented workforce is the key to excellence, we strive to ensure that diversity and inclusion and talent management function as one. That is why we aim to fully integrate each of these elements into every aspect of our corporate culture in three critical areas: recruitment, employee development, and diversity measurement.

All employees are responsible for ensuring that their actions and personal interactions reflect our commitment to diversity and inclusion. Each member of our staff is empowered to address any deviation from these principles, and bring it to the attention of management or Human Resources.

Our Core Values:

Truly living diversity and inclusion, we will underscore how they align with and reinforce the power of our core values:

- **Equity** comes to life as fairness in the workplace.
- **Innovation** is enhanced by new ideas and insights.
- **Integrity** relies upon making decisions transparently.
- **Leadership** inspires all to join us in our quest for excellence.
- **Effectiveness** is dependent upon fresh new viewpoints from every corner of the world.

The Rockefeller Foundation has formal policies and plans for diversity and inclusion. But the real work is, and will continue to be, carried out by each employee every single day. Ultimately, the true measure of our success in this area is how we conduct business—and how we conduct our lives.



DIVERSE IDEAS BRING SUCCESS: THE BUSINESS CASE FOR A GLOBAL DIVERSITY AND INCLUSION PROGRAM

Achieving global diversity and inclusion is a challenging objective. But it is well worth the time, effort, and resources that we are committed to investing. In addition to the inherent reason of fairness, there are important benefits: increased cultural awareness, the enhanced creativity and innovation that diverse perspectives bring, and a better understanding of complex problems, resulting in more effective solutions.

Diversity and inclusion are in perfect alignment with our five organizational values of equity, leadership, integrity, innovation and effectiveness, as well as our organizational vision of resilience and equitable growth. If present trends continue, the current surplus of talent will decrease as the world economies improve. A strong diversity and inclusion program will be invaluable in our quest to hire and retain the best candidates.

What kinds of changes will this initiative have upon The Rockefeller Foundation? As diversity and inclusion are embraced by the entire organization, we expect to see a real difference in almost everything we do. First and foremost, we're taking a proactive perspective on the subject. In the past, we were looking back at what we had accomplished. Now, we are looking forward as we develop important new relationships and offer a stronger communication strategy defined by more frequent reporting and continuation of the dialogue essential to success.

In the short term, we'll know that we are succeeding when we begin to achieve some of our primary goals. These include increasing diversity throughout the organization, the creation of strategic partnerships needed to compete for talent at the global level, work that is more creative than ever, and increased diversity of knowledge that brings better results.

As for the long term, perhaps we'll know we have ultimately succeeded when there is no longer a need for such documents as annual diversity and inclusion reports.



