

GLOBAL DEI FRAMEWORK

APPENDIX

STRATEGIC PRIORITY 1: A CLEAR VISION FOR DEI

We understand that diversity, equality and inclusion have different meanings and applications across the various countries and cultures where we operate, and recognise the importance of having a shared, common understanding of DEI for all.

We'll therefore clearly communicate what we mean by DEI, its relevance to MSI and what we want to achieve through the implementation of this strategy. We also want to expand our internal DEI network by identifying key people to act as advocates and empower the GDEIP so that the group may expand its influence and drive the strategy forward.

a. Clarity of the Global DEI Framework

We'll start by working with the GDEIP, Country and HR Leads to launch this strategy on a global scale alongside local action plans, ensuring that it is well communicated and understood.

GLOBAL FRAMEWORK, LOCAL ACTIONS

Countries will identify their own contextual actions, based on global DEI metrics and the strategic priorities set out in this document. This will allow for local nuance to be taken into account whilst still supporting MSI's global DEI vision.

RINGFENCED DEI BUDGET

All countries will be provided with guidance during business planning to ensure that budget is ringfenced for initiatives set out in local DEI action plans, to successfully drive the DEI agenda at country level.

b. GDEIP Governance and Capacity Building

We'll build a DEI community of advocates to strengthen global capacities, empower the GDEIP, and enable the cascade and embedding of DEI within MSI.

SLT AS SPONSORS FOR THE GDEIP

MSI countries are encouraged to allocate SLT members to act as local DEI sponsors, to advocate for the GDEIP and ensure they remain connected to strategic priorities at global level. SLT sponsors can be paired with a member of the GDEIP from their region, to jointly drive one global strategic priority and provide insights, drive progress, communicate and engage with other SLT sponsors across the partnership. This paired approach will give the GDEIP support, focus the scope and role of each GDEIP member and elevate their contribution to a strategic level. The partnership between SLT DEI Sponsors and the GDEIP will also build leadership accountability.

MSI will support the selected SLT DEI Sponsors to build their DEI knowledge and understand how to advocate for and embed the change for which they are accountable.

GDEIP EMPOWERMENT & INFLUENCE

We will elevate the GDEIP's role and remit, with greater emphasis on DEI strategy oversight and accountability.

Our Board Sponsor, Myriam Sidibe, will act as a resource and support to the GDEIP.

We'll run quarterly governance meetings with the Executive and Senior Leadership Team and Country Leaders, to provide the GDEIP and DEI Sponsors with a formal instance to report progress, highlight achievements and share feedback from across the organisation.

To support this, a DEI coordinator will be identified and tasked with collating local action plans and reporting on these to the GDEIP. The GDEIP will provide a helpful lens, perspective, and feedback on these plans.

Furthermore, the GDEIP will take the lead in sharing knowledge and best practices with MSI leadership and ensuring their cascade across the organisation with the DEI Sponsors.

c. Global and Local DEI Network

We'll map global and local DEI networks for engagement with MSI's DEI strategy, to strengthen trust and relationships and build awareness and understanding around DEI and our strategic priorities.

OWNERSHIP AND CHAMPIONING DEI

To embed actions across regions and locations, we'll identify Country Leaders to champion different strategic priorities.

Similar to the SLT DEI Sponsors, their role will be to provide visible leadership for delivering on DEI locally, with each country contributing to the global agenda through relevant actions implemented at local level. This will improve coordination efforts of local action plans and create a community of DEI champions embedded across the organisation. Together, this mix of Country Leaders acting as Champions alongside SLT DEI Sponsors will form a great cross-section of senior leadership DEI engagement and accountability.

LEADING ROLES WITHIN LOCAL DEI NETWORKS

The internal DEI network will consist of DEI advocates such as SLT DEI Sponsors, country leader Champions, the GDEIP and internal Network Groups.

Team member networks already in existence should be reviewed to ensure that they have a clear purpose and are able to provide the intended level of support to colleagues.

This internal DEI network can also be leveraged externally to engage, inform and communicate with communities, donors and partners on MSI's DEI vision and strategy, strengthening these relationships and advocating for what the organisation is doing around DEI.

The GDEIP will lead the coordination of this community through quarterly DEI Committees with representation from the different DEI advocates to steer and monitor actions.

