

# DEIJ COMPASS



Guiding The Nature Conservancy's Journey  
Toward Diversity, Equity, Inclusion and Justice

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# ▶ Letter from the Chief Global Diversity, Equity and Inclusion Officer

Colleagues,

Across borders, backgrounds and perspectives, our organization is united in our efforts to conserve the lands and waters on which all life depends. Together, The Nature Conservancy (TNC), in conjunction with our many partners, is finding ways to care for nature and people that uplift our values of diversity, equity, inclusion and justice.



To guide us on the path to achieving our 2030 Goals, my colleagues on the Executive Leadership Team and I are proud to introduce TNC's Diversity, Equity, Inclusion and Justice (DEIJ) Compass.

This DEIJ Compass is an ambitious and necessary framework for actions that will ultimately strengthen our conservation work. This is work that will take time and is about personal accountability. It will not be easy, but we will learn from our stumbles. The Compass is designed as strategic guidance to be used by all TNC teams and individuals to identify and implement opportunities to embed DEIJ into all of our work - making our efforts more sustainable, and our work more respectful of our own communities and the communities we serve.

People are the key to durable conservation outcomes. For people and nature to thrive, we must intentionally incorporate the needs and rights of people and communities in every aspect of our organization. Just as our mission, vision and values define who we are as an organization, this DEIJ Compass serves as our guide for embedding diversity, equity, inclusion and justice throughout our work. And as a global organization whose work touches down in more than 70 countries and territories, we hope that these efforts will also influence the shape of conservation around the world.

Thank you to the many people who shared their time and input in developing this foundational Compass. I am deeply grateful to you for joining us in this essential effort.

A handwritten signature in black ink that reads "James E. Page, Jr." in a cursive style.

**James E. Page, Jr.**

*Chief Global Diversity, Equity and Inclusion Officer*

# ► TNC's Mission, Vision and Values

*The DEIJ Compass is rooted in TNC's mission, vision and values. If the mission and vision are the change TNC wants to see in the world, the values are how the organization will achieve our ambitious goals. Together, teams and individuals are responsible for embodying these values at TNC.*

**MISSION** To conserve the lands and waters on which all life depends.

**VISION** A world where the diversity of life thrives, and people act to conserve nature for its own sake and its ability to fulfill our needs and enrich our lives.

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## VALUES

- **Integrity Beyond Reproach**

We will meet the highest ethical and professional standards in all of our organizational endeavors and, in doing so, we hold ourselves accountable to our mission and to the public.

- **Respect for People, Communities and Cultures**

Enduring conservation success depends on the active involvement of people and partners whose lives and livelihoods are linked to the natural systems we seek to conserve. We respect the needs, values and traditions of local communities and cultures, and we forge relationships based on mutual benefit and trust.

- **Commitment to Diversity**

We recognize that conservation is best advanced by the leadership and contributions of people of widely diverse backgrounds, experiences and identities. We will recruit and develop staff to create a diverse, inclusive and equitable organization that reflects our global character.

- **One Conservancy**

Our strength and vitality lie in being one organization working together in local places and across borders to achieve our global mission. We value the collective and collaborative efforts that are so essential to our success.

- **Tangible, Lasting Results**

We use the best available science, a creative spirit, and a non-confrontational approach to craft innovative solutions to complex conservation problems at scales that matter and in ways that will endure.



© **ADRIANO GAMBARINI** *Caesalpinia echinata* or Pau-brasil, the tree from which Brazil gets its name, is one of the species being planted in the Conservancy's effort to restore a portion of Brazil's Atlantic Forest, of which just 7% remains. The Conservancy works to protect and restore the Atlantic Forest, and in 2008 launched a campaign to plant one billion trees there.



## ► Honoring the First Stewards

A critical step toward living TNC's value of respect for people, communities and cultures is honoring the first stewards of our lands and waters. Indigenous Peoples – past, present and emerging – hold invaluable traditional wisdom and continue to care for the planet that cares for all of us.

As an organization that owns and manages lands, TNC acknowledges that we rely on systems and practices of regulation, private property, land and water management, and funding mechanisms that have dire costs to the rights and livelihoods of Indigenous Peoples.