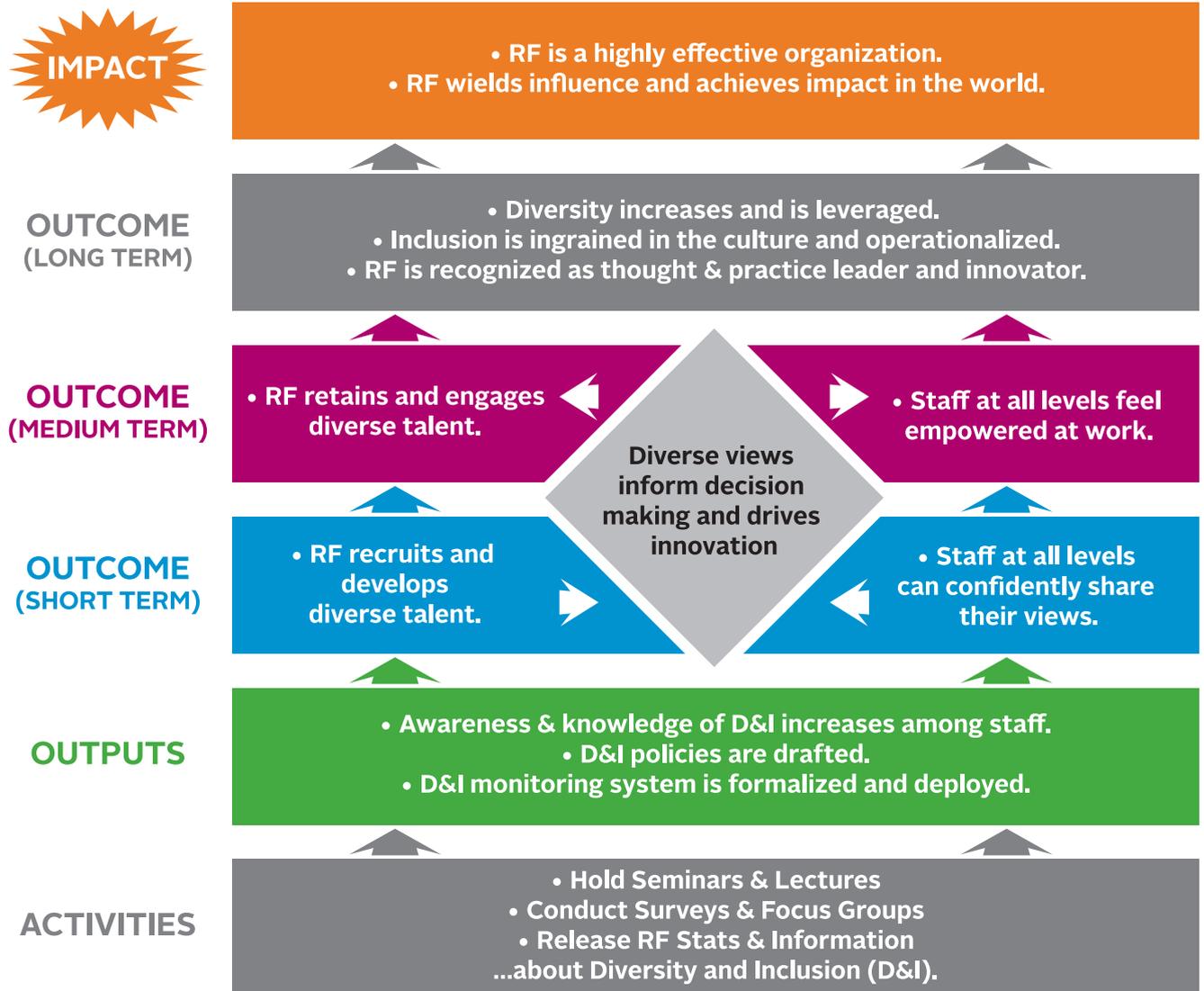
DIVERSITY AND INCLUSION IN ACTION: OUR THEORY OF CHANGE

The Rockefeller Foundation team believes that our thoughts and actions will lead to the results we are committed to achieving. Change happens slowly at first, but is a continual and continually rewarding process.

As momentum builds, individuals begin to realize that they are empowered to contribute—to this initiative and to the success of the Foundation in a multitude of ways and that dissenting views are welcome.

Ultimately, we seek to achieve optimal levels of effectiveness and influence on a global scale by building a truly diverse and inclusive culture.

Diversity and Inclusion (D&I) Theory of Change



Key Assumption

Diversity and inclusion contribute to organizational effectiveness.

BROAD TALENT BRINGS POWER: ATTRACTING, BUILDING, AND MAINTAINING A DIVERSE WORKFORCE

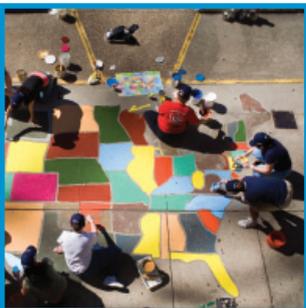
The quest to build and retain a highly diverse and inclusive team is constantly evolving. It requires all of us to continually adjust our thinking and actions as we encounter new opportunities to succeed, and new challenges to overcome.

Recruitment is just the start. Our hiring practices include efficient talent management and employee referrals, encompassing recruitment strategies to hire only the best-qualified candidates at all levels. This year we started to formally make our search-firm partners fully aware of our commitment to diversity by including specific language in all related agreements. By identifying our needs with specifically targeted media, we have generated a pool of candidates for almost every position that reflects our goals and values.

Employee development is the key to retention. In addition, we closely monitor the availability of employee development opportunities, such as work groups, task forces, and committees that provide the resources for employees to learn and grow. To ensure fairness, we aim to have our performance evaluation process be transparent and consistent, including timely and honest feedback.

Measurement and analysis tell our story. These measures will succeed in the long term because of our dedication to measurement and analysis, which takes our culture well beyond the compliance level. To be proactive, we have begun to address key metrics in recruitment, representation and retention, employee engagement, and regularly monitor diversity. There is more that can be done and we commit to doing so in the near future.