STRATEGIC PRIORITY 2: DEI ACCOUNTABILITY

Building leadership DEI accountability is essential, as behaviours role modelled from the top are reflected in our organisation's culture.

We want to build on leadership and management accountability and knowledge regarding equity and inclusive behaviour, and will achieve this through the use of performance-driven objectives, knowledge sharing and development that can be measured and monitored on a regular basis.

We'll also cascade DEI awareness training globally, to instil wider accountability and ensure every MSI team member is aware of their own role in supporting the DEI Strategy.

a. DEI Objectives for Leaders and Managers

We'll foster accountability and the demonstration of inclusive behaviours by introducing DEI performance objectives in line with our organisational values and the behaviours expected of MSI leaders and managers.

LINK DEI TO ANNUAL PERFORMANCE

We'll review our core behaviours to include the inclusive behaviours expected from all team members, and particularly leaders within MSI.

All MSI countries are encouraged to add annual performance objectives and development plans around inclusive behaviour, to motivate behaviour change.

FEEDBACK CULTURE

We'll implement mechanisms for feedback on inclusive attitudes and behaviours, which can be reinforced with peer-to-peer feedback and the performance management process.

b. Inclusive Leadership, Coaching and DEI Training

We'll implement a global Leadership Programme, open to all MSI leaders, including a module on Inclusive Leadership and with core DEI themes running throughout, alongside opportunities for bespoke inclusion coaching.

We'll also introduce a wider digital DEI training programme, which will be mandatory for all MSI team members, to build on DEI capability and confidence, and reiterate our organisational commitment to DEI.

ACTION-DRIVEN INCLUSIVE LEADERSHIP

The new global Leadership Programme will build DEI knowledge, skills and behaviours to deepen leader and manager understanding on DEI topics. Linking the programme's learning outcomes to personal development plans will effectively engage leaders and managers in change.

INCLUSION COACHING TO ACCELERATE DEI

Inclusion coaching for Senior Leaders, Country Leaders and other manager roles with significant team responsibilities will support the achievement of personal development plans to accelerate the DEI awareness journey and their accountability as role models.

MANDATORY GLOBAL DEI TRAINING

An online learning course around core DEI concepts will be launched, which will be mandatory during induction to MSI. To adapt to local needs, this can be complemented by regional and local awareness sessions around the global MSI DEI strategy, as well as be adapted to address what this means in a local context.

We'll analyse feedback from training for continuous improvement and will monitor compliance across the organisation.

c. Knowledge Sharing and DEI Hub

We'll share and make accessible DEI knowledge and resources to equip all team members with information that is valuable in building a culture of openness, collaboration and mutual respect.

SHARING KNOWLEDGE & INFORMATION

Knowledge should be made actively accessible to all team members, regardless of location.

We'll support engagement with the MSI DEI Strategy and local Action Plans through a dynamic DEI Learning Hub as a repository of information and knowledge.

We'll engage stakeholders from the internal DEI network to define the Hub content, and actively cascade information as part of their leadership accountability. This will improve understanding of global DEI priorities and promote awareness of specific local DEI topics.

AN INTERACTIVE SHARED SPACE

We'll capture usage levels of the DEI Learning Hub by measuring real data such as downloads, clicks, views, etc..

We'll create living documents with key persons, action plans, initiatives, and programmes in the Hub to improve transparency and support cross-collaboration through helpful comparisons of each country's current focus and progress.

STRATEGIC PRIORITY 3: ACTIVE MANAGEMENT OF THE TALENT PIPELINE

Developing and retaining talent is fundamental to MSI to grow individual potential, build our talent pipeline and meet the needs of the organisation.

We'll open up development opportunities for team members to improve accessibility and create a more level playing field.

a. Inclusive recruitment

We'll review our global recruitment policies and practices through a DEI lens, to broaden talent attraction opportunities and build more equitable processes and practices for improved internal representation.

INCORPORATE DEI INTO RECRUITMENT POLICY & PRACTICE

We'll formally incorporate DEI criteria into the global recruitment policy (e.g., by ensuring gender-balanced recruitment panels for assessing shortlisted candidates to meet gender goals).

