



DEI

PLAN INTERNATIONAL USA

Diversity, Equity & Inclusion

POLICY & STANDARDS

June 2021



Plan International USA (“Plan”) focuses on making the world an inclusive and equitable place for all girls in the richness of their diversity.

Advancing diversity, equity and inclusion are not only outcomes we seek to create — they are the very means through which we reach our mission. The process and the outcomes are profoundly intertwined. Ensuring that young people can learn, lead, decide and thrive in their communities is predicated on realizing our vision for diversity, equity and inclusion as a core principle within our organization and across our programs. We can never achieve our mission without embodying and embracing these core values in how we work internally and engage externally, as well as how we design and deliver our programs.

Plan’s commitment is to both equality and equity in its programming, recognizing that pursuing both is essential to achieving gender justice for all. Equality is an important first step; it is about every person having the right to do or have something. Equity is the ultimate goal and is about everyone having the actual ability to exercise those rights and freedoms. Plan also strives to be an equitable workplace for all employees. This means that people receive the tools and support they need to thrive at Plan and that our policies and practices are transparent, fair and without bias.

Achieving these goals for all people starts with ourselves. We know that we cannot produce equity through our programs and advocacy without living diversity, equity and inclusion in every aspect of how we do our work.

Plan is committed to creating a diverse workplace where all team members bring the fullness of their life experiences to achieving our mission, regardless of their age, sex, gender identity or expression, sexual orientation, race, color, abilities, geographic origin, religious beliefs, family or marital status, HIV status, domestic situation, political affiliation, veteran background, tenure with the organization, level within the organization and/or any characteristic that makes them unique. Diversity means recognizing, accepting, celebrating and finding strength in our differences. Visible and non-visible differences among people lead to differences in experiences, values, attitudes, skills, personalities and ways of thinking, behaving, communicating and working. It is this diversity that enriches us and strengthens our ability to pursue our mission.

We also know that the benefits of diversity do not materialize without inclusion, which means creating safe spaces and actively inviting varied viewpoints for the diverse experiences among us to express and inform our discussions, approaches, practices and decision-making. These viewpoints must include the people we serve and partner with at the community level. We view the friction and discord that can arise through inclusive engagement as catalysts for growth, change and informed choices.

Our programming must also model best practices for creating transformation around diversity, equity and inclusion from conception to completion. We actively explore and address the barriers to serving diverse populations. We track our progress with specific metrics to ensure equity in outcomes for the communities in which we work. Our interventions broaden the range of voices that are heard and heeded by local, national and international decision-makers. The core purpose of our advocacy is to promote inclusion and equity from the most grassroots to the most global levels of policy-making.

To live out our commitment to diversity, equity and inclusion, we will:

1. Put in place governance and accountability structures — including organizational policies and processes — that ensure our DEI principles are being encouraged and modeled across the organization.

Expected results

- a. Improved Board commitment measured by percentage of board orientations each year with a DEI discussion conducted by DEI Council members.
 - b. DEI outcomes are embedded into organizational Quarterly Business Reviews.
 - c. Organizational leadership commitment measured by improvements in annual employee engagement survey.
 - d. Plan improves year over year against industry benchmark standards currently in development.
2. Consistently attract people from diverse backgrounds to fill positions, including on the Board of Directors, and track our progress toward staff and leadership diversity goals.

Expected results

- a. Improved Board diversity measured by year-end board diversity snapshot compared to previous year-end.
 - b. Plan's staff diversity profile, as reported to the Board, improves on an annual basis.
3. Foster an organizational culture that exemplifies our commitment to gender justice, diversity, equity, inclusion and transformation. We actively train and support all staff and organizational leaders to continually expand their knowledge, understanding and skills to nurture diversity, equity and inclusion at Plan. We do not tolerate behaviors that are discriminatory or create an environment of mistrust and exclusivity.

Expected results

- a. Positive changes in scores for selected Gallup survey questions relating to trust levels, safety to share difficult viewpoints and giving/receiving feedback, such as:
 - I. I am asked for my input regarding changes that affect my work.

II. I feel free to express my thoughts, feelings and disagreements to my supervisor.

III. I always trust my organization to be fair to everyone.

IV. At work, my opinions seem to count.

b. All staff with supervisory responsibilities are trained on positive DEI practices and behaviors.

c. Full uptake of budgeted resources to enhance DEI culture (for staff training, ongoing learning, affinity groups, etc.).

- 4.** We seek to create a safe environment in which all people can share the fullness of their experiences, skills and diverse perspectives to constantly improve Plan's work around the world. We actively use methods that engage and include the knowledge, perspectives, experiences and aspirations of girls and young women in all their diversity, families and broader populations we serve. We co-design programs and projects with local individuals, communities, and organizations that create greater gender justice, diversity, equity, inclusion and transformation for all girls, young women and their communities.

Expected results

- a.** Showcase identified results from the program prototype of the business development stage to ensure that program design and community goals continue to be prioritized.
- b.** Number of new proposals that meaningfully integrate broader gender identities and other intersecting social inclusion factors, reported annually. The threshold for "meaningful" will be developed by the DEI Council and guided by Plan International Inc.'s Gender and Inclusion Marker.

- 5.** We co-implement, co-monitor and co-evaluate with local individuals, communities and organizations the quality of our gender-transformative and inclusive development and humanitarian programs, as well as our influencing efforts, based on Plan's Gender and Inclusion Marker.

Expected results

- a.** Scores for projects using the Gender and Inclusion Marker rise over time, compared annually.
- b.** Increased number of new projects that meaningfully incorporate DEI/GESI into program goals and budgets, reported annually. Criteria for what constitutes "meaningfully" will be developed by the DEI Council and guided by PII's Gender and Inclusion Marker.

6. Align external engagement — including marketing, fundraising, advocacy and other interactions — with DEI principles and goals, seeking to partner and align with organizations that share and live our DEI values.

Expected results

- a. Language guide/glossary developed and updated annually with specific terminology to avoid and alternatives to use instead.
 - b. Examine imagery and assets annually to ensure they reflect our DEI principles and avoid colonial, demeaning or otherwise negative connotations.
 - c. Increased number of partnerships with organizations led by traditionally marginalized groups, including youth, women, LGBTQIA+ or BIPOC, year over year.
7. We mobilize and dedicate the necessary human, technical and financial resources to meet our commitments to gender justice, equity, diversity and inclusion in our internal operations, particularly in our hiring and procurement policies and procedures.

Expected results

- a. Increased number of diverse (Black-owned, women-owned businesses, etc.) vendors year over year.
- b. PII's Gender, Equity, Diversity and Inclusion Self-Assessment (GEDISA) completed every five years, with GEDISA Action Plan linked to DEI Statement, with recommendations falling outside the areas in this Statement integrated into Plan's annual DEI Strategy.
- c. Budgeted resources for staff for DEI professional development in the following areas are fully utilized annually:
 - I. Gender equity and/or social inclusion in global development
 - II. Diversity, equity and inclusion in organizations
 - III. Agile project design and management
 - IV. Human-centered design