

MapAction Diversity and Inclusion Policy

Final v1: 28 November 2019

Introduction

This Policy outlines MapAction's commitments, accountability and actions on diversity and inclusion. As an organisation we recognise the value that diversity brings to our entire operation, deployments and culture. Diversity brings different experiences and perspectives to bear in all aspects of our decision-making. It also enables us to respond in the most timely, appropriate and effective manner to the challenges which our teams face in the field, where they are required to operate in diverse and challenging circumstances. We also recognise that it is right to promote and protect diversity, inclusion and equity.

The UK Equality Act identifies nine protected characteristics: age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity. Further information on MapAction's approach to meeting our requirements under the Act is set out in [SAP 02.02 Equal Opportunities Policy](#).

Definitions

Diversity¹: Characteristics of differences and similarities between people, noting that:

- Diversity includes factors that influence the identities and perspectives that people bring when interacting at work.
- Diversity can foster learning from others who are not the same, about dignity, respect and inclusiveness for everyone, and about creating workplace environments and practices that foster learning from others to gain advantages of diverse perspectives.

Equal access: Increasing access to services, volunteering or job opportunities by having policies and practices which take account of diverse needs.

Equal opportunities:

- The removal of direct discrimination. Ensuring that people are not treated less favourably on the grounds of their disability, ethnicity, national origin, colour and race, sex, gender reassignment, marital status, religious belief and political opinion, sexual orientation, age or trade union membership/non-membership.
- “The removal of indirect discrimination.” Ensuring that requirements or conditions do not unfairly or unjustifiably limit access to services, jobs, or volunteering opportunities.

Human rights: the basic rights and freedoms to which all humans are entitled. They ensure people can live freely and that they are able to flourish, reach their potential and participate in society. They ensure that people are treated fairly and with dignity and respect.²

¹ Source: British Standard 76005 (2017): Valuing People Through Diversity and Inclusion.

² Source: Equality and Human Rights Commission:

<https://www.equalityhumanrights.com/en/secondary-education-resources/useful-information/glossary-terms>

Inclusion³: The practice of including all stakeholders in organizational contexts, noting that:

- Stakeholders from different groups are to be accepted and welcomed (i.e. offered opportunities on the basis of abilities, talents and skills).
- Legislation exists protecting people identified with certain characteristics (see SAP 02.02). Other differences that are not protected in law, but can lead to exclusion, include visible and non-visible factors such as social background, language/ dialect, culture, work-style, personality and bodily appearance.

Stakeholders:

- Beneficiaries: crisis affected people who are the ultimate beneficiaries of MapAction's work, alongside broader humanitarian response and disaster preparedness efforts.
- Collaborating partners: partner organisations which MapAction supports or works with to improve humanitarian response.
- Operational Partners: partner organisations which MapAction provides services to as part of humanitarian response.

Principles

1. We commit to driving diversity and inclusion from the top

MapAction's leadership team will create a culture that promotes and fosters diversity and inclusion.

Our Board commits to promoting diversity, inclusion and equity within the organisation, and ensuring this commitment is clearly communicated across the membership and public.

Our management team commits to promoting diversity, inclusivity and equity in all aspects of our work, ensuring best practice and seeking continual improvement.

2. We commit to putting diversity and inclusion at the heart of our organisational planning and culture

We commit to setting out our approach to become more diverse and inclusive in each MapAction Strategic Plan, business plan, planning cycle and budget.

We commit to embedding diversity and inclusion in our policies, processes and contracts; including Standard Operational Procedures (SOPs), Standard Administrative Procedures (SAPs), staff role profiles, contracts and manuals.

We commit to building an environment that is tolerant, flexible and supportive of diversity, including by providing opportunities for our members to remain involved and add value at different stages of their lives.

We commit to ensuring our commitment is public, clear and transparent both inside and outside of MapAction. All language, imagery, media and publicity will be inclusive and representative of our diverse membership.

