

Vision for Racial & Ethnic Diversity for Mercy Corps' Global Leadership Team

SUMMER 2020

MERCY CORPS' GENDER EQUALITY, DIVERSITY, & SOCIAL INCLUSION (GEDSI) STRATEGY

Mercy Corp will soon be issuing its **Gender Equality, Diversity and Social inclusion (GEDSI) strategy** that charts the path forward for us to proactively remove barriers, address root causes of inequalities, and model the power of diversity and gender equity in who we are and how we show up as a partner to communities and local actors in the places where we work. The GEDSI strategy is also a call to collective action for all of Mercy Corps to address gender inequality and social exclusion in our organization and in our programs. It embraces the unequivocal link between an inclusive organization and program effectiveness and outlines both our internal Gender, Diversity, and Inclusion (GDI) priorities as well as our related program priorities. This Executive Team Vision for Racial and Ethnic Diversity for Mercy Corps' Global Leadership Team is a component of the overall GEDSI vision and contributes to the achievement of its overall goals.

PURPOSE

We, as your Executive Team, are committed to diversifying our global leadership team, fostering an inclusive workplace environment to support diversity, and creating equitable pathways for diverse talent. This commitment is not only the right thing to do but is essential for helping us to proactively work to understand and address inequalities, and dismantle and transform power structures, norms, and relations that perpetuate them in the many contexts where we operate. These are essential ingredients for our mission of alleviating suffering, poverty, and oppression by helping build secure, productive, and just communities.

We outline below the outcomes we aim to achieve, the commitments we're making to further our Vision, and the measures we will use to hold ourselves accountable to this Vision. We, in turn, will hold our teams accountable to these priorities throughout the organization, and expect that all team members take on similar commitments and accountability for upholding this shared Vision.

Racial inequities and our industry's historical legacy of colonialism are among the most significant drivers of disparity in hiring practices and advancement at Mercy Corps. We commit to examining and addressing these racial inequities alongside other factors that further exaggerate disparities within our teams, such as gender, sexual orientation, age, ability, and socio-economic status to ensure we are addressing inequity as comprehensively as possible.

STEPS WE WILL TAKE TO ACHIEVE OUR VISION

These commitments elaborate on actions and reforms articulated in the forthcoming GEDSI strategy.

We commit to:

- **Increasing Diversity in Recruitment and Hiring:**
 - Increasing transparency in recruitment processes for temporary and permanent leadership roles by supporting and adhering to new global hiring and promotions guidelines that the global People Team will release this fiscal year
 - Supporting a more inclusive [Leadership Assessment Process \(LEAP\)](#)
 - Requiring global leadership and hiring managers to participate in on-going mitigating bias training, started earlier this year
 - Proactively diversifying our recruitment networks (e.g. via diverse universities, job boards, new sectors, etc.), and intentionally connect with individuals who are different from us in visible and non-visible ways
 - Requiring shortlists of qualified candidates with diverse profiles and backgrounds, including education, experience, skills, etc.
 - Encouraging diverse interview panels, engaging stakeholders across different teams and levels when possible
 - Developing inclusive position descriptions that open doors for different types of backgrounds, experiences, and education, and that use language that welcomes a more diverse group of candidates
 - Creating more opportunities for global support team¹ positions outside of the U.S. and Europe to promote access to those roles for country program team members
 - Slowing down or restart recruitment to allow for a more diversified pool to be considered at every stage of the hiring process

- **Fostering an Inclusive Workplace Environment to Support Diversity:**
 - Reviewing and analyzing data on current diversity -- including data from exit interviews -- including by race / ethnicity and location and department -- and discuss results and next steps for each Executive
 - Supporting organic initiatives to build community for underrepresented groups for all our teams globally, creating feedback processes to raise awareness about their experiences at Mercy Corps, and elevating their voices within the agency (e.g. [Affinity Groups](#))
 - Engaging with groups representing diverse and underrepresented perspectives across the agency on a regular basis

¹ As we seek to move our support roles closer to where our programs operate, our traditional headquarters roles will no longer be determined by place but by function. In this Vision document, we are thus moving away from “HQ team” to “global support team.”