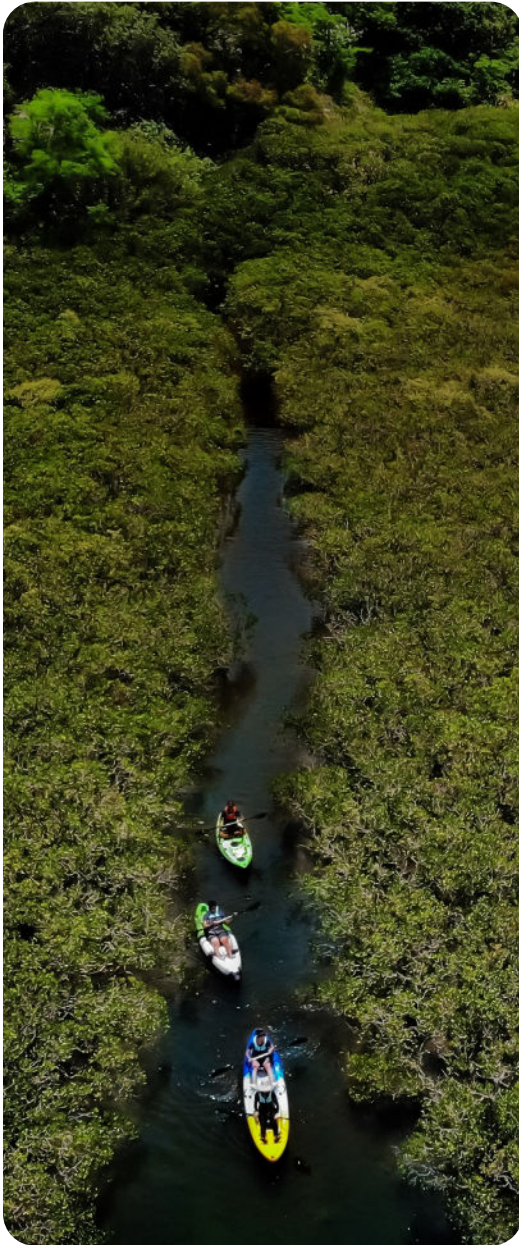
TNC is gaining deeper awareness of the history and the persisting effects of colonialism on both the planet and Indigenous people, including our own contributions as an organization. We are committed to repairing and building partnerships with Indigenous Peoples based on respect, equity, open dialogue, integrity and mutual accountability.

© AUNG KYAWTUN/TNC PHOTO  
CONTEST 2021 *Went to the field.*



## ► TNC's DEIJ Vision

*In the summer of 2021, a vision statement for diversity, equity, inclusion and justice was introduced at TNC and approved by TNC's Global Board of Directors.*



*The DEIJ Compass is part of guiding our journey toward this vision:*

***Our vision is a world where people and nature thrive. The natural world thrives when all people - of all communities - thrive together.***

*We aspire for:*

- TNC to be representative of the diverse global communities in which we partner.
- Colleagues to be culturally competent and foster an environment of inclusivity and belonging.
- Success in our 2030 Goals by centering equity and justice in all our work.



© **YOLANDA SUN/TNC PHOTO CONTEST 2021** *Meandering through the Mangroves // On a calm summer afternoon, a group of kayakers paddled through the Ting Kok Mangroves in Tai Po, Hong Kong. This mangrove group covers an area of about seven hectares, the fourth largest group of mangroves in Hong Kong. It supports a rich diversity of mangroves and associated fauna, including the Haberma tingkok, Hong Kong's first native tree-climbing crab.*



©NABIL ABDULLA/TNC PHOTO CONTEST 2021

*The Golden hill! // I took this photos of a friend of mine while he was running towards the top of the sand hill. The photo was taken in the desert near Medina region, Saudi Arabia.*



**The Compass helps build critical DEIJ competencies necessary to advance our 2030 Goals, as shown through these example connections to the 2030 Goals:**



### **CLIMATE**

*3 Gt CO<sub>2</sub>e Avoided or Sequestered*

While working to tackle carbon emissions, it is essential that we address and repair disproportionate effects on communities. Embedding equity in our practices – whether in conservation, policy or investments – allows us to support lasting solutions that benefit people and communities. Practitioners must include varied perspectives to ensure that the goals of impacted people and communities are prioritized in TNC’s solutions. Applying frameworks like environmental and social safeguards helps ensure that our work does not cause harm to people and communities most at-risk of climate-related impacts.



### **ECOSYSTEMS**

*3 Gt CO<sub>2</sub>e Avoided or Sequestered • 650M Hectares Conserved  
1M KM of Rivers Conserved • 30M HA of Lakes & Wetlands Conserved*

Protecting and improving the management of ecosystems depends on the free, informed and prior consent of local and Indigenous peoples. Understanding and incorporating local and Indigenous knowledge and practices into our conservation advances inclusive management strategies and policy changes that strengthen our conservation and lead to durable outcomes.



