



2021

Assessment of Inclusion, Diversity, Equity & Access

For Fundraising Professionals

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Acknowledgments

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Summary

With leadership from AFP and its committee for Inclusion, Diversity, Equity, and Access (IDEA), nine organizations for fundraising professionals launched a national survey in early 2021. More than 2,000 respondents submitted responses, with the vast majority from the U.S., and 54 from Canada.

The study asked people about their personal experiences, organizational policies and practices, and opportunities for change regarding inclusion, diversity, equity, and access (IDEA). Responses from fundraising professionals included 87 percent who have direct contact with donors, funders, and potential donors. Just under one-third support fundraising indirectly through prospect research, data entry, reporting, communications, and in other ways. Some of our respondents, of course, do both. Through the partners' networks, this study reached several specialists, including grant proposal writers, prospect researchers, and planned gift experts.

This study defined diversity broadly to include race/ethnicity, national origin, age, gender, sexual orientation, religious beliefs, appearance (body size, hair style, tattoos), disability, and educational level.

Key Findings

Poor organizational operations were the most frequent challenge faced in their careers for 52 percent of study participants.

Experiences of bias from co-workers outnumber those from donors. 37 percent reported incidents of bias from co-workers compared with 25 percent reporting bad behaviors from employer constituents.

Incidences of bias and discrimination are more frequent than "official" records will show, as 50 percent or more cases over the past year were not reported.

People LEAVE organizations when they have bad experiences, feel unwelcome, or are isolated. As just one example, more than half of Black respondents have left a job because of bias or a bad experience.

In general, respondents think their employer is aware of IDEA and trying to do better:

- 84 percent say their organization has taken positive steps in the past year or so.
- Most people (75 percent) think their employer is making progress in promoting inclusion, diversity, equity, and access.
- Few of the nonprofit organizations in these research results are considered exemplary for IDEA by their fundraising staff.

Major gaps exist in workplace responsiveness to concerns, especially for discrimination, harassment, and micro-aggressions. Nearly a third (31 percent) of people who are Black or Hispanic/Latinx indicate that their organization has unclear policies about discrimination based on race or ethnicity. This compares with 25 percent of respondents who are white, and the difference is statistically significant ($p < .01$).

Executive leadership is seen as most responsible for instituting change, which includes making time available for teamwork on these issues and securing financial support as needed (e.g., for consultants and specialists).

- Study participants who were a CEO or Executive Director (ED), compared with those who work in fundraising but not in a leadership role, were more likely to give their organization high marks for implementing IDEA concepts and for seeing improvements in organizational processes and employee actions. That is, employees see this as a

leadership challenge, and many leaders believe they are making progress, but staff members do not agree at the same level.

- Major barriers to change are a lack of resources (time and financial, i.e., for a consultant), a lack of knowledge about what to change, and a lack of consensus around IDEA concepts, issues, or the need for IDEA practices. Lack of resources was reported by 52 percent, lack of knowledge by 34 percent, and lack of consensus by 33 percent of all study participants.

Recommendations

Some of these depend on your position within the organization. Everyone in every role should become familiar with the key findings. People who don't "see" the problems can look at **FIGURE 4** on **PAGE 11** and **FIGURE 5** on **PAGE 12** to get a sense of how others see the urgency for IDEA concepts in the workplace.

Improve overall organizational activities – not just for IDEA, but across the board. While executive leadership is held accountable for progress on IDEA, 40 to 50 percent of staff members, variable by identity, also see themselves as having a role in IDEA work. One approach is to build task forces or teams to address process development. The most frequently identified challenge was poor organization operations generally, not specifically for IDEA.

Consider "diversity" in all its aspects. In addition to race, ethnicity, and national origin, look also at bias and discrimination based on age and appearance (height, weight, hair style, etc.). This last aspect is an emerging concern and a frequent source of co-worker harassment, as reported by 25 percent of study participants who have ever been harassed because of their appearance.

Leadership should commit to an inclusive process to create and disseminate well-defined written policies that address inclusion, diversity, equity, and access for all dimensions of diversity. Those policies need to include clear processes that are posted or otherwise shared for how and to whom to report concerns.

People in supervisory roles can be more thoughtful about supporting the career aspirations of their colleagues, including access to promotion and greater responsibility. Organizational leaders should evaluate supervisors based in part on their role in supporting career development.

Organizational leaders and anyone in a supervisory role should respond clearly and quickly to concerns, and have consequences for people who offend through discrimination, bias, or micro-aggressions.

- If in a state with low protections for employees (see **APPENDIX 4**), be doubly attentive to documentation and responsiveness, as residents in those states rated internal practices lower than those in states with strong protections for workers.

Invest in IDEA as a method of capacity-building. Staff recruitment, the staffing "pipeline" for promotion, and employee retention are all likely to improve when an organization pays attention to inclusion, diversity, equity, and access. Staff retention and staff satisfaction result in greater success in fundraising.¹ In this study, employees at organizations that budgeted for IDEA work were five times more likely to report progress in IDEA values and policies.

Be deliberate about equitable hiring. Focus recruitment to reach people you might not otherwise invite to apply, and use proven practices in job descriptions, salary disclosure, etc.²

1 Joyaux, Simone P. The Vicious Cycle That Stops You from Raising Money. <https://bit.ly/36oV93S>; Linde, Nicholas. An Examination of Leader-Member Exchange and Job Embeddedness of High Performing Development Officers in Higher Education. <https://bit.ly/3hpOsVy>.

2 Includes salary ranges in job postings; gender neutral language in postings; applicants not asked for salary info; experience is considered, not just formal education; applications are anonymized; applications are scored using a rubric; search committees consist of staff at all levels; and all interviewees asked same set of questions.

Pay attention to supporting equity and inclusiveness throughout the organization. People report that their sources of support in the workplace are numerous. The most important source varies by individual and in some cases, by identity. For example, in this study:

- Mentors were particularly important for 51 percent of people who are Black or multiracial/multiethnic, compared with 40 percent of people who are white and 35 percent of people who are Asian.
- For 65 percent of people who identified as Asian/Pacific Islander and 64 percent of people who are white, direct supervisors were very important, compared with 35 percent of people who were Black, Hispanic, or multiracial/multiethnic.
- 55 percent of people who are Hispanic identified professional associations as very important, compared with less than half of people in all other ethnic or racial identities.

Introduction

Inclusion, diversity, equity, and access (IDEA) are vital issues in contemporary North America. About 40 percent of the U.S. population and 31 percent of Canadians are Black, Asian, Indigenous, Hispanic, or from a national heritage that could make them a person of color (or visible minority, to use a Canadian term). In addition, access and inclusion matter both historically and currently for people who have been excluded based on gender identity, disability, and appearance (body type, hair style, etc.).

The nonprofit sector has played an important role in the “arc that bends toward justice.”¹ Charitable and nonprofit organizations represent communities; exercise convening power; and have historically been important sources of societal change, including for the rights to vote, civil rights, environmental protection, marriage equity, and more.

AFP has had a committee focusing on diversity and inclusion since 1988. The current Inclusion, Diversity, Equity, and Access Committee was created in 2016 at the same time AFP released its initial comprehensive survey about diversity and inclusion in the profession, which served as a model for this work. In 2018, AFP released special studies through the the Women’s Impact Initiative, one of the first focus areas for the IDEA Committee.

Deliberate efforts to increase inclusion, diversity, equity, and access became even more urgent for AFP and all the partners in this project as national and local events focused attention on challenges and needs for equity and justice.

The study partners sent invitations for this study to thousands of people working in fundraising. A total of 2,114 people participated, mostly from the U.S. Respondent demographics include:

- 75 percent of the participants said they are white (60 percent of the U.S. population is white only), and 25 percent providing another racial or ethnic identity (or two or more), compared with 40 percent in the U.S. population.
- By gender, study participants broadly reflected AFP’s membership, with 80 percent identifying as women, 18 percent as men, and about 2 percent as a different gender.
- The average tenure in fundraising among participants was 15 years, which is above the national average for years as a professional fundraiser.

¹ A paraphrase of Dr. Martin Luther King, who said, “The arc of the moral universe is long, but it bends toward justice.” Dr. King reportedly paraphrased an 1853 speech by Unitarian minister Theodore Parker. See https://www.huffpost.com/entry/opinion-smith-obama-king_n_5a5903e0e4b04f3c55a252a4

- The average salary was above \$93,000, above the average found in the AFP 2021 Compensation and Benefits Study.
- One-third of study participants worked in educational organizations: 29 percent worked in human services and 24 percent in healthcare. These are similar to results for AFP's 2021 Compensation and Benefits Study.

Study Design

People affiliated with any one of nine organizations received an email invitation and/or viewed social media publicity asking them to participate in the survey. The study was in the field March 20 to April 15, 2021, with the online survey taking approximately 15 minutes to complete. The study asked people to complete the survey once, even when they belonged to or were certified by more than one of the sponsors.

Table 1: Responses by membership affiliation or CFRE designation

*African American Development Officers	167	7.9%
*Allies in Action	26	1.2%
*Apra	56	2.6%
*Association of Fundraising Professionals	1,365	64.6%
Association for Healthcare Philanthropy	100	4.7%
CASE	260	12.3%
*CFRE	559	26.3%
*Grant Professionals Association	194	9.2%
*NACGP or a Planned Giving Council	312	14.8%
*Women in Development-New York (WID)	51	2.4%
*Women of Color in Fundraising and Philanthropy (WOC)	117	5.5%
None of the above	243	11.5%
No response	10	0.5%

Includes any that apply. * = Study sponsor or partner.

The survey can be found in [APPENDIX 1](#). Questions asked participants about:

- Their attitudes about what has helped them or challenged them in their fundraising career;
- Experiences with bias that have affected their career;
- IDEA concepts as applied at their workplace;
- Challenges at their workplace that might stem from unconscious or conscious bias;
- Their employer's hiring practices and the extent to which they do (or do not) reflect exemplary practices (as of 2020) for reducing bias;
- Their employer's actions to implement (or not) exemplary practices within human resources management to overcome bias;
- Their employers written (if any) policies about discrimination, harassment, inclusion,

and access; and

- Steps taken or opportunities possible for engagement within an enterprise to drive change related to IDEA.

Analysis includes descriptive statistics (percentages of participants selecting a response); combined scores (averaging multiple responses into a comparative value on a scale of 0 to x, where x varied from 1 to 12); Chi-square statistics; and an odds-ratio analysis for comparing the impact of having a budget for IDEA work. Chamberlin/Dunn of Indianapolis, IN did all analytical work.

Report Structure

This report uses multiple methods of presenting study findings. It is organized by clusters of questions linked to a common theme. Where questions overlap or repeat with the 2016 study, comparative results are presented. The themes are:

- Sources of confidence in the workplace (such as leadership support and mentors), and comfort advocating for IDEA concepts;
- Career challenges ranging from access to resources (uncommon) to poor organizational functioning (very common);
- Experiences of bias in the past year across several possible identities and whether the bias came from co-workers or organizational constituents (donors, prospective donors, or volunteers);
- Inclusion in the workplace;
- Knowledge of workplace IDEA policies;
- Workplace implementation of IDEA, as well as supports such as affinity groups around identity or interests;
- Opportunities (and barriers) for change.

Data tables using a scoring method that groups questions and presents a single value (score) for a topic appear in [APPENDIX 2](#). Demographics of respondents are in [APPENDIX 3](#). Coding, for analysis purposes, of U.S. states by whether their laws provide, or not, certain protections for employees is shown in [APPENDIX 4](#). The final appendix offers some resources from other research and human resources specialists on how to implement IDEA practices.

Confidence in the Workplace

In general, people derive confidence and career support from numerous sources. They also feel generally confident about their knowledge of their employer's IDEA policies and practices and in advocating for IDEA principles at their workplace.

This study also asked people about the level of support the participant has experienced from each of seven different possible sources (e.g., professional associations, direct supervisors, mentors, etc.). Ratings could be "Very Important"; "Important"; or "Not Important". This relates to confidence, as shown in prior work, because mentors, professional associations, direct supervisors, and others

play important roles in an individual's job satisfaction and career advancement.¹

As shown in **TABLE 2**, all study participants scored at similar levels regarding the sources of encouragement they have in their career. However, people of color reported less comfort advocating for IDEA principles in their workplace and/or less knowledge of their current employer's policies and procedures related to IDEA. Later in this report, when there are no values that are lower than the values for all respondents, the individual results by identity will not be shown.

The 2021 study builds on work released in 2016 about inclusion and diversity. In 2016, people were asked to identify their top three sources of career support. In 2021, all potential sources could be rated from Very important (3) to Not Important (1). Leadership at the employer and colleagues were important in 2021, ranking in the top three. Professional associations fell from second place in 2016 to fourth in 2021. For additional scores and results by other dimensions of identity (gender, age, etc.), see **TABLE 6** on **PAGE 36**.

Table 2: Ranking of sources of career support, 2016 study compared with 2021

The order in **TABLE 2** reflects responses from the more than 1,150 study participants who are white, not Hispanic. **TABLE 3** shows percentages for each race or ethnicity tracked in this study. The darkest green cells are the highest value for that row.

Rank In		Source of Career Support	Scores
2016	2021		
3	1	Leadership at employer	2.58
7	2	Direct supervisor	2.58
1	-	Colleagues generally in 2016	
-	3	Colleagues In same department in 2021	2.52
6	4	Mentor(s)	2.49
N.A.	5	People I supervise	2.41
2	6	Professional association	2.37
N.A.	7	Colleagues elsewhere in organization	2.28

N.A. = Not asked in 2016. Not asked in 2021 with rank in 2016: Conference (4), blogs (5), books (8), personal network (9), education (10), board members (11), donors/volunteers (12).

