



Save the Children®
100 YEARS

DIVERSITY, EQUITY AND INCLUSION STRATEGY

SAVE THE CHILDREN US
2019–2021

OUR VISION

Be a model organization, celebrating a widely diverse workforce and providing an inclusive and equitable environment for everyone, reflective of the communities in which we work and the children we serve around the world.

OUR MISSION

Develop, strengthen, and support initiatives, partnerships, policies, and culture that promote a diverse workforce of individuals who feel that they are equitably treated, respected, visible, and enabled to do their best work in their chosen areas of expertise to increase our innovativeness, strengthen our adherence to our core values and enhance our work for children.



Carolyn Miles
CEO

Save the Children is a global organization, with 25,000 employees around the world, and we all benefit when we embrace diversity and inclusion at all levels. We are a leader in the non-profit sector, and as the current Chair of InterAction I have made it a priority to ensure that diversity and inclusion increases within all of our peer organizations as well. Save the Children knows that we deliver our best work for children when we reflect the diversity of those we serve.



Debbie Pollock-Berry
Chief Human Resources Officer

Save the Children tackles complex issues in a complicated world, and we do so thanks to a dedicated and diverse workforce. By drawing on our colleagues' individual identities and experiences, we become greater than the sum of our parts. Our shared values – ambition, accountability, creativity, collaboration and integrity – bring us together to do our best for children every day.



Sumeet Seam
VP, General Counsel
Chair of Save the Children's
Diversity & Inclusion Council

Save the Children is stronger when we have a diverse mix of backgrounds, life experiences, and perspectives that we all feel free and empowered to share with each other. We must work together systematically, with and for our staff, to increase all dimensions of diversity in our organization while ensuring that everyone is comfortable sharing their perspective and being their whole self as part of their experience with Save the Children.

EXECUTIVE SUMMARY

This strategy articulates Save the Children's call to action to advance Diversity, Equity and Inclusion (DEI) in our organization by embedding Cultural Competence in our workplace culture. The strategic vision positions Save the Children to be an industry leader in providing an inclusive and equitable environment for everyone, reflective of the diverse communities in which we work and the children we serve around the world. This Strategy outlines the goal, objectives, outputs and activities, roles and responsibilities, and key partnerships that exist or will exist. The strategy will be executed in partnership between the Diversity and Inclusion (D&I) Council, Human Resources and the Senior Management Team.

BACKGROUND

In 2016, Save the Children released a Diversity and Inclusion Statement, which describes the Agency's mission to be an organization that has a culture of inclusion, where individuals are respected, feel supported, listened to, treated fairly, and are able to do their best in their chosen areas of expertise.

In 2017, Save the Children pledged with InterAction¹, to take concrete steps to foster diversity and inclusion and to establish a diversity task force of senior executives.

In 2018, with the support of its Senior Management Team, Save the Children launched a Diversity & Inclusion Council consisting of cross-divisional staff members, and SMT representation in order to deliver on this pledge. The D&I Council's working groups have engaged staff on DEI issues at all levels, focusing on internal processes around workforce management, employee involvement and workplace culture. The D&I Council collected baseline data about workforce diversity, analyzed the Workplace Culture Survey (conducted in 2018), and solicited direct feedback from staff to inform the development of the mission, vision, goal, and objectives for the 2019-2021 DEI Strategy.



Photo: Sharon Farmer for Save the Children

1. InterAction is a convener, thought leader, and voice for nearly 200 NGOs working to eliminate extreme poverty, strengthen human rights and citizen participation, safeguard a sustainable planet, promote peace, and ensure dignity for all people. At the time of the 2019-2021 Strategy Development, Carolyn Miles, CEO and President was on InterAction's Board.



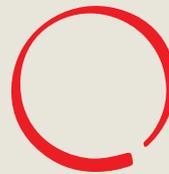
Diversity

Innate and acquired differences that make every individual unique including (but not limited to): age, race, ethnicity, gender identity and expression, sexual orientation, disability, socioeconomic status, education, language skills, veteran status, work experience, organizational level, marital status, religion, and philosophical and intellectual perspectives.



Equity

The process of being fair to all people, according to their respective needs. This might mean treating people differently to account for historical and social disadvantages. Equity leads to equality.



Inclusion

Empowering all individuals to contribute their unique perspectives and fostering a positive environment in which any individual is welcomed, respected, supported, valued, and encouraged to be their full authentic selves at all times by eliminating both implicit and explicit barriers to communication and participation.



Cultural Competence

Collaborating with and learning from people from different cultural backgrounds while understanding, and appreciating the history, traditions, and cultural practices of ourselves and others.

STRATEGY OVERVIEW

Rationale

At Save the Children, we believe a well-executed DEI strategy is essential to our core values at the center of our agency's competency wheel, and is fundamentally, the right thing to do. It encourages staff to be their authentic selves and use their skills, talents, and abilities to support the Agency's mission of achieving immediate and lasting change in the lives of children in the United States and around the world. DEI and establishing cultural competence is important and beneficial to Save the Children because we work with and serve diverse groups of people, and our cultural competence will enable us to more effectively serve the needs of those communities. In addition to improving employee creativity, collaboration and engagement, a well-executed DEI strategy increases productivity, enhances the agency's reputation, and ensures legal and regulatory compliance.

Stakeholder Engagement and Gap Analysis

The D&I Council conducted a staff survey, hosted roundtables and attended several staff and Employee Affinity Group (EAG) meetings to understand staff perspectives on DEI and workplace culture at Save the Children. Stakeholder inputs allowed the D&I Council to identify several opportunities to strengthen the Agency's position to fulfil its commitments to DEI.