### **PEOPLE**

*100M People Benefitted • 45M People Supported*

Prioritizing diversity means valuing the identities, backgrounds and lived experiences of all the people in the places we serve. Visible differences, as well as intersectional factors of language, upbringing, country of origin, gender and more. Inclusion contributes to a culture where the perspectives, needs and input of local partners and communities are incorporated into our conservation approach and solutions.



© **BASTIAN AS /TNC PHOTO CONTEST 2019** *Heaven Earth and Plants is My Life // Farmers in Papua live from nature, planting cocoa and growing other crops are sustainable living options. No more cutting down trees, they have learned to cultivate with high yields and added value.*

## ► How the DEIJ Compass Works

*Like a compass, this document provides guidance for TNC teams and individuals working to embed DEIJ in their work.*

**It helps us grow *from* viewing “DEIJ work” as something separate *to* all our work being intentionally diverse, equitable, inclusive, and just.**

This is a strategic framework for identifying actions for incorporating DEIJ using four interrelated dimensions – People, Approach, Voice and Resources. Each dimension offers specific goals and sample actions for teams and individuals.

As teams begin to adopt and incorporate these actions into our work, TNC will be better able to track our DEIJ progress. This allows us to identify needs, and direct resources and capacity toward outcome-driven work.



## HOW THE DEIJ COMPASS WAS DEVELOPED

This Compass was developed with colleagues from across TNC, who provided input, experience and expertise. Led by the Global Diversity, Equity and Inclusion (GDEI) team, the DEIJ Compass includes feedback from all regions, functional areas, and across different levels of seniority within the organization. This process was conducted from November 2021 through December 2022 and included extensive information gathering, participatory workshops, and subject matter expert reviews.

The Compass is informed by existing TNC initiatives and frameworks, including:

- [Living Our Values Report](#)
- [The Race and Racism Caucuses Report](#)
- [The Voice, Choice and Action Framework](#)
- [Guidance for Integrating Gender Equity in Conservation](#)
- [The Getting Started with Diversity, Equity and Inclusion in Communications Resource Guide](#)
- [The Practice of Conservation in Cities in North America Field Guide](#)

In addition, we want to thank a few of the many individuals and teams that helped shape the DEIJ Compass:

- Robyn James and the Asia Pacific Region
- Global Indigenous Peoples and Local Communities (IPLC) team
- The North America Cities Network
- Thomas Brackeen and the Global Development team
- Leanne Nurse, Nav Dayanand and Hazel Wong with External Affairs
- The Global Equitable Conservation team
- The North America Conservation Collaboration team
- Rocio Johnson and Global Marketing and Communications
- The People Team
- The Global Diversity, Equity and Inclusion team

The Compass also incorporates best practices and innovative ideas from external organizations and other industries to provide deeper context and diverse perspectives. Through internal collaboration and external information gathering, the Compass models how we can come together to drive diversity, equity, inclusion and justice at TNC.

## HOW TO USE THE DEIJ COMPASS



It will take time to reach the aspirations and goals across the four DEIJ Compass dimensions – people, approach, voice, and resources. The sample actions outlined in the strategic framework show examples of where efforts will be needed at the organization level, the business unit level, or both. They are “samples” because DEIJ does not work when the solutions are prescriptive. Instead, the DEIJ Compass presents a common foundation that teams and individuals can build on as they reflect on their goals and strategies. Learn more about how to use this Compass: [Expectations for Implementing the DEIJ Compass](#).

© **KEN GEIGER/TNC** Mr. Meaker (arms extended) explains the history of his farm at Meaker Farm, Montrose, Colorado. This is one of the sites toured by The Nature Conservancy in tandem with Pepsico demonstrating forest and fire management, and irrigation efficiency projects.

## ► DEIJ Compass Framework

*This framework relies on four interconnected dimensions:*

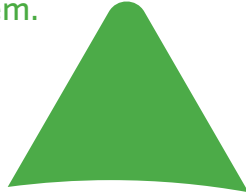
Each dimension features focus areas and sample actions designed to be used flexibly by different areas of the organization. These should not be considered exhaustive. They are designed to help teams and individuals identify and prioritize DEIJ in ways that are most important, relevant and effective for them.

