

CMP Diversity, Equity, Inclusion, and Justice Initiative PHASE II CMP ENGAGEMENT SURVEY



In collaboration with:



Table of Contents

[Overview of Moore-Funded CMP DEIJ Initiative Work](#)

[Overview of CMP Engagement Survey Summary](#)

[Organizational Motivation](#)

[Current DEIJ Practices](#)

[Barriers to incorporating DEIJ](#)

[Gaps in Organization's Current DEIJ Approach](#)

[Commitment of Leadership](#)

[Perceived Benefits of Incorporating DEIJ](#)

[Next steps](#)

[Annex 1. Survey Responses](#)

Overview of Moore-Funded CMP DEIJ Initiative Work

Phase I: An overview on DEIJ in the Conservation Standards and guiding questions for implementation.

- [Guidance Document](#)
- [Webinar](#)

Phase II: A survey of the CMP community's understanding and interest in engaging with DEIJ topics in their conservation work

- Survey
- Potential webinar series
- List of new potential CMP DEIJ initiative members
- First draft of strategic plan

Team

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Phase I of this learning initiative highlighted the need for the conservation community to continue learning about how to incorporate diversity, equity, inclusion and justice (DEIJ) principles into their conservation efforts. Because this is a relatively new conversation within the community, it was difficult to determine which tools or products would best serve CMP. After consulting with experts, it became clear that the first step needs to be an internal strategic plan that will provide direction to our efforts and galvanize CMP's broad membership base, who may be in different stages of thinking about this topic.

The DEIJ survey conducted in Phase II was designed to gather information that will help map the current thinking and efforts around DEIJ within the CMP community. The data should allow the CMP Equity team to conduct an initial situation analysis, consider the known barriers to organizational uptake of DEIJ in their conservation projects, and design strategies and tools with clear audiences and objectives. Long term, this will make it possible to coordinate efforts between CMP members, recruit expert advice and input, and strengthen the next version of CS guidance by incorporating actionable DEIJ considerations into each Step.

An added benefit of the survey is that it has provided an in-road for generating interest in collaborating on this topic among the CS community. 13 respondents expressed interest in supporting future work on this initiative. At a recent webinar at the CCNet Rally, five coaches expressed interest in joining or supporting the Equity Committee. Involving these new voices will be extremely important as we move into the next phase of strategic planning.

Products from Phase II of CMP's DEIJ initiative:

Funding helped support...

- Survey Summary Report including
 - Survey data
 - Interpretation to inform the upcoming CMP DEIJ Strategic Plan
 - Proposed next steps

Overview of CMP Engagement Survey Summary

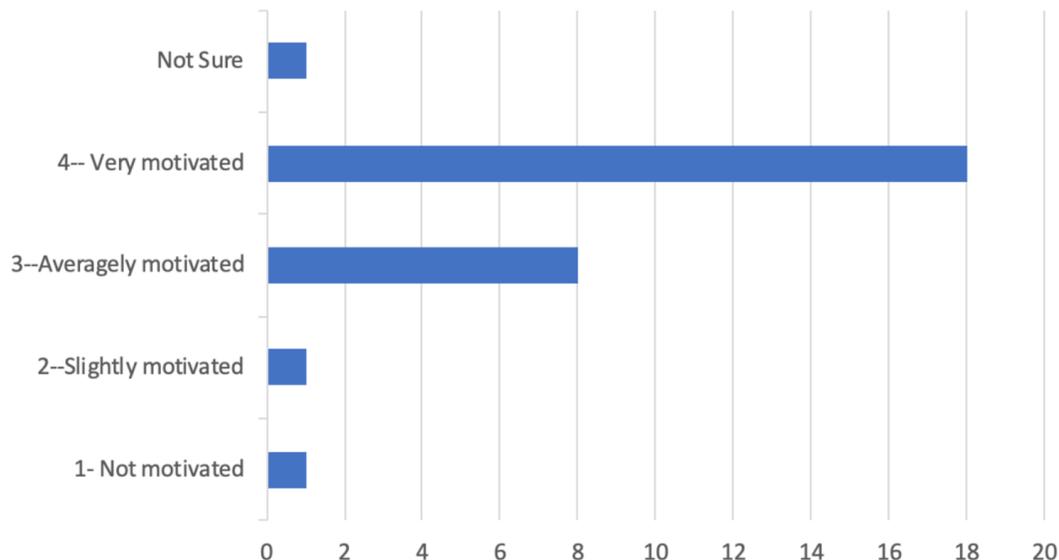
We received 30 survey responses. Respondents represented 9 CMP member organizations and 9 non-member organizations. See Table 1 for more detail. Two respondents did not associate with an organization, one respondent represented two organizations. In the following sections, we'll provide highlights from survey responses. For further details on each section, see Annex 1.