All MSI countries are encouraged to broaden their advertising scope, address bias in how job descriptions are written, use inclusive language in vacancies, and consider introducing anonymous CVs. These approaches must be adapted to local contexts when determining the actions most relevant for recruitment at country level.

DATA INSIGHTS & IMPACT ASSESSMENTS

We'll consistently look at data on targets and objectives with leaders and managers.

All countries are encouraged to establish appropriate metrics around diversity and/or inclusion to monitor and anticipate recruitment trends. This should include candidate recruitment sources (i.e. how people enter the MSI network: referrals, temporary, contractor, interim, formal channels, agency or direct recruitment) to flag where there may be risks to the inclusive practices implemented in formal recruitment channels.

We'll encourage the use of periodic Equality Impact Assessments (EIAs) to keep track of and monitor changes to employee demographics and provide a template for global use. This will allow us to effectively measure disproportionate impact during times of transformation and change.

b. Ongoing Women in Leadership Programme

Increasing female leadership representation and progression is essential to our strategic goal of having women represent 50% of our senior leadership teams across the MSI partnership.

We want to build a solid pipeline of female talent where women leaders are actively supported and a sustainable approach is taken towards their development.

WOMEN LEADERSHIP PIPELINE

MSI's global Women in Leadership Programme is recognised as a strategic and value-added development mechanism for female talent, as well as a way of increasing internal representation and progression. As a long-term sustainable investment in talent, the success of this programme requires continuously building and strengthening the female talent pipeline.

We'll focus on nurturing the talent pipeline through an inclusive approach to succession planning and talent management, to be rolled out in all MSI countries. We'll also ensure that women who are new to senior roles have access to coaching and mentoring opportunities specifically aimed at those who have been recently promoted into leadership positions.

STRATEGIC & METRIC-DRIVEN PROCESS

We'll develop our long-term talent identification goals, to clarify our organisational approach and objectives, based on current and future needs.

This will include not only representation goals (e.g., 50% women at SLT level), but also include objectives around retention, promotion, and other aspects of the career lifecycle, with a focus on gender.

All MSI countries will be asked to monitor local statistics on how many women are recruited, promoted, given development opportunities, return to work from maternity, and other important data. We'll review attrition levels across the organisation to analyse where attrition may be high, or talent plans are not delivering results, and use these insights to anticipate and assess the capacity for our countries to feed into and support the global female talent pipeline.

c. All Staff DEI Learning & Development Plans

We want all team members to foster the right skills and behaviours to be able to support the DEI strategy and reflect our Inclusive value in all that we do. To drive this, we'll create the right conversations and improve internal development opportunities to encourage all employees to engage with the strategy and wider DEI concept.

DEVELOPMENT PLAN FRAMEWORK

We'll review and re-launch the personal development plan (PDP) form, alongside a global policy for all employees to improve opportunities for career management, internal mobility and progression. We'll also provide guidance to team members on completing their PDP and keeping it as a live document through which they can grow their skills, build key competencies, and harness internal opportunities.

We'll provide line managers with guidance and training in how to support team member development, foster the behaviours which encourage team members to take responsibility for their own development, ensure access to development opportunities and build individual and team motivation.

STRATEGIC PRIORITY 4: STRATEGIC DEI COMMUNICATION

We understand that communication is key to clarifying the MSI DEI Vision, Strategic Priorities and Action Plans, to inform and engage both internal and external stakeholders.

We'll use communication as a strategic tool to bring clarity and visibility to DEI via regular and consistent communication both internally and externally. This will involve establishing inclusive and mindful communication practices that encourage inclusive behaviours in the workplace.

a. Internal and External Communication Principles

We'll set out some core principles around how and when MSI communicates on DEI, both internally and externally. Based on these principles, we'll then build a communication plan around the strategic DEI priorities and implement consistent approaches for different internal and external audiences.

STRATEGIC COMMUNICATION PLANS

We will produce DEI communication on the MSI DEI Strategy for internal cascade and external stakeholders, ensuring that these are adapted to appeal to different target audiences.

This will include a plan for internal communications as well as external visibility across our website and other social channels. Through these communications, we want to engage employees, attract diverse talent, reach broader communities, build strategic partnerships, appeal to diverse donors, and inform policymakers.

