

August 2018

# Survey of Grantee Demographics Results

A Data Book for the William and  
Flora Hewlett Foundation

# Executive Summary

The William and Flora Hewlett Foundation makes grants to a wide range of institutions in the United States and around the globe through the following programs and initiatives: Education, Environment, Global Development and Population, Performing Arts, Effective Philanthropy, the Madison and Cyber Initiatives, and Special Projects. Regardless of program area, the foundation's approach is rooted in honesty, integrity, high standards and ethics, and a commitment to fair and respectful treatment for all. These values form the basis for Hewlett's guiding principles, including its pledge "to promote the values and practice of diversity, equity, and inclusion in our workforce, our culture, and our grantmaking."

In demonstration of its commitment to diversity, equity, and inclusion, the foundation has implemented several practices to help "develop enough awareness of difference—enough mutual understanding and cultural sensitivity—that people can raise what matters to them, and to help the foundation learn from the enriched dialogue and relationships that result."<sup>1</sup> These practices include, but are not limited to, incorporating questions about inclusion of diverse voices and perspectives in the outcome-focused philanthropy (OFP) guidance for strategy development and implementation; supporting sector efforts to increase diversity; and understanding the composition and experiences of the foundation's grantees.

To support the implementation of these and other practices, the foundation partnered with Harder+Company Community Research to design and administer a survey of grantee demographics. The survey, administered in Winter 2018, gathered demographic information on the race/ethnicity and gender of board members and staff of the foundation's U.S.-based grantee organizations that were active as of November 2017.

This databook includes foundation- and comparative program-level survey findings. Key questions centered on race/ethnicity and gender demographic information for grantees' boards, head(s) of organization, senior staff, and other staff. Key findings about grantee organizations' race/ethnicity and gender demographics include the following:

- Grantees that completed this survey have an average of 31 percent board members of color.
- Grantees that completed this survey have an average of 36 percent staff members of color (including head(s) of organization, senior staff and other staff).
- Grantees that completed this survey have an average of 43 percent woman/female board members.
- Grantees that completed this survey have an average of 57 percent woman/female staff members (including head(s) of organization, senior staff, and other staff).

The primary purpose of this data book is to present findings from the survey in ways that support foundation staff's learning and reflection. We have intentionally included limited, if any, commentary on charts and tables to allow Hewlett staff to interpret the data in ways that are most informative and important to their grantmaking. We hope that this data book inspires reflection and learning, and helps foundation staff better understand the composition of their current U.S.-based grantees that were active as of November 2017.

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<sup>1</sup>The William and Flora Hewlett Foundation (2018). Diversity, equity, and inclusion. Retrieved from <https://hewlett.org/diversity-equity-inclusion/>

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# Introduction

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To support the implementation of these and other practices, the foundation partnered with Harder+Company Community Research to design and administer a survey of grantee demographics. The survey, administered in Winter 2018, gathered demographic information on the race/ethnicity and gender of board members and staff of the foundation's U.S.-based grantee organizations that were active as of November 2017.

## This Data Book

The primary purpose of this data book is to present findings from the survey in ways that support foundation staff's learning and reflection. We have intentionally included limited, if any, commentary on charts and tables to allow Hewlett staff to interpret the data in ways that are most informative and important to their grantmaking. We hope that this data book inspires reflection and learning, and helps foundation staff better understand the composition of their current U.S.-based grantees that were active as of November 2017.

Information gathered through the survey is included in this data book. In the next section we provide a brief overview of the survey sample and key characteristics of survey respondents and non-respondents. In subsequent sections of the data book we include race/ethnicity and gender demographic data at the foundation and at program- and initiative-levels, as well as qualitative feedback from grantees. The survey is included as an appendix.

## About The Survey

The survey of grantee demographics included 15 questions (See Appendix for complete survey). Key questions centered on race/ethnicity and gender demographic information for grantees' boards, head(s) of organization, senior staff, and other staff. The survey also asked grantees to report on their organization's annual operating budget, re-granting made to other organizations with Hewlett Foundation funds, and whether they served as a fiscal sponsor.

To better understand how data were collected we asked grantees if data they provided in the survey were gathered directly or indirectly from their boards and staff, and which, if any, additional race/ethnicity and gender categories they include in their own demographic surveys. Finally we asked respondents to offer advice to the foundation as it works to understand and further integrate diversity, equity, and inclusion into its various strategies (see Grantee Feedback section for selected respondent quotes). All survey questions, with the exception of those pertaining to basic organizational characteristics, were optional.

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<sup>ii</sup>The William and Flora Hewlett Foundation (2018). Diversity, equity, and inclusion. Retrieved from <https://hewlett.org/diversity-equity-inclusion/>

The survey's questions and response choices drew upon publicly available sector standards, especially those established by Guidestar, as well as information gathered through conversations with social-sector leaders deeply engaged in diversity, equity, and inclusion work. An working group comprised of representatives from all Hewlett Foundation programs also provided input and feedback on the survey's content and design. The reporting standards were chosen to enable alignment with other data sourcing initiatives. To place minimal burden on grantees, respondents were given the option to share information in the form closest to how they originally collected it. For example, for the race/ethnicity category, respondents had the option to identify board members and staff as either Multi-Racial/Multi-Ethnic, or to count a single board member or staff person in more than one specific race/ethnicity category (e.g., Asian/American and Black/African-American). More information about the survey and its questions is included in the following sections of this introduction and throughout the data book.

The survey did not provide any instructions or guidelines on how organizations should collect race/ethnicity and gender demographic data. We did, however, note in the introduction that organizations that did not have demographic data on hand could gather data voluntarily from their boards and staff to complete the survey. We provided the Green 2.0 Demographic Survey Template<sup>iii</sup> as an example survey that could be adopted and customized to gather the necessary information to complete this survey.

### People at Grantee Organizations

The survey asked grantees to report demographics on four groups of people associated with their organizations: board members, head(s) of organization, senior staff, and other staff. In the survey's instructions we defined head(s) of organizations as the President, CEO or Executive Director and defined senior staff as individuals who report directly to the President, CEO, or Executive Director. Other staff were defined as any staff not counted as head(s) of organization or senior staff. University grantees were provided different instructions to accommodate the structure of those institutions.<sup>iv</sup>

Survey respondents were asked to report counts of their board members, head(s) of organization, senior staff, and other staff. We used this information during our analysis to calculate the percentages of board members and staff who were identified as members of race/ethnicity and gender categories.

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<sup>iii</sup> <https://www.diversegreen.org/wp-content/uploads/2018/01/Green-2.0-Demographic-Survey-Template.pdf>

<sup>iv</sup>The survey we sent to university grantees included the following guidelines:

**Board Members:** If your organization, department, or school does not have a board, please enter "0."

**President/CEO/Executive Director:** Please include the head of the organization, school, or department. This may be a dean or department chair, for example.

**Senior Staff:** Please include all staff in your organization, school, or department that report directly to the head of the organization, school, or department and spend any amount of time working at the organization, school, or department. Please do not include researchers to whom the organization grants funds.

**Other Staff:** Please include all staff that spend any amount of time working for the organization, school, or department. Please do not include researchers to whom the organization grants funds.

## Race/Ethnicity Demographics

The survey included the following nine race/ethnicity categories/response options:

- Asian/Asian American
- Black/African American
- Native American/American Indian/Alaska Native/Native Hawaiian/Other Indigenous Groups
- Hispanic/Latino/Latina
- White
- Multi-Racial/Multi-Ethnic (2+ races/ethnicities)
- Decline to State
- Other
- Unknown (information not collected)

Respondents were able to count a single board or staff member in any applicable race/ethnicity category.

Respondents were also asked to share if they collect more detailed race/ethnicity information than was captured in the survey, if they reported information gathered directly or indirectly from their boards and staffs, and if the information they reported was already available when they received the survey.

## Gender Demographics

The survey included the following six gender categories/response options:

- Female/Woman
- Male/Man
- Non-binary
- Transgender
- Decline to State
- Unknown (information not collected)

Respondents were able to count a single board or staff member in any applicable gender category.

Respondents were also asked to share if they collect more detailed gender information than was captured in the survey, if they reported information gathered directly or indirectly from their boards and staffs, and if the information they reported was already available when they received the survey.

## Grantee Feedback

At the end of the survey, we asked respondents for advice to the foundation as it works to understand and further integrate diversity, equity, and inclusion into its programs and strategies and if there were any notes about the data they provided in the survey. Selected quotes from respondents are included in the Grantee Feedback section of the data book.

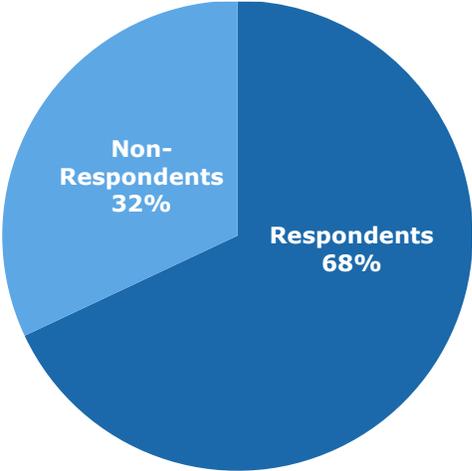
## **Survey Respondents**

The survey of grantee demographics was emailed to 705 of the foundation's current U.S.-based grantees that were active as of November 2017. Some 39 survey respondents (6 percent) opted out of the survey and 428 respondents (59 percent) opted to continue on in the survey and answered some or all of the remaining survey questions. A total of 238 grantees (34 percent) did not respond to any part of the survey. The Western Conservation strategy administered its own grantee demographics survey. Fifty-three grantees responded to the Western Conservation survey. Data gathered through the Western Conservation survey is included in this data book.

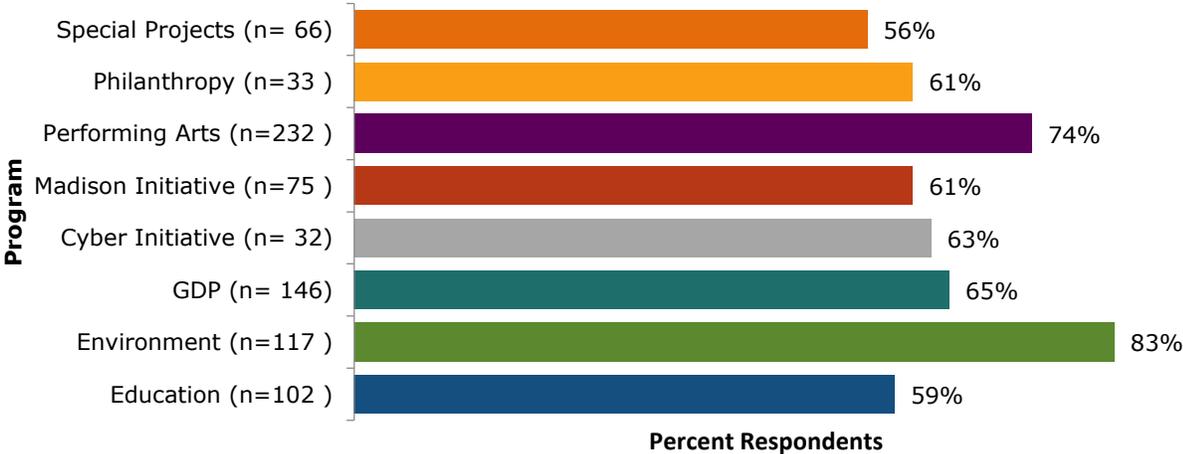
# Overview of Sample

In total, 759<sup>v</sup> U.S.-based Hewlett Foundation grantees that were active as of November 2017 were surveyed on the demographic makeup of their boards and staff. Survey response rates<sup>vi</sup> varied by program, from 56 percent to 83 percent, with an overall foundation-level response rate of 68 percent. Grantees that receive foundation funding through multiple programs are included in each program’s unique response rate.

**Exhibit 1. Response Rate, All Grantees (n=759)**



**Exhibit 2. Response Rate by Program**



<sup>v</sup>This total includes 706 grantees surveyed through the Harder+Company-administered grantee survey, as well as 53 Western Conservation grantees surveyed through a separate process. Both surveys were intentionally designed to allow for data aggregation.

<sup>vi</sup>Surveys were considered “complete” if respondents progressed past the opt-out item (Q4) and explicitly indicated either their willingness to complete the survey, or their desire to not do so.

In order to better understand trends behind survey completion, organizational-level characteristics were compared and analyzed between those grantees that responded to the survey, and those that did not. This analysis was based on grantee data provided directly by the foundation on total grant dollars awarded. There were no statistically significant differences between survey responders and non-responders in total grant dollars awarded.

Of those grantees that responded to the survey, 39 chose to explicitly opt out of providing demographic information on the people at their organization. These opt-outs generally skewed toward larger and more bureaucratic grantee organizations, with one third (13) representing university-based grantees.

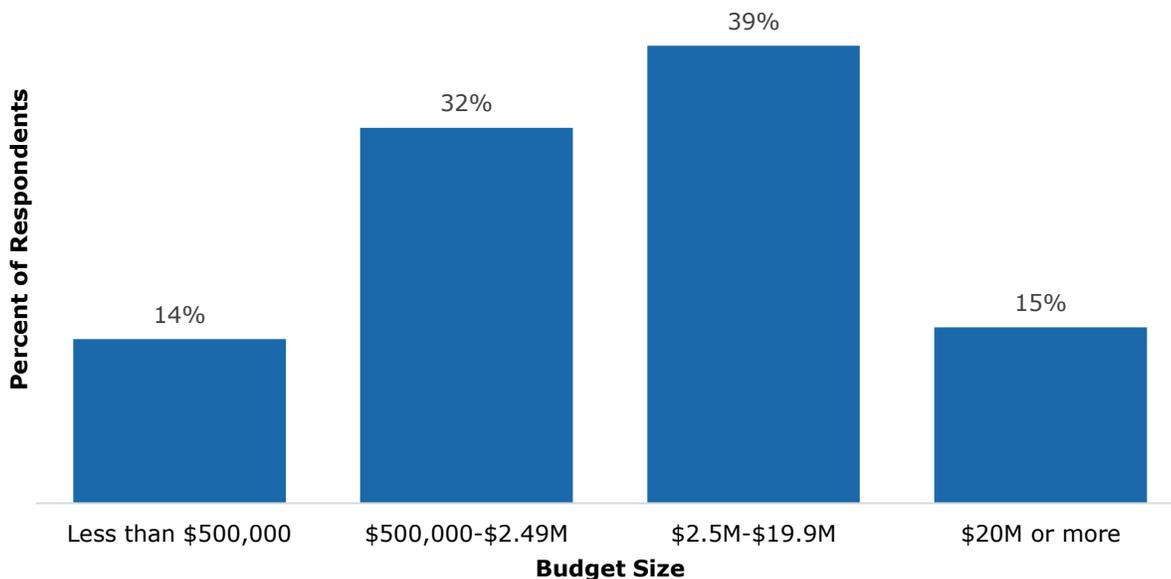
Among respondents who opted out of the survey, most (n=20) who provided an explanation for opting out shared that they did not collect race/ethnicity and/or gender demographic data from their boards or staffs. Some of these respondents did not have the capacity to administer such a survey and others were unable to collect the information within the survey's timeframe. A few respondents (n=5) did not have access to board and/or staff demographic data. One respondent reported having outdated information.

### Respondent Characteristics

Among the respondents to the survey, we observed a healthy spread of organizational sizes. The largest staff size reported was 14,828, with a median staff size of 16 people (not including board members). Half (fifty percent) of grantee organizations reported staff sizes between 6 and 44 people.

In addition to staff counts, we examined annual operating budgets as a measure of organizational size. Exhibit 3 below illustrates the distribution of budget sizes among respondents.

**Exhibit 3. Survey Respondents' Annual Operating Budgets (n=458)**



The survey's introductory section also included a question on whether or not grantees served as fiscal sponsors or re-granted dollars using funds obtained from the foundation. A large majority of respondents (79 percent) reported engaging in neither practice. The table below summarizes all responses to this survey item.

**Exhibit 4. Re-granting and Fiscal Sponsorship Practices (n=460)**

Category	Percent
Not a re-grantor or a fiscal sponsor	79%
Re-grantor	14%
Fiscal sponsor	4%
Re-grantor and fiscal sponsor	3%

# Foundation-Wide Grantee Demographics

This section includes information for all grantees that provided race/ethnicity and/or gender demographic data (n=546)<sup>vii</sup>. It includes the following sub-sections: 1) People of Color, 2) Race/Ethnicity Demographics, 3) Women/Females, 4) Gender Demographics, and 5) People of Color and Women/Females.

## People of Color at Hewlett Foundation Grantee Organizations

Some 452 grantees provided race/ethnicity demographic information for at least one of the following categories: board members, head(s) of organization, senior staff, and other staff. In the survey's instructions we defined head(s) of organizations as the President, CEO or Executive Director and defined senior staff as individuals who report directly to the President, CEO, or Executive Director. University grantees were provided different instructions to accommodate the structure of those institutions.<sup>viii</sup>

Some 60 percent of organizations gathered race/ethnicity information directly from their staff and 40 percent gathered race/ethnicity information indirectly. Among respondents who gathered race/ethnicity data indirectly, most (n=92) provided information based on their personal knowledge of staff or through informal conversations, 17 respondents provided information based on observations, and another 15 provided information from personnel files.

For the purposes of this survey, we defined people of color as all individuals who were identified as belonging to a race/ethnicity category<sup>ix</sup> other than White or Unknown, or who declined to state their race/ethnicity.

**Before reading this sub-section, please note:** The unit of analysis for all charts in this sub-section is organizations, *not* individual people. That is, all n's represent the total number of organizations included in the respective analysis.