³ Ibid

We commit to celebrating the diversity that exists within our team, partners and beneficiaries through communications and awareness-raising.

3. We commit to providing accessible, inclusive recruitment processes that promote diversity

We commit to constantly challenging and developing our recruitment process in order to ensure equitable access to roles and to increase team diversity.

We recognise existing imbalances within the current Geospatial and Technical Industries (and to some extent Communities), and associated challenges to recruiting a diverse workforce. We commit to supporting and influencing these groups to become more diverse and inclusive alongside our own efforts.

Our commitments, expectations, and organisational procedures on diversity, inclusion and equity will be clearly communicated to prospective team members as part of recruitment, induction, and orientation.

4. We commit to supporting and promoting diversity and inclusion throughout all of our team activities

We commit to providing an inclusive and accessible training environment for all current and future team members.

We commit to providing training and awareness-raising across all levels of MapAction targeting the development of appropriate knowledge and skills on diversity and inclusion.

We commit to providing our team with opportunities to be involved in projects, groups and activities that allow members to add value in different ways while also developing new skills and experiences.

We will seek to ensure deployment opportunities and environments are accessible, representative and supportive of our team's full range of skills, abilities, and characteristics.

5. We commit to respecting and promoting diversity and inclusion across our stakeholders

We commit to involving our operational partners and beneficiaries in shaping, scrutinising, and reviewing, diversity, inclusion and equity across our services. We will encourage them to provide feedback and challenge our performance.

We commit to providing regular, impartial and appropriate information on our progress towards these commitments with our operational partners, suppliers, and the public in accessible formats.

We commit to advocating for diversity, inclusion and equity across our operational partners, and supporting them to enhance their own commitments and performance in these areas by providing resources and capacity building.

We commit to ensuring our procurement of goods, services, and suppliers is informed by an understanding of commitment on diversity, inclusion and equity.

6. We commit to putting processes in place for continual improvement

We commit to maintaining continual dialogue on diversity and inclusion at all levels of our organisation, with our operational partners, and with industry stakeholders.

We commit to maintaining appropriate processes for raising concerns and providing feedback on our performance on diversity, inclusion and equity. We will ensure these are accessible and well-understood by our team, operational partners and the public. All feedback and concerns will be documented, acted upon and responded to in a timely manner.

We commit to reviewing progress against the Diversity and Inclusion Policy and approach set out in our Strategic Plan on a regular basis, and reporting to the Board on progress every six months.

We commit to reviewing and communicating our performance as part of each year's annual review, ensuring that diversity and inclusion are prioritised alongside our products and services.

We commit to involving our membership in a participative and transparent review of our progress, performance and ability in relation to this Policy on a 3-yearly basis from implementation, and updating the Policy based on our findings.

Responsibility and accountability

Roles and responsibilities

- The Board of Trustees has overall responsibility for this policy. The trustees delegate to the Chief Executive and the Management team the responsibility to implement the policy. The Board will provide leadership in communicating the policy and in supporting the implementation of this policy including the allocation of resources to its implementation.
- The Chief Executive and Management team will promote a planning and organisational culture that considers diversity in all areas set out in this policy. This will include making time to implement the agreed actions, allocating financial resources to achieve them, reviewing and reporting to the Board on progress.
- The Communications Lead will be responsible for communicating this policy to ensure internal audiences understand our commitments about what we will do

differently, and externally to demonstrate MapAction's commitment to be more accessible to a diverse audience.

- The Head of Training and Learning will incorporate qualitative measures of the success of the policy in annual reviews and will feed learning back from these reviews to the Management team to incorporate into planning.

Feedback and grievances

- The feedback and grievances process for matters relating to diversity, inclusion and equal opportunity is set out in [SAP 02.06 Disciplinary and grievance procedures](#).
- Where a MapAction team member or external stakeholder have concerns about situations such as discrimination, work relations or working environment (including concerns relating to equity and inclusion) they should contact the Chief Executive or management team.
- Feedback, suggestions and active dialogue on how MapAction can improve our performance on diversity and inclusion are also strongly encouraged.

