

GLOBAL DIVERSITY, EQUALITY AND INCLUSION STRATEGY

2022 – 2025

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FOREWORD



As a black, female entrepreneur from Mali, the impact of diversity, equality and inclusion work is far from an abstract concept to me; the lack of role models within companies and the systemic failures of society to elevate and nurture female leadership, particularly that of women of colour, is something I have lived throughout my career. And for this reason, I am, and always will be, supportive of meaningful and honest work to build DEI into the heart of organisations.

In my mind, MSI's work in this space is absolutely essential. I believe it would be hugely at odds for MSI to work with millions of women and girls around the world to ensure equitable and inclusive access to reproductive healthcare and not have a clear and robust investment in DEI. The two come hand in hand. And for this reason, I am immensely supportive of MSI's DEI strategy. It is deeply important that MSI works to ensure that the inclusive work it does externally mirrors a radically inclusive and progressive internal culture. In the same way that I have lived DEI at every stage of my career, I urge that DEI is something that MSI ends up living and breathing in everything it does; DEI cannot just be something that you talk about. In this vein, I am very much looking forward to seeing how MSI walks the talk, really living out its strategy in the years to come. I know that a positive, inclusive culture will translate into even more effective service delivery for women and girls around the world.

Myriam Sidibe
Board Sponsor



MSI's Diversity, Equality and Inclusion Strategy forms part of our 2030 Transformational Organisation pillar. Simply put, we believe that in order to be able to deliver our highly ambitious 2030 Vision, we will need to hire, develop and retain the very best people, who will be equipped with the skills, knowledge and attitude to overcome obstacles, problem-solve, influence and engage others, and deliver to consistently high levels of expectation.

We also believe that the best way to do this is to widen our talent pool to everyone who is capable of supporting this vision, in the knowledge that today, we often unconsciously limit our talent development to people who look like us, agree with us, know how to 'play the game', or have the 'right' background.

So, at MSI, we have made a commitment that every country programme will embrace diversity, equality and inclusion principles, so that we can truly tap into the potential of all the people we hire or who may be able to support our strategy delivery. We want our country leadership to represent the communities they serve; we want women at MSI to have equal and every opportunity to fulfil their career potential; we want to remove the barriers that have prevented this from happening in the past.

We want to hire and develop people with diverse thoughts and experiences, who can challenge the status quo to find better solutions; and by adding 'inclusive' and 'resilient' to our values, we are saying that this is not a change from our focus on productivity and results-delivery, but that everyone who works at MSI is valued and respected, and has a voice.

Simon Cooke
Chief Executive Officer

A MESSAGE FROM OUR MSI GLOBAL DIVERSITY, EQUALITY AND INCLUSION PANEL

MSI has made a number of commitments to global diversity, equality and inclusion (DEI) issues within MSI 2030, such as ensuring gender representation and pay parity across the organisation. A diverse workplace is an important asset, since it acknowledges the individual strengths of each employee and the potential they bring to an organisation. This DEI strategy recognises and affirms this.

MSI also recognises the importance of ensuring that the voices of team members around the world are being heard, and that diverse perspectives from the many different contexts in which we work are considered and incorporated into informed decision-making. This collaborative approach is vital to ensuring that our global workforce is representative of our clients across the globe and equipped to provide inclusive services, which means no-one is left behind.

We each volunteered to become a member of MSI's Global Diversity, Equality and Inclusion Panel (GDEIP) and as a group, are incredibly passionate and committed to promoting diversity, equality and inclusion in the workplace, as demonstrated through owning and implementing a successful DEI strategy alongside our senior leaders.

We are now delighted to introduce MSI's Global Diversity, Equality and Inclusion Strategy, and proud to have been a part of the design process. It's been an enlightening, exciting and insightful journey for us all so far and we look forward to seeing the strategy come to life through context-specific and focused planning and implementation.

We have set ourselves some ambitious goals: We want to make diversity and gender equality key to 'One MSI' and the practical implementation of MSI 2030. This means taking an equitable, inclusive approach to everything that we do. In order to ensure this, we recognise the need to secure buy-in from other colleagues, taking individual and collective responsibility for our own behaviours and actions. In our role on the GDEIP, we also plan to hold our leadership teams accountable for achieving this.