Table 1. Survey respondent organizations

CMP member organization (# of responses)	Other organizations (# of responses)
1. Conservation Management (2)	1. Biohabitats (1)
2. Environmental Incentives (1)	2. CCNet (1)
3. Gordon and Betty Moore Foundation (1)	3. CONAF (1)
4. The Keith Campbell Foundation for the Environment (1)	4. Nature and Culture International (1)
5. The Nature Conservancy (10)	5. Natural Resources Foundation of Wisconsin (1)
6. Puget Sound Partnership (1)	6. Pronatura Noroeste AC (1)
7. Wildlife Conservation Society (2)	7. Re:wild (1)
8. WWF (1)	8. Sustainability advisory (1)
9. WWF Cameroon (1)	9. VR Conservation Collective (1)

Organizational Motivation

Figure 1. Organizational motivation to incorporate DEIJ into conservation practice



Overall, respondents felt that their organizations are very motivated to incorporate DEIJ practices into their conservation work (Figure 1). Here are some selected comments on organizational motivation to incorporate DEIJ:

- TNC as a whole has an Equitable Conservation global initiative to provide assistance. In Colorado 80% of staff volunteered to create a DEI Action Plan for all our work.
- Estamos trabajando con los estándares de la lista verde de la UICN, también tenemos un decálogo de gestión con enfoque de género en la gestión del SNASPE, estamos organizando el Primer encuentro de Mujeres Guardaparques de Latino America y CONAF tiene una Declaración de principio para la inclusión, igualdad y no discriminación.
 - English translation: We are working with the standards from the IUCN Green List, we also have management guidelines with a gender perspective in SNASPE management, we are organizing the first meeting of Women Park Rangers of Latin America and CONAF has a Statement of principle for inclusion, equality and non-discrimination.
- Our organization has increased the training and programming for current staff and added new full-time positions to help facilitate the incorporation of DEIJ concepts in our work.

- I think we need to learn to incorporate DEIJ into conservation practice in a meaningful way to achieve the impact we want.
- WCS takes a rights-based approach to conservation because we believe it is just and results in the most durable and equitable conservation outcomes.

Find further details in the complete survey responses ([Annex 1](#)).

Current DEIJ Practices

Organizations are currently incorporating DEIJ practices into their conservation work in a variety of ways, including engaging Indigenous communities, actively reaching out to underrepresented groups in conversation, adjusting organizational business processes to encompass DEIJ concepts (including DEIJ training), developing working groups around DEIJ topics, using social safeguard frameworks or similar guidance, and much more. Here are some selected comments on existing practices:

- Building relationships and collaborating on projects with Indigenous peoples from Maine.
- Forming working groups that include close partners with expertise and experience with DEIJ concepts help in the development of our plans.
- Sharing human rights guidelines and gender guidance with staff; hiring more diverse staff; surveying staff to identify diversity and inclusion issues; working toward equitable representation on the Executive Team (which is now roughly half women for the first time in organizational history).
- Establishing an Outdoor Equity Fund.
- Supporting a Diversity in Conservation internship program to connect historically underrepresented undergraduates to Wisconsin's conservation field.
- Environmental and Social safeguards Framework implementation.
- Being intentional about grantmaking to BIPOC led groups, and providing funding specifically for DEIJ initiatives that our grantees are engaged in.
- Using Healthy Country Planning for most of the plans we facilitate which means treating people as part of the system rather than as beneficiaries.
- Upskilling ourselves to improve our understanding of diversity and inclusion and techniques to support inclusion so we can apply those internally and externally.
- Building DEIJ into our organisational version of the Conservation Standards (Conservation by Design).

Find further details in the complete survey responses ([Annex 1](#)).

Barriers to incorporating DEIJ

Respondents identified many barriers to incorporating DEIJ into their organization's conservation practice including; capacity of partners, lack of comfort and familiarity with the topic(s), the structure of patriarchy in the conservation sector, lack of representative voices, and lack of resources (money, staff, time). Here's a selection of comments from respondents about the barriers they face:

- Understanding how we have caused harm in the past; being willing to slow down our work so that we can co-create solutions with affected communities. It would be helpful to have good examples to show leadership the benefits.
- Lack of familiarity and comfort (or lack of experience) that makes folks unsure if they are "doing it right". Examples to follow have been helpful in overcoming these barriers, but the best helper is experience.
- DEIJ is said to be important by most if not all of our staff, but seems to always be on the "back burner" compared to other tasks.
- Overall patriarchy in society. White men being at the top of the organisation not really putting those issues as priority (or only in official texts but not in practice). Cultural norms are a challenge in some countries where we work.
- Time, and our own learning journey.
- Maintaining the bottom line, keeping the business alive.
- Funding is a major barrier.
- Not enough diverse voices in the room.
- We don't have a set policy; we don't have a generalized practice - each program can decide how it will incorporate DEIJ into the projects they support; there is variability among program teams.

Find further details in the complete survey responses ([Annex 1](#)).

Gaps in Organization's Current DEIJ Approach

Respondents identified several gaps in their organization's current DEIJ approach including; appropriate staff or funding, capacity and organizational expertise in DEIJ, connections and relationships with more diverse communities, client expectations, and tools and guidance on the topic(s). Find a selected set of comments below:

- Having connections and making the time to grow the relationships with more diverse communities. There are also blind spots in our methodology to incorporate DEIJ into our planning.
- Consistency of application across our programs and projects...Following through with "enforcement" of guidance that is available that instructs how to incorporate DEIJ concepts into our planning framework.
- Funding for DEIJ programming; capacity for all staff and board to work on DEIJ (or at least, direction that it be a priority); a roadmap for our organization; we've made progress on trainings, but that is still a gap.
- having a dedicated staff member and budget to drive DEIJ
- Specific tools for each step in the Conservation Standards.
- Indicators and monitoring methods in and on projects so we know whether it's working or not.
- I think we need a common agenda , more detailed guidance and metrics to incorporate DEIJ meaningfully into conservation practices
- Tools to support this and examples of what it looks like in practice; Coaches/mentors with skills and expertise in this space to support teams

Find further details in the complete survey responses ([Annex 1](#)).

