

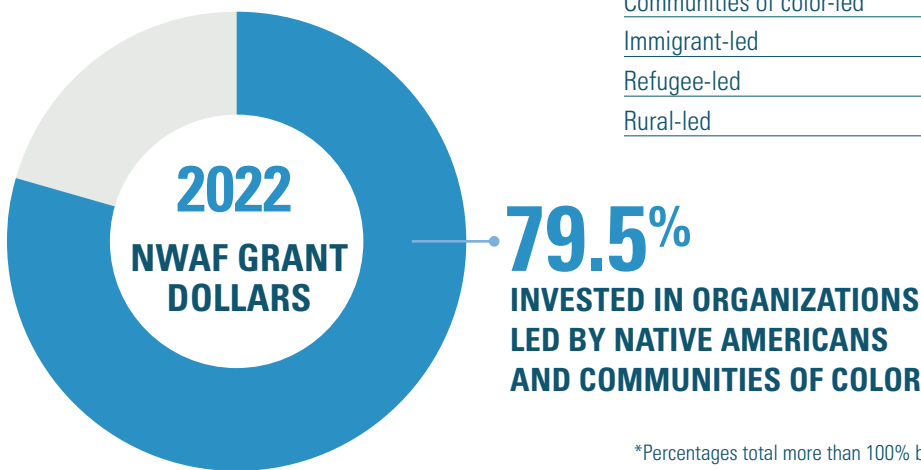
Accountability. It's an aspiration of ours as we enter the sixth year of an organization-wide journey to advance justice, equity, diversity, and inclusion (JEDI). The work is ongoing and requires learning and adaptation. We're launching this report—our first ever to provide an overview of JEDI in our internal and external operations—as a way to thread accountability across all our efforts.

Although we've been tracking our progress for years, we'd never put the data together into an annual report until 2022. The results are exciting. Our organization has traveled a long way on the JEDI journey, and we've seen real impact on areas ranging from grantmaking to our investment managers to our staff and board training.

Below is a snapshot of our external and internal impact in 2022.

External Impact

GRANTMAKING | 2022 grantmaking reflects our commitment to support efforts led by Native Americans and communities of color.



DISAGGREGATION OF 2022 GRANT DOLLARS

NWAF PRIORITY COMMUNITIES*

Native American-led	45.1%
Communities of color-led	38.4%
Immigrant-led	8.5%
Refugee-led	1.3%
Rural-led	48.8%

RACE/ETHNICITY**

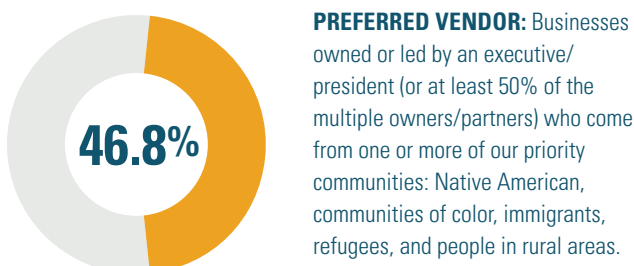
Native American/ American Indian/Indigenous	45.1%
Asian American/ Pacific Islander/Asian	14.9%
Black/African American/African	14.6%
Hispanic/Latino/Latina/Latinx	9.2%
Middle Eastern/North African	1.6%
Another race/ethnicity	1.2%
Declined to state	3.5%
White/Caucasian/European	20.6%

*Percentages total more than 100% because the rural-led category overlaps with the other four priority community categories and also includes white, rural leaders.

**Percentages total more than 100% because 10.7% of leaders identify with more than one race or ethnicity. However, for the priority communities chart, leaders had to identify only one race/ethnicity.

VENDORS AND INVESTMENT MANAGERS | We're also striving to reflect the values of JEDI in the resources we expend on vendors and, increasingly, on the investment managers we select.

PERCENT OF BUSINESS TO PREFERRED VENDORS



PERCENT OF DIVERSE-OWNED OR DIVERSE-LED INVESTMENT MANAGERS

17.3% DIVERSE-OWNED: A firm that's at least 50% owned by an underrepresented group.