We would like to remind our colleagues that we must all make a collective commitment to embrace the priorities set out within this strategy. For our part, we will lead by example as we continue our DEI journey and work closely with MSI's key decision-makers, to reiterate the importance of our strategic DEI goals. We will be advocating for meaningful change in MSI's organisational culture and working 'norms', sharing global DEI best practices across the organisation.

Finally, we'd like to thank our Board of Trustees, Simon, and other senior leaders for their commitment to developing this approach to diversity, equality, and inclusion at MSI, as well as all those colleagues who have been involved in the process of bringing this strategy together.

We look forward to working with you all.

GDEIP MEMBERS



Catherine Harry
Communications Specialist (Cambodia)



Celena Nair
Head of Government Partnerships (GSO)



Ella Disaine
Senior Grants Manager (Madagascar)



Esi Asare Prah
Youth Focal Person & Advocacy Officer (Ghana)



Everlyne Mukuhi
Contact Centre Nurse (Kenya)



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Regional Advocacy Advisor (GSO)



Inonge Wina Chinyama
Operations Director (Zambia)



Tasneem Fatima
Director of Health Services (Pakistan)





OUR ORGANISATIONAL VISION

By 2030, MSI will be a global organisation that creates transformational change for the clients we serve, the team members who power us, and for the broader environments in which we work. To fulfil this vision, one of MSI's overarching strategic aims is to make diversity and gender equality key to 'One MSI', as set out in our organisational strategy, MSI 2030.

We've already made some great progress towards becoming a DEI-focused, truly global organisation, improving female representation within our Senior Leadership teams, and increasing the levels of national/regional country leadership. Our DEI strategy will enable us to continue on this transformational journey.

To achieve our organisational goals and our 'One MSI' vision, we need our culture not only to support, but to celebrate diversity in all its forms, acknowledging the benefits that diversity and an inclusive approach can bring to our global partnership. We believe that achieving our Diversity, Equality and Inclusion (DEI) and specific Gender Equality and Social Inclusion (GESI) goals will allow us to:

- Maximise the talent pool available in each country and broaden the skills and experiences of our workforce.
- Build even stronger relationships with external partners and donors and expand our influence in the wider sector.
- Improve engagement at all levels of the organisation by ensuring everyone knows that their contribution is valued and their voices are heard.
- Make the most of our internal talent, by amplifying diverse voices within our organisation.
- Increase our competitiveness by embracing diversity of thought and avoiding 'groupthink'.
- Reach the most marginalised and meaningfully integrate the voices of women, girls and communities for high-quality, client-centred care.

DEFINITIONS

Diversity: A workforce which is representative of people from different backgrounds and communities, and with a variety of personal characteristics.

Equality: Using equitable approaches to have a workplace in which every individual has equal access to the resources and opportunities they need to succeed.

Inclusion: Having a workplace in which everyone, regardless of individual differences, feels able to participate and contribute meaningfully.

We'll use the acronym '**DEI**' when we're talking about diversity, equality and inclusion as a combined concept.

Gender Equality: Refers specifically to ensuring equal access to rights, resources and opportunities, regardless of gender.

Social Inclusion: Focuses on improving the terms on which members of a group are able to participate in wider society.

Gender Equity: the process of being fair and applying differential treatment that positively addresses bias or disadvantage that is due to gender roles, norms and differences amongst genders. To ensure fairness, measures are put in place, particularly in support of women, non-binary, and transgender people to compensate for historical and systemic bias and discrimination, but may also include other marginalised individuals and groups and men.

We'll use the acronym '**GESI**' when we're talking specifically about Gender Equality and Social Inclusion as a combined concept, under the umbrella term 'DEI'.

"IN A WORLD WHERE EXPECTATIONS ARE FOR ONE TO FORGE AND FIT-IN, IT IS VERY ENCOURAGING TO BE WITH AN ORGANISATION SUCH AS MSI, WHERE DIVERSITY, EQUALITY AND INCLUSION ARE A PRIORITY."