Communication and promotion of diversity and inclusion set the tone. Current and future team members will follow our lead, which includes such short-term internal goals as highlighting diversity and inclusion in our employee handbook, and regular reporting formats for our staff and management. Externally, we are establishing a diversity and inclusion page on our website, and ensuring that the Foundation is represented at major events.



FOSTERING AN INCLUSIVE CULTURE: COMMENTS FROM OUR CHIEF HUMAN RESOURCES OFFICER

“The Rockefeller Foundation strongly believes in the value of inclusion and diverse perspectives in organizational development. Over the last three years, we have embarked on three significant efforts to enhance the collective work of the Foundation. The first was to develop a set of core values, for which the staff has a shared belief of their importance toward organizational success.

“At Rockefeller, a venerable one-hundred-year-old organization, we knew we needed to surface these values from our people, at all levels, in all jobs, throughout the organization in order to achieve change and engagement. With more than half the total employee population involved, we surfaced our five core values and through a steering committee representing a cross section of the staff, we are embedding these values in how we do our work.

“In 2010, the Foundation conducted an employee engagement survey. The results were generally positive, and we gleaned important development opportunities for the Foundation. The Executive Team, with the advice of external employee engagement consultants, identified the three most important areas for improvement, and then our senior management validated those assumptions with their teams. From there, three action teams were formed to address each of these areas. Action team members made proposals to the Executive Team, which were adopted, and implementation is underway.

“One of the most significant outcomes of the employee engagement action teams was recognition that the Foundation’s strategic model and issues areas needed a refresh and refinement to ensure better clarity of vision and strategy, more effective communications, and more transparency in decision-making. The Executive Team once again engaged the organization in the process. The architecture of the refreshed strategic model is being led and designed by staff members at all levels.

“These efforts underscore the value the Foundation’s leadership places on inclusion. These were major strategic initiatives, and the leadership of the organization chose to adopt an inclusive practice versus a top-down approach. As an organization, we fully believe that we will arrive at the best answers when we have the involvement of a cross section of staff who have the opportunity to voice their perspectives.”

**Samantha Gilbert
Human Resources Department
Chief Human Resources Officer**

FOSTERING AN INCLUSIVE CULTURE: REMARKS FROM MEMBERS OF OUR STRATEGY IMPLEMENTATION LEADERSHIP TEAM REGARDING REFRESHING AND REFINING OUR STRATEGIC MODEL

"This was a very inclusive process, with participation from all around the Foundation at all levels. The participants jumped into the process wholeheartedly, and showed amazing dedication and time commitment. Deep caring about the process and outcome were evident throughout. All discussions that I participated in were open, honest, and felt safe. It did not appear that anyone was holding back an opinion or question, even if it was challenging."



Ellen Taus
Office of Financial Resources
Chief Financial Officer

"The composition of the teams represented a good cross-representation of the organization. An open environment was created where all thoughts were welcome. I felt that my voice was not only appreciated, but also encouraged. They did a great job of making sure everyone felt welcome and that the environment was an open one."



Scott Leeb
Communications Department
Managing Director, Knowledge Management

"Overall, the strategy refresh process seemed very inclusive. The work streams provided an opportunity to solicit feedback, and I felt as though the input was very carefully considered and incorporated. We were also encouraged to speak with leaders of the various work streams in open-door sessions or office hours, which was a positive change."

Justina Lai
Foundation Initiatives
Associate

"From my perspective, the process seemed to involve a lot of people from the beginning and disseminated timely communications to all staff, so it definitely felt inclusive. I think the project management of the entire process was well-organized, making it clear what was expected, and when."



Carolyn Wendrowski
IT Department
Associate Director

“The Inclusion Leadership Teams and supporting design teams were deliberately organized to include a diverse range of staff in terms of level, role, and geography. Additionally, all staff had the opportunity to learn more about the strategy refresh and contribute feedback and ideas. I found the process to be quite inclusive.”



Caroline Kronley
Strategy
Associate Director

“Being a part of the ILT and working specifically on the Staffing and Scan/Search workstreams was invigorating...like being a part of a 100-year-old startup, wherein we were making sure our passion aligned with our process to create greater impact. The inclusive and collaborative nature of the meetings engendered a feeling of true ownership...in shaping the future direction of the Foundation. I felt proud to be a part of the opportunity and process – not for myself, but for the people’s lives that will be impacted through the deliberate and dedicated design of our refreshed operating model and programmatic issue areas.”



