



Centre for  
Public Impact  
Founded by BCG

# **DIVERSITY, EQUITY AND INCLUSION POLICY**

September 2020





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## Introduction

To advance our purpose of reimagining government so it works for everyone, the Centre for Public Impact (CPI) seeks to attract and support a diversity of backgrounds, experience, talent, and thought. We commit to struggling with the conflicts inherent to what we do, openly and transparently, with the hopes that by doing so the solutions can have a ripple effect far beyond our organisation's boundaries. In reimagining government, we must commit to centering historically underrepresented communities voices in all of the work that we do.

Diversity enriches our commitment to a more just society and enhances our ability to enact change so governments help societies to better respond to complex challenges.

We aspire for people of all backgrounds to see CPI as a great place to work, where everyone's experiences and contributions are sought and valued.

The policy applies to all CPI board members and employees globally. It is shared with others who work with us such as our contractors, freelancers, and interns. Our mission is to have equality for everyone, to value diversity across all areas of difference so that each individual feels understood and respected, enabling them to thrive and give their best.

## Our Mission

### Recruitment & Advancement

- Provide equality, fairness and respect for all individuals.





- Develop and implement a non-biased recruitment and selection process, promoting fairness, increasing diversity and enabling us to recruit the best talent.
- Regularly review all processes and procedures in our ‘‘Playbook’ to ensure that we maintain fairness across the team.

### **Psychological Safety**

- For us to truly build an organisational culture that allowed all team members to show up authentically, we need to acknowledge and account for the differences in lived experience, proximity to power, and privilege between us, while holding accountability and space for the lessons learned and knowledge gained.
- Embrace diversity of ideas, opinions, backgrounds and people’s ways of working.
- Not discriminate against persons based on protected characteristics of age, disability, marriage and civil partnership, pregnancy and maternity/paternity, race (including colour, nationality, and ethnic or national origin), religion or belief, gender, gender identity, gender reassignment, and sexual orientation.
- Create a psychologically safe environment encouraging kindness, empathy, openness, respect and trust and free of bullying, harassment, victimisation and discrimination.
- Provide all staff mandatory annual Diversity, Equity & Inclusion (DEI) training.
- Continue to listen, engage and have conversations with regards to DEI to create a space for all employees, enable us to keep abreast of best practice, to enable us to respond appropriately. These learnings will enable us to invest in strong career development and provide the team with the best tools so that all areas of the team can progress and grow.

### **External Communications, Engagement and Programmatic Work**

Challenge and track ourselves regularly to ensure we are adhering to these principles for CPI’s external communications and engagement (including editorial content, social media,





media engagement, public statements, events, and partnerships) as well as programmatic work:

- Think systemically, act locally.
  - We use the most specific term possible to describe the community being discussed, using where possible their preferred language (if known), and only when it is relevant to the topic.
  - In line with our conversational tone, we use the language of the people we're talking about to share their story. ○ We select event venues with purposes/ethos that are in line with CPI's values, supporting small and minority-owned businesses wherever possible.
  - Wherever possible, we source imagery that is actually from the locations or communities we're talking about.
  - The Global Comms team draws on the local knowledge and understanding of regional teams to ensure our communications are as authentic as possible in local settings.
- Share power with those best placed to act.
  - We invite anyone from our target audience groups to use our platform to tell their story in their own words.
  - Our content is accessible to all.
  - Our events are designed with our various target audiences in mind, ensuring that they are accessible and enjoyable for the groups we are hoping to engage.
  - We partner with organisations that are best placed to drive the kind of change we are seeking in government, and use our network and resources to shine the spotlight on their work.
- Challenge unnecessary hierarchy and collaborate across boundaries.





- We use our platform to call out racism/discrimination when we see it. We stand for what is right.
- We use our platform and resources to make connections between the members of our target audience groups and other partners to foster the kind of collaboration that will help realise our vision for government.
- We work to actively counter stereotypes about groups that have historically been marginalised in our society with our selection of subject matter and imagery.
- We decline invitations to participate in events that we feel aren't sufficiently representative of our diverse audiences or in line with our values.
- We decline partnership opportunities when the values of the potential partner don't align with our own.
- Seek out strengths and build on them.
  - We use our platforms to build relationships and strengthen them to realise our vision for government.
  - We actively seek others that are working in ways that align with our mission to collaborate and share learning, using our platforms to share this in the open.
  - The Comms team seeks to build the writing and communications skills of every member of the CPI team.
- Champion the voices of those who are heard the least.
  - We amplify the unheard voices in our communities and core audiences.
  - We actively seek out, champion, and reflect the diversity of our target audiences by commissioning content and regularly interviewing a variety of voices from within our target audience groups, and amplifying them on social media.
  - We consciously ensure that the speakers at CPI owned events are a diverse representation of our target audience groups. The facilitator pursues an inclusive approach to leading and facilitating discussions.





- We use our editorial platform to build, maintain and strengthen CPI's relationship with the many different voices that comprise our target audience groups.
- Optimise for learning rather than control.
  - We challenge ourselves regularly to ensure that we are holding ourselves to account on the principles outlined above.
  - We acknowledge when we haven't lived up to our values and use it as a teachable moment for ourselves and others, sharing what we are learning as we go.
  - Our events are as much an opportunity for us to learn from participants as them from us - we create space for equal contributions from all.
  - We value partnerships with organisations and individuals whose knowledge and experience challenges our understanding of the best path forward for government.

## Implementation

CPI will inform all their employees that a diversity and inclusion policy is in place and that they are obligated to comply with its requirements and promote fairness in the workplace. During onboarding, new employees will read the policy and sign off as having been understood. Each year, employees will need to review the policy again and sign off the policy as having been understood. The policy will also be drawn to the attention of contractors, freelancers and other third parties working with CPI. All members of staff have an obligation not to discriminate, harass or victimise. Disciplinary action will be taken against an employee who is found to be in breach of this policy. Serious breaches will be treated as gross misconduct. Our Diversity, Equity & Inclusion Policy is fully supported by





the leadership team and has been agreed with the Board. Our policy will be monitored and reviewed bi-annually.

| Date      | Amendment Description | Author             | Approved By                | Next Review Date |
|-----------|-----------------------|--------------------|----------------------------|------------------|
| Sept 2020 | Initial version       | Sara Beth Mueller, | Global Operating Committee | Jan 2023         |
|           |                       |                    |                            |                  |

