



Diversity, Equity and Inclusion Journey Map

The International Security Foundation (ISF) recognizes that creating a more diverse security profession strengthens the community's response to every crisis. Diversity, equity and inclusion (DEI) are essential for the security profession to thrive, remain resilient and lean into the future threat landscape.

A robust pipeline of DEI candidates, at all levels, ensures a healthy future for our critical industry. Yet the security profession has traditionally not been as diverse as it needs to be. Promoting DEI is central to the ISF's mission of helping to protect U.S. citizens and interests at home and abroad through education, information sharing and funding security-related organizations.

ISF DEI Statement

The ISF's intentions are to grow the diversity of leadership and foster representation to produce a more authentic reflection of the communities we safeguard. We recognize the many underrepresented groups in the security profession, and our initial priority focus will be on women, People of Color and LGBTQI+ groups to increase access, engagement and retention to create a sustainable, more diverse workforce and leadership.

Background and History of ISF's DEI Focus

Since its founding in 2011, the ISF has worked in several concurrent areas to address DEI, including:

- Expanding the diversity of its Board of Directors and championing DEI efforts through funding. The Board is currently 43% diverse towards our goal of being 50% diverse in 2025.
- Diversifying the keynote speaker and other prominent participants at the annual ISF Dinner Supporting Overseas Security Advisory Council (OSAC); The 2021 Virtual Reception showcased the first female keynote speaker with the late Secretary of State Madeleine Albright. In 2023, the Honorable Sue Gordon, Former Principal Deputy Director of National Intelligence (PDDNI) will be the keynote speaker for the 12th Annual ISF Dinner.
- Funding diversity within the security profession as a founding sponsor of the OSAC Women in Security and Global Security Pride Committee.
- Hiring the first-ever ISF Director of Programs in May 2023 with the appointment of Carly Coaty, former OSAC Program Manager, whose initial focus is managing and supporting the ISF Board's DEI vision and objectives.

ISF's Commitment to DEI Training

The ISF recognizes the importance of DEI training for its board and staff to embark on its DEI goals and objectives. In September and October 2022 Dr. Ron Brown, noted national DEI consultant and president of Banks Brown, led the ISF's multiple DEI trainings. All ISF board members and staff members were present for these joint Zoom trainings, which helped to coalesce the ISF's ideas around DEI and inspire next steps.

Today, the ISF Board and staff have undergone two iterations of DEI training facilitated by Dr. Ron Brown. The first training focused on identifying hurdles in the industry, how DEI relates to the ISF mission, and how making it a focus area relates to our collective goals. The second training allowed for a deep dive into both recruitment of those entering the security profession and development of diverse leaders.

ISF Strategic Plan 2023-2025

DEI objectives have been at the core of recent ISF Strategic Planning discussions and subsequent plan for 2023 through 2025. In May 2023, the ISF Board of Directors met to discuss and unanimously approve the following Strategic Plan:

Promote Diversity, Equity and Inclusion (DEI) within the Security Profession through Intentional Grantmaking and Education

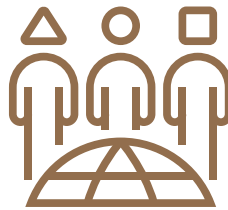
Internal DEI Goals

Establish and meet internal DEI requirements by 2025



Develop consistent and regular DEI board training

- Assess current board members' DEI training experience
- Establish and implement board policy to conduct annual DEI board training



Achieve 50% board diversity by 2025

- Develop and implement board DEI recruitment plan to meet goals
- Create KPIs to measure progress and promote accountability
- Create communication plan to share progress on board DEI recruitment to create transparency and accountability



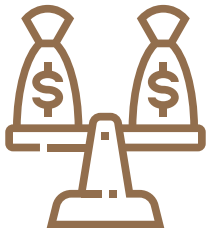
Hire Director of Programs to start in May 2023



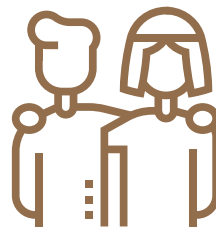
Commitment to seek diverse representation in all ISF Annual Dinner speaking and performing roles