**PEOPLE**

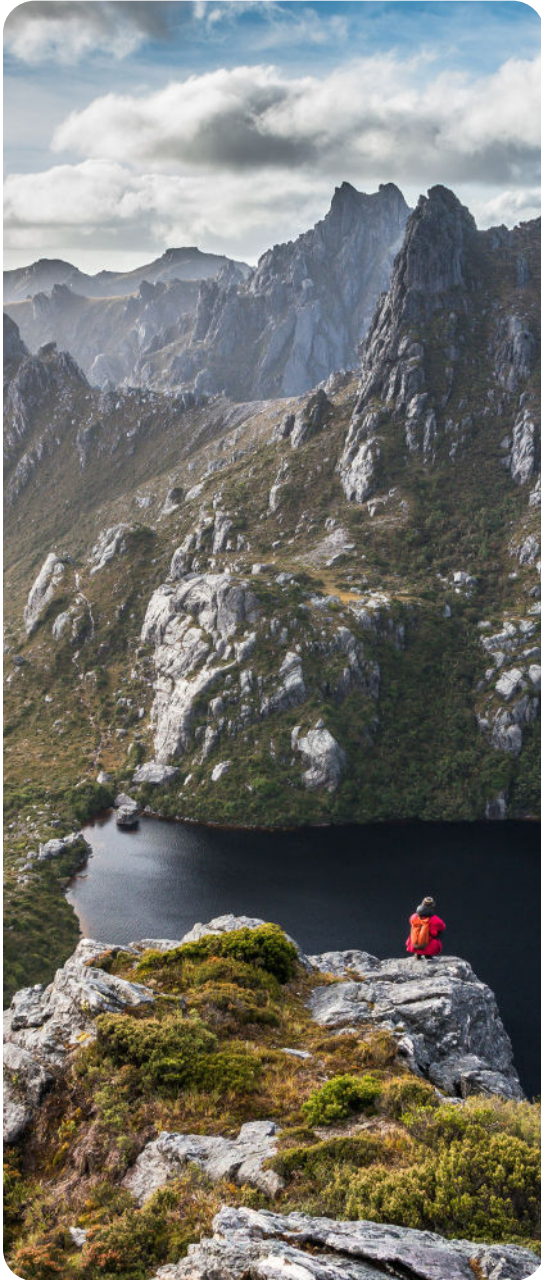
**APPROACH**

**VOICE**

**RESOURCES**



## ► Framework Overview: The Four Dimensions



### PEOPLE

Focuses internally on growing and empowering TNC's workplace and global workforce of staff, trustees and volunteers to leverage our potential, reach our goals and live our values.

#### Focus Areas

- Diverse Workforce
- Intentionally Inclusive Culture & Organization
- Equitable Talent Management & Operations

### APPROACH

Relates to embracing the interconnectedness of human and ecological needs and making human well-being and rights integral to all TNC's work.

#### Focus Areas

- People-Nature Connection
- Policy, Practices and Partnerships

### VOICE

Addresses how we communicate who we are as an organization, and how we advocate for diversity, equity, inclusion and justice in our broader work and reach.

#### Focus Areas

- Values-Based Storytelling & Communication
- Advocacy for Equity

### RESOURCES

Applies a diverse, equitable, inclusive and just lens in viewing funding that comes into TNC and how we invest it outside the organization.

#### Focus Areas

- Inclusive Philanthropy & Membership
- Investing in Nature & Communities

© SUSAN MACE/TNC PHOTO CONTEST 2022 *Mountains of the Wild West // Taken on a bushwalk to the Western Arthur Range of Tasmania. Our guide Andy enjoying the view down to Square Lake with Lake Cygnus in the background. We set up camp adjacent to Square Lake, climbing the mountain the next day to view Lake Oberon. Wild and wet weather conditions forced us to spend a day inside our tents. Magic experience.*



© ERIKA NORTEMANN TNC Senior Leaders work together to build five reef structures at Arlington Cove in Mobile Bay, Alabama.



# PEOPLE

*People* focuses internally on growing and empowering TNC's workplace and global workforce of staff, trustees and volunteers to leverage our potential, reach our goals and live our values.

## DIVERSE WORKFORCE

### ASPIRATION

TNC grows and maintains a diverse global workforce of staff, trustees and volunteers.

### GOALS

- Staff, trustee and volunteer demographics globally and locally represent the diversity of communities related to or effected by our work.
- Inclusive and culturally competent hiring and recruiting practices are embedded across TNC.
- TNC invests in and contributes to the current and future diversifying of the field of conservation.
- Workforce data are responsibly shared with appropriate transparency to inform DEI action, foster trust, and support accountability.

