

Annual Report

2022

THE  
**FAMILIES &  
WORKERS**  
FUND





# Building a more equitable economy that uplifts all.



## Our Vision

The Families and Workers Fund (FWF) was born in the earliest days of the COVID-19 pandemic to address massive hardships facing families and workers. We believe the United States is experiencing an extraordinary opening to advance economic security, opportunity, and mobility – especially for those locked out of the country’s prosperity. That founding experience is in our DNA today. We are designed to help philanthropy deliver urgent, collective action to sustain and uplift people and work in ways that leverage and complement public funding.

We are excited to build upon and explore new frontiers in our work in our two impact areas: 21st Century Benefits: Equitable, Accessible Public Benefits and Recover Up: Jobs that Sustain and Uplift. Our grantmaking is impacting the lives

of millions of people in our country by bolstering the public benefits safety net, increasing equitable access to good jobs, and coordinating philanthropy around the complex, urgent issues facing working people and families in the U.S. today.

Making this moment count requires all of us to work together to leverage fast-emerging opportunities to advance impact strategically. We invite you to join us in celebrating our successes, exploring our learnings and challenges, and planning together for what’s ahead.


 Alexis, Christian, Jenny, Rachel, sumaq, Tyonka, & YK  
The Families and Workers Fund Staff

Table of

# Contents

## Welcome

Our Vision	00
From Co-Chairs & Executive Director	02
2022 At A Glance	04
2022 Recover Up Grantees Impacts	08
2022 21st Century Grantees Impacts	10
2022 A Watershed Year	12

## Our Work

El Poder de La Experiencia Vivida	14
21st Century Benefits	18
Recover Up	20
Retos & Oportunidades en la Construccion	22
Powering Clean Energy & Infrastructure	26
A New Role For Government	28

## About Us

Our Team	30
Our Values	32
Our Financials	34

Featuring photographs by Arlene Mejorado.

Arlene is a first-generation, transnational lens-based artist from Los Angeles, California. Arlene brought her documentary and storytelling practices to uplift the stories of our grantee partners and Essential Leader Council members.

Learn more about Arlene at [amejorado.com](http://amejorado.com)



A Few Words from

# The Co-Chairs & Executive Director



Championing workers and families has, and will always be, our guiding light.

We initially co-founded the Families and Workers Fund to help philanthropy come together and alleviate some of the extraordinary financial and economic pain COVID-19 caused for workers and families. Since then, we have shifted from emergency response to job creation. The United States has a once-in-a-generation opportunity to change how we value work, to not only define but deliver on the building blocks of a good job, and to ensure every family can work and live with dignity.

We have also grown into the largest pooled fund working on catalyzing good jobs for all. Today, we are a more than \$65 million fund backed by more than 40 funders, with 25 actively working together to shape a collective impact strategy. Since its inception in 2020, the Fund has impacted more than

1.48 million people, leveraged more than \$15 billion in funding outside of philanthropy to improve work for working people, and deployed nearly \$31 million in grants. Just as important as any number is our Essential Leaders Council, made up of frontline workers and people living in or near poverty who have brought their experience and expertise to the table to inform strategy and shape millions of dollars in our grantmaking. Taken together, these efforts demonstrate an inclusive, collaborative, and effective way for philanthropy to meet the challenges our current times present.

Today we have a chance to help workers and families build an economy that uplifts all. We look forward to learning with you as we work toward this shared vision.



**Rachel Korberg**

Executive Director  
Families & Workers Fund

**Eric Braverman**

Chief Executive Officer  
Schmidt Futures

**Darren Walker**

President  
Ford Foundation



2022

# At A Glance



## \$65.76M

■ Pooled Fund

## 40

■ Total Funders

## 14

■ Grants Made in 2022

## 103

■ Grantees Since Inception

## \$11.43M

■ Committed in 2022

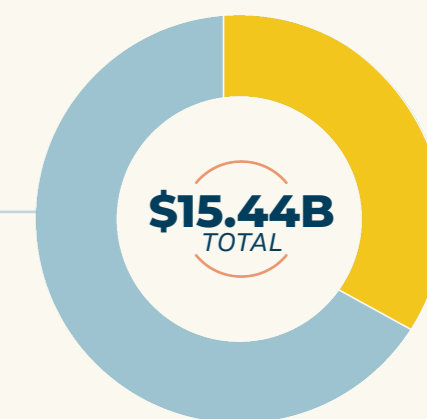
## \$30.98M

■ Committed Since Inception

## \$10.3B

Leveraged by Better Builder®

Good jobs and equity standards adopted on the Austin metro region's public transit system



