



3 YEAR PEOPLE & CULTURE REPORT (FY20-FY22)

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EXECUTIVE SUMMARY

Since FY20, Soccer Without Borders started making annual People & Culture Reports to track, measure, and communicate progress on DEI in an effort to promote transparency and accountability of the People & Culture Department and the organization as a whole. This 3 year report shares where we came from (FY20), where we are (FY22), and where we want to be as an organization.

A few headlines from this report:

- ***Soccer Without Borders has increased accountability and transparency of our organization through People & Culture Reports.*** We've been making reports for 3 years, and each year we have evolved the reports.
- ***Soccer Without Borders has consistently been on or above target for retention goals.*** We attribute our success to our holistic approach to retention, investing in both direct benefits (compensation, health benefits, retirement benefits) and indirect benefits (team culture, inspiring leadership, like-minded people, professional development).
- ***Soccer Without Borders has made a critical step forward with defining and measuring representation goals.*** This report is the first time we have set concrete representation goals and shared our progress towards meeting them, giving new insight into where we need to invest with recruitment and retention. While we have made progress in certain areas, generally our organization is less diverse and representative with positions that are further removed from direct service.
- ***Strong positive attitude towards SWB that has endured over the years.*** The culture data is fairly stable and staff believe SWB overall is an inclusive workplace since 2019.
- ***Compensation & benefits have improved in significant ways over the past 3 years.*** This improvement has been the result of investing in a compensation benchmarking process every 3 years.

RETENTION

Why is retention important to Soccer Without Borders?

Retention of staff and coaches is essential to our impact on our mission. As a youth development organization, positive impact begins once strong, trusting relationships have been developed with our participants and families. We know that people stay when they feel valued, connected, supported, challenged, and inspired, which is why we take a holistic approach to retention, investing both in direct benefits (compensation, health benefits, retirement benefits) and indirect benefits (team culture, inspiring leadership, like-minded people, professional development).

Code	The data is highlighted in specific colors to visually show our progress towards our goals.	Above target	5% or more over goal		
		On target	At goal or up to 5% over		
		Near target	Within 5% of goal		
		Off target	5% or more away from goal		
Description of data <i>*Retention goals by position: Alumni Apprentice & Part-Time Coach (1-3 years), Associate (1-2 years), Coordinator (3-5 years), Manager (5+ years), Director (5-7 years).</i>		Where we came from (FY20)	Where we are (FY22)	Where we want to be	
Full-Time Employees	% Retention	87%	87%	≥85%	
	% Retention or exit within the retention goal* time frame	90%	98%	≥90%	
Head Coaches	Tenure	40 months	48 months	≥40 months	

DIVERSITY & REPRESENTATION

Why is diversity & representation important to Soccer Without Borders?

Soccer Without Borders believes diversity matters when both visible and less visible identities provide opportunities for meaningful representation of our participants. If a participant sees themselves in their coach, they can see their own potential in becoming a leader too. Representation fosters a sense of belonging. As an organization that is seeking to advance equity when it comes to race/ethnicity and gender, we prioritize representation of the following identities:

- 1) Race/Ethnicity 2) National Origin 3) Non-Native English Speakers 4) Gender 5) Sexual Orientation.

To maintain privacy, we did not include sexual orientation data in this report. While the identities listed above are priorities for representation, we also strive for representation with other less visible experiences and identities, like financial hardship, parent/caregivers, disability, and religion.

Code	The data is highlighted in specific colors to visually show our progress towards our goals.	Above target	5% or more over goal	
		On target	At goal or up to 5% over	
		Near target	Within 5% of goal	
		Off target	5% or more away from goal	
Description of data* <i>*The following data is based off of the cumulative count. Cumulative includes everyone who was part of SWB for the respective fiscal year. For the total count of staff and head coaches, the year-end total count is provided to give perspective on how many staff/coaches are working at SWB at a given time.</i>		Where we came from (FY20)	Where we are (FY22)	Where we want to be
Board of Directors	# of board members (Cumulative)	13	14	NA
	% who identify as a woman	61%	57%	≥50%
	% who identify as non-white (from racial/ethnic minority groups)	23%	29%	≥40%
	% who identify as an immigrant, refugee or asylee, or first generation	15%	21%	≥30%
	% non-native English speakers	15%	21%	≥30%
Staff* <i>*Inclusive of Leadership and Head Coaches</i>	# of full-time (staff includes employees & AmeriCorps members) - Year-end (Cumulative)	41 (49)	61 (66)	NA
	% full-time who identify as a woman	52%	50%	≥50%