### Sample Actions

- Provide DEIJ-related data and dashboards to inform recruitment and retention planning.
- Establish standards of practice and develop appropriate skills for inclusive hiring that mitigates bias.
- Align programming and ongoing relationship building across the organization that supports the diversification of candidate pools.
- Actively recruit and increase the presence of underrepresented populations in interview pools. for new positions and promotions across the organization.

# INTENTIONALLY INCLUSIVE CULTURE AND ORGANIZATION

## ASPIRATION

TNC creates a global organizational culture and environment where staff, trustees and volunteers feel valued, appreciated and have equitable access to opportunities.

## GOALS

- Staff, leaders, trustees and volunteers have the cultural competency skills needed to embody our values in their work and professional relationships.
- Our organization culture is one where members of the TNC community feel included, respected, and possesses a sense of belonging at TNC.
- Our workforce collaborates authentically, respectfully and effectively across place, power, language, identity, culture and worldview.

## Sample Actions

- Integrate concepts of cultural humility, equity and inclusion into all education and training, standards of practice, and strategies across TNC.
- Institute consistent onboarding that emphasizes inclusiveness of the experience across place, language, culture and worldview.
- Implement training and skill development to support constructive, courageous and culturally competent dialogue and a psychologically safe environment.
- Leverage diverse traditions, celebrations and holidays from cultures in which staff work or live as education opportunities.

# EQUITABLE TALENT MANAGEMENT AND OPERATIONS

## ASPIRATION

Staff around the world are supported in pursuing successful careers at TNC.

## GOALS

- Employment systems, policies and practices are inclusive and treat and reward staff fairly.
- All staff have equitable access to relevant professional development opportunities and clear career options.
- Leadership represents the diversity of the communities with which we partner.

## Sample Actions

- Build skills for inclusive leadership through annual professional development for managers and supervisors.
- Monitor diverse representation opportunities in succession planning, internal employee promotions, and leadership and career development.
- Provide consistent, equitable time across the organization for employees' participation in individual development activities.

© PATRICK BENTLEY Aerial image of a vehicle traveling across red sand dunes in the Kalahari savanna, Namibia. September, 2019. The Kalahari Desert covers over 35,000 sq miles and spans across parts of Namibia, South Africa, and Botswana.



# APPROACH

*Approach* relates to embracing the interconnectedness of human and ecological needs, making human rights and well-being integral to all TNC's work.

## PEOPLE-NATURE CONNECTION

### ASPIRATION

Aligned with our vision to help “people and nature thrive,” TNC works to benefit human well-being by conserving and restoring nature that sustains us. Prioritizing and executing our work with an equitable approach helps us achieve more lasting outcomes for both people and nature.

### GOALS

- Support the leadership, self-determination and meaningful participation in decision-making of partners and communities.
- Promote social co-benefit in our engagement and work with communities, including areas such as policy and philanthropy.
- Broaden our scientific perspective to include social sciences and local knowledge.

### Sample Actions

- Live our value of Integrity Beyond Reproach by acknowledging past harms and working to repair them.
- Build staff competency in learning, exchanging and applying local and Indigenous knowledge and practices in our conservation solutions.
- Implement and utilize the Human Rights Guide for Working with Indigenous Peoples and Local Communities.
- Incorporate trauma-informed practices in working with people, partners and communities.



# POLICY, PRACTICES AND PARTNERSHIPS

## ASPIRATION

TNC leverages transformational public policy and practices to achieve equitable climate and conservation outcomes for people and nature.

## GOALS

- Develop capacity, knowledge, tools, processes and accountability to embed diversity, equity, inclusion and justice in policy and corporate practices across business units. Contribute to improved socio-economic, civic and conservation outcomes for historically disenfranchised communities.
- Actively address policy implications of climate and conservation legislation on underserved and disproportionately affected communities.

## Sample Actions

- Train staff to incorporate DEIJ principles, practices and metrics in public policy and practices.
- Support public policy that includes equitable funding and conservation technical support for farmers, ranchers and forest owners to adopt climate smart practices that will increase soil health, improve water quality, sequester carbon improve wildlife habitat and other benefits.
- Embed equity and justice criteria in national and local climate actions including mitigation and adaptation.



© **KARINE AIGNER** Elizabeth Gray scoops water with her hands, Potomac River Gorge, Maryland.