C. D. Glin
Foundation Initiatives
Associate Director

“The strategy process showcased senior management’s intent to create more inclusive and transparent processes at RF. As part of the issue area work, the team leaders with whom I collaborated created an open environment for all team members to substantially work on potential scan ideas together. We debated and discussed these ideas as a team, and the team leaders ensured we were kept regularly informed of next steps, who was making what decision, and where we were able to have input. As part of the DEV-EX sub-committee, there was a real effort to promote a collaborative environment that encouraged input, regardless of level. In addition to the work done with the teams, all staff were given numerous opportunities to ask questions and provide their input into the process.”

Suman Sureshbabu
Foundation Initiatives
Associate

ORGANIZATIONAL DIVERSITY AND INCLUSION ACCOMPLISHMENTS: A PROMISING START TO A PROFOUNDLY IMPORTANT INITIATIVE

While we are able to gauge our results in the area of diversity and inclusion, our excitement about this new initiative is beyond measure. Though we have a journey before us, the organization has achieved the following milestones in the past year alone:

The Establishment of our Diversity and Inclusion Ambassador Group

One of our most promising accomplishments for 2012 was to assemble some of the Foundation's most impassioned supporters of diversity and inclusion into a cohesive team to champion this important cause. Our Diversity and Inclusion Ambassador Group consists of individuals who first volunteer, and then are chosen for two-year terms. They attend conferences and seminars, share best practices, help to create an environment that will maximize the potential of all of our employees, and incorporate this important message into the fabric of our organization. These individuals own diversity and inclusion at The Rockefeller Foundation, and their role is to offer enthusiasm, awareness, and knowledge to everyone they encounter.

A New, Comprehensive Parental Leave Policy

The Rockefeller Foundation has adjusted its parental leave policy to encompass the entire spectrum of people and situations to which it might apply. We now offer time off for everyone who needs it to welcome and bond with a new child. Going beyond the traditional requirements of the law allowing new mothers to take time off, we offer paid leave for biological fathers, single parents, and gay and lesbian parents. The same is true for parents who have adopted or are fostering a child, and parents who have opted for surrogacy birth.

Co-sponsoring of a Diversity and Inclusion Panel

Along with Philanthropy New York's Foundation Administration Network and the Increasing Diversity in Philanthropy Committee, The Rockefeller Foundation co-sponsored a diversity and inclusion panel in 2012, which was entitled, "A World of Opportunity: Increasing Diversity, Equity and Inclusion." This event succeeded in continuing the dialogue about diversity and inclusion, and encouraging other organizations to implement new, or improve upon existing, programs.

The Launch of a Diversity Toolkit on The Rockefeller Foundation Intranet

This innovative online resource is designed to enable all of our staff members to build, manage, and thrive within a diverse organization and work group. Designed by Cook Ross, a consulting firm doing good work in the diversity and inclusion space, the toolkit includes notes on best principles, practices, policies, processes and procedures, and how to apply them in the workplace.

Our Inaugural Diversity and Inclusion Annual Report and Website Page

This is our Inaugural Diversity and Inclusion Annual Report, and its corresponding website page is designed to expand upon its content, and allow us to provide fresh updates as needed. We feel that both of these represent an important step in communicating our messaging, being a diversity and inclusion leader in the philanthropic sector, and telling the world where we stand.

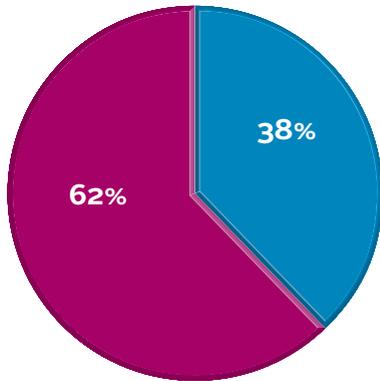
Publication of Our Staff and Board Diversity Numbers

For the first time, we are publicizing our staff and board diversity numbers, which we feel is an important way to be transparent about our progress, and hold ourselves accountable for realizing our goals.