YEUKAI MUZENDA MUGABE, SENIOR MANAGER- COMMERCIAL SALES & MARKETING - ZIMBABWE

“WHEN YOU WEAVE DEI INTO YOUR STRATEGY AND MISSION, IT SHOWS YOU VALUE PEOPLE AND WANT TO SEE EVERYONE SUCCEED. IT SIGNIFIES YOU’RE CONSIDERING EVERYONE WHO IS WITH YOU AND THE VALUE THEY BRING.”

**INONGE CHINYAMA, OPERATIONS DIRECTOR
- ZAMBIA**

OUR DEI METRICS

Our DEI vision is supported by metrics that have been established at a global level:

- All MSI programmes and support offices to have local DEI action plans in place by end of Q2 2022.
- Women to make up at least 50% of Senior Leadership Teams by end 2025
- The Women in Leadership Programme to be running in at least 50% of all MSI countries by 2025.
- At least 80% of MSI countries are undertaking salary benchmarking at least bi-annually by 2025
- 100% of MSI programmes to be led by National or Regional team members by 2025
- 100% of MSI programmes and support offices to have local Succession Plans in place by 2023.

Our DEI Vision and Metrics are driven by MSI’s global values and behaviours.

OUR VALUES

Our values guide everything that we do at MSI and set organisational standards for our attitudes and behaviour.

MSI’s core values have been embedded into this strategy, to ensure continued alignment with our working culture.

- **Mission driven:** With unwavering commitment, we exist to empower women and men to have children by choice not chance.
- **Client centred:** We are dedicated to our clients and work tirelessly to deliver high-quality, high-impact services that meet their individual needs.
- **Accountable:** We are accountable for our actions and focus on results, ensuring long term sustainability and increasing the impact of the Partnership.
- **Courageous:** We recruit and nurture talented, passionate, and brave people who have the courage to push boundaries, make tough decisions and challenge others in line with our mission.
- **Resilient:** In challenging situations, we work together and support each other, adapting and learning to find solutions, whatever we’re up against.
- **Inclusive:** We believe that diversity is a strength. We all play our part in creating a culture where every team member can thrive, feel valued and contribute meaningfully to our mission, and where all our clients feel welcome and supported.

‘ONE MSI’

When we talk about ‘One MSI’, we’re talking about the ways in which we collaborate, share information and support one another to achieve MSI’s mission of children by choice, not chance. We want the principles of diversity, equality and inclusion to be fully integrated into our culture.

We look for the following behaviours from our team members in demonstrating their commitment to ‘One MSI’.

- You contribute, share, and utilise accurate data and evidence to improve understanding, insight, and decision-making
- You share relevant knowledge, coordinating expertise and resources to strengthen teamwork and prevent duplication of effort.
- You actively work as part of a team, providing support and flexibility to colleagues, demonstrating fairness, understanding and respect for all people and cultures.

“WE NEED A DEI STRATEGY TO GUIDE, INFORM, AND SUPPORT THE WORK WE DO ACROSS THE PARTNERSHIP. DEI MEANS DIFFERENT THINGS TO DIFFERENT PEOPLE, IT IS ESSENTIAL MSI CLEARLY ARTICULATES A DEI STRATEGY, THIS WILL ENABLE US ALL TO WORK TOWARDS A SHARED VISION.”

**BANCHIAMLACK DESSALEGN,
AFRICA DIRECTOR**

WHY DO WE NEED A SEPARATE DEI STRATEGY?

The core purpose of our DEI Strategy is to enable our organisational strategy, MSI 2030, which has the ambition to reach broader communities, build new strategic partnerships, appeal to more diverse donors, influence policymakers, create a workforce who know they are valued, treated equitably and empowered to contribute and to attract and retain new talent. Achieving this will enable us to deliver the highest quality client-care and accessible services through advocacy, improved internal representation of our client base, and increased sensitivity towards the clients we serve, as a truly global organisation.

