

Diversity and Inclusion



Learn how to mitigate the individual, organisational and context-related vulnerabilities and bias to maximize the safety and security of your staff.



Safety and Security Needs and Threats

Note to Learners

The information and guidelines contained in this course are for general information purposes only. Reliance on any information or guidelines is therefore at the user's sole risk. If you rely on any information or apply any guidelines contained in the course, you do so at your own risk and Save the Children will have no responsibility or liability under any circumstances.

What is Diversity and Inclusion?

Diversity is a very broad term that may refer to various aspects of someone's identity and background. Fundamentally, it is all the ways we differ. It includes the differences between individuals in how they identify including (but not limited to) sex, gender, age, mental and physical abilities and disabilities, cultural background, ethnicity, race, national origin, sexual orientation, social and economic background, profession, education, work experiences, and organisational role.

Within an organization, "diversity" refers to the make-up and composition of the workforce. It is individuals with diverse characteristics and backgrounds.

Inclusion is a matter of belief and behaviour. It occurs when a diverse group of people feel valued and respected, has access to opportunities and resources, and can contribute their perspectives and talents to improve their organisation. Inclusion is the part that practically ensures that an organization empowers all those people whose voices may not otherwise be heard.

Each individual brings with them a diverse set of perspectives, work, and life experiences, as well as religious and cultural differences. The power and benefits of diversity and inclusion can only be explored and promoted when differences are recognised, and each individual, irrelevant of their background, is welcomed, respected, valued, and supported.



Threats and Risks

Individual, organisational and context-related vulnerabilities interact with internal threats from within the organisation and external threats from the context. These interactions affect the risks faced by the individual as well as the organisation.

Organisational

- Seniority
- Contract type (e.g. employee/consultant; local/international)
- Contract duration
- Job title
- Travel obligations
- Accommodation
- Partnership organisations
- Post relationship with external actors (e.g. government)
- Organisational culture
- Organisational mandate

Individual - Intersectional Identity

- Age
- Race/Ethnicity
- Nationality
- Religion
- Gender/Sex
- Sexuality
- Physical/Mental health and ability
- Marital/Partnership Status
- Physical appearance
- Previous professional experience

Operational Context

- Legal (national laws and their enforcement, including lack of protections)
- Cultural attitudes
- Rural/Urban/Regional differences
- Bilateral agreements with employees' country of citizenship



Source: *Managing the Security of Aid Workers with Diverse Profiles*, 2018 EISF (now GISF)

Safety and Security Needs and Threats

Individual characteristics, including (but not limited to) biological sex, gender identity and expression, sexual orientation, nationality, ethnicity, race, age, physical and mental abilities and disabilities, language skills, education and professional background, economical status, etc., play an important role in a person's **safety and security needs and threats**.

In the process of identifying risks and adopting appropriate measures and procedures that maximize the safety and security of your staff, you have to take into account the interplay between three components.