DIVERSE-LED: A firm that's 33% to 50% owned by an underrepresented group. Underrepresented groups include Black/African Americans, Latinos, Asian/Pacific Islanders, Native/American Indians, Females, Disabled Persons, Veterans, and LGBTQ+ Persons.

NOTE: 1.4% of total US-based assets under management (\$82.24T USD) are managed by diverse-owned firms. (Knight Foundation, 2021)

Internal Impact

KEY JEDI ACTIVITIES AND ACHIEVEMENTS

- **JEDI ACTION PLAN:** Implemented a new plan that ensures transformative JEDI practices are sustainable across the entire organization and measures progress to hold us accountable
- **RACIAL EQUITY MAGNIFIER (REM):** Updated the REM as a discussion tool that embeds racial equity in Foundation decisions
- **INTERCULTURAL DEVELOPMENT INVENTORY (IDI):** IDI coaching helped dramatically increase board and staff's IDI scores, which measure the capacity to understand others across cultures and differences
- **POLICY CHANGES:** Imbedded JEDI into a number of leave policies and emergency procedures
- **INVESTMENT DEI RATINGS SCALE:** Investment firm NEPC changed the way it collects data on investment managers, and the Foundation became its first client to test the new approach
- **WORKSHOP SERIES:** All staff participated in a series of half-day workshops on racial justice, white supremacy, and healing/staff care



Through the pandemic and my personal experiences, I became more attuned to how ableism permeates our culture and norms."

— NWAFF STAFF MEMBER

BOARD AND STAFF DEMOGRAPHICS (YEAR-END 2022)



NINE OF 14 BOARD MEMBERS ARE NATIVE AMERICAN OR COME FROM COMMUNITIES OF COLOR

Native American/Indigenous	5	(35.7%)
Black/African American	3	(21.4%)
Asian American	1	(7.1%)
White/Caucasian	5	(35.7%)



NINE OF 21 STAFF MEMBERS ARE NATIVE AMERICAN OR COME FROM COMMUNITIES OF COLOR

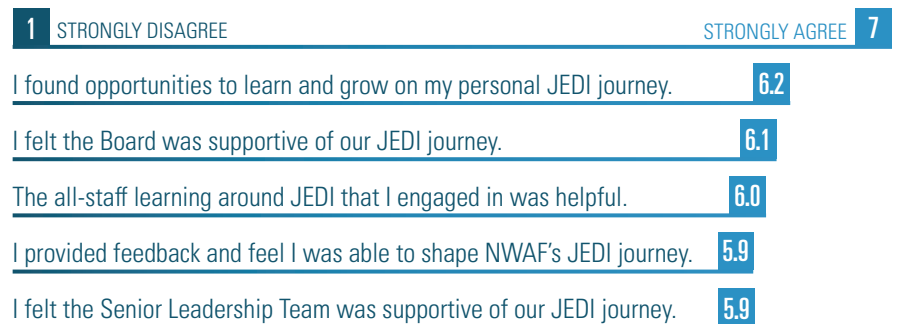
Asian American	3	(14.3%)
Black/African American	2	(9.5%)
Native American/Indigenous	2	(9.5%)
Unknown	2	(9.5%)
Hispanic/Latinx	1	(4.8%)
Multiracial	1	(4.8%)
White/Caucasian	10	(47.6%)



Opportunities to work cross-departmentally, working through the REM in small groups, and just general opportunities for conversations with colleagues were key in my personal growth."

— NWAFF STAFF MEMBER

STAFF SURVEY — AVERAGE RESPONSE



There's more we can share with you, if you're curious. Our [DEI webpage](#) provides more detail about the initial five years of our journey and the insights we've gained. You can also contact [JEDI Manager Margie Jo Eun Joo Andreason](#), who'd love to geek out with you about all things JEDI.

We plan to release another JEDI impact report with details about our 2023 progress.