Major themes from stakeholder inputs are summarized, below. These themes form the foundation and basis for the DEI framework and approach outlined later in this strategy. In developing this strategy, the D&I Council collected baseline demographic data. Although we have diversity within the SMT at the Agency level, the Council recognizes the need to improve the diversity of SMT at departmental and divisional levels. A key priority for the D&I Council and Human Resources working together is to develop key performance indicators (KPI's) as it relates to DEI and enhancing the diversity across the agency. Appendix A and B highlight the most recent diversity data and Appendix C highlights the gaps related to workplace culture across the Agency.

Accept and celebrate diversity of thought and personality types
Accountability and transparency of HR, people managers and Senior Management Team (SMT)
Allies speaking up when they see something wrong
Championship of DEI by all staff, but especially people managers and SMT
Create an agency-wide culture that promotes friendly, respectful engagement among staff, across departments
Educate staff & managers by providing resources about DEI related topics (microaggressions, gender norming, unconscious bias) and how to interact with diverse groups
Give staff that feel marginalized opportunities, and respect their contributions/value them as team members
Increase diversity across all office locations, job levels and divisions
Maintain an inclusive environment to attract and support people with differing abilities
Promote friendly, respectful engagement among staff and between staff and management



Photo: Jonathan Hyams / Save the Children

DEI STRATEGIC FRAMEWORK

Based on the themes highlighted from the stakeholder engagement analysis, the D&I Council identified four guiding principles that guided the development of objectives that will help us accomplish our DEI goal. The guiding principles are ACED: **Accountability** (A), **Cultural Agility** (C), **Engagement** (E), and **Diverse People & Perspectives** (D).

GOAL

By 2021, Save the Children will have institutionalized processes, systems, and culture to ensure a diverse workforce across all levels, an inclusive environment, and integration of equity in to all aspects of the organization.



EMBED GUIDING PRINCIPLES

- Accountability & Transparency
- Cultural Agility
- Engagement
- Diverse People & Perspectives



ESTABLISH DEI OBJECTIVES

- Create and maintain a high level of accountability and transparency
- Educate staff to create cultural agility
- Effectively engage with diverse colleagues
- Enhance the diversity of staff and promote acceptance and inclusion of diverse perspectives



ACHIEVE STRATEGIC GOAL

2019-2021 STRATEGIC PRIORITIES

The following priorities and activities will be accomplished throughout the 2019-2021 agency strategic period. Each priority area may align with more than one of the guiding principles outlined in the DEI Strategic Framework in order to accomplish our DEI goal.

Priorities

Engage and educate stakeholders (staff, leadership, employee affinity groups, etc.) on DEI efforts to create cultural agility and promote respectful interactions

Activities

- EAGs established and supported
- Regular allyship sessions and diversity celebrations held
- Regular resources (unconscious bias, social inequities, systemic oppression, gender norming etc.) shared with staff

Establish cultural competencies and accountability measures to uphold DEI commitments

- Cultural competencies defined and socialized
- Accountability measures developed and implemented
- Relevant staff training materials updated with DEI concepts (Onboarding, Manager Fundamentals, Anti-harassment/bystander trainings, etc.)

Gather and analyze disaggregated data to get a clear baseline picture of inequities and outcome gaps, and define Key Performance Indicators

- Current baseline data reviewed
- DEI KPIs developed, monitored and reported
- DEI specific questions included in annual Employee Engagement surveys and results shared for action

Review and revise policies, procedures and practices that inadvertently serve as barriers to achieving our DEI goal

- Process for ongoing policy review established
- Relevant policy revisions approved by SMT and implemented
- Intern payment procedure approved by SMT and implemented
- Updated recruitment guide and hiring manager handbook launched
- Sponsorship/mentorship program implemented
- Career advancement experience sharing sessions held

Evaluate effectiveness of DEI initiatives, report on progress, and obtain external certification

- Annual DEI Progress report produced & shared
- A final (three year) results report produced & shared
- External DEI certification obtained



PARTNERSHIPS, ROLES AND RESPONSIBILITIES

Save the Children's Senior Management Team (SMT) will sponsor this work at the highest leadership level. SMT members are role models and change agents who drive this work to ensure that DEI efforts are sustained in the long term.

D&I Council members are thought leaders who establish and promote a shared vision of DEI, and will support the execution of the activities described in this strategy. The D&I Council will foster partnerships with HR and other working groups (Gender Equality Hub and Anti-Harassment Work-streams).

Human Resources partners with the D&I Council to align policies and organizational processes with DEI guiding principles.

The D&I Officer, as part of HR, will be the liaison between HR, the D&I Council and other working groups to help drive the implementation of this strategy.

People Managers will promote DEI across the agency. People managers will embody DEI guiding principles in their approaches and decision making. People managers will receive training and resources to support their own understanding of DEI and develop cultural competence.

All staff will be supported to embody DEI and cultural competence, and provide input to the D&I Council, HR and the SMT on how we can continue to improve our workplace culture.

Cover photo:
Save the Children

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Diversity, Equity, and Inclusion is included as an initiative under the cross-cutting “Operate more effectively and efficiently” pillar and “Live our values and engage our people” objective of our 2019-2021 Agency strategy. Save the Children US acknowledges the importance of effectively implementing and adapting a culture of DEI across the global Save the Children movement to advance a shared agenda.

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