2019 Diversity, Equity, & Inclusion (DEI) Action Plan

Tides is a philanthropic partner and nonprofit accelerator dedicated to building a world of shared prosperity and social justice. Tides works at the nexus of funders, changemakers, and policy, with extensive impact solutions including philanthropic giving and grantmaking, impact investing, fiscal sponsorship for social ventures, collaborative workspaces, and policy initiatives. Our extensive tools and know-how give our partners the freedom to hit the ground running and drive change faster than they can on their own.

To support our diverse group of partners, we have set a standard for our organization to commit to advancing diversity, equity & inclusion, and living into our values.

The purpose of this DEI Action Plan is to lay the foundation for Tides to fulfill our commitment to advancing diversity, equity and inclusion. This inaugural plan outlines necessary actions, and best practices to help us live into our shared vision of a more equitable and inclusive organizational culture that exemplifies Tides’ values. We will use it to annually review and evaluate our progress. Each year, the plan will be updated by Diversity Equity & Inclusion leader in partnership and consultation with HR Director and Vice President of People & Culture, to identify additional actions to continue advancing the work. By monitoring and tracking our DEI-focused activities, we’ll be better positioned to carry out our mission while intentionally supporting our workforce, and partners. This plan is in alignment with the Tides Strategic Path: Goal 1 – People (see appendix).

PHASE 1: Laying the Groundwork

A major initiative in 2018 was the launch of a People of Culture Task Force (PCTF) which placed explicit focus on our most valuable resource, our people. A primary goal of the PCTF was to engage all Tides Staff and draw from the strength of our wide range of employee perspectives and support a free exchange of ideas with thoughtful consideration of our differences. The sessions were attended by 90% of employees. The PCTF and Tides leadership felt it important to ground the work in some commonly agreed upon definitions of Diversity, Equity, and Inclusion to help future DEI conversations be more clearly understood and productive.
**TIDES' DEI DEFINITIONS**

| DIVERSITY | All the ways in which people differ in relation to one another, including, but not limited to race, gender, age, national origin, self-identification, religion, different abilities, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. At Tides, we want to put intentional focus on groups who have been traditionally marginalized in dominant society:

  // Racial and ethnic groups: Asian Americans and Pacific Islanders, Hispanics/Latinos/Latinas/Latinx, African Americans/Black People, and American Indians and Alaska Natives
  // LGBT populations
  // People with disabilities
  // Women |

| EQUITY | The ongoing practice of recognizing and removal of implicit and explicit barriers and bias within procedures, processes, and distribution of resources in service of a world of shared prosperity and social justice. |

| INCLUSION | The act of creating safe and welcoming environments in which every person can be and feel invited, respected, supported and valued to fully participate. |

**NOTE:** The DEI Team chose this broad definition of “Diversity” borrowing from the definition presented by the D5 coalition. As a team, we agreed that the following D5 framing provided good context to help clarify the term “Diversity”:

  // This is what diversity looks like in the 21st century.
  // The definition encompasses populations that historically have been—and remain —underrepresented and marginalized in philanthropy and broader society.

To be a national leader, organized philanthropy must get in front of diversity, equity, and inclusion issues and do so in a comprehensive way.

A secondary goal was presenting a two-phased approach to embarking on our DEI journey. Phase 1 was completed in April 2019.

**DEI ACTION PLAN**

<table>
<thead>
<tr>
<th>PHASE 1</th>
<th>PHASE 2</th>
</tr>
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<tbody>
<tr>
<td>Define “Diversity,” “Equity,” and “Inclusion”</td>
<td>Complete DEI Action Plan</td>
</tr>
<tr>
<td>Embed DEI in Tides’ Values &amp; Behaviors</td>
<td>Define success indicators/metrics</td>
</tr>
<tr>
<td>Incorporate staff inputs on DEI Action Plan</td>
<td>Internal communications strategy reflecting DEI</td>
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<tr>
<td>Share the Values &amp; Behaviors with Board of Directors</td>
<td>Employee engagement survey with focus on lived experience at Tides</td>
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<tr>
<td></td>
<td>Training/Education</td>
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<td></td>
<td>Build a shared story</td>
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PHASE 2: DEI Action Plan

Phase 2 continues with the release of our first Diversity, Equity, and Inclusion Action Plan (DEI Plan). This plan will help lay the foundation and direction of our DEI efforts. Though Tides has made some progress in this area, we want to apply a more intentional approach to DEI, while measuring the impact of our efforts.