■ Leveraged Public & Private Funding

## 1,488,219

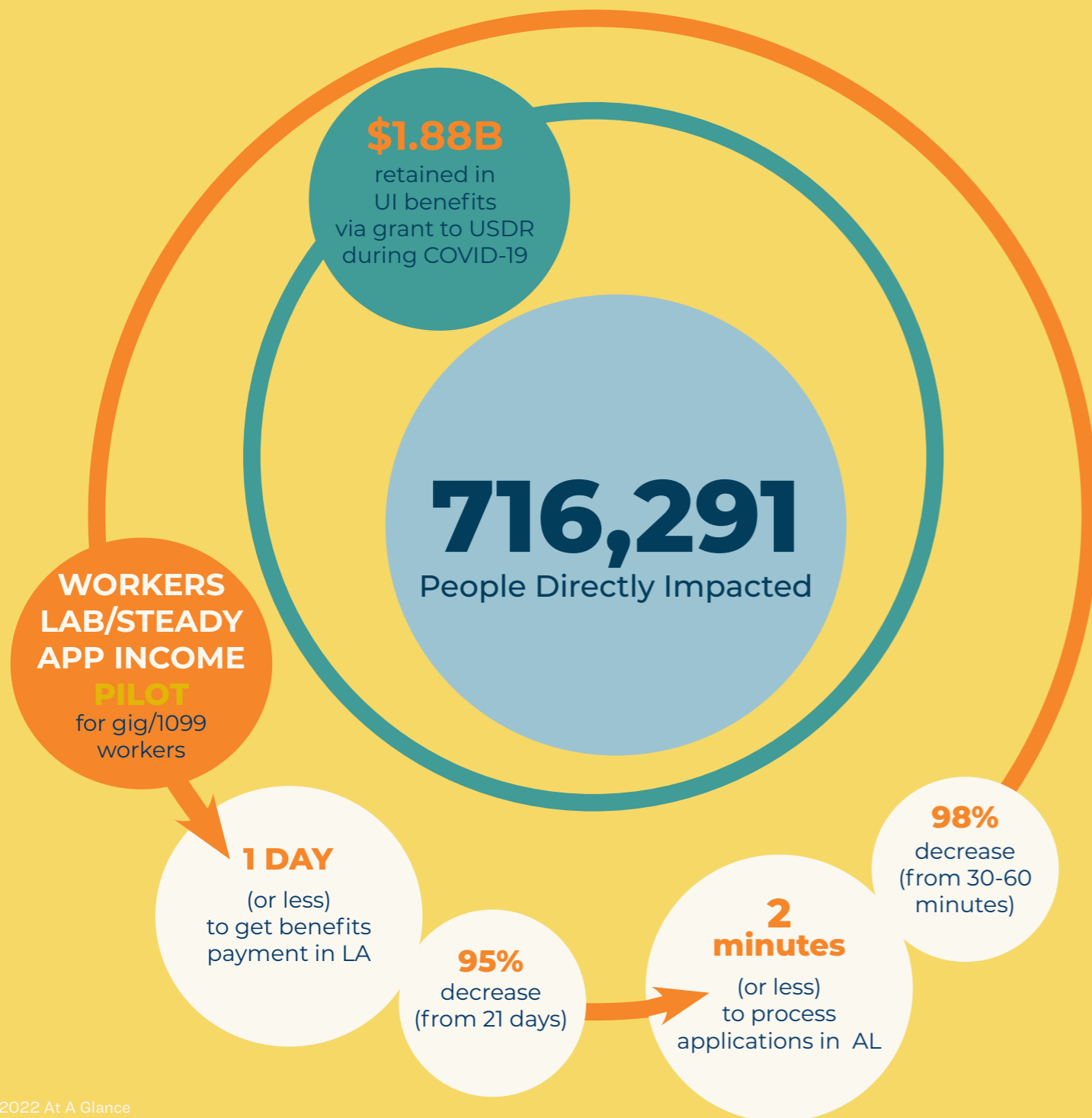
■ Total People Impacted



2022

# At A Glance

## 21st Century Benefits



The Families and Workers Fund has become a coordinating space for philanthropy to better interface with government, business, nonprofits, and academia as we face a once-in-a-generation economic disruption and a once-in-a-generation opportunity to reshape our economy to better support families and working people. The impact of that work has been tremendous, and it serves as an important reminder of the huge wins we can achieve through collective action.

**Tracy Williams**  
 Director  
 Reimagining Capitalism,  
 Omidyar Network

## Recover Up





2022

# Recover Up Grantee Impacts

## RESULTS FOR AMERICA

*Launched the Good Jobs & Equity Project to support state and local government leaders to leverage historic recovery investments to improve job quality and advance workforce equity*

- 20 jurisdictions – from Tulsa, Oklahoma to Racine, Wisconsin to Los Angeles County, California – developed regional good jobs definitions and ideas for leveraging BIL, IRA, and other public funding to advance good jobs and equity.

## WORKER FINANCIAL WELLNESS INITIATIVE (WFWI)

*JUST Capital, PayPal, Financial Health Network, and Good Jobs Institute partnership to make workers' financial health a C-suite priority and business imperative*

- 13 companies, including Chipotle, Chobani, Prudential, and Verizon, have joined, representing an estimated 935,000 workers.
- Five cohort members raised wages, impacting close to 250,000 workers.
- Seven cohort members expanded benefits that improve economic security and well-being.
- 1 in 176 U.S. workers is impacted by this initiative.

## BETTER BUILDER® BY WORKERS DEFENSE PROJECT

*Good jobs standards for construction in Texas defined by and for predominantly immigrant construction workers*

- Standards adopted by a 10-year, \$10.3 billion project to transform and green the Austin metropolitan region's transit system.
- Projected to create thousands of good jobs in the next decade and propel economic mobility for thousands of families.
- Iconic, recent development projects – including the new Q2 Stadium and Block 185 ('Google Tower') – also used the Better Builder model, increasing its adoption and impact.

## RESILIENCE FORCE

*Resilience Force raised the standards of jobs in the disaster restoration industry by deploying an integrated approach that includes policy, advocacy, narrative change, and business engagement*

- Two employers signed binding agreements to implement high-road practices, impacting 7,500 workers.
- Helped to create the first-ever resilience apprenticeship program with direct, public engagement from the U.S. Secretary and Deputy Secretary of Labor.
- Earned top-tier media coverage (New Yorker, TIME, New York Times, and more) building public awareness about the growing resilience workforce and its needs.



From how we manage our labor exchange services, serve our local employers, list employers' job openings, refer talent to those job openings, and educate and present career exploration and career pathways to our job seekers within Hillsborough County, we continue to add to our list of potential uses and application for a Good Jobs & Equity framework.

**Don Shepherd**  
CareerSource Tampa Bay & Participant of Results for America's Good Jobs & Equity Project





2022

# 21st Century Benefits Grantee Impacts

## UNEMPLOYMENT INSURANCE INITIATIVE

*10 UI Equity Small Grants Initiative grantees worked to leverage approximately \$100 million in public funds to strengthen equity in UI systems through modernization and delivery improvements.*

- The Washington State Employment Security Division Unemployment Insurance Advisory Committee appointed Unemployment Law Center to bring the experiences of directly impacted people to inform their recommendations.