<sup>1</sup>See the Human Rights Guide for Working with Indigenous Peoples and Local Communities

© MANH NGOC NGUYEN/TNC PHOTO CONTEST 2021  
Spring flowers // The flowers for the New Year celebrations in Saigon / Vietnam.



**VOICE**

*Voice addresses how we communicate who we are as an organization and how we advocate for diversity, equity, inclusion and justice in our broader work and reach.*

## ADVOCACY FOR **EQUITY**

### ASPIRATION

TNC learns from and stands as an ally with historically marginalized and disenfranchised communities to co-create solutions to improve health, economic development and civic capacity.

### GOALS

- Embed equity and environmental justice in advocacy.
- Build capacity, expertise, resources and participatory practices to assess and address policies and public funding programs for their effect on historically disenfranchised communities.

### Sample Actions

- Provide technical assistance about DEIJ policy to federal natural resource agencies and advisors.
- Launch a workshop series to develop TNC staff understanding of equitable and inclusive advocacy.
- Implement and engage in DEIJ public policy community of practice to foster collaboration and efficiency in embedding DEIJ in public policy.

# VALUES-BASED STORYTELLING AND COMMUNICATION

## ASPIRATION

Infuse and model integrity and respect for all people as we communicate TNC's work, partnerships, and effectiveness within the organization and globally with a diversity of current and new constituents.

## GOALS

- Use values-based narratives and stories of the people and places we serve to communicate internally and externally with authenticity, including our successes and lessons learned in working to embed DEIJ.
- Adopt a consistent storytelling methodology that advances equity across all our work and functions, and as essential to our mission-driven work.
- Reach and build relationships with more diverse constituents — to shape and share in solutions and to inspire the next generation of conservationists.

## Sample Actions

- Provide flexibility and resources to increase co-creation and collaboration in inclusive storytelling.
- Train staff through the Values-Based Communication workshop.
- Build and implement a critical conversation strategy to increase trust and model dialogue best practices.
- Establish relationships to reach a diversity of current and new constituents.



© CHINMOY BISWAS/TNC PHOTO CONTEST 2021 FISH COLLECTION // Fishermen are collecting fishes from the fishing net on the sea beach after catching fishes from the sea.. This image was shot at Digha Sea Beach of West Bengal, India on October 21,2019.



© YANG YU/TNC PHOTO CONTEST 2019 Canoeing on the Lake Louise which is a turquoise, glacier-fed lake ringed by high snowcapped peaks within Banff National Park.



# RESOURCES

*Resources* applies a diverse, equitable, inclusive and just lens in viewing funding that comes into TNC, and how we invest it outside the organization.

## INCLUSIVE PHILANTHROPY AND MEMBERSHIP

### ASPIRATION

TNC's philanthropy and membership network become more diverse, inclusive and equitable by valuing the diversity and perspectives of the communities with which we partner.

### GOALS

- Engage a diverse makeup of members, donors and funders in The Nature Conservancy's mission and work.
- Ensure fundraising practices support TNC as "One Conservancy" by providing strategic, equitable resources across the organization.
- Engage thoughtfully with new and existing funders and partners to avoid competing for resources with active or potential partners and allies.

### Sample Actions

- Develop organization-wide best practices to engage diverse audiences, members and donors.
- Collect and incorporate demographic information and analysis in donor data and reporting.
- Review and revise fundraising incentives and performance expectations to support equitable resource sharing across the organization.

# INVESTING IN NATURE AND COMMUNITIES

## ASPIRATION

TNC manages our financial investments to equitably support the wellbeing, place-based economic opportunity, and priorities of the communities in which we partner.

## GOALS

- Build relationships with and purchase goods and services from a diversity of businesses and organizations, including those that are that are Black, Indigenous, People of Color, women and youth owned.
- Leverage TNC's financial strength and access with equitable, strategic and transformative granting-making to support partners and communities.
- Expand diverse representation and equitable, inclusive practices in TNC's investment portfolio and in the structure of investment funds.

## Sample Actions

- Develop and implement a comprehensive supplier diversity strategy and program.
- Evaluate TNC's portfolio investment managers for diversity.
- Create transformational funding guidelines and a learning hub to support local and community-led projects and organizations.