Commitment of Leadership

Respondents were asked if their organization's leadership is committed to incorporating DEIJ into conservation practice. All responses indicate a commitment from leadership, but many individuals recognize that moving from theory to practice has been difficult and slow moving.

Selected responses below:

- Yes, very committed and TNC has done a good job of this internationally. Now it is time to step up in the US.
- Yes, very publicly vocal about support for these efforts, and supportive of staff efforts to get more experience and training in the concepts to help increase the incorporation of these concepts throughout our work.
- Yes, we work primarily with Indigenous communities and I think this helps keep DEIJ front of mind for conservation practice for us.
- In theory yes they are. In practice, it's still difficult to implement.
- There is commitment but it is moving slowly. To do it well in the projects we work in we need to have a more diverse workforce and create a safe space for diverse voices to guide us.
- Yes; the recent increase in representation of women and people of color at the senior management level (including our new CEO and chief scientist), as well as the creation of DEI positions at several levels of the organization. There are multiple Employee

Resource Groups focused on people who identify as members of various vulnerable communities. There are periodic webinars and trainings to increase knowledge and awareness of systemic racism and to elevate awareness of other groups that have faced discrimination.

Find further details in the complete survey responses ([Annex 1](#)).

Perceived Benefits of Incorporating DEIJ

We asked survey participants to share their personal opinion on the benefits of incorporating DEIJ into their conservation work. Here's a curated summary of responses:

- More inclusive work, better outcomes, more collaboration, allies for conservation, and us for their communities
- Es muy importante que en la gestión de las áreas protegidas se realice involucrando a todas las personas que somos parte de la sociedad, ya que la diversidad de miradas asegura una buena conservación de estos espacios.
 - Translation: It is very important that the management of protected areas is carried out with the involvement of all the people who are part of society, since the diversity of views ensures a good conservation of these spaces.
- Stronger social outcomes, and therefore stronger environmental outcomes.
- Helps the organization manage their risks effectively.
- Ensuring DEIJ lifts up all of us, makes everyone better. We are all narrators of a single story and that story must be one of love.
- Personally by working with people who might seem different from me, I have gained new ways of understanding issues and finding creative solutions together.
- I think DEIJ is essential for systemic changes for conservation impact.
- More effective and just conservation, and more effective and fulfilling workplace.
- There are proven benefits of having more diversity in contributing to the durability of conservation outcomes. The conservation community needs to be better at incorporating diverse voices in project planning and implementation.

Find further details in the complete survey responses ([Annex 1](#)).

Next steps

We asked survey respondents to indicate their interest in presenting the lessons learned through their organization's DEIJ approach or share any products with CMP and the

Conservation Coaches Network. We also asked respondents to let us know if they would like to be involved in the CMP DEIJ learning initiative. See responses in Table 2.

The CMP DEIJ core team aims to reach out to these contacts to:

1. Ramp up work on the CMP DEIJ learning initiative, hold regular meetings, and begin developing a DEIJ strategic plan for CMP.
2. Create a webinar series where lessons and examples from interested respondents are shared with the CMP and CCNet communities.

The CMP DEIJ learning initiative will set up a draft strategic plan based on the responses from the community on what they'd like to see as outcomes of our learning initiative. See some illustrative responses below (detailed responses can be found in [Annex 1](#)):

- **Examples/case studies** of how organizations have implemented or incorporated DEIJ into their conservation work
- **Practical guidance** for integrating DEIJ into organizations
- A **DEIJ toolkit** for the Conservation Standards
- **Revising** of the **Conservation Standards** to incorporate equity throughout the Standards
- **Trainings** to upskill practitioners and coaches to apply DEIJ components of the CS
- Increase in **partnerships** and **connections** with underrepresented communities

Table 2. List of contacts

Name	Organization	Contact Information	Contact for:	
			Lessons to share	Interested in joining Initiative
Joshua Royte	The Nature Conservancy	jroyte@tnc.org	X	X
Terri Schulz	The Nature Conservancy	tschulz@tnc.org	X	X
Isla Troncosa	CONAF	isla.troncoso@conaf.cl	X	X
Caitlin Williamson	Natural Resources Foundation of Wisconsin	caitlin.williamson@wisconservation.org	X	
Diane Detoef	WCS	ddetoef@wcs.org	X	X
Cristina Lasch	The Nature Conservancy	clasch@tnc.org	X	X
Vance Russell		vance.russell@outlook.com	X	

Juana Figueroa	The Nature Conservancy	Juana.figueroa@tnc.org	X	
Natalie Holland	The Nature Conservancy	nholland@tnc.org	X	
David Wilkie	WCS	dwilkie@wcs.org	X	
Wendy Fulks	The Nature Conservancy	wfulks@tnc.org	X	
Meera Bhat	TNC Director of Equitable Conservation (global)	meera.bhat@tnc.org	X	
N'GORAN KouamÃ© Paul	WWF Cameroon	PNgoran@wwfcam.org		X
Elizabeth Motolinia	Environmental Incentives	emotolinia@enviroincentives.com		X
Saras Kumar	Conservation Management	skumar@conservationmanagement.com.au		X
Alex Quintero	Re:wild	aquintero@rewild.org		X
Juana Figueroa	The Nature Conservancy	juana.figueroa@tnc.org		X
Natalie Holland	The Nature Conservancy	nholland@tnc.org		X
Claire Relton	Durrell	claire.relton@durrell.org		X
Paulina Arroyo	Moore Foundation	paulina.arroyo@moore.org		X