¹ AFP Diversity 2016; other studies

Table 3: Percentage marking source of career support as very important, by race or ethnic heritage

Race of Ethnic Heritage	n=	Organizational Leadership	Direct Supervisor	Colleagues in Same Department	Mentor	Professional Association	People I Supervise	Colleagues in Other Areas of Org.
Asian/Pacific Islander	63	68%	65%	52%	35%	48%	37%	35%
Black	198	58%	58%	44%	58%	45%	34%	35%
Hispanic/Latinx	80	60%	48%	43%	46%	55%	29%	36%
Multiracial/Multiethnic	83	58%	58%	46%	48%	42%	31%	43%
White	1,210	64%	64%	53%	40%	46%	35%	35%

Mentors were most important for people who are Black or multiracial/multiethnic. Colleagues in the same department were important for people who are Asian or Pacific Islander and for people who are white, but less so for people of other racial or ethnic identities. People who are Hispanic/Latinx gave a high score for professional associations, which were very important for more respondents than were direct supervisors.

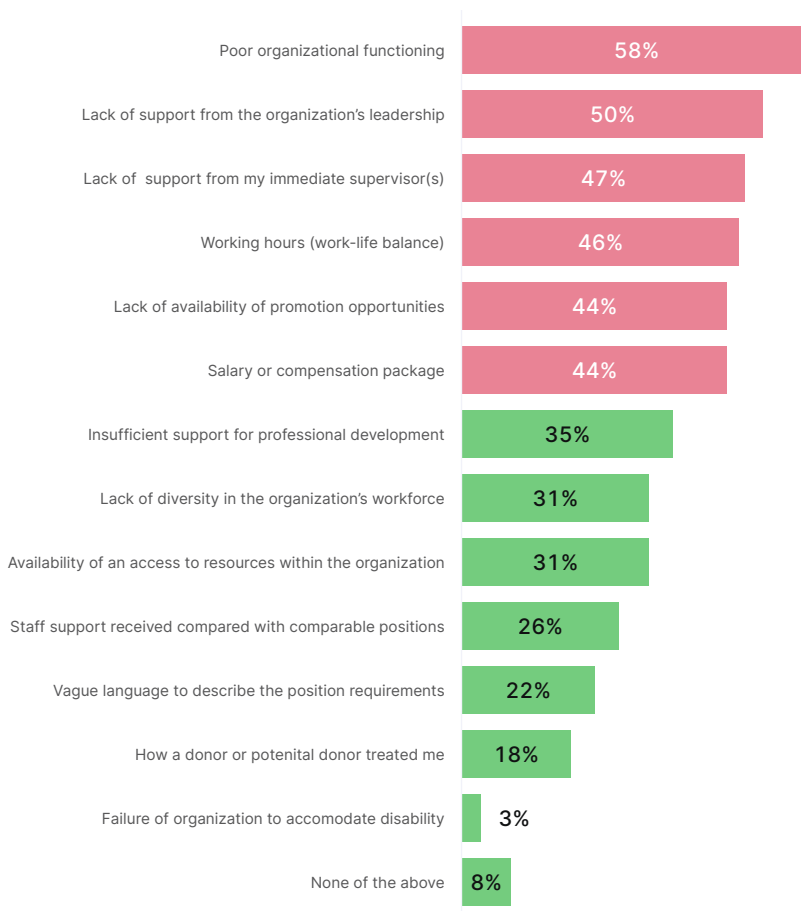
Employers Need to Share IDEA Policies and Procedures

The study asked participants about their levels of comfort advocating for IDEA principles at their workplace and about the depth of their knowledge about their employer’s IDEA policies and procedures. On a scale of 1 to 4, with 4 indicating a high degree of confidence, participants in this survey scored overall at 3.28. You could think of that as a B- (82 percent), using a traditional grading scale based on 100. However, among people who are Asian/Pacific Islander, Black, or Hispanic, the scores were lower. The lower scores reflected lower percentages of people in these groups who said they have knowledge of their employer’s IDEA practices. Advocating for IDEA concepts was similar across all ethnicities but knowing what employer policy and practice encompassed was lower for some than others (see [TABLE 8](#) in [APPENDIX 2: DATA TABLES](#) for detail).

Career Challenges

This section asks about the participant's career in nonprofit organizations. There were 13 possible challenges, and each participant could report that any number of them had occurred during their career. Challenges included operational-level statements, such as "availability of and access to resources with the organization" and instances of discrimination or bias such as "how a donor or potential donor treated me" or "failure of the organization to accommodate my disability." The highest total possible is 13, and a high score here suggests a more difficult career path than a low score. The average total for all study participants was 4.55. **FIGURE 1** on **PAGE 8** shows the percentage of study participants who reported each challenge in their careers.

Figure 1: Frequency of workplace challenges, all study participants

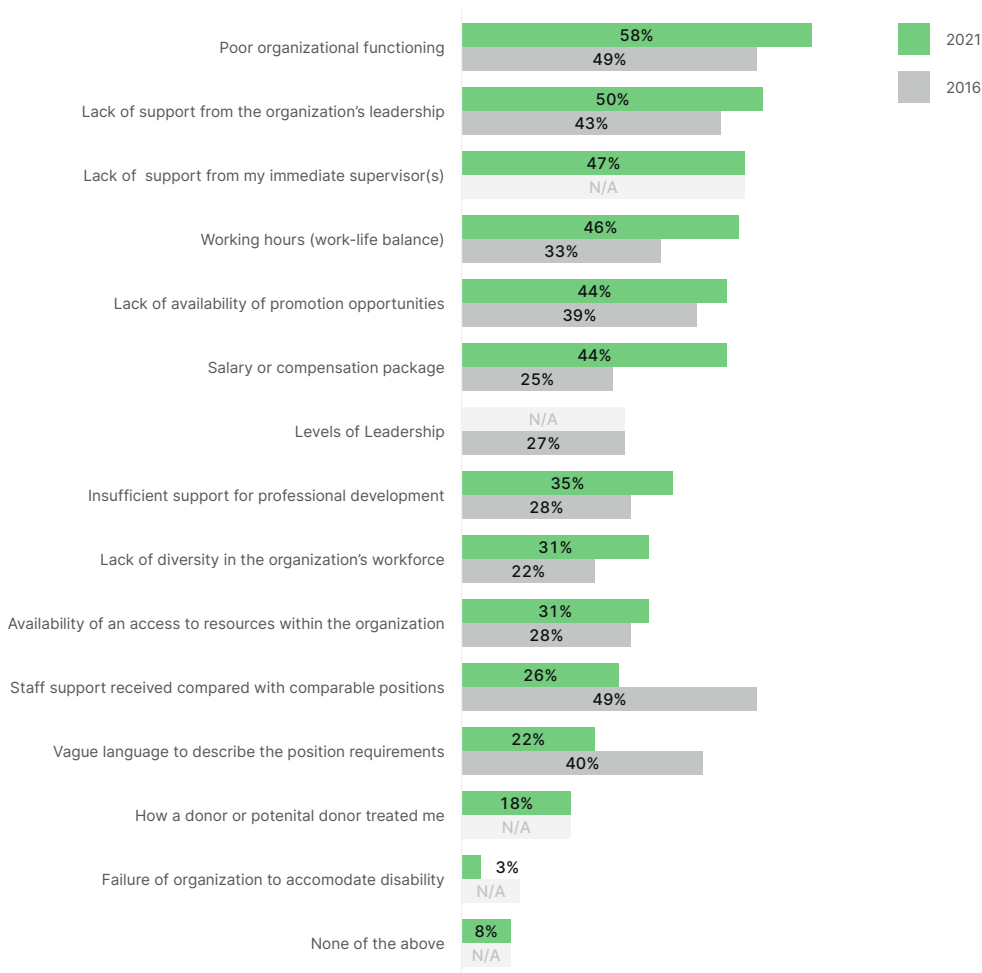


Across all demographic groups, the top three types of challenges were consistently problematic, and two of those also ranked in the top three in an earlier study. While in general more people identified each challenge in 2021, the general ranking of challenges is similar, as shown in **FIGURE 2** below.

- Poor organizational functioning generally, reported by 59 percent of all respondents in 2021, up from 49 percent of respondents to AFP's 2016 diversity and inclusion study. This might reflect shifts in expectations by staff members due to outside influences or shifts due to changing demographics of those working in fundraising (e.g., younger than in 2016), both, or some other trend.

- Lack of support from organizational leadership, reported by 50 percent. This is up from the 2016 report, when 43 percent of participants said organizational leadership support was a concern.
- Lack of support from immediate supervisors, reported by 47 percent as a challenge in 2021. The 2016 survey did not ask specifically about immediate supervisors, so no comparison is possible.

Figure 2: Comparison of percentage of respondents identifying challenge, 2016 and 2021



N.A. = question was not asked. * = question was asked distinctly differently in 2021.

In 2021, there are some differences by race or ethnic heritage and by age.

- Lack of diversity in the organization workforce was identified by 60 percent of the people who are Black as the most extreme challenge faced in 2021, compared with only 32 percent of all respondents and 24 percent of white respondents. In 2016, the results were 52 percent of people of color compared with 14 percent of people who were white.
- Among Asian/Pacific Islander participants, the third most-frequent challenge was working hours (selected by 59 percent) rather than lack of support from immediate

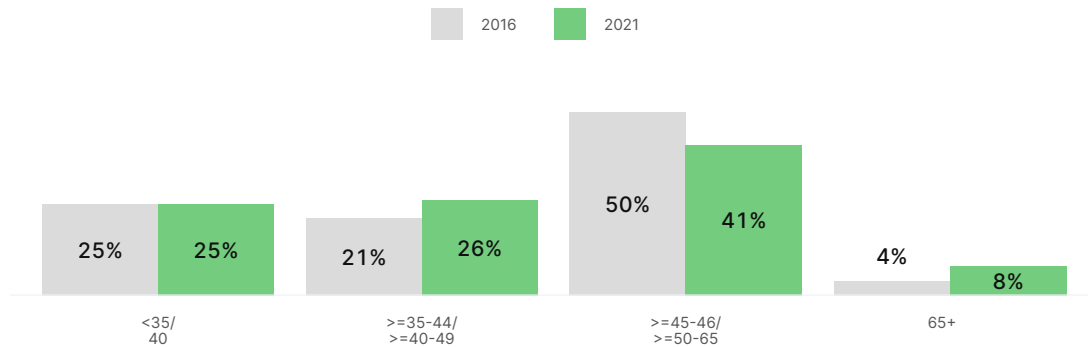
supervisors. Asian/Pacific Islanders were not reported separately in 2016, so no historical comparison is available.

- More than half of study participants under age 44 (53 percent) in 2021 indicated that lack of leadership support was a career challenge for them. For participants 45 and older, just 49 percent indicated that a lack of leadership support was a career challenge. This difference is statistically significant ($p < .05$) and similar to the findings from 2016, when leadership support was a challenge for 51 percent of those under 45 and 47 percent of those over 45.

Demographics by race or ethnic heritage and by gender were similar in the 2016 study and the 2021 study. However, the age distribution in 2021 skewed a bit younger, with more in the group now aged 40 to 49 than were in the group aged 35 to 44 five years ago. By using an age cohort, a truer comparison is available than if the analysis relied on same ranges for years of age at the time of each survey. See [APPENDIX 3: SURVEY RESPONDENT DEMOGRAPHICS](#) for study participant demographics including race, ethnic heritage, and additional information.

Figure 3: Comparison of study participants by age range, 2016 and 2021

Note that age ranges for 2021 are advanced by five years to permit comparison of an age cohort.



Experiences of Bias

Just over one-third (34 percent) of respondents reported experiencing bias or discrimination from co-workers in the past year. Of these, nearly half (48 percent) did not even try to report the situation to a supervisor or HR staff member; another 9% tried to report but were blocked for some reason (“tried to but was not able to”).

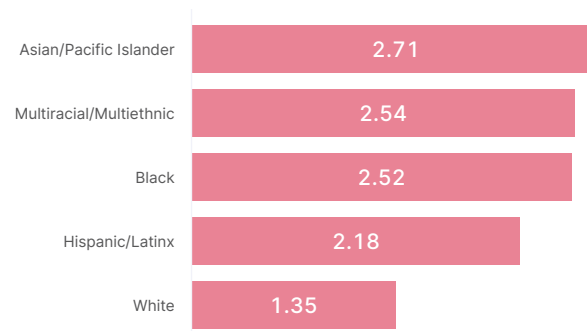
Note that 70 percent of white non-Hispanic respondents said there was no incidence of bias from a co-worker in the past year for any pretext: age, appearance, religion, education, or other. People of color were much more likely to be subjected to discrimination. Organizations that track incidences of bias are likely “missing” at least half and probably more of the instances.

One-quarter (25 percent) of study participants reported experiencing discrimination or bias in the past year from their employer’s constituents, such as volunteers, donors, or prospective donors. Among people of color, 24 percent reported experiencing bias or discrimination from donors for their racial or ethnic heritage. As with bias and discrimination from co-workers, more than half (51 percent) of the people who experienced bias or discrimination from a constituent of the organization did not report it. Note that 75 percent of white non-Hispanic people reported no instances of bias or discrimination from donors in the past year on any grounds: age, gender/ gender identity; ethnic or racial heritage; disability; body type; or otherwise.

Race/Ethnic Heritage

Race is a very common correlate with experiences of bias. White non-Hispanic respondents rated their experience of bias at 1.35, on a scale up to 4, where 0 is no experience of bias. Compare this result with scores consistently above 2 for people of color, as shown in **FIGURE 4**. For details about scores, see **TABLE 11** on **PAGE 40**.

Figure 4: On scale up to 4, experience of bias by race or ethnic heritage. 0 signifies none.

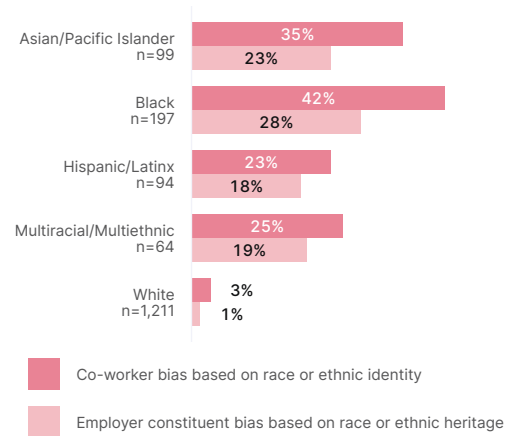


The items in the scale for the experience of bias included:

- Leaving employment at any point in a career due to feeling isolated or unwelcome;
- Working more than others in the current job to be valued equally;
- Direct experience of bias or discrimination in 2020 from co-workers;
- Direct experience of bias or discrimination from a donor, volunteer, or prospect in 2020.