	% USA full-time who identify as non-white (from racial/ethnic minority groups)* <i>**Only for USA staff (Racial/ethnicity representation standards are distinct for Nicaragua & Uganda)</i>	31% (6% women)	43% (9% women)	≥40%
	% full-time who identify as an immigrant, refugee or asylee, or first generation	22%	25%	≥30%
	% full-time non-native English speakers	26%	23%	≥30%
Leadership* <i>*Directors & Above</i>	# staff who are members of the leadership cohort (Cumulative)	10	13	NA
	% who identify as a woman	50%	38%	≥50%
	% who identify as non-white (from racial/ethnic minority groups)	20% (10% women)	38% (7% women)	≥40%
	% who identify as an immigrant, refugee or asylee, or first generation	0%	15%	≥30%
	% non-native English speakers	20%	23%	≥30%
Head Coaches	# of head coaches - Year-end (Cumulative)	34 (41)	36 (42)	NA
	% who identify as a woman	54%	48%	≥50%
	% USA coaches who identify as non-white (from racial/ethnic minority groups)* <i>*Only for USA staff (Racial/ethnicity representation standards are distinct for Nicaragua & Uganda)</i>	27% (12% women)	38% (7% women)	≥40%
	% who identify as an immigrant, refugee or asylee, or first generation	27%	29%	≥30%
	% non-native English speakers	29%	31%	≥30%

CULTURE

Why is culture important to Soccer Without Borders?

Assessing the climate of our organization gives us a pulse on how we are doing with fostering a culture of DEI. As a youth development organization that creates belonging to support young people in reaching their full potential, Soccer Without Borders (SWB) is similarly invested in developing a sense of belonging for all staff so that they can reach their full potential at SWB. Every 3 years, SWB takes the pulse of staff inclusion. Below are the results.

Overall	Strong positive attitude towards SWB that has endured over the years. The data is fairly stable and staff believe SWB overall is an inclusive workplace since 2019.
Strengths	<p>Statements with highest percentage of those who staff agree or strongly agree with:</p> <ul style="list-style-type: none"> ● <u>Growth Mindset</u>: 95% - Soccer Without Borders believes that people can always greatly improve their talents and abilities. ● <u>Diversity</u>: 96% - Diversity is important to staff, believe that it is important to their supervisor, and to senior leaders (*improved from 2019)
Areas of growth	<p>Statements with the lowest percentage of those who staff agree or strongly agree with:</p> <ul style="list-style-type: none"> ● <u>Compensation</u>: 69% - I feel that my compensation is fair, relative to similar roles at Soccer Without Borders (*improved from 2019) ● <u>Career Path</u>: 71% - I feel confident that I can develop my career at Soccer Without Borders ● <u>Job Support</u>: 71% - The information and resources I need to do my job effectively are readily available. ● <u>Work/Life Balance</u>: 71% - Soccer Without Borders enables me to balance my work and personal life (*improved from 2019) <p>We still have work to do to support staff to balance work/life, and support people in their job and career paths. While the compensation benchmarking process likely helped improve perception of compensation, we still have room to grow with transparency around internal equity and our compensation philosophy.</p>
Changes since 2019	<p>The top 5 changes in attitude were:</p> <ul style="list-style-type: none"> ● An average increase in agreement to the following statements (*including and in addition to those with asterisks above) <ul style="list-style-type: none"> ○ “Soccer Without Borders enables me to balance my work and personal life.” ○ “Soccer Without Borders hires from diverse backgrounds” ○ “I can voice a contrary opinion without fear of negative consequences” ○ “I feel that my compensation is fair, relative to similar roles at Soccer Without Borders. ● An average decrease in agreement to the following statements: <ul style="list-style-type: none"> ○ “When something negative happens to me at work, I feel that I might not belong at Soccer Without Borders.” <p>We have made growth with compensation and creating a culture that fosters work/life balance, but they still remain areas of growth as seen above.</p>

COMPENSATION & BENEFITS

Why is compensation & benefits important to Soccer Without Borders?

Compensation and benefits are key in all aspects of hiring, recruitment, retention, and recognition and are approached with an expectation of inclusive and equitable practices. Compensation & benefits include salary and benefits (health, retirement, time off).

FY19	<p>In FY19, we completed our first compensation benchmarking process and have committed to completing this benchmarking process every three years. At the conclusion of the FY19 benchmarking process, we took the following actions:</p> <ul style="list-style-type: none"> ✓ Offered 401k plans for all full-time USA employees with all administrative fees paid for the first time in SWB's history in the following fiscal year ✓ Increased health reimbursement amounts for all employees in the following fiscal year
FY22	<p>In FY22, we developed a compensation philosophy and set of guidelines to establish principles, ratios, and approaches that ensure accountability to pay equity, including equity across countries and locations. At the conclusion of the FY22 benchmarking process, we took the following actions:</p> <ul style="list-style-type: none"> ✓ Invested \$380,000 in new staff positions and expanded salaries and benefits for existing positions in the following fiscal year's budget ✓ Set a 3 year plan to reach the 75th percentile salary ranges of the sector ✓ Increased the median compensation by \$7,000 in the following fiscal year ✓ Offered health coverage to employees for the first time in SWB's history in the following fiscal year ✓ Standardized time off, improving clarity and consistency of policies so that staff can feel confident taking advantage of this benefit