Related Procedure(s)

- [02.02 Equal Opportunities Policy](#)
- [02.03.01 Recruitment policy](#): 01 Staff recruitment, 02 0Volunteer recruitment, and 03 Trustee recruitment
- [02.06 Disciplinary and grievance procedures](#)

Annex 1: Priority Actions 2020 - 2022

Date of last status update: November 2019

This Annex sets out actions identified to implement MapAction’s policy and commitments on diversity and inclusion. It is intended to be a living document which can be updated on an ongoing basis based on progress, lessons learned, and an understanding of what is realistic. The actions currently fall across four main areas:

- Enabling environment: putting in place the statements, funds, and framework for the new Policy and commitments from 2019 onward.
- Communications: including messaging, website and protocols, to be addressed in a time-bound communications plan.
- Human resources: updates of SAPs and other protocols/ processes.
- Review: many actions are ongoing. After initial implementation they may be reviewed jointly at annual or 3-yearly intervals.

Action	Led by	Timing	Status
1. Driving diversity and inclusion from the top			
Prepare and endorse a MapAction diversity and inclusion statement (drawing on the content of this Policy), to be shared with the public on our website, with our team (via training and communications) and with our operational partners.	Chief Executive	Jan-20 / 3-yearly review	To start
Consult with the board (and raise a general motion as appropriate) regarding adding diversity as a fundamental component to the binding principles of MapAction (the values of volunteerism, independence, continuous innovation, professionalism, collaboration and transparency).	Chief Executive	Dec-19	To start
2. Putting diversity and inclusion at the heart of our organisational planning and culture			
Identify and clearly articulate MapAction’s goals and approach for becoming more diverse in each Strategic Plan. <i>Note: Given the timeline for finalising this Policy in December 2019, this action and those below relating to the Business Plan, Planning and budget cycles will be considered in 2019 but fully addressed in December 2020.</i>	Chief Executive	Dec-19 / annually	Ongoing
Identify and clearly articulate MapAction’s goals and approach for becoming more diverse in each Business Plan.	Chief Executive	Dec 19 / annually	To start
Identify and clearly articulate MapAction’s goals and approach for becoming more diverse in the 18-month Planning cycle.	Chief Executive	Dec 19 / annually	To start
Identify and set out required resources for achieving our diversity goals and actions as part of each budget cycle.	Finance Director	Dec 19 / annually	To start
Undertake a systematic review of policies and contracts to identify where diversity, inclusion and equity objectives could be mainstreamed. This will include Standard Operational	HR Advisor	June-20 (TBC) /	To start

