Mission: Through a one-of-a-kind ten-year commitment, Fiver provides experiences that challenge and build relationships that nurture so that youth from systemically under-resourced communities in New York can create their own positive futures.

To amplify this mission, Fivers plans to focus on DEIB efforts anchored on four strategic pillars, carried out by specific initiatives, accountability mechanisms, and communication channels to share progress:

- **Representation**
  - Hire, retain, and progress staff and board members from underrepresented backgrounds

- **Accessible and inclusive services**
  - Offers services and resources that serve all of Fiver’s program participants/alumni and community members inclusively

- **Inclusive culture**
  - Advance progress on inclusion, belonging, and accessibility for all community members

- **Staff and board member development**
  - Provide education opportunities to support staff and board members on their journeys to become inclusive leaders in support of Fiver’s mission
DEIB metrics: With a clear understanding of areas of opportunity for the organization, Fiver introduced KPIs to advance its DEIB mission over the next 3 years.

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<th>DEIB pillar</th>
<th>3-year KPIs</th>
<th>DEIB initiatives</th>
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| Representation | 1. 50% of people of color represent the total board representation with at least 2 Fiver alums represented on the board  
2. 50% of self-identifying women represent the total board representation  
3. 20% of the total board representation includes LGBTQI+ self-identifying individuals  
4. 100% of candidate slates have URGs and/or women for all Fiver staff and board positions  
5. Retain associate-level staff for at least three years at Fiver | • Board service: Lead leadership discussions with chairs to define what board member service term duration and alumni representation should look like  
• Board accountability: Design a system to set and measure board member effectiveness  
• Board pipelines: Develop recruitment plan that considers current board gaps and builds a diverse talent pipelines for board vacancies  
• LGBTQI+ partnership: Establish partnerships with organizations focused on supporting LGBTQI+ leaders in landing board positions  
• HR policies & benefits review: Conduct a comprehensive assessment of employee benefits and policies against benchmarks & industry practices |
| Inclusive culture | 1. Maintain at least an 80% or above “Climate for Inclusion at Fiver” score (2023 inclusion score is at 80%)  
2. 100% of participants feel like they belong at Fiver  
3. 85% of Fiver alumni feel a sense of belonging with Fiver’s mission and alumni support | • Rewards and recognition: Build out the pay-for-performance approach for 2024 compensation planning  
• Organizational culture review: Review and update the organization’s culture book and practices  
• DEI integration: 100% of offsites, summits, staffing meetings include a DEI related update or discussion.  
• Alumni engagement: Re-evaluate and enhance strategies for alumni engagement and support offerings |
| Staff and board member development | 1. 100% of all Fiver staff receiving DEIB training (with managers receiving at least one targeted manager training per year)  
2. 100% of board members participated in DEIB training and all committee chairs have at least one DEIB priority included in their annual committee goals  
3. 100% of director and above level Fiver staff and board members in chair positions have succession plans (with one or more diverse candidates in the pipeline) | • DEIB communications & storytelling: Design and implement a comprehensive DEIB communication strategy (e.g., DEIB journey)  
• Leadership development and education: Continue yearly DEIB training for all staff and board members and implement an application plan to apply learnings  
• Board goal setting: Incorporate DEIB objectives into annual committee goals  
• Talent management and development: Build out a talent management approach for Fiver and 100% of team members have a development plan |
| Accessible and inclusive services | 1. Equitable HR policies (maternity/leave policy, benefits), voting time off, accessible office equipment investment, gender neutral bathrooms per location, and DEI demographic data collection process  
2. Fiver’s workplace and summer camp meets ADA accessibility standards and LGBTQ+ best practices  
3. 100% of Fiver staff reach pay equity against external market rates for comparable NYC-based non-profit positions | • HR policies: Reference the benchmarking bullet in the representation initiative  
• ADA and LGBTQ+ practices: Benchmark best practices for ADA accessibility and LGBTQ+ inclusion for Fiver’s workplace and summer camp  
• Compensation policy and process: Develop the organization’s compensation philosophy, approach, and process (using tools like Lattice) |