## MAINE EQUAL JUSTICE

*Launched a labor–community nonprofit peer navigation program to connect people struggling with economic insecurity to high–quality training, employment opportunities, and public benefits*

- Conducted targeted, peer-based outreach and hosted walk-in clinics for 3,000 jobseekers with a focus on those who face the greatest access barriers, including immigrants, refugees, rural residents, and families with low incomes.

## U.S. DIGITAL RESPONSE (USDR)

*USDR’s technical experts provided critical, free assistance to state governments to expand equitable, effective delivery of UI benefits*

- USDR partnered with nine states and one federal agency to streamline processes for claimants and case workers, including by developing accessible language and interpreter support, fraud and risk management, procurement, and streamlining vendor onboarding.

## THE WORKERS LAB

*Pilot program in partnership with Steady enabled gig, contract, and other workers in precarious situations to access unemployment benefits*

- 2,000 workers used the Steady app in Alabama and Louisiana to access benefits. For users in Louisiana, wait times were reduced from approximately 21 days to 1 day. In Alabama, wait times were reduced from up to 60 minutes to less than 5 minutes.



Engaging in this model proved effective for those with questions around UI and those who wanted to connect with resources for career exploration and coaching, training, etc. The clinic illustrates the holistic and low-barrier model our project is committed to: Meeting people where they are, in places, and with people they trust.

**Kate Fahey**  
Peer Workforce Navigator  
Project Director  
Maine Equal Justice



2022

# A Watershed Year



Joining the Families and Workers Fund as a funder partner directly connects to our North Star goal: a California where all low-income workers have the power to advance economically. The Fund's connections and expertise can help our grantmaking dollars better leverage unprecedented federal and employer investments in infrastructure to create high-quality jobs and economic opportunity in local communities.

**Charles Fields**  
Vice President of Program Implementation, The James Irvine Foundation

## Q1

### CEO MEETING

CEOs of our member philanthropies strategized, offered expertise, and met with three frontline workers who are members of our Essential Leaders Council.

## Q2

### GRANT DOCKET

21st Century Benefits **\$1,300,227** Recover Up **\$1,395,586**

### GOOD JOBS SUMMIT

Largest federal government event dedicated to advancing good jobs, co-hosted with the U.S. Department of Labor (DOL). Announcements included the first-ever whole-of-government good jobs principles and commitments to center good jobs and workforce equity in Bipartisan Infrastructure Law (BIL) funding, which helped shape more than \$97 billion in public funding.

## Q3

### GOVERNMENT PARTNERSHIPS

Began to explore a collaboration with the White House Office of Management and Budget (OMB) on our shared goal of benefits delivery innovation with a focus on implementing the Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## Q4

### GOOD JOBS CHAMPIONS STATEMENT

The most widely endorsed definition of what makes a good job. With nearly 250 signatories, ranging from Chipotle to Service Employees International Union. Covered by TIME, Fortune, Morning Brew, and the Hill.

### ESSENTIAL LEADERS COUNCIL (ELC)

Formalized our advisory council of frontline workers and directly impacted people, guiding our priorities and strategy and shaping key deliverables and decisions.

### JOB QUALITY MEASUREMENT INITIATIVE (JQMI) REPORT

Released bold, actionable recommendations to strengthen the collection, connection, and use of data to tell a complete story about the experiences of the workers who power our economy. The report has been downloaded more than 4,000 times and has drawn dozens of requests for briefings.

### WHITE HOUSE TALENT PIPELINE CHALLENGE

Philanthropy, employers, labor unions, workforce development providers, and state and local governments mobilized more than \$70 million in funding to support equitable infrastructure workforce development.

## Q4

### GRANT DOCKET

21st Century Benefits **\$5,550,000** Recover Up **\$3,186,260**

### GROWING TEAM

Created a Philanthropy & Operations Team and welcomed five new staff, bringing our total staff to seven full-time employees at the end of 2022.

### NEW FUNDER PARTNERS

The James Irvine Foundation  
Lumina Foundation  
New World Foundation/  
Quality Jobs Fund  
Siegel Family Endowment  
Sunderland Family Foundation  
Truist Foundation

### PUBLIC DISCOURSE ON GOOD JOB

A greater focus on job quality is urged by New York Times Opinion economics writer, centering FWF's work, quoting Rachel Korberg and Joel Salazar, a frontline worker serving on our Essential Leaders Council. FWF is included in the New York Times Opinion Holiday Giving Guide and LinkedIn's Big Ideas 2023; Rachel Korberg was named a 2022 Groundbreaker By The New York Times Dealbook.





## Our Work

# El Poder de La Experiencia Vivida

por Carlos Lazaro  
Campesino & Co-Lider  
Consejo de Lideres Esenciales

Mi nombre es Carlos Alberto Lázaro Alcorta y soy "campesino." Nací en Santiago Yucuyachi, un pueblito de 750 habitantes en Oaxaca al sur de México. Mi papá era Rogelio y mi mamá Vicenta Juana, ellos también eran campesinos y vivían de la tierra. Soy Mixteco y trabajar la tierra es parte de mi tradición, del conocimiento que me han transmitido mis antepasados. Ahora tengo 52 años, y hace más de tres décadas decidí emigrar a Estados Unidos en busca de mi padre, que había venido aquí a buscar trabajo cuando yo sólo tenía 12 años.

Oaxaca es el hogar de una rica historia de comunidades indígenas que vivían en armonía con la tierra, trabajando y protegiéndola. Sin embargo, debido a gobiernos corruptos y a la globalización, los campesinos mexicanos ya no pueden ganarse la vida de su propio trabajo. Esto ha obligado a millones de nosotros a emigrar, buscando dignidad en nuestras vidas.