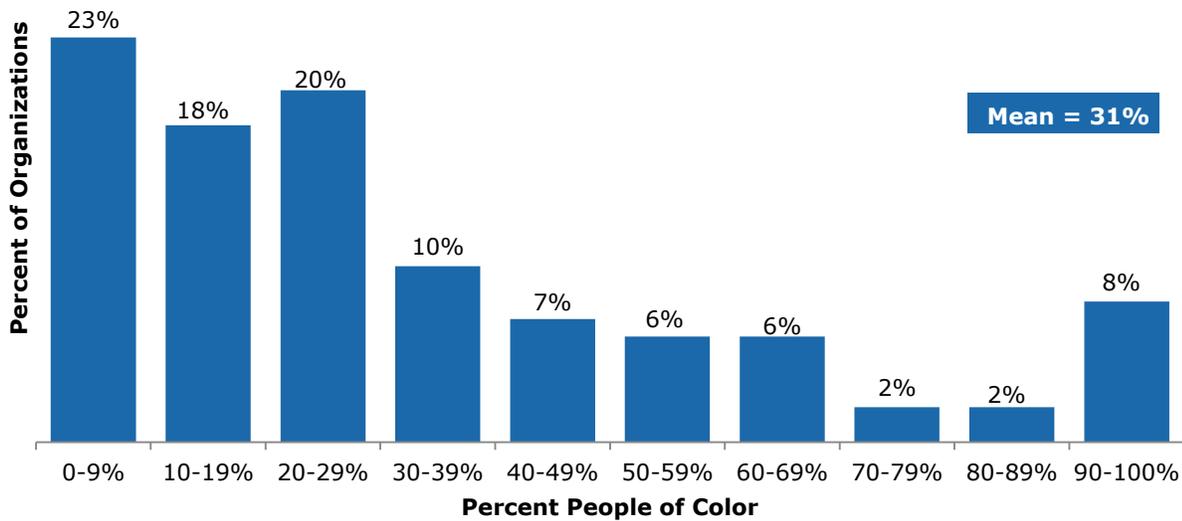
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<sup>vii</sup>This total represents all respondents that completed the first four questions of the survey administered by Harder+Company Community Research and chose not to opt out on additional questions when prompted. It also includes respondents to the Western Conservation survey. Not all respondents included in this total provided race/ethnicity and/or gender demographic data for their boards and staffs.

<sup>viii</sup>See footnote ii for guidelines provided to university grantees.

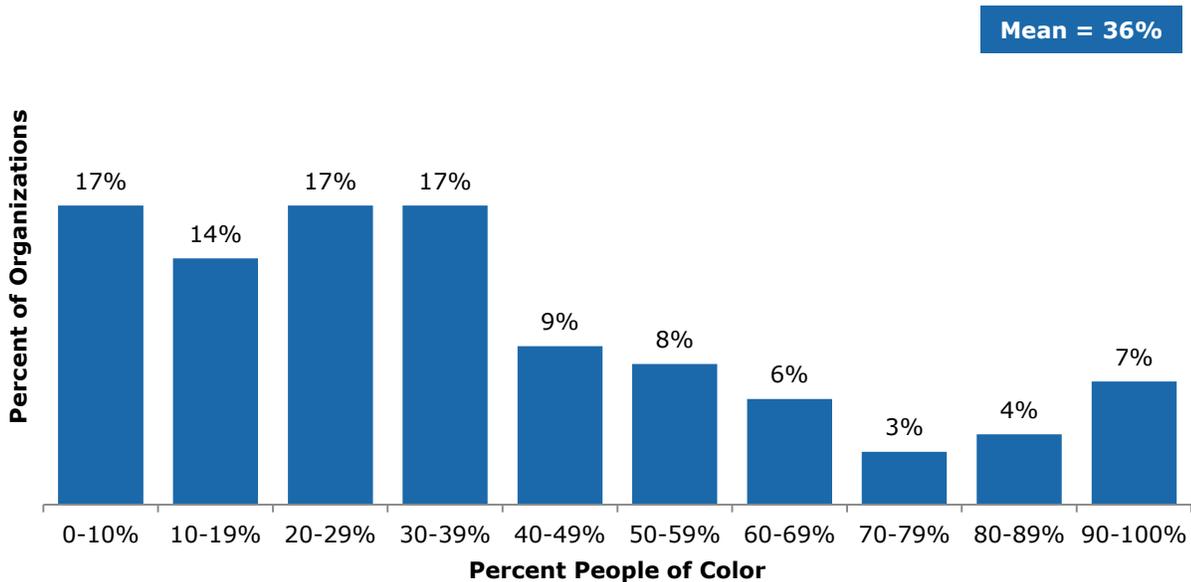
<sup>ix</sup>We included the following race/ethnicity categories in the survey: Asian/Asian-American, Black/African-American, Hispanic/Latino/Latina, Native American/American Indian/Alaska Native/Native Hawaiian/Other Indigenous Groups, White, Multi-racial/multi-ethnic, Other, Unknown (information not collected), and Individuals decline to state.

**Exhibit 5. Percent Board Members of Color, All Grantees (n=413)<sup>i</sup>**



<sup>i</sup>This chart shows the total percent of organizations that have 0-9%, 10-19%, 20-29%, 30-39%, 40-49%, 50-59%, 60-69%, 70-79%, 80-89%, or 90-100% of board members of color in their organizations

**Exhibit 6. All Staff<sup>i</sup> of Color, All Grantees (n=442)<sup>ii,iii</sup>**

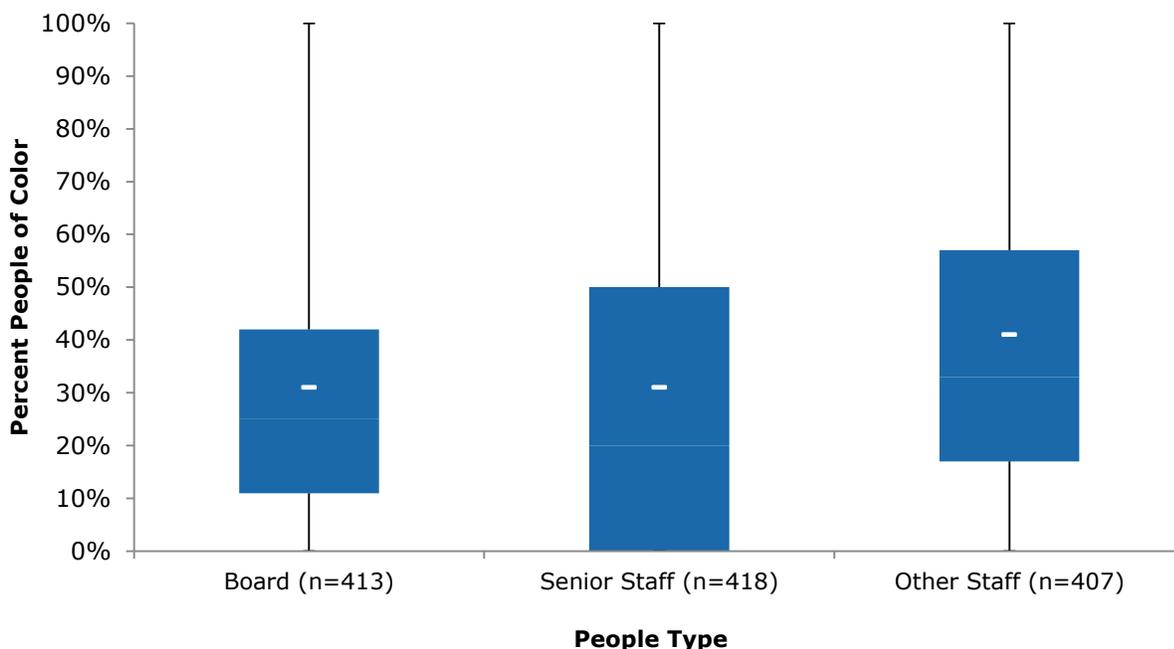


<sup>i</sup>All staff is defined as an organization’s head(s) of organization, senior staff, and other staff; board members are not included in the all staff count

<sup>ii</sup>This chart shows the total percent of organizations that have 0-9%, 10-19%, 20-29%, 30-39%, 40-49%, 50-59%, 60-69%, 70-79%, 80-89%, or 90-100% of all staff of color in their organizations

<sup>iii</sup>Due to rounding, total is greater than 100%

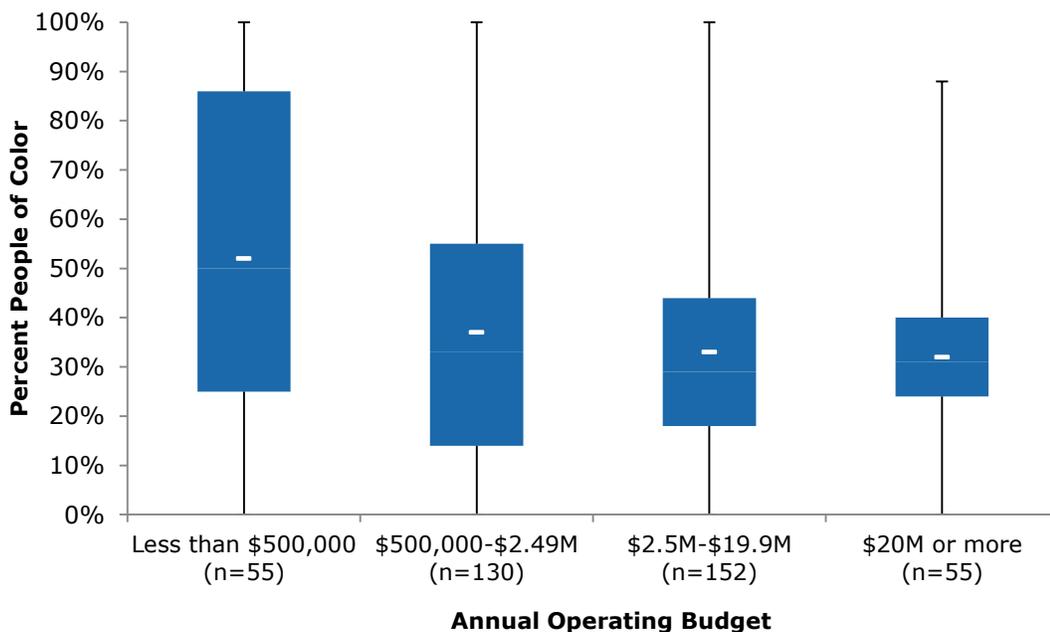
**Exhibit 7. Range and Distribution of People of Color by People Type, All Grantees<sup>i,ii</sup>**



<sup>i</sup>In this chart the minimum value is the tick mark at the bottom of the boxplot. The lower line of the blue box is the first quartile and the white line in the box is the mean. The upper part of the box represents the third quartile and the tick mark at the top of the boxplot represents the maximum value.

<sup>ii</sup>Heads of organizations were intentionally omitted from this chart. The mean people of color among head(s) of organizations is 22 percent (n=427)

**Exhibit 8. Range and Distribution of People of Color by Total Annual Operating Budget, All Grantees<sup>i</sup>**



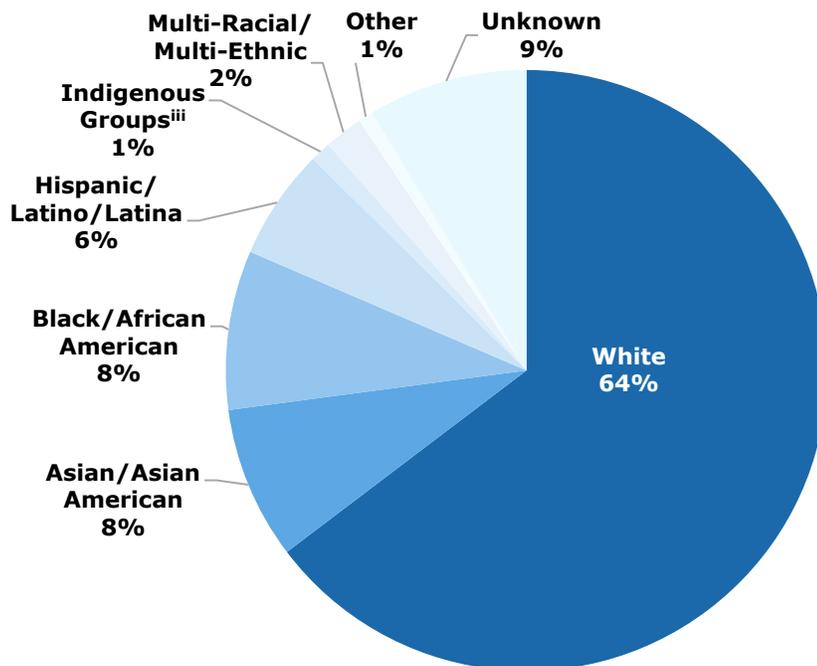
<sup>i</sup>In this chart the minimum value is the tick mark at the bottom of the boxplot. The lower line of the blue box is the first quartile and the white line in the box is the mean. The upper part of the box represents the third quartile and the tick mark at the top of the boxplot represents the maximum value.

## Race/Ethnicity Demographics of Hewlett Foundation Grantee Organizations

The following charts and tables show the percent and count of 1) board members, 2) all staff, which includes head(s) of organizations, senior staff, and other staff, 3) head(s) of organization, 4) senior staff, and 5) other staff, respectively, by the race/ethnicity categories included in the survey. Some 452 organizations provided race/ethnicity information for at least one of the aforementioned categories.

**Before reading this sub-section, please note:** The unit of analysis for all charts and tables in this sub-section is people. That is, the n represents the total number of people at all Hewlett Foundation grantee organizations included in a given analysis. Each chart includes a note stating how many organizations the people in the analysis represent. The n's used to determine the percent of a given type of people and the count of a given type of people are different. To determine the percent of people who were identified as each race/ethnicity category included in the survey, we used information from two survey questions (Q5 and Q6). Any respondents who did not respond to both questions were excluded from the sample and analysis. To determine the counts of people who were identified as each race/ethnicity category included in the survey, we used information from one question (Q6).

**Exhibit 9. Percent Board Members by Race/Ethnicity Category, All Grantees (n=5,596)<sup>i,ii,iii</sup>**



<sup>i</sup>Board members represent 409 organizations

<sup>ii</sup><1% respondents declined to state their race/ethnicity

<sup>iii</sup>The survey included the category Native American/American Indian/Alaska Native/Native Hawaiian/Other Indigenous Groups. It has been shortened to Indigenous Groups in the visual because of space constraints.

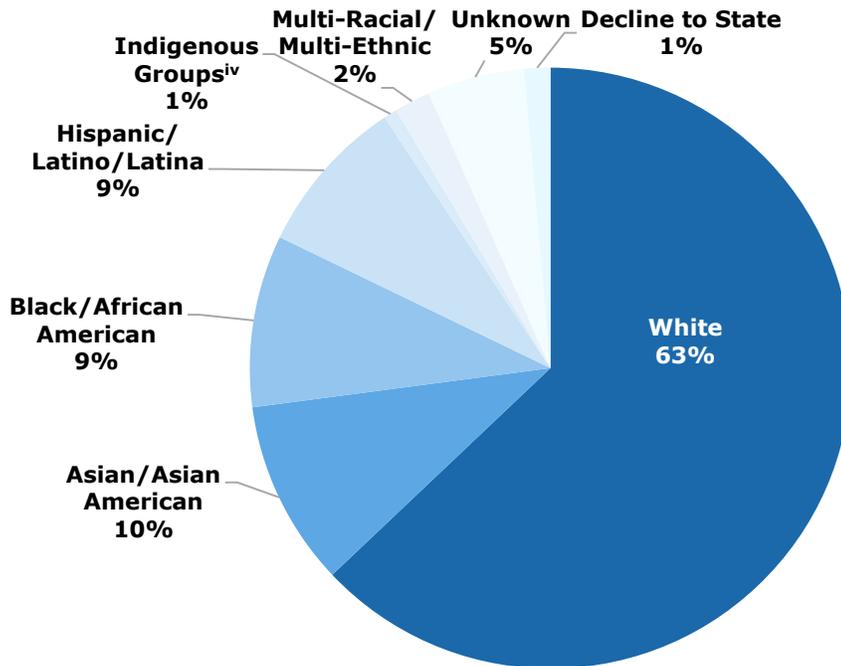
<sup>iiii</sup>Due to rounding, total is less than 100%

**Exhibit 10. Total Count of Board Members by Race/Ethnicity Category, All Grantees (n=5,647)<sup>i</sup>**

<b>Category</b>	<b>Total Count</b>
White	3,649
Black/African American	482
Unknown	479
Asian/Asian American	460
Hispanic/Latino/Latina	340
Multi-Racial/Multi-Ethnic	116
Native American/American Indian/Alaska Native/Native Hawaiian/Other Indigenous Groups	62
Other	45
Decline to State	14

<sup>i</sup>Board members represent 452 organizations

**Exhibit 11. Percent All Staff<sup>i</sup> by Race/Ethnicity Category, All Grantees (n=41,584)<sup>ii,iii</sup>**



<sup>i</sup>All staff is defined as an organization’s head(s) of organization, senior staff, and other staff; board members are not included in the all staff count

<sup>ii</sup>Staff represent 374 organizations

<sup>iii</sup><1% of respondents were identified as Other

<sup>iv</sup>The survey included the category Native American/American Indian/Alaska Native/Native Hawaiian/Other Indigenous Groups. It has been shortened to Indigenous Groups in the visual because of space constraints.