The communication plan will also showcase accomplishments and progress against action plans and share key messages consistently, with regular updates through internal and external channels. For partners and donors, communication plans will spotlight local DEI actions that positively impact client-centred care and bring nuance to local contexts.

PROMOTION AND AWARENESS

We'll link internal and external communication plans with the roles and responsibilities of country leader champions, SLT sponsors, the GDEIP and the wider DEI network.

We'll encourage MSI leaders to speak on DEI and promote success stories, to demonstrate the importance of DEI and its benefits, and establish a global DEI calendar of communication and events around dates of celebration and solidarity across the globe. The GDEIP will then support the coordination of central communications and events that countries can participate in with local actions, to celebrate important dates in the Global DEI calendar.

b. Inclusive and Mindful DEI Communication

We want to set clear standards around how we communicate in a way that reflects our Inclusive value and is mindful of individual needs, preferences and points of view.

COMMUNICATION CULTURE

We'll review guidance around how we communicate both internally and externally, including email etiquette, improving responsiveness to internal emails, thoughtfulness to include, mindfulness not to exclude, and communicating to build a culture of mutual respect across all levels of hierarchy, all departments, and all locations.

COMMUNICATION POLICIES

We'll use the DEI Learning Hub (see above) to set up communication guidelines on visual representation and inclusive language for all internal and external communications as part of the global branding and communication guidelines that each country should adapt and adopt in their local context. We will then review and update all materials and guidelines at least annually.

STRATEGIC PRIORITY 5: SPEAK UP & PERSPECTIVE – A CULTURE OF INCLUSION

We want to create the conditions for more open communication, feedback, and productive meetings, and will do this by empowering our team members to speak up and share their perspectives. We believe that this will create a working environment in which we can all feel valued, fairly treated and empowered to contribute meaningfully.

a. Openness and Closing the Feedback Loop

We want our leaders to set the tone on openness to bottom-up feedback and welcoming ideas in all forms. To support them in achieving this, we'll provide global guidance and training for managers on receiving and acting on feedback and will ensure that feedback mechanisms are available to all team members, in all MSI countries.

LEADERSHIP OPEN EXCHANGES

We want to promote an environment where employees can speak up for greater inclusion and will do this through structured interactions with senior leaders, such as the 'Ask Me Anything' sessions with our CEO, Simon Cooke, which we'll encourage all MSI countries to replicate with their respective Country Directors and senior leadership teams.

FEEDBACK CULTURE

We'll reiterate the importance of structured work practices, such as regular team meetings and monthly reviews, to instil the right mindset around sharing knowledge, feedback and ideas.

Our managers must proactively invite contribution, encourage open discussion and then ensure the feedback loop is closed to benefit from the diversity of thought in their teams. To support them in doing this, we'll create a manager guide on how to encourage input and actively listen to teams and provide constructive feedback.

ANONYMITY

Global engagement surveys will continue to be used to provide a regular anonymous avenue for team members to submit their opinions about working for MSI. This will be implemented through annual pulse surveys which all MSI countries will be invited to participate in, with reports to be provided to each country on their scores, along with guidance on how to utilise the survey information effectively.

We will also strengthen anonymous channels for secure and confidential feedback, ensuring that all team members are aware of how they can report concerns safely.

b. Diversity of Thought – Ideas & Collaboration

We want to embed idea generation practices across MSI, to invite new perspectives, give space to the out-of-box thinking that diversity of thought brings, and engage our team members in meaningful contribution to organisational goals.

REGULAR CROSS-COLLABORATION

All MSI countries are encouraged to create regular cross-collaborative problem-solving moments in team meetings to ensure time is consistently set aside for open idea generation on strategic or operational topics. A great example from our Kenya programme is the dedicated 'Happy Hour' in Monthly Review Meetings. This will promote a culture of sharing ideas, without always requiring them to be fully developed in order to be considered.

IDEAS HUB & SHOWCASE INNOVATION

We'll introduce global and country level innovation campaigns and create channels for creative input towards our strategic goals, operations, processes and practices. We'll also showcase successful innovations and solutions, and ensure that contributions are recognised and made visible across the organisation.

c. Inclusive Meeting Process and Practices

We know that inclusive practices in meetings are essential for us to make the most of diverse perspectives and want to provide clear guidelines that account for the different needs of our colleagues in order to them to contribute effectively and meaningfully.