<p>Procedures (SOPs), Standard Administrative Procedures (SAPs), role profiles, contracts and manuals. Among others, this includes:</p> <ul style="list-style-type: none"> - Confirm whether an update of SAP 02.02 (Equal Opportunities) is required, or whether it will be integrated with this Policy. - Consider updating SAP 02.06 Disciplinary and grievance procedures to include specific reference to feedback and grievances on diversity, inclusion and equal opportunity. <p>Confirm whether these actions require input from an external advisory group or specialist.</p>		3-yearly review	
<p>Consult with membership regarding barriers and incentives to remain in the organisation during different stages/ phases of life, and identify additional actions.</p>	Chief Executive	Completed Aug-19. Next review Dec-20	Ongoing
<p>Create an easily-accessible diversity and inclusion page on MapAction's website to showcase our commitments and progress (refer to diversity statement under Action area 1).</p>	Comms Lead	May-20 / annual update	To start
<p>Develop and implement protocols (SAP) on making diversity visible as part of all media, social media, publicity and communications guidelines and protocols.</p>	Comms Lead	May-20 / 3-yearly review	To start
<p>Prepare a brief communications plan for diversity and inclusion:</p> <ol style="list-style-type: none"> 1. <u>Internal and external</u>: guidance for showcasing and making diversity and inclusion visible in all comms. 2. <u>Internal</u>: comms to the team on ongoing diversity and inclusion actions (as per this Policy), including recruitment. 3. <u>External</u>: plans to share learning from Policy implementation with the wider technical, geospatial and humanitarian industries to drive awareness and action in this area. 	Comms Lead	Jan 20/ 3-yearly review	To start
<p>Identify and implement a strategy to celebrate and raise awareness of cultural and religious events/ holidays via Slack and team events.</p>	Comms Lead	Mar-20	To start
3. Providing accessible, inclusive recruitment processes that promote diversity			
<p>Review team, staff and board recruitment SAPs (02.03.01-03) to ensure they align with overall diversity goals and commitments set out in this Policy, and to identify any further required actions to improve diversity and inclusion.</p> <p>For team recruitment, this will include actions identified/ implemented in the 2018 recruitment review:</p> <ul style="list-style-type: none"> - Longlisting: anonymised applications (<i>note: some specifics around implementation of this are still to be confirmed</i>). - Shortlisting: utilise a separate shortlisting panel to the final selection panel which is as diverse as possible. - Appointment: continue to utilise an appointment panel separate to the shortlisting panel which is gender balanced and as diverse as possible. Continue to use a scoring system for appointment to support reducing bias in interview systems. 	Operations Director	Jan-20 / internal: annually (ahead of recruitment rounds) / external: 3-yearly review	Ongoing

Continue to undertake systematic annual reviews of volunteer role descriptions to identify if (and how) diversity could be improved through diversification of profiles, and by ensuring the profiles are inclusive and accurate. This will include review input by the circles and interested team members. Once complete, incorporate any identified changes and communicate back to the team.	HR Advisor	Next review: Dec-20 / internal: annually (ahead of recruitment) / external: 3-yearly	Ongoing
Continue to undertake annual reviews of distribution platforms for volunteer role advertisements with input from the membership. This will include a review of which platforms were helpful in the previous year. Industry / technical / academic groups, forums, and corporate partners that are performing well on diversity and inclusion will be included.	Operations Director	Jan-20 / annually (ahead of recruitment rounds)	To start
Update volunteer, staff and board role advertisements to include: 1. A statement on diversity, inclusion and equal opportunity with reference to our diversity statement (see area 1 above). 2. A statement that we encourage women/ BAME applicants. 3. Bios profiling a diverse cross-section of team members (including women/ BAME team members/ different ages). 4. Retain/ enhance existing wording around cost-neutrality (kit/ equipment can be borrowed).	Chief Executive	Jan-20 (ahead of 2020 volunteer recruitment) / annually	To start
Review and resolve the question in relation to procedure/ actions if recruitment processes yield a selection that does not align with our commitment under this policy to increase team diversity. Obtain HR advice to ensure legal compliance.	Chief Executive	Jan-2020 (ahead of 2020 recruitment)	To start
Update the team regarding continued efforts and progress on enhancing diversity and inclusion through the recruitment process. (Note: this was identified as a particular area of interest during team consultation).	Operations Director	Jan-19 (before volunteer recruitment) / annually	Ongoing
Undertake a review of induction materials for all team members (volunteers, staff and board). Integrate information and an orientation on MapAction's policy, expectations and feedback/ grievance mechanisms on diversity and inclusion, as well as on cost neutrality and how to borrow equipment/ kit.	Training Lead	May-20 / 3-yearly review	To start
4. Supporting and promoting diversity and inclusion throughout all of our team activities			
Develop a procedure/ brief checklist to review the accessibility and inclusivity of training venues (for example: disability access, showers) and implement this for core trainings: conversion course, first aid, security, and annual ('gilded') exercises.	Training Lead	June-20 / 3-yearly review	To start
Develop and implement annual training sessions focusing on diversity and inclusion, equity, respectful teamwork, and cross-cultural awareness/ skills.	Training Lead	Aug-20 / annually	To start