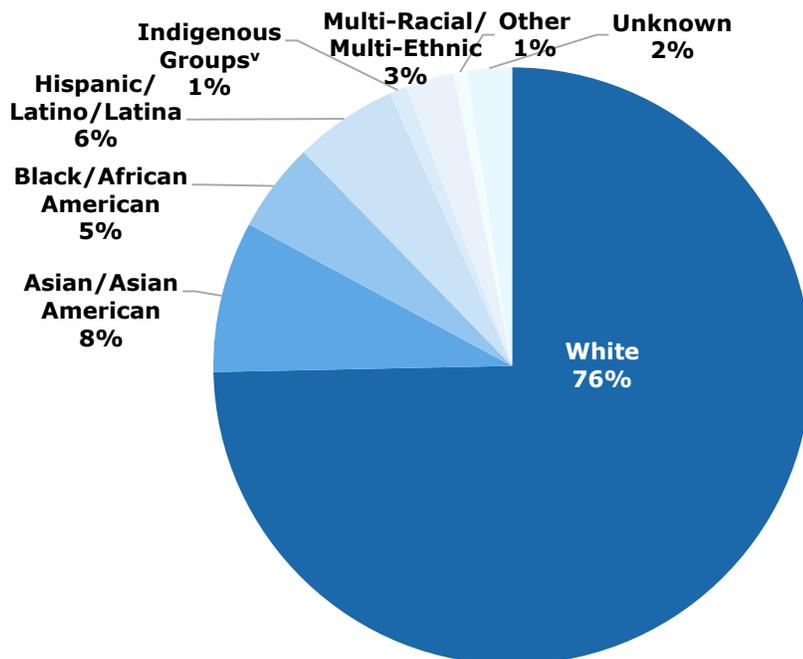
**Exhibit 12. Total Count of All Staff<sup>i</sup> by Race/Ethnicity Category, All Grantees (n=42,674)<sup>i</sup>**

Category	Total Count
White	26,737
Asian/Asian American	4,298
Black/African American	3,953
Hispanic/Latino/Latina	3,639
Unknown	2,187
Multi-Racial/Multi-Ethnic	847
Decline to State	585
Native American/American Indian/Alaska Native/Native Hawaiian/Other Indigenous Groups	307
Other	121

<sup>i</sup>All staff is defined as an organization’s head(s) of organization, senior staff, and other staff; board members are not included in the all staff count

<sup>ii</sup>Staff represent 452 organizations

**Exhibit 13. Percent Head(s)<sup>i</sup> of Organization by Race/Ethnicity Category, All Grantees (n=538)<sup>ii,ii,iv</sup>**



<sup>i</sup>Some organizations reported having more than one head of organization

<sup>ii</sup>Staff represent 423 organizations

<sup>iii</sup>Total is greater than 100% because some respondents counted at least one head of organization in more than one race/ethnicity category

<sup>iv</sup><1% of respondents declined to state their race/ethnicity

<sup>v</sup>The survey included the category Native American/American Indian/Alaska Native/Native Hawaiian/Other Indigenous Groups. It has been shortened to Indigenous Groups in the visual because of space constraints.

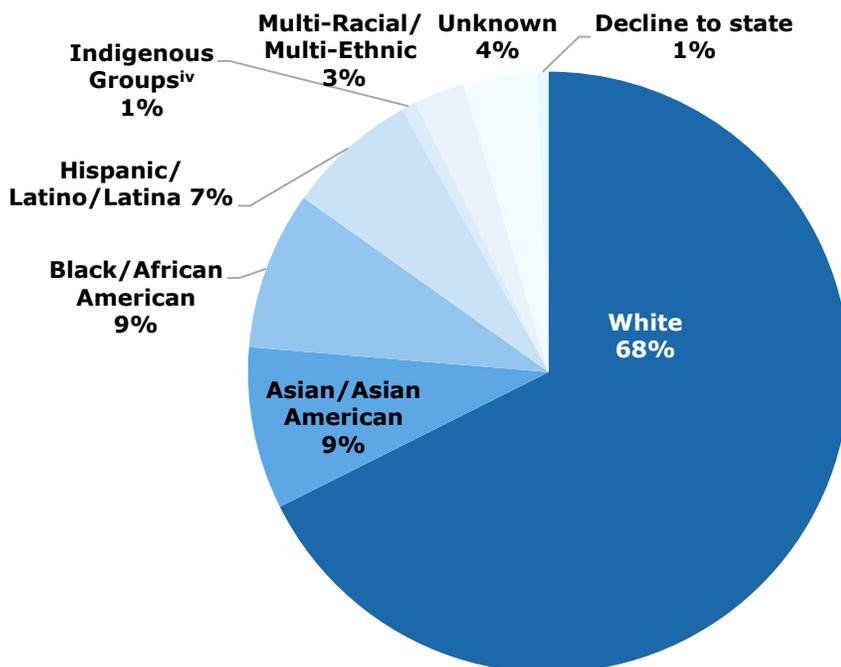
**Exhibit 14. Total Count of Head(s)<sup>i</sup> of Organization by Race/Ethnicity Categories, All Grantees (n=582)<sup>ii</sup>**

Category	Total
White	429
Asian/Asian American	49
Hispanic/Latino/Latina	33
Black/African American	27
Multi-racial or Multi-Ethnic	16
Unknown	13
Native American/American Indian/Alaska Native/Native Hawaiian/Other Indigenous Groups	7
Other	7
Decline to State	1

<sup>i</sup>Some grantees reported having more than one head of organization

<sup>ii</sup>Staff represent 409 organizations

**Exhibit 15. Percent Senior Staff by Race/Ethnicity Category, All Grantees (n=2,878)<sup>i,ii,iii</sup>**



<sup>i</sup>Staff represent 416 organizations

<sup>ii</sup>Due to rounding, total equals more than 100%

<sup>iii</sup><1 % respondents were identified as Other

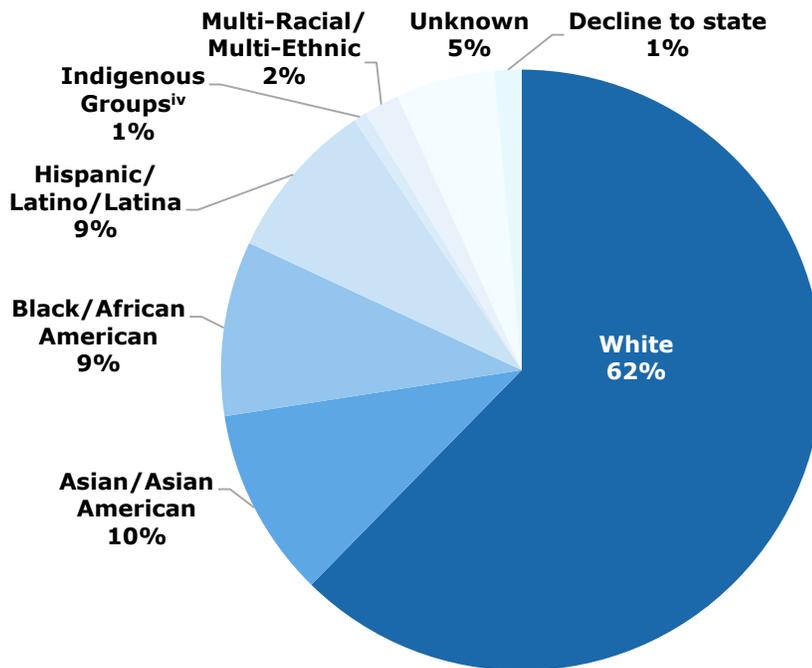
<sup>iv</sup>The survey included the category Native American/American Indian/Alaska Native/Native Hawaiian/Other Indigenous Groups. It has been shortened to Indigenous Groups in the visual because of space constraints.

**Exhibit 16. Total Count of Senior Staff by Race/Ethnicity Category, All Grantees (n=2,889)<sup>i</sup>**

Category	Total
White	1,941
Asian/Asian American	253
Black/African American	245
Hispanic/Latino/Latina	203
Unknown	113
Multi-racial or Multi-Ethnic	80
Native American/American Indian/Alaska Native/Native Hawaiian/Other Indigenous Groups	22
Decline to State	18
Other	14

<sup>i</sup>Staff represent 452 organizations

**Exhibit 17. Percent Other Staff<sup>i</sup> by Race/Ethnicity Category, All Grantees (n=38,851)<sup>ii,iii</sup>**



<sup>i</sup>Other Staff were defined in the survey as all staff members who were not counted as head(s) of organization or senior staff

<sup>ii</sup>Staff represent 402 organizations

<sup>iii</sup><1% respondents were identified as Other

<sup>iv</sup>The survey included the category Native American/American Indian/Alaska Native/Native Hawaiian/Other Indigenous Groups. It has been shortened to Indigenous Groups in the visual because of space constraints.

**Exhibit 18. Total Count of Other Staff<sup>i</sup> by Race/Ethnicity Category, All Grantees (n=39,203)<sup>ii</sup>**

Category	Total Count
White	24,367
Asian/Asian American	3,996
Black/African American	3,681
Hispanic/Latino/Latina	3,403
Unknown	2,061
Multi-Racial/Multi-Ethnic	751
Decline to State	566
Native American/American Indian/Alaska Native/Native Hawaiian/Other Indigenous Groups	278
Other	100

<sup>i</sup>Other Staff were defined in the survey as all staff members who were not counted as head(s) of organization or senior staff

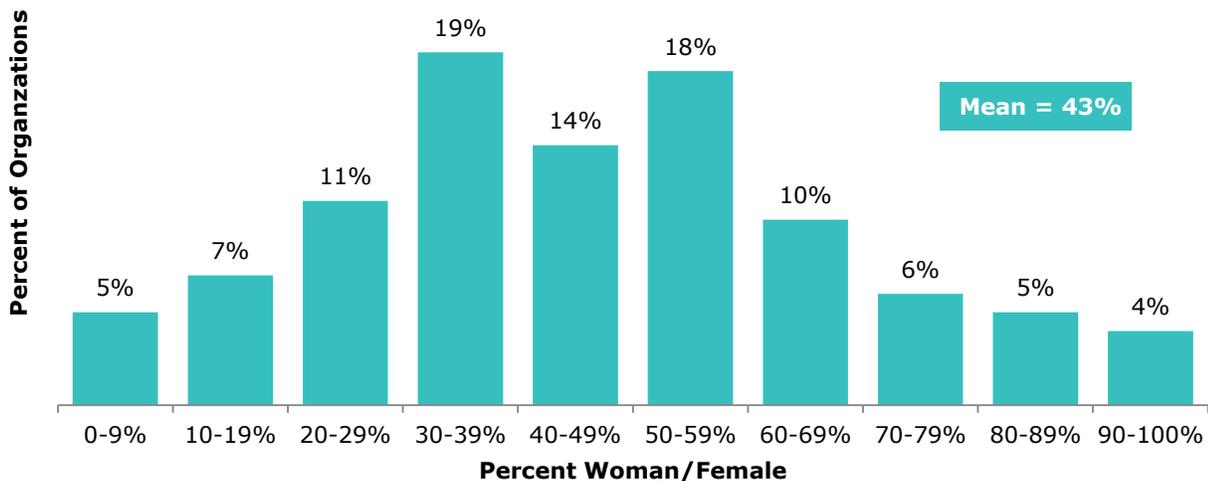
<sup>ii</sup>Other staff represent 452 organizations

## Women/Females at Hewlett Foundation Grantee Organizations

Some 452 grantees provided gender demographic information for at least one of the following categories: board members, head(s) of organization, senior staff, and other staff. Of those that reported data, 62 percent of organizations gathered gender demographic data directly from their boards and staff and 38 percent gather gender demographic data indirectly. Among respondents who gathered gender demographic data indirectly, most (n=66) provided information based on their personal knowledge of staff and based on staff's preferred gender pronouns, 24 respondents provided information based on observations, and another 12 provided information from personnel files. The following charts show the proportion of women/females at Hewlett Foundation grantee organizations.

**Before reading this sub-section, please note:** The unit of analysis for all charts in this sub-section is organizations, *not* individual people. That is, all n's represent the total number of organizations included in the respective analysis.

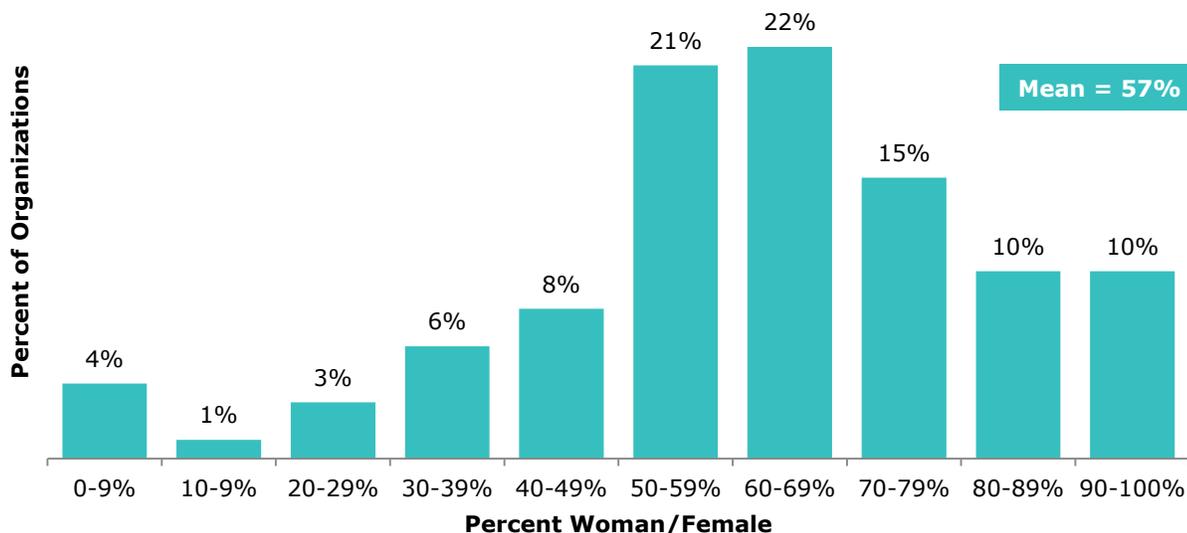
**Exhibit 19. Percent Woman/Female Board Members, All Grantees (n=408)<sup>i</sup>**



<sup>i</sup>This chart shows the total percent of organizations that have 0-9%, 10-19%, 20-29%, 30-39%, 40-49%, 50-59%, 60-69%, 70-79%, 80-89%, or 90-100% of woman/female board members in their organizations

<sup>ii</sup>Due to rounding, total is less than 100%

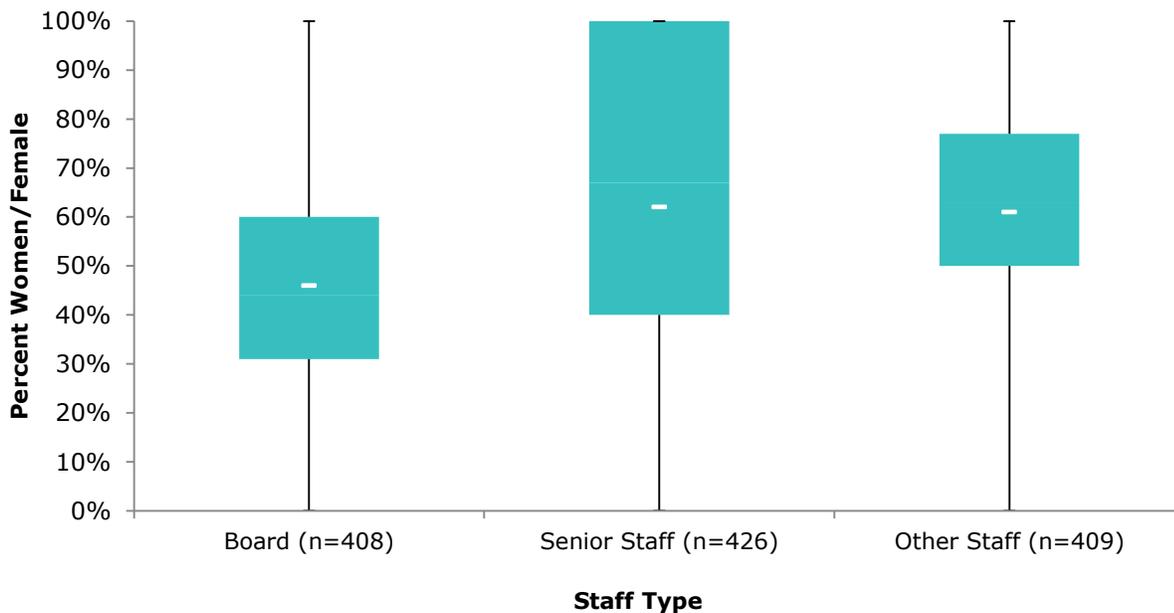
**Exhibit 20. Percent All Woman/Female Staff<sup>i</sup>, All Grantees (n=450)<sup>ii</sup>**



<sup>i</sup>All staff is defined as an organization’s head(s) of organization, senior staff, and other staff; board members are not included in the all staff count

<sup>ii</sup>This chart shows the total percent of organizations that have 0-9%, 10-19%, 20-29%, 30-39%, 40-49%, 50-59%, 60-69%, 70-79%, 80-89%, or 90-100% of woman/female staff in their organizations

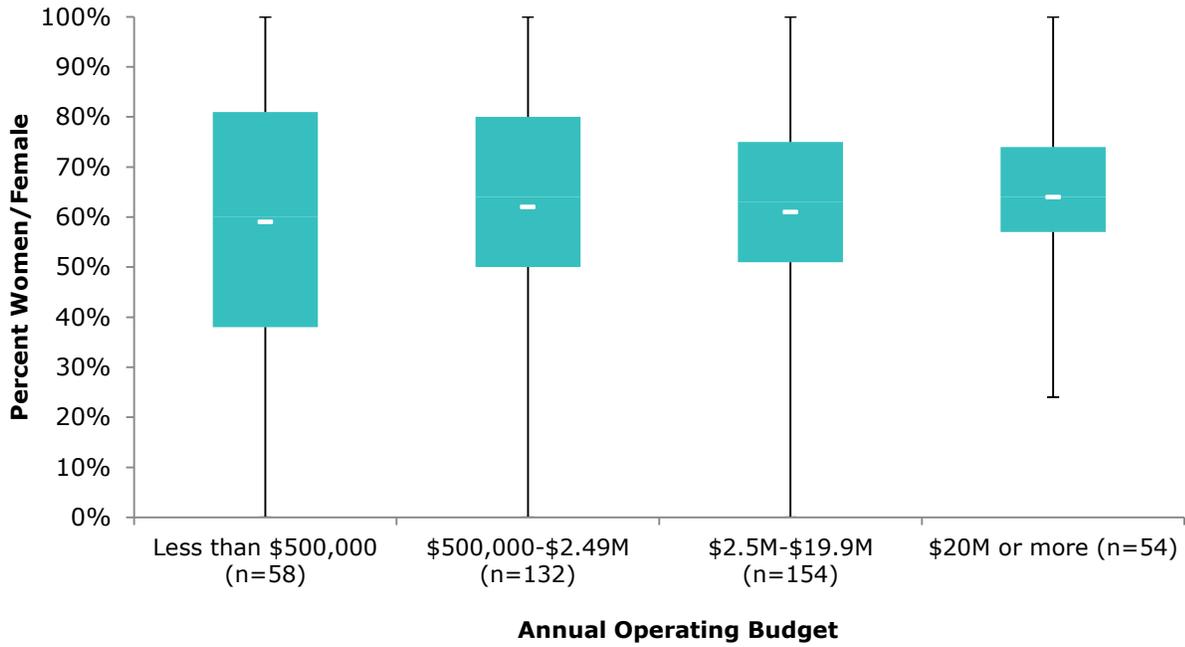
**Exhibit 21. Range and Distribution of Women/Females by People Type, All Grantees<sup>i,ii</sup>**



<sup>i</sup>In this chart the minimum value is the tick mark at the bottom of the boxplot. The lower line of the turquoise box is the first quartile and the white line in the box is the mean. The upper part of the box is the third quartile and the tick mark at the top of the boxplot represents the maximum value.