Según el censo de los Estados Unidos, aproximadamente 350.000 oaxaqueños indígenas viven en California. De éstos, se estima que la gente mixteca somos

aproximadamente 165.000 y estamos principalmente empleados en las áreas agrícolas del Valle de San Joaquín (Fresno, Madera y Selma), el Valle Central (de Oxnard a Salinas) y el Norte del Condado San Diego. Los oaxaqueños como esenciales para la industria agrícola de California y del país, siendo un tercio de todos los trabajadores agrícolas del estado (Mines, Nichols, & Runsten, 2010). Sin embargo, a pesar de nuestro papel esencial, no tenemos derechos ni protecciones.

El clima extremo que está pasando California tiene un impacto directo en los agricultores. Las recientes lluvias y tormentas inusuales que hemos tenido han interferido con la siembra y la cosecha, llegando incluso a hacer nuestro trabajo completamente imposible. Algunas de nuestras ciudades se han inundado, en muchos casos destruyendo nuestros hogares y comunidades. La crisis climática nos devasta. Como trabajadores agrícolas, si no podemos trabajar en los campos, no cobramos, ¿y si no cobramos, cómo vamos a afrontar los gastos para mantenernos a nosotros mismos y a nuestras familias? Nosotros, los campesinos,

Juntos, podemos cambiar quién se considera experto y qué experiencias se tienen en cuenta. Esta vez, los trabajadores y sus familias están definiendo el futuro del trabajo, para nosotros y nuestras comunidades.

estamos en el centro de la crisis climática global. Somos responsables de la cosecha que pone alimentos frescos sobre las millones de mesas de este país, pero cuando nuestro trabajo se vuelve imposible debido al cambio climático, la mayoría de nosotros no calificamos para ningún beneficio público, programa de asistencia social, vacaciones pagadas o días libres por enfermedad.

Es precisamente por estas razones y muchas otras experiencias vividas que soy parte del Consejo de Líderes Esenciales (ELC). Junto con un grupo de otros trabajadores de primera línea que conocen la pobreza, la discriminación y las malas condiciones laborales, estamos unidos y organizados para elevar y amplificar el papel de los trabajadores como expertos con experiencia vivida en el desarrollo de estrategias de subvenciones, prioridades y más. Todo esto con el objetivo de cambiar nuestras condiciones laborales y que algún día podamos contar realmente con dignidad en nuestro trabajo. Los campos me han dado mucho, permitiéndome

abrirme camino como líder y haciendo posible a mi esposa y a mí el apoyar económicamente a nuestra familia. Mi esposa es Mercedes, y yo no podría ser lo que soy sin su apoyo y amor. Tenemos dos hijos, Ana y Arnaldo. Nos gusta trabajar la tierra. Es un trabajo desafiante, pero no puedo imaginarnos haciendo otra cosa. Estamos orgullosos de ser campesinos y soñamos con que algún día las empresas nos honren por nuestra humanidad y sabiduría. Mi ideal es tener una relación recíproca con nuestros empleadores en la que seamos escuchados y comprendidos. Tenemos ideas y soluciones, pero no tenemos un lugar en la mesa en la que se toman decisiones. Estamos cambiando esto. Estoy cambiando esta realidad. Juntos, podemos cambiar quién es considerado líder y qué experiencias son tomadas en cuenta, para que me sienta a la par de mis jefes para que juntos identifiquemos problemas y creamos soluciones que nos protejan a nosotros mismos y les haga el trabajo algo digno tanto para nosotros como para ellos.



## Our Work

# The Power Of Lived Experience

by Carlos Lazaro  
Farmworker & Co-Leader  
Essential Leaders Council

My name is Carlos Alberto Lazaro Alcorta, and I am a campesino (farmworker) in the strawberry fields of Santa Maria, California. I'm originally from Santiago Yucuyachi, a town of 750 located in the state of Oaxaca in southwestern Mexico. I was born to my parents, Rogelio and Vicenta Juana, who also lived off the land as campesinos. I am Mixteco, and working the land is part of my tradition – my ancestral knowledge. I am 52 years old. More than two decades ago, I migrated to the United States in search of my father, who came to find work when I was only 12 years old.

Oaxaca is home to a rich history of indigenous communities that lived in harmony with the land, working and protecting it. However, due to corrupt governments and globalization, the Mexican campesino can no longer make a living from his own labor. This has forced millions of us

to migrate, searching for dignity in our lives. According to the United States Census, approximately 350,000 indigenous Oaxacans live in California. Of these, the Mixteco people are estimated to number around 165,000. They are mainly employed in the agricultural areas of the San Joaquin Valley (Fresno, Madera, and Selma), Central Valley (from Oxnard to Salinas), and North County San Diego. Oaxacans are an integral part of California's agricultural industry and the country, making up about one-third of all agricultural workers in the state (Mines, Nichols & Runsten, 2010). However, despite our essential role, we still need rights or protections.

The extreme weather that California is experiencing directly impacts the farmer. The recent unusual rains and storms have interfered with planting and harvesting, even making our work completely impossible.

Together, we can change who is considered an expert and which experiences are taken into account. This time, workers and their families are defining the future of work, for ourselves and our communities.

Some of our communities have been flooded, in many cases destroying our homes and communities. The climate crisis is devastating us. As agricultural workers, if we can't work in the fields, we don't get paid, and if we don't get paid, how will we face the expenses to support ourselves and our families? We, the campesinos, are at the center of the global climate crisis. We are responsible for the harvest that puts fresh food on the millions of tables in this country. Still, when our work becomes impossible due to climate change, most do not qualify for public benefits, welfare programs, paid vacations, or sick days.

It is precisely for these reasons and many other experiences that I have lived that I am part of the Essential Leaders Council (ELC). Together with a group of other frontline workers who know poverty, discrimination, and poor working conditions, we are united and organized to elevate and expand the role of workers as experts with lived experience in developing grant strategies, priorities, and more. All of this with the goal of making our working conditions change so that one day

we can truly count on dignity in our work.