©JASON HOUSTON *The fish market, Ancón, Peru. Ancón is a small fishing town and seaside vacation destination about an hour north of Lima. There are about 500 registered fishermen in Ancón and few other industries besides fishing and services. Ancón has thousands of years of history harvesting food from the sea and is working together as a community to make their practices as responsible as possible, including setting up protected areas and limiting catch based on ongoing surveys of their impact.*

# ► Expectations for Implementing the DEIJ Compass

*This compass repeatedly emphasizes embedding DEIJ. This means a shift from thinking of diversity, equity, inclusion and justice as things done in addition to our everyday work. Instead of separating “DEIJ work,” this compass provides a framework for how you, your team and the work you do can begin to weave diversity, equity, inclusion and justice into everything you do.*

## INDIVIDUAL EXPECTATIONS

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- Individuals can begin incorporating diversity, equity, inclusion and justice your individual objectives.
- Start by looking at one of your individual objectives.
  - In what ways are there **diversity** implications for this work?
  - In what ways are there **equity** implications for this work?
  - In what ways are there **inclusion** implications for this work?
  - In what ways are there **justice** implications for this work?
  - If the above implications are not readily clear, review the DEIJ Compass dimensions, focus areas, goals and sample actions for guidance that may be helpful.
- Rewrite your objective to the address DEIJ implications you identify.
- This exercise begins with one objective to help individuals begin to assess how their personal objectives can advance DEIJ in our work.
- Additional guidance, prompts, and resources to support individuals in implementing the DEIJ Compass are available on [Connect](#).



**Share your revised objective, so we can learn together to embed DEIJ in our work.**

## TEAM EXPECTATIONS

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- Review the DEIJ Compass Framework in relation to your program or project goals.
  - Do your program or project goals align with any of the four dimensions in the DEIJ Compass?
  - Does your team have existing capacity and/or expertise in any of the focus areas that can help identify needs and actions related to diversity, equity, inclusion and/or justice in your program or project goals?
  - What barriers need to be addressed as first steps?
- Select focus area goals that align to your team’s existing program or project goals and determine how you will track progress in the coming fiscal year.
- As with the individual objectives above, work toward incorporating these actions in your team’s existing projects, strategies and annual plans.
- **Note:** DEIJ-specific action plans can be a helpful starting place for many teams as long as the ultimate goal is to embed those DEIJ actions directly into broader strategies and plans.

## ► Using the Compass to Identify and Track Action



© MURRAY PARKINSON/TNC PHOTO CONTEST 2022 *Truth is the first causality of war. As in war, this image is a lie. By the use of time exposure photography, a violent warlike scene has been portrayed as serene and sublime. Mountainous waves rolled into Bombo Bay, Kiama, smashing into and breaking over the top of the famous Bombo rock pillars. The explosive power of the towering waves had to be seen to be believed. 2 April 2022.*

*Here are some guidelines for individuals and teams when selecting what goals and actions to embed and track in their work:*

- **Strategically Aligned**  
Consider direct or indirect contributions to objectives and business unit-level goals, as well as broader organizational mission, vision, values and the 2030 Goals.
- **Start and Improve Over Time**  
Begin by developing plans based on available or accessible data. Use learning from the process to identify possible or necessary improvements – either to plans themselves or data to track progress.
- **Commit to Tracking Progress**  
Wherever possible, identify intermediate results and steps along the way that you can track as you work towards a longer-term outcome.
- **Make it Relative**  
In many cases, an effective outcome related to diversity, equity, inclusion or justice is removing an existing inequity or disparity. Use percentage- or ratio-based measures to show a point of comparison.

### **EXAMPLE:**

In supplier diversity, consider the difference between a spend goal of a certain amount (numeric count) versus a goal of diverse spend relative to overall spend (percentage or ratio).



## ▶ **Accountability in Tracking Our Progress**

*As TNC has recommendations for how we track progress toward our 2030 Goals, the DEIJ Compass provides recommendations for how teams and individuals ethically assess and report on DEIJ actions in strategies and plans. Here are some important considerations to keep in mind:*



### **DATA COLLECTION**

As a global organization, there may be differences between data that are possible versus safe and ethical for us to collect, particularly when working with personal demographic information. Both at the organization and business unit level, we must engage thoughtful discretion and intention to ensure data collection is safe, ethical and secure.



### **RESPONSIBLE DATA TRANSPARENCY**

Similarly, we are committed to being responsibly transparent as these measures and data are developed. Respecting and ensuring individual privacy and safety have been and will remain fundamental as data are made visible. Sharing of aggregated quantitative and qualitative data will support informed decisions toward our organizational goals.