The data in **FIGURE 5** below are based on **TABLE 13** on **PAGE 41**. All the differences between any race or ethnic heritage and white are statistically significant.

Figure 5: Percentage of participants by source of bias experienced, by race or ethnic heritage



We also asked about instances of bias or discrimination from co-workers due to national origin. Such experiences occurred for:

- 7 percent of Asian or Pacific Islander people;
- 2 percent of Black people;
- 3 percent of Hispanic or Latinx people;
- 0 multiethnic individuals; and
- 0 white people.

Incidents of Bias Related to Identities in Addition to Race or Ethnic Heritage

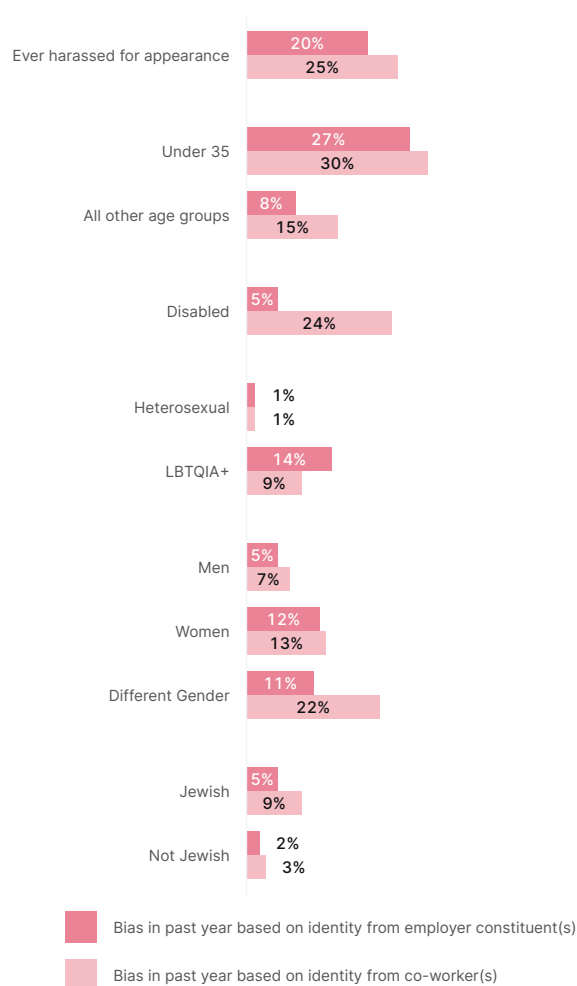
People also reported discrimination or bias from co-workers related to any potential sources of prejudice. Among people of color, 49 percent reported no incident of bias or discrimination in the past year from co-workers, far fewer than the 70 percent of people who identified as white non-Hispanic who reported no incident of bias.

Race or ethnic heritage was the single most frequent source of bias or discrimination experienced by people in this study. Other sources include gender, sexual orientation, disability, age, and appearance (height, weight, hair style, tattoos, etc.). Co-workers, by far, were the most frequently identified “source” of bias or discrimination for people in all identities who experienced bias.

TABLE 13 on **PAGE 41** shows the specific types and sources of bias in the prior year as reported by study participants. Co-worker bias occurred for 40 percent of respondents and bias or discrimination from employer constituents occurred for 28 percent. These incident frequencies were for bias based on any of several possible identities.

- Twice as many women as men, and nearly as high a percentage of people identifying as a different gender, reported harassment by co-workers for any reason (33 percent for women and 28 percent of people of a different gender; compared with 16 percent of men).
- As shown in the lighter blue bars in **FIGURE 6**, bias from co-workers based on a specific identity was most frequent for:
 - Appearance (height, weight, hair style, etc.);
 - Age less than 35;
 - Disability; and
 - Another gender identity.

Figure 6: Frequency of bias incidents in prior year, with the bias based on the identity shown



The study began in March 2021 and focused on experiences within the past year, so it is possible that fewer experiences of bias from employer constituents reflects working-from-home conditions of the COVID-19 pandemic.

Anti-Semitism is a Problem

People who are Jewish are twice as likely as many other faith groups to report bias based on their faith. People who are Christian, but not in a so-called “mainline” Protestant denomination¹ or Roman Catholic, were more likely to report experiencing discrimination and bias, but they do not report higher frequencies of bias for their religious affiliation.

There were no meaningful differences in how people of different educational levels experienced bias. Those who have not attended college or university scored bias experience about the same as those with doctorates, those with master’s degrees, and those with bachelor’s degrees.

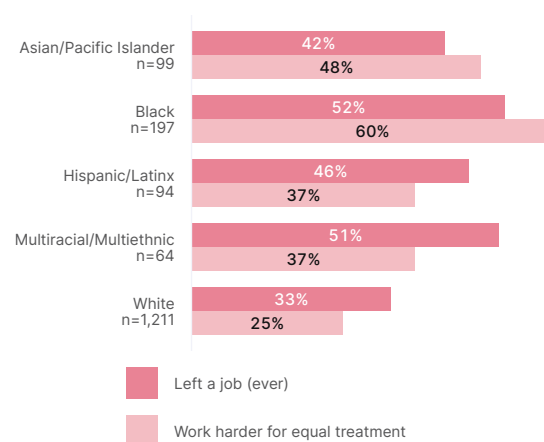
¹ The question asked about “Christian Science, Eastern Orthodox, Jehovah’s Witness, Latter Day Saints, Quaker, Seventh Day Adventist, and others.”

People Leave Jobs Because of Bias

The old saying is people leave managers, not jobs. In this study, we find they leave work environments, including a supervisor and co-workers, because they feel uncomfortable or isolated.

Up to 60 percent of people who are Black reported that they have left a workplace because of harassment, bias, or discrimination. More than half (52 percent) say they must work harder than non-Black peers to receive equal treatment. These are nearly twice the rates of people who are white, of whom 25 percent say they work harder than others and just one-third (33 percent) have left a job because of bias or discrimination.

Figure 7: Left job ever because of bias and work harder for equal treatment, by race or ethnic heritage



Leaving a Job Because of Bias can be Due to Many Types of Discrimination

Nearly 6 in 10 (56 percent) of people who have felt discrimination because of their appearance have left employment because they feel isolated or unwelcome; this compares with 28 percent of people who have left a job because of bias, but who have not been harassed because of their appearance. Just one-quarter (25 percent) of people who have not been harassed because of appearance report that they work harder than others for equal treatment; this is far lower than the 43 percent of people who have experienced bias or discrimination for their appearance who believe they must work harder than others for equal treatment.

By age, roughly equal percentages of study participants in all age groups (around 37 percent) have left a job because of bias, except in the group of respondents 65 or above, where just 26 percent have. Between one-quarter and one-third of people by age group think they work harder than others in comparable positions for equal treatment.

Among those who report being disabled, 51 percent have left a job because they felt isolated or unwelcome. This is far higher than the 35 percent of people without disabilities who report leaving a job for this reason. There is no statistically meaningful difference, however, in the percentages of people with a disability who say they work harder than peers (36 percent) compared with people without disability (30 percent).

A higher percentage of people of a different gender have left a job because they felt uncomfortable or unwelcome (50 percent compared with 38 percent of women and 33 percent of men). One-third of women (33 percent) said they work harder than others to be valued equally, compared with one-quarter of men (25 percent), and just over one in ten (11 percent) of the small number of respondents who selected a different gender.

Almost half of people in the LGBTQIA+ group have left a job because of bias (48 percent) compared with 35 percent of heterosexuals. There is no difference in the self-assessment of working more or less than others to be valued equally.

Just over half (51 percent) of study participants with a disability have left a job because of bias. Another high percentage, 56 percent, of people who have felt discrimination because of their appearance have left employment because of bias. These compare with 35 percent of people without disabilities and 28 percent of people who have not been harassed because of their appearance.

Inclusion in the Workplace

This study asked three groups of questions about perceptions of participants' current workplace:

- Is the employer aware of IDEA concepts? Working to implement them? Is the employer an exemplar of good implementation of IDEA? (Very few were.)
- Are people there generally respectful of everyone's contributions? Is the organization welcoming to new hires? There were three other related questions about support for career goals, staff diversity, and acceptance of individual differences.
- Is the employer responsive to complaints of harassment, discrimination, and micro-aggressions?

These were all asked on scales of Strongly Agree to Strongly Disagree. The total possible score was 12, indicating a workplace where the participant strongly agreed with every statement about the employer's commitment to IDEA, support for individuals, and responsiveness to concerns.

People who are Black or Hispanic Perceive Lower Inclusion

Converting the scores to a 100-point scale, across all identity groups, study participants gave their workplaces a grade of C or C+. However, among participants who are Black, the scores in all areas, especially for responsiveness, were lower than those for other races or ethnicities. The complete results are shown in **TABLE 15** on **PAGE 43**.

Table 4: Grade equivalents based on scores for workplace inclusion practices

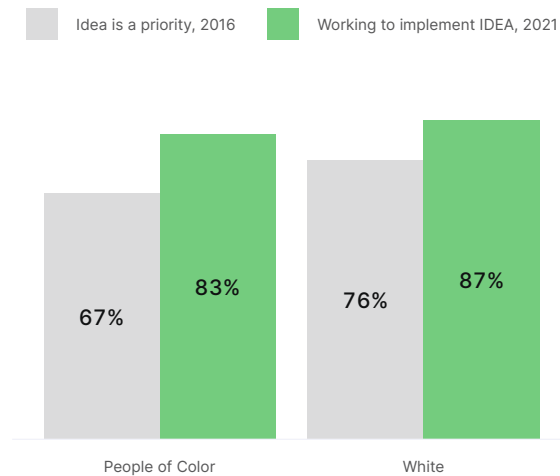
	Workplace Prioritizes IDEA	Workplace Inclusion	Workplace Responsiveness	Overall Workplace Score
Asian/Pacific Islander	C+	C	C	C
Black	C-	C-	D	C-
Hispanic/Latinx	C	C	C-	C
Multiracial/Multiethnic	C+	C+	C+	C
White	B-	C+	C	C+
All Respondents	C+	C+	C	C

Compared with 2016, Organizations are Putting More Effort into IDEA

The questions in this section were designed to be somewhat comparable to questions about feelings of inclusiveness and fairness that were asked in 2016. In part because so many study participants are white and female, the overall percentages changed little in the two studies:

- 75 percent of people in 2016 felt inclusiveness was a priority for their organization compared with almost 90 percent in 2021 who agreed that their employer is aware of the importance of IDEA, and the 85 percent who agreed that their employer is working to implement IDEA concepts.
- Compared with 2016, in 2021, both people of color and people who are not of color were more likely to agree that their organization is putting effort into IDEA.
 - Among people of color, the increase was by 14 percentage points, from 67 percent in 2016 to 83 percent in 2021.
 - This exceeds the 11-percentage-point change seen among people who are white.
 - While not definitive, this suggests that as of 2021, people of color saw more effort than they had previously.

Figure 8: Employer is putting effort into IDEA, 2016 compared with 2021



Complete scores for these questions appear in [TABLE 15](#) on [PAGE 43](#).

IDEA Implementation Underway Now

Employers are implementing IDEA concepts at different rates and in different ways. This section of the study asked about:

- Specific IDEA practices, such as an audit, compliance with the Americans with Disabilities Act (ADA), and asking people to include their pronoun choices in correspondence;
- Availability of training to identify bias and to make sure everyone knows the policies and procedures; and
- Knowing whom to contact with concerns about accommodations for disabilities and for concerns about bias and discrimination.

Resources about best practices for confronting racism, sexism, and other systemic bias stress the importance of “doing the work,” accepting difficulties, and working toward a more shared understanding (see [APPENDIX 5: RESOURCES FOR IDEA](#)). All sectors of economic activity can improve. For specific scores in this study, see [TABLE 19](#) on [PAGE 47](#).

- People of color scored their employers comparatively low for being “IDEA-friendly,” for dedicating organizational resources to IDEA implementation; and for having (or sharing) contact information in the event of concerns about ADA or about discrimination or bias.
- Organizational leaders scored their organizations comparatively high for being “IDEA-friendly” especially around the subject of employees knowing whom to contact with concerns. Among CEOs and EDs, 92 percent said the information is available; compared with just 80 percent of people working in fundraising but not in a leadership role.

What is Missing?

Race

- Fewer than half of people who are Asian/Pacific Islander, Black, Hispanic, or Multiethnic (48 percent) say their organization has conducted an audit or assessment for IDEA practices and policies. This compares with 56 percent of people who are white.
- About three-quarters of people of color report knowing whom to contact in their organization regarding IDEA concerns (78 percent) or issues regarding accommodations (81 percent). These are lower than the 85 percent or more people who are white who know the right contact person in each case within their organization.

Gender

- Just 12 percent of all respondents indicate that their employer asks employees to include pronouns on emails and other correspondence.
- By organization type, the LEAST likely to be adding this are organizations in education and healthcare or which are health-related (< 10 percent in each compared with 20 percent or more in arts and in community development).

Disability

- 12 percent of people with disabilities indicate that their employer does NOT comply with laws about accommodations.
- 15 percent of people with disabilities do NOT know whom to contact in their organization for issues related to accommodations.

Age

- 28 percent of people under 35 do not know whom to contact in their organization regarding IDEA concerns and 25 percent do not know whom to contact about accommodations.