Audit our activities including deployments and trainings to assess what might prevent participation (where participation may be possible) and identify further address any gaps or opportunities. Communicate the outcomes internally and externally.	Operations Director	Dec-20 / 3-yearly review	To start
Assess the availability of adequate free equipment available for the team to borrow during weekend trainings and deployments, identify budget to address any shortfall, and update the kit list/ stocks accordingly, and raise awareness across the membership.	Head of Logistics	Apr-20 / annually	To start
Consult with the team and external advisors (if possible) to identify actions on encouraging more diverse participation/ leadership at training. This may relate both to: <ul style="list-style-type: none"> - Ensuring everyone in the group has the opportunity to take on team leader /presentations/ speaking roles (where desired), for example through the use of small groups and appropriate facilitation. The most appropriate strategy to do this in a sensitive way should be further considered and discussed with an HR Advisor if needed. - Identifying more training/ event facilitators/ external participants who are diverse, e.g. women and people from countries where we have deployed. Also, review opportunities to collect data on this participation.	Training Lead	Aug-20 / annually	To start
5. Respecting and promoting diversity and inclusion across our stakeholders			
Share information on feedback and grievance mechanisms (including for diversity, inclusion and equity matters) on the Mapaction website.	Comms Lead	Mar-20 / annually	To start
Reach out to our key operational partners, collaborating partners and donors to share our Diversity and Inclusion Policy, and to consult with them regarding their current commitments and actions in this area in order to identify areas where we might collaborate and support through capacity building. Any identified actions will be added to this list.	Chief Executive	January-20 / 3-yearly	To start
Identify additional outreach actions to drive diversity and inclusion in the wider technical and geospatial industries as part of the next Policy (2022-25) based on learning from this 3-year period. <i>Note: refer to communications actions under area 2 above for current outreach priorities.</i>	Chief Executive	Dec-22	To start
Develop and implement a brief checklist or protocol for screening new suppliers regarding their diversity, inclusion and equity commitments. The need for a review of existing suppliers will be considered as part of this process.	Head of Logistics	June-20 / 3-yearly review	To start
6. Processes in place for continual improvement			
Establish indicators on diversity and inclusion to monitor as part of MapAction's annual review process and statistics monitoring.	Training Lead	Mar-20	To start
Deliver team awareness-raising on feedback and grievance mechanisms via training, Chief Exec comms, and Slack.	Comms Lead	Mar-20 / annually	To start

Undertake six-monthly reviews of progress against the Diversity and Inclusion Policy and indicators. This will be captured in a Report (mid-year) or the Annual Review (December) and shared with internal and external stakeholders, including the Board and membership.	Chief Executive	June-20, Dec-20 / bi-annually	To start
Share back annual diversity review findings with the membership in a training or development day setting, encouraging active discussion and feedback on performance and further opportunities to improve.	Chief Executive	Feb-20 / annually	To start
Undertake further investigation into reasons and barriers relating to low membership diversity. This may include a follow-up member survey on diversity characteristics that were not included in the January 2019 survey: e.g. education/ socio-economic background, perceptions on inclusion, and focus-group discussions with members and/ or external stakeholders.	Operations Director	Dec-20	To start
Undertake detailed review and consultation on progress and performance against the Diversity Charter across the organisation, membership and key external stakeholders. Share findings back with internal and external stakeholders. Based on these findings, update the Diversity and Inclusion Policy.	Chief Executive	Dec-22 / 3-yearly	To start
Reach out to corporate partners to gauge the availability of pro-bono support for an external professional advisor to review our Diversity and Inclusion Policy, operational/ administrative procedures, and recruitment procedures. Based on the response, confirm date(s) for an initial external review <i><u>Note:</u> these may need to be staged/ prioritised depending on availability of support. 2020 may not be realistic if pro-bono support is unavailable. From the date of initial review, MapAction will commit to having this process reviewed every 3 years.</i>	Fundraising and Marketing Director	Apr-20 / 3-yearly review	To start