Rockefeller Foundation Board Diversity

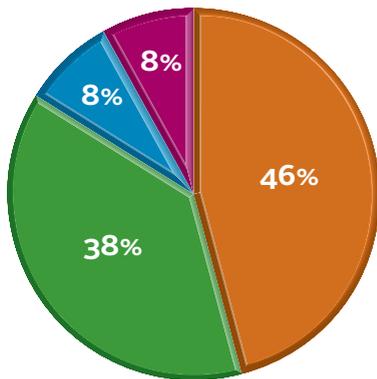
BOARD OF TRUSTEES BY GENDER

Total Board of Trustees = 13



BOARD OF TRUSTEES BY RACE/ETHNICITY

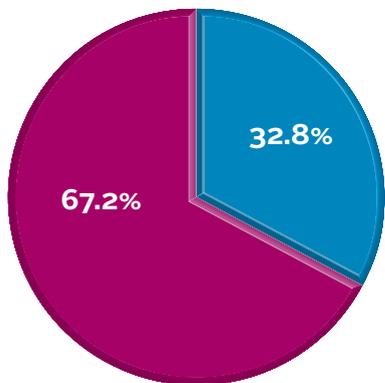
Total Board of Trustees = 13



Rockefeller Foundation Staff Diversity

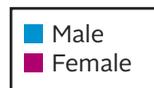
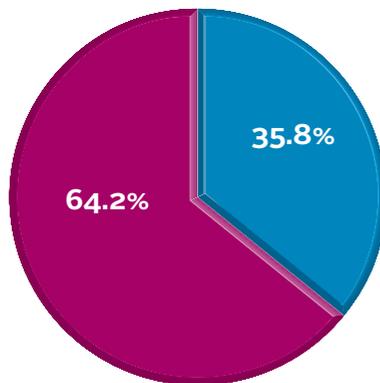
NEW YORK-BASED STAFF BY GENDER

Total RF Workforce = 123



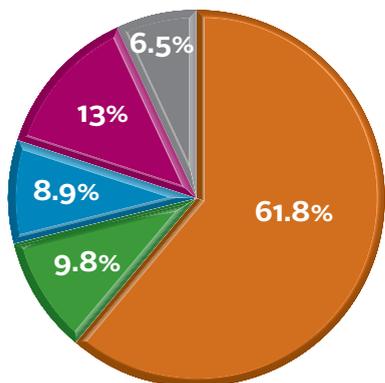
ALL RF STAFF BY GENDER

Total RF Workforce = 179



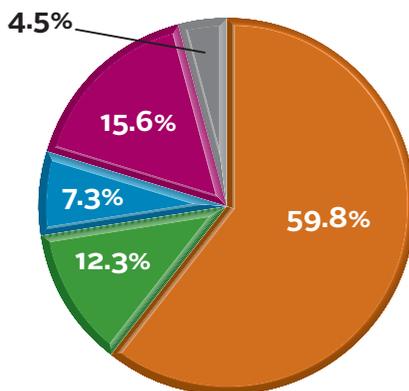
NEW YORK-BASED STAFF BY RACE/ETHNICITY (COMBINED GENDERS)

Total RF Workforce = 123



ALL RF STAFF BY RACE/ETHNICITY (COMBINED GENDERS)