Improve Hiring Practices for Inclusion, Diversity, Equity, and Access

Increasing diversity, changing underlying systems, and creating opportunities mean using hiring practices that give access to qualified individuals based on experience and commitment. This survey asked about the extent to which employers were using several procedures considered good practice:

- Advertise to reach demographic groups otherwise too often excluded, called targeted recruitment.
- Apply comparatively unbiased application review including a focus on experience, not education; removing names of applicants because those can lead to bias; score using a rubric; ask all interviewees the same questions; and use gender-neutral language in job descriptions.
- Disclose salary range in job posting but do not ask applicants for their salary history.
- Complete results are shown in **TABLE 17** on **PAGE 45**. Key results:
- People who are Black gave their employer organizations extremely low scores for overall hiring practices.
- By gender, sexual orientation, and disability, there were few meaningful differences compared with the results for all respondents.
- However, there are some differences by age and education.

Changing recruitment and hiring, although necessary, is not sufficient to redress system-wide historical practices that work against inclusion and equity. Deliberate engagement and commitment to IDEA is an essential step.

More Organizations Could Benefit from Written Policies

More study participants indicated that their employer has a zero-tolerance policy for discrimination or harassment than indicated that their employer has well-defined, clearly articulated written policies or procedures to address IDEA based on race, ethnic heritage, disability, age, gender identity, sexual orientation, or appearance. People of color, people with disabilities, and people under age 35 were least likely to perceive the presence of written policies and least likely to report zero-tolerance policies.

Table 5: Percentage of study participants reporting presence of these IDEA policies, by identity group

	Written Policies	Zero Tolerance for Discrimination or Harassment
All respondents, all policies	76%	89%
Policies Related to Race or Ethnic Heritage		
Asian/Pacific Islander	80%	85%
Black, not Hispanic	69%	82%
Hispanic/Latinx	65%	90%
Multiracial/Multiethnic	81%	87%
White, not Hispanic	77%	90%
Policies Related to Gender		
Women	56%	89%
Men	64%	92%
Another gender identity	72%	91%
Policies Related to Sexual Orientation		
LGBTQIA+	68%	87%
Heterosexual	65%	90%
Policies Related to Disability		
Has disability	61%	83%
No disability	69%	90%
Policies Related to Age		
Under 35	21%	85%
35 to 49	25%	89%
50 to 64	26%	90%
65 and older	32%	95%

Excludes responses of "I don't know." If you include those, values are about 10-15 points lower.

Red = lower than other values in the range and column with statistical significance, p<.05

Shading = lower than other values in the range and column with statistical significance, p<.01

Solidarity and Support at the Office

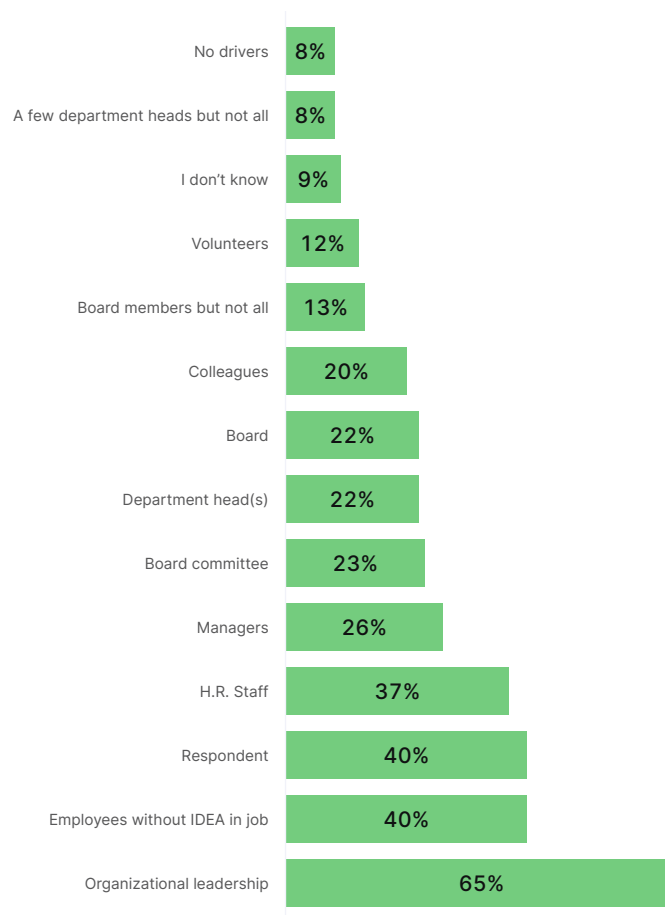
Sources of support that people might experience can be affinity groups based on identity or interests. People also often look to their employer for benefits that assist with work-life balance.¹ For the benefits questions:

- People of color, including those who identified as Multiracial/Multiethnic, gave their employers lower scores, than did people who identified as white.
- Women scored their employers lower than did men; and
- People who were less than 35 years old gave lower scores than did those at or above that age.

Opportunities for Change

Overwhelmingly, across all demographic groups, organizational leadership was seen as the most important source of change in IDEA practices and policies, selected by 65 percent of all respondents. The next two most frequent selections—the respondents themselves and employees without IDEA responsibilities in their job description—trailed considerably at 40 percent, followed by human resources personnel (37 percent).

Figure 9: Drivers of change in IDEA practices and policies



¹ These include job sharing, breast-feeding accommodations, flexible scheduling, childcare, paid parental/family leave, elder care benefits, and opportunities (outside of COVID-19) for remote work. This study asked about all of these.

Most Organizations Have Taken Positive Steps that Have Resulted in Changes

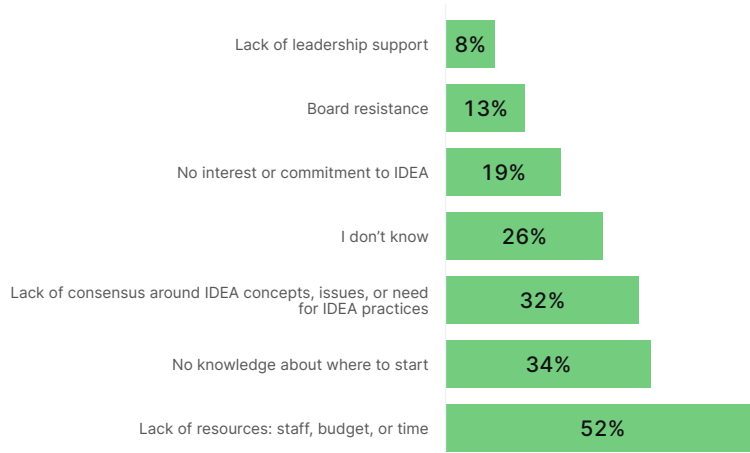
Study participants could score their organization based on positive steps taken in the prior year, whether those steps had resulted in changes in co-workers or in policies and procedures, and for the driver(s) for change within the organization (as above, in [FIGURE 9](#)).

By identity, people who are Black and people who are Hispanic provided the lowest ratings for their employers, with those ratings lower on average for all three scales (see [TABLE 15, PAGE 43](#)).

Barriers to Change

Among the more than 1,300 participants who identified at least one barrier to change, more than half (52 percent) selected a lack of resources, either financial or personnel, or both.

Figure 10: Barriers to integrating IDEA concepts into organizational operations and policies



When combining responses across several questions, for those who answered each question, by identity, people who are Black, people who are Hispanic, and people under age 35 perceived more barriers than other groups. However, the total possible was six barriers, and the highest average identified was 2.77 (excluding “I don’t know”). See [TABLE 25](#) on [PAGE 51](#) for complete scores related to this question.

Little Change over Time in Plans to Stay in Fundraising

Despite barriers, other studies suggest most fundraising professionals plan to stay in their positions. In AFP’s study of diversity and inclusion released in 2016, 88 percent of people of color and 91 percent of white respondents said they would stay in fundraising over the next three to five years.

In AFP’s Compensation and Benefits Study for 2021 (AFP CBS), 86 percent of non-white respondents and 87 percent of white respondents said they would stay in fundraising beyond 2021. Compared with the 2016 AFP study for inclusion and diversity, the AFP CPS data for 2021 about staying in fundraising decreased by a few percentage points, which is not statistically significant. Note that the difference between white and non-white respondents remained nearly the same in the two

studies done at different times: more people who are white indicated a desire to stay in fundraising than did people who are Black.

Among men and women, nine in 10 men planned to stay in fundraising in both 2016 and in 2021. However, by 2021, there was a statistically significant drop among women in the AFP CBS results. In 2016, 90 percent of women said they would stay in fundraising over the next three to five years. By 2021, 86 percent said they would stay in the field beyond 2021. That is a 4-percentage-point difference that reaches statistical significance in part because there were more than 1,000 women in each study.

By age, there was one important difference in the 2021 AFP CBS study compared with 2016: people 65 and over were MORE likely in 2021 to say they wanted to remain in fundraising. The increase was from 84 percent in 2016 up to 93 percent in 2021.

Conclusion

The fundraising profession remains largely female and predominantly white, even more than the population at large, when comparing study results from 2016 and 2021. In this study, fundraising professionals averaged a slightly lower age than in the 2016 study; and attitudes and values associated with younger professionals seemed to come to the fore in this year's research: the importance of leadership support; the urgent need for change; and the consideration of many factors of identity as having potential for harassment or bias.

Significant differences in experience with bias and comfort in advocating for IDEA were found between people of color and people who are white. Bias and discrimination circa 2020 were most frequent from co-workers. In addition to race or ethnicity, people experienced harassment and/or micro-aggressions for appearance, age, or gender.

While employers have taken positive steps in the past year to address inclusion, diversity, equity, and access, many opportunities for change remain. Participants in this research indicate that organizational leadership has the most important role to play, and for that to succeed, organizations must dedicate financial resources and staff time to developing and implementing policies, procedures, and training about IDEA.

Appendix 1: Survey Questions

To which of the following professional fundraising associations do you belong?

- African American Development Officers
- Allies in Action
- Association of Fundraising Professionals
- Apra
- Association for Healthcare Philanthropy
- CASE
- Grant Professionals Association
- NACGP or a Planned Giving Council
- Women in Development-New York (WID)
- Women of Color in Fundraising and Philanthropy (WOC)
- None of the above

Which of the following certifications or recognitions do you hold?

- ACFRE
- CAE
- CFRE
- Grant Professional Certified (GPC)
- FAHP
- Certificate in nonprofit management, fundraising, or philanthropy from a higher educational institution
- Certificate in nonprofit management, fundraising, or philanthropy from a training program NOT affiliated with a college or university
- Degree with a major or concentration in nonprofit management, philanthropy, or fundraising
- None of the above

Pick one or both. I help raise money for a charity:

- Directly, with interaction with potential donors and funders
- Indirectly, through prospect research, data maintenance, communications, etc.

One choice per row. How important have these sources of encouragement and professional support been to you in your current job?

- Very important; important; not important
- Professional association(s)
- Leadership at employer
- Direct Supervisor(s)
- Colleagues in same department
- People whom I supervise
- People who work elsewhere in organization
- Mentor(s)
- Other (please specify)

Check all that apply to complete the blank. I have experienced a challenge at a current or past nonprofit job because of _____.

- Lack of diversity in the organization's workforce
- Lack of availability of promotion opportunities within the organization
- Vague language to describe the position requirements
- Lack of support from the organization's leadership
- Lack of support from my immediate supervisor(s)
- Poor organizational functioning
- Failure of organization to provide accommodations for my disability and/or comply with laws regarding disabilities
- How a donor or potential donor treated me
- Insufficient support for professional development
- Salary or compensation package
- Degree of staff support I received compared with others in a comparable position
- Working hours (work-life balance)
- Availability of and access to resources within the organization
- None of the above

I have left employment at a charitable organization because I felt isolated or unwelcomed in the workplace.

- Yes
- No

One choice per row. I feel my current workplace is:

- Aware of the importance of inclusion, diversity, equity, and access
- Working to implement IDEA concepts

- A positive example of how to implement IDEA concepts

Fill in the blank from the choices. I work _____ others at my current employer in order to be valued equally.

- Less than
- About the same as
- Harder than

One choice per row. I would say my current workplace is:

- Respectful of everyone's contributions
- Supportive of each individual's career goals
- Demographically diverse
- Welcoming to new hires
- Accepting of all in their individuality

I feel comfortable advocating for IDEA concepts in my current job.

- Yes
- No

Check all that apply. Over the past year I have experienced bias or discrimination from my co-worker(s) because of my:

- Disability
- Racial or ethnic identity
- National origin
- Age
- Gender, gender identity, or gender expression
- Sexual orientation
- Appearance (height, weight, hair color or style, tattoo, etc.)
- Religious beliefs
- None of the above
- I reported this bias or discrimination to the person(s) responsible in my organization and/or my supervisor.
- Yes
- Tried to but couldn't
- No
- N.A.

Check all that apply. Over the past year I experienced bias or discrimination from volunteer(s), donor(s), or prospective donor(s) at my organization because of my:

- Disability
- Racial or ethnic identity
- National origin
- Age
- Gender, gender identity, or gender expression
- Sexual orientation
- Appearance (height, weight, hair color or style, tattoo, etc.)
- Religious beliefs
- None of the above

I reported this bias or discrimination to the person(s) responsible in my organization and/or my supervisor.

- Yes
- No

My current employer has conducted an audit or assessment of its IDEA practices.

- Yes
- No
- Don't know

My current workplace complies with national laws about accommodations for people with disabilities.

- Yes
- No
- Don't know

My current employer has a zero-tolerance policy regarding discrimination and harassment.

- Yes
- No
- Don't know

Check all that apply. My current employer has well-defined, clearly articulated written policies and/or procedures that address inclusion, diversity, equity, and access based on:

- Race, ethnic heritage, and national origin

- Abilities and disabilities
- Age
- Gender identity or gender expression (male, female, transgender, non-binary, etc.)
- Sexual orientation (asexual, bisexual, gay, heterosexual, lesbian, queer, etc.)
- Appearance (height, weight, hair color or style, tattoos, etc.)
- None of the above

My current employer asks employees to include their pronouns on email, LinkedIn, nametags, and other communications.

- Yes and they are used
- Yes but they are seldom used
- No

I know who in my organization to contact regarding diversity, inclusion, equity, or access concerns.

- Yes
- No

I know who in my organization to contact regarding issues or concerns related to accommodations for someone who needs them.

- Yes
- No

I feel my current employer is responsive to complaints regarding discrimination and harassment.