Head(s) of organization were intentionally omitted from this chart. The mean woman/female is 49% (n=432)

**Exhibit 22. Range and Distribution of Women/Females by Annual Operating Budget, All Grantees<sup>i</sup>**



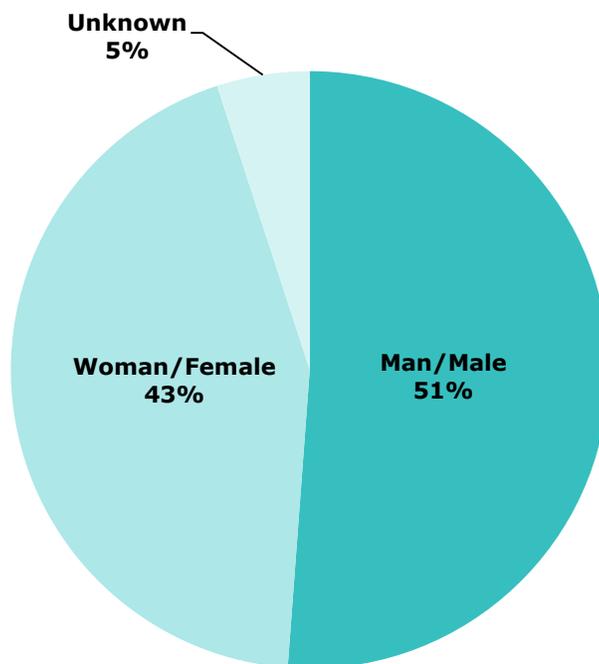
<sup>i</sup>In this chart the minimum value is the tick mark at the bottom of the boxplot. The lower line of the turquoise box is the first quartile and the white line in the box is the mean. The upper part of the box is the third quartile and the tick mark at the top of the boxplot represents the maximum value.

## Gender Demographics at Hewlett Foundation Grantee Organizations

The following charts and tables show the percent and count of 1) board members, 2) all staff, which includes head(s) of organizations, senior staff, and other staff, 3) head(s) of organization, 4) senior staff, and 5) other staff, respectively, by the gender categories included in the survey. Some 453 organizations provided gender information for at least one of the four aforementioned categories.

**Before reading this sub-section, please note:** The unit of analysis for all charts in this sub-section is people. That is, the n represents the total number of people at all Hewlett Foundation grantee organizations included in a given analysis. Each chart and table includes a note stating how many organizations the people in the analysis represent. The n's used to determine the percent of a given type of people and the count of a given type of people are different. To determine the percent of people who were identified as each gender category included in the survey, we used information from two survey questions (Q5 and Q10). Any respondents who did not respond to both questions were excluded from the sample and analysis. To determine the counts of people who were identified as each gender category included in the survey, we used information from one question (Q10).

**Exhibit 23. Percent of Board Members by Gender Category, All Grantees (n=5,572)<sup>i,ii,iii</sup>**



<sup>i</sup>Board members represent 408 organizations

<sup>ii</sup><1% of respondents were identified as Non-Binary, Transgender or declined to state their gender

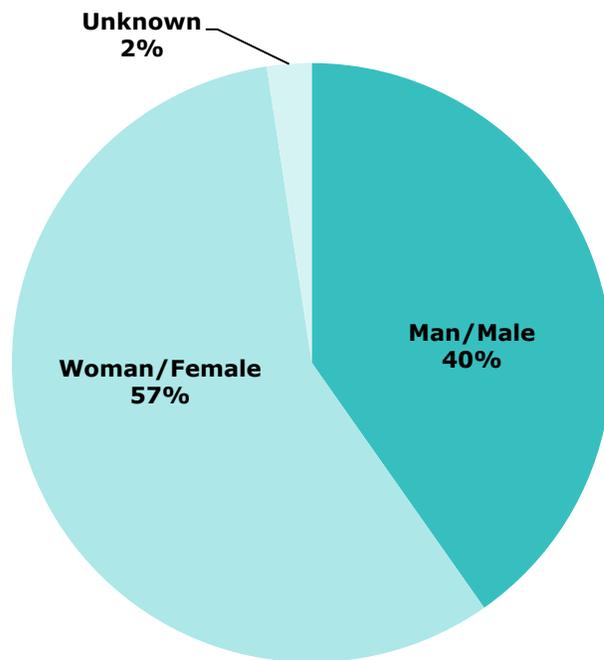
<sup>iii</sup>Due to rounding, total is less than 100%

**Exhibit 24. Total Count of Board Members by Gender Category, All Grantees (n=5,646)<sup>i</sup>**

Category	Total Count
Man	2,879
Woman	2,473
Unknown	279
Non-Binary	7
Transgender	7
Decline to State	1

<sup>i</sup>Board members represent 453 organizations

**Exhibit 25. Percent of All Staff<sup>i</sup> by Gender Category, All Grantees (n=41,024)<sup>ii,iii,iv,v</sup>**



<sup>i</sup>All staff is defined as an organization’s head(s) of organization, senior staff, and other staff; board members are not included in the all staff count

<sup>ii</sup>Staff includes head(s) of organization, senior staff, and other staff

<sup>iii</sup>Staff represent 375 organizations

<sup>iv</sup><1% of respondents were identified as Non-Binary, Transgender or declined to state their gender

<sup>v</sup>Due to rounding, total is less than 100%

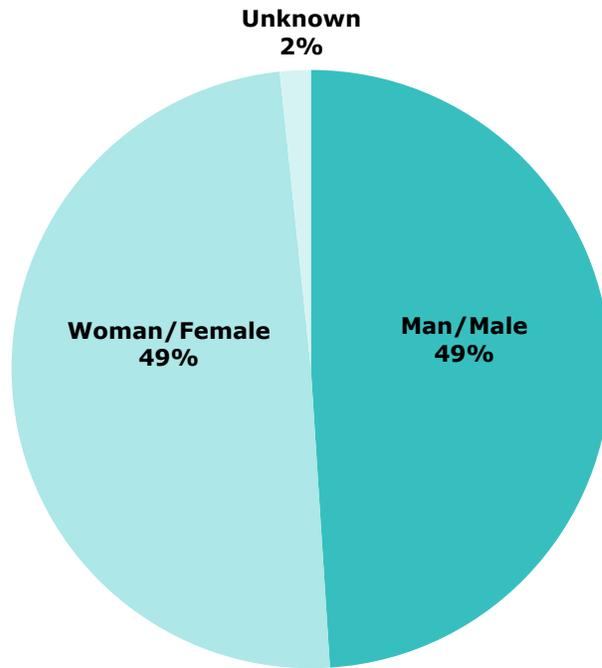
**Exhibit 26. Total Count of All Staff<sup>i</sup> by Gender Category, All Grantees (n=42,214)<sup>ii</sup>**

Category	Total Count
Woman	24,192
Man	16,846
Unknown	1,002
Non-Binary	83
Decline to State	47
Transgender	44

<sup>i</sup>All staff is defined as an organization’s head(s) of organization, senior staff, and other staff; board members are not included in the all staff count

<sup>ii</sup>Staff represent 453 organizations

**Exhibit 27. Percent of Head(s)<sup>i</sup> of Organization by Gender Category, All Grantees (n=542)<sup>ii,iii</sup>**



<sup>i</sup>Some organizations reported having more than one Head of Organization

<sup>ii</sup>Head(s) of Organization represent 47 organizations

<sup>iii</sup><1% of respondents were identified as Non-Binary; no respondents were identified as Transgender, Unknown or declined to state their gender identity

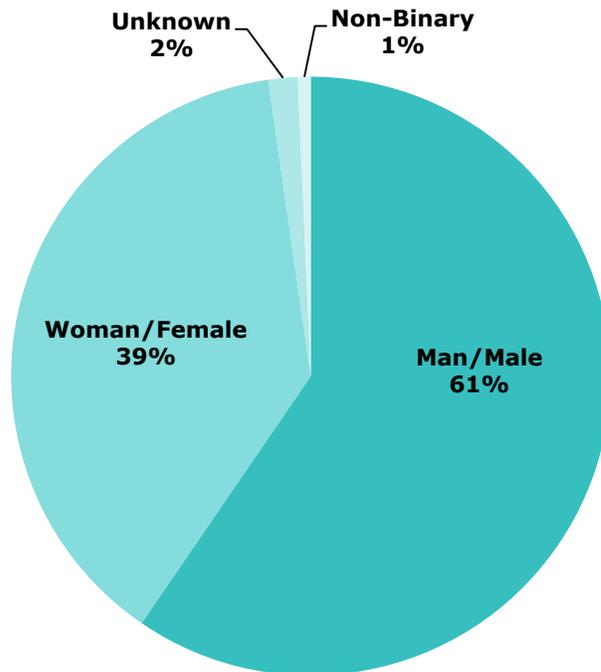
**Exhibit 28. Total Count of Head(s)<sup>i</sup> of Organization by Gender Category, All Grantees (n=547)<sup>ii</sup>**

Category	Total Count
Man	269
Woman	268
Unknown	9
Transgender	1
Non-Binary	0
Decline to State	0

<sup>i</sup>Some respondents reported on more than one head of organization

<sup>ii</sup>Heads of organization represent 453 organizations

**Exhibit 29. Percent of Senior Staff by Gender Category, All Grantees (n=2,916)<sup>i,ii,iii</sup>**



<sup>i</sup>Senior staff represent 422 organizations

<sup>ii</sup><1% of senior staff were identified as Transgender or declined to state their gender

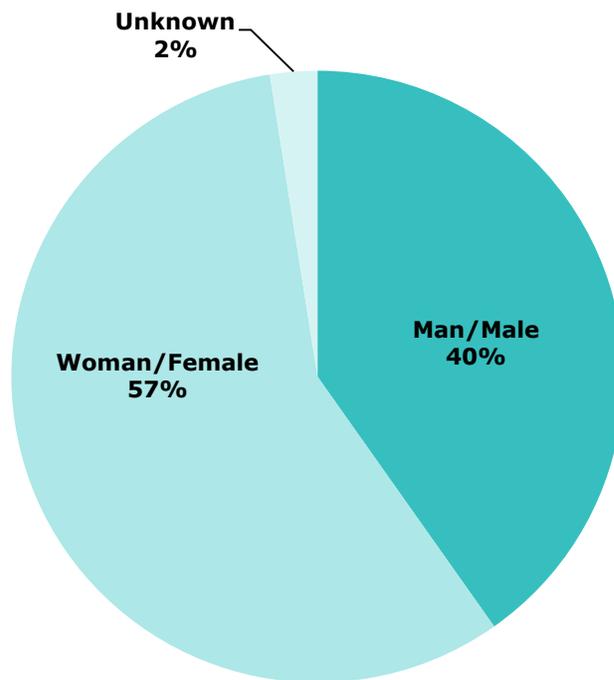
<sup>iii</sup>Due to rounding, total is greater than 100%

**Exhibit 30. Total Count of Senior Staff by Gender Category, All Grantees (n=2,973)<sup>i</sup>**

Category	Total
Woman	1,771
Man	1,125
Unknown	46
Non-Binary	20
Transgender	9
Decline to State	2

<sup>i</sup>Senior staff represent 453 organizations

**Exhibit 31. Percent of Other Staff<sup>i</sup> by Gender Category, All Grantees (n=38,295)<sup>ii,iii</sup>**



<sup>i</sup>Other staff were defined in the survey as all staff members who were not counted as head(s) of organization or senior staff

<sup>ii</sup>Other staff represent 403 organizations

<sup>iii</sup><1% of respondents were identified as Non-Binary, Transgender or declined to state their gender

<sup>iv</sup>Due to rounding, total is less than 100%

**Exhibit 32. Total Count of Other Staff<sup>i</sup> by Gender Category, All Grantees (n=38,694)<sup>ii</sup>**

Category	Total
Woman	22,153
Man	15,452
Unknown	947
Non-Binary	63
Decline to State	45
Transgender	34

<sup>i</sup>Other staff were defined in the survey as all staff members who were not counted as head(s) of organization or senior staff

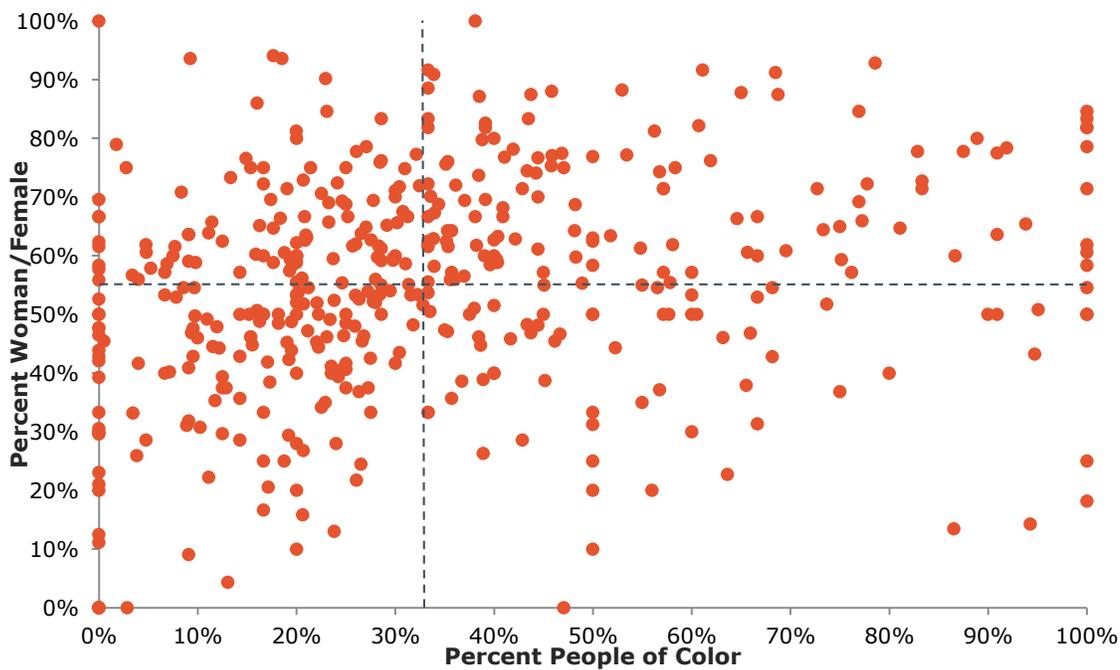
<sup>ii</sup>Other staff represent 453 organizations

## People of Color and Women/Females at Grantee Organizations

The following charts show the proportion of people of color compared to the proportion of women/females at grantee organizations. In some charts a sub-group of grantees (e.g., fiscal sponsors) are highlighted among other grantees.

**Before reading this sub-section, please note:** The unit of analysis for all charts in this sub-section is organizations, *not* individual people. That is, all n's represent the total number of organizations included in the respective analysis.

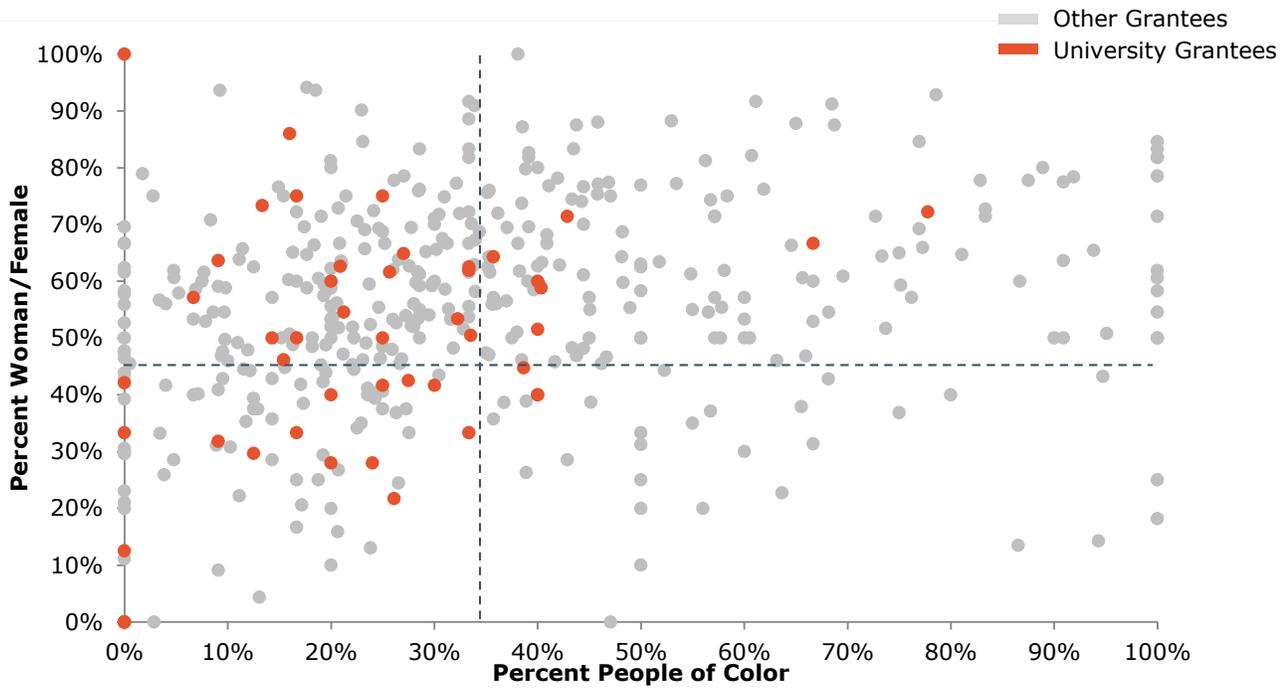
**Exhibit 33. Percent People of Color and Percent Women/Females, All Grantees (n=448)<sup>i,ii</sup>**



<sup>i</sup>Dotted lines represent mean percent Women/Females (55%) and People of Color (34%) across Board Members and all staff for all grantee organizations

<sup>ii</sup>This chart includes the percent people of color and percent women/females across all four people types from whom we collected data (board members, head(s) of organization, senior staff, and other staff)

