

EXHIBIT 4. INSTITUTIONAL SUPPORT FRAMEWORK

SHARED VISION

- Clear vision for DEI and its connection to BHC's and TCE's mission
- Clear frameworks and shared language to advance DEI
- Understanding & buy-in across multiple levels of the organization
- Shared analysis about DEI and the larger context of barriers to advancing Health Equity and Health Justice for California's communities.

AUTHORIZING ENVIRONMENT

- Engagement of top-level leaders
- Explicit commitment to DEI in formal documentation and dedicated DEI resources
- Clear measurable organizational DEI goals
- Supportive foundation culture for engaging in DEI work
- Clear lines of accountability to community constituencies for advancing DEI priorities

POLICIES & STRUCTURES

- Policies and processes to promote diversity among board, staff, investment advisors, vendors, grantees, etc.
- Policies and guidance to promote equity and inclusion in Foundation programming and operations
- Examination of potential bias in established policies and processes
- Capacity to track, benchmark, and analyze DEI data

STAFF PRACTICE

- Sense of personal connection with TCE DEI vision & values
- Availability of organizational resources for personal development
- Clarity around specific operationalization of DEI within defined job responsibilities
- Connection to community of practice/relationships to explore, engage, and deepen DEI understanding & skills