Our Senior Leadership Teams and Country Leaders will be better equipped to successfully respond to global and local challenges, where they can anticipate and evolve with increasingly progressive global social expectations (client, donor, and partner requirements) whilst recognising that the countries in which we operate are all at different stages of their DEI journey due to local cultures, legal considerations, and environmental factors. The key goal for MSI is for each country to have a bespoke DEI action plan that is relevant for their community and which supports our wider organisational goals.

Our DEI strategy is intended to provide a framework to support every MSI country as they embark on their own DEI journey.

OUR DEI JOURNEY SO FAR

MSI's Diversity, Equality and Inclusion journey began in 1976 with our very first steps of establishing locally led and staffed country programmes with a global 'support' office rather than 'head' office. Our ethos of being country led and client led is at the heart of our organisational DNA. We set out our formal commitment to DEI however within our latest organisational strategy (MSI 2030). It was at this point that we made clear our goal of making diversity and gender equality key to One MSI.

From the outset, we knew it would be vital to gain as much diverse input into the design of our DEI strategy as possible, making the most of the varied experiences and perspectives of our global workforce, allowing us to take an informed approach which would work in each context.

With the help of an external partner, New Inclusion Ltd., we started by building awareness around the importance of DEI, delivering training workshops for our Executive, Senior and Country Leadership teams. We also held a dedicated influence and impact session with our in-house DEI panel. (Phase 1)

Following the workshops, we facilitated a series of roundtable discussions, inviting team members from around the world to share their experiences, thoughts and ideas around a number of **key themes** which would support the strategy. Over 80 colleagues from more than 15 different countries took part in these conversations. (Phase 2)

The invaluable feedback and insights collected were then used to form five key strategic priorities for MSI, around which this strategy was created. (Phase 3)

Finally, we invited our Country and HR Leads to participate in DEI action planning sessions, which provided an opportunity to take the strategic priorities for the organisation and translate these into localised, context-specific actions, which would meet the needs of the relevant programme and their teams. These action plans will be launched and made available to all team members alongside this strategy document. (Phase 4)

We also ran a separate workstream concurrently, with a direct and specific focus on Gender Equality and Social Inclusion (GESI), to review how we deliver our programmes and offer our services within the communities where we work.

We're now working together to look at the actions we want to take, both locally and on a global scale, to ensure that diversity, equality and inclusion are embedded into the fabric of our organisational culture and ways of working. We'll monitor our progress over the next 3 years to ensure we're on track to meet our DEI objectives, ambition, and strategic goal of making diversity & gender equality key to One MSI.

KEY THEMES

During the roundtable discussions, we asked participants one question per key theme:

KEY THEME	AREA OF FOCUS	QUESTION
Inclusive Workplace Culture	Exploring day-to-day lived experience of inclusion (behaviours, attitudes, communications, etc.). Team members were asked to reflect on their experience of inclusion in the workplace.	What are the barriers and opportunities to promote and strengthen an inclusive workplace culture at MSI?
Diversity of Thought & Innovation	Blockers and enablers to different voices, perspectives and ideas being heard. Team members were asked about how MSI can ensure that diverse ideas and voices are freely expressed and considered.	What creates the best conditions for sharing and implementing new ideas in MSI?
Linking Internal DEI to External Goals	Exploring the link between internal DEI initiatives and external impact on clients and donors. Team members were asked how, to understand and meet the diverse needs of our clients, MSI needs to be a diverse and inclusive organisation internally.	What types of internal DEI initiatives would have the most impact on external stakeholders and should be prioritised?
DEI Global & Local Nuances	Exploring the perceptions of what action should be taken at global level, and what is better suited at local/regional to meet DEI organisational goals. Team members were asked to consider key patterns and trends in DEI across the partnership.	When considering DEI goals, what types of initiative work best globally across locations, and which should be prioritised?

DEI STRATEGIC PRIORITIES

Five areas have been identified as strategic priorities to enable MSI to achieve its DEI vision, goals, and priorities. An additional area dedicated specifically to GESI is important for the clients we serve and has been added as the sixth strategic priority.