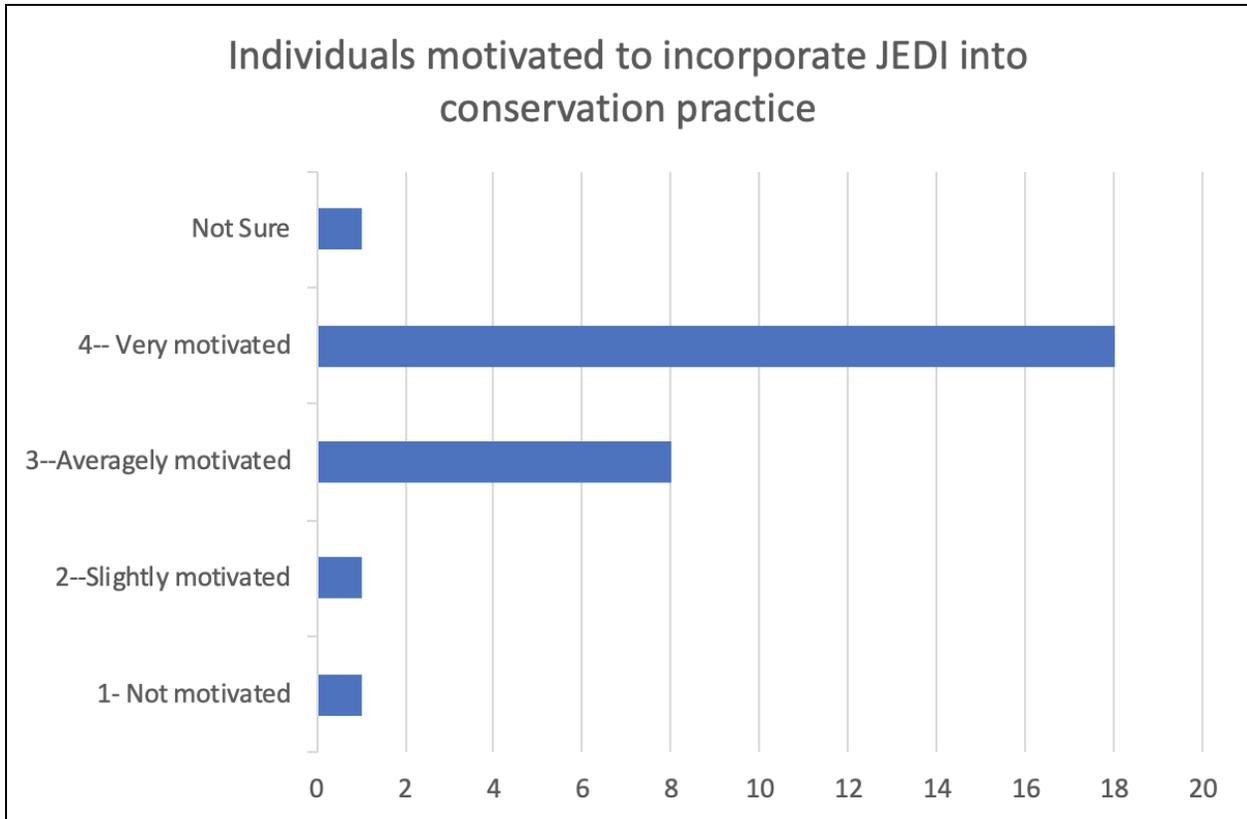
Annex 1. Survey Responses

Below, we've pulled together survey responses and, where relevant, have organized responses by theme. The "raw data" are available in Google Sheet format [here](#).

What organization do you work for?

- Conservation Management (2)
- Environmental Incentives (1)
- Gordon and Betty Moore Foundation (1)
- The Keith Campbell Foundation for the Environment (1)
- The Nature Conservancy (9)
- Puget Sound Partnership (1)
- Wildlife Conservation Society (2)
- WWF (1)
- WWF Cameroon (1)
- Biohabitats (1)
- CCNet (1)
- CONAF (1)
- Nature and Culture International (1)
- Natural Resources Foundation of Wisconsin (1)
- Pronatura Noroeste AC (1)
- Re:wild (1)
- Sustainability advisory (1)
- VR Conservation Collective (1)

On a scale from 1-4, with 4 being the most motivated, how motivated is your organization about tackling JEDI in conservation practice?