The fields have given me a lot, allowing me to forge a path for my leadership development and making it possible for my wife and I to support our family financially. I'm married to Mercedes and wouldn't be what I am today without her support and love. We have two children, Ana and Arnaldo. We love working the land. It is challenging work, but I cannot imagine us doing any other job. We are proud farmworkers, and I dream companies will someday honor our humanity and wisdom. My ideal is to have a mutually beneficial relationship with our employers in which we are heard and understood. We have ideas and solutions but do not have a seat at the table where decisions are made. We are changing that. I am working to change this reality. Together, we can change who is considered a leader and which experiences are taken into account, where I feel on par with my bosses so that together we can identify problems and create solutions that protect us and make work dignified for us and them.



Our Work

# 21st Century Benefits

### WHY

The United States could end poverty and economic hardship for every adult, child, and family in the country, but, rather than address this as a systemic problem to be solved, there is a patchwork of more than a dozen different public benefits programs each with its own eligibility requirements and administration processes. Navigating this maze of paperwork, broken technology,

and confusing rules and review processes is a burden both on people who need support and on the government officials tasked with administering benefits. Improving benefits access and delivery is one of the most direct routes to reduce poverty in the United States and to make lives better now.

### GOAL

The end goal is clear: guarantee economic security for all through **broadly accessible,**

**equitable, and speedily delivered public benefits** with as few strings attached as possible and with as many connections to supports that facilitate upward mobility.

Philanthropy has a critical role to play in mobilizing greater action and innovation to improve public benefits, and our 21st Century Benefits program, which is in its early stages, has yielded timely, powerful, and promising insights we draw on as we ramp up our work in this area in 2023 and beyond.

### SNAPSHOT OF OUR WORK IN 2022

- While our benefits grantmaking began with an exclusive focus on emergency cash and unemployment insurance benefits for laid-off workers, we have begun expanding into other critical programs that bolster economic security for working families (TANF, SNAP, and WIC).

- Our 2022 grantmaking tested multiple levers of change, including tech delivery innovation (Civilla), community outreach strategies (Unemployment Law Project, Kentucky Equal Justice Center, North Carolina Justice Center), and technical assistance in policy implementation (The Beeck Center, The Century Foundation, and Philadelphia Legal Assistance).
- The White House Executive Order on improving customer service delivery across federal government agencies galvanized new action to improve public benefits access and delivery, and we began convening funders and coordinating with government officials to strategize about how philanthropy could complement public sector action — this is a key focus of our work for 2023.

## RESULTS & LEARNINGS

- Coordination is a must-have. Only the government can administer and deliver public benefits, which makes agile, responsive coordination among philanthropies an imperative in this programmatic area.
- A partnership we funded between the tech company Steady, worker-centered nonprofit The Workers Lab, and two states piloted a digital “income passport” that streamlined user experience for gig, contract, or self-employed workers, who are typically denied benefits. The pilot significantly decreased wait times and improved access for a vulnerable population that is typically excluded from social and economic programs, and we see significant potential to scale up the pilot to impact more people and states.
- U.S. Digital Response (USDR) helped 358,487 people retain \$1.88 billion in UI benefits in New Jersey, Massachusetts, and Michigan during the COVID-19 pandemic, helping people who had recently lost their jobs and their families remain more economically secure.
- Our UI Equity grantee cohort of 12 community-based nonprofits in states from Michigan to Arizona ensured that people living in or near poverty with lived experience trying to navigate the public benefits system could have a seat at the table to inform UI system modernization plans and help government officials be most effective.
  - Grantees and directly-impacted people themselves were appointed to the task forces and key advisory bodies shaping UI modernization plans from Washington to Ohio.
  - U.S. DOL Tiger Teams — the federal government-provided tech experts deployed to fix benefit access and delivery problems in states — received concrete, actionable recommendations based on the experience of directly-impacted people struggling to access UI.



Our Work

# Recover Up

Only 44% of working people in the U.S. say they have a good job (Gallup, 2020 Great Jobs Report) and one-third of workers aren't able to cover their rent, transportation, and childcare costs without extra help beyond their wages (United Way, ALICE, and Financial Hardship in the U.S.) Millennials only have a 50% chance of earning more than their parents, who had a 90% chance; people born into the lowest-income 20% of families, they have almost no chance of making it into the top 20% of incomes (Chetty, Grusky, Hell, Hendren, Manduca, and Narang, The Fading American Dream). Women, BIPOC, immigrants, people with disabilities, LGBTQ people, young people,

those with a high-school diploma or less, and people who grew up in or near poverty are the most adversely affected. It is critical that the U.S. economy grows more good quality jobs and that the currently available good quality jobs become more accessible for women, BIPOC, and others.

### GOALS

The goal for our Recover Up program is to help to deliver one million good jobs and make good jobs and workforce equity an imperative for government, business, and communities. Philanthropy can achieve this by investing in catalytic, high-road job quality models and

worker-centered strategies and helping them to leverage recent, historic federal government investments in infrastructure, clean energy, and local economic development.

### SNAPSHOT OF OUR WORK IN 2022

- In 2022, we supported worker-led innovations to strengthen business practices and improve the delivery of public funding in communities (Resilience Force, Better Builder), helped dozens of state and local governments create and operationalize job quality goals (Results for America), facilitated convenings with diverse leaders to help put good jobs on the map (Good Jobs Summit), provided actionable expertise to better measure job quality (Job Quality Measurement Initiative), and activated employers that could be champions for good jobs strategies (Worker Financial Wellness Initiative).