Here are some actions already taken and underway at Tides:

**Diversity**

- Tides Board of Directors is a cross-cultural, cross-generational, cross-sector Board focused on ensure Tides’ success. Composition: 47% women and 53% men; 14% Hispanic/LatinX; 33% Black/African American; 23% Caucasian (white); 36% identify as LGBT
- Tides workforce is comprised of 66% women, 55% people of color, cross-cultural and cross-generational from almost every race, gender identity, life experience, culture, religion, sexual orientation, etc.
- Tides recruitment efforts place intentional focus into diversity, equity & inclusion.
- Employees at all levels were engaged in the initial phase of our People & Culture work
- Tides all-staff meetings seek to lift different voices in the organization

**Equity**

- Tides HR conducted a salary survey to ensure employee pay equity.
- Progressive discipline policy provides multiple opportunities for improvement and to receive support.
- Flexible work arrangements help employees balance work and life.
- We use multiple channels of communication to engage employees.
- Internal career advancement is considered before external recruitment.

**Inclusion**

- Inclusive teams and work groups
- Updated All-Staff meeting format to ensure that all employees have an opportunity to be included
- PCTF has been established and operationalized and taskforce representation includes employees of all levels and across backgrounds and functions.
- PCTF Taskforce engaged all staff for input on our cultural transformation using multiple mediums and fostering staff community.
- We are intentional about the stories we’re sharing externally to ensure we consider DEI
- Prioritize People and Culture work in 2018 workplan/as a strategic priority
- Hiring process involves team not just manager
PHASE 3: Making It Happen – Commitments to Action

We aspire to develop, promote, and sustain a culture and reputation for being an organization grounded in equity that leverages diversity and inclusion in all that we do. Though we intend global change, the primary audience for these initial efforts is Tides employees. We will be looking outward to enhance our understanding, skills, and expertise around DEI, but also looking inward to understand better each other and our respective backgrounds.

The 2018 launch of Tides’ People & Culture Task Force, and a union organizing effort were major catalysts for change. The Task Force had an executive sponsor who became the primary champion, on the executive-level, for Tides’ focus on people. At the end of the process, over 90% of Tides employees collaborated to develop a set of shared values, defined diversity, equity and inclusion with input from Tides’ employee community, and introduced a phased approach to advancing our DEI work.

This was not accomplished without challenges. Now, we are working with full intentionality to advance Diversity, Equity, and Inclusion in the most meaningful ways. We seek to empower each employee to articulate a clear understanding of DEI and their role in advancing the work at Tides.

As we approach phase 2, we felt it important to use what we learned, in phase 1, to draft a thoughtful and actionable DEI plan for Tides Network. To that point, we must make certain commitments to ensure the plan is truly actionable. The following set of goals and areas for actions, are critical to setting a solid foundation for Tides DEI efforts both internally, and externally.

1. Board of Directors Commitment

   The first and most crucial step was gaining commitment from Tides leadership, which includes Tides’ Board of directors, executive leadership team, and directors.

