

Diversity, Gender Equality and Inclusion Plan

This document, together with Sida's Plan for Gender Equality in Development Cooperation and Humanitarian Aid, provides guidance and support in the efforts to achieve Sida's vision, common goals, and priorities.

General background


Internal and external diversity, along with gender equality and inclusion, are keys for Sida in the work with eradicating poverty and being successful in a complex and fast changing environment, as well as finding pathways to new partnerships and innovations that contribute to achieving the sustainable development goals of the 2030 Agenda for Sustainable Development

Sida's vision and operating concept is to work for every individual's right and possibility to live a dignified life. We exist to promote development for the benefit of the poorest and most vulnerable people in the world. Our vision and the operating concept places the person at the centre.

Our task and responsibilities: Sida shall initiate, facilitate and strengthen networks of relevant parties, and be able to build mutual partnerships for successful development cooperation. In order to be able to take on our complex task and responsibilities, and to be able to be innovative while we do this, we need to have functional and demographic diversity with a variety of different perspectives, to be creative, curious and not to hesitate to try out new things.

From a rights perspective: everyone must have the same rights and opportunities at Sida irrespective of gender, transgender identity or expression, country of birth, cultural identification, religion or other belief system, disability, sexual orientation or age. For Sida, with the task and responsibility of implementing the Swedish development policy where rights and gender perspective are key priorities, it is therefore self-evident that we will strive to be a recognised leader also in terms of internal diversity and gender equality.

Our workplace: Our values require that Sida will be an attractive, inclusive employer with a long-term systematic work environment management and a trust-based culture, which establishes the preconditions for a secure and socially sustainable working life for all our employees. All our employees are bearers of culture and it is in our actions that we show that we uphold our values. It is important that we can show the world outside Sida a credible picture of Sida as an inclusive, inspiring and sustainable workplace.



As a Swedish governmental authority, we are governed by the Swedish Government's regulations, directives, instructions, strategies and annual letters of appropriation. In everything we do we are guided by the 2030 Agenda for Sustainable Development to protect our planet. Our efforts work for increased diversity, gender equality and inclusion is based on Sida's vision and operating concept for the year 2018-2023, the ethical foundations of the central government and its institutions, along with the Swedish Anti-Discrimination Act, the Swedish Work Environment Act and the Swedish Work Environment Authority's Regulations on harassment and victimisation in the workplace. This document builds on Sida's Diversity and Gender Equality Plan, 2017-2019.

This Diversity, Gender Equality and Inclusion Plan (MJI) has been developed in an inclusive process together with Sida's employees, management team and employee organisations. Its implementation is continuously monitored in the Agency's operational follow-ups.

Overall goals for Sida's diversity, gender equality and inclusion

Staff and group composition

Our organisation and the composition of the staff has an increased breadth of functional and demographic diversity at all levels, from employees to members of our Governing Board. It must be possible for the citizens to feel connected and have trust in us.

Organisational culture and way-of-working

Our organisational culture, our leadership and our ways-of-working are guided by Sida's philosophy's core values: courage, trust and professionalism. We put the expertise of our personnel to good use, and promote diversity and new perspectives. We have the courage to seek out and complement our expertise with new skills, abilities and lifestyles for the purpose of strengthening our capacity for innovation and to contribute to the achievement of our objectives. Sida's employees have a high level of understanding and knowledge of the benefits and challenges of diversity and we are accepting, inclusive and open-minded when it comes to a variety of different personality types, working methods and problem-solving abilities. We relate to the multicultural context in a respectful and responsive manner, and we put our differences to good use in our day-to-day work and decision-making. We listen in order to understand and learn from each other's different perspectives and ways of viewing things.

Discrimination, harassment or unequal treatment

Sida is a workplace that will be free from unjustified pay differences, discrimination, harassment and unequal treatment. We work to prevent and combat sexual exploitation, abuse and sexual harassment. Our recruitment, hiring, staffing, teaming, and career- and skills development processes are committed to equal opportunity and non-discrimination whilst promoting diversity.

The diversity, gender equality and inclusion efforts work is based on five strategies

The efforts at Sida for diversity, gender equality and inclusion is all about increasing and broadening a diversity of skills and abilities while discouraging exclusion of demographic diversity. With the aim of putting this into practice, we are working within five strategically important areas.

Processes and guidelines

We strive for equitable and objective processes in staffing, career and development opportunities, promotion, and the setting of salaries that promote an increased breadth of functional and demographic diversity.

We also strive to take measures to counteract exclusion and unconscious discrimination based on gender, transgender identity or expression, ethnicity, religion or other belief system, disability, sexual orientation or age. We should not reject relevant skills and expertise due to unconscious biases, i.e. subjective assessments, reactions and personal preferences. We use our competence framework for recruitment to Sida and in the in-service skills development of existing employees. It is important and necessary that Sida fully complies with the requirements of the anti-discrimination legislation. This is anchored in our guidelines against discrimination and harassment, in our work environment policy and in the guidelines for recruitment and staffing.