- The more than \$2 trillion in federal investments through the Bipartisan Infrastructure Law (BIL), Inflation Reduction Act (IRA), the Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act, and other aligned federal policies present us with opportunities to ensure infrastructure and climate jobs are accessible, quality jobs. To lift tens of thousands of workers into meaningful, upwardly mobile career pathways, we have made \$7.2 million in commitments to date, with most of our investments occurring in 2022.



Yo trabajo duro para dar una mano a las comunidades necesitadas y ayudarlas a reconstruir después de que sufren un desastre natural. Pero cuando me enfermé, el dinero no me era suficiente para comprar mis medicamentos ya que además yo no tenía seguro médico. El acceso a buenos trabajos que son sostenibles mejorarán mi vida en más formas de las que puedo explicar.

**Joel Salazar,**  
Worker Leader,  
Resilience Force

### RESULTS & LEARNINGS

- Commitments announced at the joint U.S. Department of Labor and Families and Workers Fund Good Jobs Summit included the first-ever whole-of-government definition of good jobs and commitments from the Departments of Transportation, Energy and Commerce to prioritizing job quality in infrastructure funding implementation, which has so far impacted \$97.4 billion in Bipartisan Infrastructure Law funding and will eventually touch millions of workers and families.
- 714,558 workers experienced job improvements, including increased wages and benefits, enhanced training and career pathways advancement, greater voice and equity in the workplace, and other measures. The workers we reached were predominately people of color, women, immigrants, and people earning low wages.
- \$13.56 billion was leveraged to date by helping community-based, worker-led organizations connect to or see their models adopted in public funding. An additional \$34.9 million in philanthropic funding was secured by grantees for their work.
- Grew awareness and broadened support for good jobs, including by launching the Good Jobs Champions Statement, the most broadly-supported definition of what makes a good job signed by nearly 250 diverse leaders, and dedicated media articles in the New York Times, TIME, Fortune, and more.





## Our Work

# Retos & Oportunidades en la Construcción

por Maynor Alvarez Cua  
Trabajador de Construcción & Miembro de la Mesa de Trabajadores Esenciales del Condado de Harris

¡Hola! Soy Maynor Estuardo Alvarez Cua, un pintor en la construcción en Houston, Texas. Tengo 42 años y vivo en Houston, Texas con mi esposa Elsa, mi papá Mauricio y nuestros dos chihuahuas, Botitas y Chiquitin. Hace 18 años migré desde Guatemala. Soy originario de Quetzaltenango, la segunda ciudad más grande de Guatemala, también conocida como Xela (pronunciado 'shella'), que significa "debajo de diez montañas" en Maya. Mis padres y mis siete hermanos también son de allí.

Yo he vivido en carne propia las duras realidades de la industria, pero también he sido testigo del compromiso de mis compañeros por mejorar y lograr cambios positivos. Desde buscar capacitación hasta promover prácticas sostenibles que ayuden al medio ambiente,

los trabajadores somos clave para mejorar la construcción.

Mi experiencia es como la de muchos migrantes aquí en estas tierras. Dejé mi hogar a causa de la pobreza y la falta de oportunidades en búsqueda de una vida mejor hacia el norte. Durante los últimos 10 años, he trabajado como pintor en el sector de la construcción.

¿Sabes qué estado tiene la tasa más alta de fatalidades entre trabajadores de la construcción? Texas. Pero lo que es aún peor es que los trabajadores esenciales, como yo, raramente somos incluidos en las decisiones que impactan nuestra vida y seguridad en el trabajo. Salimos de casa todos los días sabiendo que podríamos perder nuestras vidas simplemente por hacer nuestro trabajo. En mi



Es un privilegio regresar a casa sano y salvo cada día en la construcción en Texas. Es hora de que los trabajadores de primera línea seamos escuchados y nuestras vidas sean prioridad en la toma de decisiones.

experiencia he visto compañeros sufrir lesiones permanentes o incluso morir. ¿Puedes imaginar eso? Es un privilegio regresar a casa sano y salvo cada día en la construcción en Texas. Es hora de que los trabajadores de primera línea seamos escuchados y nuestras vidas sean prioridad en la toma de decisiones.

¡Buenas noticias! Hay esperanza de mejorías para los trabajadores en la construcción. Better Builder<sup>®</sup> está elevando los estándares laborales de las empresas constructoras, tanto por obligación como por conciencia. Salarios justos, capacitación adecuada, compensación equitativa, contratación justa y otros son los estándares del programa. Estamos trabajando para expandir Better Builder<sup>®</sup> a Houston y más allá. Además, ¡me alegra ser

uno de los primeros miembros de la Mesa de Trabajadores Esenciales, que asesorará sobre temas laborales en la Corte de Comisionados del Condado de Harris! Como trabajador migrante, nunca me rindo en luchar por nuestra dignidad.



## Our Work

# Challenges & Opportunities in the Construction Industry

by Maynor Alvarez Cua  
Construction Worker & Member of Harris  
County Essential Workers Board

Hello! I am Maynor Estuardo Alvarez Cua, a painter in construction in Houston, Texas. I am 42 years old and I live in Houston, Texas with my wife Elsa, my dad Mauricio and our two chihuahuas, Botitas and Chiquitin. 18 years ago I migrated from Guatemala. I am originally from Quetzaltenango, the second largest city in Guatemala, also known as Xela (pronounced 'shella'), which means "under ten mountains" in Maya. My parents and my seven siblings are also from there.

I have personally experienced the harsh realities of the construction industry, but I

have also witnessed my peers' commitment to improve and create positive change. From seeking out training to promoting sustainable practices that help the environment, workers are key to making construction better.

My experience is like that of many migrants here in these lands. I left my home and headed north due to poverty and lack of opportunities in search of a better life. For the past 10 years, I have been working as a painter in the construction industry.

Do you know which state has the highest rate of fatalities among construction workers? Texas.

It is a privilege to return home safe and sound every day in construction in Texas. It's time for frontline workers to be heard and our lives be prioritized in decision-making.