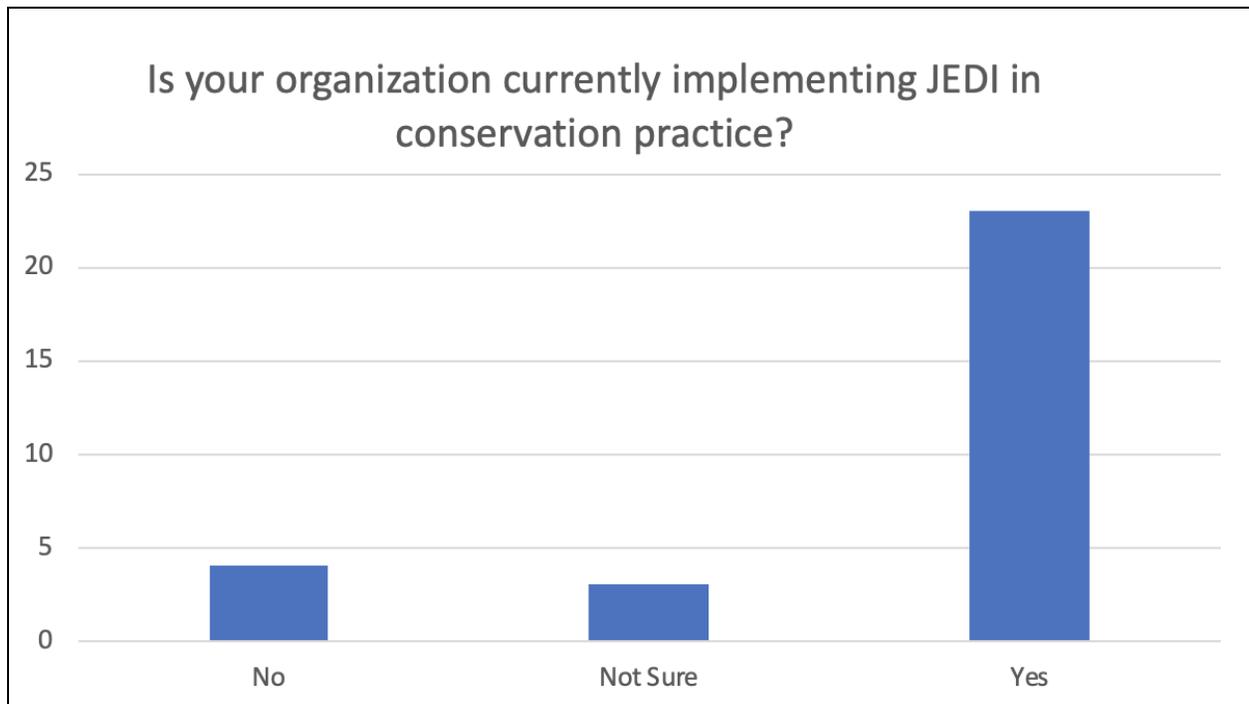


Please add any additional comments on the above ratings.

- We have already taken some good strides in work on our own and with a consultant
- TNC as a whole has an Equitable Conservation global initiative to provide assistance. In Colorado 80% of staff volunteered to create a DEI Action Plan for all our work.
- There are many policies like Fraud and Corruption, Respect in the Workplace, WWF values, etc.
- Estamos trabajando con los estándares de la lista verde de la UICN, también tenemos un decálogo de gestión con enfoque de género en la gestión del SNASPE, estamos organizando el Primer encuentro de Mujeres Guardaparques de Latinoamérica y CONAF tiene una Declaración de principio para la inclusión, igualdad y no discriminación.
 - Translation: We are working with the standards of the IUCN green list, we also have a gender management decalogue in the management of the SNASPE, we are organizing the First Meeting of Women Park Rangers of Latin America and CONAF has a Declaration of principle for inclusion, equality and non-discrimination.
- Our organization has increase the training and programming for current staff and added new full time positions to help facilitate the incorporation of JEDI concepts in our work.

- Interest and motivation very strong- implementation is more difficult
- The goal has been articulated and it is a solid company value. Sometimes the opportunities are hard to come by.
- I perceive a high interest, although staff struggle sometimes for pragmatic ways to do this
- Its not been discussed specifically as of yet, but there is general support.
- I think we need to learn to incorporate JEDI into conservation practice in a meaningful way to achieve the impact we want.
- Answers would vary within different parts of the organisation - I think there are some parts of the organisation very motivated and interested in incorporating JEDI, and other parts of the organisation where it may be more challenging - so hard to answer.
- I find it difficult to answer for the whole organisation, but I know my team is very motivated and interested.
- WCS takes a rights-based approach to conservation because we believe it is just and results in the most durable and equitable conservation outcomes.
- Apenas estamos incorporando el tema de igualdad en nuestras agendas.
 - Translation: We are just beginning to incorporate the issue of equality into our agendas.
- my organization is not aware of the approach but I am.
- I'd say there is clear and strong interest and motivation at the top of the organization, and mixed levels of interest and motivation among business units
- We have begun to explore this topic in the last 1.5 years so it is still too early to gauge what results we will have.

Is your organization currently implementing JEDI in conservation?



Optional: Provide additional comments on the answer to the previous question.

- JEDI is not implemented as a whole concept, but we can find all aspects of JEDI in the available policies that are implemented.
- While we do incorporate some JEDI work into our client work, it is not to the degree that we aspire to.
- Not a specifically articulated outcome of our conservation planning.
- I think we are integrating JEDI at different levels/different departments, but there is no overarching policy/systems to determine how we can act/respond as an organisation.

What is your organization doing to incorporate JEDI into conservation practices?

- Building relationships and collaborating on projects with Maine's indigenous peoples
- TNC as a whole has an Equitable Conservation global initiative to provide assistance. In Colorado 80% of staff volunteered to create a DEI Action Plan for all our work.
- Making sure climate is a leading topic, but just transition does not fall behind.
- Series of responses:
 - Decálogo de participación
 - Marco de Acción para la participación