WHICH organization you represent and in which role



WHERE you are - the local context



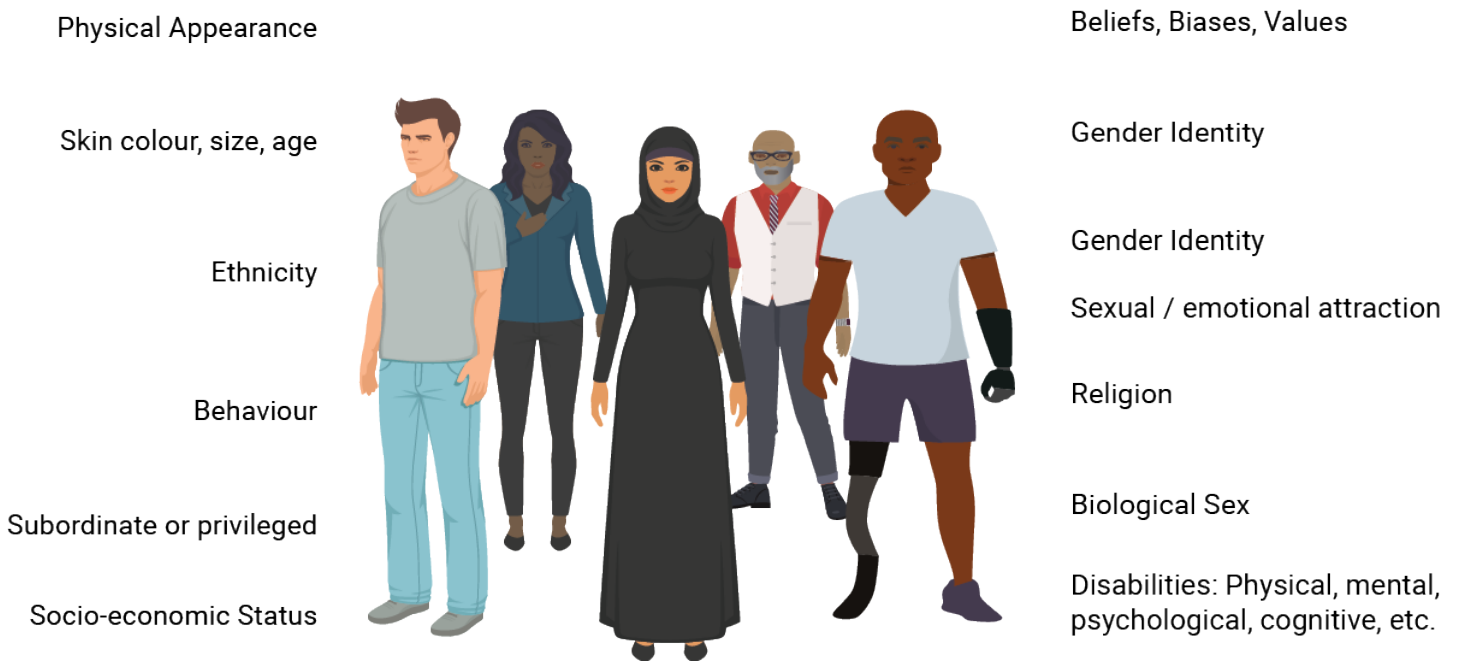
WHO you are – the staff's individual characteristics and their intersectionality



Diversity, Unconscious Biases and Risk

Visible and Invisible Characteristics

When making an analysis of how staff’s individual characteristics interplay in the definition of risks and in the identification of mitigation measures, pay attention to the fact that **not all characteristics are visible**. Many of them are not, for example gender identity, emotional/sexual attraction, nationality, religion, beliefs, some disabilities. While you cannot see them, they do play an important role in the risks that an individual may face.



Intersectionality

Consider the **intersectionality** of the individual (visible and invisible characteristics). Intersectionality refers to how our individual characteristics (gender, race, disabilities, age, etc.) interact in ways that can intensify inclusion or exclusion we experience, as well as vulnerabilities, challenges and exposure to threats and risks.

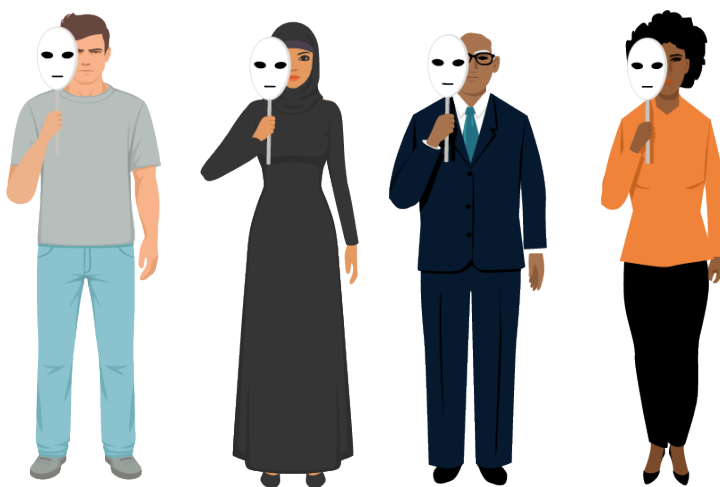


Unconscious Bias

Unconscious biases are socially/culturally constructed stereotypes about certain groups of people that individuals form outside their own conscious awareness and often incompatibly with their own conscious values.

Unconscious biases are learnt, unintentional, deeply ingrained, and able to influence behaviours. Everyone holds unconscious biases about various social and identity groups.

Do not forget that your interpretation, as well as the local community interpretation of your staff profile, is also affected by **unconscious biases**. To reduce the impact of your unconscious biases while doing a risk analysis, consult several stakeholders, representatives of different gender, ethnicity, educational and socio-economical background, etc.

