## Social Finance DEI Action Plan

### 1. Supporting DEI Accountability
- **1a** Establish specific annual goals around DEI across functions within the organization.
- **1b** Establish process to track metrics and conduct regular audits of progress against goals.
- **1c** Establish regular cadence for sharing information and progress to team and board.

### 2. Aligning & Communicating on DEI
- **2a** Finalize and launch Social Finance DEI Definitions and Beliefs statement and Action Plan.
- **2b** Launch a detailed and robust DEI communications guide.
- **2c** Establish protocol for formal communications around DEI current events, internal and external.
- **2d** Establish an external communications plan for our DEI strategy and progress.

### 3. Expanding DEI Capacity & Engagement
- **3a** Establish a DEI Governance Committee to lead, own, and monitor DEI Action Plan.
- **3b** Develop project team capacity to integrate DEI goals into project work.
- **3c** Develop project team capacity to incorporate community voices into project work.
- **3d** Provide annual coaching and DEI training for entire team, tailored to roles and responsibilities.
- **3e** Embed DEI responsibilities as part of formal job descriptions within talent team roles.

### 4. Recruitment & Hiring
- **4a** Establish operational infrastructure to execute and support accountability to DEI in hiring.
- **4b** Ensure recruitment process and communications promote equity and level the playing field, encouraging candidates from diverse backgrounds to apply and supporting them.
- **4c** Review total reward programs within hiring and consider improvements.

### 5. Talent Systems & Supports
- **5a** Develop a talent philosophy for Social Finance to outline values undergirding all talent systems and processes.
- **5b** Conduct a bias audit across all talent systems to evaluate whether bias exists and work to address and mitigate it.
- **5c** Build out existing onboarding and skills-based training infrastructure to ensure team members across diverse work experiences can develop the skills they need to thrive in their roles.
- **5d** Build and increase access to networks and programming that foster an inclusive and supportive work environment.
- **5e** Integrate commitment to DEI into performance review and development support infrastructures.
Social Finance 2022-2023 DEI Output Goals By Priority Area

1. **Supporting DEI Accountability**
   - **Complete** - Launch DEI Action Committee to lead, own and monitor DEI Action Plan.
   - **Complete** - Determine taxonomy for developing DEI goals at Social Finance, and define output and outcome goals.
   - **Complete** - Publish first annual DEI goals for the organization, focused on output goals that the Committee commits to completing in initial years.
   - **In Progress** - Determine appropriate cadence and format for sharing information and progress on DEI initiatives to team and to board.
   - **In Progress** - Determine best practices, tools and methods for gathering data to measure progress each for diversity, equity and inclusion at Social Finance.
   - **Q1** - Pilot tracking and data collection methods to establish new infrastructure and determine baselines to support developing DEI outcome goals.
   - **Q2** - Engage outside expertise and develop best practices for developing outcomes-based DEI goals, in preparation for defining and launching the first DEI outcome goals in 2023.
   - **Q2** - Pilot new reporting practices, gathering feedback and adjusting as appropriate to establish new standard practices.

2. **Aligning and Communicating on DEI**
   - **Complete** - Launch a detailed and dynamic DEI language guide tool for the team.
   - **Complete** - Determine protocol for formal communications around DEI current events, both externally and internally.
   - **Complete** - Define a communications plan for communicating our DEI strategy, goals, and progress externally.
   - **Complete** - Publish DEI strategy, goals and progress on website and pilot external communications plan.
   - **In Progress** - Define an ongoing strategy for incorporating DEI into our external communications practices and pilot new practices.
   - **In Progress** - Build new DEI webpage as part of new website design and integrate DEI best practices throughout website.
   - **In Progress** - Pilot new communications practices around DEI current events, gathering feedback and adjusting as appropriate to establish new standard practices.

3. **Prioritizing DEI In Our Work**
   - **Complete** - Conduct an internal review of current team practices for prioritizing DEI in project work.
   - **Complete** - Conduct secondary research on indicators we can use to understand if DEI has been prioritized in project work and the foundational knowledge our teams need to understand in order to prioritize DEI.
   - **Complete** - Write a discovery report sharing findings of the above two activities with the team.
   - **Complete** - Write an action report outlining practices, resources, and tools that teams can use to prioritize DEI across different phases of project work.
   - **Complete** - Develop and pilot 3-6 of the resources outlined in the action report, e.g., team kickoff discussion guide, proposal review guide, process for interviewing program participants, and onboarding deck.
   - **Complete** - Build implementation plan and team training for how to use the resources and tools and institutionalize them within project work.
   - **Q1** - Launch new resources and tools and test them with specific project teams, gathering feedback and refining.

4. **Recruitment and Hiring**
   - **Complete** - Launch new applicant tracking system to enable operational infrastructure to track data and support accountability for DEI in recruiting.
   - **Complete** - Ensure that all staff are trained on and appropriately using new applicant tracking system.
   - **Complete** - Ensure that all staff who are interviewing or interacting with candidates are trained on antibias and best practices.
   - **Complete** - Conduct secondary research to identify most effective DEI recruitment practices and benchmark against competitors in space.
   - **Complete** - Communicate findings and recommend changes to current processes to DEI Committee and broader team.
   - **In Progress** - Establish documentation and train on norms for sourcing candidate diversity for any open positions and pilot new practices.
   - **Q1** - Conduct a bias audit across all recruiting materials and processes to ensure recruitment process promote equity.
   - **Q2** - Research best practices and develop first specific DEI hiring targets and pilot tracking against these targets.

5. **Talent Systems and Team Support**
   - **Complete** - Embed DEI responsibilities into formal job descriptions for appropriate members of the talent/HR team.
   - **Complete** - Review and update employee handbook to ensure policies promote equity and are as inclusive as possible.
   - **Complete** - Engage external consultants to provide unconscious bias training to the entire team.
   - **Complete** - Establish and support affinity groups on the team, defining membership, budget, programming and HR support.
   - **Complete** - Add new onboarding module on our DEI strategy at Social Finance, including empowering team involvement.
   - **Complete** - Define and launch new Fostering Inclusion core competency in performanc reviews and integrate into development.
   - **Complete** - Engage external consultants to provide DEI integrated leadership and management training for all development managers.
   - **Complete** - Build programming and budget for celebrating diversity throughout the year, including month celebrations, speakers and events.
   - **In Progress** - Build out onboarding, ongoing, and skills-based training infrastructure to ensure team members across diverse work experiences can develop the skills they need to thrive in their roles.
   - **Q1** - Conduct a bias audit across all talent systems to evaluate whether bias exists and work to address and mitigate in areas such as recruiting, onboarding, staffing, and performance reviews.
   - **Q2** - Implement recommendations from bias audits as they are completed for each talent system.
   - **Q2** - Write and publish a DEI talent philosophy for Social Finance to outline values undergirding all talent systems and processes.