




**RESTLESS
DEVELOPMENT**

Diversity, Equity & Inclusion at Restless Development



Our Values

			
<p>We are who we serve</p> <p>We are brave</p>	<p>We are 100% Professional</p> <p>We prove that young people can</p>	<p>We are in it together</p> <p>We listen and learn</p>	<p>We generate leaders</p> <p>We are proud to carry the banner for young people leading change</p>
<p>We are young professionals accountable to young people. Young people are at the core of everything we do. Our passion and energy drive us. We take initiative, innovate and try new things.</p>	<p>We work in the context of poverty. We measure our results and use our resources efficiently. We care about getting the right results. We act professionally and always seek to improve our work.</p>	<p>We are connected with our partners, with each other and with those we serve. We develop solutions as a team. Our rules and policies apply equally to all. We are generous with our expertise, our tools and our time.</p>	<p>We all have a leadership role. Everyone's opinion is valuable and we bring all voices to the table. We give young people the opportunity to succeed and to fail, generating leaders through experience. We are proud of our work and tell our story with conviction.</p>

What our Values tell us

			
<p>We are who we serve</p> <p>We are brave</p>	<p>We are 100% Professional</p> <p>We prove that young people can</p>	<p>We are in it together</p> <p>We listen and learn</p>	<p>We generate leaders</p> <p>We are proud to carry the banner for young people leading change</p>
<p>We seek to recruit, retain and develop staff to be representative of all sectors of the community we serve.</p>	<p>We believe we have much to learn and benefit from diverse cultures and perspectives, and that diversity will improve the quality of our work, make the agency more effective in developing solutions as a team and achieving our strategy.</p>		<p>We all have a leadership role. Everyone's opinion is valuable and we bring all voices to the table.</p>

Why is Restless Development focusing on Diversity, Equity and Inclusion?

- Diversity, Equity and inclusion is central to achieving our mission towards a just and sustainable world. Inclusion is central to social justice and reversing the current trend of inequality and growing polarisation - a world where the privileged few continue to have control over resources and decision making bodies.
- We not only recognise, but also celebrate the diversity of young people. Young people are not a homogeneous group. It's the diversity and difference in backgrounds and beliefs that is collective power of young people. This is a vital component that determines Restless Development - the success of our teams, our programmes, partnerships and initiatives.





Why as an Agency?

- Our people feel welcome, supported and included in all their diversity because of our proactive approach to inclusivity, putting in place practices that value diversity and creating fair, supportive workplaces.
- We want all our people (staff, volunteers, Trustee) to feel that they can be themselves at Restless Development
- We see the value of having different views and perspectives to inform our work and our leadership.
- We want to become more representational of who we work with across all our hubs.
- It will make us a better agency. Diversity within our People will bring a rich and vital attribute to ensure we achieve our mission.

Why on an individual level?

- In order for all of our people to thrive and grow as leaders we want them to bring their true and whole selves to our agency.
- We want to ensure an environment whereby each individual can be their authentic self and feel truly valued in everything they do.
- We need each individual to actively contribute towards and drive our Diversity & Inclusion strategy in order to for it to succeed.



What we already have

- Our values
- Our Agency plan: *Our people feel welcome, supported and included in all their diversity because of our proactive approach to inclusivity, putting in place practices that value diversity and creating fair, supportive workplaces.*
- Equal opportunity statement (on our website)
- Global policy and practices
- Global recruitment processes - fair and consistent treatment for all
- A transparent and fair system in how we pay people (GSS)
- 94% of staff agree (or strongly agree) that diversity is valued as an agency.



Our Diversity, Equity & Inclusion Strategy will consist of 4 pillars confirming how we will deliver:

- Diversity (market focused)
 - How we recruit and ensuring that our Agency is attractive to all
- Inclusion (culture & motivation)
 - Through Inclusive Leadership practices and encouraging our people to be themselves at work.
- High Performance (operational excellence)
 - create a culture to encourage inclusive diversity and workplace innovation and present diverse external
- Thought Leadership (a purpose led agency)
 - We will create partnerships with organisations and individuals focused on Diversity and Inclusion in order to increase our knowledge and inform our practice around this.



Diversity (Market Focused)

How we recruit and ensuring that our Agency is attractive to all

- Increase demand for diverse talent by introducing functional target zones in each hub
- Increase supply of diverse talent: we will seek to increase applications from people with diverse perspectives and recruit from new audiences

Data Metrics (how we will measure this)

- Diversity split of all candidates for each job posted
- Monitoring of Diversity data from each hired applicant



Inclusion (Culture & Motivation)

- Leading from the front: We will continue to make Restless Development a great place to work through Inclusive Leadership practices
- From the roots: We will encourage our people to be themselves at work and contribute their best thinking honestly

Data Metrics (how we will measure this)

- Agency survey results,
- Exit interview data themes cut by diversity characteristics,
- Hub director and people manager inclusive leadership performance objectives/goals
- Employee Resource Groups (ERG) memberships