   Our Board is uniquely positioned to advance DEI at Tides. The board has an opportunity to ensure that their service is grounded in equity and inclusion. Below are some ideas for our Board members to support Tides’ progress on DEI. These recommendations were developed by a group of Philanthropy Network members who participated in a year-long peer-group to explore how foundation Trustees and Board members can support progress on DEI. Tides Board is encouraged to explore these options with curiosity and intentionality:

   - **Authorizing environment**: Make DEI an institutional priority; support funding staff and resource diversity, equity, and inclusion efforts adequately, with own independent staff and budget
   - **CEO expectation**: Include performance around DEI as a measure of effectiveness; i.e., our CEO should be expected to prioritize DEI and show progress, such as in grant making, community engagement, hiring, annual attendance to diversity-focused conferences and programming, and vendor selection
   - **Executive hiring**: Mandate to search firms that DEI is a priority in searches; interview diverse candidates; develop strategies to ensure diverse recruitment at executive and non-executive levels; ask all candidates about how they will approach DEI issues
   - **Vendor Selection**: Hire vendors with diverse staff and an explicit commitment to DEI; e.g., fund managers, investment advisors, legal firms, consultants, accounting firms, venues for meetings and events
   - **Investment strategy**: Apply a diversity, equity, and inclusion lens to investment strategies
   - **Evaluation of organizational impact**: Evaluate the effectiveness of your work with a DEI lens; e.g., analyze who is benefiting from your work by collecting and using data that tracks distinct populations (e.g., gender, ability, sexual orientation, race/ethnicity)
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- **Board diversity:** Implement structures that expand entry points for potential Board members, such as committees that create spaces for diverse voices; mentor and develop the leadership of diverse Board members; nominate and appoint diverse candidates as successors to Board chairs

- **Community engagement:** Expand networks through intentional outreach and participation in communities (e.g., site visits, volunteering and being involved in communities served); ask for and act on input from the communities you serve

- **Grants and programs:** Commit resources to explicit DEI work and grants; ask grantees to submit their staff, Board and program DEI profiles and policies as part of the grant application

Each Board member will be encouraged to review the DEI Action Plan outcomes on an annual basis. Tides Board Chair, and Board President or their designee will be encouraged to request reporting on the number of initiatives whose purpose and/or effect is related to advancing DEI at Tides.

### 2. Chief Diversity, Equity and Inclusion Officer

To ensure the goals of Tides DEI plan are met requires the DEI leader must be empowered to engage at all levels of the organization as the primary advocate for the advancement of diversity, equity and inclusion. The DEI lead will help foster a positive and inclusive work environment that supports employees at all levels to ensure a positive work culture for all. The DEI lead will develop and maintain strong working relationship with internal and external stakeholders including, deploying best practices and developing policies with team members.

The DEI lead will act with high emotional intelligence to maintain a keen understanding of the nuances and sensitivities involved in facilitating change at Tides. This change agent needs the authority, and flexibility to advance Tides Diversity, Equity & Inclusion resources across the organization. The primary focus includes:

- Leading the development of DEI initiatives across Tides
- Implementing, monitoring, and reporting on the progress of Tides’ DEI efforts
- Partnering with the Director of Human Resources to remove unconscious bias in business policies and processes
- Studying Tides culture and making recommendations to eliminate any barriers that might block employees from using the full range of their competencies at work
- Making sure the organization remains a safe place regardless of difference
- Working with functional leaders to understand how various identity groups take on social meaning
- Making sure that all Tides employees have access and opportunity to meaningful assignments, mentoring and career growth.
- Designing safe and courageous conversations for Tides employees
- Delivering education and training to enhance employee and manager understanding and experience of DEI
- Building/maintaining an external network with other professionals and thought leaders in the field and conduct ongoing research to advance DEI competence at Tides

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3. Internal Leadership Team Commitment

For the success of Tides’ DEI efforts, management must continue to intentionally focus on Tides employees, and support implementation of a people strategy for the future. The executive, director, and manager levels must be staunch advocates for DEI, and lead by example. It is imperative that they encourage the active participation, of all employees, to promote diversity, equity and inclusion. The Chief Diversity Officer will work with leadership to help grow knowledge and understanding of Diversity, Equity and Inclusion.