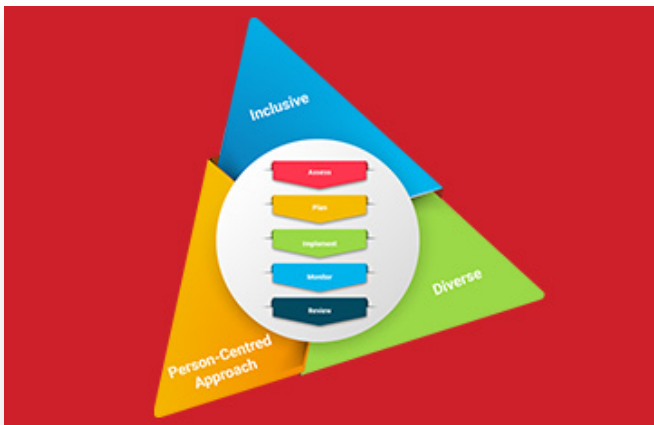


Risk Exposure

Do not assume that some people are more exposed to risks than others. Verify information, statistics and data. For example, when thinking about gender, do not focus on women only.

Both **men and women** are exposed to risks. What varies, is the **kind of threats** they are exposed to in a specific context and the **level of exposure** to a specific threat.

For example, women are more exposed to sexual violence, while men are more exposed to violent attacks, according to global incident statistics and to studies on “masculinity”.



Enhancing an Inclusive Safety and Security Management System

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Remember that information is key to enhancing an inclusive safety and security management system.

Inform all your staff about the legal and cultural situation in the local context in terms of:

Gender dynamics and GBV (Gender-Based Violence)

Gender-based violence (GBV) refers to all harm inflicted or suffered by individuals on the basis of gender differences. **Its intention is to establish or reinforce power imbalances and perpetuate gender inequalities. GBV can affect females or males; however, it affects women and girls systematically and disproportionately.** GBV includes, for example early and forced marriage, female genital mutilation/cutting (FGM/C), sexual violence and abuse, denial of access to education and reproductive health services, physical violence and emotional abuse.

When gender-based violence is perpetrated by aid workers against the affected population it is called Sexual Exploitation and Abuse (SEA). Sexual exploitation and abuse may include forms of GBV as well as the exchange of money, employment, goods, or services for sex and/or sexual favours, or other forms of humiliating, degrading, or exploitative behaviour.

Attitude towards lesbian, gay, bisexual and transgender + (LGBT+) people

In some countries homosexuality is punishable by death. Many countries continue to criminalize same-sex relationships and a high number of them have laws restricting freedom of expression on sexual orientation and gender identity. Some countries may recognize some LGBT+ rights, however, this does not guarantee cultural acceptance and certain acts may not be legal. LGBT+ people may be subjected to hate crimes, which are known to be under-reported.

Racial and ethnic relations

Race refers to groups of people identified for having differences and similarities in biological traits considered socially significant. For instance, differences and similarities in skin colour.

Ethnicity refers to groups of people sharing cultural heritage, practices and perspectives, such as history, religion, languages, music and other traditions.

Racial and ethnic relations vary significantly by culture. Key information is related to the minority, majority, and plurality racial and ethnic composition of the country, its history of racial and ethnic dynamics, the feelings towards migration and discussions about discrimination.

Disabilities and Different Abilities

Challenges in terms of access, acceptance and potential stigma related to some disabilities or different abilities in some contexts.

Inclusive Safety and Security Management Framework

A Safety and Security Risk Management Framework is Inclusive when it applies a diversity lens to all key processes, such as policies, risk assessments, security plans, briefing, trainings and pre-departure information, deployments, travels, and incidents management.

Applying a diversity lens means taking into account the impact of individual characteristics in staff's safety and security needs and putting in place reasonable measures to both mitigate and respond to individual threats.

The aim of this inclusive approach is to balance an organisation's duty of care responsibilities towards all staff, with its employees' rights to privacy, equality, and non-discrimination. The focus is on the person (Person-Centred Approach - PCA).

An additional benefit of an inclusive approach in Safety and Security Management is the enhancement of the advantages of diversity. In fact, having a diverse workforce is not only a legal, moral, and ethical obligation, it is also a security strategy to gain access and local acceptance. Ultimately, this is helpful to better understand, represent, and serve the communities we work with.