

malaria
NO MORE
united kingdom



EQUITY, DIVERSITY AND INCLUSION (EDI) ROADMAP

FOREWORD

We are delighted to be launching our first EDI Strategy and Roadmap. After months of listening to each other and learning together as an organisation about our shared vision for an equal, equitable, diverse and inclusive workplace, we are hopeful that this strategy will unite us in our fight against malaria. We hope that this strategy will embed a social justice approach into our fight to end malaria.

On the journey to developing this strategy, we have laid foundations for:

- **Openly and collectively talking** about our EDI challenges, hopes and aspirations
- **Leveraging our collective motivation, engagement and psychological safety** to move our staff and LT along the change journey together
- **Acquiring basic skills and competencies to support inclusive policies and behaviours**, including basic skills for noticing and naming poor practice, creating safer spaces for ourselves and our colleagues, constructively challenging the status quo, and tackling psychological barriers that undermine change
- **Openness to context-specific thinking and actions** that will address the EDI barriers identified, while leveraging the enablers that already exist under our aspirations to be a global force for ending malaria.

ABOUT THE ROADMAP

We have a long way to go, but we are glad to make this strong, collaborative and well-considered start.



Through this strategy, we aim to build foundations that raise wide, comprehensive and progressive change through a focus on EDI in our operations, behaviours and culture. Using lessons learned, we can then progress to address bigger EDI issues externally in our advocacy work, communication campaigns, and collaboration with partners and the communities we engage with.

Our premise is that all of our staff, leaders, partners, stakeholders and communities have a responsibility and moral imperative to contribute to inclusivity goals.

We want to ensure that our practices and the ways in which we work do not produce, reproduce or sustain the inequalities, exclusions and oppressions that we seek to address in our fight to end malaria.

Our staff and partners matter; their voices, individuality, contribution, and presence are central to who we are as an organisation. We will centre EDI principles in how we lead and how we are led, how we advocate and how we influence both internally and externally.

The strategy provides a framework that will act as a guide for our organisation internally to start with, guiding us over the next two to three years to review, establish and embed an inclusive culture across key priorities of our operations, strategy and brand. The actions outlined in our roadmap will be reviewed and updated periodically by the leadership team, HR function and EDI Steering Committee to ensure it continues to be relevant, delivering the vision, mission and objectives of our organisation.

DESIRED OUTCOMES

- A positive, inclusive, respectful culture that can be validated through experiences of all staff, board and stakeholders irrespective of their identity or hierarchy
- People feel confident and proud to fully and authentically engage with our organisation, and champion the mission, vision, values and brand internally and externally
- Positive interpersonal and structural behaviours that support and reflect an open and inclusive culture
- Improved communications, collaboration and relationships internally, externally, in/through campaigns and all areas of work
- A trusted high-performing brand that attracts diverse talent, retains and develops them.

THEME 1:

Inclusive culture, values and brand

EXAMPLE:

Develop culture, mission and vision, values review project with clear outcomes that mirror the desired objectives

DESIRED OUTCOMES

- Established systems and processes to capture and use HR data to embed and drive EDI
- Clear policies that support desired inclusive culture behaviours and outcomes, and act as a systemic basis for accountability and best practice
- Policies and procedures are accessible and well understood by all staff
- Policies and procedures consider differences in legislation and culture across the different operational locations
- Pay and remunerations are standardised and staff understand the pay and remuneration framework.

THEME 2:

Inclusive HR data, policies and procedures

EXAMPLE:

Develop and regularly review EDI supporting policies, statements and procedures that take a zero-tolerance approach to racism, sexism, homophobia, ableism, cultural domination, and other characteristics, and work effectively across all protected characteristics

DESIRED OUTCOMES

Attraction:

- A measurable increase in attraction, retention and development of a diverse pool of talent with the right skills, across all roles and locations
- Embed a differential focus where diversity meets organisational goals and stakeholders e.g., “rotating spotlight” on race, disability, social economic background and other areas
- Great inclusive people management skills at all levels
- Policies, behaviours and practices to support and sustain accountability for these goals.

Recruitment:

- Increased representation in all targeted areas.

Retention and development:

- Strengthen retention across all demographics
- All staff reporting higher confidence developing their careers within the organisation
- All staff reporting a greater sense of belonging, being heard and having equal access and opportunities to contribute to the mission and vision of the organisation.
- Better experiences captured through exit interviews.

THEME 3:

Talent management and development

EXAMPLE:

Incorporate an equality impact or EDI statement on job adverts as standard

EXAMPLE:

All staff involved in recruitment to receive diversity, inclusion and anti-racism training

EXAMPLE:

Establish a framework for transparent performance review, objective setting and appraisal processes with clear definition of roles and progression levels

DESIRED OUTCOMES

- All leadership and governance practices are joined up in the reviewing, establishing and embedding of EDI plans and goals
- Leaders are accountable, understand, support and role-model inclusive awareness, principles and behaviours
- Adequate budget, time and resource are allocated to enable the EDI action plan and functions to progress
- EDI is an ongoing lens across all areas of work and organisational strategy
- The organisational structure reflects a fair balance and spread across roles
- LT and Board are experienced by staff and stakeholders as responsive, accessible and enabling employee voice in decision-making
- Inclusive leadership for LT and Board
- Managing “unintended consequences”.

THEME 4: Leadership, governance and organisational structure

EXAMPLE:

EDI Committee to receive and have access to EDI training and learning opportunities

EXAMPLE:

Embed EDI goals and metrics into each manager or leader's KPIs and performance objectives

DESIRED OUTCOMES

- Regular updates on EDI progress to all staff, board and stakeholders
- Monitoring of progress across all activities planned
- Capture and sharing of learning, feedback and improvements throughout

THEME 5:

Measurement and reporting procedures

EXAMPLE:

Consistently monitor the progress on the EDI action plan and evaluate this against set goals and activities

TIMELINE HIGHLIGHTS