PROCESS FOR PRODUCTIVE MEETINGS

Meetings are an everyday reality, and how we behave in meetings defines and builds our relationships with colleagues and stakeholders. We'll therefore create a best practice process for managing meetings in an inclusive, positive way, which reinforces respectful behaviours and encourages contribution between teams.

This might include small adjustments to meeting management such as rotating the chair to set the agenda, being conscious of time zones, rotating note-takers for actions, sharing materials in advance, considering the language needs of those involved, recording meetings, setting clear expectations, and allowing sufficient time for next steps and take-away actions.

LEVERAGING TECHNOLOGY

Through the global pandemic and multiple lockdowns around the world, we discovered the importance of technology in improving the quality and frequency of contact across the partnership, with diverse voices becoming more present and accessible in online meetings.

To further harness the power of technology, the guidance issued around meeting management will include information on using technology to its fullest extent, for example, by requesting cameras-on (as appropriate), encouraging interaction using chat and other functionalities to facilitate discussion, giving space for everyone to speak up, activating closed captions to support language and accessibility needs.

d. Celebrate our diversity and inclusiveness across the partnership

We will continue to organise global events and initiatives which celebrate our teams and diversity and values, innovation and best practice innovativeness – such as the MSI Stars Awards and Channel Lead Awards – and create opportunities to bring teams together.

STRATEGIC PRIORITY 6: GENDER EQUALITY & SOCIAL INCLUSION

To achieve our goal of making diversity and gender equality key to One MSI, we'll take a specific focus on gender equality and social inclusion focusing on our programming, the clients and communities we serve.

Our approach will be clearly articulated, coordinated, accountable, informed by evidence, and delivered in a way which is inclusive and reflective of our wider DEI goals.

a. Building capacity & expertise

TRAINING AND CAPACITY BUILDING

We will develop a basic and flexible training package on key GESI concepts, building off of existing training methods and resources such as VCAT (Values Clarification and Attitude Transformation) and make it available to all MSI team members to improve foundational knowledge across the partnership

We will identify GESI leads across countries and support offices and ensure that these individuals have access to the training and resources needed to build their expertise around GESI, where resources allow.

CONTINUED LEARNING

We'll hold regular GESI-focused events, webinars, and workshops at the country, regional and global level to learn from each other internally, and externally with civil society partners and stakeholders to amplify the voices of frontline service providers, community mobilisers and clients from marginalised groups. We will engage with key research, policy and programming initiatives which support GESI.

b. Programming

To strengthen our programming as well as how we serve and reach our clients, we will integrate GESI principles, considerations, best practices and learning into existing key operational and guidance documents. We will also design and pilot the integration of GESI into our programming and disseminate our learnings internally and externally.

Where resources allow, we will support our country programmes on how to conduct GESI assessments and analysis in order to generate evidence to inform our organisational practices, programming, proposals and strategies. The generation and application of evidence and learning will enhance understanding of the lived experiences of our clients and insight into the real consequences of policies and practices that are not gender equitable or inclusive, ultimately resulting in greater reach and impact to those groups who are not accessing MSI services.

c. Measure and Learn

We'll work with MSI countries to review routine monitoring processes, to identify opportunities to collect more data on gender and marginalised groups. This will be further enhanced by support in the development of contextualised and programme-specific GESI-related indicators for integration into monitoring and evaluation.

We'll continue to identify and share best practice GESI initiatives, learnings and results across the partnership and externally through a variety of forums.

d. Strengthening Partnerships

We will identify and partner with global organisations that can support on DEI and GESI-related work, learning and global advocacy. This will include:

- Supporting MSI countries in mapping key GESI-focused civil society organisations (CSOs), and undertaking consultations on ideas for collaboration, communication and preferred forms of engagement.
- Encouraging regular meetings and dialogues with civil society partners to consult on planning, report on progress, discuss learnings and good practice.
- Where feasible, sub-granting to local and GESI focused organisations based on MSI's Advocacy, Resilience and Partnerships Success Model

Based on experience and learning from country partnership strategies, we'll support countries with guidance which emphasises long-term empowering, strategic, relationships and effective mutual listening and learning processes.

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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