- Intentionally coaching and mentoring diverse talent, including [Emerging Leaders Program](#) and [Next Generation](#) alumni to build a more diverse pipeline of internal talent
 - Ensuring career building and professional development opportunities, including short-term assignments, are transparent and equitably accessible throughout the organization
 - Supporting and promoting the roll-out of an equitable and transparent compensation philosophy and equitable promotion guidelines
 - Supporting the Global People Team’s efforts to publicize and raise awareness of MCE, U.S., and Expatriate salary scales
- **Creating Equitable Pathways to Elevate Diverse Talent:**
 - Reviewing and adapting competencies for senior leadership positions based on Mercy Corps’ [Cornerstones of Leadership](#) to integrate equity and inclusion competencies and minimize exclusionary language
 - Ensuring talent and diversity data is available and accessible
 - Building professional development and succession plans for key leadership positions to support global leadership diversity goals

HOW WE WILL HOLD OURSELVES ACCOUNTABLE

We commit to the following accountability measures:

- Developing one or more performance objectives for each of us that supports our Vision and holding team members accountable to meet objectives (e.g. diversifying our networks, mentoring diverse talent, hiring and supporting diverse talent)
- Integrating the Vision for Racial and Ethnic Diversity for Mercy Corps’ Global Leadership Team into [Compass Objective 8: Foster Safety, Gender Equality, Diversity, & Social Inclusion in Our Programs and Workplaces](#), reviewing progress against our targets, and sharing reflections with our global team through quarterly Compass reporting
- Hosting bi-annual global learning conversations on progress we’re making towards the commitments and outcomes we’ve outlined in this Vision

In addition to the above, the following specific outcomes will help us gauge progress towards our Vision:

As a global organization, we want to have at least 50% of our global leadership identifying as Black, Indigenous, or Person of Color, or a citizen of Africa, Asia, Central / South America, or the Middle East.

By the end of FY 2023 we aim to have at least:

- 1) 30%² of global senior leadership positions (includes Executive Team, Regional Directors, Deputy Regional Directors, Vice Presidents, Senior Directors, Country Directors, and Chiefs of Parties) occupied by individuals who identify as Black, Indigenous, or Person of Color, or a citizen of Africa, Asia, Central / South America, or the Middle East.³

25%⁴ of Executive Team positions occupied by individuals who identify as Black, Indigenous, or Person of Color, or a citizen of Africa, Asia, Central / South America, or the Middle East.

- 2) 55%⁵ of mid-level positions (Senior Advisors, Directors, Directors of Program / Deputy Country Directors) occupied by individuals who identify as Black, Indigenous, or Person of Color, or a citizen of Africa, Asia, Central / South America, or the Middle East.
- 3) 100% of Mercy Corps regions and countries have talent strategies, metrics, and action plans to develop regional and country-level talent into leadership roles.

We commit to tracking progress towards these outcomes on a quarterly basis to ensure that the measures we have outlined are helping us make meaningful progress. The commitments, actions, and accountability measures we have outlined here will be included in the GEDSI strategy, Compass, and other strategic efforts, to ensure that this Vision remains a top priority for the Agency.

We recognize this has to start with us and we have a lot of work to do. Our Vision for Racial and Ethnic Diversity for Mercy Corps' Global Leadership Team must also be carried forward collectively across the agency. We're calling on all team members, each a leader in their own right, to join us in this commitment and shared accountability.

²Approximately 83% of our global senior leadership identifies as white, or as a citizen of Europe, North America, or Oceania; 17% identify as BIPOC, or a citizen of Africa, Asia, Central / South America, or the Middle East.

Approximately 89% of our U.S. and Europe-based senior leadership identifies as white; 4% identify as Black, Indigenous, or Person of Color; 7% did not specify. Three out of 9 of members of the European Senior Leadership Team identify as BIPOC or a citizen of Africa, Asia, Central/South America or Middle East. One of these three identify as BAME (Black, Asian, Minority Ethnic) in the context of the United Kingdom (July 2020).

³These datasets are comprised of data from the Human Capital Management system and from anonymized, aggregated, self-reported data from Mercy Corps Europe. Because there is no adequate, official international categorization for ethnicity, international (non-U.S. or non-Europe-based) team members' data was disaggregated by region of citizenship. In future iterations, we hope to align globally on terms, definitions, and common datasets, thereby enriching the quality and quantity of data around intersectionality and demographic categories.

⁴100% of our Executive Team identifies as white. (July 2020).

⁵Approximately 61% of our global mid-level leadership identifies as white, 39% identify as Black, Indigenous, or Person of Color, or a citizen of Africa, Asia, Central / South America, or the Middle East (July 2020).