- Yes
- No

I feel my current employer is responsive to complaints regarding micro-aggressions. (A micro-aggression is a comment or action that subtly and often unconsciously or unintentionally expresses a prejudiced attitude toward a member of a marginalized group.)

- Yes
- No

My current employer includes salary ranges in job postings.

- Yes
- No

My current employer engages in targeted recruitment for diversity in employee candidates. (Targeted recruitment includes advertising to reach individuals who fit criteria for skills, demographics, or attributes the employer seeks to add to the team.)

- Yes
- No
- Don't know

Check all that apply. My organization uses the following equitable hiring practices:

- Gender neutral language is used in job postings
- Applicants are NOT asked for past salary information
- Applicants' experience is considered, not only formal education
- Applications are anonymized before they are evaluated by the search committee
- Each application is scored using a rubric to determine which candidates to move forward in the hiring process
- Search committees consist of staff at all levels of the organization and board and community members when appropriate
- All interviewees are asked the same set of questions
- Don't know
- None of the above

My current employer publicly posts or discusses its approaches to salary-setting and promotion criteria.

- Yes
- No

My current employer has rules that prohibit employees from discussing their own salaries with each other.

- Yes
- No

Check all that apply. My current employer has the following resources specific to IDEA concepts.

- A work environment that accommodates everyone (Universal Design for the physical space, communications, technology, etc.)
- Regular training and workshops about IDEA/IDEA principles
- Accommodations for people with disabilities
- Designated budget for diversity and inclusion
- Staff person(s) responsible for IDEA policies, review, and concerns
- Regular informational or training sessions to prevent harassment, bias, and hostility

- Organization-wide response such as a Bias Incident Response Team
- None of the above

Check all that apply. My current employer has the following resources for employees.

- Employee affinity group(s) related to race or ethnicity
- Employee affinity group(s) related to gender
- Employee affinity group(s) related to LGBTQ+
- Employee affinity groups(s) related to disabilities
- None of the above

Check all that apply. My current employer offers the following resources for all employees.

- Paid parental/family leave
- Unpaid parental/family leave beyond federal/national mandate
- Onsite childcare
- Benefits for elder care or other family care needs
- Breastfeeding and lactation accommodations
- Options to work remotely
- Flexible schedule
- Opportunities for job sharing
- None of the above

My organization has taken positive steps toward IDEA good practices in 2020-2021.

- Yes
- No

I feel actions of employees have changed for the better because of my employer's engagement with IDEA principles in 2020-21.

- Yes
- No

I feel my current employer has improved its processes because of its commitment to IDEA principles in 2020-2021.

- Yes
- No

Check all that apply. A choice near the bottom is for none of the above. What, if anything, is driving change in your organization when it comes to IDEA? (“Driving change” can mean raising questions, engaging experts, changing budget allocations, revising policies and procedures, revising public-facing language, and taking other steps to engage staff and constituents about IDEA.)

- You in your professional role
- The board as a whole
- A board committee or sub-committee for diversity, inclusion, etc.
- Selected board members but not the entire board or a committee
- Executive leadership (e.g., Executive Director, President, CEO, COO)
- Human Resources leadership
- A colleague whose primary role is IDEA-focused, for example as a Chief Diversity Officer
- A majority of department head(s)
- A minority of department head(s)
- Manager-level colleagues
- Volunteers (may include you in a volunteer role)
- Employee(s) with duties NOT directly related to IDEA
- None of the above
- Don't know

Check all that apply. Which of these barriers, if any, exist within your organization and limit the integration of IDEA concepts into operations and policies?

- Board resistance
- Executive leadership does not support IDEA
- Lack of consensus around defining IDEA concepts, issues, or need for IDEA practices
- Lack of resources – staff, budget, and/or time allocated to IDEA efforts
- Lack of knowledge about where to start
- Lack of interest in or commitment to IDEA
- Don't know
- Other (please specify)

Check all that apply. Which best describes your role(s) in your current organization?

- Administrative functions to support fundraising, communications, marketing, etc.
- Board member
- Communications, including social media
- Data coordination, analysis, or research
- Evaluation, impact reports, or financial compliance

- Executive or leadership
- Foundation or corporate relationships
- Fundraising, advancement, development, philanthropy
- Marketing, public relations, or media relations
- Program or services
- Prospect research (any type of funding)
- Special events
- Volunteer but not on board
- Writing or managing grants and proposals
- Other (please specify)

For how many years have you been working for pay to help raise funds for charitable organizations?

What is your annual salary? Please enter your base pay excluding benefits, incentives, and bonuses as a number without dollar sign or commas, like this: 75000

What is your age?

Check all that apply. Which of the following represent your gender identity?

- Female
- Male
- Non-binary
- Third gender
- Transgender
- Prefer not to answer
- Prefer to self-identify:

Check all that apply. Which of these terms best describe your sexual orientation?

- Bisexual
- Gay
- Heterosexual
- Lesbian
- Queer
- Questioning

- Prefer not to answer
- Prefer to self-identify:

Check all that apply. Which of the following best describes your race and/or ethnicity or national origin? (Race refers to a person's self-identification with one or more social groups; ethnicity refers to a person's self-identified connection to a culture, language, religion, nationality, and/or place of ancestral origin.)

- Aboriginal person (e.g., North American Indian)
- African American or Black, not of Hispanic Origin
- Alaskan Native
- Caribbean (West Indian)
- Caucasian/White, not of Hispanic Origin
- Chinese
- Filipino/Filipina
- First Nations, Inuit, or Métis
- Hawaiian
- Hispanic
- Japanese
- Korean
- Latin American
- Latino, Latina, or Latinx
- Middle Eastern (e.g., Arab, Lebanese, North African, Turkish, etc.)
- Multiethnic
- Pacific Islander
- South Asian (e.g., East Indian, Pakistani, Sri Lankan, etc.)
- Southeast Asian (e.g., Vietnamese, Cambodian, Malaysian, Laotian, etc.)
- West Asian (e.g., Iranian, Afghan, etc.)
- Prefer not to answer
- Prefer to self-identify:

Has your appearance (height, weight, hair style or color, tattoos, etc.) exposed you to discrimination or stigma?

- Yes
- No

Do you have a disability? In the U.S., this means a mental or physical impairment that prevents participation in major life activities.

- Yes
- No

Check all that apply. With which religion(s) do you identify?

- Agnostic
- Atheist
- Buddhist
- Christian but not Roman Catholic or Protestant. This can include Christian Science, Eastern Orthodox, Jehovah's Witness, Latter Day Saints, Quaker, Seventh Day Adventist, and others.
- Hindu
- Jewish
- Muslim
- No religion
- Protestant
- Roman Catholic
- Unitarian
- Other

What is the highest degree you have earned?

- High school or GED
- College or university
- Master's
- Doctorate
- Professional (RN, JD, MD, DDS, etc.)

Check all that apply, although fewer than three will make analysis clearer. What are the main subject categories in which your organization works?

- Animals (domestic or captive animals, shelter, rescue, adoption, zoos, etc.)
- Arts, culture, and humanities
- Association or membership organization (trade, professional, fraternal, etc.)
- Civic and public affairs (legal, public advocacy, voter registration/education, urban affairs, etc.)
- Community development, economic development, or affordable housing
- Consultant
- Education (pre-K through university, public libraries, vocational programs, literacy programs, etc.)

- Environment (climate change, wildlife, habitat, conservation, environmental education, etc.)
- Fundraising and giving (United Way, community foundation, donor-advised fund sponsor, etc.)
- Government or quasi-governmental agency (school district, state game and wildlife fund, a county hospital, etc.)
- Healthcare (hospital, long-term care facility, mental health clinic, Visiting Nurses Association, etc.)
- Health organization (health issues, conditions, prevention, or research)
- Human services focused on services for people deemed “most in need” (hunger, shelter, legal aid, jobs programs, etc.)
- Human services reaching people in many income groups (the Y, Girl Scouts, senior centers, disaster relief, amateur sports, etc.)
- International relations, aid, development, or relief
- Religion such as a congregation, ministry, broadcast, or publishing house, or the organizing body of a faith (synod, diocese, union, etc.)
- Research institute, think tank, or policy center
- None of the above

Did your organization form because of concerns about diversity, inclusion, equity, or access? Examples in the U.S. could include an HBCU, the Urban League, Human Rights Campaign, or AbilityPLUS.

- Yes
- No

What was your organization’s annual operating budget in FY2020?

- <\$25,000
- \$25,000 - \$99,999
- \$100,000 - \$499,999
- \$500,000 - \$999,999
- \$1 million - \$2.99 million
- \$3 million - \$4.99 million
- \$5 million - \$9.99 million
- \$10 million - \$24.99 million
- \$25 million - \$49.99 million
- \$50 million - \$74.99 million
- \$75 million or more
- Don’t know

In which state is your current employer located? If in multiple states, where is the office to which you report? See next question if you are in Canada.

Pick from U.S. states and territories – 53 listed including District of Columbia, Puerto Rico, and Other

For Canadians, in which province or territory is your employer located? If in multiple sites, please use the location of the office to which you report.

Pick from Canadian provinces and territories. 13 listed.

Appendix 2: Data tables

These tables are provided as a service for those who want to dig more deeply into the results by comparing responses by identity group. Questions from the survey have been grouped by theme. The order here does not necessarily follow the order in the survey. For each group, this appendix shows the questions included, the scoring, and the results by identity group. Religion as an identity group is not included since no bias based on religious beliefs was found.

Tables here use a score that combines the results of several related questions into a single value. To receive a score, a respondent must have responded to each question. Some questions are scored Yes/No, with Yes typically equal to one. Others are on a scale of strongly agree to strongly disagree. In most cases, strongly agree has the highest number of points. Thus, SA = Strongly Agree; A = Agree; D = Disagree, SD = Strongly Disagree and SA = 4; A = 3; D = 2; and SD = 1.

N represents the number of people who answered all the questions for the overall or total score in the topic. Totals for All Respondents are higher than the sum of the values by identity because not everyone in the study answered all identity questions.

A. Workplace Confidence: Sources of support and comfort advocating for IDEA

Table 6: Scoring for confidence in workplace

Question	Response Options	Scoring	Mean Total Score
How important have these sources of encouragement and professional support been to you in your current job? Leadership at employer, direct supervisor(s), colleagues in the same department, people whom I supervise, people who work elsewhere in organization, mentor(s).	V = Very S = Somewhat NAA = Not at all	V = 3 S = 2 NAA = 1	2.46
(i) I feel comfortable advocating for IDEA concepts in my current job. (ii) I feel I am knowledgeable about my current employer's IDEA policies and procedures.	SA A D SD	SA = 4 A = 3 D = 2 SD = 1	3.28
Confidence in workplace = sum of sources of encouragement and support + comfort and knowledge.	-	-	5.74

Table 7: Scores related to confidence in the workplace, by identity

	Sources of Encouragement and Support	Comfort Advocating for/ Knowledge of IDEA at Current Job	Overall Score for Confidence in Workplace	N
Total possible points	Used top 3 of 7	4.00	7.00	-
All respondents – includes some who did not identify in one or more groups below	2.46	3.28	5.74	1,801
Race or Ethnic Heritage				
Asian/Pacific Islander	2.41	3.10	5.52	53
Black, not Hispanic	2.44	3.12	5.57	186
Hispanic/Latinx	2.45	3.15	5.60	52
Multiracial/Multiethnic	2.45	3.30	5.75	103
White, not Hispanic	2.48	3.33	5.80	1,157
Gender – No values are lower in a meaningful way from the results for all respondents				
Women	2.47	3.27	5.74	1,265
Men	2.45	3.34	5.79	294
Another gender identity	2.48	3.50	5.98	18
Sexual Orientation – No values are lower in a meaningful way from the results for all respondents				
LGBTQIA+	2.50	3.35	5.85	230
Heterosexual	2.46	3.28	5.74	1,309
Disability? – No values are lower in a meaningful way from the results for all respondents				
Yes	2.46	3.35	5.81	130
No	2.47	3.28	5.75	1,439
Age – No values are lower in a meaningful way from the results for all respondents				
Under 35	2.47	3.22	5.69	242
35 to 49	2.46	3.24	5.70	568
50 to 64	2.47	3.34	5.81	625
65 and older	2.43	3.37	5.80	118

Red = Low; Red with highlight = Very Low

Table 8: Scores for comfort in advocating for and knowledge of IDEA practices, by race or ethnic heritage

Race or Ethnic Heritage	Feel Comfortable		Feel Knowledgeable	
	Mean	N	Mean	N
Asian/Pacific Islander	3.26	54	2.98	54
Black, not Hispanic	3.23	187	3.01	186
Hispanic/Latinx	3.29	52	3.02	52
Multiracial/Multiethnic	3.35	103	3.25	102
White, not Hispanic	3.43	1,158	3.23	1,156
All Respondents	3.37	1,802	3.18	1,800

Red = Low; Red with highlight = Very Low

B. Workplace Challenges

Table 9: Scoring for workplace challenges

I have experienced a challenge at a current or past nonprofit job because of	Response Scoring
Lack of diversity in the organization's workforce	For each: Yes = 1 No = 0
Lack of availability of promotion opportunities within the organization	
Vague language to describe the position requirements	
Lack of support from the organization's leadership	
Lack of support from my immediate supervisor(s)	
Poor organizational functioning	
Failure of organization to provide accommodations for my disability and/or comply with laws regarding disabilities	
How a donor or potential donor treated me	
Insufficient support for professional development	
Salary or compensation package	
Degree of staff support I received compared with others in a comparable position	
Working hours (work-life balance)	
Availability of and access to resources within the organization	
Workplace challenges score = sum of "yes" answers	

Table 10: Workplace challenge scores, by identity

	Mean	N
Total Possible	13	-
All Respondents	4.55	1,906
Race or Ethnic Heritage		
Asian/Pacific Islander	5.49	53
Black, not Hispanic	5.02	186
Hispanic/Latinx	4.69	52
Multiracial/Multiethnic	5.25	102
White, not Hispanic	4.44	1,158
Gender		
Women	4.71	1,266
Men	4.04	293
Another gender identity	5.58	19
Sexual Orientation		
LGBTQIA+	5.43	230
Heterosexual	4.45	1,309
Disabled?		
Yes	5.60	129
No	4.48	1,440
Religion		
Agnostic/atheist/no religion	4.87	472
Protestant	4.12	368
Roman Catholic	3.94	255
Christian (not Catholic or Protestant)	5.14	236
Jewish	4.07	75
Another religion	5.34	179
Age		
Under 35	5.59	242
35 to 49	4.96	568
50 to 64	4.20	625
65 or older	3.21	117
Education		
No college degree	4.00	65
College/university degree	4.69	694
Master's degree	4.73	726
Doctoral or professional degree	3.72	118

Red indicates a higher number of challenges than the overall result.