To framing leadership participation, I am sharing the following ideas to support progress on DEI. These recommendations are impactful actions that can help advance our efforts in the most productive manner:

- **DEI Action Plan adoption**: Be overt advocates for the work, and lead by example; maintain DEI as an institutional priority supported via executive sponsorship; support the removal of barriers (real or perceived) to dedicating resources to building an equitable and inclusive work culture.

- **Organizational Direction**: Approach long-range strategic planning with clear goals and values reflecting a high-priority focus on diversity, equity, and inclusion, with meaningful targets regularly measured to determine if goals are being met.

- **Organizational Culture**: Foster a culture of open communication and transparency, and enable forums for discussion of diversity, equity, and inclusion; compensate employees competitively through salary, benefits, and other amenities that are culturally sensitive and appeal to a diverse workforce; Prioritize retention and development of a diverse workforce a priority, and hold managers accountable for progress; actively and regularly measure employee satisfaction in a way that promotes candor and fairness. Evaluate the results, and take action for continuous improvement.

- **Staff Development**: Support funding for cultural competency training for all employees, executive and entry-level; participate in internal DEI-focused training and educational programs; support employee participation in DEI-focused programs and events as participants, speakers, moderators and panellists; seek opportunities for thought partnership from the employee base.

- **Vendor Selection**: Seek vendors with diverse staff and an explicit commitment to DEI; support development of a non-exhaustive list of diverse vendors including but not limited to catering, awards, travel, entertainment, videographers etc.

4. Staff Commitment

A firm leadership commitment includes a commitment to our employees. As we advance our DEI work in a meaningful way, we will create trust and safety by engaging with employees, and ensure that we nurtured our talent, rather than losing them to a more desirable organizational culture.

Staff is encouraged to take advantage of opportunities to fully engage in the work. The work should be developed and led by the Chief Diversity Officer, in partnership with the rest of the employee base. As a community, Tides can foster a supportive work environment that values all cultures, and where employees at every level of the organization feel engaged, empowered, and a sense of belonging to fully contribute. Below are ideas raised by employees during our People and Culture Taskforce all-staff sessions:

- **Learning & Training**
  Employees expressed a desire ongoing DEI-centric learning opportunity including, but not limited to:
  - Introduction to Diversity, Equity and Inclusion (September 2019)
  - Implicit Bias Training (October 2019)
  - Racial Justice Education
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- Intentional forums for sharing work so we can understand one another’s challenges and opportunities
- Engagement/learning exchanges with other social justice orgs re: DEI
- Tools to help guide individual DEI practices
- Literary reviews

Staff also indicated a desire to address other areas:

- **Work Culture**
  - No work emails on weekends
  - Improve work-life balance
  - Allow make-up holidays for those who must work on holidays
  - Flexible work arrangements (not just full-time)
  - Mandate time away from desk
  - Have a non-SF office for Bay Area people who don’t want to commute

- **Power Sharing**
  - Define equitable power in leadership model – need more broad recruitment (not just by race)
  - Integrate values & behaviors into how we operate so people feel more comfortable making decisions and feel empowered to participate in decision making and are supported in doing that
  - Ensure all employee voices are represented in shaping organizational culture

- **Candor & Transparency**
  - Bring past DEI report for recurring review by DEI Team and VPC and measure up against our current state
  - Practice having more courageous conversations without implicating a person’s humanity
  - More facilitated conversations for sharing and gaining awareness

With this being Tides’ inaugural plan, we will think of this as our year of exploration. Then, we will review and evaluate our progress by monitoring and tracking our activities. This includes reviewing the annual action plan and comparing outcomes from year to year.
APPENDIX

Diversity, Equity, & Inclusion (DEI) Best Practice Approaches

Tides is committed to engaging DEI with intentionality, it will be extremely important that we apply best current practices in each of the key performance areas we define. The following helps us to look at some best practices, key performance indicators, and planning strategies.

A. Organizational Commitment – Commit to fostering a work culture that values the diversity of our employees, and seek to promote equitable, and inclusive policies and practices.