The Sida philosophy, employeeship, leadership and line-manager expectations

Sida's assigned tasks and its activities are strongly value-driven. Similarly, our organisation is based on the core values we carry with us and that we express in our actions, behaviour, and relationships vis-à-vis each other. Sida's philosophy describes our shared responsibilities, our desired behaviours and how together we establish a culture that enables and promotes a situation where a diversity of experiences, norms, values, working methods and problem-solving skills interact in our daily work. "We promote diversity and listen to understand" is one of our starting points in Sida's philosophy. By means of our trust-based leadership and via promoting trust, courage and professionalism in our culture, we lay the foundation for inclusion and diversity in everyday activities.

Skills and working methods


One important part of developing inclusive behaviours among Sida's employees and managers is to increase the awareness of gender equality, diversity and inclusion, as well as about our own hidden beliefs and how to instil this among our staff. Sida takes proactive efforts to increase self-awareness of our unconscious bias in our leadership, in our self-leadership, in our employeeship and in our role as governmental employees.

Clearly defined ways of working provide us with guidance and establish a framework for our attitudes and way of behaving in the workplace. We must make active choices with the development of new tools (including digital tools) for team-based working methods, so that they contribute to inclusive working methods. We must promote that everyone is heard so that we have innovative solutions that take the whole into account and deal with complexity.

Digitisation and communication

At Sida we will use digital technology to boost development, streamline our work, and achieve improved results from our development assistance. In our internal diversity and inclusion work, we desire to use technology to counteract bias and limitations, and establish processes that are more equitable. We make use of technology as support to see the whole as well as our shortcomings.

Our internal and external communication is based on a perspective of diversity, gender equality and inclusion. The contents and implementation are to be characterised by accessibility,



openness and inclusion. The communications are to be adapted to the conditions and situation of the recipients and be objective and constructive.

An integrated approach to internal and external gender equality

For Sida, with the task and responsibility for the implementation of the Swedish development policy, where the gender perspective is a key priority, it is self-evident to strive not only to be a leader in internal diversity and gender equality, but also to see the importance and necessity of an integrated approach to Sida's internal and external gender equality work.

There are significant gains to be had in strengthened cooperation in the efforts to promote internal and external gender equality with a focus on skills development and support for the entire organisation in the implementation of Sida's operational plan. Working together in collaboration in their daily work provides employees the opportunity to experience the strong relationship that exists between Sida's own core values and the organisation's vision, assigned tasks, and responsibilities. This will not only contribute to more effective development assistance work but also to increased employee commitment and to Sida becoming an even more attractive employer.

Responsibility for putting the picture of objectives into practice

All employees, irrespective of their particular role, function and where they sit in the organisational chart, are expected to contribute to the establishment of an organisation that is characterised by diversity, gender equality and an inclusive culture. It is a responsibility that falls on everyone. However, managers and employees have different responsibilities to some degree.

The responsibilities of managers and employees

The Director-General of Sida is ultimately responsible for the implementation of the Plan, while HRKOM is responsible for establishing the preconditions for our efforts to promote diversity, gender equality and inclusion at Sida.¹

The managers at Sida have a special responsibility for compliance and for integrating the five strategies into our operational planning. This applies to both Sida as a whole as well as within the department and unit of each respective manager.

As colleagues working together, we all have a responsibility at Sida to ensure that our working day is characterised by openness and consideration for others, as well as trust in each other and respect for each other's skills and expertise. The responsibility in this regard is equally great, whether one is a manager or an employee. An inclusive and curious approach leads to a reduced risk of discrimination, harassment or unequal treatment. It is also very important that all of us, irrespective of role and function, have the courage to report and speak out if we suspect or experience that harassment or abuse is occurring.

¹ HRKOM is responsible for operationalising the overall picture of objectives, which in turn responds to the requirements for active measures in the *Swedish Anti-Discrimination Act (2008:567), Chapter 3. Active Measures*.

Governance, Implementation, and Monitoring and following-up

Our efforts related to diversity, gender equality and inclusion is an integral part of the Agency's operational planning and is also followed up as part of it.

Governance: details can be found in [VP in Goal 6](#).

Implementation: The primary implementation takes place integrated into the activities of the departments. [The HR Board and HR Diversity & Inclusion Specialist/HRKOM](#) supports the work of the activities to operationalise the goals, identify gaps, build capacity and expertise, and plan for action and remedial measures. Continuous collaboration occurs in CESAM and DESAM.

Monitoring and following-up: Annual objectives (key figures) for diversity, gender equality and inclusion efforts are followed up by [hub for Goal 6](#). HRKOM is responsible for being able to report annually to the Governing Board and senior management.

Key figures in three dimensions

1 Composition of the group: *Functional Diversity:* We conduct gap analyses annually for the purpose of determining which functional expertise and substantive expertise is lacking.

Demographic Diversity: We measure selected variables such as gender, age, foreign background, level of education and other metrics that do not violate the employee's personal integrity or privacy, for the purpose of assessing the extent to which our staff composition is characterised by demographic diversity.

2 An inclusive organisational culture: By means of employee surveys, we look at whether our organisational culture is courageous, inclusive and open to differences, and whether or not working methods, team compositions and decision-making are perceived as inclusive.

3 Vulnerability: We follow up here to ensure that our workplace is free from discrimination, harassment and unequal treatment. We do this via conducting employee surveys, annual employee discussions, discussions upon the conclusion of employment. We also monitor that we do not have unreasonable pay differentials that cannot be justified.