Total RF Workforce = 179



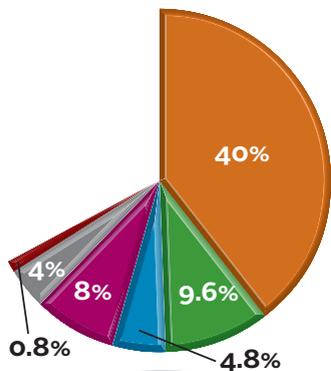
Rockefeller Foundation Staff Diversity

WOMEN BY RACE/ETHNICITY

New York-Based Staff

Total RF Workforce = 123

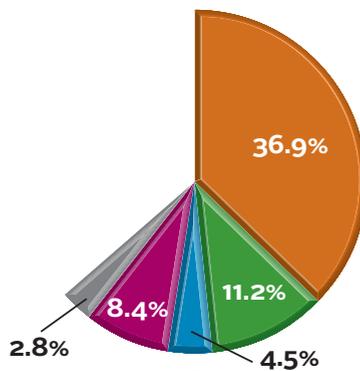
Total Percentage Women = 67.2%



All RF Staff

Total RF Workforce = 179

Total Percentage Women = 64.2%

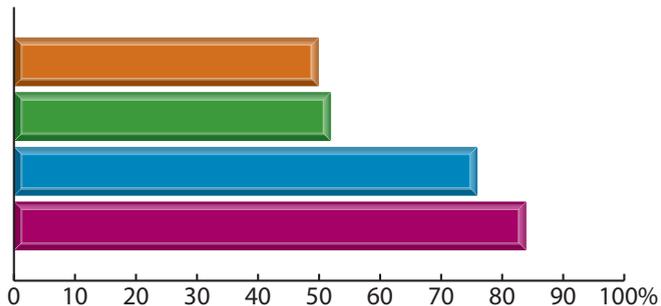


WOMEN BY JOB LEVEL

New York-Based Staff

Total RF Workforce = 123

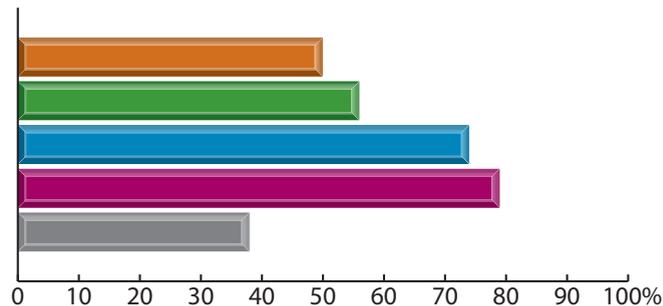
Total Percentage Women = 68.2%



All RF Staff

Total RF Workforce = 179

Total Percentage Women = 64.2%



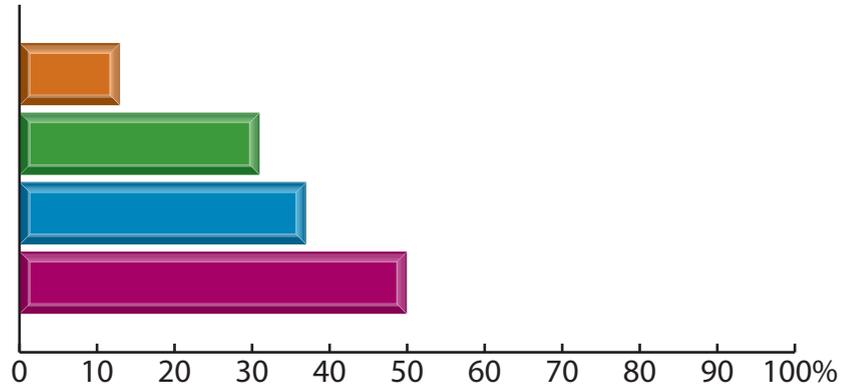
Rockefeller Foundation Staff Diversity

PEOPLE OF COLOR BY JOB LEVEL

New York-Based Staff

Total RF Workforce = 123

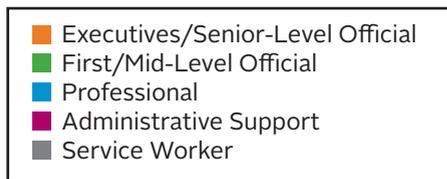
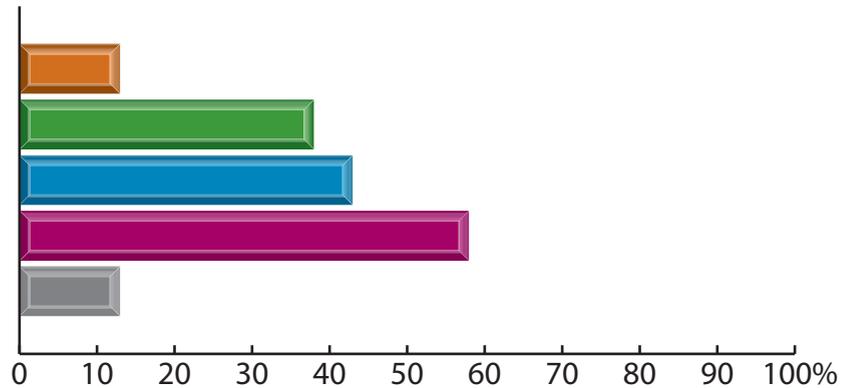
Total Percentage Minority = 36.6%



