

**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.
In Progress	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.
Q1	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 performance 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.