**Exhibit 34. Percent People of Color versus Percent Women/Females, University Grantees versus All Other Grantees (n=447)<sup>i,ii</sup>**



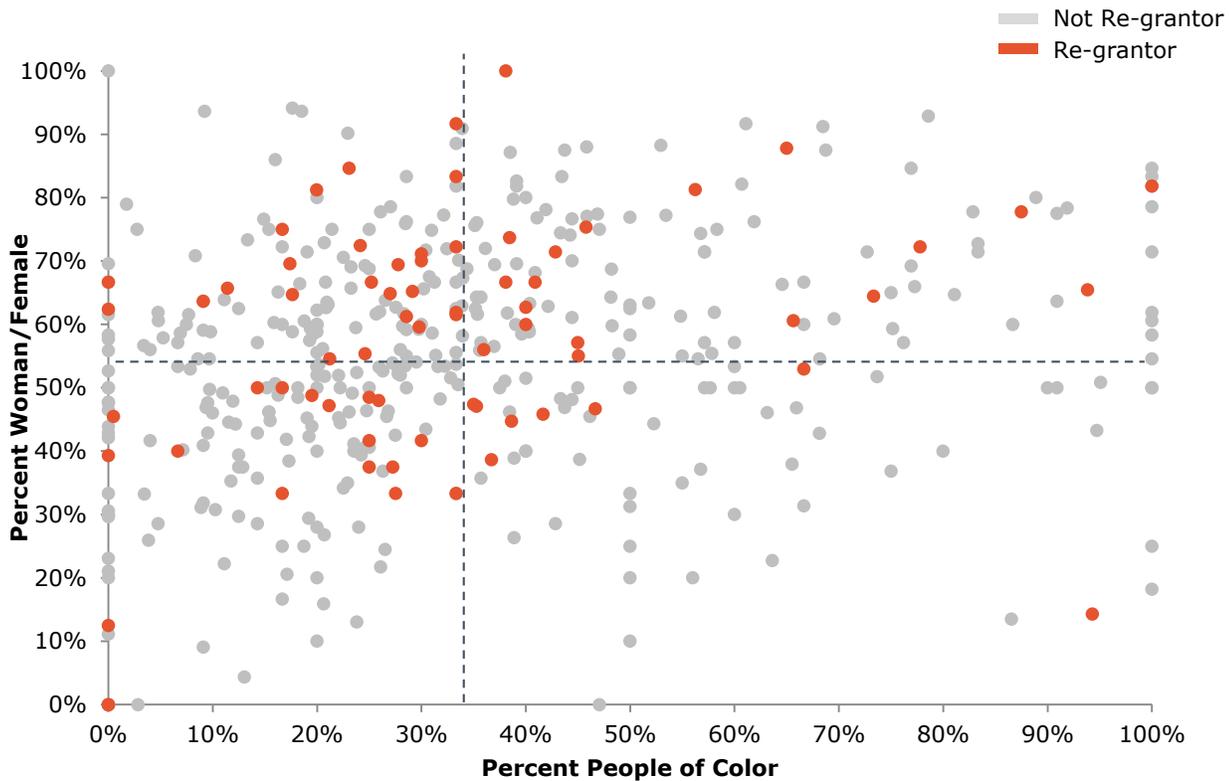
<sup>i</sup>Dotted lines represent mean percent Women/Females (55%) and People of Color (34%) across Board members and all staff for all grantee organizations

<sup>ii</sup>This chart includes the percent people of color and percent women/females across all four people types from whom we collected data (board members, head(s) of organization, senior staff, and other staff)

## Re-Grantors and Fiscal Sponsors

Some 14 percent of survey respondents self-identified as re-grantors; four percent self-identified as fiscal sponsors and three percent identified as both re-grantors and fiscal sponsors. Among all grantees who identified as re-grantors or fiscal sponsors, 22 percent collect race/ethnicity data from organization to which they grant funds and 24 percent collect gender data.

**Exhibit 35. Percent People of Color and Percent Women/Females, Re-grantors<sup>i</sup> versus All Other Grantees (n=71)<sup>ii,iii</sup>**

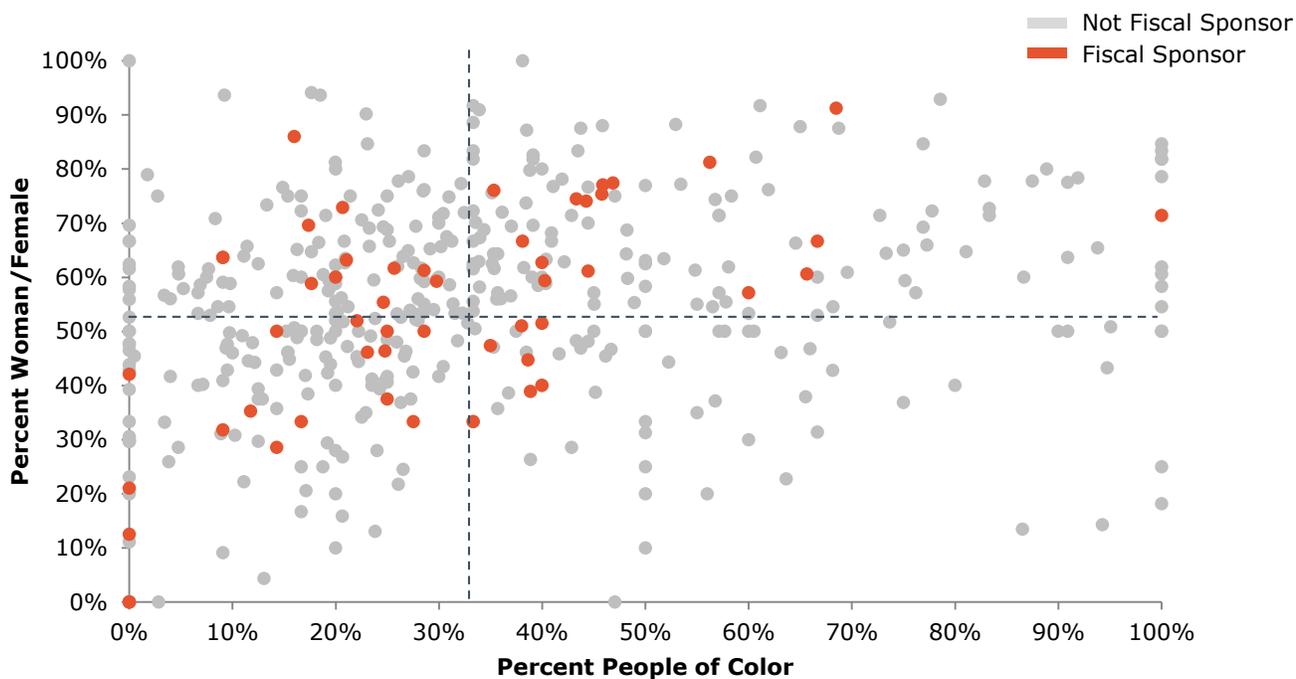


<sup>i</sup>Grantees were identified as re-grantors by the Hewlett Foundation

<sup>ii</sup>Dotted lines represent mean percents Women/Females (55%) and People of Color (34%) across Board members and all staff for all grantee organizations

<sup>iii</sup>This chart includes the percent people of color and percent women/females across all four people types from whom we collected data (board members, head(s) of organization, senior staff, and other staff)

**Exhibit 36. Percent People of Color and Percent Women/Females, Fiscal Sponsors<sup>i</sup> versus All Other Grantees (n=51)<sup>ii,iii</sup>**



<sup>i</sup>Grantees were identified as fiscal sponsors by the Hewlett Foundation

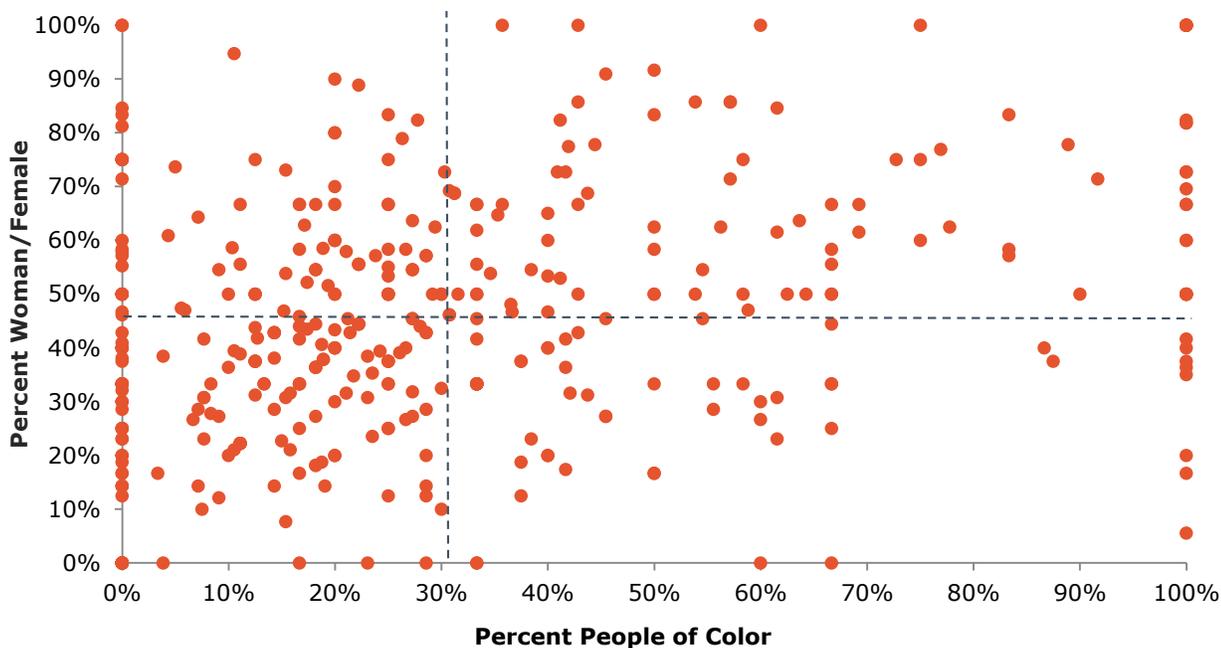
<sup>ii</sup>Dotted lines represent mean percents Women/Females (55%) and People of Color (34%) across Board members and all staff for all grantee organizations

<sup>iii</sup>This chart includes the percent people of color and percent women/females across all four people types from whom we collected data (board members, head(s) of organization, senior staff, and other staff)

## People Types

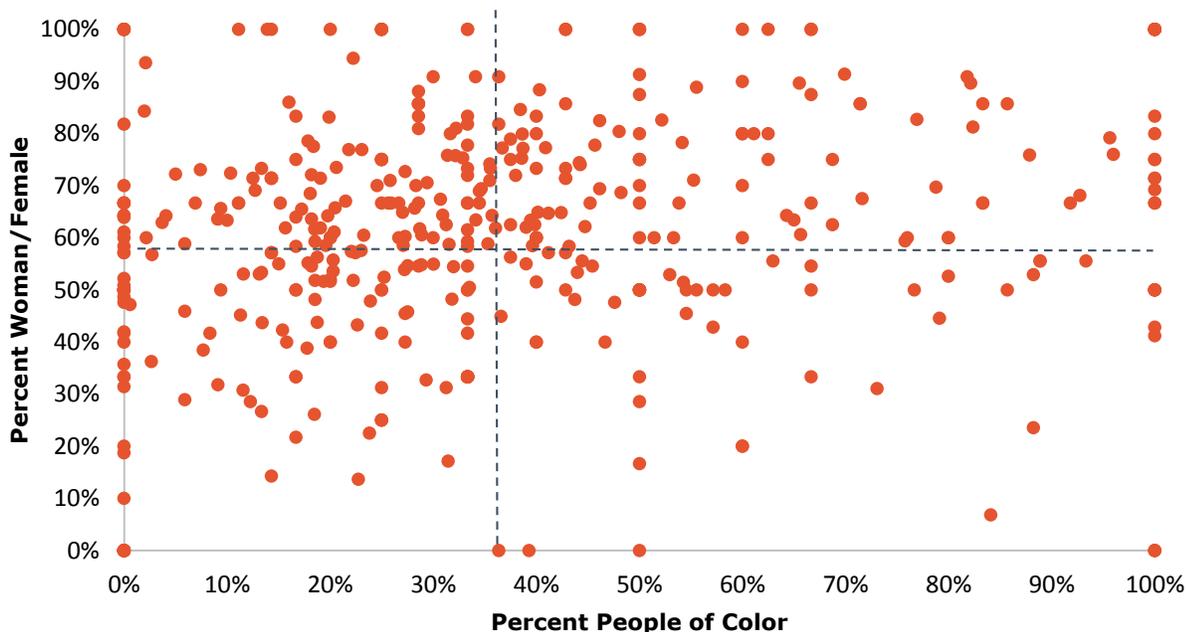
The following charts show the percent people of color and percent women/females at grantee organizations by 1) board type, 2) all staff, which includes head(s) of organization, senior staff, and other staff, 3) senior staff, and 4) other staff. A chart showing the percent people of color and women/females for head(s) of organization is not included because the data do not lend themselves to clear visual representation in this or a similar format.

**Exhibit 37. Percent Board Members of Color and Percent Woman/Female Board Members, All Grantee Organizations (n=403)**



<sup>i</sup>Dotted lines represent mean percent Women/Females (46%) and People of Color (31%) across Board members for all grantee organizations

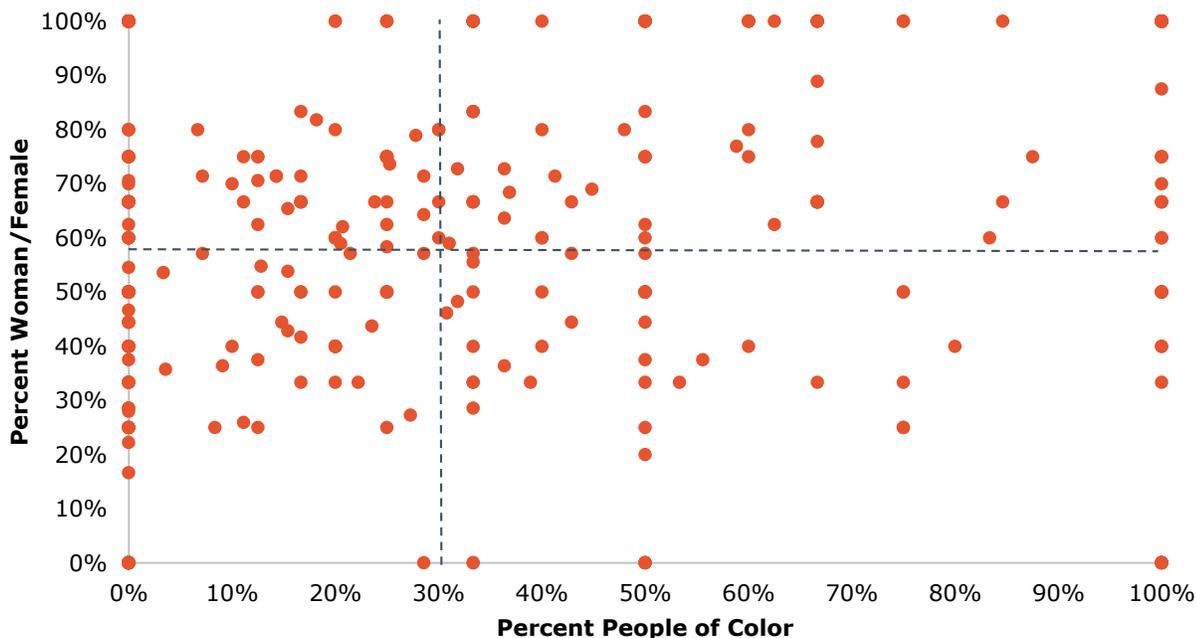
**Exhibit 38. Percent All Staff<sup>i</sup> of Color and Percent Women/Female Staff, All Grantees (n=440)<sup>ii</sup>**



<sup>i</sup>All staff is defined as an organization’s head(s) of organization, senior staff, and other staff; board members are not included in the all staff count

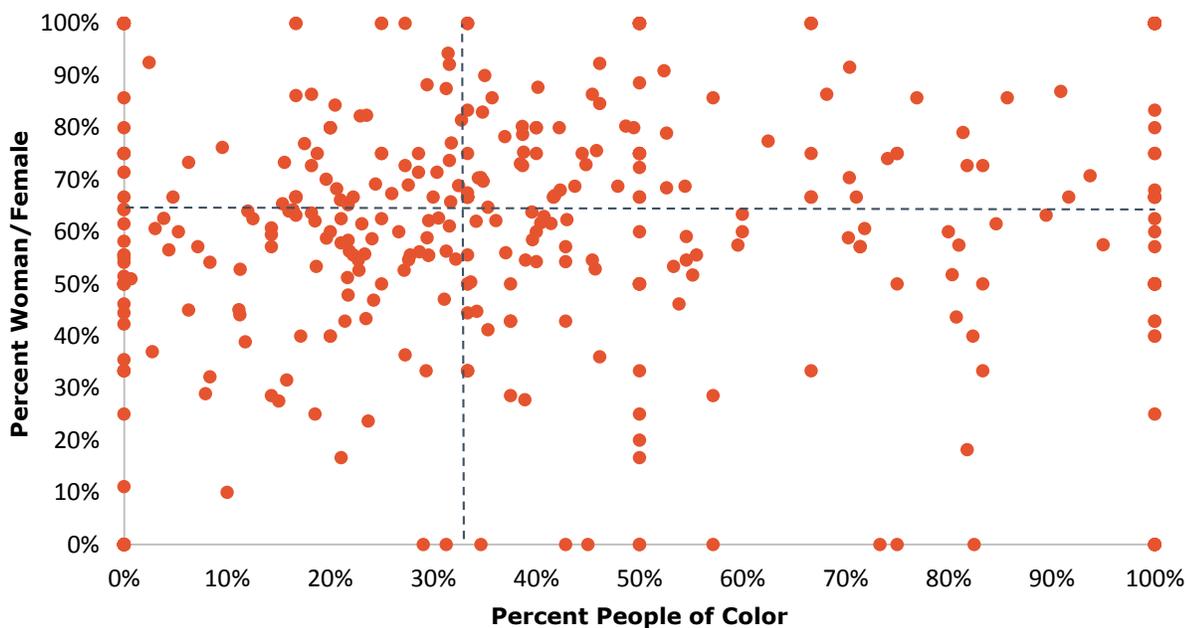
<sup>ii</sup>Dotted lines represent mean percent Women/Females (57%) and People of Color (36%) across All Staff members for all grantee organizations