- Decálogo para la incorporación del enfoque de género en la gestión y participación de áreas protegidas.
- Declaración de principios de CONAF respecto a la inclusión, equidad y no discriminación
- Programa de accesibilidad universal e inclusión social en áreas protegidas"
- Translation:
 - Participation Decalogue
 - Framework of Action for participation
 - Decalogue for the incorporation of the gender approach in the management and participation of protected areas.
 - CONAF's declaration of principles regarding inclusion, equity and non-discrimination.
 - Program for universal accessibility and social inclusion in protected areas".
- Our organization has huge movement of gender, equity, diversity, and inclusion (GEDI). We are trying to incorporate this approaches to the our daily work and projects implemented communities
- Working groups that include close partners with expertise and experience with JEDI concepts help in the development of our plans through their participation in workshops and in reviewing documents to infuse them with JEDI concepts.
- Human Rights guidelines and gender guidance published and shared with staff; hiring more diverse staff; new annual staff survey to identify diversity and inclusion issues; Executive Team is roughly half women for the first time in organizational history.
- DEIJ is embedded throughout our new strategic plan; we launched a DEI Committee with staff, board, and partners; established a DEIJ Community of Practice with more than 100 of our peer conservation groups in Wisconsin; we are in preliminary conversations of establishing an Outdoor Equity Fund; we launched a Diversity in Conservation internship program to connect historically underrepresented undergrads to Wisconsin's conservation field; and more.
- including JEDI as core value in enterprise plan, including JEDI as agenda for team meetings
- Trainings on JEDI issues, Gender and minorities assessment and action plan, measures to reduce inequalities: encouraging women & minorities to apply to jobs and participate to project, specifically targeting them, working with organization specialized in JEDI for advice on how to incorporate JEDI.
- Environmental and Social safeguards Framework implementation
- Being intentional about grantmaking to BIPOC led groups, providing funding specifically for JEDI initiatives that our grantees are engaged in
- We incorporate community outreach into management goals and conservation planning when we can. Social equity is sometimes included in suitability analyses for identifying

conservation opportunities. We encourage volunteer work with organizations that pursue JEDI objectives.

- Different working groups have been working to better incorporate JEDI into Conservation by Design, and individuals are incorporating JEDI in various degrees and ways into their ongoing work, into how job selection happens, etc.
- Series of responses:
 - 1. We use Healthy Country Planning for most of the plans we facilitate which means treating people as part of the system rather than as beneficiaries. Stakeholder analysis is conducted at the start to think about who is affected and how they will be engaged.
 - 2. We incorporate FPIC in our planning. If the plan is offered by government/NGO/company to a First Nations Group we use the pre-planning to explain the process and get their consent to use it.
 - 3. We are upskilling ourselves to improve our understanding of diversity and inclusion and techniques to support inclusion so we can apply those internally and externally.
 - 4. We have adopted some measures from the Sustainable Development Goals so we can track our progress.
 - 5. Improving Conservation Management's own diversity through recruitment of new staff.
- Addressing JEDI in reports, equitable hiring, incorporating into conceptual models, other planning, and implementation
- JEDI is part of the organization values and principles, our BU incorporates it through its Voice Chose and Action framework to work with Indigenous Communities and local people. We also are designing an agenda for our local Women In Nature committee, and our staff is participating in the design of a guide to incorporate gender into conservation practices.
- Building JEDI into our organisational version of the Conservation Standards (Conservation by Design). Communities of Practice to share case studies and examples of JEDI work (eg Gender and Equity advisors and networks across the organisation). Some teams and individuals are directly incorporating elements of JEDI into conservation planning and work.
- WCS takes a rights-based approach to conservation. We incorporate social safeguards into all our work. We believe that FPIC applies to all externally proposed conservation actions. Purposefully almost all our field staff are host country nationals many of our local staff are from the communities we partner with. We seek to ensure gender equity in our hiring practices.
- developing guidance and tools that support incorporating equity at several steps of Conservation by Design 2.x

- We have a Women in Fire Prescribed Fire Training program (WTREX) that's supporting female firefighters, and working to make the US fire management workforce more inclusive. Mary Huffman leads a "Beginners Working Group" to support staff and partners in engaging US Indigenous peoples in fire work. We provide a number of JEDI learning opportunities to >100 members of the fire networks. We supported an effort in central WA to learn about engaging Latinx community members in preparing for wildfire.
- We support projects (via grantmaking) that focus on collaboration with Indigenous peoples and management of their territories (land and water).

What are the primary barriers for your organization to incorporate JEDI into conservation practices?

- Capacity of our indigenous partners, connections with other diverse communities.
- Understanding how we have caused harm in the past; being willing to slow down our work so that we can co-create solutions with affected communities. Would also be helpful to have good examples to show leadership the benefits.
- The climate emergency. People want to focus on climate!
- Los cambios culturales que se deben realizar , son lentos.
- lack of knowledge for local communities
- Lack of familiarity and comfort (or lack of experience) that makes folks unsure if they are "doing it right". Examples to follow have been helpful in overcoming these barriers, but the best helper is experience.
- Decentralized organization where cultural change is slow
- DEI/J is said to be important by most if not all of our staff, but seems to always be on the "back burner" compared to other tasks. There is still quite a bit of board uncertainty regarding DEI/J. We have a need to create a solid roadmap for how to integrate DEI/J into our work, but have not had capacity to create that. And there is a general uncertainty among staff in how to move forward or begin.
- time as a small business to learn
- Overall patriarchy in society. White men being at top of organisation not really putting those issues as priority (or only in official texts but not in practice). Cultural norms for some countries where we work.
- Time, and our own learning journey
- Maintaining the bottom line, keeping the business alive.
- Recommendations are often very theoretical, or seem daunting to some staff (perceived as having to do a lot of extra work)
- Funding is a major one. Internally, we would like to do more on this but don't make much on our jobs and so don't have much extra resources to developing JEDI internally. Most tools are built as part of paid projects. For the projects we facilitate the funding body places requirements on deliverables which means that the time to apply

JEDI to every step is not there. We make it compulsory that a Nation must have the choice about whether to use HCP and/or Conservation Management.