1. Provide cultural competency training for all employees, executive and entry-level.
2. Ensure diversity among top leadership to reflect Tides’ commitment to diversity.
3. Promote diversity from the senior executive level by having a senior executive responsible for leading the diversity, equity, and inclusion efforts.
4. Staff and resource diversity, equity, and inclusion efforts adequately, with own independent staff and budget.

Organizational commitment can be addressed in many ways. When organizations commit to DEI, they also make a commitment to their employees. This helps create trust and safety by engaging with employees in meaningful ways, and ensuring that we nurtured our talent, rather than focusing on what we don’t have.
B. **Work Climate and Culture – Establish Tides as a leader in diversity, equity and inclusion.**
   1. Use our values and VMA to share our business case for diversity and align management and business practices accordingly.

   2. Develop business relationships with diverse communities as a matter of standard practice, including racial justice organizations, and DEI practitioners.

   3. Established and empower Employee Resource Groups (ERG) which act as advocates and resources for cultural competence in the organization.

   4. Establish a diversity-sensitive process for resolving conflicts that emerge around race, culture, ethnicity, gender, or other diversity-related issues.

   5. Foster a culture of open communication and transparency, and enable forums for discussion of diversity, equity, and inclusion.

C. **Learning & Development - Promote opportunities for staff and leadership development to ensure a diverse workforce that is prepared to meet current and future needs.**
   1. Prioritize development of a diverse workforce a priority and hold managers accountable for progress.

   2. Provide developmental planning for all employees including goal setting, coaching, and evaluation.

   3. Regularly assess training needs and provide training equitably to meet current and future workforce needs.

   4. Identify and implement ways to equitably provide opportunities for mentoring, leadership training, and upward mobility programs.

D. **Recruitment - Actively recruit, promote, and retain a diverse workforce that is reflective of the populations we serve.**
   1. Work with HR to forecast workforce needs, set strategic diversity hiring goals and measure progress against them.

   2. Assess policies and processes for potential bias in selection and remove barriers to diversity, equity and inclusion.

   3. Create and seize opportunities to hire strategically and opportunistically from targeted diverse populations.

   4. Actively reach out to diverse populations in our recruitment process through professional networks, online and social media, diversity websites and job Boards to expand our outbound reach.
5. Promote equal opportunity in our selection process through diverse interview/hiring committees, blind screening, cohort hires, and culturally sensitive language in job postings, interview questions, and evaluation criteria.

E. Retention - Take proactive measures to retain Tides’ diverse workforce.

1. Develop an onboarding and new employee orientation process that creates a welcoming atmosphere and includes a briefing on the commitment to diversity, equity, and inclusion.

2. Compensate employees competitively through salary, benefits, and other amenities that are culturally sensitive and appeal to a diverse workforce.

3. Create reward and recognition programs to honor the achievements of all employees that support the mission, contribute to the community, and promote diversity, equity, and inclusion.

4. Actively and regularly measure employee satisfaction in a way that promotes candor and fairness. Evaluate the results and take action for continuous improvement.

5. Conduct exit surveys and interviews and apply feedback to efforts to improve retention.

As we apply this best practice framework to forward our DEI work, we hope to experience living into a culture that demonstrates our commitment to DEI. Outcomes from these efforts will foster a solutions-oriented culture of inclusion. What follows, is actions Tides will take throughout the remainder of 2019 to advance DEI.
Tides’ Vision, Mission & Approach

Our Vision
A world of shared prosperity and social justice, founded on equality and human rights, a sustainable environment, healthy individuals and communities, and quality education.

Our Mission
Tides accelerates the pace of social change, working with innovative partners to solve society’s toughest problems.

Our Approach
We believe that to achieve shared prosperity and social justice, we must take a collaborative, bold approach to the work.

At Tides, we’re dedicated to fostering diversity and inclusion within our workplace. Our employees represent a wide range of backgrounds and beliefs; furthermore, we welcome diversity of thought and experiences. Tides is an organization that builds bridges – between communities, networks, and concepts – and drive to create inclusion in all our work is reflected in the way we shape our team.