**Exhibit 39. Percent Senior Staff of Color and Percent Woman/Female Senior Staff, All Grantees (n=414)<sup>i</sup>**



<sup>i</sup>Dotted lines represent mean percent Women/Females (57%) and People of Color (31%) across Board members for all grantee organizations

**Exhibit 40. Percent Other Staff<sup>i</sup> of Color versus Percent Woman/Female Other Staff, All Grantees (n=400)<sup>ii</sup>**



<sup>i</sup>Other staff were defined in the survey as all staff members who were not counted as head(s) of organization or senior staff  
<sup>ii</sup>Dotted lines represent mean percent Women/Females (65%) and People of Color (33%) across All Staff members for all grantee organizations

# Grantee Demographics by Program

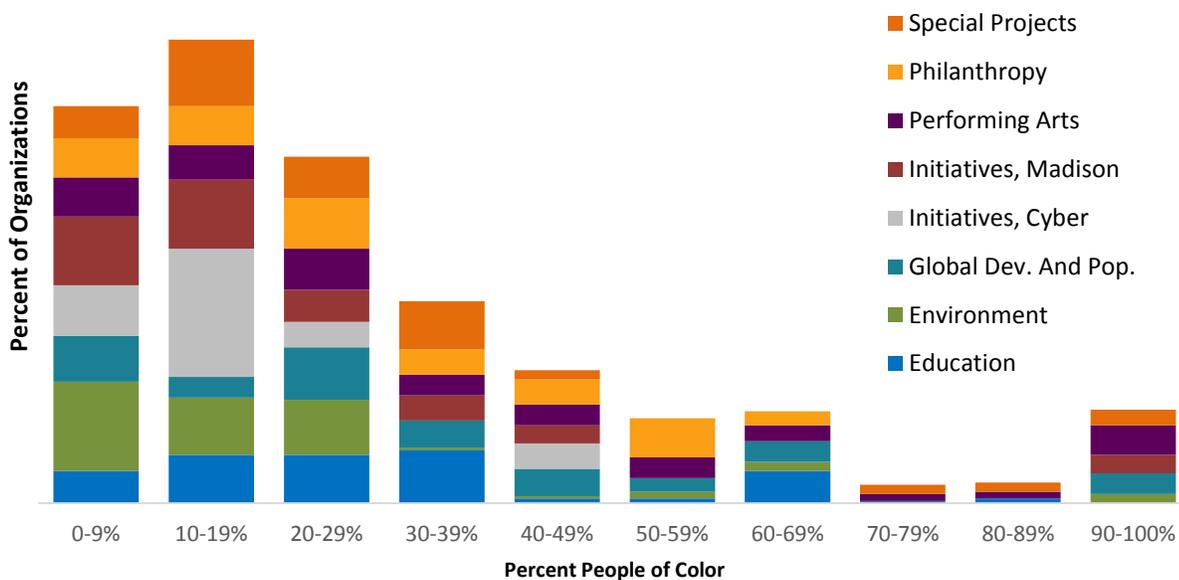
This section describes grantee demographics across grantee organizations in the Hewlett Foundation’s six programs and two initiatives. It includes the following sub-sections: 1) People of Color by Program and 2) Women/Females by Program.

## People of Color by Program

The following charts show the proportions of people of color at each program’s or initiative’s grantee organizations.

**Before reading this sub-section, please note:** The unit of analysis for all charts in this sub-section is organizations, *not* individual people. That is, all n’s represent the total number of organizations included in the respective analysis.

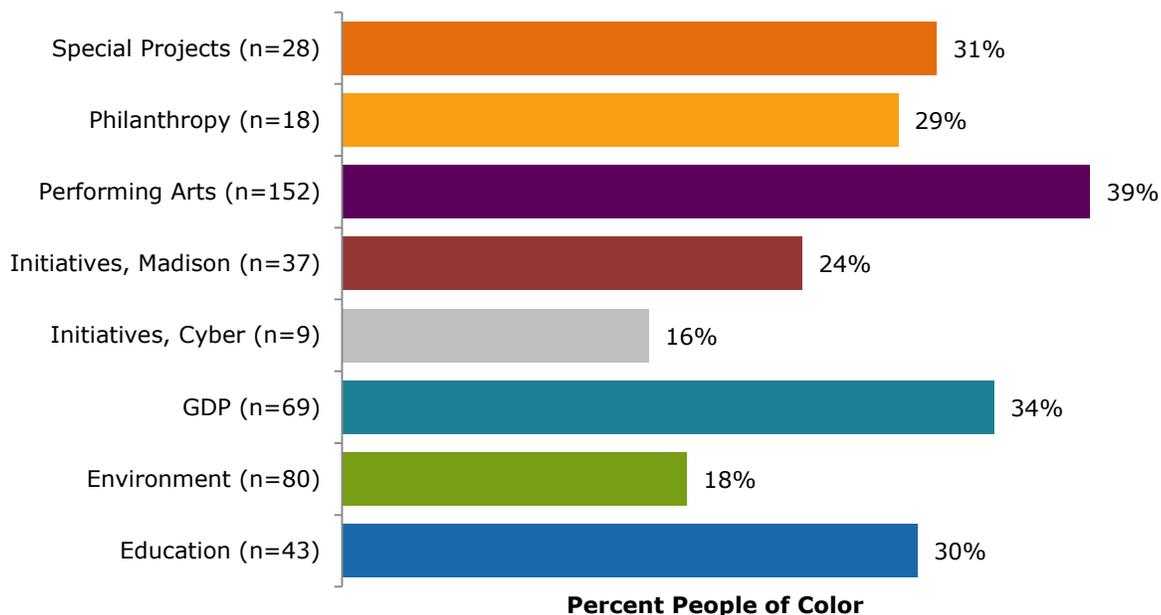
**Exhibit 41. Percent Board Members of Color by Program (n=436)<sup>i,ii</sup>**



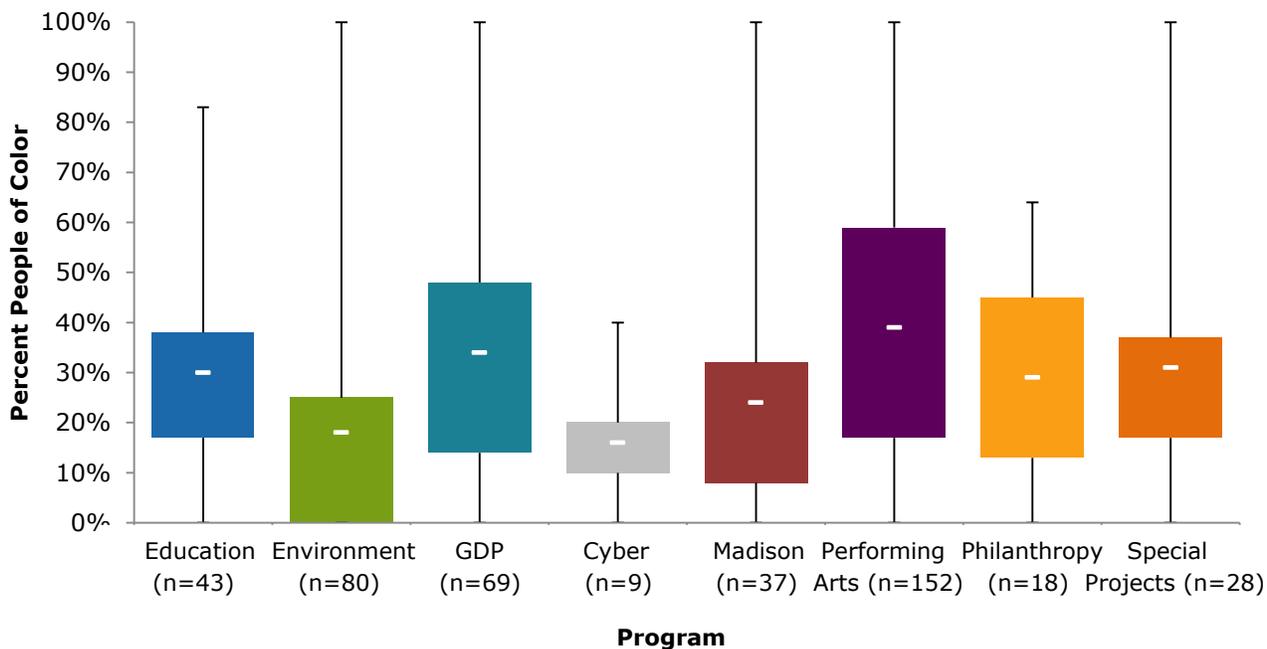
<sup>i</sup>This chart is a visual guide only. Similar charts, comparing a single program’s percent people of color to all other programs is included in each program’s data book. The percent of organizations in each column is cumulative and should not be read on a 100% scale.

<sup>ii</sup>This chart shows the total percent of organizations that have 0-9%, 10-19%, 20-29%, 30-39%, 40-49%, 50-59%, 60-69%, 70-79%, 80-89%, or 90-100% of board members of color in their organizations

**Exhibit 42. Mean Board Members of Color by Program**

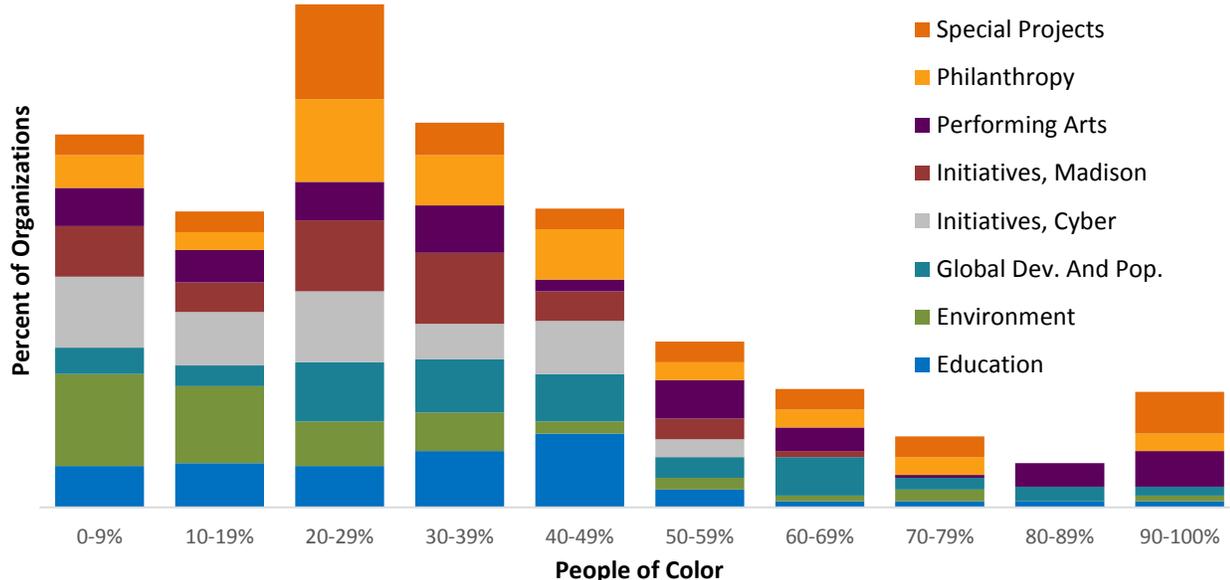


**Exhibit 43. Range and Distribution of Board Members of Color by Program<sup>i</sup>**



<sup>i</sup>In this chart the minimum value is the tick mark at the bottom of the boxplot. The lower line of the boxes is the first quartile and the white line in the box is the mean. The upper part of the box is the third quartile and the tick mark at the top of the boxplot represents the maximum value.

**Exhibit 44. Percent All Staff<sup>i</sup> of Color by Program (n=469)<sup>ii,iii</sup>**

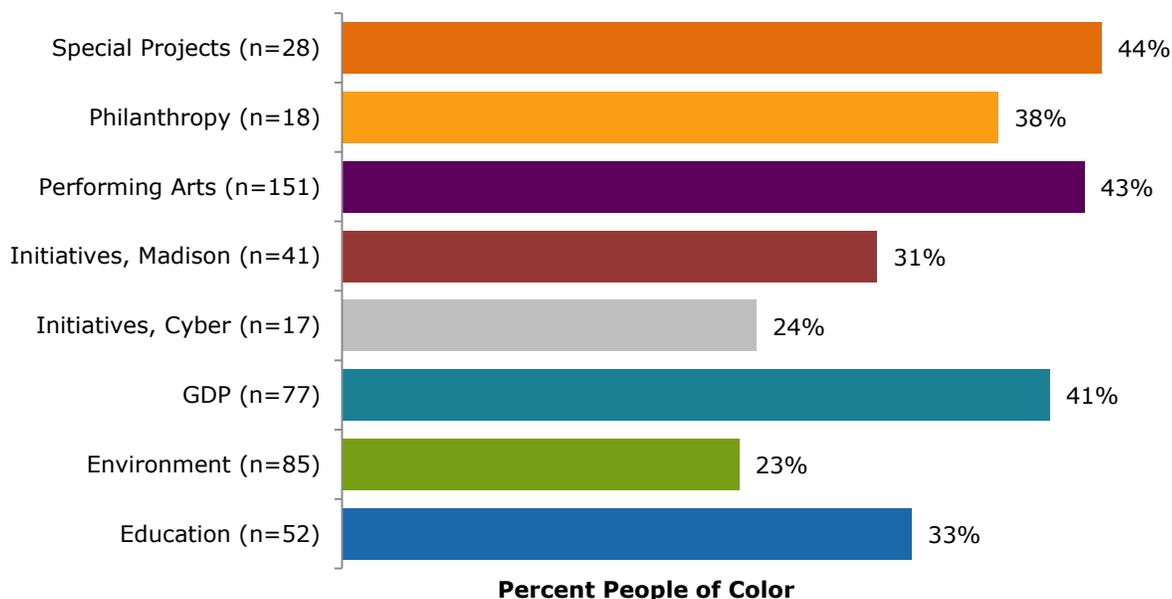


<sup>i</sup>All staff is defined as an organization’s head(s) of organization, senior staff, and other staff; board members are not included in the all staff count

<sup>ii</sup>This chart is a visual guide only. Similar charts, comparing a single program’s percent people of color to all other programs is included in each program’s data book. The percent of organizations is cumulative and for some percent ranges equal more than 100%.

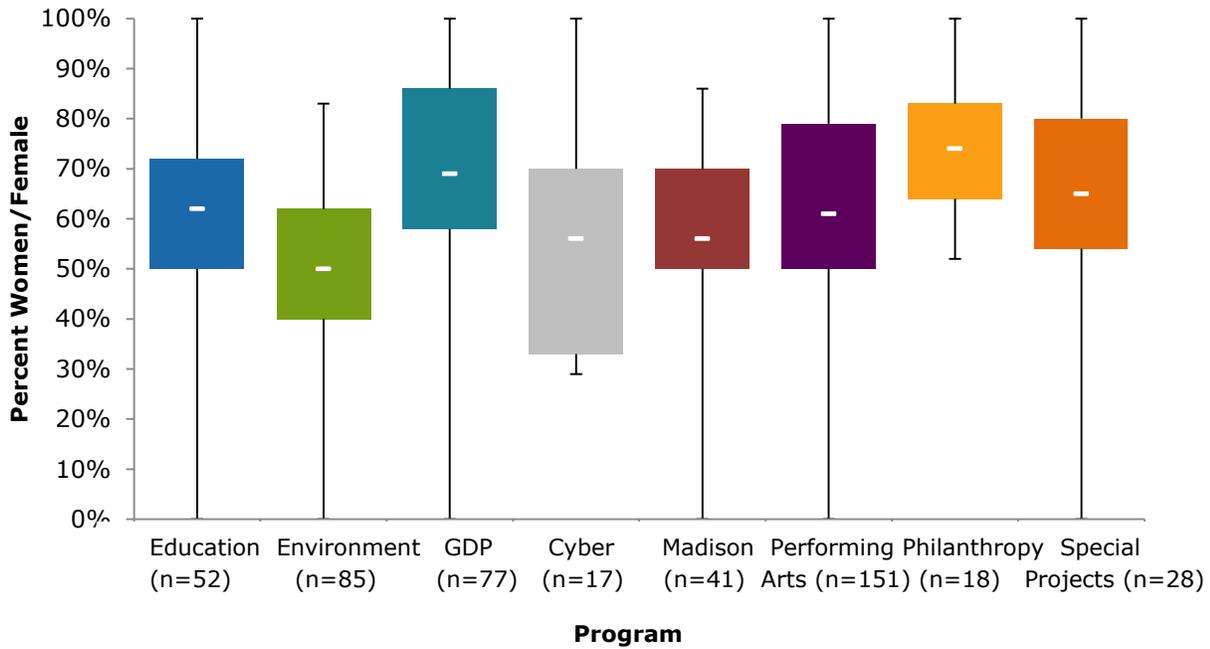
<sup>iii</sup>This chart shows the total percent of organizations that have 0-9%, 10-19%, 20-29%, 30-39%, 40-49%, 50-59%, 60-69%, 70-79%, 80-89%, or 90-100% of woman/female staff in their organizations.