C. Experience of Bias

Table 11: Scoring for experience of bias

Question	Response Options	Scoring
I have left employment at a charitable organization because I felt isolated or unwelcome in the workplace.	Yes/No	Y = 1
N=0	4.55	1,906
I work (less than, about the same as, more than) others at my current employer in order to be valued equally.	Less than	
Same as		
More than	Less = -1 Same = 0 More = 1	-
Over the past year I have experienced bias or discrimination from my co-worker(s) because of my: (disability, racial or ethnic identity, national origin, age, gender identity/expression, sexual orientation, appearance, religious beliefs).	Yes/No	Y = 1; N=0
Over the past year I have experienced bias or discrimination from volunteer(s), donor(s), or prospective donor(s) because of my: (disability, racial or ethnic identity, national origin, age, gender identity/expression, sexual orientation, appearance, religious beliefs).	Yes/No	Y = 1; N=0
Experiences of bias score = sum of any "yes" answers + sum of response to working less than/same as/more than	-	-

Table 12: Score for experience of bias, by identity

This score is for ANY experience of bias. Table 13 reports bias directly related to the identity of the respondent. That is, bias against race or ethnic heritage as reported by people who are Asian/Pacific Islander; people who are Black; people who are Hispanic/Latinx; etc.

	Mean	N
Range = -1 to 18. Higher is worse, more bias is experienced.	-	-
All Respondents, includes respondents who did not provide identity information	1.64	1,733
Race or Ethnic Heritage		
Asian/Pacific Islander	2.71	52
Black, not Hispanic	2.52	182
Hispanic/Latinx	2.18	50
Multiracial/Multiethnic	2.54	97
White	1.35	1,136
Gender – lower score has fewer than 30 respondents and should be used with caution		
Women	1.68	1,235
Men	1.41	291

	Mean	N
Another gender identity	1.25	16
Sexual Orientation		
LGBTQIA+	2.27	225
Heterosexual	1.51	1,278
Disabled?		
Yes	2.61	126
No	1.52	1,409
Education Level – No meaningful difference		
<College	1.67	64
College	1.60	680
Master's degree	1.71	712
Doctoral or professional degree	1.40	111
Age		
Under 35	2.21	234
35 to 49	1.65	553
50 to 64	1.47	616
65 or older	1.22	115

Table 13: Breakout, percentage experiencing discrimination or bias for a given identity in the past year, by identity

Identity Group	Score*		Percentage who answered this question who experienced any bias from		Percentage who experienced bias based on identity listed (gender, sexual orientation, disability, etc.) from	
	Higher=More Bias		Coworkers	Employer Constituents	Coworkers	Employer Constituents
	n	Mean	%	%	%	%
All Respondents	1,733	1.65	37%	25%	-	-
Race or Ethnic Heritage						
Asian/Pacific Islander	52	2.71	46%	34%	35%	23%
Black	182	2.52	52%	31%	42%	28%
Hispanic/Latinx	50	2.18	38%	28%	23%	18%
Multiracial/Multiethnic	97	2.54	21%	28%	25%	19%
White	1,136	1.35	33%	22%	3%	1%
All for Race/Ethnic Heritage	-	-	n.s.	n.s.	33%	26%
Gender						
Women	1,235	1.68	33%	25%	13%	12%

Identity Group	Score*		Percentage who answered this question who experienced any bias from		Percentage who experienced bias based on identity listed (gender, sexual orientation, disability, etc.) from	
	Higher=More Bias		Coworkers	Employer Constituents	Coworkers	Employer Constituents
	n	Mean	%	%	%	%
Men	291	1.41	16%	9%	7%	5%
Another gender identity	16	1.25	28%	18%	22%	11%
All for Gender	-	-	n.s.	n.s.	12%	11%
Sexual Orientation						
LGBTQIA+	225	2.27	40%	40%	9%	14%
Heterosexual	1,278	1.51	28%	19%	1%	1%
All for Sexual Orientation	-	-	n.s.	n.s.	2%	2%
Disabled?						
Yes	126	2.61	49%	35%	24%	5%
No	1,409	1.52	31%	22%	0%	0%
Prefer not to say	34	n.s.	53%	41%	9%	6%
All for Disability	-	-	n.s.	n.s.	2%	1%
Age						
Under 35	234	2.21	44%	35%	30%	27%
35 to 49	553	1.65	29%	26%	12%	11%
50 to 64	616	1.47	32%	19%	18%	5%
65+	115	1.22	34%	15%	18%	13%
All for Age			n.s.	n.s.	19%	11%
Appearance						
Harassed for appearance	495		51%	43%	24%	20%
Not harassed	1067		23%	15%	1%	0%
Prefer not to say	42		55%	24%	2%	0%
All for Appearance			n.s.	n.s.	8%	6%
Religion						
Agnostic/atheist/none	462	1.56	32%	28%	2%	2%
Protestant	361	1.36	30%	17%	3%	1%
Roman Catholic	252	1.35	26%	21%	1%	1%
Christian (not Roman Catholic or Protestant)	226	2.31	43%	32%	4%	2%
Jewish	74	1.05	27%	19%	9%	5%
Another religion	462	1.56	46%	28%	4%	3%
All for Religion			n.s.	n.s.	3%	2%

Red = low; Red with highlight = Very Low; n.s. = No Score

* Score combines results from discrimination and bias from co-workers and from employer constituents.

N represents the number of people who answered both questions plus questions about leaving employment because of bias and about level of effort in comparison with peers. The percentages in the four right-hand columns are based on respondents to the individual question. N for separate questions is close to the N for Score but not the same, as a handful of people skipped one question or the other.

D. Workplace Inclusion

Table 14: Scoring for workplace inclusion

Question – Response required for each question to be included in scoring	Response Options	Scoring
I feel my current workplace is:		
a) Aware of the importance of IDEA concepts		
b) Working to implement IDEA concepts		
c) A positive example of how to implement IDEA concepts		
I would say my current workplace is:		
a) Respectful of everyone's contributions	Strongly Agree	SA=4
b) Supportive of each individual's career goals	Agree	A=3
c) Demographically diverse	Disagree	D=2
d) Welcoming to new hires	Strongly Disagree	SD=1
e) Accepting of all in their individuality		
(i) I feel my current employer is responsive to complaints regarding discrimination and harassment.		
(ii) I feel my current employer is responsive to complaints regarding micro-aggressions.		
Workplace inclusion score = sum of Workplace IDEA + Workplace support + Workplace responsiveness		

Table 15: Workplace inclusion by identity

	Workplace Commitment to Idea	Workplace Inclusion for Individuals	Workplace Responsiveness to Concerns	Total Workplace Inclusion Score	N
Total possible points	4	4	4	12	-
All Respondents	3.12	3.12	2.98	9.25	1,502
Racial Differences in Perceptions of Workplace Support for IDEA					
Asian/Pacific Islander	3.15	3.07	2.91	9.14	47
Black, not Hispanic	2.87	2.88	2.60	8.34	158
Hispanic/Latinx	3.03	2.98	2.84	8.85	47
Multiracial/Multiethnic	3.15	3.16	2.95	9.26	88
White, not Hispanic	3.20	3.15	3.04	9.40	1,013

	Workplace Commitment to Idea	Workplace Inclusion for Individuals	Workplace Responsiveness to Concerns	Total Workplace Inclusion Score	N
Gender					
Women	3.13	3.08	2.93	9.14	1,097
Men	3.23	3.25	3.15	9.63	260
Another gender identity	3.48	3.46	3.28	10.22	18
Sexual Orientation					
LGBTQIA+	3.14	3.12	2.92	9.18	205
Heterosexual	3.15	3.11	2.98	9.24	1,137
Disability?					
Yes	3.16	3.05	2.90	9.11	111
No	3.16	3.13	2.99	9.28	1,261
Age					
Under 35	3.06	3.02	2.69	8.77	200
35 to 49	3.09	3.06	2.92	9.07	487
50 to 64	3.22	3.17	3.08	9.48	557
65+	3.27	3.26	3.12	9.65	110

Red = low; Red with highlight = Very Low

E. Employer Hiring and Salary Practices for IDEA

Table 16: Scoring for employer hiring and salary practices

Question	Response Options	Scoring
My current employer engages in targeted recruitment for diversity in employee candidates.	SA, A, D, SD	SA=4; A=3; D=2; SD=1
My organization uses the following equitable hiring practices (gender neutral language in postings, applicants not asked for salary info; experience is considered, not just formal education; applications are anonymized; applications are scored using a rubric; search committees consist of staff at all levels; all interviewees asked same set of questions; none of the above)	Yes/No	Y=1; N=0
My current employer includes salary ranges in job postings.	Yes always; yes	Always=1;
My current employer publicly posts or discusses approaches to salary setting and promotion criteria.	sometimes; not at all	Sometimes=0.5; Not at all=0
My current employer has rules that prohibit employees from discussing their salaries with each other.	Yes/No	Y=1; N=0
	Yes/No	Y=0; N=1

Question	Response Options	Scoring
Hiring score = sum of targeted recruitment subscore + Hiring practices subscore (sum of yes answers) + Salary practices subscore (sum of scores with 1 point for No on the last question)	-	-

Table 17: Scores for employer hiring and salary practices, by identity

	Targeted Recruitment	Equitable Hiring	Salary/Promotion Practices	Overall H.R. Practices	N
Highest possible points	4	7	3	14	-
All Respondents	2.80	3.37	1.21	7.51	1,003
Race or Ethnic Heritage					
Asian/Pacific Islander	2.83	3.21	1.34	7.38	29
Black, not Hispanic	2.54	2.99	1.02	6.54	114
Hispanic/Latinx	2.33	3.33	1.24	6.91	27
Multiracial/Multiethnic	2.85	3.81	1.26	7.92	62
White, not Hispanic	2.85	3.58	1.23	7.65	709
Gender: None is lower by a meaningful amount, when compared with responses for all					
Sexual Orientation: None is lower by a meaningful amount, when compared with responses for all					
Disability: None is lower by a meaningful amount, when compared with responses for all					
Age					
Under 35	2.72	3.43	1.26	7.41	141
35 to 49	2.70	3.50	1.19	7.38	362
50 to 64	2.89	3.47	1.19	7.54	367
65+	2.99	3.91	1.33	8.23	68
Education Level					
No college/university degree	2.55	3.50	1.36	7.41	38
College/university degree	2.75	3.48	1.14	7.37	419
Master's degree	2.86	3.57	1.25	7.67	453
Doctoral or professional degree	2.88	3.12	1.28	7.28	60

Red = low; Red with highlight = Very Low

F. Employer Implementation of Good Practices for IDEA

Table 18: Scoring for employer implementation of good practices for IDEA

Question	Response Options	Scoring
My current employer has conducted an audit or assessment of its IDEA practices.	Yes/No	Y=1; N=0
My current workplace complies with national laws about accommodations for people with disabilities.	Yes/No	Y=1; N=0
My current employer asks employees to include their pronouns on email, LinkedIn, nametags, and other communications	Yes and used; yes but not used; No	Yes used=1; Not used=0.5; No=0
I know who in my organization to contact regarding IDEA concerns	Yes/No	Y=1; N=0
I know who in my org. to contact re issues/concerns about accommodations		
My current employer has the following resources specific to IDEA concepts [options]: a work environment that accommodates everyone; regular training about IDEA; accommodations; designated budget; staff responsible for IDEA policies & concerns; training sessions to prevent bias, harassment, hostility; org wide response such as Bias Incident Response Team		
My current employer has the following resources for employees: affinity groups related to [options] race/ethnicity, gender, LGBTQIA+, disabilities	For each option: Yes No	Y=1 N=0
My current employer offers the following resources for all employees [options] paid parental/family leave; unpaid parental/family leave; onsite childcare; benefits for elder care; breastfeeding accommodations; remote work; flexible scheduling; job sharing.		
Employee and IDEA-friendly practices score = sum of IDEA-friendly practices subscore + Clear IDEA contacts subscore + IDEA-specific resources subscore + employee affinity groups resources subscore + employee benefits subscore	-	-

Table 19: Breakout for employer implementation of good practices for IDEAs, by identity

	IDEA-friendly Practices: Audit, Pronouns, ADA Compliance	IDEA-specific Resources: Training, Budget, Response Processes	Clear Contacts for ADA Compliance or Bias and Discrimination	N
Total possible points	4	7	2	-
All Respondents mean				
Includes respondents who did not provide identity responses	1.41	2.84	1.71	1,535
Race or Ethnic Heritage				
Asian/Pacific Islander	1.32	3.00	1.65	46
Black, not Hispanic	1.27	2.54	1.56	177
Hispanic/Latinx	1.24	2.13	1.50	48
Multiracial/Multiethnic	1.41	3.07	1.73	97
White, not Hispanic	1.45	2.90	1.74	1,081
Gender				
Women	1.40	2.75	1.69	1,179
Men	1.44	3.19	1.83	274
Another gender identity	1.97	4.06	1.71	17*
Sexual Orientation: None is lower by a meaningful amount, when compared with responses for all				
LGBTQIA+	1.59	3.10	1.67	214
Heterosexual	1.37	2.80	1.72	1,279
Disability: None is lower by a meaningful amount, when compared with responses for all				
Yes	1.48	2.88	1.64	123
No	1.41	2.87	1.73	1,341
Age				
Under 35	1.45	2.64	1.51	227
35 to 49	1.44	2.94	1.70	530
50 to 64	1.39	2.85	1.78	590
65+	1.37	2.77	1.83	102
Education				
High school	1.28	2.48	1.62	60
College	1.42	2.75	1.72	651
Master's degree	1.42	2.95	1.72	678
Doctoral or professional degree	1.38	3.08	1.75	105