High Performance (Operational Excellence)

- Increase productivity: We will 'set the tone' and create a culture to encourage inclusive diversity and workplace innovation e.g. flexible working
- We will present diverse external facing teams to help win new donors and help form and grow new relationships

Data Metrics (how we will measure this)

- Donor/partner feedback
- Flexible working applications,
- Agency survey,
- Retention data,
- Talent and succession planning proportionality

Thought Leadership (Purpose -led Agency)

- Agency: We will speak to our people as peers and seek their input
- External: We will look to ensure that inclusion is reflected in all our external communications e.g. employer brand, media presence
- We will create partnerships with organisations and individuals focused on Diversity and Inclusion in order to increase our knowledge and inform our practice around this.

Data Metrics (how we will measure this)

- We will measure progress with a robust communications plan detailing results of the Agency survey
- Employee Resource Groups (ERG) insights and contribution



Our Inclusive Leadership Toolkit for [Hub Action Plans](#)

Diversity	Inclusion	High Performance	Thought Leadership
<ul style="list-style-type: none"> • Increase supply of diverse talent in each Hub • Reviewing recruitment and selection strategies for each staff member, volunteer, advocate, trustee to ensure a diverse reach • Using up to date DEI templates for job ads and job descriptions • Adding a mandatory DEI question in all first round interviews • Arranging a diverse panel where possible • Advertising in spaces that reach out proactively to certain groups (where required) 	<ul style="list-style-type: none"> • We will continue to make Restless development a great place to work through inclusive practices • Always encouraging our people to be themselves and allowing space for contribution and honesty • Having Employee Resource Groups available for staff with a representative • Develop and deliver inclusive Leadership training • Ensuring inclusive activities • Ensuring inclusion at all events/conferences • We will work with aspirational targets/ target zones - not quotas 	<ul style="list-style-type: none"> • Create a culture to encourage inclusive diversity e.g flexible working • We will create diverse groups when representing the Agency internally and externally • Employee handbook and people processes will be reviewed with inclusion at the core • Encouraging work/life blend across the Agency • Focus on individuals performance as opposed to 'hours in office' or presentism • A D&I lense on talent, training, development and growth • An inclusive lense on all our programming and work across the agency • Use the ERGs to advise where necessary and give an inclusive perspective 	<ul style="list-style-type: none"> • We will continue to make collaborative decisions, consult and seek input across our Agency. • All external comms reflects inclusion. • Diverse representation into all external spaces • Potential partnerships with organisations who focus on specific groups • Engaging with young people's debates around Diversity and Inclusion. • Listening to young people's views and experiences on Diversity, Equity & Inclusion via debates and events • Seek opportunities to share toolkits/training on Diversity , Equity & Inclusion • Partake in research groups and projects
Data Metrics	Data Metrics	Data Metrics	Data Metrics
<ul style="list-style-type: none"> • Diversity split of all candidates for all roles 	<ul style="list-style-type: none"> • Measure Agency survey results, exit interview data, performance objectives ERG memberships. 	<ul style="list-style-type: none"> • Measure from feedback mechanisms, talent and progression proportionally, flex working applications, flex working availability in Hubs. 	<ul style="list-style-type: none"> • Inclusive comms plan, Agency survey and ERGs

When?

By the end of Sept 20 we will have:

- Launched a campaign to capture more diversity data to provide a baseline to assess progress
- Began to launch Employee Resource Groups for all relevant areas and identify a sponsor from our global leadership team
- Raise awareness and position the agency as an attractive employer to underrepresented groups
- Have a 6 month draft action plan in place for each Hub
- Introduced an annual data monitoring process -
- Identified areas of underrepresentation and responsible owners for those across all hubs - Sept 20

By the end of Sept 21 we will have:

- Set a 2 year action plan for for all Hubs to address areas of underrepresentation

By the end of Sept 22 we will have:

- Achieved significant progress in Hub Action Plans towards aspirational targets



Diversity, Equity & Inclusion in everything we do....

Data & Monitoring

Collecting diversity data from staff and using this to understand how diversity is improving our inclusive culture

Policy

Ensuring policies affecting people are flexible and agile, so as to meet the needs of a diverse workforce

Learning

Helping everyone understand what makes us all different and why this is good for the Agency

Employee Journey

Giving everyone the best opportunities at every step of their career at the Agency

Leadership

Inspiring all leaders to encourage and develop diverse talent in their teams

Communication

Regularly talking about Inclusive Diversity and ensuring all our communications include everyone

Network Groups

Enabling groups of our people to develop their own global communities across the Agency to support our Inclusive Diversity work.

Community engagement

Working with our partners and networks to help delivery of Inclusive Delivery, and support the communities in which we work so our impact extends beyond our Agency.

Partners

Working with partners who share our values, and who collaborate with us to help us achieve our goals.

RESTLESS DEVELOPMENT - People & Culture