All RF Staff

Total RF Workforce = 179

Total Percentage Minority = 40.2%



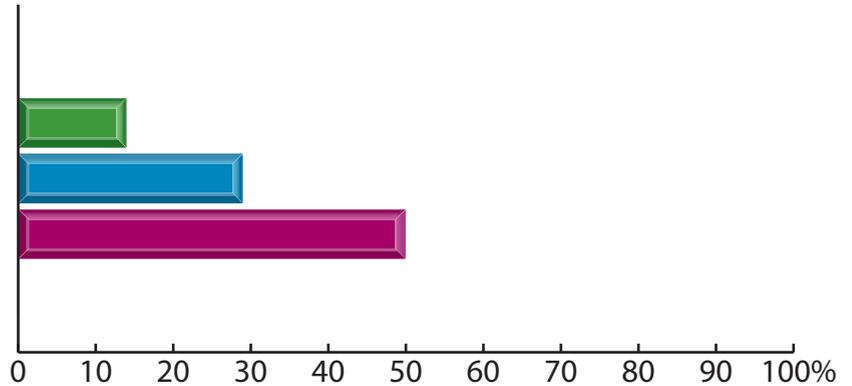
Rockefeller Foundation Staff Diversity

WOMEN OF COLOR BY JOB LEVEL

New York-Based Staff

Total RF Workforce = 123

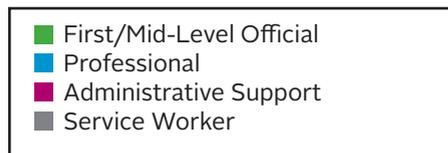
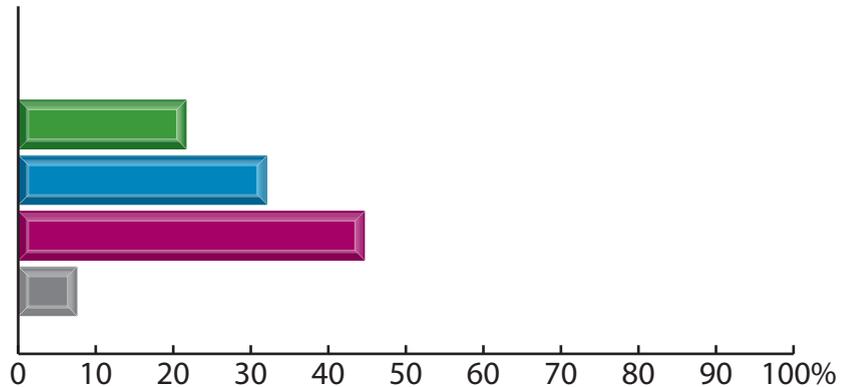
Total Percentage
Minority Women = 27.6%



All RF Staff

Total RF Workforce = 179

Total Percentage
Minority Women = 27.4%



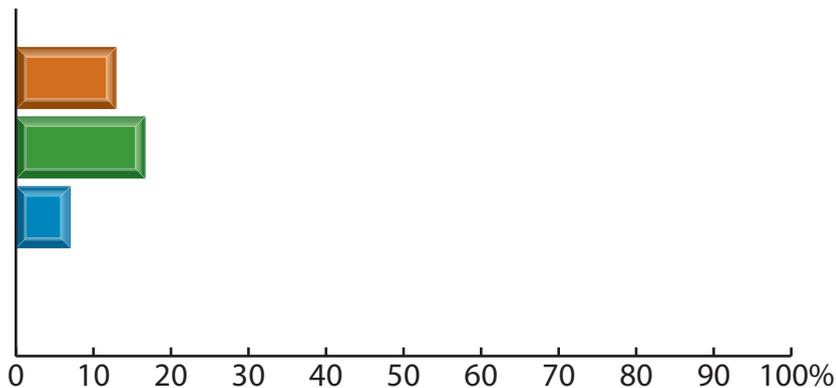
Rockefeller Foundation Staff Diversity

MEN OF COLOR BY JOB LEVEL

New York-Based Staff

Total RF Workforce = 123

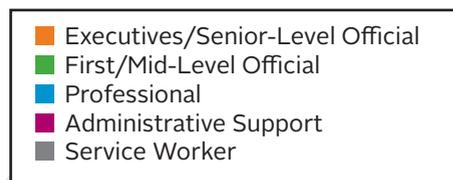
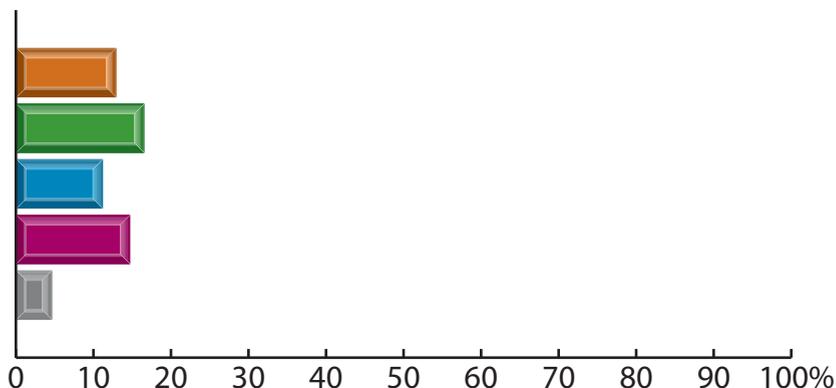
Total Percentage
Minority Men = 8.9%