Red = low; Red with highlight = Very Low

Table 20: Breakout for affinity group and benefits offered to fundraising professionals, by identity

	Employee Affinity Group Top Possible is 4	Employee Benefits Top Possible is 8	N
All Respondents	0.57	3.13	1,535
Race or Ethnic Heritage			
Asian/Pacific Islander	0.70	3.50	46
Black, not Hispanic	0.80	2.93	177
Hispanic/Latinx	0.40	2.85	48
Multiracial/Multiethnic	0.82	2.98	97
White, not Hispanic	0.51	3.17	1,081
Gender			
Women	0.53	3.03	1,179
Men	0.73	3.54	274
Another gender identity	0.88	3.65	17
Sexual Orientation			
LGBTQIA+	0.71	3.33	214
Heterosexual	0.54	3.09	1,219
Disability?			
Yes	0.70	3.10	123
No	0.56	3.16	1,341
Appearance			
Experienced bias due to appearance			
No			
Age			
Under 35	0.58	3.05	227
35 to 49	0.58	3.19	530
50 to 64	0.53	3.12	590
65+	0.68	3.17	102
Education			
No college/university degree	0.43	3.17	60
College/university degree	0.51	3.12	651
Master's degree	0.63	3.19	678
Doctoral or professional degree	0.70	2.88	105

Red = low; Red with highlight = Very Low

G. Employer Policies for IDEA

Table 21: Scoring for employer policies - zero-tolerance and written for each of several identities

Question	Response Options	Scoring
My current employer has a zero-tolerance policy regarding discrimination and harassment.		
My current employer has well-defined, clearly articulated written policies and/or procedures that address inclusion, diversity, equity, and access based on (race, ethnic heritage, and national origin; abilities and disabilities; age; gender identity or gender expression; sexual orientation; appearance)	Yes No	Y=1 N=0
IDEA policies score = sum of any "yes" answers		

Table 22: Scores for employer application of policies, by study participant identity

	Mean	N
Total Possible Points	7	-
All Respondents - Includes respondents who did not provide identity	4.14	1,721
Race or Ethnic Heritage		
Asian/Pacific Islander	4.40	52
Black, not Hispanic	3.67	187
Hispanic/Latinx	3.65	52
Multiracial/Multiethnic	4.36	102
White, not Hispanic	4.20	1,143
Gender		
Female	4.01	1,251
Male	4.65	293
Another gender identity	4.44	18
Sexual Orientation		
LGBTQIA+	3.77	129
Heterosexual	4.20	1,425
Disability?		
Yes	3.77	129
No	4.20	1,425

	Mean	N
Education		
< College	3.80	65
College	4.09	684
Master's degree	4.19	722
Doctoral or professional degree	4.29	117
Age		
Under 35	3.75	238
35 to 49	4.09	560
50 to 64	4.29	624
65+	4.16	116

Red = low; Red with highlight = Very Low

H. Opportunities for Change

Table 23: Scoring for opportunities for change

Question	Response Options	Scoring
My organization has taken positive steps toward IDEA good practices in 2020-2021.	Yes	Y=1
	No	N=0
I feel actions of employees have changed for the better because of my employer's engagement with IDEA principles in 2020-2021. I feel my current employer has improved its processes because of its commitment to IDEA principles in 2020-2021.	SA	SA=4
	A	A=3
	D	D=2
	SD	SD=1
What, if anything, is driving change in your organization when it comes to IDEA? (You; board as a whole; board committee for IDEA; select board member; exec. leadership; human resources leadership; colleague with primary focus on IDEA; majority of dept heads; minority of dept. heads; mgt.-level colleagues; volunteers; employees with duties not directly related to IDEA)	Yes	Y=1
	No	N=0
Which of these barriers, if any, exist within your organization and limit the integration of IDEA concepts into operations and policies? (Board resistance; exec. leadership does not support; lack of consensus; lack of resources; lack of knowledge; lack of interest)	Yes	Y=1
	No	N=0
Opportunities for change score = sum of positive steps subscore + positive changes subscore + driving change subscore + barriers to change subscore		

Table 24: Scores for positive change, by study participant identity

Higher values indicate a higher percentage of people agreed that change is underway or possible, or for drivers of change, the participant checked more of the possible responses.

	Positive Steps	Positive Changes	Drivers of Change	Overall opportunities for Change Score	N
Total possible points	1	4	12	17	
Mean for All Respondents including those who did not include any identity information	0.85	2.87	3.62	5.28	769
Race or Ethnic Heritage					
African American/African Canadian/ Black, not Hispanic	0.73	2.53	2.73	3.79	94
Asian/Pacific Islander	0.97	2.90	3.58	5.45	31
Hispanic/Latinx	0.77	2.62	2.88	3.50	26
Multiracial/Multiethnic	0.81	2.83	3.76	5.45	42
White, not Hispanic	0.86	2.94	3.81	5.58	556
Gender: Women are less optimistic about change					
Women	0.84	2.86	3.57	5.20	615
Men	0.89	2.94	3.93	5.75	126
Another gender identity	1.00	2.94	4.13	5.69	8
Sexual Orientation: Few meaningful differences					
Disability? Few meaningful differences					
Age: Young, less than 49, less likely to see change					
Under 35	0.88	2.90	3.82	5.13	141
35 to 49	0.86	2.88	3.60	5.19	298
50 to 64	0.82	2.85	3.60	5.42	264
65 or older	0.82	2.94	3.31	5.40	39

Red = low; Red with highlight = Very Low

Table 25: Scores for perceived barriers to change, by study participant identity

	Number of Perceived Barriers to Change "Worst" is -6	N
Mean for All Respondents	-2.05	769
Race or Ethnic Heritage		
Asian/Pacific Islander	4.40	52

	Number of Perceived Barriers to Change "Worst" is -6	N
Asian/Pacific Islander	-2.00	31
Black, not Hispanic	-2.21	94
Hispanic/Latinx	-2.77	26
Multiracial/Multiethnic	-1.95	42
White, not Hispanic	-2.03	556
Gender		
Women	-2.08	615
Men	-2.02	126
Another gender identity	-2.37	8*
Sexual Orientation		
LGBTQIA+	-2.24	127
Heterosexual	-2.04	613
Disability?		
Yes	-1.97	76
No	-2.06	667
Age		
Under 35	-2.49	141
35 to 49	-2.15	298
50 to 64	-1.84	264
65 or older	-1.67	39

Red = low; red with highlight = very low

* Fewer than 30 responses should be interpreted with caution.

Appendix 3: Survey

Respondent Demographics

Which best describes your role(s) in your current organization? (N=1,610) All that apply	N	%
Fundraising, advancement, development, philanthropy	1,247	77.5%
Administrative functions to support fundraising, communications, marketing, etc.	266	16.5%
Board member	32	2.0%
Communications, including social media	235	14.6%
Data coordination, analysis, or research	187	11.6%
Evaluation, impact reports, or financial compliance	139	8.6%
Executive or leadership	523	32.5%
Foundation or corporate relationships	355	22.0%
Marketing, public relations, or media relations	284	17.6%
Program or services	83	5.2%
Prospect research (any type of funding)	311	19.3%
Special events	313	19.4%
Volunteer but not on board	19	1.2%
Writing or managing grants and proposals	422	26.2%
Other	50	3.1%
No response	514	

What is your age? (N=1,555)	N	%	Coded
Under 35	242	15.6%	Under 35
35-44	393	25.3%	35-54
45-54	403	25.9%	35-54
55-64	399	25.7%	55-64
65 or older	118	7.6%	65 or older
No response	569		
Mean	48.0		
Median	49		

Which of the following represent your gender identity? (N=1,604)	N	%	Coded
Woman	1,278	79.7%	Woman
Man	296	18.5%	Man
Non-binary	12	0.7%	Different Gender
Third gender	2	0.1%	Different Gender
Transgender	2	0.1%	Different Gender
Prefer not to answer	23	1.4%	
Prefer to self-identify	6	0.4%	
No response	520		

Which of these terms best describe your sexual orientation? (N=1,602)	N	%	Coded
Bisexual	78	4.9%	LGBTQIA+
Gay	80	5.0%	LGBTQIA+
Heterosexual	1,317	82.2%	Heterosexual
Lesbian	32	2.0%	LGBTQIA+
Queer	41	2.6%	LGBTQIA+
Questioning	14	0.9%	LGBTQIA+
Prefer not to answer	56	3.5%	
Prefer to self-identify	16	1.0%	
No response	522		

Which of the following best describes your race and/or ethnicity or national origin? (N=1,603)	N	%	Coded
If a participant identified multiple identities, they were coded as Multiracial/Multiethnic for analysis. This table shows the percentage selecting each option, including those who selected more than one.			
Aboriginal person	16	1.0%	*
African American/African Canadian/Black, not of Hispanic origin	197	12.3%	Black
Alaskan Native	1	0.1%	*
Caribbean (West Indian)	14	0.9%	Black
White, not of Hispanic origin	1,198	74.7%	White
Chinese	27	1.7%	Asian
Filipino/Filipina	15	0.9%	Asian
First Nations, Inuit, or Metis	3	0.2%	*

Which of the following best describes your race and/or ethnicity or national origin? (N=1,603)	N	%	Coded
Hawaiian	2	0.1%	Asian/PI
Hispanic	41	2.6%	Hispanic
Japanese	9	0.6%	Asian
Korean	10	0.6%	Asian
Latin American	7	0.4%	Hispanic
Latino, Latina, Latinx	43	2.7%	Hispanic
Middle Eastern (e.g., Arab, Lebanese, North African, Turkish)	11	0.7%	White**
Multiracial/Multiethnic	47	2.9%	Multiracial/
Pacific Islander	2	0.1%	Multiethnic
South Asian (e.g., East Indian, Pakistani, Sri Lankan)	10	0.6%	Asian/PI
Southeast Asian (e.g., Vietnamese, Cambodian, Laotian)	5	0.3%	Asian/PI
West Asian (e.g., Iranian, Afghan)	7	0.4%	Asian/PI
Prefer not to answer	41	2.6%	White**
Prefer to self-identify	46	2.9%	
No response	521		Recoded if possible based on comments

*All in this group, except one person, also reported another race or ethnic heritage. For analysis, these were coded as Multiracial/Multiethnic.

** This follows conventions of U.S. government agencies including the Census, the Department of Education, and others.

What is your annual salary? (N=1,501)	N	%
<\$50,000	120	8.0%
\$50,000-\$74,999	440	29.3%
\$75,000-\$99,999	431	28.7%
\$100,000-\$149,999	351	23.4%
\$150,000 or more	159	10.6%
No response	623	
Mean		\$93,753
Median		\$83,000

For how many years have you been working for pay to help raise funds for charitable organizations? (N=1,586)	N	%
<4 Years	143	9.0%
4-6 Years	195	12.3%
7-9 Years	138	8.7%
10-14 years	298	18.8%
15-19 Years	235	14.8%
20-24 Years	243	15.3%
25-29 Years	151	9.5%
30+ Years	183	11.5%
No response	538	
Mean		15.7
Median		15

Has your appearance (height, weight, hair style or color, tattoos, etc.) exposed you to discrimination or stigma? (N=1,604)	N	%
Yes	495	30.9%
No	1,067	66.5%
Prefer not to answer	42	2.6%
No response	520	

Do you have a disability? (N=1,609)	N	%
Yes	131	8.1%
No	1,444	89.7%
Prefer not to answer	34	2.1%
No response	515	

With which religion(s) do you identify? (N=1,591)	N	%
Agnostic	175	11.0%
Atheist	115	7.2%
Buddhist	30	1.9%
Christian but not Roman Catholic or Protestant. This can include Christian Science, Eastern Orthodox, Jehovah's Witness, Latter Day Saints, Quaker, Seventh Day Adventist, and others.	256	16.1%
Hindu	10	0.6%
Jewish	91	5.7%

With which religion(s) do you identify? (N=1,591)	N	%
Muslim	5	0.3%
No religion	256	16.1%
Protestant	385	24.2%
Roman Catholic	278	17.5%
Unitarian	32	2.0%
Other	67	4.2%
No response	533	

What is the highest degree you have earned? (N=1,609)	N	%	Coded
High school GED	10	0.6%	No College degree
Some college or university	55	3.4%	No College degree
Two-year degree	32	2.0%	College
Four-year degree	665	41.3%	College
Master's degree (any subject)	728	45.2%	Masters
Doctoral degree	45	2.8%	Doctoral or Professional
Professional degree (JD, MD, etc.)	74	4.6%	Doctoral or professional
No response	515		

What are the main subject categories in which your organization works? (N=1,289)	N	%
All that apply.		
Not used in analysis in this report.		
Animals (domestic or captive animals, shelter, rescue, adoption, zoos, etc.)	43	3.3%
Arts, culture, and humanities	191	14.8%
Association or membership organization (trade, professional, fraternal, etc.)	35	2.7%
Civic and public affairs (legal, public advocacy, voter registration/ education, urban affairs, etc.)	50	3.9%
Community development, economic development, or affordable housing	84	6.5%
Consultant	68	5.3%
Education (pre-K through university, public libraries, vocational programs, literacy programs, etc.)	430	33.4%