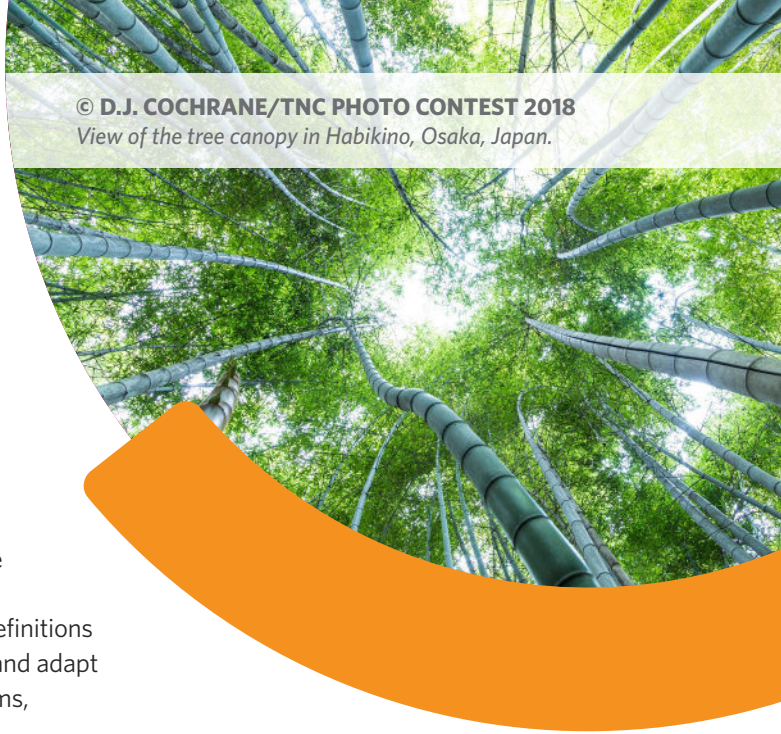
### **LEARNING AND DATA IMPROVEMENT**

We have and will likely continue to learn ways in which current data and systems are insufficient to track our progress. Identifying such gaps and working to address them is progress on its own – establishing a baseline from which we can improve.

Additional information, guidance, and support for incorporating DEIJ into measurement are being developed. For existing resources, visit the [DEIJ Compass Connect](#) page or contact [DEIJCompass@tnc.org](mailto:DEIJCompass@tnc.org) for specific questions.

## **GRATITUDE FOR YOUR COMMITMENT**

*With your commitment, TNC can take on climate change and biodiversity loss to support a world where life thrives in ways that diverse, equitable, inclusive and just. This is how TNC will achieve durable, lasting outcomes in our quest to achieve our 2030 Goals. Together, we find a way.*



© D.J. COCHRANE/TNC PHOTO CONTEST 2018  
View of the tree canopy in Habikino, Osaka, Japan.

## ► Key Definitions

The words and concepts of diversity, equity, inclusion, justice, and related terminology do not have universally agreed upon definitions. They carry different meaning to different people and cultures, and in different contexts. Definitions also serve an important purpose, helping to create mutual understanding across teams. While they may continue to evolve and change over time, these definitions are provided as a starting point for understanding the DEIJ Compass. Use these definitions to create common language with your teams, and adapt them to your context with local and global teams, partners and other interested parties.

<b>Diversity</b>	is the similarities and differences among people’s characteristics and identity.
<b>Equity</b>	is the fair treatment, access, and opportunity between and across groups, and requires recognizing and dismantling barriers.
<b>Inclusion</b>	is a true sense of belonging for all, with full, authentic participation by each member of a community or group.
<b>Justice</b>	is recognizing, attending to and removing current and historical barriers to resources and opportunities, supporting all people and communities to thrive.
<b>Cultural Competence</b>	is the individual, collective, and organizational skillsets for effectively learning from and connecting with people.

For the purpose of this DEIJ Compass, **conservation** is used broadly to refer to the research, care and stewardship of natural resources and adaptation to ensure all people can thrive on a thriving planet.

Within the field of conservation, “justice” can have multiple meanings, including the principles, practices, and movement of environmental justice. For the purpose of this DEIJ Compass, justice is being referred to in the broad sense as defined above, not specific to the [Principles of Environmental Justice](#).

For additional definitions of concepts related to diversity, equity, inclusion, and justice, read [TNC’s Getting Started with Diversity, Equity, and Inclusion \(DEI\) in Communications Resource Guide](#).



**NEED SUPPORT IN APPLYING THE DEIJ COMPASS  
IN YOUR WORK, OR HAVE FEEDBACK OR COMMENTS?**

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