- Not enough voices from the JEDI community
- I think there is still a lot to learn about .
- lack of organisational support and training on how to incorporate; cultural change to have equity central in our conservation work; change of mental models for some staff on the value and need to incorporate equity;
- Understanding what JEDI is in particular equity and how to apply it conservation context.
- Conservation not perceived as a career. Reconciling western views of JEDI with community norms in some places.
- knowledge and skills in social science and equity are limiting across the organization
- We are lacking a strategic framework and plan.
- We don't have a set policy; we don't have a generalized practice - each program can decide how it will incorporate JEDI into the projects they support; there is variability among program teams.

What are the gaps in your organization's approach to incorporating JEDI into conservation practices?

- Having connections and making the time to grow the relationships with more diverse communities. There are also blind spots in our methodology to incorporate JEDI into our planning
- capacity and expertise within the organization.
- The client :)
- Cambios en la administraci3n que generan cambio en la priorizaci3n de los temas.
- Consistency of application across our programs and projects...Following through with "enforcement" of guidance that is available that instructs how to incorporate JEDI concepts into our planning framework.
- Funding for DEIJ programming; capacity for all staff and board to work on DEIJ (or at least, direction that it be a priority); a roadmap for our organization; we've made progress on trainings, but that is still a gap.
- having a dedicated staff member and budget to drive JEDI
- Putting theory into practice.
- Staff training
- I think that internally we are aligned with upholding JEDI objectives; no internal gaps.
- Practical ways to show how we can each do better, where we are, to mainstream JEDI, versus thiking "oh no! Now I need to do this also, on top of everything else"
- Series of responses:

- 1. Specific tools for each step in the Conservation Standards.
- 2. Indicators and monitoring methods in and on projects so we know whether it's working or not.
- Ideas and capacity for going deeper, e.g., further incorporating JEDI approaches into my work
- I think we need a common agenda , more detailed guidance and metrics to incorporate JEDI meaningfully into conservation practices
- Tools to support this and examples of what it looks like in practice; Coaches/mentors with skills and expertise in this space to support teams
- Consistent and shared common understanding of what is meant by any of the terms in JEDI especially Justice and Equity. Having the skills and capacity to incorporate equity and justice into their work, staff are looking for how to. It's early in the journey and so it really is figuring out what this means for us in our conservation work what skills and capacities we need to build to execute on it.
- Not enough trained staff to provide regular refresher training of field staff on JEDI principles and best practices.
- historically and to a somewhat lesser extent currently we don't fully consider the potential impacts of our conservation actions on vulnerable communities
- Our ability to know if we're making progress
- There are still some knowledge gaps among staff; we don't have enough data from partners on what their capacity building needs are; we still struggle to identify how JEDI can be measured and its how it contributes to conservation and sustainable development outcomes.

Are there JEDI practices that you are aware of and would like your organization to be implementing but are not?

- Could be, don't know what I don't know
- not sure. We are just starting to determine what we should do.
- Many!
- no, but I'm sure there is lots we could incorporate. We don't know what we don't know!
- Board diversity
- I think sometimes we are caught in cycles that require systemic change. For example, we want to reach a broader diversity of employees/consultants, but our job expectations or formal/legal requirements by design exclude some people who have not had a specific type of education (for example, who speak/write English), or people who can bear the costs of insurance costs (because we require this in many instances to lower our own risk). For example, I would like to see our organization do a review of job descriptions, contract and grants templates, with an equity and inclusion lense, and

strip these to the bones of what is absolutely necessary, and what is getting in the way of equity/inclusion. And then to ask ourselves if our systems and procedures enable a more diverse work/collaboration environment.

- There is still an imbalance of power which affects some of our work and while there is some awareness about this, it's not managed to the level needed.
- I would love to learn about successful JEDI practices that my organization could implement
- Hmm not sure we can be aware of unknown-unknowns. If we are aware of a practice, a better question is what is the barrier to deployment.
- comprehensive assessment of interested parties
- Don't have enough knowledge on broadly used JEDI practices.

Is your organization's leadership committed to incorporating JEDI in conservation practice? If so, how? If not, why?

- Yes, very committed and TNC has done a good job of this internationally. Now it is time to step up in the US.
- Si, pero el trabajo es incipiente
- Yes, very publicly vocal about support for these efforts, and supportive of staff efforts to get more experience and training in the concepts to help increase the incorporation of these concepts throughout our work.
- Yes, our executive director has supported it being a priority in our strategic plan, has voiced commitment to the work, and participates on our DEI Committee.
- Yes, we work primarily with Indigenous communities and I think this helps keep JEDI front of mind for conservation practice for us
- In theory yes they are. In practice, still difficult to implement.
- Absolutely. We pursue projects that incorporate JEDI into project goals. In addition to analytical techniques we contribute to and facilitate community meetings where a project outcome can be influenced by community input, e.g., amenities at Carpio-Sanguinette Park.
- Yes. Communications from senior leaders do mention this as an important aspect to our work, and we are encouraged to learn more and advance the incorporation of JEDI in our work.
- It is but is moving slowly. To do it well in the projects we work in we need to have a more diverse workforce and create a safe space for diverse voices to guide us.
- It is committed , but I still need to learn more about its commitment and how it attempts to meaningfully incorporate JEDI into conservation practice.
- It seems to be committed to an extent and have appointed staff specifically to consider JEDI in our conservation work.
- Yes. We have a DEI person in WCS leadership and DEI is part of our corporate values.