Within each strategic priority, there are sub-strategies listed and explained. These sub-strategies provide additional guidance for the development of action plans to drive change.

This strategy is positioned as a 3-year strategy from 2022- 2025.

Our DEI strategy and priorities will remain dynamic, as it will be continuously adapting and evolving to remain relevant to MSI and the needs of our clients, team members, donors, and key stakeholders.

You can read more detail on each of the strategic priorities and our organisational commitments in the Global DEI Framework (Appendix).

STRATEGIC PRIORITY 1:

Set A Clear Vision for DEI

- Clarity of the Global DEI Framework
- The role of the Global Diversity, Equality, and Inclusion Panel
- The Global & Local DEI Ecosystem

STRATEGIC PRIORITY 2:

DEI Accountability

- Set DEI Objectives for Leaders and Managers
- Start Inclusive Leadership, Coaching and DEI Training
- Build Knowledge Sharing and the DEI Hub

STRATEGIC PRIORITY 3:

Active Management of the Talent Pipeline

- Develop Inclusive Recruitment Practices
- Expand the Women in Leadership Programme
- Include DEI KPIs in Team Member Objectives

STRATEGIC PRIORITY 4:

Strategic DEI Communications

- Develop Internal and External Communication Principles
- Inclusive and Mindful DEI Communication

STRATEGIC PRIORITY 5:

Speaking Up & Perspective – A Culture of Inclusion

- Openness, and Closing the Feedback Loop
- Diversity of Thought – Ideas & Collaboration
- Inclusive Meeting Process and Practices

STRATEGIC PRIORITY 6:

Gender Equality & Social Inclusion

- Building capacity & expertise
- Programming
- Measure and Learn
- Strengthening Partnerships

“A THRIVING ORGANISATION LISTENS TO EVERYONE’S VOICES, PARTICULARLY A CLIENT-CENTRED ORGANISATION LIKE MSI. WE CAN HAVE BLIND SPOTS IN THE SERVICES WE DELIVER IF WE AREN’T TAKING EVERYONE’S VOICES INTO ACCOUNT.”

CATHERINE HARRY, COMMUNICATIONS SPECIALIST - CAMBODIA



REPORT INFORMATION

KEY PEOPLE FOR THE DEI STRATEGY



Board Sponsor:
Myriam Sidibe



Strategy development Lead:
Sophie Mills, Senior Transformation & Talent Partner

MSI Global DEI Panel



Catherine Harry
Communications Specialist, Cambodia



Celena Nair
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KEY CONTACTS

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GOVERNANCE AND STRATEGY REVIEW

The governance for effective strategy authorisation, implementation, and periodic reviews are with the Sponsor and Owners identified in the Key People section.

The DEI Strategy owners, in line with MSI's own internal guidelines, will formally review this strategy on a 12-month basis or may choose to review every 6 months, should new developments warrant this.

Performance monitoring against this DEI Strategy will be via this governance structure.

REFERENCES

The following MSI documents were referenced to write this strategy:

- MSI DEI Vision
- MSI DEI Metrics
- MSI Values and Behaviours, One MSI
- MSI 2030 Organisational Strategy (Enabling Pillar 3)
- GDEIP Terms of Reference
- Employee Engagement Survey

“APPLYING THE PRINCIPLES OF DEI RESULTS IN HAVING A DYNAMIC WORKFORCE EQUIPPED FOR THE MODERN AGE, WITH EMPHASIS ON RESULTS RATHER THAN SENTIMENTS”

EMMANUEL AJAH, NIGERIA COUNTRY DIRECTOR



We are MSI Reproductive Choices. We believe that everyone should have the right to determine their own future, on their terms. Our work spans 37 countries providing sexual and reproductive healthcare including contraception, safe abortion and post-abortion care. We open doors. Break down stigma. And go further than anyone else to make choice possible for the people who need us. For some, choice means the ability to complete their education or start a career. For others, it means being able to look after their families. For everyone, it means a fairer, more equal world.



**YOUR BODY,
YOUR CHOICE,
YOUR FUTURE.**

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