But what's even worse is that essential workers, like me, are rarely included in the decisions that impact our lives and safety on the job. We leave home daily knowing that we could lose our lives by doing our jobs. In my experience, I have seen colleagues suffer permanent injuries or even die. Can you imagine that? It is a privilege to return home safe and sound daily in Texas construction. It's time for frontline workers to be heard and our lives to be prioritized in decision-making.

Good news! There is hope for improvement for construction workers. Better Builder® is raising the labor standards in the construction sector, out of obligation but also awareness. Wages, proper training, equitable compensation, fair hiring practices, and more are the standards that

the program seeks to establish as norms. We are working to expand Better Builder® to Houston and beyond. Additionally, I am pleased to be one of the first members of the Essential Workers Board, which will advise on labor issues at the Harris County Commissioner Court! As a migrant worker, I never give up on fighting for our dignity.



Our Work

# Powering Clean Energy & Infrastructure

The historic Inflation Reduction Act, Bipartisan Infrastructure Law, and other recent policies put trillions of dollars to work in upgrading and transforming the country’s infrastructure and accelerating the transition to a clean energy future. They represent the largest investment in climate action in the United States and are estimated to create more than 12 million jobs over the next decade. If successful, they could help to reduce net greenhouse gas emissions by as much as 44% below 2005 levels by 2030; contribute to building broad-based, diverse, and lasting public support for climate action; and deliver tangible, economic benefits to workers, families, and communities.

**THE PROBLEM**

However, there are yet to be enough trained, ready workers to deliver on the infrastructure needs created by these new policies. In addition, women and people of color have not historically had accessible on-ramps to jobs in the impacted industries. In some places and industries, a portion of the jobs to be created may face job quality challenges or labor violations.

**OUR ROLE AS A POOLED FUND**

To ensure these policies and the clean energy transition they support do not fail at the implementation stage due to workforce challenges, we are coordinating philanthropy to invest in 1) catalytic, equitable training and job quality models with a pathway to scale through public investment or private financing, and 2) workforce planning and delivery innovation at the national, state, and local levels.

With the right philanthropic interventions, these investments could help accelerate the transition to clean energy, create millions of economic mobility–boosting jobs — particularly for BIPOC, women, young people, people without college degrees, and low–wage workers — and deepen and broaden public support for climate action.



Workforce, Climate, Economy, & Democracy Funders Building a Pro-people, Pro-planet Economy

**LOOKING AHEAD**

- **Growing and diversifying the climate and infrastructure workforce** by investing in catalytic training initiatives and accessible on-ramps and retention strategies for women, people of color, young people, and others.
- **Ensuring good jobs** by supporting worker-centered nonprofits and partnerships with government and business to align job quality goals with the clean energy transition and infrastructure implementation.
- **Helping to drive successful implementation in communities** by backing state/local planning, delivery, and innovation.



Philanthropy has the power to be a catalytic force by investing in models that can connect marginalized working people to quality clean energy and infrastructure jobs through training and recruitment practices. We can play a critical role in developing systems that build the right conditions and benefits needed for good, sustainable jobs and careers that help us all thrive in an equitable economy. Philanthropy is a powerful tool for social progress, especially when we have a historic opportunity to leverage billions in public funding. We can't afford to fail now.

**Shaun Donovan,**  
 Founder of the Infrastructure Exchange;  
 fmr. Secretary, Housing and Urban Development;  
 fmr. Director, Office of Management and Budget



## Our Work

# A New Role for Government

## A NEW WAY OF THINKING AND DOING TO SHAPE THE ECONOMY

The U.S. government has a historic chance to improve economic opportunity and security for all – especially those who have been most underestimated and overlooked – via recent public investments. However, to make this happen, the country will need a new way of doing implementation and delivery on the ground.

## THE PROBLEM

For decades, conventional thinking has been that the economy is like the weather – something out of our control that happens to us. In recent years, a new way of thinking has emerged: that a society can and must shape its economy to deliver for people, and that government must be an active architect of a pro-people, pro-planet, and pro-market economic system.

Some call this new way of thinking “green, equitable industrial policy,” which was reflected in at least three major pieces of legislation: Bipartisan Infrastructure law, CHIPS & Science Act, and Inflation Reduction Act. There were also companion Executive Orders on racial equity and improving the social safety net. These interventions will eventually influence millions of lives, whole industries, and trillions of dollars.

## OUR ROLE AS A COLLABORATIVE FUND AND INTERMEDIARY

Fresh ways of thinking and new economic paradigms get us part of the way, but high-quality implementation will be critical to making this reality on the ground and felt in people’s lives. That requires a new, greater level of collaboration among philanthropy, nonprofits, the labor movement, businesses, and communities. The Families and Workers Fund rushed to meet this moment by deploying millions of dollars to worker-centered nonprofits, backing state and local implementation, and supporting sprint teams to increase capacity.



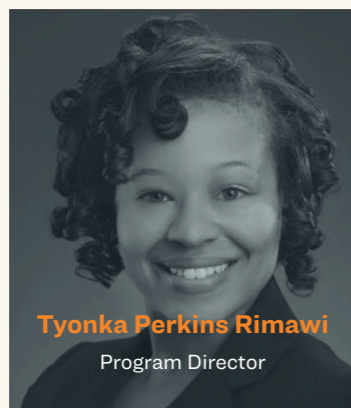
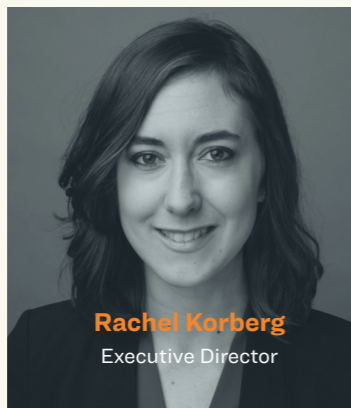
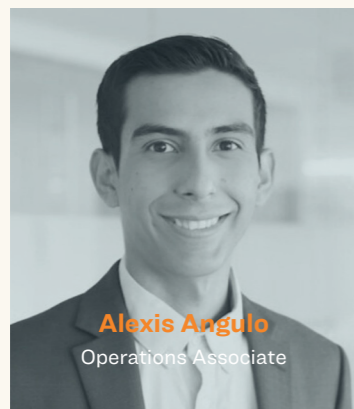
One of the biggest changes we’ve noted in the last several years is the new role that the U.S. government claimed for itself – particularly on the economy. Rather than treat the economy like something that happens to us, the government started trying to shape it. This major shift from free-market neoliberalism to a more pro-people, pro-planet, and pro-markets approach is giving us an opportunity to positively impact the lives of millions of working people, their families and communities, entire industries, and trillions of dollars in public funding.