- Yes; recent increase in representation of women and people of color at the senior management level (including our new CEO and chief scientist), as well as the creation of DEI positions at several levels of the organization. Multiple Employee Resource Groups focused on people who identify as members of various vulnerable communities. Periodic webinars and trainings to increase knowledge and awareness of systemic racism and to elevate awareness of other groups that have faced discrimination.
- Yes, the director of the North America Fire program supports our JEDI work with funding and encouragement. It's in my work objectives.
- Yes, we have begun an internal process of reflection and initial action.

What do you personally see as the benefits of incorporating JEDI into your work?

- More inclusive work, better outcomes, more collaboration, allies for conservation and us for their communities
- it is the right thing to do, so is a way for us to live our values. I find it rewarding to create solutions to conservation challenges.
- Not create a problem by solving a problem
- Es muy importante que en la gestión de la Áreas protegidas se realice involucrando a todas las personas que somos parte de la sociedad, ya que la diversidad de miradas asegura una buena conservación de estos espacios.
- Our society has big gap on education between sexes.
- There is an ethical imperative to "do better" and JEDI concepts are tools that show us some shortcomings that need to be addressed. What "got us here" with conservation efforts wont get us where we need to go, and the evolution of our process needs to be driven by and or infused with JEDI concepts. In doing so, we can better serve those who have the most to gain from our conservation efforts.
- I think it's inherently important that JEDI be incorporated into all aspects of work, especially in the conservation space where it hasn't been for too long. It's incredibly valuable to bring in different perspectives - and it's resulting in rethinking what conservations is, what it means, and how it works.
- stronger social outcomes, and therefore stronger environmental outcomes
- Everything will work better.
- Helps the organization manage their risks effectively
- Raising our own awareness, funding organizations that are working more directly with communities
- Ensuring justice, equity, diversity, and inclusion lifts up all of us, makes everyone better. We are all narrators of a single story and that story must be one of love.

- "If we raise consciousness about things we can do better in regards to JEDI, and work with others to change it, the collective consciousness changes and gets us all to a better place. I think this causes a positive ripple effect.
- Personally by working with people who might seem different from me, I have gained new ways of understanding issues and finding creative solutions together. Others have helped me widen my mental boundaries, learn new things and this helps me approach my work with a more comprehensive and empathic perspective, and it brings me joy. "
- It's the right thing to do. I firmly believe that conservation actions and outcomes will be more sustainable if they incorporate JEDI.
- Equitability in conservation is crucial for addressing biodiversity loss and climate change
- I think JEDI is essential for systemic changes for conservation impact.
- "Road to achieving systems change and enduring outcomes;
- A way to understand and connect conservation work with other outcomes"
- Talent is everywhere, opportunity is not. Why would we be more successful by purposefully excluding talented people?
- More effective and just conservation, and more effective and fulfilling work place
- Better fire outcomes for people and nature.
- There are proven benefits of having more diversity in contributing to the durability of conservation outcomes. The conservation community needs to be better at incorporating diverse voices in project planning and implementation.

What would you like to see as outcomes of a CMP working group?

- Examples
 - Good examples of organizations success. We need to know what success looks like.
 - Examples of policy
 - Examples of multi-organizational (sectoral) strategic plans
 - Case studies of projects successfully incorporating JEDI into their work
- Tools & Guidance
 - A JEDI toolkit for the Conservation Standards
 - Clear articulation of methods and tactics for integrating JEDI into CM without diminishing the conservation work.
 - Checklist with backing details for methods to better incorporate JEDI into our work
 - Una hoja de para establecer el JEDI
 - Translation: A sheet for establishing JEDI
 - Clear and concrete solutions that can be implemented
 - Standardized JEDI protocols

- Practical approaches and tools to help practitioners in different parts of the world throughout the life cycle of project management. I sometimes feel that in my organization JEDI discussions focus primarily on issues as perceived in the US, and I would like to see a more open/inclusive discussion of JEDI issues in the realm of conservation, so that we can all learn and improve together.
- Revising of the Conservation Standards to incorporate equity throughout the Standards, and the tools and trainings to upskill practitioners and coaches to apply it.
- Practical guidance for integrating JEDI into organisations
- General guiding principles; suggestions of good practices; learning from others
- Clear strategies and roadmaps for how organizations can integrate JEDI into conservation practice.
- Objectives supported by Strategies for execution
- Best practice guidelines, with use-case examples of where best practices were applied successfully or failed
- Lineamientos claros de cómo impulsar el tema en nuestras organizaciones y agendas de trabajo.
 - Translation: Clear guidelines on how to promote the issue in our organizations and work agendas.
- Training
 - Improved capacities through continuous training and common fundraising to support the promotion and the implementation of the Conservation Standards
 - Revising of the Conservation Standards to incorporate equity throughout the Standards, and the tools and trainings to upskill practitioners and coaches to apply it.
- Community & Sharing
 - Increase in partnerships and connections with underrepresented communities,
 - Call to action for member groups at the conclusion of the working group, along with an interval (6months, 1 year, etc.) check-in to see how groups are doing on their journey (this could even be an automated survey sent at regular intervals, so groups could evaluate their efforts going forward.)
 - a new wave of engagement for outsiders
 - Real integration of JEDI into small to large conservation organizations
 - sharing of tools, guidance and best practices, as well as identification of necessary knowledge and information gaps, related to JEDI in conservation