**Exhibit 45. Mean All Staff<sup>i</sup> of Color by Program**



<sup>i</sup>All staff is defined as an organization’s head(s) of organization, senior staff, and other staff; board members are not included in the all staff count

**Exhibit 46. Range and Distribution of All Staff<sup>i</sup> by Program<sup>ii</sup>**



<sup>i</sup>All staff is defined as an organization’s head(s) of organization, senior staff, and other staff; board members are not included in the all staff count

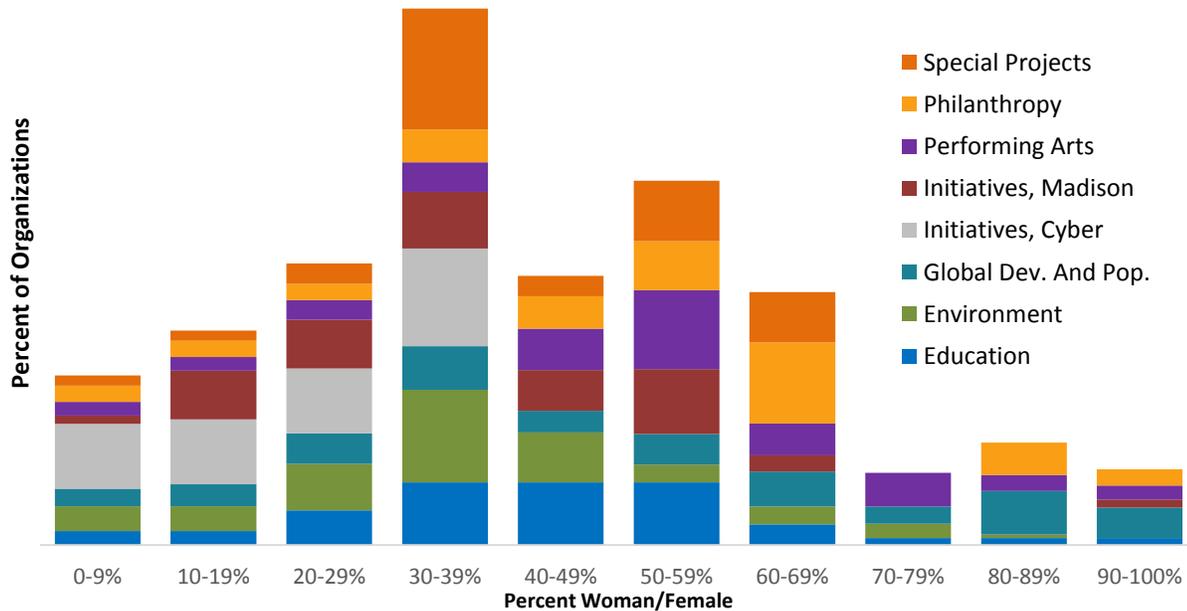
<sup>ii</sup>In this chart the minimum value is the tick mark at the bottom of the boxplot. The lower line of the box is the first quartile and the white line in the box is the mean. The upper part of the box is the third quartile and the tick mark at the top of the boxplot represents the maximum value.

## Women/Females by Program

This section shows the proportion of women/females at each program's or initiatives grantee organizations.

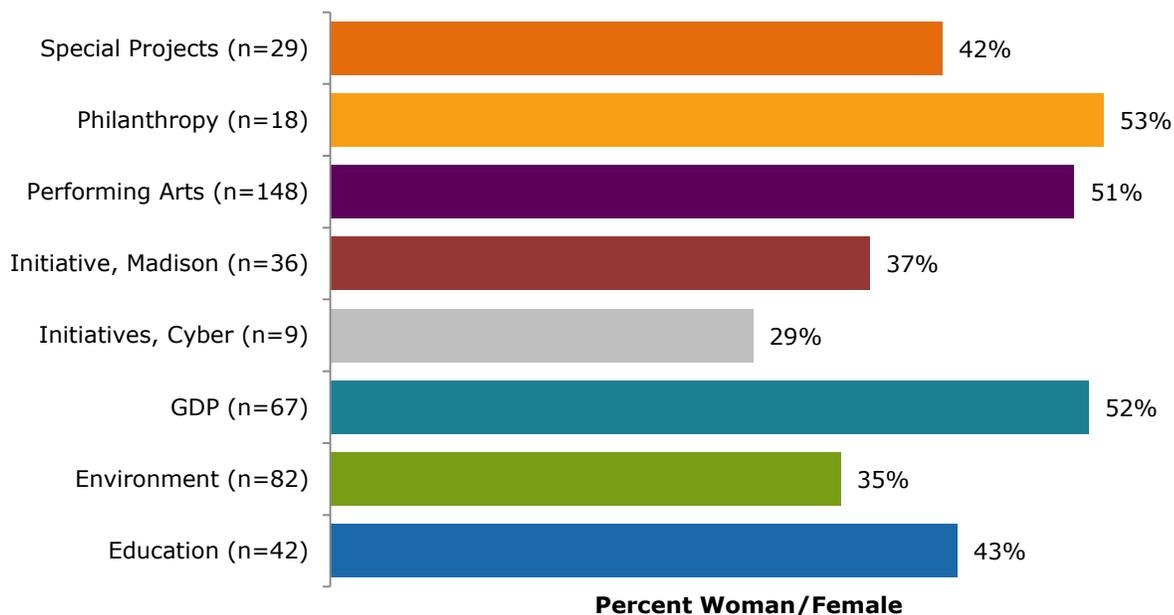
**Before reading this sub-section, please note:** The unit of analysis for all charts in this sub-section is organizations, *not* individual people. That is, all n's represent the total number of organizations included in the respective analysis.

**Exhibit 47. Percent Woman/Female Board Members by Program (n=431)<sup>1</sup>**

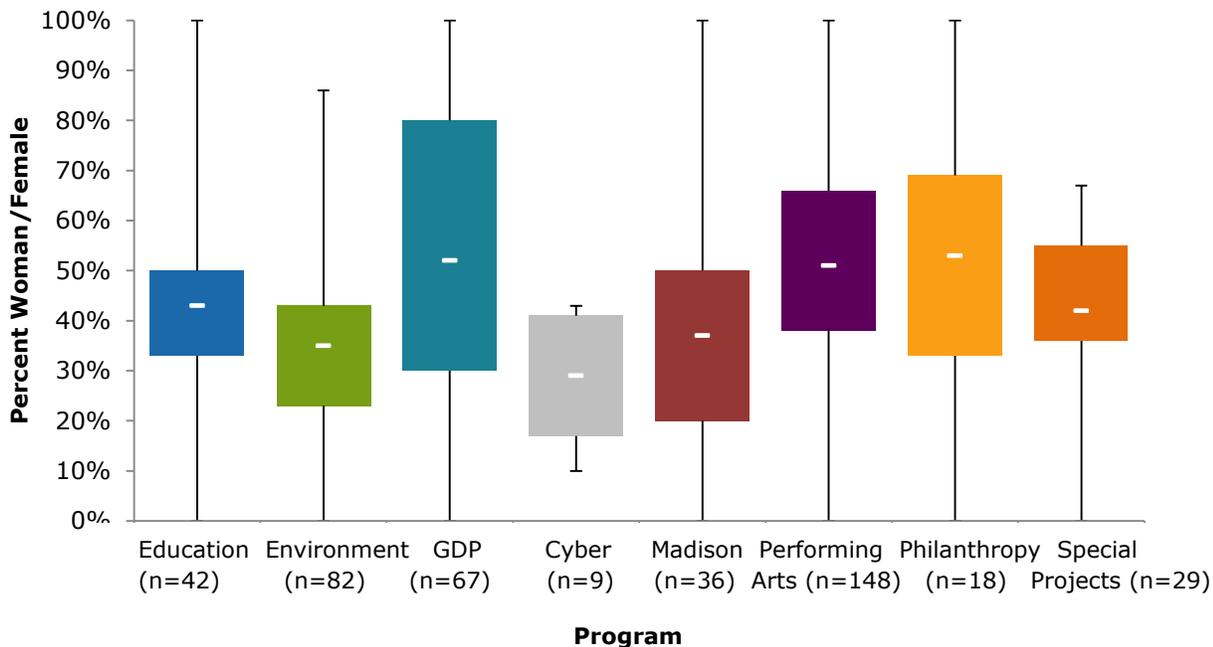


<sup>1</sup>This chart is a visual guide only. Similar charts, comparing a single program's percent people of color to all other programs is included in each program's respective section of the data book. The percent of organizations is cumulative and for some percent ranges equal more than 100%.

**Exhibit 48. Mean Woman/Female Board Members by Program**

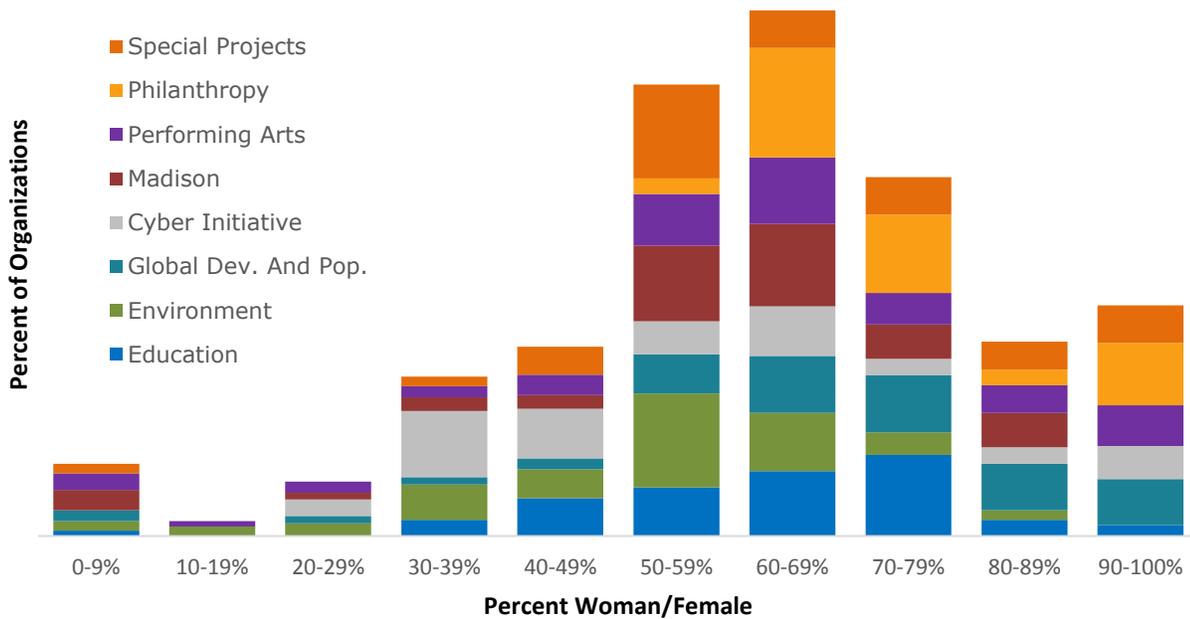


**Exhibit 49. Range and Distribution of Woman/Female Board Members by Program<sup>i</sup>**



<sup>i</sup>In this chart the minimum value is the tick mark at the bottom of the boxplot. The lower line of the boxed is the first quartile and the white line in the box is the mean. The upper part of the box is the third quartile and the tick mark at the top of the boxplot represents the maximum value.

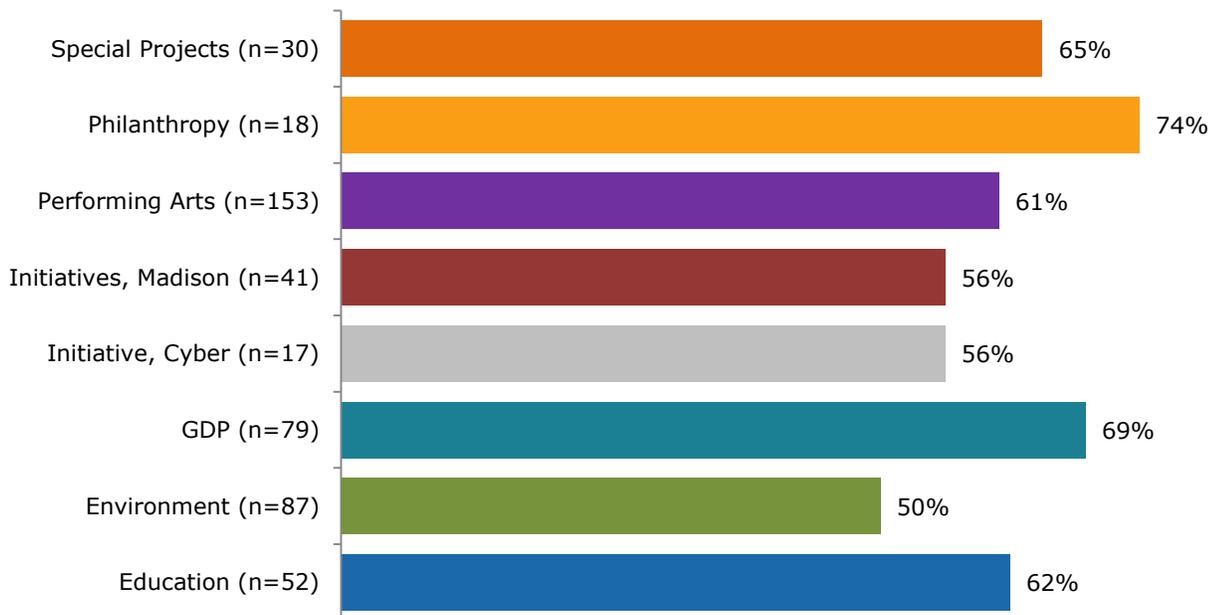
**Exhibit 50. Percent All Woman/Female Staff<sup>i</sup> by Program (n=477)<sup>ii</sup>**



<sup>i</sup>All staff is defined as an organization’s head(s) of organization, senior staff, and other staff; board members are not included in the all staff count

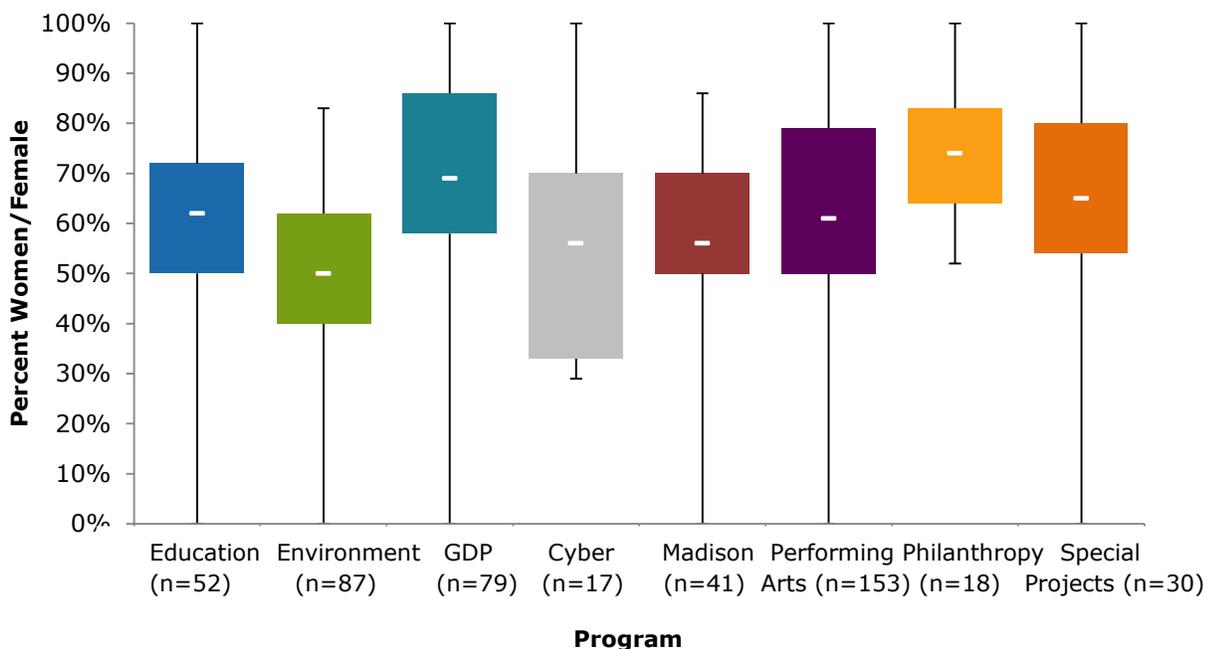
<sup>ii</sup>This chart is a visual guide only. Similar charts, comparing a single program’s percent people of color to all other programs is included in each program’s respective section of the data book The percent of organizations is cumulative and for some % ranges equals more than 100%

**Exhibit 51. Mean All Woman/Female Staff<sup>i</sup> by Program**



<sup>i</sup>All staff is defined as an organization’s head(s) of organization, senior staff, and other staff; board members are not included in the all staff count

**Exhibit 52. Range and Distribution of All Staff<sup>i</sup> by Program<sup>ii</sup>**



<sup>i</sup>All staff is defined as an organization’s head(s) of organization, senior staff, and other staff; board members are not included in the all staff count

<sup>ii</sup>In this chart the minimum value is the tick mark at the bottom of the boxplot. The lower line of the box is the first quartile and the white line in the box is the mean. The upper part of the box is the third quartile and the tick mark at the top of the boxplot represents the maximum value.

# Grantee Feedback

## Additional Race/Ethnicity and Gender Categories

Twenty-nine respondents (7 percent) reported that they collect more nuanced or detailed race/ethnicity information than was captured in the survey's categories; sixteen respondents (4 percent) reported that they capture more nuanced gender information. The following exhibits include grantees' feedback on additional race/ethnicity and gender data they gather from their boards and/or staff.

### Exhibit 53. Representative Additional Race/Ethnicity Categories (n=30)

#### What categories does your organization use to collect information on board and/or staff race/ethnicity?

Middle Eastern or Middle Eastern/North African

Asian American sub-categories (Chinese American, Japanese American, Korean American, Nepalese American or East Asian, South Asian, Pacific Islander)

Iranian American, Afghan American

Non-Hispanic White

We do not consider people who are Southwest Asia, North Africa/Arab, Middle Eastern, Muslim, South Asian to be white. Therefore, we ask the following questions:

Are you of Latinx origin?

No, not of Latinx origin

Yes, I am Latinx

If yes, are you Indigena?

If yes, are you Afrodescendiente?

With which of the following regions do you identify in terms of race & nationality?

Do you identify with the original peoples of these regions? (select all that apply)

Southwest/West Asia (Afghan, Turkey)

North Africa (Egyptian, Moroccan)

South Asia (Sri Lanka, Pakistan)

Southeast Asia (Thailand, Vietnam)

East Asia (China, Korea)

African Descent (diaspora)

First Nations/Indigenous

Central Asian (Kazakh, Uzbeki)

Southern Africa (Angola, Zambia)

East Africa (Kenya, Eritrea)

West Africa (Ghana, Nigeria)

Central Africa (Chad, Congo)

Other race

White/European descent

Please note specific race, ethnic and national groups (ie, Iranian and Azeri/Persian, Singaporean and Teo Chew/Hokkien, etc.), and tribal/band affiliations with which you identify (ie, Chiricahua Apache, Quechua, etc.)