**Mary Beth Maxwell**  
Open Society Foundations



About Us

# Our Staff



# Funder Advisory Board & Executive Committee

- Amalgamated Foundation\*
- Annie E. Casey Foundation
- The Bill & Melinda Gates Foundation
- Ford Foundation\*
- Hilton Foundation
- The James Irvine Foundation\*
- JPB Foundation
- Omidyar Network
- Open Society Foundations\*
- Robin Hood Foundation
- Rockefeller Foundation\*
- Schmidt Futures\*
- Schusterman Family Philanthropies\*
- Siegel Family Endowment
- Skoll Foundation\*
- Truist Foundation
- W.K. Kellogg Foundation

\*denotes Executive Committee membership

# Essential Leaders Council

- Joel Salazar, New Orleans, LA (disaster restoration)
- Daniel Castellanos, New Orleans, LA (disaster restoration)
- Carlos Lazaro, Santa Maria, CA (agriculture)
- June Barrett, Miami, FL (domestic/care work)
- Janet Iraola, Boston, MA (education/family support)
- Jessica Jackson, Detroit, MI (healthcare)
- Additional representatives from gig work/tech and construction/building trade



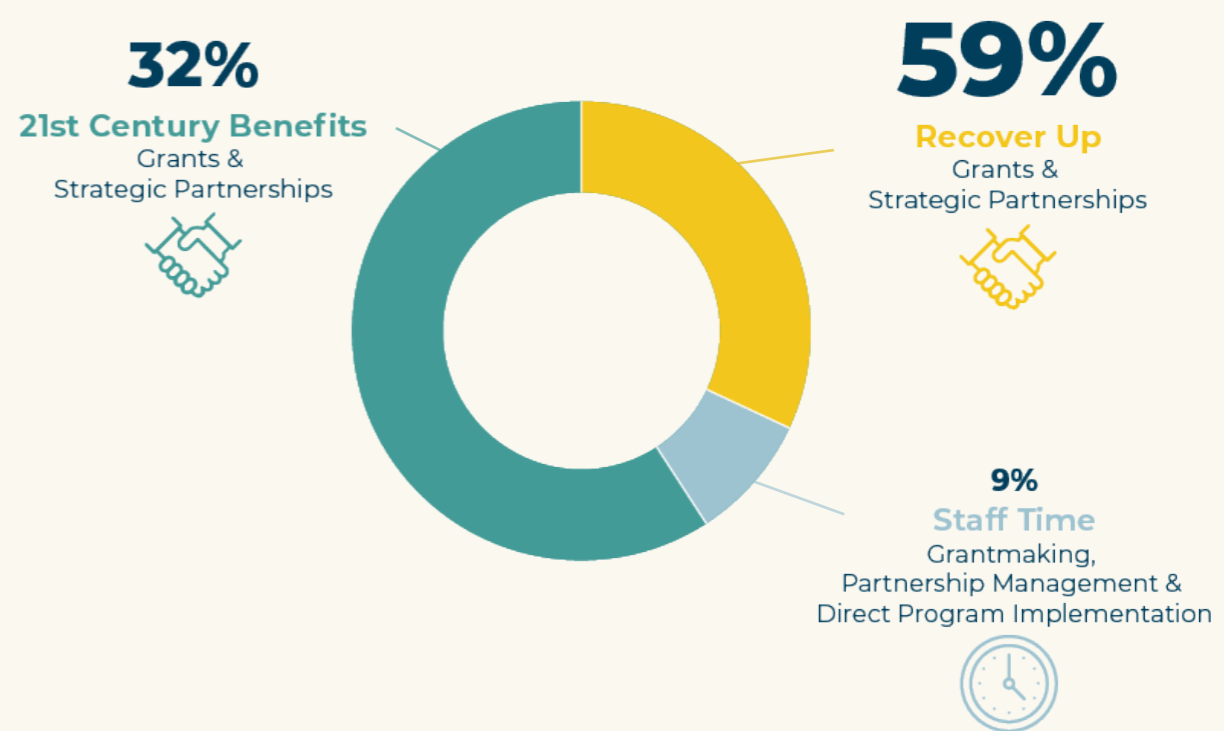
About Us

# Our Financials

We have committed to maintaining an operating expense of 10% or less over the life of the Fund. In 2022, our operating expense was 7.6%, inclusive of our fiscal sponsorship administration fees.

Revenue	2022 Actual
Fundraising Commitments	\$19,387,308
Total Fund Size Since Inception	\$64,762,399

Expense	2020 Actual	2021 Actual	2022 Actual	Total to be Committed through 2022
Grant & Strategic Partnership Commitments	\$9,038,000	\$10,060,256	\$11,876,000	\$30,975,094





## 2022 Annual Report



For so many workers and families in the U.S., every day is a struggle. What gives me hope is the way we are all coming together to build a better future – one that we can be prouder to leave to the next generation.

■ **June Barrett**

National Domestic Workers Alliance Leader  
& member of ELC

PHOTO COURTESY OF OTHELLO BANACI