External DEI Goals

Promote DEI within the security industry through grantmaking and convening



Establish and implement DEI requirements for grant recipients by 2024



Lead collaborative efforts with other security-related organizations towards achieving joint DEI goals

- Act as a convener for security-related organizations to coordinate collaboration on joint DEI goals
- Lead ongoing organization and coordination of joint DEI plan and goals

The Joint DEI Summit

On April 11, 2023, the ISF hosted a first-of-its-kind DEI Summit at The Boeing Company headquarters in Arlington, VA for leaders from the Domestic Security Alliance Council (DSAC) and the Overseas Security Advisory Council (OSAC) and prominent security industry nonprofits: ASIS International and the International Security Management Association (ISMA). The 26 participants, each dedicated to supporting and enhancing DEI initiatives through expanded partnerships across the security profession, were led through reflective and generative discussions by Wavelength Solutions.

As the first of yearly Joint DEI Summits, this gathering centered on addressing the lack of diversity within the security industry by creating several early initiatives:

- Create organizational alignment to remove DEI barriers while directly influencing industry culture at all levels.
- Develop a talent pipeline and recruitment initiatives focused on creating opportunities to attract more diverse talent pool to the security industry.
- Host the next DEI Summit in spring 2024.



Participants of the April 2023 Join DEI Summit, hosted by the ISF.

Following the Summit, the ISF managed the participants' collaboration on a Joint DEI Statement and the public roll-out of the Statement on July 12, 2023. That day was also the ISF launch of securityfdn.org/DEI, a webpage on the ISF website for information on the ISF's and Summit's commitment to DEI. Each Summit participant shared its own messaging about the Summit as well.

Timeline of ISF DEI PROGRESS

Date	Item
6/9/21	ISF Ad Hoc Diversity Committee Established
6/15/22	ISF DEI Advisor Identified
6/28/2022	ISF Strategic Plan (DEI) Identified
9/15/22	1st ISF Board and Staff DEI Training
10/20/2022	2nd ISF Board and Staff DEI Training
12/30/2022	DEI Language Added to Nonprofit Grant Applications
4/11/2023	ISF Hosted 1st Annual DEI Summit
4/28/2023	Internal Assessment of ISF Board DEI Experience
5/15/2023	Director of Programs Hired
7/10/2023	DEI Joint Task Force Formed
7/12/2023	DEI Joint Statement Announcement
7/12/2023	ISF DEI Webpage Launch (securityfdn.org/dei)
7/12/2023	ISF DEI Statement Published
7/24/2023	1st DEI Joint Task Force Meeting (Monthly)
9/25/2023	DEI Summit Quarterly Update
10/24/2023	3rd ISF Board and Staff DEI Training
12/2023 (TBD)	DEI Summit Quarterly Update
1/1/2024	DEI Language Added to OSAC and DSAC Grant Applications
4/2024 (TBD)	ISF Annual DEI Summit

DEI Joint Task Force

One of the first objectives of the DEI Summit was to create a Joint DEI Task Force to continue the collaboration and initiatives established at the Summit. The DEI Joint Task Force meets monthly to discuss DEI goals identified at the 2023 DEI Summit. The ISF convenes this group and manages the assignments that stem from the collective vision for enhanced DEI within the security profession.

The Task Force:



Peter O'Neil
CEO, ASIS



Colin Daugherty
Director, VF Corporation



Buffy Payne
ISF Board member,
Head of Global Security, Novelis



Arlin Pedrick
CSO, Accenture



Christina Johnson
OSAC Council member,
Global Safety & Security Director, Chemonics

Next Steps for the Joint DEI Initiative

During the DEI Summit, the participants identified the following critical tasks as the necessary start to create a more open and inclusive culture for existing and new members of the security profession:

- Create organizational alignment to remove DEI barriers while directly influencing industry culture at all levels.
- Develop a talent pipeline and recruitment initiatives focused on creating opportunities to attract more diverse talent pool to the security profession.
- Host the next DEI Summit in spring 2024.

To accomplish these goals, the Task Force will meet monthly to both initiate projects and monitor progress. The ISF will convene Task Force meetings and quarterly meetings with all 26 DEI Summit attendees and organize the 2024 DEI Summit.

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