What are the main subject categories in which your organization works? (N=1,289)	N	%
All that apply.		
Not used in analysis in this report.		
Environment (climate change, wildlife, habitat, conservation, environmental education, etc.)	80	6.2%
Fundraising and giving (United Way, community foundation, donor-advised fund sponsor, etc.)	73	5.7%
Government or quasi-governmental agency (school district, state game and wildlife fund, a county hospital, etc.)	19	1.5%
Healthcare (hospital, long-term care facility, mental health clinic, Visiting Nurses Association, etc.)	197	15.3%
Health organization (health issues, conditions, prevention, or research)	115	8.9%
Human services focused on services for people deemed "most in need" (hunger, shelter, legal aid, jobs programs, etc.)	280	21.7%
Human services reaching people in many income groups (the Y, Girl Scouts, senior centers, disaster relief, amateur sports, etc.)	98	7.6%
International relations, aid, development, or relief	35	2.7%
Religion such as a congregation, ministry, broadcast, or publishing house, or the organizing body of a faith (synod, diocese, union, etc.)	54	4.2%
Research institute, think tank, or policy center	25	1.9%
None of the above	22	1.7%
No response	835	

Did your organization form because of concerns about inclusion, diversity, equity, or access? (N=1,214)	N	%
Yes	161	13.3%
No	1,019	83.9%
Don't know	34	2.8%
No response	838	

What was your organization's annual operating budget in FY2020? (N=1,199)	N	%
Not used in analysis in this report		
Less than \$25,000	7	0.6%
\$25,000 - \$99,999	19	1.6%
\$100,000 - \$249,999	28	2.3%
\$250,000 - \$499,999	45	3.8%
\$500,000 - \$999,999	71	5.9%

What was your organization's annual operating budget in FY2020? (N=1,199)	N	%
Not used in analysis in this report		
\$1 million - \$2.99 million	171	14.3%
\$3.0 million - \$4.99 million	114	9.5%
\$5.0 million - \$9.99 million	133	11.1%
\$10.0 million - \$49.99 million	272	22.7%
\$50.0 million - \$75.99 million	55	4.6%
More than \$75 million	201	16.8%
Don't know	83	6.9%
No response	925	

In which state or territory is your employer located? (N=1,168)	N	%
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	62	5.3%
Mid-Atlantic (New Jersey, New York, Pennsylvania)	193	16.5%
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	228	19.5%
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	25	2.1%
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	25	2.1%
East North Central (Illinois, Indiana, Michigan, Ohio, Wisconsin)	175	15.0%
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	104	8.9%
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming,)	161	13.8%
Pacific (Alaska, California, Hawaii, Oregon, Washington)	175	15.0%
Islands: Puerto Rico, Virgin Islands, Guam, American Samoa	20	1.7%
No response	956	

In which province or territory is your employer located?	N	%
Alberta	5	9.3%
British Columbia	7	13.0%
Manitoba	4	7.4%
New Brunswick	2	3.7%
Newfoundland and Labrador	0	0.0%
Nova Scotia	0	0.0%
Northwest Territory	0	0.0%
Nunavut	0	0.0%

In which province or territory is your employer located?	N	%
Ontario	13	24.1%
Prince Edward Island	8	14.8%
Quebec	3	5.6%
Saskatchewan	3	5.6%
Yukon Territory	0	0.0%
Canada, province not listed	9	16.7%

Appendix 4: States in U.S. by Protections for Workers

The analysis of data from this survey included a comparison of results based on the number of employee protections offered in a state. While this approach did not yield powerful results, there are indications that employers in states with fewer employee protections score lower than those in states with high employee protections.

The specific protections considered were:

- **Gender identity:**
- **ERA ratification:** <https://www.equalrightsamendment.org/era-ratification-map>
- **LGBTQIA+:** As summarized by <https://www.lgbtmap.org/file/2019SCOTUSTitle%20VIICasesBrief.pdf>, July 2019
- **Minimum Wage Law:** as shown in <https://www.dol.gov/agencies/whd/mw-consolidated>
- **Whether the state has state laws against hate crimes:** <https://www.biometrica.com/data-monday-hate-crime-in-the-states/>
- **Union organizing and “right to work” legislation:** <https://www.ncsl.org/research/labor-and-employment/right-to-work-laws-and-bills.aspx#chart>
- **The state rating on a scale for “employment at will,”:** <https://www.rocketlawyer.com/article/what-states-are-at-will-employment-states-ps.rl>

Scoring	N	%
ERA ratified	1 = yes	0 = no
LGBTQIA+	+1 if protections in place for gender and orientation	0 = One or other; or open to how law interpreted
-1 No protections for either		
State minimum wage relative to federal minimum wage	1= State minimum above federal minimum	0 = State minimum equals federal minimum
Hate crimes legislation generally	1=yes	0 = yes but no data maintained
Union protections	1 = Legal protections for workers	0 = "Right to work" (no union protections)
“Employment At Will”		
Good faith exemption	1/3 = yes	0 = no
Implied contract exempt recognized	1/3 = yes	0 = no
Public policy exemption	1/3 = yes	0 = no

States in Three Tiers Based on Score

Low Levels of Protections	Some Protections	Most Protections
Score: -2.67 to 1	Score: 1.33 to 2.67	Score: >3 to 5.67
Alabama	Arizona	Alaska
Arkansas	Idaho	California
Florida	Indiana	Colorado
Georgia	Iowa	Connecticut
Kansas	Kentucky	Delaware
Louisiana	Michigan	District of Columbia
Mississippi	Montana	Hawaii
Missouri	Nebraska	Illinois
North Carolina	New Hampshire	Maine
North Dakota	Ohio	Maryland
Oklahoma	Pennsylvania	Massachusetts
South Carolina	South Dakota	Minnesota
Tennessee	Utah	Nevada
Texas	West Virginia	New Jersey
Virginia	Wisconsin	New Mexico
Wyoming	Vermont	New York
Rhode Island		Oregon

Appendix 5: Resources for IDEA

Equity and inclusion require a long-term commitment. Here are some tips:

- An inclusive workplace begins with an inclusive leadership team. Regardless of the policies and programs an organization has in place, inclusion efforts will fall flat if this behavior is not modelled at the most senior level.
- Buy-in from leadership is a must.
- Develop a culture of inclusion which requires a multi-pronged approach that incorporates workplace policy, leadership, behavior, and assessment.
- Actions must be deliberate and intentional.
- Use a common vocabulary – decide what key terms and phrases mean for all parties involved.
- Evaluate your policies and programs that support workplace inclusion for impact on measures such as retention rates, promotions, rewards, and recognition.
- Show that your organization recognizes the business and social value of fostering an inclusive workplace by making it part of your organizational structure and providing a budget.

Specific steps for inclusion:

- Have a formal policy outlining your position on discrimination and the expected behavior of all people in your employ.
- Use gender neutral language in policies (i.e., they as a singular gender neutral pronoun) and keep in mind all the ways gendered language enforces stereotypes (i.e., dress code policies).
- Ensure your benefits package is relevant to all employees.
- Implement organization-wide diversity training to all employees.
- Provide specific diversity and inclusion training for people who serve as managers.
- Support employee resource groups and listen to them.

Developing a Culture for IDEA

[Moving Beyond Diversity Toward Racial Equity](#)

Shift workplace culture to value humanity first. Racial equity must be learned, practiced, and on-going. Don't shy away from conflict/tension – it's necessary.

[Color Brave Space – How to Run a Better Equity Focused Meeting](#)

Suggestions for running more equitable meetings.

- Put relationships first

- Focus on common goals
- Notice power dynamics in the room
- Create spaces for multiple truths and norms
- Be kind and brave
- Practice examining racially-based systems and processes
- Look for learning

The Groundwater Approach: Building a Practical Understanding of Structural Racism

Systems are the source of racism and inequality and must be addressed. Attack the cause, not the symptoms. (Less 'best practices' and more commentary on structural racism)

6 Ways District Leaders Can Build Racial Equity

Have a common definition for the terms you're working with; draw on community expertise; re-think boundaries, resources, and staffing; build a framework to guide discussions; identify key questions; build an Equity Dashboard.

Racial Equity Tools – Addressing White Dominant Culture

Address white dominant culture, particularly in how common standards of “professionalism” or communication norms are tailored to white voices and white experiences. Links to list of multiple sources – We've elaborated on a few of the links below:

[Can Anybody Hear Me? How White Nonprofit Writing Standards Erase BIPOC Voices – And Why That is Definitely Not OK](#)

Don't bring on just one “diversity hire” and do nothing else. Consider how “white” communication norms in writing and editing practices affect POC voices.

[Black Women in Nonprofits Matter](#)

This article is specifically about Black women in the nonprofit sector. Boards must be engaged in equity and inclusion work and give/get practices should be eliminated. Ensure any talent search firms are committed to equity and inclusion. Hire, pay, and sponsor Black women in the nonprofit sector.

[Dismantling White Supremacy in Nonprofits: A Starting Point](#)

Dismantling white supremacy in the nonprofit sector requires acknowledging its existence, history, and pervasiveness. Shift to an asset-based narrative rather than a deficit-based language. Be cautious about use of negative statistics and engage in ethical storytelling.

[The Bias of “Professionalism” Standards](#)

This article discusses the bias of standards of “professionalism” that favor white employees and job candidates – i.e., prohibitions on hair (scalp and facial), what clothing is acceptable (suits, no burkas, or saris), preference for American English spelling and word choices vs. other dialects, changing of a foreign name to something more “white”-sounding.

[White Supremacy Culture in Organizations](#)

A report discussing the myriad ways white culture is prioritized in innocuous and pervasive ways (writing/communication styles; org structure and leadership style; ideas of defensiveness, power, and paternalism; conflict, comfort, and discomfort;

individualism/meritocracy vs. more collective patterns of behavior).

Promising Practices in Government to Advance Racial Equity

Best practices to push racial equity in government (based heavily on the Government Alliance on Race and Equity – GARE – model).

Normalize

- Use a racial equity framework
- Operate with urgency and accountability

Operationalize

- Implement racial equity tools
- Be data-driven

Organize

- Build organizational capacity
- Partner with other institutions and communities

5 Ways to Promote Equity and Diversity in the Classroom

This article focuses on specific ways to promote equity and diversity in the classroom, including self-awareness, norms, cultural relevancy, purposeful planning, and community involvement.

Step-by-Step Guides

Ten Simple Rules for Building an Anti-Racist Lab

Avoiding racism and being actively anti-racist are two different things. This paper has 10 suggestions for the science field (some are specific to lab work, but others could be easily adapted to other industries and scenarios)

- Lead Informed discussions about anti-racism in your lab regularly.
- Address racism in your lab and field safety guidelines.
- Publish papers and write grants with BIPOC colleagues.
- Evaluate your lab's mentoring practices.
- Amplify voices of BIPOC scientists in your field.
- Support BIPOC in their efforts to organize.
- Intentionally recruit BIPOC students and staff.
- Adopt a dynamic research agenda.
- Advocate for racially diverse leadership in science.
- Hold the powerful accountable and don't expect gratitude.

Inclusion, Diversity, Equity, and Access

A short list of suggestions for how individuals and institutions can put IDEA concepts into practice.

In summary – shift to inclusive language; commit to long-term learning and change; and be intentional about hiring, promotion, and staffing.

Race, Equity, and Inclusion Action Guide

Seven-step Action Guide from Annie E. Casey Foundation on advancing Racial Equity and Inclusion within an organization.

- Establish an Understanding of Race Equity and Inclusion Principles (common language, core concepts)
- Engage Affected Populations and Stakeholders
- Gather and Analyze Disaggregated Data
- Conduct Systems Analysis of Root Causes of Inequities (causes, strategies, possible solutions, making impact)
- Identify Strategies and Target Resources to Address Root Causes of Inequities
- Conduct Race Equity Impact Assessment for All Policies and Decision Making
- Continuously Evaluate Effectiveness and Adapt Strategies

Five Good Ideas for Racial Justice Change Making

From a Canadian perspective: collect disaggregated race-based data, incorporate racial equity and justice lens into work, adopt an intersectional approach, build ally-ship across marginalized groups, and lobby gov'ts for systems change.

Race to Lead: Confronting the Nonprofit Racial Leadership Gap

A report on addressing the nonprofit leadership gap and racial inequity in the field. The majority of the report is on the findings, but pages 18-20 have concrete suggestions on how to change the narrative.

Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government Alliance on Race and Equity (GARE) toolkit. Assists in setting SMART goals to address racial inequity in government organizations. Can also be used by non-gov't groups.

Grantmaking with a Racial Equity Lens

Beginning on p. 13, this link discusses the ways foundations and grantmakers have implemented IDEA concepts into their grantmaking. It discusses creating a dedicated team/department for diversity and inclusion vs. implementing across all departments.

A Toolkit for Centering Racial Equity Throughout Data Integration

A toolkit for understanding how racial equity and data infrastructure are related, and how to center racial equity in data integration and usage.

15 Ideas for Improving Diversity, Equity, and Inclusion

A list of 15 practical ideas for improving diversity and inclusion in HR and hiring.

Specific to LGBTQIA+ with Concepts Applicable for Other Identity Differences

Beyond Diversity: An LGBT Best Practice Guide for Employers

Written by [Great Place to Work](#), the global authority on building, sustaining, and recognizing high-trust workplaces, and [Pride at Work Canada](#), the leading national not-for-profit confronting LGBT inclusion in Canadian workplaces.

Best Practices in Fostering LGBT Diversity in the Workplace

Cultural and Procedural: Recommendations for LGBT Workforce Management

Written by [Intelligence Community Equal Employment Opportunity and Diversity Office](#), which is responsible for the overall management of the [Office of the Director of National Intelligence](#) EEO and Diversity Program, and provides IC-wide oversight and guidance in developing, implementing, and measuring progress in EEO, diversity, and inclusion.

Resources provided by the Human Rights Campaign

Which envisions a world where every member of the LGBTQ family has the freedom to live their truth without fear, and with equality under the law.

- [LGBTQ Employee Retention: Professional Development Programs](#)
- [Employment Policies: Adding Gender Identity as a Protected Category](#)
- [Establishing an Employee Resource Group](#)

How to Make Your Workplace More LGBT Friendly (& Why You Should)

Written by [Andrew Blackman](#) for [Envato Tuts+](#), contains terrific information with links to a United Nations video and other reliable sources.

HR's Guide to Building an LGBTQ-Friendly Workplace

Written by Jill Garrison for [PlanSource](#), the guide focuses on LGBT+ inclusive benefits packages and includes links to reliable sources.