Tides exists to bring together people, ideas, and resources to break down barriers to the creation, promotion, and sustainability of a healthy and just society. Therefore, diversity is core to the Tides mission.
## Tides’ Values & Behaviors

<table>
<thead>
<tr>
<th>VALUES</th>
<th>BEHAVIORS</th>
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</table>
| **Respect**                   | - We seek first to understand by listening with curiosity and acting with empathy.  
                               | - We engage in authentic and direct communications to build trust with one another.  
                               | - We have each other’s back by giving and receiving feedback to ensure we’re each set-up with optimal support for success.  
                               | - We give ourselves and others the grace to learn and grow.   |
| **Accountability**            | - We do what we say we will do to act with integrity in service of our mission.  
                               | - We take ownership of our actions, decisions, and impact, including areas that we need to improve.  
                               | - We are mindful of our words and tone, understanding intent is different from impact.  
                               | - We discuss and mutually agree on who owns responsibility to clarify roles and streamline work.   |
| **Creativity**                | - We are change-seekers who innovate ideas to generate transformative outcomes and lead social change.  
                               | - We dare to embrace risk and challenge the status quo to advance our field.  
                               | - We stay curious, often finding answers in unconventional places in collaboration with those we serve.  
                               | - We are realistic about what we don’t know to remain open to new points of view.   |
| **Equity**                    | - We level the playing field by equipping people with the skills, knowledge, and power to be successful.  
                               | - We cultivate a diverse network and team to represent and serve those whose lives are most affected by injustice.  
                               | - We continuously evaluate our policies and practices to identify and remove root causes of inequity at institutional and structural levels.   |
| **Empowerment**              | - We build and share power by ensuring that people have input on decisions that affect their jobs before decisions are made.  
                               | - We collaborate because we believe in each other’s capabilities and expertise in service of our mission.  
                               | - We encourage and promote a safe work environment to ensure differences are valued, respected, and able to thrive at Tides.   |
Goal 1 - People
Develop and implement an updated “people strategy” that accelerates Tides’ impact.
Articulate and demonstrate our value proposition to our staff, clients, and the field.

2019 Focus Area:
Be the employer of choice for people who connect with the Tides VMA

2019 Outcome:
We can more effectively be of service to others and be a part of something bigger than ourselves through living an ethos of service leadership and bringing humanity to every table

Strategic Activities

- Develop, promote, and sustain a culture and reputation for being an organization that is grounded in equity, and leverages diversity and inclusion in all that we do; and define and operationalize values & behaviors that align with Tides’ vision, mission and approach.
  - Ashley Rostinelli
  - Erwin Acero

- Conduct compensation analysis, including a job analysis to ensure job descriptions are accurate and up to date; and create a new performance management system.
  - Ashley Rostinelli

- Improve and enhance internal communications efforts across the organization, including coordination between ET and DT using effective and harmonious Change Management.
  - Lisa Ellis

- Design Tides’ executive structure.
  - Board Executive Search Leads

- Oversee, design, and execute on Union process to reach final union vote.
  - Sunanda Jain

Tides Values & Behaviors

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<tr>
<th>Respect</th>
<th>Accountability</th>
<th>Creativity</th>
<th>Equity</th>
<th>Empowerment</th>
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<tr>
<td>A feeling of high regard and/or admiration for someone or something</td>
<td>An obligation or willingness to account for ourselves and each other</td>
<td>The use of imagination or original ideas to create something: inventiveness</td>
<td>The ongoing practice of recognizing and removal of implicit and explicit barriers and bias within procedures, processes, and distribution of resources</td>
<td>Authority or power given to someone to do something; the process of becoming stronger and more confident</td>
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### Tides Network

#### Board of Directors Diversity Analysis

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<th>Gender Tides Directors</th>
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#### Total Gender

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<th>% of US Population*</th>
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#### Total Ethnicity

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<th>% of US Population**</th>
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#### Total Geography

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<th>% of US Population***</th>
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