All RF Staff

Total RF Workforce = 179

Total Percentage
Minority Men = 12.8%



GOALS FOR THE FUTURE: PROUD OF WHERE WE ARE, EXCITED ABOUT WHERE WE'RE GOING

For the past two years, we have been building our initial Diversity and Inclusion Program. With the establishment of our Diversity and Inclusion Ambassador Group, our new website, and this annual report, we feel that we've taken the important first steps toward becoming an organization that is diverse and inclusive by nature, rather than learned thinking and behavior. This is a continual process, and we are still learning how to formulate and realize our goals. Here are some of the items we plan to accomplish in the near term, as we begin the process of real staff engagement:

Development of Optimal Diversity Practices and Organizational Culture

Our goal is to encourage people from all backgrounds to feel comfortable bringing their unique perspectives, styles and skills to work. We are striving to accomplish this by integrating diversity and inclusion into our culture with training for managers and staff, setting organization-wide values and expectations, and promoting candid relationships among all.

Establishment of Diversity and Inclusion Guiding Principles

A new set of precepts will help guide the behavior of our staff and management to foster a successfully inclusive environment.

A Commissioned Study of Diversity and Inclusion in the Philanthropic Sector

Learning how diversity and inclusion affect the organizational effectiveness of philanthropic entities such as ours will provide us with invaluable information. We plan to commission this study, consider its findings, and share them with others in order to establish a foundation for success from which others can benefit.

The Launch of Our Diversity and Inclusion Speaker Series

In January of 2013, The Rockefeller Foundation will launch its Diversity and Inclusion Speaker Series. There will be several speakers each year, all of whom are doing meaningful work in this area. The first will be James Surowiecki, author of *The Wisdom of Crowds: Why the Many Are Smarter Than the Few and How Collective Wisdom Shapes Business, Economies, Societies, and Nations*.

Development of a Diversity and Inclusion Staff Training Program

Our Diversity and Inclusion Ambassador Group will work closely with our human resources professionals to formulate a comprehensive system of classroom training, internal seminars, mentoring, and on-the-job training sessions to ensure that all team members understand, appreciate, and adopt practices that support diversity and inclusion.

Additional initiatives are still in the planning stages, and we look forward to what the coming years will bring. In the meantime, we are open to your ideas, insights, and experiences as we find our way to our eventual goals for ultimate diversity and inclusion.

ROCKEFELLER FOUNDATION DIVERSITY AND INCLUSION POLICY

EQUAL EMPLOYMENT OPPORTUNITY

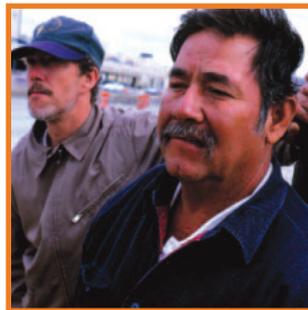
At The Rockefeller Foundation, our goal is to provide equal employment and advancement opportunities to all individuals. Employment decisions are based on merit, qualifications and abilities. The Foundation does not discriminate in employment opportunities or practices on the basis of race, color, religion, gender, national origin, sexual orientation, age, disability or any other characteristic protected by law.

This policy governs all aspects of employment, including, but not limited to, selection, job assignment, promotion, compensation, access to benefits, discipline, and termination.

Any employee with questions or concerns about any type of discrimination in the workplace is strongly encouraged to bring these issues to the attention of their immediate manager or the Human Resources Department. Employees can raise concerns and make reports in good faith without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including suspension without pay and/or immediate termination of employment.

RESPECT IN THE WORKPLACE

We believe that employees are to be respected for who they are and what they contribute. When employees are denied developmental opportunities or evaluated because of who they are instead of actual job performance, the result can be a lack of productivity and focus. We believe that being respected for contributions is one of the most significant motivators for employees, and that a manager who treats employees equitably sets the tone for a respectful workplace. For the past five years, the Foundation has offered comprehensive training sessions—that go beyond compliance requirements—on respect in the workplace. The training is offered as a refresher for staff every two years.



CONTACT INFORMATION

LEARN MORE ABOUT OUR ORGANIZATION:

www.rockefellerfoundation.org

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