**Exhibit 54. Representative Additional Gender Categories (n=13)**

**What categories does your organization use to collect information of staff gender?**

Non-Conforming

Transgender male to female, transgender female to male

Genderqueer

With which of the following sexual orientations do you identify?

Queer

Lesbian

Two-Spirit

Pansexual

Gay

Bisexual

Asexual

Demi-sexual

Same Gender-Loving

Heterosexual/Straight

Organization asks about sexual orientation

## Enhancing Diversity, Equity, and Inclusion at the Hewlett Foundation

At the end of the survey we included two open-ended questions soliciting feedback from grantees on how the foundation can enhance its diversity, equity, and inclusion work and what further notes they would like to share about their demographic data. Advice on how the foundation can integrate diversity, equity, and inclusion and selected responses from grantees are included below. Further notes grantees shared about their data were generally specific to their organizations. However, in Exhibit 56 we include a few comments with broader implications for consideration.

### Exhibit 55. Selected Responses on How the Foundation Can Integrate Diversity, Equity and Inclusion (n=270)

**In the last few years, the Hewlett Foundation has been focusing internally on its own operations, and externally on its grantmaking, on how to best meet its commitment to diversity, equity, and inclusion. What advice would you offer as the foundation works to understand and further integrate diversity, equity, and inclusion into its various strategies?**

Keep talking about it! This socio/cultural change will take years to implement and could require grassroots efforts. I think reaching into universities to discuss opportunities in arts education/advocacy to diverse student bodies could help shift expectations and the workforce in years to come.

It is important to continue to share that it is a priority for the foundation so that it stays top of mind for the organization.

I think expanding diversity is a process that must become less categorized by simple numbers and more about establishing processes that encourage, train and support the development of diverse candidates that reflect the populations that we serve. In that scenario, not all organizations should or must be diverse in the same way. And, simply adding representation around race is insufficient. Class is another aspect of diversity that must be considered and if you do that, the problem becomes extremely complicated.

As a grantee, we would love to receive access to the tools necessary to formally gather information about our own ethnic and gender diversity, and to get feedback from our staff/board about how to integrate diversity, equity, and inclusion. Access to a survey platform with a pre-created survey that our staff members could complete would be great!

We have found in our dealings with Hewlett that the organization is sensitive to these areas. We appreciate their deep interest in our work and their commitment to supporting culturally diverse artistic endeavors.

Differentiate tactics to address diversity of aesthetic results, equity of opportunity, and community inclusion. Find an overarching strategy that acknowledges the complexity of the arts ecosystem, and clarifies how this work impacts each level of an initiative, organization, artwork, governance, etc.

Rural/urban and income/class are strong divides in the US as well, and as such, important for diversity. I would encourage the Foundation to also track and promote diversity across these lines as well.

The foundation, more than most, thinks it is a meritocracy. Yet it hires mostly white people and gives most of its grant money to organizations led by white people. Hewlett has a very white culture. It will take a concerted effort over many years to change that to a culture where people of color feel fully included. Don't forget that your "objective" standards by which you think you are judging potential staff members and potential grantees are not, in fact, objective. They're colored by the foundation's unconscious bias.

A common challenge we've seen organizations and funders with these goals fall into is making equity/diversity/inclusion work separate from the "real" work by making a committee or a separate body that creates goals that aren't integrated into the day to day work of the organization. It's critical to success, to make this work integral to the day to day operations of the foundation.

Ensure the Foundation's grantmaking process and requirements are achievable for the hardest to serve and least resourced target populations and regions. Take into consideration the resource constraints as well as language/learning barriers. We also encourage you to take risks on investing in territories of the country in which you may not have traditionally invested. These new regions may take much longer to show returns on the investment, but offer a great amount of learning as it relates to approaching challenges equitably.

We would appreciate learning the results/analysis of this survey across grantee organizations, and how it will be used to support your efforts. We are also open to receiving assistance from Hewlett and/or its evaluator to collect better data on our Board and staff in the future, which will help with your analysis and our own diversity, equity, and inclusion initiatives.

To not penalize organizations for a lack of diversity, but rather to help facilitate best practices and recognize efforts.

Please continue to bring together the grantee community around the themes of diversity, equity, and inclusion, as you did in Toronto for the 2017 Grantees Meeting. Many of these issues can be bound by our local context. To witness how others have identified and engaged these issues, both successfully and unsuccessfully, is rewarding and empowering.

First of all is important to have a clear and broad understanding of the make up of the population in a region where we want to have impact and then developing strategies including in a meaningful way diverse populations in our work.

The idea of diversity cannot be separated from intersectionality, and often one identity encompasses many identities and experiences, and identity should not limit possibility or potential.

Unrestricted operating grants are GREATLY appreciated. Additional grants for diversifying staff would be helpful.

Define the diversity, equity, and inclusion goals and solicit organization wide feedback on the same. Agree on goals that are time bound, realistic and measurable and agree to report in your Annual Report.

We are tremendously grateful for the wisdom of the Foundation's approach to philanthropy. It is a unique and much needed perspective. The Foundation's openness to feedback, commitment to diversity, and consistent vision for creating a better world make the Foundation one of the most important leaders in philanthropy world-wide. We are honored to be part of the Foundation's vision.

## Exhibit 56. Selected Responses about Demographic Data (n=174)<sup>i</sup>

### *Is there anything further you would like to note about the data you have provided in this survey?*

We are always seeking to improve the diversity, equity, and inclusion of our board, staff and collaborations.

We will always look for the best candidates for our organization and I would hate for us to have to have a single lens in which to weigh a candidature. At the same time, we want to do everything we can to open up opportunities for greater diversity. For us, diversity includes diversity of political views. I would hope that the work focus on awareness of the importance of diversity, how to open up the talent pool, bias and ways in which we might be restricting access to a diverse talent pool, and less about specific targets.

We are intentionally recruiting younger members and people of color to our board since our client base is young people of color. As a statewide organization, it is imperative that we stay focused on diversifying our board.

As [our organization] grows, we are focused on finding new avenues to identify and hire [staff] from a variety of ethnic and geographically (i.e., inner cities, rural, etc.) diverse backgrounds.

When collecting gender data from our staff and board, we have previously only offered the male/female binary options, but we now look to gather more thorough data by adding additional inclusive options.

Like most non-profits our size, we do not have the time or manpower to correctly track the demographics you were asking about.

Breakdowns are reflective of the rural community that we serve

Our organization is relatively small which makes collection about staff and our board easier to have and maintain. Our challenge is greater when we are asked about the demographics of our close to 70,000 participants annually. Some of our programs have a more direct and longer term relationship with participants and other programs have an indirect relationship which limits our ability to collect first hand demographic data. We do our best to develop educated estimates and have conversations with our partners about who their target population(s) are.

In the past, our staff has been more diverse in race and gender. However, with contracted funding in the field, we have had to layoff staff as projects have been completed. As for the diversity of our Board of Trustees, members of our board and senior staff have grappled with diversity and equity for years. There just aren't many members of different races and gender that study what we do.

<sup>i</sup>Many responses to this question were "Thank You"

# Limitations and Considerations

Below we outline limitations of the survey of grantee demographics, data collection process, and analysis. These limitations should be taken into consideration when reviewing information included in this data book.

**Respondents.** We sent this survey to grantee head(s) of organization or the foundation's key contact. While we encouraged survey recipients to employ help from human resources and other knowledgeable staff to complete the survey, we cannot verify if the person(s) who provided responses on behalf of their organization had the most accurate demographic information available.

**Alignment among demographic categories.** To minimize burden on grantees, we instructed respondents to use available board and staff demographic data to complete this survey. In some instances the race/ethnicity and/or gender categories we included in this survey did not align with grantees' demographic data. To better understand where this survey's categories diverged from grantees' categories, we asked respondents to share what response categories on race/ethnicity and/or gender they gather from their boards and staffs.

**Non-mutually exclusive race/ethnicity and gender categories.** Respondents had the option to include board and staff members in counts for all applicable race/ethnicity and gender categories, even though we also included a multi-racial/multi-ethnic category. As such, the totals for some analyses were greater than 100 percent.

**People types.** Although we provided guidelines in the survey for how to interpret the four people types for whom we were collecting demographic information, those categorizations may not align with the structure of some grantee organizations, especially universities. For example, we anticipated that organizations would include demographic information for a single head of organization. Many organizations, however, reported having more than one head of organization.

**Race/ethnicity and gender self-identification versus identification by another individual.** Survey respondents gathered demographic information directly or indirectly from their boards and staffs. Although we have records of how grantees captured their organizations' demographic data, those nuances are not accounted for in race/ethnicity and gender analyses.

# Appendix: Survey of Grantee Demographics

Thank you for taking the time to complete this survey. The information you provide about the demographics of your board, senior leadership, and staff will help the Hewlett Foundation better understand trends in its grantmaking, as one part of its overall commitment to diversity, equity and inclusion. The data is being collected for the foundation to understand the makeup of its overall grantee pool. It will not be used to make any individual grant decisions and will be seen by staff only in aggregated forms.

Please complete the survey by **Monday, March 5**. We understand that you have a busy schedule and appreciate your promptness and assistance in completing the survey, which includes just 15 questions. This survey link is unique to you and your organization. You may exit the survey while in process and return to complete it at a later time, using the same link. Please note that your responses will not be finalized until you click 'submit' at the end of the survey.

If you are not the appropriate person to complete this survey, and choose to forward this link to a colleague, **please contact us as soon as possible** at [hewlettsurvey@harderco.com](mailto:hewlettsurvey@harderco.com), or (833) 891-7100 with the **name, title, email address, and phone number of that individual**. We can also assist you in identifying the most appropriate staff to complete the survey.

Please be aware that this survey asks specific questions about the race/ethnicity and gender of your organization's staff. Gathering information for this survey may require involving additional staff in the process, such as HR professionals and/or program leaders. If you would like to review the survey questions before submitting your responses online, or share them with other staff to help gather the necessary information, you may wish to download a print version of the survey [here](#).

A few things to note:

- **Grantee information will be anonymized and aggregated.** Harder+Company will not link your name—or that of your organization—with your responses when the data is presented. Harder+Company will report to the Hewlett Foundation on demographic trends among grantees as a whole and by categories, such as by program or organizational size; the foundation may seek to make such data public, but, again, only in aggregate form with organizational anonymity protected.
- **Purpose for collecting the data:** As mentioned above, the foundation is collecting this data to understand better the demographic makeup of its grantee pool, in order to determine whether its processes for grantmaking are sensitive to the broader communities it seeks to serve. Aggregated data will thus be reviewed without knowledge about particular grantees.
- **Focus on race/ethnicity and gender:** While [the foundation's commitment to diversity, equity and inclusion](#) acknowledges a range of traits that are important, this survey is focused more narrowly to align with other data collection efforts, and to make it easier for the greatest number of grantees to participate.
- **Definitions and clarifying information:** We understand that we are asking you to report on what might be considered sensitive information about your organization and staff. Please know that a great deal of consideration went into what data we are gathering, and how we are asking you to report it. The survey draws on publicly available, sector-relevant standards (such as those established by GuideStar) and, where appropriate, includes definitions and clarifications. These reporting standards were chosen to enable alignment with other data sourcing initiatives in the field, should you wish to share your organization's information with peers or other funders in the future.
- **If you do not already collect this data** on race/ethnicity and/or gender within your organization and/or are not authorized to share this data with us, you can gather the data voluntarily from your staff in order to complete the survey. Here is an example of a data collection template developed by the Green 2.0 Initiative that can be customized and used to gather the necessary information from staff at your organization: [Green 2.0 Demographic Survey Template](#). If you do not collect this information and opt out of collecting it for the

purposes of this survey, or if you choose not to share this information, please indicate that when asked in the survey.

Thank you once again for your participation; we appreciate your time and support in this important endeavor.

**1. What is your name, email address, position/title, and the name of your organization? [REQUIRED]**

Name: \_\_\_\_\_

Email: \_\_\_\_\_

Position/Title: \_\_\_\_\_

Organization: \_\_\_\_\_

**2. What is/was your organization’s total annual operating budget in the most recent year for which you have data?**

(Please report a whole dollar amount, without including a dollar sign or any decimal places)

\_\_\_\_\_

**3. Some organizations distribute Hewlett Foundation grant dollars to other organizations or entities as a grantmaker or fiscal sponsor.**

**Which of the following statements best describes your organization and its use of the funds allocated by the Hewlett Foundation?**

My organization <b>grants</b> some or all of these funds to other organizations	CONTINUE TO Q3b & Q3c
My organization serves as a <b>fiscal sponsor</b> to one or more other organizations using these funds	CONTINUE TO Q3b & Q3c
My organization <b>grants</b> funds <u>and</u> serves as a <b>fiscal sponsor</b>	CONTINUE TO Q3b & Q3c
My organization <u>does not</u> grant funds or serve as a fiscal sponsor	SKIP TO Q4

**3b. Do you collect data on staff race/ethnicity from these organizations?**

Yes
No

**3c. Do you collect data on staff gender from these organizations?**

Yes
No

**4. Thank you for providing this general information about your organization. Would you like to **opt out** of continuing this survey and reporting on your organization's demographic information?**

(Please note that selecting 'yes' to this question will opt you out of the remainder of the survey, and will submit your existing responses to questions 1-3. As a reminder, your responses to this survey will not be used to make any individual grant decisions.)

No ( <b>continue</b> survey)	SKIP TO Q5
Yes ( <b>opt out</b> of survey)	CONTINUE TO Q4b

**4b. It would help us to understand why you are choosing to opt out of survey completion. Please provide as much information as you are comfortable sharing to explain the decision: [SURVEY ENDS]**

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**5. Please indicate the total number of board members, heads of organization (President/CEO/Executive Director), senior staff, and other staff members that your organization has.**

(Each staff member in your organization should be counted in *one* of the categories below. If your organization has any satellite offices based internationally, please report only on staff based in the United States.)

*Note: For the purposes of this survey, senior staff are defined as those individuals who report directly to the President/CEO/Executive Director.*

Board Members	President/CEO/Executive Director	Senior Staff	Other Staff

**6. Please indicate how many of your organization’s board members, heads of organization (President/CEO/Executive Director), senior staff, and other staff members identify as the following:**

(Each staff member included in the question 5 total above should be accounted for in the following table. Individuals may be counted in multiple race/ethnicity categories if this is how they identify, or if this is how your organization collected their information.)

*Note: The race/ethnicity categories below were chosen to be consistent with existing sector-relevant standards. We acknowledge that your organization may collect information on staff race/ethnicity using different or more extensive standards, and encourage you to share these practices in question 7 below.*

*We also acknowledge that many organizations may collect this information using less detailed, or broader categories than those listed below. In these instances, please report counts on the categories for which you collect data—while all staff members should be accounted for in your reporting, not all race/ethnicity category options need to be utilized.*

	Board Members	President/CEO/Executive Director	Senior Staff	Other Staff
Asian/Asian American				
Black/African American				
Hispanic/Latino/Latina				
Native American/American Indian/Alaska Native/Native Hawaiian/Other Indigenous Groups				
White				
Multi-Racial/Multi-Ethnic (2+ races/ethnicities)				
Decline to State				
Other				
Unknown (information not collected)				

**7. Does your organization collect more detailed or nuanced race/ethnicity information than is captured in the categories above?**

Yes	CONTINUE TO Q7b
No	SKIP TO Q8

**7b. What categories does your organization use to collect information on staff race/ethnicity?**

**8. Was the race/ethnicity information you are reporting in this survey gathered directly from staff at your organization (e.g., through the use of a formal data collection tool or administrative process)?**

Yes, this race/ethnicity information was gathered directly from staff	SKIP TO Q9
No, this race/ethnicity information <i>was not</i> gathered directly from staff	CONTINUE TO Q8b

**8b. Please briefly describe the process by which you gathered staff race/ethnicity information for this survey.**

**9. Was the race/ethnicity information you are reporting already available to you when you received this survey?**

The race/ethnicity information was available and relatively complete
The race/ethnicity information was <i>partially</i> available (e.g., data for some race/ethnicity categories was not collected and/or data collection was somewhat incomplete)
The race/ethnicity information was not available
Other (please explain): _____

**10. Please indicate how many of your organization’s board members, heads of organization (President/CEO/Executive Director), senior staff, and other staff members identify as the following:**

(Each staff member included in the question 5 total above should be accounted for in the following table. Individuals may be counted in multiple gender categories if this is how they identify, or if this is how your organization collected their information.)

*Note: The gender categories below were chosen based on emerging best practices and extensive consultation with experts in this area. Though these categories were designed to be as inclusive as possible, we acknowledge that your organization may collect information on staff gender using different or more extensive standards. We encourage you to share these practices in question 11 below.*

*We also acknowledge that many organizations may collect this information using less detailed, or broader categories than those listed below. In these instances, please report counts on the categories for which you collect data—while all staff members should be accounted for in your reporting, not all gender category options need to be utilized.*

	Board Members	President/CEO/Executive Director	Senior Staff	Other Staff
Female/Woman				
Male/Man				
Non-binary				
Transgender				
Decline to State				
Unknown (information not collected)				

**11. Does your organization collect more detailed or nuanced gender information than is captured in the categories above?**

Yes	CONTINUE TO Q11b
No	SKIP TO Q12

**11b. What categories does your organization use to collect information on staff gender?**

**12. Was the gender information you are reporting in this survey gathered directly from staff at your organization (e.g., through the use of a formal data collection tool or administrative process)?**

Yes, this gender information was gathered directly from staff	SKIP TO Q13
No, this gender information <i>was not</i> gathered directly from staff	CONTINUE TO Q12b

**12b. Please briefly describe the process by which you gathered staff gender information for this survey.**

**13. Was the gender information you are reporting already available to you when you received this survey?**

The gender information was available and relatively complete
The gender information was <i>partially</i> available (e.g., data for some gender categories was not collected and/or data collection was somewhat incomplete)
The gender information was not available
Other (please explain) : _____

**14. In the last few years, the Hewlett Foundation has been focusing internally in its own operations, and externally in its grantmaking, on how best to meet its commitment to diversity, equity, and inclusion. What advice would you offer as the Foundation works to understand and further integrate diversity, equity, and inclusion in its various strategies?**

**15. Thank you for sharing this information on behalf of your organization. Is there anything further you would like to note about the data you have provided in this survey?**